



Town Manager's Recommended
CAPITAL IMPROVEMENT PROGRAM
FY2027 - FY2031



November 14, 2025

TOWN of ANDOVER
Andrew P. Flanagan, Town Manager

TOWN OF ANDOVER
TOWN MANAGER'S RECOMMENDED
CAPITAL IMPROVEMENT PROGRAM
FY2027 – FY2031



Andrew P. Flanagan
Town Manager

November 14, 2025



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Fiscal Year 2027 Budget and Town Meeting Planning Schedule

| PLANNED DATE | TASK, ACTION, DEADLINE | PRIMARY RESPONSIBILITY |
|-------------------|--|---|
| August 15, 2025 | Issue FY2027-FY2031 Capital Improvement Plan request forms | Deputy Town Manager of A&F |
| September 5, 2025 | Dept. CIP requests due to Administration & Finance | Department Heads, School Superintendent |
| October 8, 2025 | Staff review of Departmental CIP requests | Town Manager, Dept. Heads, School Supt. |
| October 20, 2025 | 2026 ATM Warrant opens | Select Board |
| October 30, 2025 | Advertise CIP Public Hearing | Assistant to the Town Manager |
| November 12, 2025 | Tax Classification Public Hearing | Select Board/Chief Assessor |
| November 14, 2025 | Town Manager's Recommended FY27-FY31 CIP released | Town Manager, Deputy Town Manager of A&F |
| November 17, 2025 | CIP Public Hearing | Town Manager/Select Board |
| November 17, 2025 | Tax Classification Public Hearing & Vote | Select Board/Chief Assessor |
| November 21, 2025 | Issue FY2027 Operating Budget Request Forms & Instructions | Town Manager, Deputy Town Manager of A&F |
| December 3, 2025 | Tri-Board Meeting: CIP Review, Prelim FY2027 Projections | Select Board, Finance Committee, & School Committee |
| December 8, 2025 | Select Board vote to accept FY2027 CIP | Select Board |
| December 29, 2025 | FY2027 Operating Budget Requests submitted to Town Manager | Department Heads |
| January 16, 2026 | Town Meeting Warrant closes | Select Board |
| February 6, 2026 | Town Manager's FY2027 Recommended Budget released | Town Manager, Deputy Town Manager of A&F |
| February 16, 2026 | Warrant Article Review & Votes Begin | Select Board, Finance Committee |
| March 7, 2026 | Department Operating Budget presentations (joint mtg.) | Department Heads |
| March 9, 2026 | Budget & Warrant Article Votes | Select Board |
| March 11, 2026 | Budget & Warrant Article Votes | Finance Committee |
| March 16, 2026 | Budget & Warrant Article Votes | Select Board |
| March 18, 2026 | Budget & Warrant Article Votes | Finance Committee |
| March 24, 2026 | Annual Town Election | Town Clerk |
| March 27, 2026 | Final Budget votes due to Fin Com for Town Meeting Report | Select Board, Finance Committee |
| March 27, 2026 | Chair Letters to the Finance Committee | Select Board, School Committee |
| April 3, 2026 | Fin Com Report for Town Meeting sent to printer | Finance Committee |
| April 17, 2026 | Fin Com Report mailed to residents | Printer |
| April 21, 2026 | Annual Town Report Released | Town Manager |
| April 28, 2026 | First night of the 2026 Annual Town Meeting | All |

SECTION 1



TOWN MANAGER'S CIP TRANSMITTAL LETTER



TOWN OF ANDOVER

Town Manager's Office
36 Bartlet Street
Andover, MA 01810
978-623-8200
www.andoverma.gov

Andrew P. Flanagan
Town Manager

November 14, 2025

Alex Vispoli, Chairman
Members of the Select Board
Town Offices
36 Bartlet Street
Andover, MA 01810

Dear Chairman Vispoli and Members of the Board:

I am pleased to present the Town Manager's Recommended Capital Improvement Program (CIP) for FY2027 – FY2031. This is Andover's 35th annual CIP. The CIP Bylaw requires that the Town Manager present the Select Board with the Town's capital needs for the next five years as the first step in the annual budget development process.

This year's CIP reflects a balanced approach that prioritizes multifaceted investment in the community. Our strategy has been guided by a commitment to invest in critical infrastructure while meeting the increasing demand for projects and facilities that are essential to maintaining Andover as a vibrant, healthy and community-centered municipality. Therefore, the recommended CIP includes funding for historic investment in the Town's water distribution system, sidewalks and recreational facilities while also adhering to the Town's tradition of maintaining its buildings, public spaces, equipment and technology. Through detailed planning and management of the Town's budgeting systems, the recommended CIP does not sacrifice or diminish investments that have served as cornerstones of the annual program for capital spending.

Major Capital Priorities

The CIP as presented totals \$50,758,394 and will be funded from several sources including the General Fund (i.e., the tax levy), Water & Sewer Enterprise Funds, Free Cash, Revolving Funds and state funding for roadway improvements (Chapter 90). The total investment, which is significantly higher than in prior years, is by design. The Town Manager & Select Board's Strategic Goals & Objectives for 2025-2026 are explicit in prioritizing investment in both the water distribution system and in sidewalks. Accordingly, the adopted goals establish expedited benchmarks for both the replacement of water mains and the implementation of the Sidewalk Masterplan. Below is a summary of the benchmarks and financing plans for both programs.

The Water Main Replacement Program has been in effect since 2015. During that time, the pace of water main replacement has significantly exceeded the pace from the prior decades. In an effort to further accelerate this pace, the Department of Public Works has identified that the Town has the capacity, contingent on additional staffing support funded by the operating budget, to replace approximately four miles of water main per year. This target will require an annual appropriation of \$12,000,000, which will result in an annual debt service payment of approximately \$750,000. In May, the Select Board approved a five-year water rate plan that is intended to support this annual investment. The rate plan, which includes a 15% annual increase in FY2026 through FY2029 and a 10% increase in FY2030, is expected to provide sufficient funding for the water main replacement program and other necessary and significant improvements to both the distribution system and the Water Treatment Plant. These improvements will be detailed later in this letter.

For sidewalks, the goal is to fully implement the Sidewalk Masterplan by FY2029. Full implementation of the approved plan will require a total estimated investment of approximately \$10,000,000. This investment will be split over two fiscal years, with the first \$5,000,000 being recommended in FY2027 with the anticipation of including the remaining \$5,000,000 in FY2028.

The Town's ability to maintain the pace outlined above will be contingent on both the weather and on the allocation of sufficient resources to effectively manage and complete the work. I anticipate including funding this need in the operating budget to increase our project management capacity and further build out our communications infrastructure. Both will be needed to effectively execute this historic level of investment in the Town's infrastructure. As is the case with all New England communities, a relatively short construction season can be disrupted by weather. Accordingly, these plans will be closely monitored and may need to be recalibrated along the way. The Town will have an internal working group that will be responsible for managing the work and will be prepared to provide elected and appointed officials and the community with updates as necessary.

In addition to the infrastructure improvements outlined above, the total allocation for the CIP is also driven by a major investment in the Chandler Road Recreation Area and the need to purchase a new "Ladder 1," which is a frontline piece of Andover Fire Rescue's firefighting apparatus.

To advance Phase 2 of the Chandler Road Recreation Area project, \$5,000,000 has been allocated. This investment is necessary to meet the rapidly growing demand for fields, playing surfaces and recreational amenities. The increasing demand has emerged as one of our most significant challenges, and as anticipated in last year's CIP, will require a major funding commitment to sufficiently meet the community's needs and expectations moving forward. The recommended funding strategy includes a borrowing authorization of \$4,000,000 and a \$1,000,000 appropriation from Free Cash. This split funding strategy bifurcates funding for the necessary site improvements and the construction of a multi-

purpose field. The necessary site improvements, which long-term will support more than the construction of a single field, will have a much longer useful life and should be funded by debt service. By contrast, regarding the playing fields, it is generally assumed that a field will have a useful life of 10-12 years and can be funded by cash or through debt service with a shorter amortization schedule. Additionally, the annual debt service payment on approximately \$1,000,000 of the borrowing authorization will be funded by revenues generated from the site. This annual funding commitment from the Recreation Revolving Fund may be adjusted upward over time as the site is further developed.

Andover Fire Rescue's complement of frontline apparatus includes three engines, three ambulances and one ladder truck. Ladder 1 has been in service for seven years. The current lead time for delivery of a new ladder truck is four years. If approved, the Town would take delivery of the new ladder truck in 2030. By then, Ladder 1 will reach the end of its frontline service life. It is also worth noting that the Town's reserve ladder truck (Ladder 2) has been in service for almost twenty years. Within the next several years, Ladder 2 will be well past its useful life as a reliable emergency reserve apparatus.

The recommendations outlined above represent approximately \$29,200,000, or 58%, of the total recommendation included in the CIP. The remaining recommendations will be summarized later in this letter.

Financing Plan for the FY2027-FY2031 Capital Improvement Program

One of the primary purposes of developing a Capital Improvement Program is to establish a practical and predictable plan that identifies the capital needs of the community. At the core of the plan is a sustainable funding strategy that ensures appropriate investment across departments and divisions, while also effectively integrating into the Town's overall financial framework. Consistent with this philosophy, the foundation for the financing plan is based on the following components:

- 1.) The total "non-exempt" capital budget is based on annual funding target equal to 7-7.5% of the Town & School Operating Budgets:** The non-exempt capital budget consists of three components: (1) the total of previously issued existing debt service paid within the tax levy, (2) projected debt service for new borrowing recommended within this CIP, and (3) the combined allocation of revenue from taxation and the General Fund. The CIP as proposed, in drawing on these three components, meets our target and represents approximately 7.27% of the projected total for the Town and School Operating Budgets for FY2027. This approach is the most responsible approach to capital budgeting within the limitations of Proposition 2 ½. By establishing an annual funding target, the Town can effectively manage its debt schedule and ensure a predictable funding plan that is sustainable within the greater context of the Long-Range Financial Plan. Additionally, this approach will not result in major fluctuations in taxation. As a percentage of budget, the overall cost of the

CIP to taxpayers should remain constant as a fixed percentage of the tax bill even as our total capital investments grow year-over-year.

- 2.) Allocate approximately 20% of the certified Free Cash balance for the Capital Improvement Program:** On average, the Town has appropriated approximately 20% of its certified Free Cash balance to support the CIP over the past five years. The recommended appropriation from Free Cash included in the CIP for FY2027 is \$5,807,000, which is equal to 22% of the Town's certified Free Cash balance of \$26,235,268.

- 3.) Maintain rate plans for the Water & Sewer Enterprise Funds to adequately support the necessary investment in the Town's utility infrastructure:** The annual investment in utility infrastructure is often the most critical funding recommendation included in the CIP. The Town has an obligation to maintain its Water Treatment Plant and water distribution system, as well as its sewer collections system. (Note that wastewater treatment is funded outside the CIP and through an annual assessment to the Greater Lawrence Sanitary District.) As previously outlined, the Town has a comprehensive rate plan for the Water Enterprise Fund that is based on revenue from water rates and a volume-usage assumption that is reflective of a rolling average of the past five years. The current rate plan is expected to adequately fund the planned improvements to the water distributions system, including the water main replacement program, and the needed upgrades to the Water Treatment Plant. The Town also has a rate plan for the Sewer Enterprise Fund which is expected to provide sufficient funding for the next year but will need to be updated in order to support future maintenance of the sewer system.

- 4.) Utilization of other funds and Capital Carry Forward:** The plan leverages the use of revenues from various revolving funds and unexpended past capital appropriations. For the second year, revenues from revolving funds will be used to offset the costs of major projects that would otherwise crowd out other needed investments across the organization. In order for revolving revenues to offset a capital expense, the expenditure must be consistent with the program that generates the revenue being used. The recommended plan includes using revolving revenues to fund major improvements at Pumps Pond, Rec Park and Chandler Road. The improvements will ensure the continuation and expansion of several revenue producing programs. Use of revenues from revolving funds is consistent with Town Policy and reflects the actions and approval of Town Meeting.

While it is important for the Town to maintain specific balances in prior capital appropriations, there are often opportunities to repurpose funds that have previously been appropriated and/or borrowed. One method for reconciling unexpended

balances is to use them to offset the cost of proposed new capital projects. The recommended plan includes a capital carryforward offset, which repurposes existing balances to offset the overall cost of the Capital Improvement Program. This approach provides three benefits: (1) it provides flexibility to expand the capacity of the Capital Improvement Program, (2) supports the Town’s effort to reconcile unexpended capital balances, and (3) allows for the efficient use of appropriated funds for capital needs.

The Town Manager’s Recommended CIP for FY2027 totals \$50,758,394 and is consistent with the goals and objectives adopted by the Select Board. The plan meets the funding target, and provides Town Departments & Divisions, as well as the School Department, with the resources necessary to effectively and efficiently meet the needs of those they serve. The revenue sources shown in figure *FY 2027 Capital Improvement Program* indicate how the program will be fiscally supported and the details of the recommended projects are described on the following pages.

| <i>FY 2027 Capital Improvement Program</i> | |
|--|---------------------|
| General Fund Revenue | \$3,237,200 |
| General Fund Borrowing | \$13,238,000 |
| Use of Free Cash | \$5,807,000 |
| Cemetery Funds | \$100,000 |
| General Fund Exempt Borrowing | -0- |
| Special Dedicated Funds | \$2,041,194 |
| Water and Sewer Enterprise Funds | \$26,335,000 |
| Total Recommendation | \$50,758,394 |

As in every past CIP, the departmental requests exceeded the resources available. However, through a collaborative process, the CIP was crafted in a manner consistent with the financing plan presented within this document and begins the budget process for FY2027 in a fiscally responsible manner.

The plan for capital expenditures has also been balanced in future years so that requests for funding do not exceed available resources. The table below provides a summary of the 5-year plan. The plan has intentionally maintained funding capacity in future years in order to provide flexibility to meet unanticipated needs in the coming years.

| | | FY27 | FY28 | FY29 | FY30 | FY31 |
|---|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Total Town and School Operating Budget | | 158,701,654 | 164,020,384 | 169,518,195 | 175,201,143 | 181,075,488 |
| 7.5% CIP Target | | 11,902,624 | 12,301,529 | 12,713,865 | 13,140,086 | 13,580,662 |
| Non-Exempt Plan | General Fund Revenue | 3,237,200 | 3,233,240 | 3,256,600 | 3,320,120 | 3,310,000 |
| | Existing Non-Exempt Debt Service | 8,482,000 | 8,077,584 | 7,398,539 | 6,942,713 | 6,341,258 |
| | FY26 & Prior | 650,000 | 650,000 | 600,000 | 600,000 | 550,000 |
| | New Non-Exempt Debt Service | | 1,028,008 | 1,821,502 | 2,435,376 | 2,862,530 |
| | Plan Total | 12,369,200 | 12,988,832 | 13,076,641 | 13,298,209 | 13,063,788 |
| Offsets | Capital Offsets | (300,000) | (300,000) | (300,000) | (300,000) | (300,000) |
| | Doherty Offset | (537,625) | (537,625) | (537,625) | (537,625) | (537,625) |
| Net Non-Exempt Plan | | 11,531,575 | 12,151,207 | 12,239,016 | 12,460,584 | 12,226,163 |
| Variance From 7.5% Target | CIP as % of Budget (Current Plan) | 7.27% | 7.41% | 7.22% | 7.11% | 6.75% |
| | \$ Variance | (371,049) | (150,322) | (474,849) | (679,502) | (1,354,499) |

General Fund Revenue & Taxation (Capital Project Fund)

The recommendation for the Capital Project Fund is \$3,237,200. The Capital Project Fund is funded from General Fund Revenue (taxation). This funding source is used for projects, capital acquisitions or improvements that generally do not warrant or require debt service in order to be funded. The recommendation for funding Town departments' requests is \$1,597,200 and \$1,640,000 for School Department requests.

Approximately 83% of this funding source is used to fund preventive maintenance projects within our Town and School buildings. Additionally, the recommendation includes funding for public works vehicles, our Participatory Budgeting Program, storm drain improvements, replacement of rescue tools used by Andover Fire Rescue and various conservation priorities.

General Fund Borrowing

The plan includes projects totaling \$13,238,000 that will require general fund borrowing. \$9,000,000 is recommended for sidewalks (\$5,000,000) and for Phase 2 of the Chandler Road Recreation Area project (\$4,000,000). The remaining \$4,238,000 will fund annual programs that are funded through the CIP. Collectively, these are projects that will require debt service, which is reflected in our budget model as new non-exempt debt service.

\$1,475,000 is being recommended for major Town projects, which includes \$500,000 for reconstruction of the rear parking lot and stairway of the Public Safety Center, \$375,000 for door, window and flooring improvements and \$225,000 for code compliance requirements in Town buildings. \$100,000 is allocated for a space utilization study at Memorial Hall Library and \$150,000 for the design of structural improvements and bathroom upgrades at Old Town Hall. \$75,000 has been reserved for improvements to Shawsheen School should they be needed after review of potential future uses for the site and the annual allocation of \$50,000 for improvements to Town Offices and the municipal complex. Depending on the outcome of that process, the improvements may be funded through revenues from recreation programming.

The plan includes \$1,810,000 for major school projects, which includes \$600,000 for the construction of a new playground at Sanborn Elementary School. Funds for the design of this project were appropriated at the 2025 Annual Town Meeting, and this project will be fully funded with supplemental funding from private donations. \$400,000 is being recommended for the installation of a security vestibule and for office and HVAC improvements at West Middle School. \$200,000 has been allocated for site improvements, including improvements to ramps and classroom exits, at South Elementary School which will ensure compliance with ADA. Other improvements included in the funding recommendation for major school projects are \$400,000 for ongoing ADA improvements at Doherty Middle School, \$60,000 for roof replacement at Central Offices, and \$100,000 for

repaving at Wood Hill/High Plain.

\$4,375,000 is being recommended for Town Parks & Playgrounds. \$4,000,000 will be used to fund Phase 2 of the Chandler Road Recreation Area project. It is important to note that the use of these funds is subject to a final plan that will be developed between now and early spring. The Town will be leading a community process to discuss potential uses for the site with the expectation of having a plan reflective of resident input well in advance of Town Meeting. By including funds in the CIP, the Town will have the opportunity to bring a project to Town Meeting and avoid a full year of cost escalation. It is acknowledged that this request may get postponed to FY2028 if a plan is not fully developed in time for the next Annual Town Meeting. An additional \$1,000,000 from Free Cash is recommended to fully fund the anticipated cost of Phase 2. The remaining \$375,000 within the proposed capital program for parks and playgrounds include the following: \$150,000 for Dale Street improvements, \$100,000 for design of new restrooms, playground and basketball court at Recreation Park, \$50,000 for design of accessibility improvements at Penguin Park and \$75,000 for a feasibility study for targeted recreation improvements.

Lastly, \$578,000 is being recommended for the purchase of a streetsweeper (\$278,000) and loader (\$300,000) for the Department of Public Works.

Free Cash

The Town's certified Free Cash Balance for appropriation in FY2027 is \$26,235,268. The CIP recommends that \$5,807,000, or approximately 22% of the certified Free Cash balance, be appropriated to fund projects and the purchase of equipment included in the plan. Free Cash is the recommended funding source for the purchase of the new Ladder 1 and the entirety of the Town Vehicle Replacement Program, which includes replacement of vehicles assigned to the Police Department, Department of Public Works and Facilities Department. The program includes the annual replacement of police cruisers and small DPW vehicles. The Facilities Department is responsible for managing the replacement program for transportation vehicles, and funds have been allocated to replace a van assigned to Youth Services in FY2027. Aside from Ladder 1, these vehicles have a shorter useful life than the heavy-stock vehicles and equipment assigned to DPW and Andover Fire Rescue. The most appropriate funding sources for these vehicles is cash from reserves (i.e., Free Cash) or taxation.

The full Town & School Technology program will continue to be funded from Free Cash, and the recommendation is consistent with the annual targeted investment of \$1,000,000. The annual technology program includes upgrades to the technology infrastructure that supports Town and School departments, as well as device replacement for staff and students. The planned investment for FY2027 includes classroom display modernization, network and WiFi modernization and unified communications upgrades. Over 50% of classroom display technology is nearing its tenth year of operation and is at the end of its useful life. Frequent failures often require substantial IT resources to fix and are

disruptive to learning. IT completed the first phase of deploying new technology during FY2025 and aims to complete the process of replacing classroom display technology by FY 2029. The investment in WiFi modernization is needed to meet the demands of modern applications that are used across the Town facilities and in the schools. The Town's current equipment is often strained, and the funding model has been designed to replace and upgrade 15-18% of the wireless networking equipment annually. This approach is balanced, and like the overall funding strategy for technology, provides a framework that is consistent with the total annual capital allocation for the department. Funding in FY2027 will also be used to upgrade the Town's VOIP telephone system and to update and streamline the systems used by Human Resources for personnel management.

As noted previously, Free Cash will also be used to offset a portion (\$1,000,000) of the total request to fund Phase 2 of the improvements to the Chandler Road Recreation Area.

While implementation of the Sidewalk Masterplan, which focuses on new and reconstructed sidewalks, is being phased over two years with a total planned appropriation of \$10,000,000, the CIP will continue to fund the sidewalk repair program with an annual allocation of \$250,000 from Free Cash. This program has provided the resources to fund minor sidewalk repairs throughout Andover without drawing from the funds that will otherwise be reserved for major reconstruction of existing sidewalks or construction of new sidewalks.

Lastly, Free Cash will continue to be used as a source of funding for the purchase of the trash and recycling toters that were distributed this summer. The total cost of purchasing the toters was \$1,250,000, and the Town has previously funded \$817,000. \$200,000 is recommended for both FY2027 and FY2028, which will complete the purchase of the toters.

While the gross recommended appropriation from Free Cash is higher than in past years, it is consistent with the average (as a percentage) amount appropriated over the past four years, which has averaged approximately 20% of the certified balance.

This use of Free Cash is part of a multi-year plan to grow the balance available for appropriation and is consistent with the Department of Revenue (DOR) guidelines that Free Cash, as a nonrecurring revenue source, should be restricted to paying one-time expenditures, funding capital projects or replenishing reserves.

Special Dedicated Funds

Chapter 90, Major Annual Road Maintenance, is recommended to be funded at \$2,041,194. This is a significant increase from prior years and reflects an increase in funding from the Commonwealth of Massachusetts through the Fair Share Amendment.

Water and Sewer Enterprise Funds

The Water and Sewer Enterprise Funds will support nine recommended projects for FY2027. The Water Enterprise Fund will support \$12,000,000 for water main replacements, \$5,850,000 for replacement of the Wood Hill Pumps and Motor Control Center, \$2,000,000 for design and preliminary work to replace the Ozone Generators, \$85,000 for improvements to the Bancroft Pumping Station and \$150,000 for milfoil removal at Haggetts Pond.

The Sewer Enterprise Fund will fund \$5,000,000 for Phase 1 of the Shawsheen Pump Station replacement project, \$750,000 for the continuation of improvements to the Shawsheen River Sewer Interceptor and \$250,000 for improvements to the collections system.

As previously outlined, both the Water and Sewer Enterprise Funds have rate plans that are intended to support capital investment over time. These rate plans will be regularly evaluated and updated to ensure adequate annual investment in both the water and sewer systems.

Integrating the CIP and the Long-Range Financial Plan

For the past 10 years, the Town has maintained its commitment to the tenets of the Long-Range Financial Plan. The CIP and funding target have been cornerstones of the plan and a reflection of the community's commitment to investing in its capital assets. The primary components of the financing plan for the CIP, as outlined in this letter, are intended to continue to build confidence in the program by improving our ability to forecast and manage the debt schedule. This, in turn, provides the Town with the opportunity to plan projects, improvements and equipment acquisitions with increased clarity and predictability. By utilizing revenues from revolving funds, Free Cash and unexpended capital balances, we are able to expand the capacity of the program without increasing the tax implications of the overall plan.

We have just completed a several months-long process of reviewing the Long-Range Financial Plan. Throughout that process, there has been strong support for maintaining a robust Capital Improvement Program that has the capacity to fund the critical needs and priorities of the community. The updated Long-Range Financial Plan assumes increasing the overall capacity for capital investment in the community.

Through the development of an updated plan, we have evaluated our ability to maintain services without sacrificing the necessary investment in our capital assets, including public infrastructure, Town and School buildings, equipment, technology, and recreation and open space assets that are critical to the vibrancy and livability of our community. At the highest level, the Long-Range Financial Plan serves as the foundation of our budgeting systems and the vehicle for both service delivery and capital investment in

Andover. I am confident that, through continued collaboration with our partners in the School Department, our elected leadership and the Finance Committee, we will be able to find pathways to deliver balanced budgets that meet the operating and capital needs of the Town and School Department and reflect the expectations of our community.

Conclusion

I will present the CIP to the Select Board at the Public Hearing on November 17, 2025. A Tri-Board meeting will be held on Wednesday, December 3, 2025 to discuss the CIP and the revenue and expenditure forecast and assumptions for FY2027. The Select Board will discuss and consider formally adopting the CIP at its meeting on Monday, December 8, 2025. The CIP document is posted in its entirety on the Town's website at www.andoverma.gov/FY2027CIP.

I would like to take this opportunity to thank our budget team, including Deputy Town Manager for Administration & Finance Alex Magee, Director of Budget & Capital Management/Town Accountant Hayley Green and Administration & Finance Analyst Sarah Carroll, for their commitment to our capital planning process. The quality of this document and the information included herein reflect months of planning and detailed analysis that supports the recommendations included in this year's plan. I would also like to thank Deputy Town Manager Michael Lindstrom, Deputy Town Manager & Town Clerk Austin Simko, Director of Communications Phil Geoffroy, and Assistant to the Town Manager Amy Heidebrecht for their contributions supporting the production of this year's CIP. I would also like to thank the Department and Division Heads who thoughtfully prepared their requests, provided historical perspectives, and contributed to the refinement of the program. I also want to extend my appreciation to Superintendent Dr. Magda Parvey, Assistant Superintendent Keith Taverna and the entire Andover Public Schools team for their participation in the capital budgeting process.

The recommendations presented in this CIP begin the public discussion of both fiscal and program priorities for FY2027 and the subsequent four years. I look forward to reviewing these recommendations with the Select Board, School Committee, Finance Committee, and our residents. My administration is committed to providing the information and resources necessary to fully inform the policy discussions that will take place in the coming months. The goal of our deliberations is to develop a CIP and Operating Budget that is well-reasoned, balanced and justified within the Town's available revenues. Together, we will finalize a CIP reflective of those discussions and directed toward meeting the service expectations of Andover residents.

Respectfully Submitted,



Andrew P. Flanagan

SECTION 2



FY2027 CIP RECOMMENDATIONS AND FUNDING SUMMARY

RECOMMENDATIONS AND FUNDING SUMMARY

FISCAL YEAR 2027 CAPITAL IMPROVEMENT PROGRAM (CIP) TOWN MANAGER'S RECOMMENDATIONS AND FUNDING SUMMARY

The Town's Department Heads submitted CIP requests totaling \$61,679,094 for FY2027. Those requests were thoroughly discussed and considered during a series of internal group and individual review sessions. Based on the results of those sessions and the projected availability of funds as of this date, the Town Manager recommends a total FY2027 CIP of \$50,758,394 from the following funding sources:

| | |
|--|-----------------------------|
| General Fund Revenue: | \$ 3,237,200 |
| Free Cash: | \$ 5,807,000 |
| General Fund Non-Exempt Borrowing: | \$ 13,238,000 |
| Cemetery Funds: | \$ 100,000 |
| Special Dedicated Funds: | \$ 2,041,194 |
| Water & Sewer Enterprise Funds: | \$ 26,335,000 |
| Town Manager's Total CIP Recommendation for FY2027: | <u>\$ 50,758,394</u> |

From General Fund Revenue:

It is recommended that the following capital projects be funded with General Fund Revenue. This is the annual "pay-as-you-go" funding from FY2027 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

| | | |
|--------|---|-------------|
| ANF-1 | Participatory Capital Budgeting | \$50,000 |
| CDP-1 | Mary French Boardwalk Restoration | \$30,000 |
| CDP-2 | Invasive Species Management & Education | \$44,200 |
| CDP-3 | Merrimack River Cleanup | \$30,000 |
| DPW-6 | Storm Water Management | \$100,000 |
| DPW-8 | Minor Storm Drainage Improvements | \$200,000 |
| DPW-10 | Spring Grove Cemetery Maintenance | \$20,000 |
| FAC-1 | Town Projects – Buildings | \$575,000 |
| FAC-2 | Town Projects – Mechanical & Electrical | \$485,000 |
| FIR-2 | Cordless Battery-Operated Rescue Tools | \$63,000 |
| SCH-1 | School Wide Maintenance Program | \$1,095,000 |
| SCH-2 | School Projects by Building | \$545,000 |

Total from General Fund Revenue **\$3,237,200**

From Free Cash:

It is recommended that the following capital projects be funded with Free Cash:

| | | |
|--------|---|-------------|
| DPW-2 | Minor Sidewalk Repairs | \$250,000 |
| DPW-7a | Town Vehicles - Public Works Vehicles & Equipment | \$172,000 |
| FAC-3 | Town & School Security | \$200,000 |
| FAC-4 | Town Vehicles - Facilities & Transportation | \$230,000 |
| FAC-5b | Town Parks & Playgrounds | \$1,000,000 |
| FAC-7 | Town & School Energy Initiatives | \$125,000 |
| FIR-1 | Fire Rescue Vehicles | \$2,200,000 |
| IT-1 | Annual Staff Device Refresh | \$300,000 |
| IT-2 | Annual Student Device Refresh | \$178,000 |
| IT-3 | IT Infrastructure | \$582,000 |

RECOMMENDATIONS AND FUNDING SUMMARY

| | | |
|-------|--------------------------------------|-----------|
| POL-1 | Police Vehicle Replacement | \$225,000 |
| POL-2 | Police Cruisers/MC Computers | \$145,000 |
| TM-1 | Purchase of Trash & Recycling Toters | \$200,000 |

Total from Free Cash **\$5,807,000**

From General Fund Non-Exempt Borrowing:

It is recommended that the following capital projects be funded through General Fund Borrowing:

| | | |
|--------|-------------------------------|-------------|
| DPW-4 | Town Sidewalk Program | \$5,000,000 |
| DPW-7b | Public Works Vehicles - Large | \$578,000 |
| FAC-5a | Town Parks & Playgrounds | \$4,375,000 |
| FAC-6 | Major Town Projects | \$1,475,000 |
| SCH-5 | Major School Projects | \$1,810,000 |

Total from General Fund Borrowing **\$13,238,000**

From Cemetery Funds:

It is recommended that the following capital programs be funded through Cemetery Funds:

| | | |
|-------|-----------------------------------|-----------|
| DPW-5 | Spring Grove Cemetery Master Plan | \$100,000 |
|-------|-----------------------------------|-----------|

Total from Cemetery Funds **\$100,000**

From Special Dedicated Funds:

It is recommended that the following capital programs be funded through Special Dedicated Funds:

| | | |
|-------|---------------------------------------|-------------|
| DPW-1 | Major Annual Road Maintenance (Ch 90) | \$2,041,194 |
|-------|---------------------------------------|-------------|

Total from Special Dedicated Funds **\$2,041,194**

From Water and Sewer Enterprise Funds:

It is recommended that the following capital projects be funded through Water and Sewer Enterprise Funds:

| | | |
|--------|---|--------------|
| DPW-13 | Major Water Main Replacement/Dist. Improvement Projects (WEB) | \$12,000,000 |
| DPW-20 | Sanitary Sewer Collection System Improvements (SEB) | \$250,000 |
| DPW-21 | Shawsheen River Sewer Interceptor Improvements (SEB) | \$750,000 |
| DPW-23 | Wood Hill Pumps and Motor Control Centers (WEB) | \$5,850,000 |
| DPW-26 | Inflow/Infiltration (I/I) Removal Program (SER) | \$250,000 |
| DPW-28 | WTP – Shawsheen Pumping Station (SEB) | \$5,000,000 |
| DPW-30 | Bancroft Pumping Station (Roof and Generator) (WER) | \$85,000 |
| DPW-31 | WTP – Ozone Generators (WEB) | \$2,000,000 |
| DPW-35 | WTP – Milfoil Removal (WER) | \$150,000 |

WEB – Water Enterprise Borrowing, WER – Water Enterprise Reserves, SEB – Sewer Enterprise Borrowing, SER – Sewer Enterprise Reserves

Total from Water & Sewer Enterprise Funds **\$26,335,000**

CIP Total for FY27 **\$50,758,394**

| Request # | Request Title | Dept. Rqst. FY2027 | TM's Rec. FY2027 | TM's Plan FY2028 | TM's Plan FY2029 | TM's Plan FY2030 | TM's Plan FY2031 |
|---|--|---------------------|---------------------|---------------------|--------------------|--------------------|--------------------|
| General Fund Revenue (Capital Projects Fund) | | | | | | | |
| ANF-1 | Participatory Capital Budgeting | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 |
| CDP-1 | Mary French Boardwalk Restoration | \$30,000 | \$30,000 | \$0 | \$0 | \$0 | \$0 |
| CDP-2 | Funding for Invasive Plant Species Management and Education on Andover Conservation Properties | \$44,200 | \$44,200 | \$40,240 | \$21,600 | \$25,120 | \$0 |
| CDP-3 | Merrimack River Cleanup | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 | \$30,000 |
| CDP-4 | Open Space and Recreation Plan | \$65,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| CDP-5 | Funding for Lightning Tree Rare Species Preservation and Education Project | \$19,700 | \$0 | \$0 | \$0 | \$0 | \$0 |
| DPW-10 | Spring Grove Cemetery Maintenance | \$20,000 | \$20,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 |
| DPW-16 | Storm Water Management | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| DPW-8 | Minor Storm Drainage Improvements | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 | \$200,000 |
| FAC-1 | Town Projects-Buildings | \$575,000 | \$575,000 | \$575,000 | \$600,000 | \$600,000 | \$600,000 |
| FAC-2 | Town Projects-Mechanical & Electrical | \$485,000 | \$485,000 | \$515,000 | \$540,000 | \$570,000 | \$580,000 |
| FIR-2 | Cordless Battery-Operated Rescue Tools | \$63,000 | \$63,000 | \$0 | \$0 | \$0 | \$0 |
| SCH-1 | School Wide Maintenance Program | \$1,095,000 | \$1,095,000 | \$1,085,000 | \$1,110,000 | \$1,165,000 | \$1,165,000 |
| SCH-2 | School Projects by Building | \$545,000 | \$545,000 | \$525,000 | \$555,000 | \$530,000 | \$535,000 |
| | Total General Fund Revenue | \$3,321,900 | \$3,237,200 | \$3,233,240 | \$3,256,600 | \$3,320,120 | \$3,310,000 |
| Free Cash | | | | | | | |
| DPW-14 | Hazardous Tree Removal | \$150,000 | \$0 | \$150,000 | \$150,000 | \$150,000 | \$150,000 |
| DPW-2 | Minor Sidewalk Repairs | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 |
| DPW-7a | Town Vehicles - Public Works Vehicles & Equipment | \$172,000 | \$172,000 | \$0 | \$0 | \$0 | \$0 |
| FAC-3 | Town & School Security | \$200,000 | \$200,000 | \$350,000 | \$350,000 | \$350,000 | \$350,000 |
| FAC-4 | Town Vehicles - Facilities & Transportation | \$230,000 | \$230,000 | \$200,000 | \$200,000 | \$225,000 | \$225,000 |
| FAC-5b | Town Parks & Playgrounds - 2 | \$1,000,000 | \$1,000,000 | \$0 | \$0 | \$0 | \$0 |
| FAC-7 | Town & School Energy Initiatives | \$125,000 | \$125,000 | \$300,000 | \$500,000 | \$400,000 | \$600,000 |
| FIR-1 | Fire Rescue Vehicles | \$2,200,000 | \$2,200,000 | \$300,000 | \$710,000 | \$1,500,000 | \$435,000 |
| IT-1 | Annual Staff Device Refresh | \$300,000 | \$300,000 | \$300,000 | \$300,000 | \$290,250 | \$300,750 |
| IT-2 | Annual Student Device Refresh | \$178,000 | \$178,000 | \$180,000 | \$185,000 | \$187,500 | \$187,500 |
| IT-3 | IT Infrastructure | \$582,000 | \$582,000 | \$545,000 | \$565,000 | \$505,000 | \$497,500 |
| POL-1 | Police Vehicle Replacement | \$225,000 | \$225,000 | \$225,000 | \$225,000 | \$225,000 | \$225,000 |
| POL-2 | Police Cruisers/MC Computers | \$145,000 | \$145,000 | \$0 | \$0 | \$0 | \$0 |
| TM-1 | Purchase of Trash & Recycling Toters | \$200,000 | \$200,000 | \$0 | \$0 | \$0 | \$0 |
| | Total Free Cash | \$5,957,000 | \$5,807,000 | \$3,000,000 | \$3,435,000 | \$4,082,750 | \$3,220,750 |
| Cemetery Funds | | | | | | | |
| DPW-5 | Spring Grove Cemetery Master Plan | \$100,000 | \$100,000 | \$150,000 | \$150,000 | \$0 | \$0 |
| | Total Cemetery Funds | \$100,000 | \$100,000 | \$150,000 | \$150,000 | \$0 | \$0 |
| General Fund Borrowing | | | | | | | |
| DPW-4 | Town Sidewalk Program | \$10,000,000 | \$5,000,000 | \$5,000,000 | \$0 | \$0 | \$0 |
| DPW-38 | Spring Grove Cemetery Bobcat "Tool Cat" | \$150,000 | \$0 | \$0 | \$0 | \$0 | \$0 |
| DPW-7b | Public Works Vehicles - Large | \$578,000 | \$578,000 | \$0 | \$0 | \$0 | \$0 |
| DPW-9 | Town Bridge Evaluation & Maintenance | \$500,000 | \$0 | \$500,000 | \$500,000 | \$500,000 | \$500,000 |
| FAC-5a | Town Parks & Playgrounds | \$4,375,000 | \$4,375,000 | \$2,300,000 | \$1,300,000 | \$1,115,000 | \$2,500,000 |
| FAC-6 | Major Town Projects | \$1,475,000 | \$1,475,000 | \$1,460,000 | \$1,460,000 | \$1,750,000 | \$1,760,000 |
| SCH-5 | Major School Projects | \$1,810,000 | \$1,810,000 | \$3,350,000 | \$1,750,000 | \$1,550,000 | \$2,175,000 |
| | Total General Fund Borrowing | \$18,888,000 | \$13,238,000 | \$12,610,000 | \$5,010,000 | \$4,915,000 | \$6,935,000 |
| Special Dedicated Funds | | | | | | | |
| DPW-1 | Major Annual Road Maintenance | \$2,041,194 | \$2,041,194 | \$2,041,194 | \$2,041,194 | \$2,041,194 | \$2,041,194 |
| | Total Special Dedicated Funds | \$2,041,194 | \$2,041,194 | \$2,041,194 | \$2,041,194 | \$2,041,194 | \$2,041,194 |

| Request # | Request Title | Dept. Rqst. FY2027 | TM's Rec. FY2027 | TM's Plan FY2028 | TM's Plan FY2029 | TM's Plan FY2030 | TM's Plan FY2031 |
|-------------------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Enterprise Funds | | | | | | | |
| DPW-11 (WER) | Water & Sewer Vehicles | \$361,000 | \$0 | \$361,000 | \$170,000 | \$147,000 | \$173,000 |
| DPW-12 (WEB) | Water Treatment Plant Filter Backwash Tank | \$0 | \$0 | \$0 | \$750,000 | \$5,000,000 | \$0 |
| DPW-13 (WEB) | Water Main Replacement/Improvements Project | \$12,000,000 | \$12,000,000 | \$12,000,000 | \$12,000,000 | \$12,000,000 | \$12,000,000 |
| DPW-15 (WEB) | Water Treatment Plant - SCADA System | \$0 | \$0 | \$0 | \$900,000 | \$0 | \$0 |
| DPW-16 (WER) | Hydrant Replacement Program | \$75,000 | \$0 | \$0 | \$75,000 | \$0 | \$75,000 |
| DPW-17 (WEB) | WTP - Flocculation/Sedimentation Basins | \$800,000 | \$0 | \$800,000 | \$4,750,000 | \$0 | \$0 |
| DPW-18 (WEB) | Treatment Plant Chemical Room Rehabilitation | \$0 | \$0 | \$150,000 | \$950,000 | \$0 | \$0 |
| DPW-19 (WEB) | Liquid Oxygen Storage System | \$500,000 | \$0 | \$500,000 | \$500,000 | \$0 | \$0 |
| DPW-20 (SEB) | Sanitary Sewer Collection System Improvements | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 |
| DPW-21 (SEB) | Shawsheen River Sewer Interceptor Improvements | \$750,000 | \$750,000 | \$750,000 | \$750,000 | \$750,000 | \$750,000 |
| DPW-22 (WEB) | Bancroft Pumping Station Generator | \$50,000 | \$0 | \$0 | \$0 | \$0 | \$250,000 |
| DPW-23 (WEB) | Wood Hill Pumps and Motor Control Centers | \$5,850,000 | \$5,850,000 | \$0 | \$0 | \$0 | \$0 |
| DPW-24 (WEB) | WTP - Physical Security Improvements | \$0 | \$0 | \$375,000 | \$0 | \$0 | \$0 |
| DPW-25 (WEB) | WTP - Fish Brook Pumping Station | \$1,250,000 | \$0 | \$1,250,000 | \$1,250,000 | \$13,750,000 | \$13,750,000 |
| DPW-26 (SER) | Inflow/Infiltration (I/I) Removal Program | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 | \$250,000 |
| DPW-27 (WEB) | WTP - HVAC Upgrades | \$200,000 | \$0 | \$200,000 | \$1,600,000 | \$0 | \$0 |
| DPW-28 (SEB) | WTP - Shawsheen Pumping Station | \$5,000,000 | \$5,000,000 | \$5,000,000 | \$0 | \$0 | \$0 |
| DPW-29 (WEB) | WTP - Powdered Activated Carbon Silo | \$0 | \$0 | \$0 | \$0 | \$800,000 | \$0 |
| DPW-30 (WER) | Bancroft Pumping Station (Roof and Generator) | \$85,000 | \$85,000 | \$0 | \$0 | \$0 | \$0 |
| DPW-31 (WEB) | WTP - Ozone Generators | \$2,000,000 | \$2,000,000 | \$10,000,000 | \$0 | \$0 | \$0 |
| DPW-32 (WEB) | Water Main Flushing Program Updates | \$400,000 | \$0 | \$0 | \$400,000 | \$0 | \$0 |
| DPW-33 (WEB) | Water System - Distribution & Treatment | \$400,000 | \$0 | \$0 | \$0 | \$400,000 | \$0 |
| DPW-34 (WEB) | Fish Brook Force Main | \$0 | \$0 | \$0 | \$0 | \$6,500,000 | \$0 |
| DPW-35 (WER) | WTP - Milfoil Removal | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 | \$150,000 |
| DPW-36 (WEB) | WTP - Concrete Water Storage Tanks | \$500,000 | \$0 | \$1,000,000 | \$0 | \$0 | \$0 |
| DPW-37 (WEB) | Water Meter Replacement Program | \$500,000 | \$0 | \$500,000 | \$3,500,000 | \$3,500,000 | \$3,500,000 |
| | Total Water & Sewer Enterprise Funds | \$31,371,000 | \$26,335,000 | \$33,536,000 | \$28,245,000 | \$45,497,000 | \$31,148,000 |
| | Total All Requests | \$61,679,094 | \$50,758,394 | \$54,570,434 | \$42,137,794 | \$59,856,064 | \$46,654,944 |

SECTION 3



PROJECT REQUESTS BY DEPARTMENT

TOWN MANAGER



**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Purchase of Trash & Recycling Toters*

TM-1

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$200,000
Original Dept. Request: \$200,000
Submitted by: Andrew Flanagan
Department: Town Manager
Funding Source: Free Cash
FY26 Dept. Request for FY27: \$200,000

Project Description:

The purchase and distribution of new trash toters for all residents occurred over the Summer of 2025. The new contract for solid waste and recycling disposal allowed for a multi-year payment structure, which is why we are seeking additional funds to cover this year's costs of the purchase price. The toters are an integral part of the Town's new solid waste and recycling program, with a new multi-year contract term beginning at the start of FY2026 (July 1, 2025). The purchase and use of wheeled toters was a requirement of the new contract and consistent with industry standards.

Project Justification and Purpose:

The Town has plans to purchase the cost over three years. This will fund a payment planned for FY2027.

Cost Estimate & Timing:

The toter program will cost a total of \$1,225,000. \$600,000 of this has been appropriated as part of the FY2026 Capital Improvement Plan, and \$217,000 was earmarked from ARPA funds. This leaves a balance of \$408,000 to fund over the next two years. The request in FY2027 CIP dollars is for \$200,000, which will leave \$208,000 to fund in the FY2028 CIP.

Estimated Annual Operating/Maintenance Cost or Savings:

The Town was required to move to an automated collections system as part of its contract renewal with Republic Services. The Town surveyed other haulers and it was clear that manual pickup would no longer be an option.

Sustainability

Town Manager's Recommendation:

The Town Manager supports the FY27 request.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$200,000 | \$200,000 |
| 2028 | \$200,000 | \$200,000 |
| 2029 | | |
| 2030 | | |
| 2031 | | |

ADMINISTRATION & FINANCE



**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Participatory Capital Budgeting*

ANF-1

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: **\$50,000**
Original Dept. Request: \$50,000
Submitted by: Alex Magee, Deputy Town
Manager of A&F
Department: Finance
Funding Source: General Fund Revenue
FY26 Dept. Request for FY27: \$50,000

Project Description:

The Participatory Capital Budgeting Program will offer residents the opportunity to participate and engage in the budget process. This will allow residents a chance to decide what capital projects are funded. Residents will submit their ideas to a panel of staff members from various departments. After projects have been approved, and cost estimates have been verified, a Participatory Budgeting Committee will vote on which projects are funded.

Project Justification and Purpose:

This is a collaborative approach between the public and the town on capital budgeting.

Cost Estimate & Timing:

This program is generally advertised to residents in the fall of the new fiscal year. An internal review committee evaluates proposals for suitability and community benefit. In this process, a department is then assigned to work with the submitting resident to implement the project.

Estimated Annual Operating/Maintenance Cost or Savings:

Impacts to the annual budget is part of the evaluation process by the review committee.

Sustainability:

The Participatory Capital Budget program has a history of funding projects that contribute to sustainability including a pollinator garden, Shawsheen River plantings to protect ecological and natural resources, and plantings at Burnham Road and High Street to increase vitality of natural resources.

Town Manager's Recommendation:

The Town Manager supports funding the FY27 request.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$50,000 | \$50,000 |
| 2028 | \$50,000 | \$50,000 |
| 2029 | \$50,000 | \$50,000 |
| 2030 | \$50,000 | \$50,000 |
| 2031 | \$50,000 | \$50,000 |

INNOVATION & TECHNOLOGY



**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Annual Staff Device Refresh*

IT-1

Department Priority Ranking: 2
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$300,000
Original Dept. Request: \$300,000
Submitted by: Ryan Knowles,
Chief Innovation Officer
Department: Innovation & Technology
Funding Source: Free Cash
FY26 Dept. Request for FY27: \$360,275

Project Description:

The Annual Staff Device Refresh initiative focuses on replacing outdated laptops, desktops, and peripherals to ensure all staff have access to the latest technology. This includes all staff across Town and Schools who regularly use computers for their job responsibilities. This project is essential for maintaining operational efficiency and security throughout the department.

Project Justification and Purpose:

The project's main goal is to equip staff with the tools needed to perform their duties effectively. Outdated devices cause increased downtime, higher repair costs, and often have security vulnerabilities. By refreshing a portion of these devices annually, we can maintain a standard level of technology, boost productivity, and enhance security.

We continue an accelerated replacement timeline to transition away from the previous leasing model, which is reflected through FY29. After this date, all existing leases will end, and a standard funding model that reflects a 5 year (20% annual) replacement cycle will begin. The first year with fully stabilized, annual replacements will be in FY32.

Cost Estimate & Timing:

See diagram and chart below for details.

Comments:

- Staff devices will maintain similar functionality, but the acquisition method will shift to direct purchase through FY29, while also extending their lifespan from 4 to 5 years.
- This model simplifies IT Department operations by ensuring a consistent number of device refreshes each year.
- This model will also reduce staffing and operational costs associated with lease returns – leased devices need to be collected, inspected, wiped, and returned to the leasing company to avoid penalties assessed at the end of the leasing period.
- The purchased devices can be depreciated at a predictable rate over their 5Y lifespan and more cleanly evaluated for e-waste/disposal or potential re-use at the end of this period.
- While past supply chain challenges have mostly disappeared, device prices continue to rise due to persistent inflation, material shortages, and other factors.
- The Experience Team mitigates these price increases through strategic device selection, maintaining device reliability and quality for the full 5-year refresh cycle while reducing costs in non-essential areas.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

Estimated Annual Operating/Maintenance Cost or Savings:

For FY27, the recurring annual operational expenses of the Microsoft Office 365 subscriptions and device management platforms are shifted fully to the operating budget. This shift represents:

- A clearer representation of the true operating cost of the organization.
- Greater accounting accuracy in distinguishing between assets and recurring operational expenses.
- Operational expenses not being tied to free cash or borrowing.

Device cybersecurity will shift from IT-3 to IT-1 in FY28 to reflect the shift from pilot deployment to annualized device-based costs by then.

Sustainability:

Andover’s IT department bases its sustainability goals around the following principles:

- **Energy Savings:** Each new generation of computer hardware is more power-efficient than the last. Our commitment to using laptops over desktops results in a net reduction of 150 watts of power consumption per device.
- **Repair:** The Town of Andover assesses damaged devices, upgrades memory, and replaces frequently damaged components such as screens and trackpads as part of an in-house repair program. These repairs maintain and extend the life of our devices.
- **Strategic Reuse:** When devices are refreshed, they are evaluated for functionality and often redeployed as loaners, kiosks, or testing machines rather than being disposed of.
- **E-Recycling:** Andover has been running a successful e-waste program for over four years. Devices that are beyond their useful life, or which are irreparable are identified and catalogued for pickup by an electronics recycling vendor. These vendors ensure that the valuable components from these devices can be removed and reused on new devices, and that any components that require traditional disposal are handled correctly. All vendors must be Sustainable Electronics Recycling International (SERI R2) Certified, focusing on resale/reuse of existing material and parts. Responsible recycling allows 90%+ of material to be reused with only a small fraction entering the waste stream.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$300,000 | \$300,000 |
| 2028 | \$300,000 | \$300,000 |
| 2029 | \$300,000 | \$300,000 |
| 2030 | \$290,250 | \$290,250 |
| 2031 | \$300,750 | \$300,750 |

| Project ID | Project Name | Project Description | FY27 | FY28 | FY29 | FY30 | FY31 |
|--------------|----------------------|---|------------------|------------------|------------------|------------------|------------------|
| IT1-001 | TWN Refresh | Replace outdated laptops for town staff | \$55,000 | \$32,500 | \$32,500 | \$81,250 | \$81,250 |
| IT1-002 | SCH ADM Refresh | Replace outdated laptops for school admin staff | \$62,500 | \$0 | \$0 | \$0 | \$0 |
| IT1-003 | SCH Refresh | Replace outdated laptops for teaching staff | \$147,500 | \$147,500 | \$147,500 | \$125,000 | \$135,000 |
| IT1-004 | IA Refresh | Replace outdated laptops for IAs | \$35,000 | \$38,000 | \$36,500 | \$0 | \$0 |
| IT1-005 | Device Cybersecurity | Maintain advanced cybersecurity tools | \$0 | \$82,000 | \$83,500 | \$84,000 | \$84,500 |
| Total | | | \$300,000 | \$300,000 | \$300,000 | \$290,250 | \$300,750 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Annual Student Device Refresh*

IT-2

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$178,000
Original Dept. Request: \$178,000
Submitted by: Ryan Knowles,
Chief Innovation Officer
Department: Innovation & Technology
Funding Source: Free Cash
FY26 Dept. Request for FY27: \$178,000

Project Description:

This article provides funding for all student computing needs including the Andover 1:1 technology initiative. 100% of all Andover students have full-time, on-demand access to technology as needed. Most devices are leased and replaced every four years, with iPads continuing to be purchased for FY27.

Project Justification and Purpose:

This article ensures that every Andover student has access to a personal computing device during the school day, aiming to:

- Enable use of desktop and web-based applications and learning platforms.
- Transition to a fully digital eBook format, replacing costly traditional textbooks.
- Access innovative learning content, including learning management systems, videos, audiobooks, and rich multimedia.
- Support research and note-taking activities.
- Provide assisted learning environments for special education students.
- Foster collaboration among students.
- Create new opportunities for differentiated instruction and real-time assessment.

Additionally, this funding supports special-purpose devices needed by departments such as music, art, engineering, and photography. These devices are typically available in fixed labs or mobile carts. With the introduction of the 1:1 initiative, the demand for these specialized devices has significantly decreased.

Historically, Andover has utilized a hybrid model for device access, with straightforward 1:1 deployments for grades K-5, and a BYOD program for grades 6-12. The BYOD model allows for a more cost-efficient allocation of resources, as well as recognizing the diverse use cases represented as students progress in their learning journey. More specifically:

- Grades K-1 use district-provided iPad tablets designed for tactile engagement & interactive learning platforms.
- Grades 2-5 use district-provided Chromebooks, which provide a fuller laptop experience with cost-effective procurement and simplified management.
- Grades 6-8 use Chromebooks within the BYOD model either providing their own device, renting one via our cost-effective rental program, or having one provided in cases of demonstrated financial need.
- Grades 9-12 may use a Windows, Apple, or Chromebook device within the BYOD model,

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

either providing their own device, or using a loaned device in cases of demonstrated financial need.

Cost Estimate & Timing:

See chart below for financial details.

Comments:

- Costs include configuring devices, providing protective cases, licenses and charging stations.
- K-1 iPads have been shifted to a purchase model based on the high retained value and longer useful life we have seen with these devices. These devices will run on a 15% annual refresh cycle, increasing the useful life by 2 years, and reducing leasing costs.
- Chromebooks and special-use devices remain on the current leasing model.
- Andover retains a portion of Chromebooks from graduating 5th-grade students to use as system-wide spares and for administering MCAS and other standardized tests. This initiative extends the useful life of student equipment.
- While past supply chain challenges have mostly disappeared, device prices continue to rise due to persistent inflation, material shortages, and other factors.
- IT has shifted from purchasing vendor warranties to a self-repair model based on past performance. Most repair costs for student devices stem from accidental damage rather than device failure. Although student repair rates are higher than those for staff devices, this change has resulted in significant savings.

Estimated Annual Operating/Maintenance Cost or Savings:

The costs for management platforms (Office 365, Email, etc.) and repair costs have been shifted to a funding offset from APS' operating budget and will be reflected in the IT operating budget.

Licensing costs are directly associated with device purchases, and as such as retained as part of the CIP article. A portion of the direct cost for rental devices is offset by the fees assessed to families that choose to participate in the program.

Sustainability:

Andover's IT department bases its sustainability goals around the following principles:

- **Energy Savings:** Each new generation of computer hardware is more power-efficient than the last. Our commitment to using laptops over desktops results in a net reduction of 150 watts of power consumption per device.
- **Repair:** The Town of Andover assesses damaged devices, upgrades memory, and replaces frequently damaged components such as screens and trackpads as part of an in-house repair program. These repairs maintain and extend the life of our devices.
- **Strategic Reuse:** When devices are refreshed, they are evaluated for functionality and often redeployed as loaners, kiosks, or testing machines rather than being disposed of.
- **E-Recycling:** Andover has been running a successful e-waste program for over four years.

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CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

Devices that are beyond their useful life, or which are irreparable are identified and catalogued for pickup by an electronics recycling vendor. These vendors ensure that the valuable components from these devices can be removed and reused on new devices, and that any components that require traditional disposal are handled correctly. All vendors must be Sustainable Electronics Recycling International (SERI R2) Certified, focusing on resale/reuse of existing material and parts. Responsible recycling allows 90%+ of material to be reused with only a small fraction entering the waste stream.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$178,000 | \$178,000 |
| 2028 | \$180,000 | \$180,000 |
| 2029 | \$185,000 | \$185,000 |
| 2030 | \$187,500 | \$187,500 |
| 2031 | \$187,500 | \$187,500 |

| Project ID | Project Name | Project Description | FY27 | FY28 | FY29 | FY30 | FY31 |
|------------|--------------------------------|---|------------------|------------------|------------------|------------------|------------------|
| IT2-001 | Elementary Chromebook Refresh | Replace leased Chromebooks for 3-5G | \$85,000 | \$85,000 | \$85,000 | \$85,000 | \$85,000 |
| IT2-002 | Elementary iPad Refresh | Upgrade iPads for PK-2G | \$40,000 | \$40,000 | \$40,000 | \$40,000 | \$40,000 |
| IT2-003 | MS & HS Rentals & Scholarships | Procure devices for MS & HS rental & scholarships | \$61,000 | \$65,000 | \$70,000 | \$72,500 | \$72,500 |
| IT2-004 | Specialty Device Refresh | Upgrade specialty devices for MS & HS labs | \$10,000 | \$10,000 | \$10,000 | \$10,000 | \$10,000 |
| | | Rental Fee Offset | -\$18,000 | -\$20,000 | -\$20,000 | -\$20,000 | -\$20,000 |
| | | Total | \$178,000 | \$180,000 | \$185,000 | \$187,500 | \$187,500 |

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PROJECT REQUEST: *IT Infrastructure*

IT-3

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$582,000
Original Dept. Request: \$582,000
Submitted by: Ryan Knowles,
Chief Innovation Officer
Department: Innovation & Technology
Funding Source: Free Cash
FY26 Dept. Request for FY27: \$582,000

Project Description:

This article provides comprehensive funding for the entire IT infrastructure, encompassing both hardware and software platforms. These resources are integral and shared across all Town and School departments, creating a robust and unified technological foundation for the community. This unified approach ensures seamless and efficient operations, fostering collaboration and innovation across all departments.

Project Justification and Purpose:

The IT department is proposing several critical initiatives for FY27:

1. **Classroom Display Modernization:** Over 50% of our existing classroom display technology is nearing its 10th year in operation, with failures growing increasingly common. These failures require substantial IT staff resources to correct, especially during the school year, and negatively affects the instructional experience for both teachers and students. We successfully completed the first major deployment of new display technology for AHS, and have found an excellent display that allows for full interactivity, and will allow for the full completion of all schools by FY29
2. **Network & WiFi Modernization:** The networking demands of modern applications used across the Town and Schools have increased dramatically over the past 7 years, and our current wired and wireless networking equipment is often taxed to its limits when supporting these use cases. This limitation causes frustration for end users who expect and need these platforms to function reliably, and for IT staff who work against these limitations to ensure they do. The funding model has been shifted to a percentage-based refresh, with a target of 15-18% annually. This allows for a rational, predictable cadence of replacement rather than peaks and valleys, allowing for both workload and financial obligation to be balanced.
3. **Unified Communications Upgrade:** Our current telephone system is nearing its tenth year of operation, and requires an upgrade to a modern, hybrid-cloud solution. We have developed a two-phase approach that will allow for a critical upgrade to the back-end of the system while still using the majority of the end-user devices, followed by additional device and functionality upgrades in FY30 & FY 31. This upgrade will ensure that Andover staff continues to have stable, reliable telephony solutions, while also benefitting from additional features such as softphones, emergency alerting, and integration with our Microsoft product suite.
4. **HR Systems Upgrade:** This upgrade will modernize core functionalities to streamline

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employee data tracking and improve overall operational efficiency. By enhancing self-service capabilities, employees and managers will gain easier access to key HR tasks such as updating personal information, initiating personnel actions, and managing onboarding workflows. The upgrade will also simplify documentation and approvals for personnel changes, reducing administrative overhead. Additionally, it will support end-to-end lifecycle management, enabling HR to better support employees from recruitment through offboarding. This investment aligns with strategic goals to improve data accuracy, user experience, and process transparency across the organization.

Cost Estimate & Timing:

See chart below for costs associated with these initiatives and other recurring items.

Estimated Annual Operating/Maintenance Cost or Savings:

1. Classroom Display Modernization:

- a. Reduced IT labor costs due to fewer display failures and service calls.
- b. Lower replacement costs over time through standardized, reliable display units.
- c. Improved instructional continuity minimizes lost teaching time and associated productivity costs
- d. Potential energy savings from newer, more efficient display technology.
- e. Predictable upgrade schedule through FY29 allows for stable budgeting and resource planning, as well as establishing the basis for a rolling refresh cycle beginning in FY34

2. Network Modernization:

- a. Annual refresh model (15–18%) spreads costs evenly, avoiding large capital spikes.
- b. Decreased downtime and troubleshooting labor for IT staff.
- c. Enhanced user productivity due to more reliable connectivity.
- d. Reduced emergency repair costs and reactive maintenance.
- e. Improved support for bandwidth-intensive applications lowers risk of performance bottlenecks.

3. Unified Communications Upgrade:

- a. Continued use of existing end-user devices minimizes upfront hardware costs.
- b. Hybrid-cloud model reduces long-term infrastructure maintenance expenses, while still allowing for on-premises reliability.
- c. Enhanced features (e.g., softphones, emergency alerting) improve operational efficiency and safety.
- d. Phased rollout allows for smoother financial planning and avoids disruption.

4. HR Systems Upgrade

- a. Lower administrative overhead through streamlined personnel action workflows.
- b. Reduced manual data entry and error correction costs.
- c. Increased employee and manager self-service reduces HR support burden.
- d. Faster onboarding and offboarding improves workforce agility and reduces transition costs.
- e. Improved data accuracy supports better decision-making and compliance tracking.

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Sustainability:

1. Classroom Display Modernization:

- a. Fixed panel displays, such as LED and LCD screens, consume less power compared to traditional projectors. This results in lower energy bills and a reduced carbon footprint.
- b. Fixed panel displays typically have a longer operational lifespan than projectors. This means fewer replacements over time, reducing electronic waste.
- c. Projectors rely on consumables like bulbs and filters, which need regular replacement. Fixed panel displays do not have these consumables, leading to less waste.
- d. Fixed panel displays provide consistent image quality without the degradation that projectors experience over time. This means fewer replacements and upgrades, reducing waste.
- e. Fixed panel displays emit less heat compared to projectors, which can help in reducing the cooling load in classrooms and offices, further saving energy.

2. Network Modernization:

- a. Modern network switches and Wi-Fi access points are designed to be more energy-efficient than older hardware. They consume less power, which translates to lower energy bills and a reduced carbon footprint.
- b. The proposed new network switches and Wi-Fi access points support energy efficient ethernet, which reduces power consumption during periods of low data activity.
- c. Newer network switches and Wi-Fi access points offer higher data transfer rates and better performance, allowing us to serve more users with less physical hardware.
- d. The newer hardware will emit less heat and have been designed to operate at higher ambient temperatures, which will help in reducing the cooling load in server rooms, further saving energy.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$582,000 | \$582,000 |
| 2028 | \$545,000 | \$545,000 |
| 2029 | \$565,000 | \$565,000 |
| 2030 | \$505,000 | \$505,000 |
| 2031 | \$497,500 | \$497,500 |

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| Project ID | Project Name | Project Description | FY27 | FY28 | FY29 | FY30 | FY31 |
|--------------|--------------------------------|--|------------------|------------------|------------------|------------------|------------------|
| IT3-001 | SCH Display Refresh | Upgrade display technology at APS Schools | \$275,000 | \$312,500 | \$220,000 | \$0 | \$0 |
| IT3-002 | TWN Display Refresh | Upgrade display technology at Town buildings | \$35,000 | \$37,500 | \$0 | \$0 | \$37,500 |
| IT3-003 | Network Refresh | Upgrade core & edge switching | \$30,000 | \$40,000 | \$40,000 | \$45,000 | \$45,000 |
| IT3-004 | Wireless Refresh | Upgrade WiFi access points & controllers | \$40,000 | \$30,000 | \$35,000 | \$35,000 | \$45,000 |
| IT3-005 | Wireless Security Redesign | Redesign Wireless security protocols for end users | \$0 | \$50,000 | \$40,000 | \$0 | \$0 |
| IT3-006 | Datacenter Refresh | Refresh & redesign production datacenter hardware | \$0 | \$0 | \$80,000 | \$80,000 | \$25,000 |
| IT3-007 | Cybersecurity Enhancement | Deploy advanced threat protection tools | \$82,000 | \$0 | \$50,000 | \$75,000 | \$75,000 |
| IT3-008 | Unified Communications Upgrade | Deploy upgraded hybrid telephony infrastructure | \$85,000 | \$0 | \$0 | \$50,000 | \$50,000 |
| IT3-009 | HR Systems Upgrade | Deploy improved HR systems across Town & School | \$20,000 | \$10,000 | \$0 | \$0 | \$0 |
| IT3-0010 | IAM Pilot & Upgrade | Upgrade identity & access management for students | \$0 | \$50,000 | \$85,000 | \$120,000 | \$120,000 |
| IT3-0011 | Paging Updates | Update outdated school paging / PA systems | \$0 | \$0 | \$0 | \$85,000 | \$85,000 |
| IT3-0012 | General Maintenance & Software | Maintain existing infrastructure to standards | \$15,000 | \$15,000 | \$15,000 | \$15,000 | \$15,000 |
| Total | | | \$582,000 | \$545,000 | \$565,000 | \$505,000 | \$497,500 |

COMMUNITY DEVELOPMENT & PLANNING



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PROJECT REQUEST: *Mary French Boardwalk Restoration and Improvements Project* CDP-1

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM’s Rec. for FY27: \$30,000
Original Dept. Request: \$30,000
Submitted by: Paul Materazzo, Director
of Planning & Land Use
Department: CD&P
Funding Source: General Fund Revenue
FY26 Dept. Request for FY27: \$30,000

Project Description:

This CIP request is being submitted to request additional funding for the completion of the reconstruction of the Mary French Boardwalk. The need for supplemental funding is directly attributed to the significant increase in the cost of metals and other raw materials over the past year. This project will raise the boardwalk to the correct height relative to current water levels; repair damaged structures and widen the boardwalk to make it more accessible. This includes, but is not limited to, widening the walkway, adding railings and a viewing platform with benches and educational signage. Restoration work began in July 2025 led by Special Projects Manager Robert Decelle and volunteer Steve Cooper. There are a number of additional volunteers working on this project weekly with the goal of completing the boardwalk restoration by the end of summer, 2026.

Project Justification and Purpose:

Mary French Reservation is a culturally significant area of open space and recreational trail in Andover. It has provided trail access for a generation of residents, and it serves as a memorial to Mary French - one of Andover’s most engaged citizens - who served for decades on both the Board of Education and the Select Board. The 600-foot long original boardwalk was built twenty-five years ago, and it has served as a link between the Andover Conservation Land trail network, the Bay Circuit Trail, and AVIS’s Hammond Reservation. This scenic property is home to wildlife habitat and migrating birds in a beautiful natural setting.

In its current state, the boardwalk is unsafe. This project would restore and improve the boardwalk so it is safe for Andover residents, and it may continue to provide a satisfying nature experience. These improvements include:

1. Raising the boardwalk eight inches.
2. Increase the width of the boardwalk from four to eight feet.
3. Add handrails and benches.
4. Build platforms for wildlife viewing and appreciation.
5. Creating education signage to highlight wildlife and habitat features

The 600-foot boardwalk provides easy trail access from Korinthian Circle and Gray Road. The Conservation Division has received complaints from multiple residents requesting that the boardwalk be remediated. The importance of this trail to Andover residents has become increasingly clear as we continue to receive requests from Andover Trails, The French Family, and local residents. Mr. Decelle helped build portions of the original boardwalk and understands the construction requirements and specifications of the boardwalk.

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Cost Estimate & Timing:

The total amount requested is \$30,000. These funds would be utilized to fund the materials to complete the building of the boardwalk and to pay a contractor to create the signage. Due to the unexpected increase in the cost of construction materials in the past year, the funds appropriated at the 2025 Town Meeting are insufficient to complete this project. For example, galvanized joints were originally priced at \$40 each, are now priced at \$80 each. The price of all metals and raw materials have increased significantly over the past year, unfortunately making it unattainable to complete the restoration of the boardwalk with the CIP funds awarded in FY2026.

Estimated Annual Operating/Maintenance Cost or Savings:

Sustainability:

The repair of this boardwalk will serve future generations of visitors to the Mary French Reservation, and the Andover Conservation Trail network, the Bay Circuit Trail and AVIS’s Hammond Reservation. The boardwalk provides protection of the surrounding wetlands by keeping visitors on the trails and out of the wetland resource areas. The construction will be improved to allow accessibility for all to enjoy this connective Reservation and beautiful area of permanently preserved open space. The improved boardwalk will welcome more people to safely enjoy this connective Reservation and beautiful area of permanently preserved open space.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$30,000 | \$30,000 |
| 2028 | | |
| 2029 | | |
| 2030 | | |
| 2031 | | |

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PROJECT REQUEST: *Funding for Invasive Plant Species Management & Education* **CDP-2**

Department Priority Ranking: 2
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$44,200
Original Dept. Request: \$44,200
Submitted by: Paul Materazzo, Director
of Planning & Land Use
Department: CD&P
Funding Source: General Fund Revenue
FY26 Dept. Request for FY27: \$44,200

Project Description:

This CIP request is being submitted in order to request funding for an increasingly important component of management of open space: the control of invasive plant species. In conjunction, an educational component of invasive species management and control on public lands is also being considered for implementation.

This submission represents the second installment of a six-year funding plan originally outlined in FY26 CDP-1.

Project Justification and Purpose:

Over 2,000 acres of land in Andover are conserved as permanently preserved open space for passive recreation, wildlife habitat, green space, and a variety of other purposes. These lands are a major asset to the Town of Andover and are thoroughly enjoyed by residents and visitors alike.

These lands are held under the care and custody of the Andover Conservation Commission. Management and upkeep of trails, signage, parking areas, and other infrastructure on these lands is often completed by volunteers who contribute time and expertise. However, for specialized work such as the management and control of invasive plant species, professional assistance is required. Licensed professionals in this field are required at times where the qualifications, skills, equipment, and resources of volunteers are exceeded.

Invasive plant species in Andover and the region are becoming increasingly widespread and are associated with a myriad of problems. Regarding wildlife, invasive species have been linked to a lack of species diversity, impacts to food supplies, and degradation of habitat for common (and uncommon) wildlife. Invasive species have also been linked to public health concerns such as increases in soil erosion which leads to flooding, higher tick and mosquito populations, and poor air and water quality. Recreation on Conservation Land also suffers. Invasive plants decrease aesthetic appeal of the open space, and, in some cases, the establishment of invasive species can lead to access challenges to areas of open space and existing trails.

Invasive species management, on a habitat scale (an individual field, forest, or shrubland) has the highest potential to effectively manage these plants. Small scale or limited management efforts prove ineffective due to the pervasiveness of these plants. Long-term, multi-acre projects have been shown on AVIS, Trustees of Reservations, and Mass Audubon lands to effectively allow the regeneration of native plant communities. Once these plant communities are able to recover, they are better able to outcompete invasive plants. Multi-acre treatments help ensure future treatments

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are smaller, more selective, and require minimal disturbance in the future. Examples of this in Andover include Weir and Ward Reservations (Trustees of Reservations), and Deer Jump Reservation (AVIS).

The intent of this CIP request is to obtain funding for a 5–10-acre project that would include mechanical removal, herbicide treatments, and native plantings. This scale and size will ensure maximum effectiveness and provides adequate resources for habitat scale restoration. If awarded, the bulk of this funding would be used to retain qualified contractors to help with this effort.

Andover Conservation lands under consideration for expanded invasive plant species management efforts include - but are not limited to - the following, in no particular order:

- 1) Retelle Reservation
- 2) Lightning Tree Reservation
- 3) Doyle Link Reservation
- 4) Foster’s Island Reservation
- 5) Dale Street Reservation
- 6) Virginia Hammond Reservation
- 7) Wood Hill-Bald Hill Reservation

As a point of reference, attached is a proposal for a limited, small-scale treatment. Parterre Ecological was hired in fall of 2022 to conduct two control treatments of broadleaf invasive plant species (notably Oriental Bittersweet, Glossy Buckthorn, and Black Swallowwort) on a 1-acre section of Retelle Reservation during the summer of 2023. Retelle Reservation is one of Andover Conservation’s most visited flagship properties and its meadow is one of its centerpieces for wildlife habitat and human enjoyment alike. This treatment program was selected because of the regional significance for wildlife of the meadow habitat at Retelle and the imminent threat that these invasive species pose to this important habitat. Unfortunately, due to the size and insufficient funding for follow up treatments, invasive species have returned to the meadow. A long-term treatment plan for the meadow and the surrounding habitat is necessary to successfully manage invasive species at this site. This site is a viable candidate for the kind of project under consideration for this CIP request. It is a highly visited, popular site that has high conservation value.

An example of a successful invasive plant management project is AVIS’ Deer Jump Reservation at Jillian Way. The field site they chose had nearly 100% coverage by invasive plants. Working with the Natural Resource Conservation Service (NRCS), this two-parcel project will address 7.5 acres of overgrowth in a former large stand of white ash trees over the course of four years. On both parcels, this has started with mechanical removal of woody and herbaceous plants, which will be followed by three rounds of herbicide treatment and native seed planting. The goal on the first parcel is to create a pollinator meadow with native food sources and habitat for migratory birds along this section of the Merrimack River flyway. The field will be mowed periodically to keep it open and to limit return of invasive species. This will be augmented by hand pulling and herbicide spot treatments. The second parcel will be a mixed age stand of forest edged by wetland. Trees and shrubs will be added to the newly cleared areas to encourage a dynamic mix of native plants that support wildlife. This is an example of an ongoing restoration that has already resulted in substantial habitat recovery in the second year. The total cost of the four-year project will be roughly \$70,000.

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Jillian Way at AVIS's Deer Jump Reservation before treatment.



Jillian Way at AVIS's Deer Jump Reservation after treatment.

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The Meadow at Retelle Reservation.

Cost Estimate & Timing:

The total amount requested for FY27 is \$44,200. This request represents the second installment of a six-year funding plan, with the overall project budget totaling \$200,000. Funding has been identified for the next four fiscal years, with this submission corresponding to Year Two of the planned schedule. These funds would be utilized for habitat scale (5-10 acres) invasive plant management and habitat restoration activities on Andover Conservation property based on a 6-year treatment model (3 years of intensive treatment, 3 years of follow up treatment). Limited funds would also be utilized for public engagement and education activities surrounding the identification and management of invasive plant species.

Cost estimates were based on three sources: USDA-NRCS reimbursement rates (see attached, page 21-22) and estimates given by Paerterre and Davey Resources Group for other projects (see attached). An estimated cost breakdown and timeline are attached.

Note: NRCS reimburses at 40-50% of the total cost of a treatment. Reimbursement rates were adjusted to reflect the total cost of a project.

Estimated Annual Operating/Maintenance Cost or Savings:

N/A

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Sustainability:

Protecting natural resources such as forests, water and wetlands is a crucial part of climate adaption and mitigation. The Town of Andover’s Climate Action & Sustainability Plan identifies a series of goals and strategies to help make Andover more resilient to climate change. Many of these goals and strategies are related to the Town’s network of open space.

One of these goals/strategies includes NR-1, **enhancing and protecting tree canopy**. Invasive plant species are a threat to tree canopies, forest/tree regeneration and growth, and overall tree and forest health. As an example, over time Oriental bittersweet is capable of climbing, killing, and collapsing mature trees ninety feet in height. Invasive species are here to stay. They are present – and will continue to be present - on private and public lands in Andover. However, targeted invasive species management efforts in select locations will help preserve tree cover in those locations.

A second goal of the Climate Action & Sustainability Plan is NR-3, **promoting and protecting biodiversity and natural resources**. Invasive plant species are an imminent threat to the protection of biodiversity and natural resources. Many invasive plant species that are found in Andover are capable of reproducing and spreading quickly, actively form monocultures in the areas where they become established, and negatively impact other plants and wildlife. Controlling their spread – even in select locations – is a strategy worth pursuing.

A third goal of the Climate Action & Sustainability Plan is NR-5, **the prioritizing the role of wetlands in enhancing Andover’s resilience to climate change**. Many of Andover’s open spaces contain wetlands, and many invasive plant species – including Japanese knotweed and Common Reed (aka Phragmites) – particularly thrive in wetlands. Many of the natural functions and values that are performed by wetlands are lessened when invasive plant species are present. For example, soils along a riverbank become much more susceptible to erosion and flooding impacts may be more severe when Japanese knotweed becomes established in a river’s floodplain.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$44,200 | \$44,200 |
| 2028 | \$40,240 | \$40,240 |
| 2029 | \$21,600 | \$21,600 |
| 2030 | \$25,120 | \$25,120 |
| 2031 | | |

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PROJECT REQUEST: *Merrimack River Cleanup*

CDP-3

Department Priority Ranking: 3

(1=highest, 2= second highest, etc)

| | |
|-------------------------------------|--|
| TM's Rec. for FY27: | \$30,000 |
| Original Dept. Request: | \$30,000 |
| Submitted by: | Paul Materazzo, Director of Planning & Land Use |
| Department: | CD&P |
| Funding Source: | General Fund Revenue |
| FY26 Dept. Request for FY27: | \$30,000 |

Project Description:

Since 2021, Andover's Conservation Staff, dedicated volunteers, and the Town's contracted vendor, Clean Harbors, Inc., have actively worked to remove litter and waste from the Merrimack River and its adjacent shoreline within Andover's five-mile stretch. This ongoing effort has been supported by the Town's Department of Public Works (DPW), Fire Department, and Department of Public Health, all of which have provided valuable assistance throughout the initiative.

The Merrimack River is a vital natural resource for both the region and the Town of Andover. It serves as the primary source of drinking water for the community and features an extensive stretch of publicly accessible shoreline within town limits. Its clean waters and picturesque riverbanks offer recreational and scenic value, drawing enjoyment from residents and visitors alike.

Andover's ongoing, Town-led and Town-funded initiative to clean the Merrimack River shoreline within its municipal boundaries has become a regional model for community-driven environmental stewardship. Since its inception in 2021, the project has successfully mobilized local volunteers and organizations, garnered positive media coverage, and inspired neighboring communities to pursue similar river cleanup efforts.

The initiative was formally launched in the spring of 2021, following the approval of a resident-petitioned warrant article at Andover's Town Meeting. Voters authorized an appropriation of \$75,000 to support the cleanup and restoration of Andover's five-mile stretch of Merrimack River shoreline, demonstrating a strong commitment to preserving one of the Town's most vital natural resources.

To support this CIP funding request and to highlight the continued success of the Town-led Merrimack River cleanup initiative, the following is an abbreviated timeline outlining key project milestones and accomplishments to date:

2021

In June 2021 Town Meeting voters appropriated \$75,000 for a Merrimack River shoreline cleanup. Over the summer of 2021 a cleanup effort was led by Andover Conservation Division Staff, with the assistance of the Andover Fire Department and their Staff and volunteers. Andover DPW properly disposed of all trash that was collected.

2021 Yearly Cost: \$0

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2022

After a public procurement process, Clean Harbors, Inc. was selected as the Town’s vendor to provide boom deployment/retrieval and shoreline cleanup services. They were brought on board in summer, 2022. With the assistance of Clean Harbors, two containment booms to collect floatable trash were deployed in August 2022. With the collaborative efforts of Clean Harbors, the Andover Conservation Division, and volunteers the booms were cleaned out and shoreline cleanups were held through the summer and fall. Andover DPW properly disposed of all trash that was collected.

2022 Yearly Cost: \$1,482.53

2023

With the assistance of Clean Harbors and the Andover Fire Department, the two containment booms were deployed in May 2023. The booms were regularly cleaned and maintained throughout the summer and fall. Andover DPW properly disposed of all trash that was collected. Andover Conservation also organized a shoreline cleanup in mid-October that aligned with a water level drawdown conducted to complete maintenance work on the Great Stone Dam in Lawrence. The booms were removed, and a final shoreline cleanup was completed in late October. Andover DPW properly disposed of all trash that was collected.

2023 Yearly Cost: \$24,000

2024

With the assistance of Clean Harbors, two containment booms were deployed in May 2024. The booms and shoreline were regularly cleaned through the spring, summer, and fall, with DPW properly disposing of all trash that was collected. Andover Conservation also organized a shoreline cleanup with volunteers in late October that aligned with a water level drawdown due to maintenance work completed on the Great Stone Dam in Lawrence. The booms were removed, and a final shoreline cleanup was completed in November. Andover DPW properly disposed of all trash that was collected.

2024 Yearly Cost: \$28,628.22

2025 – So Far

With the assistance of Clean Harbors, two containment booms were deployed, and the shoreline was cleaned in June 2025. The booms and shoreline were also cleaned in July. Following these cleanups, Andover DPW properly disposed of all trash that was collected. In late August, Andover Conservation organized two simultaneous shoreline cleanups – one by boat and one from shore – with 100% volunteer assistance and advertising/logistical support from the Merrimack Valley Planning Commission. The Andover Fire Department provided logistical and safety support from their boat, Marine 1. A total of 200 pounds of trash were collected via these two simultaneous cleanups, with Andover DPW properly disposing of all trash that was collected and removed from the river. Additional boom and shoreline cleanups are planned for late summer and fall.

2025 Yearly Cost To Date: \$7,607.30

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Project Justification and Purpose:

First, the Merrimack River is a critical natural resource for the Town of Andover and the surrounding region. It supplies approximately 70% of Andover’s municipal water and also serves the Town of North Reading through a shared water services agreement. More broadly, the Merrimack River provides water for a range of uses, including drinking, irrigation, and industrial purposes, to an estimated 700,000 residents across Massachusetts and New Hampshire.

Second, at 5 miles in length, the Town of Andover has a long shoreline along the southern banks of the Merrimack River. Almost all of this shoreline is publicly accessible on lands held by the Town’s Conservation Commission or by the Andover Village Improvement Society (AVIS). These shores are wooded, beautiful, and threaded by trails, including the very popular Merrimack River Trail that parallels the shoreline. These lands and trails are very popular with walkers, anglers, wildlife viewers, etc.

Notably, a major Town project to gain access to the Merrimack River from Andover on Town-owned land behind the Greater Lawrence Technical School is well underway. Phase 1 of this project has been finished with parking and road access completed in the summer of 2025.

It is rare for such extensive reach of the Merrimack River’s shoreline to be fully open to the public. It is beneficial for the Town, both from a visual sense and from an environmental/river health standpoint, to continue to help to keep Andover’s beautiful river shoreline clean. On a much larger scale, removal of trash/litter/debris directly improves the aquatic ecosystem of the Merrimack River and prevents some of this waste from reaching the Atlantic Ocean.

Third, financially supporting and conducting our own, municipally organized river cleanup effort has also led to some enthusiastic volunteer-supported river cleanup events that have brought members of the community together. Organizations represented by volunteers at these river cleanup events have included AVIS, the Merrimack Valley Planning Commission, Andover Conservation Division, the Merrimack River Watershed Council, Groundwork Lawrence, and the Shawsheen River Watershed Association.

Along with the benefits brought about by helping to keep Andover’s shoreline and the Merrimack River clean, this ongoing cleanup project has helped to increase and maintain overall water quality and environmental awareness in Town and the region. As has been learned over the course of this project, the Merrimack River is beloved as a local recreation destination and has been increasing in popularity in recent years for fishing, boating, etc., along with enjoyment of its walkable river side pathways.

Cost Estimate & Timing:

\$30,000

Estimated Annual Operating/Maintenance Cost or Savings:

N/A

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| |
|------------------------------------|
| Sustainability/Connectivity |
|------------------------------------|

The Merrimack River is the region’s largest river. It flows from its headwaters in NH’s White Mountains to the Atlantic Ocean in Newburyport and Salisbury, just north of Plum Island. While the river and its watershed have many problems that threaten its water quality, the river is undoubtedly cleaner and more well recognized and respected as a significant natural resource than it has in years past. Locally here in Andover, the Merrimack is enjoyed as a recreational and scenic resource and as the provider of the majority of the Town of Andover’s water supply. Andover is fortunate to have the Merrimack River partly within the Town’s boundaries. From the perspective of the sustainability of the river’s health, and in benefitting the Town’s water supply, helping to keep the river clean is in the Town’s best interest.

Recently, the Merrimack Valley Planning Commission was awarded an additional grant of \$270,000 to be distributed among neighboring communities, Methuen, the Greater Lawrence Sanitation District, Tewksbury, and Newburyport, to support targeted projects addressing Combined Sewer Overflows (CSOs) and overall improvements to the health of the Merrimack River.

By collaborating with these communities, as well as those previously awarded funding through the Commission’s 2024 grant initiative, the region is poised to establish a more sustainable, coordinated, and impactful river cleanup effort. This collective approach will enhance long-term environmental outcomes and strengthen regional stewardship of the Merrimack River.

| |
|---------------------------------------|
| Town Manager’s Recommendation: |
|---------------------------------------|

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$30,000 | \$30,000 |
| 2028 | \$30,000 | \$30,000 |
| 2029 | \$30,000 | \$30,000 |
| 2030 | \$30,000 | \$30,000 |
| 2031 | \$30,000 | \$30,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Open Space and Recreation Plan*

CDP-4

Department Priority Ranking: 4
(1=highest, 2= second highest, etc)

| | |
|-------------------------------------|---|
| TM's Rec. for FY27: | \$0 |
| Original Dept. Request: | \$65,000 |
| Submitted by: | Paul Materazzo, Director of Planning & Land Use |
| Department: | Conservation, Board of Health, Recreation, & Facilities |
| Funding Source: | General Fund Revenue |
| FY26 Dept. Request for FY27: | \$65,000 |

Project Description:

This CIP request is being submitted to request funding to hire a consultant to complete an update to the Town's existing Open Space and Recreation Plan (OSRP). A Massachusetts OSRP is a community-developed, state-approved plan that guides a municipality's conservation and recreation efforts for years. OSRPs are created with community input and provide a framework for preserving land, developing recreational facilities, and protecting natural resources. Having a current OSRP in place makes the municipality eligible for state grant funding.

The OSRP will provide the framework for the Town to proactively manage natural resources, create thriving and livable environments and ensure long-term well-being of our residents and ecosystems. Through a significant public engagement process involving surveys and public forums, the OSRP reflects community priorities, needs, and goals for preserving natural areas, acquiring new lands, and providing recreational opportunities. Since 1970, the Town of Andover has had a number of updates to the OSRP. The most recent version of the OSRP, dated November 2017, expired as of 2024.

Project Justification and Purpose:

The OSRP is a 10 year action plan that is a community-driven document that guides the preservation, development and management of open space and recreation resources. The plan serves as a roadmap for the community's open space and recreation needs, outlining policies and strategies for future development and management.

Having a state approved OSRP on file with the state makes the Town eligible for various state grant programs from the Massachusetts Department of Conservation and Recreation. The grant programs include Local Acquisitions for Natural Diversity (LAND) and Parkland Acquisitions and Renovations for Communities (PARC) grants, which can provide grant funds to the Town for open space projects, land purchases, or open space upgrades and amenities.

If awarded, these grants could help enhance our existing open spaces and development of new recreational facilities. Such new potential recreational facilities could include improvements at

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the recently purchased property at 140 Chandler Road and/or improved boat access to the Merrimack River at Andover Conservation’s Merrimack River Reservation.

The OSRP safeguards our natural resources, protects wildlife habitat and biodiversity and promotes stewardship of natural areas. Open space provides an enhanced quality of life and provides opportunities for recreation and relaxation and improves physical and mental health for our residents as well as promotes community engagement and gathering.

Cost Estimate & Timing:

The total amount requested is \$65,000. These funds will be utilized to hire a consultant to update the expired OSRP. This update is anticipated to take 6-10 months to complete and would include a public engagement plan; data collection; online survey; and any other components necessary to complete an update to the Open Space and Recreation Plan.

Neighboring Towns have provided data regarding the costs associated with recently updating their OSRPs. Those costs range from \$55,000 to in excess of \$68,000.

Estimated Annual Operating/Maintenance Cost or Savings:

None.

Sustainability:

The Open Space and Recreation Plan outlines goals and strategies for sustainable development and the use of open space to combat Climate Change Vulnerability.

Town Manager’s Recommendation:

The Town Manager does not support funding for FY27.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$65,000 | \$0 |
| 2028 | | |
| 2029 | | |
| 2030 | | |
| 2031 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Funding for Lightning Tree Rare Species Preservation & Education* CDP-5

Department Priority Ranking: 5
(1=highest, 2= second highest, etc)

| | |
|-------------------------------------|--|
| TM's Rec. for FY27: | \$0 |
| Original Dept. Request: | \$19,700 |
| Submitted by: | Paul Materazzo, Director of Planning & Land Use |
| Department: | CD&P |
| Funding Source: | General Fund Revenue |
| FY26 Dept. Request for FY27: | \$19,700 |

Project Description:

This CIP request is being submitted to request funding to continue rare turtle monitoring and habitat restoration efforts at one of Andover's most valuable open spaces, Lightning Tree Reservation. If awarded, CIP funding would provide turtle monitoring equipment to allow two of Conservation's trained land stewards to continue monitoring rare turtles, and it would provide the equipment necessary for expanding the program. It would manage current threats to a population of endangered plants and the rare insect species it hosts. It would also fund outreach and education related to rare wildlife and plant species.

Project Justification and Purpose:

Lightning Tree Reservation is a 24 acre parcel along the Shawsheen River in the southwestern area of Andover. It has a number of ecologically significant habitat types including extensive cattail marshes, vernal pools, pitch pine barrens, and shrublands. These varied habitat conditions, in addition to the consistent management by dedicated land stewards and Conservation staff, have helped support a number of documented rare and threatened plant, invertebrate and amphibian species. The significance of this site is underlined by the Conservation Division's collaboration with the state of Massachusetts's Natural Heritage and Endangered Species Program Staff and Zoo New England personnel. Both of these organizations and their staff have taken an interest in preserving and managing this site.

The Lightning Tree Rare Species Preservation and Education Project proposes a multifaceted approach to protecting threatened species at Lightning Tree. Through management, monitoring, and education, this project will help preserve these rare species in the present and ensure they will be protected in the future.

To continue monitoring and managing rare turtle habitat, land stewards, volunteers and staff need new telemetry equipment to track and record the turtles' movement, foraging patterns, and reproductive behavior. This information - much of which is currently lacking - will allow Zoo New England, the Massachusetts Natural Heritage and Endangered Species Program, Andover Conservation, and other conservation organizations to better protect them in the future.

The turtle monitoring program has already yielded results. It has prevented area stakeholders or landowners, such as two utility companies operating in the area, from inadvertently damaging rare turtle habitat and known nesting sites. These sensitive instruments require maintenance and

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replacement. Without it, the Conservation Division, and Zoo New England will lack the data required to protect this rare species.

A portion of the funding for this project would go towards purchasing additional radio tags and an antenna which will allow Andover Conservation to extend its monitoring capabilities. Rare turtle populations at Lightning Tree have grown due to the joint efforts of the Conservation Division, AVIS, Natural Heritage, and Zoo New England. To continue monitoring and growing the population, more radio tags are necessary. An antenna and receiver would also make it possible for a second group of monitors to track turtles. Monitoring and tracking require a significant time commitment and to both expand and sustain our current efforts a second group of monitors is needed. With the funds, Andover Conservation and its partners would also plant native shrubs to expand the turtles' habitat and food sources.

The rare plant population found at Lightning Tree Reservation is the exclusive host plant to an insect that is found in only 3 of Massachusetts' 351 municipalities. This makes the populations at Lightning Tree Reservation regionally significant. Currently, two invasive plant species - Glossy buckthorn (*Rhamnus frangula*) and Oriental bittersweet (*Celastrus orbiculatus*) - threaten to shade out this host plant and render inhospitable the soil required for the plant to thrive. The protected rare plant at Lightning tree requires dry, high sunlight conditions with sandy soil. These two invasive plants will change these conditions by creating a shade dominant monoculture. The proposed funding would support spot treatments of these invasive plant species to prevent them from establishing large populations. Conducting limited herbicide treatments now will stop the invasive plants from establishing themselves in the environment. Should they continue to expand their population, extensive mechanical removal and herbicide applications will be required.

Funds for this project would also go towards the purchase and planting of more of these rare plants, in addition to protecting them. Expanding the number of this species will help support a more resilient population, better able to survive competition by invasive plants and other disturbances. This helps create a more robust habitat overall and helps ensure the survival of the plant in Massachusetts.

Lastly and importantly, this project would invest in the future stewardship of Lightning Tree Reservation through education. Adding educational signage, and funding public outreach programs with qualified professionals and teacher naturalists raises awareness about the importance of Lightning Tree Reservation. Exposure to and education about the importance of vernal pools, rivers, and pine barrens increases public support for important restoration projects. Recently, Andover Conservation helped to organize and participated in, an educational program for area middle school students that focused on turtles. It was hugely successful, and Andover Conservation would like to arrange additional, future public outreach.

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Cost Estimate & Timing:

The telemetry equipment consists of transmitters, a receiver, and an antenna. The total cost of the equipment is \$4,775. Mechanical clearing plus an initial herbicide treatment of approximately three acres costs \$6,000. Two additional follow-up treatments will cost \$8,000 for a total of \$15,000. Sign design and installation costs approximately \$550 per sign and \$400 for kiosk materials and installation. For five signs, the cost is \$5,700.

Estimated Annual Operating/Maintenance Cost or Savings:

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Sustainability:

Protecting natural resources such as forests, water and wetlands is a crucial part of climate adaption and mitigation. The Town of Andover’s Climate Action & Sustainability Plan identifies a series of goals and strategies to help make Andover more resilient to climate change. Many of these goals and strategies are related to the Town’s network of open space.

One of these goals/strategies includes NR-1, **enhancing and protecting tree canopy**. Invasive plant species are a threat to tree canopies, forest/tree regeneration and growth, and overall tree and forest health. As an example, over time Oriental bittersweet is capable of climbing, killing, and collapsing mature trees 90 feet in height. Invasive species are here to stay. They are present – and will continue to be present - on private and public lands in Andover. However, targeted invasive species management efforts in select locations will help preserve tree cover in those locations.

A second goal of the Climate Action & Sustainability Plan is NR-3, **promoting and protecting biodiversity and natural resources**. Invasive plant species are an imminent threat to the protection of biodiversity and natural resources. Many invasive plant species that are found in Andover are capable of reproducing and spreading quickly, actively form monocultures in the areas where they become established, and negatively impact other plants and wildlife. Controlling their spread – even in select locations – is a strategy worth pursuing.

A third goal of the Climate Action & Sustainability Plan is NR-5, **the prioritizing the role of wetlands in enhancing Andover’s resilience to climate change**. Many of Andover’s open spaces contain wetlands, and many invasive plant species – including Japanese knotweed and Common Reed (aka Phragmites) – particularly thrive in wetlands. Many of the natural functions and values that are performed by wetlands are lessened when invasive plant species are present. For example, soils along a riverbank become much more susceptible to erosion and flooding impacts may be more severe when Japanese knotweed becomes established in a river’s floodplain.

Town Manager’s Recommendation:

The Town Manager does not support funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$19,700 | \$0 |
| 2028 | | |
| 2029 | | |
| 2030 | | |
| 2031 | | |

POLICE



**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Police Vehicle Replacement*

POL-1

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM’s Rec. for FY27: \$225,000
Original Dept. Request: \$225,000
Submitted by: Police Patrick Keefe
Department: Police Department
Funding Source: Free Cash
FY26 Dept. Request for FY27: \$225,000

Project Description:

Replace 4 Police cruisers

Project Justification and Purpose:

Generally marked cruisers are replaced every three years and unmarked cruisers and special utility vehicles are replaced every 5-6 years. The determination as to which vehicles are traded in each year is made on a case by case basis depending on the mileage, hours of use and the overall condition of the vehicle. Purchase of these vehicles will allow the Department to continue with the rotational replacement program and avoid major repair costs and downtime.

Cost Estimate & Timing:

\$225,000 per year

Estimated Annual Operating/Maintenance Cost or Savings:

Varies by vehicle

Sustainability:

The Department will continue to purchase hybrids while they are being produced.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$225,000 | \$225,000 |
| 2028 | \$225,000 | \$225,000 |
| 2029 | \$225,000 | \$225,000 |
| 2030 | \$225,000 | \$225,000 |
| 2031 | \$225,000 | \$225,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Police Cruisers/MC Computers*

POL-2

Department Priority Ranking: 2
(1=highest, 2= second highest, etc)

TM’s Rec. for FY27: \$145,000
Original Dept. Request: \$145,000
Submitted by: Chief Patrick Keefe
Department: Police Department
Funding Source: Free Cash
FY26 Dept. Request for FY27: \$145,000

Project Description:

Replace 17 Cruiser Computers and 2 Police Motor Cycle computers

Project Justification and Purpose:

The current Police Cruiser computers are over 10 years old and are coming to end of life. The Cruiser Computers are vital tool for officers on the road and going to calls. The computer links them to the Criminal Justice Information Service’s (CJIS) to obtain critical information fir safety and investigations. The computer also acts as a secondary communication and data point with the PSAP. Replacing them simultaneously will allow and ensure the computers are uniformed in all cruisers and allow consistency and standardization for the officers.

Cost Estimate & Timing:

\$145,000 last computers lasted approximately 10 years

Estimated Annual Operating/Maintenance Cost or Savings:

Savings will come from less repairs of the current older computers.

Sustainability:

Newer Computers use less power and energy

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$145,000 | \$145,000 |
| 2028 | | |
| 2029 | | |
| 2030 | | |
| 2031 | | |

FIRE RESCUE



**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Fire Rescue Vehicles*

FIR-1

Department Priority Ranking:
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: **\$2,200,000**
Original Dept. Request: \$2,200,000
Submitted by: Chief Kyle Murphy
Department: Fire Rescue
Funding Source: Free Cash
FY26 Dept. Request for FY27: \$2,200,000

Project Description:

Replace the following vehicles:

FY27

2006 Pierce Aerial Ladder – Ladder 2

FY28

2004 Ford Pick-up – Forestry 2

Zodiac Cadet Inflatable Boat/Honda Motor

FY 29

2018 International Ambulance 2

2014 Chevy Tahoe

FY 30

Engine 2 | MFC221 | 2017 PIERCE/ENFORC | 4P1BAAFF5HA018031

FY 31

2007 Special Operations Trench Rescue Trailer

2003 Chevrolet EXPC Utility Box Truck

Project Justification and Purpose:

FY 27

2006 Pierce 105-foot Aerial Ladder-Ladder 2

This vehicle serves as the back-up or reserve aerial ladder that is placed in service when Ladder 1 is out of service for preventative maintenance or other repairs and service.

The Insurance Services Organization requires the community to have a back-up aerial ladder that can be placed in service immediately when needed as a front-line vehicle. Ladder 2 is also placed into service and is manned when Ladder 1 is called out of town for mutual aid assistance in other communities which allows Andover Fire Rescue to maintain response service levels to the town. Once ordered it will take up to 48 months for delivery.

FY 28

2004 Ford Pick-Up – Forestry 2

Forestry 2 is housed at the West Fire Station and serves as one of two forestry firefighting vehicles within the fleet. This apparatus responds to brush or wildland fires within the community and also serves as a utility truck when performing at rescue responses that require lengthy extrications of injured people in wooded areas and those areas that pose access challenges. This response unit

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has already had significant body and mechanical work performed on it to maintain its serviceability and reliability and needs additional work at this time.

2013 Zodiac Cadet 340/2002 15 HP Honda Motor - Marine 2

This boat and motor unit has been utilized to respond to water emergencies in static water supplies and the Merrimack River for the last several years. The Zodiac Boat is at the end of its useful life and needs to be replaced according to the manufacturer's recommendations due to safety concerns. The Honda motor is also beyond its useful life and is becoming increasingly unreliable. The AFR maintenance staff also recommends replacement of both the boat and motor due to reliability issues and due to the lack of available repair parts.

FY 29

2018 International SER - Ambulance 2

This vehicle was utilized as a front-line response vehicle for five years and serves as a back-line reserve vehicle and is placed back into front line status when required due to preventative maintenance mechanical malfunctions of the current front-line response ambulance.

The current vehicle may be traded in to offset some of the purchase costs of the replacement vehicle. Because these ambulances are operating much of the time, they are utilized as front-line vehicles and then when replaced put into a back-up vehicle status for additional years of service.

The entire community of Andover will benefit from this project by having reliable and efficient apparatus to meet the needs of those who require EMS services. The consequences of deferring this project will result in increased unreliability, decreased organizational efficiency and an increase in maintenance costs.

2014 Chevrolet Tahoe

This vehicle is assigned to the Lieutenant who oversees the organizations Training Division. The Training Officer is primarily responsible for planning, coordinating and delivery of all in-house programs and coordinates with many other vendors and organizations to deliver on-site training as well. The secondary duties of this individual include responding to any escalating incident where an Incident Safety Officer is required to track personnel accountability and identify and rectify any safety deficiencies that may occur throughout the mitigation of an incident. This individual is required to have a vehicle to respond to any incident that requires such a response to increase firefighter safety and minimize on scene injuries to our personnel.

FY 30

Engine MFC221 2017 PIERCE/ENFORC | 4P1BAAFF5HA018031| B'Vale

Engine 2 is currently stationed at the Ballardvale Fire Station and serves the south side of town. Due to ongoing supply chain issues, which have extended the build time for new trucks from 11 months to 48 months, Engine 2 is being moved up in the request. When the new Engine 2 arrives, the old one will be placed in reserve and used as a spare.

FY 31

2003 Chevrolet EXPC Utility – Air Supply

This vehicle houses a portable air supply, specialized Technical Rescue equipment, and firefighter rehabilitation equipment. This vehicle responds to all incidents where a portable air supply is required and where firefighter rehab is necessary and required by NFPA Standards.

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2007 Special Operations Trench Rescue Trailer

This emergency response trailer responds to any reported trench rescue emergency within Essex County along with personnel from the regional technical rescue team. This trailer carries specialized equipment specific to trench rescue response in the event someone is trapped underneath debris from excavation etc.

| |
|------------------------------------|
| Cost Estimate & Timing: |
|------------------------------------|

FY 27

2006 Pierce 105-foot Aerial Ladder-Ladder 2

\$2,200,000 based upon current bid specifications and NFPA apparatus standards. This vehicle serves as the back-up or reserve aerial ladder that is placed in service when Ladder 1 is out of service for preventative maintenance or other repairs and service.

The Insurance Services Organization requires the community to have a back-up aerial ladder that can be placed in service immediately when needed as a front-line vehicle.

Ladder 2 is also placed into service and is manned when Ladder 1 is called out of town for mutual aid assistance in other communities which allows Andover Fire Rescue to maintain response service levels to Andover.

FY 28

2004 Ford Pick-up with mounted forestry skid unit – Forestry 2

\$260,000 based upon similar specifications utilized for Forestry 1 to include a skid mounted pump 250-gallon water tank and various forest firefighting tools and equipment. This apparatus replacement request was deferred from FY 2023, FY 2024 and FY 2025.

2013 Zodiac Cadet Inflatable Boat/Trailer/Motor – Marine 2

\$40,000 based upon current specifications and replacement equipment required due to end of use life. This vehicle serves as a water rescue craft that responds to any water rescue incident on the Merrimack River or any static body of water within the Town of Andover. On large scale

FY 29

2018 International SER - Ambulance 2

\$600,000 based upon current bid specifications by third party standards and projected quotes from manufacturers' representatives. This vehicle was utilized as a front-line response vehicle for eight years and serves as a back-line reserve vehicle and is placed back into front line status when required due to preventative maintenance or mechanical malfunctions of the current front-line response ambulances. The vehicle is also utilized for coverage at sporting and special events as required by Massachusetts regulations.

2014 Chevrolet Tahoe – Car 4

\$110,000 based upon forecasted pricing and the cost to upfit the new vehicle with a response lighting and communications package. This vehicle served on the front line as the Deputy Chiefs response vehicle until late 2023. At that time the vehicle was re-purposed to serve as the Training Officer's response vehicle

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

FY 30

Engine MFC221 2017 PIERCE/ENFORC | 4P1BAAFF5HA018031|B'Vale

\$1,500,000 based upon bid specifications that are consistent with the additional Engines in the fleet and price escalation due to the global supply-chain crisis. The manufacturing and delivery of this apparatus will take up to 48 months from its order date. This apparatus will meet all current NFPA Standards.

FY 31

2003 Chevrolet EXPC Utility – Air Supply

\$350,000 based upon bid specifications and the anticipated cost increases due to new emissions standards and mandated safety features. This vehicle is equipped with a portable air supply system that responds to emergency scenes where additional breathing air requirements exist. The vehicle also has specialized Technical Rescue equipment on board to provide additional levels of safety for those on scene and also acts as a mobile firefighter rehabilitation unit as well.

This vehicle concept will be specified to be a more useful vehicle such as a mini-rescue that will feature outside compartments/roll up doors and carry additional special hazards equipment to respond to all hazard's types of emergencies.

2007 Trench Rescue Trailer – Special Operations

\$85,000 based upon current specifications and the need to purchase a heavy-duty trailer to meet the equipment payload requirements for safe transport to emergency incidents. This emergency response trailer responds to any reported trench rescue emergency within Essex County along with personnel from the regional technical rescue team. This trailer carries specialized equipment specific to trench rescue response in the event someone is trapped underneath debris from excavation etc.

Estimated Annual Operating/Maintenance Cost or Savings:

All of the vehicle replacements are recommended based upon the Andover Fire Rescue vehicle replacement schedule developed in 2007 and revised in 2021. The replacement schedule was formulated so that Andover Fire Rescue could forecast their vehicle replacements based on industry standards and the overall use of the specific vehicles within the fleet. These replacements are usually necessary based upon their lack of reliability, firefighter safety, cost of maintenance, and technology upgrades. However, each apparatus replacement is reviewed on a case by case basis.

Engines are scheduled to be replaced every twenty (20) years.
Ladders are scheduled to be replaced every twenty (20) years.
Ambulances are scheduled to be replaced every ten (10) years.
Staff vehicles are scheduled to be replaced every ten (10) years

Sustainability:

Town Manager's Recommendation:

The Town Manager supports funding the FY27 request.

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| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$2,200,000 | \$2,200,000 |
| 2028 | \$300,000 | \$300,000 |
| 2029 | \$710,000 | \$710,000 |
| 2030 | \$1,500,000 | \$1,500,000 |
| 2031 | \$435,000 | \$435,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Cordless Battery-Operated Rescue Tools*

FIR-2

Department Priority Ranking: 2
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$63,000
Original Dept. Request: \$63,000
Submitted by: Chief Kyle Murphy
Department: Fire Rescue
Funding Source: General Fund Revenue
FY26 Dept. Request for FY27: \$63,000

Project Description:

This project, if funded, would allow for the replacement of all outdated hydraulic rescue tools that are currently in use by Andover Fire Rescue with battery powered rescue tools.

Project Justification and Purpose:

The current hydraulic rescue tools are outdated and need to be upgraded to maintain pace with the new vehicle technology that is developed by the vehicle manufacturers on an annual basis. This technology has increased the tensile strength of the metals used in the vehicles and has also added the use of additional plastic and polymers that the current tools have difficulty cutting and removing from around the patient. The new battery powered tool technology would also allow the AFR personnel the freedom to use the rescue tools without having hydraulic hoses and portable hydraulic pumps towed behind them. The battery powered units are all individually self-contained which will increase extrication speed and increase firefighter safety when in use.

Cost Estimate & Timing:

The cost of the new equipment is estimated at \$63,000 and would be ordered and installed in the apparatus during the first quarter of FY 2027.

Estimated Annual Operating/Maintenance Cost or Savings:

Operating costs for the units are estimated to be approximately \$3500.00 annually. This cost is directly associated with a purchased maintenance program for the units.

Sustainability:

Town Manager's Recommendation:

The Town Manager supports funding the FY27 request.

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| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$63,000 | \$63,000 |
| 2028 | \$63,000 | \$63,000 |
| 2029 | | |
| 2030 | | |
| 2031 | | |

PUBLIC WORKS



**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Major Annual Road Maintenance*

DPW-1

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$2,041,194
Original Dept. Request: \$2,041,194
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Chapter 90
FY26 Dept. Request for FY27: \$2,041,194

Project Description:

To provide major maintenance and repairs to town roads and bridges as allowed under the Chapter 90 State Aid Highway Guidelines of the Massachusetts Department of Transportation including but not limited to reconstruction, resurfacing, engineering, sidewalks, traffic control or any other allowable transportation related expenses.

Actual roads that will receive treatment are determined based on an annual review and evaluation by Department of Public Works personnel, approval by Massachusetts State Aid Office and coordination with water and sewer construction schedules to avoid street cuts into newly paved streets.

Project Justification and Purpose:

New roads have an expected life of 20 to 25 years before major maintenance is required. Costs are less the earlier this maintenance can be accomplished plus the public gains through higher property values and less wear and tear on vehicles and fewer damage claims.

Cost Estimate & Timing:

\$2,041,194 estimated per year at current state allocation for Chapter 90 including funds from the Fair Share Amendment.

Estimated Annual Operating/Maintenance Cost or Savings:

N/A

Sustainability:

No obvious link to Sustainability

Town Manager's Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$2,041,194 | \$2,041,194 |
| 2028 | \$2,041,194 | \$2,041,194 |
| 2029 | \$2,041,194 | \$2,041,194 |
| 2030 | \$2,041,194 | \$2,041,194 |
| 2031 | \$2,041,194 | \$2,041,194 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Minor Sidewalk Repairs*

DPW-2

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM’s Rec. for FY27: \$250,000
Original Dept. Request: \$1,250,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Free Cash
FY26 Dept. Request for FY27: \$250,000

Project Description:

This funding will be used to make minor safety related repairs to existing Town sidewalks, using a combination of Town forces and contractors.

Project Justification and Purpose:

Minor sidewalk repairs are needed in various locations to address deteriorating surfaces for pedestrian safety and accessibility purposes.

Cost Estimate & Timing:

\$250,000 for FY27 through FY31

Estimated Annual Operating/Maintenance Cost or Savings:

N/A

Sustainability:

No obvious link to sustainability.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$250,000 | \$250,000 |
| 2028 | \$250,000 | \$250,000 |
| 2029 | \$250,000 | \$250,000 |
| 2030 | \$250,000 | \$250,000 |
| 2031 | \$250,000 | \$250,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Road Maintenance*

DPW-3

Department Priority Ranking: 3
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$0
Original Dept. Request: \$7,500,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: General Fund Borrowing
FY26 Dept. Request for FY27: \$1,500,000

Project Description:

Maintenance of public roads, pave with bituminous concrete (asphalt), 5 miles of road per year.

Project Justification and Purpose:

The Town of Andover has approximately 200 miles of road to maintain. The average life span for a properly built road is 20 years. To properly maintain our roadways, 10 miles of roads will need minor to major work every year to continue with a quality road program. Approximately 5 miles of roadways are repaved/reconstructed per year with a combination of the following sources: private contractors, State Chapter 90 funding, and the Town of Andover in conjunction with water and sewer improvements. For the past 5 years, an average of 5 miles of road are deferred per year due to the lack of adequate funding. We are now potentially in a deficit of 25 miles, or more, of paving being deferred.

To provide some reconstruction and maintenance to our roadway system, an additional \$1,500,000 is being requested with the anticipation of a Roadway Maintenance Program being instituted going forward.

Cost Estimate & Timing:

\$1,500,000 is the requested funding for FY2027 for Road Maintenance.

Estimated Annual Operating/Maintenance Cost or Savings:

Sustainability:

No obvious link to sustainability

Town Manager's Recommendation:

The Town Manager does not support funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$1,500,000 | \$0 |
| 2028 | \$1,500,000 | \$0 |
| 2029 | \$1,500,000 | \$0 |
| 2030 | \$1,500,000 | \$0 |
| 2031 | \$1,500,000 | \$0 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Sidewalk Master Plan Implementation*

DPW-4

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$5,000,000
TM's Rec. for FY28: \$5,000,000
Original Dept. Request: \$10,000,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: General Fund Borrowing
FY26 Dept. Request for FY27: \$10,000,000

Project Description:

This capital request is for the purpose of funding and completing the 2023 Sidewalk Masterplan in its entirety by FY2029. The Town will also allocate funds in FY2027 to begin the development of the next five-year sidewalk masterplan.

Project Justification and Purpose:

It is a strategic goal of the Select Board and Town Manager to establish a sidewalk program. Recognizing the need for the installation of new sidewalks, as well as the repair and replacement of existing sidewalks.

The Sidewalk Program will be reflective of the Sidewalk Master Plan that was formalized in 2023. This plan gives priority to constructing new sidewalks where there has been an identified need as part of missing connectivity and reconstructing sidewalks that are in poor condition.

Cost Estimate & Timing:

The projected costs incorporate a base figure of \$152/ft., which includes new bituminous concrete sidewalks, and granite curbs, and trees. Additional items such as engineering, police, retaining walls, guardrail, and drainage structures, where necessary at each location, are also incorporated. It is estimated that an additional \$10,000,000 is needed to complete the implementation of the Sidewalk Master Plan.

Estimated Annual Operating/Maintenance Cost or Savings:

N/A

Sustainability:

By encouraging additional pedestrian traffic within the Town's sidewalk network, it lessens the need for vehicle trips for local trips therefore reducing carbon emissions.

Town Manager's Recommendation:

**TOWN OF ANDOVER
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| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$10,000,000 | \$5,000,000 |
| 2028 | | \$5,000,000 |
| 2029 | | |
| 2030 | | |
| 2031 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Spring Grove Cemetery Master Plan*

DPW-5

Department Priority Ranking: 3
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$100,000
Original Dept. Request: \$400,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Cemetery Funds
FY26 Dept. Request for FY27: \$100,000

Project Description:

A three-year Capital Improvement Program for a major expansion of the Spring Grove Cemetery.

Project Justification and Purpose:

This project aims to meet increasing demand for burial plots, improve accessibility, and enhance the overall aesthetic of the cemetery. Beginning with planning and design and concluding with the execution of significant site work and landscaping.

The current supply of burial plots is nearing capacity and there is always an area that is “under construction”. With the execution of a larger scale expansion, not only will we consistently be able to meet the demands of the community’s future needs but will enhance the visitor experience by providing a more serene environment.

Cost Estimate & Timing:

Year 1: Planning & Design

- Conduct a detailed topographic and boundary survey of the proposed expansion area. Perform drainage analysis to determine site development.
- Create a detailed masterplan that includes layout of new burial sections, roadways, drainage systems, water sources, and landscaping.

Year 2: Tree Removal & Land Grading

- Removal of identified trees to clear the area for grading and road construction.
- Grading of the expansion area to establish proper slopes for drainage and preparation for road construction.
- Prepare the sub – base for new roads
- Plant Seed to establish grass for aesthetic and runoff purposes

Year 3: Paving & Landscaping

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

- Paving of new roads
- Planting of new trees
- Installation of irrigation (water sources)

Estimated Annual Operating/Maintenance Cost or Savings:

The cemetery expansion project will generate annual savings by eliminating repetitive construction disruptions, reducing maintenance and repair needs, ensuring consistent plot availability without costly emergency work, and lowering staff time spent on customer complaints and temporary fixes. These savings, combined with increased long-term revenue from additional burial plot sales, make the project both financially and operationally beneficial.

Sustainability:

No Obvious link to Sustainability

Town Manager’s Recommendation:

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$100,000 | \$100,000 |
| 2028 | \$150,000 | \$150,000 |
| 2029 | \$150,000 | \$150,000 |
| 2030 | | |
| 2031 | | |

The Town Manager supports funding the FY27 request.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Storm Water Management*

DPW-6

Department Priority Ranking: 2
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$100,000
Original Dept. Request: \$500,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: General Fund Revenue
FY26 Dept. Request for FY27: \$100,000

Project Description:

Under the EPA National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water Permit Program that was signed into law in October 1999, the Town of Andover was required to obtain a permit for our municipal storm water discharges. This required the implementation of a Storm Water Management Program (SWMP), which included a number of tasks to be accomplished to improve water quality by reducing the discharge of pollutants from storm water runoff into the local rivers, ponds, streams and other receiving water bodies. The SWMP outlined the town's plan for public education and involvement, mapping the storm drainage system, inspecting outfalls, sampling discharges, detection and elimination of illicit discharges, pollution prevention plans, management of storm water during and after land disturbance activities, and implementation of best management practices. Funds are necessary to update the SWMP to meet the new regulations for the 2nd permit term and to continue implementation of the necessary tasks.

Project Justification and Purpose:

In July 2003, Andover was issued a general permit for the first 5-year term for implementation of the SWMP. EPA initially issued draft regulations for the second 5-year permit in November 2010. After several delays, the second 5-year permit became effective July 1, 2018.

To comply with the Federal mandate, the Town is required to further expand the activities of the existing permit under the new permit. This will enable Andover to meet the EPA requirements with the implementation of sound responsible storm water operation and maintenance practices and help to protect the quality of our receiving waters.

The 2001, 2002 and 2003 Annual Town Meetings approved \$75,000 each year and ATM 2008 appropriated \$50,000 for continuing the program. An additional funding amount of \$100,000 was approved at ATM 2017 to begin the implementation of the Program requirements under the new 5-year permit term. These funds will be used to begin the work starting on the new permit. At this time, \$100,000 is projected for future years FY 2027 – 2031, however the figure may change as the updated SWMP is developed.

The cost of any major improvements, which may result from the drainage outfall inspection and system assessment and/or storm water regulations, is yet to be determined. Funds for these improvements will be needed in future years after the locations of illicit discharges have been identified and costs have been determined.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

Cost Estimate & Timing:

Funds were approved in 2001, 2002 and 2003 that allowed the initial engineering study of the Town’s facilities, operational procedures, and regulations relative to the EPA requirements and for the preparation of the Storm Water Management Plan. These funds have also enabled the implementation of the recommendations and improvements in SWMP such as installing gas/oil separators at four town buildings, necessary engineering services for outfall inspections and storm drain mapping, preparation of a storm water bylaw, and eliminating four illicit discharges that were found, and preparation of the annual report to EPA. Funds will be necessary to continue and expand the permit requirements including engineering services, system mapping, dry and wet weather sampling, annual reports, detection and elimination of illicit discharges, implementation of good housekeeping maintenance activities at town facilities and other necessary services, equipment, and improvements. Recent drain outfall inspections have detected several locations of possible illicit connections, which are under investigation and will need to be corrected and eliminated. Funds for the construction and implementation of the storm water management program will be necessary to address other problems that are identified as the evaluation and assessment of the town’s drainage system progresses. Major improvements may be needed at some point in the future. The cost of such major improvements has yet to be determined.

Estimated Annual Operating/Maintenance Cost or Savings:

There will be additional operational costs associated with the implementation of the program. These costs will not be known until the evaluation and assessment of the town’s drainage system is completed.

Sustainability:

This project advances Andover’s environmental sustainability by reducing pollutants in local waterways, protecting ecosystems, and ensuring compliance with federal NPDES requirements. By funding updates to the Storm Water Management Program, the Town can identify and eliminate illicit discharges, improve drainage infrastructure, and implement best management practices that reduce flooding, erosion, and long-term repair costs. These efforts not only safeguard public health and natural resources but also strengthen climate resiliency and prevent costly regulatory penalties or emergency remediation, ensuring a cleaner and more sustainable storm water system for future generations.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$100,000 | \$100,000 |
| 2028 | \$100,000 | \$100,000 |
| 2029 | \$100,000 | \$100,000 |
| 2030 | \$100,000 | \$100,000 |
| 2031 | \$100,000 | \$100,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Public Works Vehicles*

DPW-7

Department Priority Ranking: 2
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: a. \$172,000 b. \$578,000
Original Dept. Request: a. \$172,000. b. \$578,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: a. Free Cash
b. General Fund Borrowing
FY26 Dept. Request for FY27: a. \$172,000 b. \$578,000

| Dept. | Vehicle # | Year | Make/Model | FY27 | FY28 | FY29 | FY30 | FY31 |
|----------|-----------|------|--|----------|-----------|----------|----------|----------|
| Cemetery | 65 | 2018 | Ford F350 1Ton F3HZ 145 4X4 Reg Chas Cab Drw | | \$71,000 | | | |
| Cemetery | 66 | 2019 | Ford F550 Dump 1 Ton 4X4, Dump body | | | \$64,000 | | |
| Cemetery | 68 | 2018 | John Deere Backhoe Loader 310L | | \$179,000 | | | |
| Cemetery | Trailer-1 | 1996 | Vermeer Brush Chipper (SPARE) | | | | \$40,000 | |
| Park | 60 | 2021 | Ford F350 Dump 4x2 | | | | | \$85,000 |
| Park | 61 | 2019 | Ford F550 2 Ton Dump F5H7 145 4X4 Reg Chas Cab Drw | | | \$64,000 | | |
| Park | 62 | 2021 | Ford F350 1 Ton Rack Body w/tailgate 4x2 | | | | | \$85,000 |
| Park | 63 | 2020 | Ford F-350 1T F3H 145 4X4 REG CHAS CAB DRW | | \$71,000 | | | |
| Park | 64 | 2016 | Ford F250 3/4 Ton X2B 142 4X4 Supercab SRW Pickup | \$61,000 | | | | |
| Park | 65 | 2023 | Jacobsen HR 9016 T Kubota Turbo Diesel Tractor Mower | | | | | |
| Park | 66 | 2023 | Toro Ground Master 4700-D Mower 4x4 | | | | | |
| Park | Tractor-1 | 2018 | Kubota Tractor M7060HDC12 | | | \$89,000 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

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|----------------------|---------------|------|--|------------------|------------------|------------------|------------------|------------------|----------|
| Forestry Forestry | 20 | 2019 | Ford F150 1/2T Pickup 141 RegCab 4X4 SS | | | | | | \$45,000 |
| Forestry | 51 | 2024 | Ford F550 2T FSH DRW w chip body | | | | | | |
| Forestry | 52 | 2022 | Mack, GU432 | | | | | | |
| Forestry | 53 | 2018 | Freightliner M2 106 Truck | | | \$325,000 | | | |
| Forestry | 54 | 1999 | GMC C Series Bucket Truck - Diesel | | | | | | |
| Forestry | 55 | 2006 | Kubota Tractor | | | | | | |
| Forestry | 56 | 2004 | Vermeer Stump Cutter (Diesel Only) | | | | | | |
| Forestry | 57 | 2017 | Brush Bandit Chipper Model 1390XP - 15" Drum Style | \$59,000 | | | | | |
| Forestry | TUB | 2014 | Morbark Tub Grinder 950 Trailer | | | | \$260,000 | | |
| Vehicle Maintenance | 8 | 2019 | Ford F150 1/2T Pickup 141 Reg Cab 4X4 SS | | | \$45,000 | | | |
| Vehicle Maintenance | 18 | 2002 | Ford Ranger Ext.Cab Pickup 4x4 | | | | | | |
| Vehicle Maintenance | 86 | 2020 | Ford F-550 2T 169 4X4 REG CHAS CAB DRW, Maintainer Body, w/ crane | | | | | | |
| Vehicle Maintenance | 87 | 2006 | Ford F250 3/4T 137 SD Reg Cab SRW 4X4 | | \$45,000 | | | | |
| Vehicle Maintenance | 88 | | Komatsu FG25T-16, 5000# Capacity, I.C. Pneumatic Tire Forklift | | | | | | |
| Vehicle Maintenance | Trailer 2-GEN | 2001 | Utility Trailer for Powergard 60KW Kohler Emergency Generator | | | | | | |
| | | | Cemetery, Parks, Forestry, Vehicle Maint. Total Request | \$120,000 | \$366,000 | \$262,000 | \$300,000 | \$215,000 | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

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|---------|----|------|--|-----------|----------|-----------|-----------|--|
| Highway | 1 | 2025 | Mack Dump Truck w/2 CaCl Tanks (6wh) | | | | | |
| Highway | 3 | 2024 | Mack Dump Truck w/2 CaCl Tanks (6wh) | | | | | |
| Highway | 4 | 2022 | Mack Dump Truck w/2 CaCl Tanks (6wh) | | | | | |
| Highway | 5 | 2020 | Mack GR42R Dump Truck | | | | \$140,000 | |
| Highway | 6 | 2022 | Mack RD Dump Truck w/2 CaCl Tanks (6wh) | | | | | |
| Highway | 7 | 2019 | Freightliner M2 106 26,000 GVW | | | \$325,000 | | |
| Highway | 8 | 2023 | Mack Dump Truck w/2 CaCl Tanks (6wh) | | | | | |
| Highway | 9 | 2020 | Mack GR64F Dump Truck | | | | | |
| Highway | 10 | 2025 | Mack RD 690P Dump Truck w/2 CACI Tanks (6wh) | | | | | |
| Highway | 11 | 2025 | Mack RD Dump Truck w/2 CACI Tanks (6wh) | | | | | |
| Highway | 12 | 2013 | Caterpillar Wheel Loader Model 938G | \$300,000 | | | | |
| Highway | 13 | 2019 | Caterpillar Loader Model 938M | | | | | |
| Highway | 14 | 2025 | Ford F450, 4x4 w/Plow | | | | | |
| Highway | 15 | 2018 | Ford F450 1 1/2T F4H 145 SD 4X4 Chas Cab Drw | | \$90,000 | | | |
| Highway | 16 | 2021 | Ford F450 1 Ton Supercab F47 Chassis Rack w/Plow - (new body & tailgate in FY16) | | | | | |
| Highway | 17 | 2023 | Ford Drwsup F450 1 Ton Dump Truck | | | | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

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|-------------|-----|------|--|----------|------------|-----------|--|--------|
| Highway | 19 | 2015 | Ford Escape AWD Hybrid | \$52,000 | | | | |
| Highway | 18 | 2020 | Ford F150 1/2 Ton Supercab 4x4 SS 145 Pickup | | | | | |
| Highway | 20 | 2017 | Ford F450 1 1/2T Supe F4H 169 4x4 Reg Chas Cab Drw | | | \$90,000 | | |
| Highway | 21 | 2020 | Mack GR24F Dump Truck | | | | | |
| Highway | 22 | 2017 | Mack 10-Wheeler w/2 CACI Tanks (10wh) | | \$300,000 | | | |
| Highway | 23 | 2017 | Mack 10-Wheeler w/2 CACI Tanks (10wh) | | \$300,000 | | | |
| Highway | 24 | 2021 | Ford F350, 1 Ton Extended cab 4X4 Pickup | | | | | |
| Highway | 25 | 2019 | Ford F450 1 Ton 4x4 1 ton, Gasoline, w/ plow | | | | | |
| Highway | 26 | 2024 | Bobcat Skidsteer 773T Loader | | | | | |
| Highway | 27 | 2023 | Bobcat Skidsteer S570 Loader | | | | | |
| Highway | 28 | 2024 | Trackless w/attachments | | | | | |
| Highway | 29 | 2023 | Trackless w/attachments | | | | | |
| Engineering | 39 | 2020 | Ford F250 | | | | | |
| Highway | 51 | 2025 | Wacker Neuson WL-28 Articulated Wheel Loader | | | | | |
| Highway | 52A | 2015 | Falcon Asphalt Recycler & Hot Box, Trailer Mounted | | | | | 45,000 |
| Highway | 52B | 2023 | Falcon Hot Box | | | | | |
| Highway | 53 | 2017 | Prinoth SW4S Sidewalk Plow Welded Cab | | \$ 149,000 | | | |
| Highway | 54 | 2018 | Kubota KX0804S, Excavator | | | \$120,000 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

| | | | | | | | | |
|---------|-----------|------|---|-----------|----------|----------|--|--|
| Highway | A | 2013 | Compac Asphalt Pavement Roller GX630 T175V | | | \$29,000 | | |
| Highway | B-Sweep | 2019 | 3 Wheel Elgin Pelican Sweeper | \$278,000 | | | | |
| Highway | C-Sweep | 2022 | 3 Wheel Elgin Pelican Sweeper | | | | | |
| Highway | D | 2013 | 2013 Sullair 185CFM Air Comp | | \$25,000 | | | |
| Highway | E | 1987 | SRECO Utility Trailer Water | | | | | |
| Highway | HW-MB-1 | 2015 | Precision Solar Controlled Message Board SMC4000 M521 Utility Trailer | | | | | |
| Highway | HW-MB-2 | 2015 | Precision Solar Controlled Message Board SMC4000 M522 Utility Trailer | | | | | |
| Highway | POWEAG | | Power Eagle 1470-BE Steam Cleaner | | | | | |
| Highway | SALPAV | 2014 | Salsco TP44 Sidewalk Track Paver | | | | | |
| Highway | T-4 | 2019 | CAM Utility trailer, GVWR 30,650 | | \$15,000 | | | |
| Highway | Trailer 1 | 2024 | MGS Utility Trailer (Use to haul cement block, brick, man hole repairs items) | | | | | |
| Highway | Trailer 2 | 2021 | CAM SUPERLINE P3CAM612TT Utility Single Axel, Ball Type Utility Trailer | | | | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

| | | | | | | | | |
|--------------------|-----------|------|---|------------------|--------------------|------------------|------------------|------------------|
| Highway | Trailer 3 | 2020 | CAM SUPERLINE P6CAM18 Utility Single Axel, Ball Type Utility Trailer | | | | | |
| Highway | Trailer 4 | 2019 | CAM Superline 12CAM825TE | | | | | |
| Municipal Services | WZT | 2014 | Work Zone Trailer, Car Mate | | | | | |
| | | | Highway Total Request | \$630,000 | \$879,000 | \$459,000 | \$140,000 | \$45,000 |
| | | | TOTAL DPW | \$750,000 | \$1,245,000 | \$721,000 | \$440,000 | \$260,000 |

Sustainability:

Vehicles that operate primarily on gasoline or diesel have historically accounted for over 99% of cars and passenger truck sales. However, sales of cars that operate on other fuels — particularly electricity — are growing. New models of both electric vehicles and plug-in hybrid electric vehicles are entering the market in increasing numbers each year. Other alternative fuel vehicles include those that run on compressed natural gas (CNG) or E85 (a mixture of about 85% ethanol and 15% gasoline). As technology becomes available, Public Works continues to update its fleet with the most fuel-efficient vehicle available.

Town Manager’s Recommendation: T

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$750,000 | \$750,000 |
| 2028 | \$1,245,000 | \$1,245,000 |
| 2029 | \$721,000 | \$721,000 |
| 2030 | \$440,000 | \$440,000 |
| 2031 | \$260,000 | \$260,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Minor Storm Drain Improvements*

DPW-8

Department Priority Ranking: 2
(1=highest, 2= second highest, etc)

TM’s Rec. for FY27: \$200,000
Original Dept. Request: \$1,000,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: General Fund Revenue
FY26 Dept. Request for FY27: \$200,000

Project Description:

This project is to provide funds to address maintenance and repairs of storm drains. The specific locations to be addressed will be determined by the Public Works Director and staff.

Project Justification and Purpose:

To prevent further roadway deterioration, property damage, alleviate flooding, and reduce the discharge of pollutants from storm water runoff. Town Meeting has historically appropriated \$300,000 every other year for storm drain improvements. However, due to recent town-wide events, we are requesting an increase in appropriation.

Cost Estimate & Timing:

Request for \$200,000 per year.

The estimated total cost for all the years shown is - \$1,000,000.

Estimated Annual Operating/Maintenance Cost or Savings:

There will be some additional operational costs associated with catch basin cleaning and repair

Sustainability:

Given the expected frequency and severity of precipitation events associated with climate change, increasing the reliability of the stormwater collection system will be necessary.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$200,000 | \$200,000 |
| 2028 | \$200,000 | \$200,000 |
| 2029 | \$200,000 | \$200,000 |
| 2030 | \$200,000 | \$200,000 |
| 2031 | \$200,000 | \$200,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Town Bridge Evaluation & Maintenance*

DPW-9

Department Priority Ranking: 2
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$0
Original Dept. Request: \$2,500,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: General Fund Borrowing
FY26 Dept. Request for FY27: \$500,000

Project Description:

To provide for minor repairs, rehabilitation, and reconstruction of Town-owned bridges according to Massachusetts Department of Transportation specifications. The MassDOT routinely inspects the Town owned bridges and issues reports citing any deficiencies in the bridge structures. There is an ongoing need to rehab bridge abutments, place scour protection and make other repairs as necessary for the following town owned bridges on the Shawsheen River: Essex Street Bridge; Andover Street Bridge; Stevens Street Bridge; Balmoral Street Bridge; and Central Street Bridge. An engineering evaluation is necessary to identify, recommend and design mitigation methods and rehab alternatives.

Project Justification and Purpose:

Improvements were made in 2009 and 2010 to the Balmoral Street and Stevens Street Bridges to address deficiencies that were previously detected. Future requests will continue to help fund necessary assessments and repairs to the Town owned bridges. Inspections have been performed on the Andover St, Stevens St, and Balmoral St bridges. These recent reports from MassDOT indicate minor deficiencies on Stevens St and Balmoral St. The Andover St Bridge report indicates some minor deficiencies as well as severe deficiencies to the deck and the approach guardrail ends. Conditions will be monitored on all Town owned bridges and repairs made as needed in the future.

Cost Estimate & Timing:

Amount to be determined includes engineering, design, and construction to repair identified deficiencies as needed. Evaluations, repairs, and rehabilitation will be determined, and additional funds requested in future years as necessary to supplement available funds remaining. Funding options for major repairs will also be sought through available state bridge programs.

Estimated Annual Operating/Maintenance Cost or Savings:

Sustainability:

Bridges allow individuals, vehicles, and utility infrastructure to cross expanse in a safe and efficient way. A sustainable bridge design does not simply involve minimizing how a bridge integrates into its natural environment but also ensuring that it functions and performs in an efficient way, limiting the impact it has on the natural environment and climate, and controlling the affect it has as it serves its ongoing function of allowing people, vehicles, and utilities to cross spaces and distances. Continuous repair and maintenance of the Town's bridges allows multiple forms of

transportation to traverse the Town in an efficient manner and minimize emissions from vehicles traversing these bridges.

| |
|---------------------------------------|
| Town Manager's Recommendation: |
|---------------------------------------|

The Town Manager does not support funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$500,000 | \$0 |
| 2028 | \$500,000 | \$500,000 |
| 2029 | \$500,000 | \$500,000 |
| 2030 | \$500,000 | \$500,000 |
| 2031 | \$500,000 | \$500,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Spring Grove Cemetery Maintenance*

DPW-10

Department Priority Ranking: 2
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$20,000
Original Dept. Request: \$250,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: General Fund Revenue
FY26 Dept. Request for FY27: \$50,000

Project Description:

General maintenance and Cemetery Improvements, including expansion of grave sites, software upgrades and roadway paving.

Project Justification and Purpose:

General Maintenance – In addition to the expansion of grave sites, funds are used for cemetery maintenance such as grinding and screening of the loam pile, removal of hazard trees, repairs to the stone wall along Abbot Street, and for maintenance and upgrades to the cemetery GIS software.

Cemetery Improvements –Expansion of the cemetery is currently being planned, and these funds would continue ongoing work along with the expanded section.

Cost Estimate & Timing:

Requesting this yearly request gets increased from \$20,000/yr. to \$50,000/yr. to meet the needs of current and future

- Planning / Design
- Site Clearing and Preparation
- Paving and irrigation
- Lot design and marker installation

Estimated Annual Operating/Maintenance Cost or Savings:

None

Sustainability:

To efficiently meet both the current and future needs of residents, it would be beneficial to the community to undertake a larger planned development of additional cemetery sections, roads, and irrigation in a single master plan.

These funds would accelerate the expansion of spring grove cemetery, and secure available plots in the cemetery for years to come.

Town Manager's Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$50,000 | \$20,000 |
| 2028 | \$50,000 | \$50,000 |
| 2029 | \$50,000 | \$50,000 |
| 2030 | \$50,000 | \$50,000 |
| 2031 | \$50,000 | \$50,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: Water & Sewer Vehicles

DPW-11

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$0
Original Dept. Request: \$871,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Reserves
FY26 Dept. Request for FY27: \$361,000

| Div. | Vehicle # | Year | Make/Model | FY27 | FY28 | FY29 | FY30 | FY31 |
|-------|-----------|------|---|----------|----------|----------|----------|----------|
| Water | 30 | 2019 | Ford F150 4x4 Pickup w/Ext Cab (G F's) | | | \$50,000 | | |
| Water | 31 | 2015 | Ford F350 1 Ton F37 CABCA Pick w/Crane | \$72,000 | | | | |
| Sewer | 32 | 2020 | Ford F350 1 Ton F31 Dump PU Truck w/Plow | | | | \$70,000 | |
| Sewer | 33 | 2020 | Ford F350 1 Ton F31 Pickup w/Plow | | | | \$70,000 | |
| Water | 34 | 2020 | Mack 10-Wheel Dump Truck w / Snow Setup | | | | | |
| Water | 35 | 2025 | Ford F350 | | | | | |
| Water | 36 | 2016 | Ford Transit 150 | \$70,000 | | | | |
| Water | 40 | 2025 | John Deere 410J Backhoe | | | | | |
| Water | 41 | 2016 | Ford Escape AWD Hybrid | \$45,000 | | | | |
| Water | 42 | 2025 | Ford F550 1 Ton 4x4 Dump & Plow | | | | | |
| Water | 47 | 2019 | Ford F150 4x4 Pickup w / Ext Cab | | | | | |
| Water | 70 | 2013 | Infrastructure Maintenance Vehicle | | | | | |
| Water | WS-B | 2012 | Gorman Rup Pump (6") | | | | | |
| Water | WS-C | 2012 | Gorman Rup Pump (6") | | | | | |
| Water | Trailer-6 | 2007 | Big Tezx Utility Trailer 30SA8 - black | | | | | \$20,000 |
| Water | WS-1 | 1997 | Trailer Utility Sedan | | | | | |
| Water | WS-3 | 2000 | Seca Utility Trailer for Water Jet Flusher | | \$50,000 | | | |
| Water | WS-4 | 2021 | Solar Message Board | | | \$26,000 | | |
| Water | WS-5 | 2021 | Solar Message Board | | | \$26,000 | | |
| Water | WS-7 | 2021 | Solar Message Board | | | | | |
| Water | WS-B | 2010 | D210PHJD Compressor, weight 2700# | | \$30,000 | | | |
| Water | WS-C | 2024 | Vactron U-Dump Flat Trailer 512F Diesel Light Tower | | | | | |

**TOWN OF ANDOVER
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| | | | | | | | | |
|-------|-------|------|--|------------------|------------------|------------------|------------------|-----------------|
| Water | | 2007 | Terex Light Tower/6FW Gen. SNL GYF20083, Model RLA 060D1-4UH | | | | | |
| | | | (No PM, Trailer services by Water Shop) | | | | | |
| WTP | 2 | 2025 | Ford Explorer | | | | | |
| WTP | 37 | 2020 | Ford F150 1/2T 145 Supercab 4X4 SS | | | | | |
| WTP | 38 | 2022 | Ford F250 1/2 Ton Pickup F18 4X4 139 Regular Cab Styleside | | | | | |
| WTP | 43 | 2016 | Ford Transit 350 Hybrid | \$65,000 | | | | |
| WTP | 44 | 2015 | Ford F150 | \$48,000 | | | | |
| WTP | 45 | 2016 | Ford F250, Supercab | \$61,000 | | | | |
| WTP | 46 | 2020 | Ford F150 1/2T 145 Supercab 4X4 SS | | | | | |
| WTP | 48 | 2018 | Ford Escape AWD Hybrid | | \$45,000 | | | |
| WTP | 49 | 2018 | Ford Escape AWD Hybrid | | \$45,000 | | | |
| WTP | 50 | 2006 | Ford F350 1 ton pickup w/ Crane | | | | | |
| WTP | 51 | 2019 | Ford 1/2T Explorer 113 K8D XLT 4WD 4DR UT Hybrid | | | \$45,000 | | |
| WTP | A-GEN | 1977 | Onan Generator (Unleaded) | | | | | |
| WTP | T1 | 2000 | Airman SDG45 Generator | | | | \$13,000 | |
| | | | Water/Water Treatment Total Request | \$361,000 | \$170,000 | \$147,000 | \$173,000 | \$20,000 |

Sustainability:

Vehicles that operate primarily on gasoline or diesel have historically accounted for over 99% of cars and passenger truck sales. However, sales of cars that operate on other fuels — particularly electricity — are growing. New models of both electric vehicles and plug-in hybrid electric vehicles are entering the market in increasing numbers each year. Other alternative fuel vehicles include those that run on compressed natural gas (CNG) or E85 (a mixture of about 85% ethanol and 15% gasoline). As technology becomes available, Public Works continues to update its fleet with the most fuel-efficient vehicle available.

Town Manager’s Recommendation:

The Town Manager does not support funding the FY27 request.

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| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$361,000 | \$0 |
| 2028 | \$170,000 | \$361,000 |
| 2029 | \$147,000 | \$170,000 |
| 2030 | \$173,000 | \$147,000 |
| 2031 | \$20,000 | \$173,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Water Treatment Plant Filter Backwash Tank*

DPW-12

Department Priority Ranking: 3
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$0
Original Dept. Request: \$5,750,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$0

Project Description:

This project would involve the construction of a new tank and wet well for the purpose of storing filtered backwash water.

Project Justification and Purpose:

Backwashing is the process by which the WTP's filters are routinely cleaned to remove adhered particulate matter. Clean water is pumped backward through the filters, which loosen the particulate. The turbid water is then discharged back into the Haggett's Pond Drinking Water Reservoir, where it is recycled through the plant influent.

The Treatment Plants eight filters are backwashed at an average interval of 36 hours (40 in the winter months). Backwash water originates in the clear well, where it is pumped via two backwash water pumps. The current practice presents several concerns. First, during a backwash, water is effectively diverted from the treatment process, diminishing plant output. Based on the current configuration of the clear well, it is believed that this practice can short-circuit the water in the clear well, reducing Contact Time (CT). As a preventative measure, the current Standard Operating Procedure (SOP) involves backwashes when finished water output is the lowest (such as when Wood Hill pumps are not running). A second concern is regarding the fact that water in the clear well is chlorinated, and thus filters are being backwashed with chlorinated water. Not only is there an added cost component due to the wasted chemical, but the backwash wastewater is disposed of with a chlorine residual, which is heavily regulated by the EPA.

Cost Estimate & Timing:

\$750,000 for design, engineering and permitting (FY2029). \$5,000,000 Construction (FY2030).

Estimated Annual Operating/Maintenance Cost or Savings:

N/A

Sustainability:

The water used for filter backwashing has been treated with several chemicals, including sodium hydroxide, sodium hypochlorite, and fluoride. The cost of such an incremental chemical is approximately \$98 per 1 million gallons. In 2021, a total of 155 million gallons of water was used for backwashing purposes, resulting in wasted water.

Town Manager's Recommendation:

The Town Manager supports funding in future years.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$0 | \$0 |
| 2028 | \$0 | \$0 |
| 2029 | \$750,000 | \$750,000 |
| 2030 | \$5,000,000 | \$5,000,000 |
| 2031 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Water Main Replacement/ Improvements Project*

DPW-13

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$12,000,000
Original Dept. Request: \$60,000,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$12,000,000

Project Description:

Replacement of cast iron water mains, water mains identified within the Distribution Study, and water mains identified to have historical issues. The project will also include the replacement, rehabilitation, and abandonment of existing water mains (parallel Mains) and water services.

Cleaning and lining on sections of unlined cast iron water mains that are of adequate size and replacement of appurtenances as identified by the Water Superintendent and Engineers.

Following a presentation by the Town Manager, the Select Board recently approved a water rate increase in order sustain the request for these funds. Areas of town have been prioritized for replacement based on age (i.e. unlined mains) and failure frequency.

Project Justification and Purpose:

A significant portion of the Town's Water distribution system consists of unlined cast iron water mains that have reduced hydraulic capacity (firefighting), and water quality issues due to mineral deposits. Water enterprise funding /borrowing would be used to replace, rehabilitate, and abandon water mains. This will help to prevent catastrophic failures, improve capacity, and water quality, further identification of areas with periodic watercolor concerns, prevent water loss within the system, and provide adequate fire protection.

In an effort to ensure a reliable and also a system with sufficient capacity within the water distribution system, The Water Distribution Study and Analysis has identified that areas of the Town Water infrastructure consist of deficient water mains. These main have reduced hydraulic capacity due to size, age, pipe material and historical structural issues. Town officials have identified areas throughout the Town's system that need water main replacement for reasons such as but not limited to hydraulic capacity and historical structural issues. Several 12locations within the system have parallel water mains, these mains are typically unlined cast iron mains which have limited capacity, and these locations require services and fire hydrants to be switched over to the new main prior to the abandonment of the older main.

The Town's Water Division conducts annual infrastructure improvements to properly maintain and upgrade the Town's aging water distribution system. This program helps to prevent catastrophic failures, improve capacity, prevent water loss, provide adequate fire protection, and improve overall water quality.

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Cost Estimate & Timing:

Estimated Annual Operating/Maintenance Cost or Savings:

Sustainability:

Replacing water mains typically results in a substantial reduction of unaccounted water and reduces the instances of water main breaks by replacing old and brittle pipes. Ensuring a functioning distribution system assures that Town residents and businesses have access to clean and potable drinking water. Whenever feasible a sustainability assessment for water main replacement involves: (1) minimizing environmental impact; (2) maximizing economic benefit and output; (3) social and cultural conservation and promotion; and (4) satisfying basic requirements such as structural soundness and capacity.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$12,000,000 | \$12,000,000 |
| 2028 | \$12,000,000 | \$12,000,000 |
| 2029 | \$12,000,000 | \$12,000,000 |
| 2030 | \$12,000,000 | \$12,000,000 |
| 2031 | \$12,000,000 | \$12,000,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Hazardous Tree Removal*

DPW-14

Department Priority Ranking: 2
(1=highest, 2= second highest, etc)

TM’s Rec. for FY27: \$150,000
Original Dept. Request: \$750,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Free Cash
FY26 Dept. Request for FY27: \$150,000

Project Description:

Removal of hazardous trees along public roadways and Town owned parcels.

Project Justification and Purpose:

Andover covers 32 square miles of land, much of which is forested. Our forest is aging, and the impacts of this aging are being felt dramatically in the form of significant mortality and dieback of many trees along public roadways and on Town parcels. The number of trees that need to be removed or pruned greatly exceeds the capacity of our existing Forestry crews. We will use these funds to reduce our backlog of hazard tree removals and to grind the stumps resulting from these removals, thereby improving the safety of our roadways.

Cost Estimate & Timing:

\$150,000 annually

Estimated Annual Operating/Maintenance Cost or Savings:

Sustainability:

Proper tree care enhances growth diversity, creating an environment conducive to the growth and thriving of vegetation that otherwise would not be there. Also, as the trees continue to grow, they attract a host of wildlife such as birds, squirrels, and insects wanting to make the trees their home and source of food. Removal of dead or diseased trees allows for a more robust environment for other trees to grow and develop.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$150,000 | \$150,000 |
| 2028 | \$150,000 | \$150,000 |
| 2029 | \$150,000 | \$150,000 |
| 2030 | \$150,000 | \$150,000 |
| 2031 | \$150,000 | \$150,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Water Treatment Plant – SCADA System*

DPW-15

Department Priority Ranking: 3
(1=highest, 2= second highest, etc)

TM’s Rec. for FY27: \$0
Original Dept. Request: \$900,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$0

Project Description:

The Supervisory Control and Data Acquisition (SCADA) system is the network of hardware and software which controls all aspects of the Water Treatment Plant operations. Controllers are programmed to perform functions such as turning pumps on and off, backwashing filters, and dosing chemicals. The software allows Treatment Plant operators an at-a-glance view of the entire WTP and remote sites, with the ability to monitor processes and make changes as needed.

The Treatment Plant’s current SCADA software is in the process of being upgraded as part of prior CIP approval. Portions of the SCADA hardware network are also being upgraded as part of a multi-year project. The hardware will replace obsolete components which are difficult to source, and as a result come with a higher price tag and longer lead times.

Project Justification and Purpose:

A large portion of the project was approved as part of the FY2024 CIP and is currently underway. This request is for the balance of the original cost estimate developed by the Town’s engineering consultants. All obsolete Local Processing Units (LPUs) will be upgraded, along with panels, servers, PCs, and all appurtenances. The WTP’s telemetry communications system would be replaced in its entirety with a new fiber and radio network to improve operability and reliability.

Cost Estimate & Timing:

\$900,000 additional funding needs identified for FY2029.

Estimated Annual Operating/Maintenance Cost or Savings:

O&M costs for the new SCADA will be slightly lower than the current costs due to the availability of parts. Due to the rapid obsolescence of the hardware, O&M costs over a multi-year period are difficult to accurately quantify.

Sustainability:

The Water Treatment Plant is the largest energy consumer in the municipal portfolio using more than 4,900 megawatt-hours (MWh) of electricity in fiscal year 2022. In addition to the benefits of monitoring and logging operational data in real time, an upgraded SCADA is a pre-requisite to improve WTP energy efficiency. First, higher resolution data will allow operators to detect and address system malfunctions such as leaks over the 200 miles of water mains, and to optimize the addition of chemicals and ozonation in real time. Second, advanced SCADA systems are required to upgrade certain WTP pumps with variable frequency drives (VFDs) and associated programmable logic controller systems. To maintain a given water level in the system, operators currently have

limited options to either turn the constant speed pumps on or off. If the system was upgraded with VFDs and controls, the pump speeds can be adjusted with much greater sensitivity, which is important given the dramatic seasonal variations in water use (nearly 15 million gallons per day during the summer and roughly 5 million gallons per day in the winter). As was shown in the City of Columbus, VFDs can reduce this specific energy use of municipal water plants by up to 30%. Last, data gathered from SCADA could suggest additional cost savings including but not limited to capacitor installations and operational peak power reductions.

| |
|---------------------------------------|
| Town Manager's Recommendation: |
|---------------------------------------|

The Town Manager supports funding in future years.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$0 | \$0 |
| 2028 | \$0 | \$0 |
| 2029 | \$900,000 | \$900,000 |
| 2030 | | |
| 2031 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Hydrant Replacement Program*

DPW-16

Department Priority Ranking: 3
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$0
Original Dept. Request: \$225,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Reserves
FY26 Dept. Request for FY27: \$75,000

Project Description:

Continuing with the hydrant inventory resulting in, but not limited to, the identification of hydrants needing replacement, repair and/or maintenance including replacement of identified hydrants.

Project Justification and Purpose:

Older fire hydrants within the Water Distribution system were identified during the comprehensive hydrant inventory and inspection. The continuation of the program will replace the remaining older fire hydrants to ensure reliability.

Cost Estimate & Timing:

Estimated Annual Operating/Maintenance Cost or Savings:

Annual maintenance cost associated with this program will be included in the budget.

Sustainability:

Hydrants provide an essential function in the maintenance of the water distribution system and adequate fire protection for the Town. Ensuring that hydrants are properly maintained and replaced, as necessary, contributes to the Town's overall sustainability goals.

Town Manager's Recommendation:

The Town Manager does not support funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$75,000 | \$0 |
| 2028 | | |
| 2029 | \$75,000 | \$75,000 |
| 2030 | | |
| 2031 | \$75,000 | \$75,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Water Treatment Plant Flocculation Sedimentation Basins*

DPW-17

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$0
Original Dept. Request: \$5,550,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$800,000

Project Description:

This project would provide for critical concrete repairs to rehab the failed portions, prevent future deterioration and prolong the life of the existing basins. The existing tracks would be replaced or rehabilitated, and valves would be replaced in kind with a more appropriate NSF 61-complaint alternative. The flight drivers and chains would be replaced, as would all the mixing equipment (32 mixers in total). Finally, the effluent channel would be covered to prevent prolonged exposure to sunlight that, which is believed to contribute to algae growth in the channel and enter the filter basins.

Project Justification and Purpose:

The Treatment Plants eight (8) trains of flocculation and sedimentation basins serve as a key element of the water treatment process. Flocculation and sedimentation help settle out suspended particles prior to filtration, increasing the efficiency of the filters. In essence, these basins remove larger particles from water, while the filters remove the smaller particles. These proven treatment techniques are a critical component in meeting compliance with the Surface Water Treatment Rule, specifically helping the WTP remove turbidity.

Each of the eight (8) trains consists of the following:

- Two (2) Rapid Mix Basins (each with 1 mixer)
- Two (2) Flocculation Basins (each with 1 mixer)
- One (1) Sedimentation Basin

Four of the basins were constructed with the original plant in the early 1970s, while the other four were constructed during the first expansion in 1989. All eight basins exhibit severe signs of deterioration including concrete spalling and failure, corrosion of flight tracks and valving, and failure of mechanical equipment. As a result of the concrete failures, railings have become unsecured, presenting a major safety risk as a result.

Cost Estimate & Timing:

\$800,000 Design/Engineering FY2027, \$4,750,000 construction FY2028

Estimated Annual Operating/Maintenance Cost or Savings:

N/A

Sustainability:

24 of the 32 mixers operate 24/7 in order to form and maintain proper floc to aide in the sedimentation process. Since the mixers were installed (half in 1970 and half in 1989), several advancements in technology have made the equipment lighter and more energy efficient to operate. Algae growth in the effluent channel leads to premature filter backwashing, which consumes increased chemicals and energy in order to power the backwash pumps.

Town Manager's Recommendation:

The Town Manager is recommending this project be funded in future years.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$800,000 | \$0 |
| 2028 | \$4,750,000 | \$800,000 |
| 2029 | | \$4,750,000 |
| 2030 | | |
| 2031 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Treatment Plant Chemical Room Rehabilitation*

DPW-18

Department Priority Ranking: 3
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$0
Original Dept. Request: \$1,100,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$0

Project Description:

This project would involve the complete redesign of the chemical room to include the addition of a day tank for each chemical used in the treatment process, as well as replacement of one or more existing bulk tanks as needed due to age or condition, or as deemed appropriate to accommodate the design.

Additionally, a new chemical containment system would be designed to meet DEP guidelines. As a starting point, the option of one or more containments tanks would be considered in lieu of containment within the chemical room itself, as the containment wall would have to be of a height that would hinder maintenance of the chemical systems. Finally, this project would include demolishing and replacing the concrete pad, repairing the floor and containment area, and replacing the remainder of the 1989 storage tanks.

Project Justification and Purpose:

Two of the four sodium hypochlorite storage tanks were replaced as part of the 1989 WTP Upgrades. Differential settlement at the transition between the original chemical room and the expanded section caused the failure of the concrete pad, containment area, and one of the tanks. Based on the current chemical room design, all chemical storage tanks (with the exception of Sodium Hydroxide) act as both bulk and day tanks. That is, there are no separate day tanks, and thus chemical injections are made directly from a bulk storage tank. Day tanks provide an increased level of safety, as they limit the volume of chemicals that can potentially be in direct contact with the potable water system. In the event of a catastrophic failure, only the day tank would drain directly into the system, thus limiting the potential impact.

Cost Estimate & Timing:

\$150,000 for design and engineering in FY2028; \$950,000 for construction in FY2029.

Estimated Annual Operating/Maintenance Cost or Savings:

N/A

Sustainability:

N/A

Town Manager's Recommendation:

The Town Manager supports funding in future years.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$0 | \$0 |
| 2028 | \$150,000 | \$150,000 |
| 2029 | \$950,000 | \$950,000 |
| 2030 | | |
| 2031 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Liquid Oxygen Storage System*

File Name: DPW-19

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$0
Original Dept. Request: \$1,000,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$500,000

Project Description:

Replacement of the liquid oxygen storage and supply system, including one 10,600 storage tank, three heat exchangers, piping, and other appurtenances.

Project Justification and Purpose:

The liquid oxygen storage system is a key component of the water treatment process, as it provides the raw ingredient (oxygen) for ozone generation. Ozone is generated on site and added to water at the early stages of the treatment process to remove taste and odor compounds. The storage system includes a double-walled storage tank, with a vacuum seal between the interior and exterior tanks. This vacuum is designed to prevent the oxygen from heating up due to outside temperatures. The vacuum seal no longer exists, and the interior tank is now subject to temperature fluctuations.

When liquid oxygen is heated, it gasifies, creating an increase in pressure within the storage tank. To relieve that pressure, valves are opened, allowing the oxygen gas to escape into the atmosphere and the pressure to be reduced temporarily. This results in products, otherwise intended to be used in the treatment system, to be wasted. A new double-walled tank with a proper vacuum will provide greater safety and efficiency.

Cost Estimate & Timing:

\$500,000; FY2027. \$500,000; FY2028.

Estimated Annual Operating/Maintenance Cost or Savings:

Pressure within the liquid oxygen tank is regulated by “wasting” product. It is difficult to estimate the amount of products that are wasted. The Town purchases approximately \$160k worth of liquid oxygen each year; if 20% is wasted, that would amount to \$32,000 annually.

Sustainability:

No sustainability component attributed to this project.

Town Manager's Recommendation:

The Town Manager is recommending this project be funded in future years.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$500,000 | \$0 |
| 2028 | \$500,000 | \$500,000 |
| 2029 | \$0 | \$500,000 |
| 2030 | \$0 | \$0 |
| 2031 | \$0 | \$0 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Sanitary Sewer Collection System Improvements*

DPW-20

Department Priority Ranking: 2
(1=highest, 2= second highest, etc)

TM’s Rec. for FY27: \$250,000
Original Dept. Request: \$1,250,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Sewer Enterprise Borrowing
FY26 Dept. Request for FY27: \$250,000

Project Description:

Repairs to the sanitary sewer are necessary to ensure that the collection system is operating correctly. Repairs will include but not limited to sewer manhole installation, replacement, and repair. Defective pipe repairs will be made to eliminate I/I sources. Many repairs can be performed in conjunction with other necessary infrastructure improvements (i.e., water system improvements).

Project Justification and Purpose:

With the aging of the Sanitary Sewer Collection System dating as far back as 1898, repairs are necessary to ensure the integrity of the collection system and to eliminate I/I sources.

Cost Estimate & Timing:

\$250,000 annually beginning in FY2027.

Estimated Annual Operating/Maintenance Cost or Savings:

Annual cost associated with this program will be included in the budget.

Sustainability:

Ensuring a properly functioning wastewater collection system is key to ensuring a sustainable environment by reducing sewer overflows into water bodies. Improvements to the system are necessary as it also reduces opportunities for waterborne illnesses.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$250,000 | \$250,000 |
| 2028 | \$250,000 | \$250,000 |
| 2029 | \$250,000 | \$250,000 |
| 2030 | \$250,000 | \$250,000 |
| 2031 | \$250,000 | \$250,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Shawsheen River Sewer Interceptor Improvements*

DPW-21

Department Priority Ranking: 2
(1=highest, 2= second highest, etc)

TM’s Rec. for FY27: \$750,000
Original Dept. Request: \$3,750,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Sewer Enterprise Borrowing
FY26 Dept. Request for FY27: \$750,000

Project Description:

Rehabilitation in the form of but not limited to open-cut replacement and cured in place pipe of the Shawsheen River Sewer Interceptor.

Project Justification and Purpose:

A study performed by CDM Smith concluded that there is extensive corrosion, sediment accumulation, and other structural related issues on the Shawsheen River Sewer Interceptor. The interceptor is one of the most critical pieces of infrastructure which traverses from the southernmost point of Town to the Shawsheen Pump Station. This program will target areas in the greatest need of rehabilitation.

Cost Estimate & Timing:

Estimated Annual Operating/Maintenance Cost or Savings:

Sustainability:

Ensuring a properly functioning wastewater collection system is key to ensuring a sustainable environment by reducing sewer overflows into water bodies. Improvements to the system are necessary as it also reduces opportunities for waterborne illnesses.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$750,000 | \$750,000 |
| 2028 | \$750,000 | \$750,000 |
| 2029 | \$750,000 | \$750,000 |
| 2030 | \$750,000 | \$750,000 |
| 2031 | \$750,000 | \$750,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Wood Hill Pumps and Motor Control Centers*

DPW-23

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$5,850,000
Original Dept. Request: \$5,850,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$5,850,000

Project Description:

This project includes the replacement of two (2) vertical turbine water pumps and motors serving the West-High Service Area (Wood Hill). Additionally, this project would include the replacement of all MCCs and control panels as part of an effort to modernize the existing systems and avoid catastrophic failure. It is worth noting that most of the equipment is obsolete and proves difficult to maintain and repair. Lastly, as part of this project, Variable Speed Drives (VSDs) would be installed for the Bancroft Pumps, as a way to adjust flow to the Bancroft system in order to better meet the variable system demand. The design would include a structural analysis of the existing space, in order to ensure that the structure can support the new equipment and VSDs.

This request consolidated two former requests (DPW-23-25 and DPW-27-25) in order to achieve economies of scale, due in part to the fact that both projects include equipment in the same location and of the same vintage. Savings are expected as a result of a single mobilization to the site, project sequencing, and maintenance of plant operation (MOPO) considerations.

Project Justification and Purpose:

Most of WTP's electrical infrastructure dates back to the construction of the original plant in the early 1970s. Under a previous contract, both electrical substations were replaced, including all switchgear, transformers, breakers, and feeders. In addition, all feeds to the various Motor Control Centers (MCCs) were replaced as part of this project. The project did not include the replacement of the MCCs nor local electrical infrastructure.

The two existing Wood Hill pumps were replaced as part of WTP's 1989 expansion and are past their useful life, as they exhibit extreme signs of age and wear. Additionally, newer pumps are expected to operate more efficiently, resulting in energy savings for WTP. As part of the design work, the hydraulic model and historical demand data will be used in an attempt to specify pumps that would operate closer to their curve, for maximum efficiency. The new pumps have a life expectancy of approximately 25-30 years based on typical use at WTP.

Cost Estimate & Timing:

Received \$650,000 for design and engineering in FY2026. Construction in FY2027 for \$5,850,000

Estimated Annual Operating/Maintenance Cost or Savings:

N/A

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Sustainability:

Components for the motor control centers are no longer available through traditional channels and are typically cannibalized from older decommissioned equipment across the US and Canada. Not only does this lead to long lead times, but also increased costs associated with identifying and procuring the parts. The installation of VSDs on one or more Bancroft Pumps would allow for an automated reduction in flow to meet demand during decreased demand periods. This would avoid having to turn the pumps off and back on, which increases the electrical draw on the grid and contributes to WTP’s electrical demand charges.

The Wood Hill pumps were last replaced as part of the 1987-1989 WTP Expansion Project, and are well past their useful life, as exhibited by ongoing overheating of the pump motors. As a result of overheating, the pumps alternate much more frequently than what would be considered optimal, resulting in increased stopping, and starting of the pumps. This in turn increases the electrical draw on the grid and contributes to WTP’s electrical demand charges. New pumps and motors of this size have increased efficiency, which can lower total electrical costs associated with their operation.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$5,850,000 | \$5,850,000 |
| 2028 | | |
| 2029 | | |
| 2030 | | |
| 2031 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: WTP Physical Security Improvements

DPW-24

Department Priority Ranking: 3
(1=highest, 2= second highest, etc)

TM’s Rec. for FY27: \$0
Original Dept. Request: \$375,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$0

Project Description:

Installation of new perimeter security fencing, access gates, and driveway pavement.

Project Justification and Purpose:

The Water Treatment Plant serves as the sole treatment facility for the Town, supplying nearly 3 billion gallons of water each year to the towns of Andover and North Reading. As part of a 2021 vulnerability assessment, physical security deficiencies were identified, including lack of proper perimeter security fencing to prevent unauthorized access to the treatment plant grounds. This project would include the installation of 8-foot PVC coated chain link fencing along the WTP perimeter and two new vehicle access gates along the rear driveways. Additionally, funds will be used to continue the pavement rehabilitation of the site, specifically along the driveway and rear parking and staging areas to address improper drainage, standing water, and structural defects.

Cost Estimate & Timing:

\$375,000; FY2028

Estimated Annual Operating/Maintenance Cost or Savings:

No additional O&M costs or savings attributed to this project.

Sustainability:

No sustainability component attributed to this project.

Town Manager’s Recommendation:

The Town Manager supports funding in future years.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$0 | \$0 |
| 2028 | \$375,000 | \$375,000 |
| 2029 | \$0 | \$0 |
| 2030 | \$0 | \$0 |
| 2031 | \$0 | \$0 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Fish Brook Pumping Station*

DPW-25

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$0
Original Dept. Request: \$30,000,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$1,250,000

Project Description:

This project would include a full demolition and replacement of the Fish Brook Pumping Station, including a full redesign that conforms with all current regulations and industry standards. A new intake would be permitted and constructed on the Merrimack River, designed to withstand seasonal variations in river level, and low elevation associated with maintenance of the Great Stone Dam in Lawrence.

Several options were evaluated for the intake, including a direct intake, gate house, and a radial collector system. The existing pumping configuration (2 small, 2 large) would be replaced with 3 large pumps with VFDs. One pump would have the ability to meet off-peak season needs, while 2 pumps would have the ability to meet peak season needs. The third pump would serve as a backup for redundancy purposes. The pumping station would have the capability to be able to be operate remotely through the SCADA system, reducing the need for staff to travel to and from the station each time the pump speeds need to be adjusted. Cost estimates have been updated based on a 2023 report drafted by the Department's environmental consulting firms.

Project Justification and Purpose:

The Haggetts Pond Drinking Water Reservoir (Haggetts) is the sole water supply for the Andover Water Treatment Plant. The safe withdrawal amount of Haggetts is approximately 1.1 million gallons per day, far below the system demand. In order to supplement the water supply, additional water is pumped from the Fish Brook Pumping Station (FBPS) to Haggetts.

Originally constructed in 1965, the FBPS is capable of pumping water from both Fish Brook and the Merrimack River in order to augment the natural yield of the Haggetts. However, resulting from a combination of age and increased water use, the FBPS has exceeded its useful life and its ability to meet today's demands. To provide perspective, the five-year average water demand in the late 1980s and early 1990s was 4.8 million gallons per day. Today, that value has increased to 7.3 million gallons per day, an increase of about 50 percent.

In 2022, the average system demand (comprised of Andover and North Reading) was 7.5 million gallons per day. The FBPS supplemented 5.4 million gallons each day, on average (72 percent). Despite operating at 100 percent capacity, the total flow from the FBPS is less than summer demand, when additional outdoor water use places a greater strain on the water system. The result is that the water level in the Haggetts decreases each day until the fall season, at which point the system demand decreases and the FBPS is able to refill the Haggetts. For the 2022 summer season, the Haggetts did not completely refill until January 31, 2023, the longest refilling period observed thus far.

The FBPS is a critical component of the water treatment system. Without it, it is estimated that usable storage within the Haggetts is limited to between 50 and 60 days in the summer months (or about 100 days in the winter), after which point the Town would lose its ability to provide water to the system.

Cost Estimate & Timing:

\$2,500,000 for design and engineering in FY2027 and FY2028.
 \$28,500,000 for construction in FY2029 through FY2030.

Estimated Annual Operating/Maintenance Cost or Savings:

Estimated \$20,000 per year in electrical savings due to the decommissioning of intermediary pumping. An additional savings of \$40,000 per year is expected in avoided pump rental fees.

Sustainability:

Based on today’s needs and future anticipated needs, it is expected that a new pumping station could operate with 3 equal sized pumps, while providing equal or even greater output. One pump is expected to be operated during low-demand season, two pumps during periods of high demand, and one pump shall serve to provide redundancy in the event of equipment maintenance or failure. Reduced electrical costs contribute to a reduced carbon footprint.

Town Manager’s Recommendation:

The Town Manager is recommending this project be funded in future years.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$1,250,000 | \$0 |
| 2028 | \$1,250,000 | \$1,250,000 |
| 2029 | \$13,750,000 | \$1,250,000 |
| 2030 | \$13,750,000 | \$13,750,000 |
| 2031 | \$0 | \$13,750,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Inflow/Infiltration (I/I) Removal Program*

DPW-26

Department Priority Ranking: 2
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$250,000
Original Dept. Request: \$1,250,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Sewer Enterprise Reserves
FY26 Dept. Request for FY27: \$250,000

Project Description:

Elimination of I/I sources within the sanitary sewer collection system.

Project Justification and Purpose:

Based on the outcome of the I/I investigation study, I/I sources will be identified through various means including but not limited to pipe camera, smoke testing and flow metering. Problem areas are then prioritized, and elimination methods are evaluated. Elimination methods include but are not limited to reconstruction of sewer lines and cured in place pipe (CIPP) lining

Cost Estimate & Timing:

A CIPP lining project estimated at approximately \$500,000, is planned to begin construction this fall/winter. Areas planned for rehabilitation were primarily identified as contributors of I/I.

Estimated Annual Operating/Maintenance Cost or Savings:

The quantity of I/I removed from the collection system will result in savings on pumping and treatment costs.

Sustainability:

Ensuring a properly functioning wastewater collection system is key to ensuring a sustainable environment by reducing sewer overflows into water bodies. Additionally, reducing the amount of treatment of wastewater reduces the energy consumption of the wastewater treatment plan and its carbon footprint.

Town Manager's Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$250,000 | \$250,000 |
| 2028 | \$250,000 | \$250,000 |
| 2029 | \$250,000 | \$250,000 |
| 2030 | \$250,000 | \$250,000 |
| 2031 | \$250,000 | \$250,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Treatment Plant HVAC Upgrades*

DPW-27

Department Priority Ranking: 2
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$0
Original Dept. Request: \$1,800,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$200,000

Project Description:

This project would include demolition of unused HVAC infrastructure, and replacement of the steam piping system. Additionally, unit heaters and air handlers serving the oldest portions of the building (filters 1-6) would be replaced with modern alternatives, including indirect gas systems. Finally, indirect-gas unit heaters would be installed in the Pipe Gallery to prevent instruments from freezing.

Project Justification and Purpose:

Most of the Treatment Plants HVAC infrastructure dates to the construction of the original plant in the early 1970s. In 2020, several major components were replaced, including the two gas-fired boilers and the air handler unit. This project did not include any major modification to the existing steam heating system, which continues to present an operations and maintenance (O&M) challenge. Due to the age of the piping network, there is an overaccumulation of rust in the boiler, which in turn affects its proper operation. As an interim solution, operators routinely drain the boilers, as frequently as once per day, to flush the rust out of the system.

Cost Estimate & Timing:

\$200,000 for design and engineering in FY2027. Construction in FY2029 for \$1,600,000

Estimated Annual Operating/Maintenance Cost or Savings:

N/A

Sustainability:

The proposed equipment upgrades for the process areas would provide equal heating, with much greater efficiency. Further, the reduction in the steam-piping network would eliminate intermediate condensate pumping, resulting in electrical savings and therefore reducing energy consumption.

Town Manager's Recommendation:

The Town Manager is recommending this project be funded in future years.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$200,000 | \$0 |
| 2028 | | \$200,000 |
| 2029 | \$1,600,000 | \$1,600,000 |
| 2030 | | |
| 2031 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Shawsheen Pump Station*

File Name: DPW-28

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$5,000,000
Original Dept. Request: \$10,000,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Sewer Enterprise Borrowing
FY26 Dept. Request for FY27: \$5,000,000

Project Description:

This project would encompass the rehabilitation of the Shawsheen Village Pumping Station, and include the full replacement of all four pumps, motors, check valves, isolation valves, and associated piping (not including the header pipe). Isolation valves will be added to the header pipe to allow for flexibility in isolating segments of the array for future repairs. Additionally, electrical upgrades would be made, consisting of a full replacement of the MCCs and local equipment, VFDs, and the standby generator. The new generator would be located outside of the building and would be procured with its own above-ground fuel storage tank. Other miscellaneous upgrades for this pumping station include:

- Retrofit of existing odor-scrubber.
- Removal of underground storage tank.
- Energy efficiency lighting upgrades.
- Rehabilitation of restroom facilities.
- Installing removable railings at loading dock/stairway.
- Minor concrete repairs, and application of masonry sealant.
- HVAC upgrades to improve heat removal from building.

Project Justification and Purpose:

The Shawsheen Village Sewer Pumping Station serves at the Town's most critical sewer pumping station, as most of the Town's wastewater flow is conveyed through this site. Constructed in 1985, the pumping station is operated nearly 24/7, conveying wastewater to the GLSD. The four pumps operate with one "lead pump" to maintain a constant wet well level, and two "lag" pumps, which operate during periods of high flow. The fourth pump serves as a backup. Current SOP includes rotating the lead pump in order to avoid overburdening a single pump.

Over the past two years, several pumps have had major failures resulting in downtime and the need for major repairs. This project is being proposed as an acknowledgement that failure of critical components will become more frequent as the pumping station continues to age.

Cost Estimate & Timing:

Construction beginning in FY2027 at a total cost of \$10,000,000

Estimated Annual Operating/Maintenance Cost or Savings:

N/A

Sustainability:

Replacement of pumps, motors, and equipment would decrease electrical costs associated with pumping, as newer pumps and motors provide greater efficiency. Additionally, by installing new submersible pumps, greater resiliency can be achieved by ensuring that the pumps will continue to operate during flooding events, facilitating the transport of combined sewage and flood waters. Finally, new electrical and HVAC equipment, coupled with structural repairs, will ensure greater efficiency in the winter and proper heat removal in the summer, which is expected to prolong the life of electrical equipment in the station.

Town Manager's Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$5,000,000 | \$5,000,000 |
| 2028 | \$5,000,000 | \$5,000,000 |
| 2029 | | |
| 2030 | | |
| 2031 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Treatment Plant Powdered Activated Carbon Silo* **File Name:** DPW-29

Department Priority Ranking: 3
(1=highest, 2= second highest, etc)

TM’s Rec. for FY27: \$0
Original Dept. Request: \$800,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$0

Project Description:

This project would include the replacement of the hopper and related components as well as the failed dust-suppression system, which keeps carbon dust contained within the silo.

Project Justification and Purpose:

The Treatment Plants Powdered Activated Carbon (PAC) system was originally constructed in 1989. It provides a key advantage in reducing taste and odor from raw water, by aiding in the coagulation process and in removing organic material. PAC is fed from a silo, via a hopper, and introduced as a slurry just before the rapid mix basins. While the silo itself appears (superficially) to be in good structural shape, the mechanical equipment is in need of replacement.

Cost Estimate & Timing:

\$800,000 in FY2030.

Estimated Annual Operating/Maintenance Cost or Savings:

N/A

Sustainability:

No obvious link to sustainability.

Town Manager’s Recommendation:

The Town Manager supports funding in future years.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | | |
| 2028 | | |
| 2029 | | |
| 2030 | \$800,000 | \$800,000 |
| 2031 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

**PROJECT REQUEST: *Bancroft Pumping Station Improvements
(Roof Replacement & Generator Study)***

DPW-30

Department Priority Ranking: 2
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$85,000
Original Dept. Request: \$85,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Reserves
FY26 Dept. Request for FY27: \$85,000

Project Description:

Replacement of asphalt shingle roof at the Bancroft Pumping Station.

Replacement of the 230KW standby power generator and Automated Transfer Switches (ATS) for the Bancroft Pumping Station.

Project Justification and Purpose:

The Bancroft Pumping Station serves as a critical component of the water distribution system, pumping water from the Central Low service area to the East High service area. This service area supplies water to properties located primarily east of Route 28, as well as North Reading. The pumping station was constructed in 1993 with an asphalt shingle roof. The roof has lasted well past its 20-30 year intended life span but is now due to signs of wear and age.

The Bancroft Pumping Station serves as a critical component of the water distribution system, pumping water from the Central Low service area to the East High service area. This service area supplies water to properties located primarily east of Route 28, as well as North Reading. The pumping station was constructed in 1993, at which time a standby power generator was installed. The average life expectancy of this type of generator is 30 years. Based on the current and future demands of the system, the pumping station cannot be without power for an extended period, thus the standby power generator is a critical piece of equipment.

Cost Estimate & Timing:

Roof Replacement \$35,000

Generator \$50,000

Estimated Annual Operating/Maintenance Cost or Savings:

No additional O&M costs or savings attributed to this project.

Sustainability:

No sustainability component attributed to this project.

Town Manager's Recommendation:

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$85,000 | \$85,000 |
| 2028 | | |
| 2029 | | |
| 2030 | | |
| 2031 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Treatment Plant Ozone Generators*

DPW-31

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$2,000,000
Original Dept. Request: \$12,000,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$2,000,000

Project Description:

This project would include the demolition and replacement of both ozone generators and appurtenances. Further, structural, mechanical, electrical, and plumbing repairs would be made to the ozone building where required.

Project Justification and Purpose:

One of the first steps in the treatment process is the injection of ozone, which oxidizes organic matter and metals such as manganese, allowing them to settle out further in the treatment process. Ozonation improves the smell and taste of the finished water, and greatly reduces the likelihood of manganese precipitation in customer's homes. Ozone is produced on-site via two (2) generators, which convert liquid oxygen into the gas, which is then carried by a high-pressure water stream and injected into the raw water. The generators were installed as part of the 2005-2007 WTP upgrades and are reaching the end of their useful life, expected to be about 20 years. From discussions with contractors and other Public Water Suppliers, it seems that the expected life cycle of these units holds true. As an example, the Town of Billerica installed the exact same system in 1997, and operated it for 23 years, before replacing it in 2020. In the last two years, the generators have malfunctioned and required significant repairs, resulting in simultaneous downtime of both units.

Cost Estimate & Timing:

\$2,000,000 for design in FY2027 and \$10,000,000 for construction in FY2028.

Estimated Annual Operating/Maintenance Cost or Savings:

N/A

Sustainability:

Modern ozone generators are expected to operate with slight efficiency gains, reducing the electrical costs associated with operation. Further, wear parts, including fuses, dielectrics, and connecting rods have a failure rate that increases exponentially as the generators age. As a result, more frequent replacement of these components has been needed, resulting in additional expenses of approximately \$20-\$30,000 per year. New generators, when properly maintained, require fewer part replacements.

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| |
|---------------------------------------|
| Town Manager’s Recommendation: |
|---------------------------------------|

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$2,000,000 | \$2,000,000 |
| 2028 | \$10,000,000 | \$10,000,000 |
| 2029 | | |
| 2030 | | |
| 2031 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Water Main Flushing and Model Program Updates*

DPW-32

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$0
Original Dept. Request: \$400,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$400,000

Project Description:

Since 2014, the Town has been regularly maintaining water mains using the unidirectional flushing (UDF) method. UDF is a flushing technique designed to bring water through the distribution system in a controlled fashion at velocities sufficient to provide a scouring action in the pipe. Essentially, a particular section of pipe loop is isolated as hydrants are exercised in a sequential manner. The Town has noted favorable results including fewer instances of discolored water since the implementation of UDF.

Project Justification and Purpose:

As improvements in the water distribution system are made, updates to the UDF program as well as the hydraulic model program are necessary. The program provides step by step instructions on valve and hydrant operation along with predicted flow results. In recent years, there has been a considerable investment towards water distribution infrastructure. With this, new valves have been added, old mains have been abandoned, and pipe sizes have changed. These upgrades warrant updated or modified processes in order to flush the distribution system efficiently and effectively.

Cost Estimate & Timing:

Requesting \$400,000 to fund this program

Estimated Annual Operating/Maintenance Cost or Savings:

NA

Sustainability:

No obvious link to sustainability.

Town Manager's Recommendation:

The Town Manager is recommending this project be funded in future years.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$400,000 | \$0 |
| 2028 | | |
| 2029 | | \$400,000 |
| 2030 | | |
| 2031 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Water System Distribution & Treatment Study*

DPW-33

Department Priority Ranking: 3
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$0
Original Dept. Request: \$400,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$400,000

Project Description:

The water distribution system was last evaluated in 2010. With a commitment to invest in the Town's water system, a full study or master plan of both distribution and treatment is necessary.

Project Justification and Purpose:

The purpose of the water distribution and treatment plant study is to determine and report on the need for water system improvements as required to address existing system deficiencies in Andover. The recommendations from this report will provide the basis for the town's long-term capital improvements program for the water system.

Cost Estimate & Timing:

Estimated Annual Operating/Maintenance Cost or Savings:

Sustainability:

No obvious link to sustainability.

Town Manager's Recommendation:

The Town Manager is recommending this project be funded in future years.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$400,000 | \$0 |
| 2028 | | |
| 2029 | | |
| 2030 | | \$400,000 |
| 2031 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Fish Brook Force Main*

DPW-34

Department Priority Ranking: 3
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$0
Original Dept. Request: \$8,500,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$0

Project Description:

This project would include the design and construction of a new redundant underground force main to convey water from the Fish Brook Pumping Station to Haggetts Pond, including all necessary planning and permitting.

Project Justification and Purpose:

The Fish Brook Pumping Station is a critical component of the water treatment system, as it provides, on average, two-thirds of the Town's drinking water supply. Originally constructed in 1965, the station pumps water from Fish Brook and the Merrimack River via a single underground 24-inch water main (Fish Brook Force Main).

A 2021 Risk and Resiliency report identified the Fish Brook Force Main as a critical asset due to the reliance on the water main for day-to-day operations. The same report categorized the lack of redundancy as a risk to the Town, as any failure within the main would render the Town unable to pump water into Haggetts Pond.

Cost Estimate & Timing:

\$8,500,000 for FY2030

Estimated Annual Operating/Maintenance Cost or Savings:

N/A

Sustainability:

No obvious link to sustainability

Town Manager's Recommendation:

The Town Manager supports funding in future years.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | | |
| 2028 | | |
| 2029 | | |
| 2030 | \$8,500,000 | \$8,500,000 |
| 2031 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Water Treatment Plant Milfoil Removal*

DPW-35

Department Priority Ranking: 2
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$150,000
Original Dept. Request: \$750,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Reserves
FY26 Dept. Request for FY27: \$150,000

Project Description:

This project includes the removal of Eurasian Milfoil (Milfoil) from the Haggetts Pond Drinking Water Reservoir (Haggetts) via Diver Assisted Suction Harvesting (DASH).

Project Justification and Purpose:

The Haggetts Pond Drinking Water Reservoir serves as the sole raw water intake for the WTP, with upwards of 16 million gallons of water entering the WTP in a single day. As such, the health of the Haggetts is paramount in ensuring a fresh, healthy supply of water for treatment and distribution. Over the last decade, blooms of milfoil have been noted within the Haggetts, primarily along the coastline, in more shallow waters. Surveys have shown that in the last 5 years, the volume of this invasive species has increased dramatically, making its way closer to the raw water intake. As of today, milfoil is present in over 50% of the Haggetts.

Eurasian milfoil is problematic for several reasons. First, milfoil is fragile, and fragments break apart due to activities within the pond such as boating and fishing. These fragments make their way toward the raw water intake and get caught on the Raw Water Travelling Screens. Excessive buildup decreases the amount of water that can be pumped into the WTP, which requires more frequent cleaning of the screens. The screens themselves need replacement (see DPW-36-25). Larger fragments could also block the intake, which would require hiring a diver to remove each time the buildup occurs. Further, milfoil is a perennial plant which dies off each fall. The plant decomposes and enters the Treatment Plant as an organic matter. This organic matter increases the Total Organic Carbon (TOC) entering the Treatment Plant which is removed by the Ozone system (see DPW-35-25). In removing a greater amount of TOC, the stress placed on the ozone system results in a diminished ability to remove metals, such as manganese. All of this leads to a decrease in the quality of our raw water supply, a reduction in the overall effectiveness of the WTP processes, and an increase in the concentration of metals leaving the WTP and entering the distribution system.

Cost Estimate & Timing:

\$750,000 over the next 5 years; and approximately \$50,000 in perpetuity thereafter.

Estimated Annual Operating/Maintenance Cost or Savings:

N/A

Sustainability:

No obvious link to sustainability.

| |
|---------------------------------------|
| Town Manager's Recommendation: |
|---------------------------------------|

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$150,000 | \$150,000 |
| 2028 | \$150,000 | \$150,000 |
| 2029 | \$150,000 | \$150,000 |
| 2030 | \$150,000 | \$150,000 |
| 2031 | \$150,000 | \$150,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Treatment Plant – Concrete Water Storage Tanks*

DPW-36

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM’s Rec. for FY27: \$0
Original Dept. Request: \$1,000,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$500,000

Project Description:

This project will focus on the rehabilitation of Wood Hill Storage Tank No. 2 and Prospect Hill Storage Tank No. 2, including concrete restoration, replacement of the tanks’ hatches, replacement of the tanks’ vents, exterior protective coating, and other miscellaneous site work.

Project Justification and Purpose:

The Town has five (5) drinking water storage tanks, with an aggregate volume of 13.8 million gallons, serving three (3) distinct water service areas in town, as well as North Reading. The tanks are further described as follows:

- Wood Hill Storage Tank No. 1, Steel, 1 MG (feeds Andover)
- **Wood Hill Storage Tank No. 2, Concrete, 3 MG (feeds Andover)**
- Prospect Hill Storage Tank No. 1, Steel, 0.8 MG (feeds Andover and North Reading)
- **Prospect Hill Storage Tank No. 2, Concrete, 3 MG (feeds Andover and North Reading)**
- Bancroft Reservoir, Concrete, 6MG (feeds Andover and North Reading)

During a 2023 inspection of the two 3 MG tanks (bolded above), significant concrete deterioration was noted. Further, the tanks vents and hatches were found to be in need of replacement due to age and health and safety considerations. The tanks provide clean and safe drinking water to water customers in Andover and North Reading, and as such, are a critical component of the water system. The purpose of this project is to prevent further degradation of the tanks, while prolonging the tanks’ life span.

Cost Estimate & Timing:

\$500,000 in FY2027 and \$500,000 in FY2028.

Estimated Annual Operating/Maintenance Cost or Savings:

N/A

Sustainability:

No obvious link to Sustainability

Town Manager’s Recommendation:

The Town Manager is recommending this project be funded in future years.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$500,000 | \$0 |
| 2028 | \$500,000 | \$1,000,000 |
| 2029 | | |
| 2030 | | |
| 2031 | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Water Meter Replacement Program*

DPW-37

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$0
Original Dept. Request: \$11,000,000
Submitted by: Carlos Jaquez, Director
Department: Public Works
Funding Source: Water Enterprise Borrowing
FY26 Dept. Request for FY27: \$500,000

Project Description:

The Town completed a systemwide water meter replacement program in 2009. Given that meters have an anticipated lifespan of approximately 20–25 years, the Department of Public Works will need to begin evaluating updated meter technologies and planning for replacement and/or retrofitting in the early 2030s.

The funds requested in this fiscal year will be used to engage a consultant to conduct a comprehensive study of available meter technologies and recommend the most effective metering program for Andover. In addition, the funding will support the replacement of failing meters as needed and provide resources for the implementation and ongoing support of new metering software.

Project Justification and Purpose:

Since water meters are essentially the source of obtaining revenue for both water and sewer services, it is imperative that the Town uses efficient and accurate means to quantify usage.

Cost Estimate & Timing:

Funding for FY 27 to FY 31 will include replacement of meters and necessary meter reading infrastructure as well as the evaluation of metering technologies noted above.

Estimated Annual Operating/Maintenance Cost or Savings:

Sustainability:

No obvious link to sustainability

Town Manager's Recommendation:

The Town Manager is recommending this project be funded in future years.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$500,000 | \$0 |
| 2028 | \$3,500,000 | \$500,000 |
| 2029 | \$3,500,000 | \$3,500,000 |
| 2030 | \$3,500,000 | \$3,500,000 |
| 2031 | | \$3,500,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Spring Grove Cemetery Bobcat “Tool Cat”*

File Name: DPW-38

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM’s Rec. for FY27: \$0
Original Dept. Request: \$150,000
Submitted by: Carlos Jaquez
Department: Public Works
Funding Source: General Fund Borrowing
FY26 Dept. Request for FY27: \$150,000

Project Description:

Purchase of a Bobcat “Toolcat Utility Work Machine” to be utilized at the Spring Grove Cemetery

Project Justification and Purpose:

“The Toolcat Utility Work Machine is a must-have machine for extreme versatility. It’s several machines in one, including the best features of a pickup, tractor, skid-steer loader, and utility vehicle. It allows operators to lift, haul, tow, and much more in a familiar cockpit”.

With the long list of responsibilities at the cemetery, this new machine would allow the cemetery staff to meet the needs of the grounds and residents in a much more efficient and timely fashion.

Cost Estimate & Timing:

\$150,000 FY27

Estimated Annual Operating/Maintenance Cost or Savings:

None

Sustainability:

Town Manager’s Recommendation:

The Town Manager does not support funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$150,000 | \$0 |
| 2028 | | |
| 2029 | | |
| 2030 | | |
| 2031 | | |

FACILITIES



**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Town Projects – Building Division*

FAC-1

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM’s Rec. for FY27: \$575,000
Original Dept. Request: \$575,000
Submitted by: Janet Nicosia, Director
Department: Department of Facilities
Funding Source: General Fund Revenue
FY26 Dept. Request for FY27: \$570,000

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|-----------------------------|
| Project Description: |
|-----------------------------|

| | Priority | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|--|----------|------------------|------------------|------------------|------------------|------------------|
| ADA Compliance | 1 | \$75,000 | \$75,000 | \$75,000 | \$80,000 | \$80,000 |
| Building envelope/roof repairs | 1 | \$40,000 | \$40,000 | \$40,000 | \$45,000 | \$45,000 |
| Door and door hardware replacement | 1 | \$30,000 | \$35,000 | \$35,000 | \$40,000 | \$40,000 |
| Fencing and guardrails | 1 | \$25,000 | \$25,000 | \$30,000 | \$30,000 | \$30,000 |
| Interior finish upgrades- Painting, flooring and ceilings | 1 | \$55,000 | \$55,000 | \$60,000 | \$60,000 | \$60,000 |
| Landscaping, BMP maintenance | 1 | \$30,000 | \$35,000 | \$35,000 | \$40,000 | \$40,000 |
| Masonry maintenance and repairs | 1 | \$45,000 | \$45,000 | \$50,000 | \$50,000 | \$50,000 |
| Paving, sidewalk and curb repairs | 1 | \$50,000 | \$55,000 | \$55,000 | \$55,000 | \$55,000 |
| Playground maintenance | 1 | \$45,000 | \$45,000 | \$45,000 | \$50,000 | \$50,000 |
| Project overtime | 1 | \$95,000 | \$95,000 | \$95,000 | \$100,000 | \$100,000 |
| Security system upgrades | 1 | \$35,000 | \$40,000 | \$40,000 | \$45,000 | \$45,000 |
| Town buildings improvements | 1 | \$50,000 | \$50,000 | \$55,000 | \$55,000 | \$55,000 |
| Totals | | \$575,000 | \$595,000 | \$615,000 | \$650,000 | \$650,000 |

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| Project Justification and Purpose: |
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ADA compliance – Funds are requested to address accessibility requirements as identified in the Town’s most recent Self-Evaluation and Transition Plan Update.

Building envelope and roof repairs – Funds are requested to make minor repairs to Town building exteriors and roofs.

Door and door hardware replacement – Funds are requested to continue the ongoing program to replace our aging interior and exterior doors and door hardware on Town buildings.

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CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

Fence and guardrail repairs – Fences and guardrails on Town sites frequently sustain damage during the year. Funds are requested for repair or replacement as necessary, and to install new fencing when the need arises.

Interior finish upgrades – painting, flooring, and ceilings – Ongoing improvement program for painting, flooring and ceilings as needed.

Landscaping, BMP maintenance – Ongoing maintenance and improvement program for landscaped areas and storm water features at Town building locations.

Masonry maintenance and repairs – Funds are requested for ongoing maintenance of masonry at Town buildings, including cleaning, repointing, sealing and minor repairs as needed.

Paving, sidewalk and curb repairs – Funds are requested to repair aging driveways, sidewalks and catch basins at all Town buildings.

Playground maintenance – Funds are requested to repair playground structures and replenish playground surfaces and mulch.

Project overtime – Facilities trade staff in support of Town/School capital projects.

Security system upgrades – Funds are requested to upgrade and repair security systems, which include cameras systems, badge access controls, keyless entry mechanisms, electronic locks and burglar alarms.

Town buildings improvements – Funds are requested for the ongoing program to replace carpeting, flooring, signage and minor renovations in Town buildings.

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| Cost Estimate & Timing: |
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| Estimated Annual Operating/Maintenance Cost or Savings: |
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| Sustainability: |
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Sustainability in construction involves “cradle to grave” consideration of the environmental impact of our maintenance and construction activities. We consider from the “cradle” the source and materials selection of low emissions, recycled and local materials, to the “grave” analysis of whether materials used can be recycled at the end of their useful life. Examples of Sustainability decisions in FAC-1 include: low VOC paint and carpeting, all water-based paints, water-based adhesives, recycled rubber playground surfacing, locally sourced engineered wood fiber, and our use of construction materials waste stream where recyclable materials are separated.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

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| Town Manager’s Recommendation: |
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The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$575,000 | \$575,000 |
| 2028 | \$595,000 | \$575,000 |
| 2029 | \$615,000 | \$600,000 |
| 2030 | \$650,000 | \$600,000 |
| 2031 | \$650,000 | \$600,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Town Projects – Mechanical & Electrical Divisions*

FAC-2

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM’s Rec. for FY27: \$485,000
Original Dept. Request: \$485,000
Submitted by: Janet Nicosia, Director
Department: Department of Facilities
Funding Source: General Fund Revenue
FY26 Dept. Request for FY27: \$485,000

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|-----------------------------|
| Project Description: |
|-----------------------------|

| | Priority | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|--|----------|------------------|------------------|------------------|------------------|------------------|
| AED Maintenance | 1 | \$5,000 | \$5,000 | \$5,000 | \$5,000 | \$5,000 |
| Asbestos Abatement and Inspections | 1 | \$50,000 | \$50,000 | \$55,000 | \$55,000 | \$55,000 |
| Building Fire Systems | 1 | \$35,000 | \$35,000 | \$35,000 | \$40,000 | \$40,000 |
| Electrical/Elevator upgrades | 1 | \$50,000 | \$50,000 | \$55,000 | \$55,000 | \$60,000 |
| Energy Conservation | 1 | \$20,000 | \$25,000 | \$30,000 | \$30,000 | \$30,000 |
| Engineering | 1 | \$85,000 | \$85,000 | \$90,000 | \$90,000 | \$95,000 |
| Exterior Oil/Water/Sand Separators Cleaning | 1 | \$20,000 | \$25,000 | \$25,000 | \$30,000 | \$30,000 |
| HVAC/Controls Upgrades | 1 | \$80,000 | \$85,000 | \$85,000 | \$90,000 | \$90,000 |
| Plumbing Upgrades | 1 | \$25,000 | \$30,000 | \$30,000 | \$35,000 | \$35,000 |
| Public Safety Center Shooting Range Lead Abatement | 1 | \$30,000 | \$35,000 | \$35,000 | \$40,000 | \$40,000 |
| Traffic Light Studies and Upgrades | 1 | \$30,000 | \$30,000 | \$35,000 | \$35,000 | \$35,000 |
| Upgrade or Replace Street Light Poles and Street Light Equipment | 1 | \$55,000 | \$60,000 | \$60,000 | \$65,000 | \$65,000 |
| Totals | | \$485,000 | \$515,000 | \$540,000 | \$570,000 | \$580,000 |

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| Project Justification and Purpose: |
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AED Maintenance – Funds are requested for the maintenance of the Automated External Defibrillators stationed in Town buildings, including supplies and replacements.

Asbestos abatement and inspections – Funds are requested to address asbestos abatement and inspections as needed.

Building fire systems – Funding is requested for the ongoing repair and replacement of smoke detectors and fire alarm systems.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

Electrical and elevator upgrades – Funds are requested to make electrical upgrades at Town facilities, including elevators.

Energy conservation – Funds are requested to implement minor energy conservation upgrades, such as solar, electric vehicle and demand control enhancements.

Engineering – Funds are needed for professional engineering fees to implement capital projects.

Exterior oil/water/sand separators cleaning – Funds are requested to comply with EPA Regulations regarding the annual cleaning of oil/water/sand separators in all of our School and Town buildings parking areas.

HVAC/controls upgrades – Funds are requested to upgrade HVAC equipment at Town facilities and implement Building Automation Systems (BAS).

Plumbing upgrades – Funding is requested for the ongoing repair and replacement of plumbing fixtures in Town buildings as needed.

Public Safety Center shooting range lead abatement – Shooting Ranges and portions of the range exhaust system accumulate lead contamination and must be abated annually. Funds are requested for this lead abatement.

Traffic Light studies and upgrades – Funds are requested for professional studies of traffic lights in Town as well as the related equipment changes that may be identified in those studies.

Upgrade or replace street light equipment – Funds are requested to upgrade or replace Town owned street light poles and equipment as needed.

Cost Estimate & Timing:

Estimated Annual Operating/Maintenance Cost or Savings:

Sustainability:

Sustainability in construction involves “cradle to grave” consideration of the environmental impact of our maintenance and construction activities. We consider from the “cradle” the source and materials selection of low emissions, recycled and local materials, to the “grave” analysis of whether materials used can be recycled at the end of their useful life. Examples of Sustainability decisions in FAC-2 include: Energy efficiency upgrades in lighting and HVAC systems, including heat pumps and LED lighting, and the safe removal and disposal of hazardous materials like asbestos, lead, and mercury.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

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| Town Manager’s Recommendation: |
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The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$485,000 | \$485,000 |
| 2028 | \$515,000 | \$515,000 |
| 2029 | \$540,000 | \$540,000 |
| 2030 | \$570,000 | \$570,000 |
| 2031 | \$580,000 | \$580,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Town and School Security*

FAC-3

Department Priority Ranking:
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$200,000
Original Dept. Request: \$200,000
Submitted by: Janet Nicosia, Director
Department: Department of Facilities
Funding Source: Free Cash
FY26 Dept. Request for FY27: \$405,000

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|-----------------------------|
| Project Description: |
|-----------------------------|

| Town Project Description: | Priority | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|--|----------|-----------------|------------------|------------------|------------------|------------|
| Deyermund Field camera installations | | | | \$10,000 | | |
| Old Town Hall security upgrades | | \$70,000 | | | | |
| Playstead Ballfield and Track camera installations | | | | | \$90,000 | |
| Public Safety Center cameras at intersections on Main Street | | | \$100,000 | \$100,000 | \$100,000 | |
| Town building security camera upgrades to digital | | | \$30,000 | | | |
| Upgrade of Access Control system server and software | | | \$250,000 | | \$250,000 | |
| Total Town | | \$70,000 | \$380,000 | \$110,000 | \$440,000 | \$0 |

| School Project Description: | Priority | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|--|----------|------------------|------------------|------------------|------------------|------------------|
| School security improvements | | \$100,000 | \$100,000 | \$100,000 | \$100,000 | \$100,000 |
| Upgrade of Access Control system server and software | | | | \$250,000 | | \$250,000 |
| Upgrade School security cameras to digital | | \$30,000 | | | | |
| Total Schools | | \$130,000 | \$100,000 | \$350,000 | \$100,000 | \$350,000 |

| | | | | | |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Total Town and School Combined | \$200,000 | \$480,000 | \$460,000 | \$540,000 | \$350,000 |
|---------------------------------------|------------------|------------------|------------------|------------------|------------------|

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| Project Justification and Purpose: |
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Deyermund Field security camera installations – Funds will be requested to install security cameras at the Deyermund Field, at the request of the Town and Andover Police Department. The area is difficult to monitor. Fiber will need to be run to the space through conduit, and cameras and recording devices will need to be installed.

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Old Town Hall security upgrades – Funds are requested to upgrade the card access readers, burglar alarm, and interior cameras at the Old Town Hall and Andover Town House.

Playstead ballfield and track camera installations – Funds will be requested to install long range cameras to monitor the area.

Public Safety Center surveillance cameras – Funds will be requested to install surveillance cameras at intersections along Main Street.

Town buildings security camera upgrades to digital – Funds will be requested to upgrade the remaining analog cameras in Town buildings to digital technology. The upgrades include new NVR digital recording systems and cameras.

Upgrade of the access control system server and software – Funds will be requested to upgrade the Access Control system server and software to keep pace with expanded use in our Town and School buildings and with changing technology. Funding for this project is being requested equally from both the Town and School departments.

School security improvements– Andover Public School buildings are undergoing a comprehensive program of security upgrades and renovations. The new entrance vestibules that have been installed at several of our school buildings are an example of the security enhancements being undertaken to keep our school buildings safe. Funds are requested to continue our program of improving security in our school buildings.

Upgrade of Access Control system server and software – Funds will be requested to upgrade the server and the software for the Access Control (badge access) system.

Upgrade school security cameras to digital– Funds are requested to continue the upgrade of the interior camera security systems in Andover schools. The upgrades include new NVR digital recording systems and cameras at West Middle School and ongoing security component replacements.

Cost Estimate & Timing:

Estimated Annual Operating/Maintenance Cost or Savings:

Sustainability:

School entrance renovations are designed to capture heat and cold air prior to it entering the school. Systems are properly balanced to help insulate the interior spaces of the school while providing added security.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

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| Town Manager's Recommendation: |
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The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$200,000 | \$200,000 |
| 2028 | \$480,000 | \$480,000 |
| 2029 | \$460,000 | \$460,000 |
| 2030 | \$540,000 | \$540,000 |
| 2031 | \$350,000 | \$350,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Town Vehicles*

FAC-4

Department Priority Ranking:
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$230,000
Original Dept. Request: \$230,000
Submitted by: Janet Nicosia, Director
Department: Department of Facilities
Funding Source: Free Cash
FY26 Dept. Request for FY27: \$315,000

Project Description:

| Dept./Div. | Year | Current Make/Model | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|--------------------------|------|--|------------------|------------------|------------------|------------------|------------------|
| Build. Maint-14 | 2015 | Ford Tansit Connect Van 1/2T S7E1 121 LWB | | \$50,000 | | | |
| Build. Maint-2 Rack | 2017 | Ford F350 Super Duty Rack Body | | | \$85,000 | | |
| Build. Maint-8 | 2017 | F250 3/4T STW F2B XL 4WD Cab | | \$80,000 | | | |
| Build. Maint-Admin 3 | 2016 | Ford Explorer 1K80 XLT 4Dr 4WD 1/2T | | | \$55,000 | | |
| Build. Maint-6 | 2018 | Ford Transit 3/4T R2C 148 250 Van | | | | \$55,000 | |
| Build. Maint-10 | 2018 | Ford Transit Connect 1/2T S7E1 XL Van LWB | | | | \$50,000 | |
| Build. Maint-20 | 2018 | Ford Transit Connect 1/2T S7E1 XL Van LWB | | | | \$50,000 | |
| Build. Maint-3 | 2018 | Ford F150 1/2T Pickup (possible EV replacement) | | | | \$55,000 | |
| Build. Maint-16 | 2020 | T250 3/4T Transit | | | | | \$60,000 |
| Build. Maint-Admin 1 | 2019 | Chevy Bolt EV | | | | | \$50,000 |
| Build. Maint-Admin 4 | N/A | Facilities EV SUV | | | | | \$50,000 |
| Elder Services-1 | 2012 | Ford Focus/possible move to EV | | | \$45,000 | | |
| Elder Services-2 | 2013 | Ford Focus/possible move to EV | | | \$45,000 | | |
| Information Technology-1 | 2014 | Ford Transit Connect Cargo S6EZ SWEB XL | | \$50,000 | | | |
| Mech/Electrical-5 | 2018 | Ford Transit 250 3/4T R2C Van | | | \$65,000 | | |
| Mech/Electrical-15 | 2015 | Ford F450 1-1/2T Chassis w/Utility Body & Duralift | \$165,000 | | | | |
| Mech/Electrical-17 | 2015 | Ford Transit Connect 1/2T XL S7E1 Van | | \$50,000 | | | |
| Youth Services-1 | 2011 | Ford E450 1 1/2T Elkhart 15 Passenger Coach | \$65,000 | | | | |
| Total FAC-4 | | | \$230,000 | \$230,000 | \$295,000 | \$210,000 | \$160,000 |

Project Justification and Purpose:

Vehicle replacement program. Most vehicles purchased by Facilities are replaced after ten years of service, based on condition and use.

Cost Estimate & Timing:

Estimated Annual Operating/Maintenance Cost or Savings:

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Sustainability:

The Andover Green Community designation includes a commitment to lowering carbon emissions of our fleet and considering non-fossil fuel options. Facilities continues to use small work vans when possible, and we are moving towards electric vehicles when possible and available. Currently two EV vehicles are in service, and three more are planned for funding in FY2029 and FY2031.

Town Manager's Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$230,000 | \$230,000 |
| 2028 | \$230,000 | \$200,000 |
| 2029 | \$295,000 | \$200,000 |
| 2030 | \$210,000 | \$225,000 |
| 2031 | \$160,000 | \$225,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Town Parks and Playgrounds*

FAC-5

Department Priority Ranking:

TM's Rec. for FY27: a. \$4,375,000
b. \$1,000,000

(1=highest, 2= second highest, etc)

Original Dept. Request: \$5,375,000

Submitted by: Janet Nicosia, Director
Joseph Connelly, Director

Department: Department of Facilities

Funding Source: a. General Fund Borrowing
b. Free Cash

FY26 Dept. Request for FY27: \$2,750,000

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| Project Description: |
|-----------------------------|

| | Priority | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|--|----------|-------------|-------------|-------------|-----------|-----------|
| Chandler Road Recreation area Phase II construction, Phase III design in FY29 | | \$5,000,000 | | | | |
| Dale Street improvements; parking, plantings, fencing | | \$150,000 | | | | |
| Feasibility study for targeted recreational improvements | | \$75,000 | | | | |
| Penguin Park playground accessibility improvements-parking and rubber surfacing. Design then construction. | | \$50,000 | | \$500,000 | | |
| Pomps Pond bathhouse | | | \$2,500,000 | | | |
| Recreation Park new restrooms, playground, and basketball court. Design then construction. | | \$100,000 | | \$1,000,000 | | |
| Recreation Park parking and traffic improvements. Design then construction. | | | \$50,000 | | \$500,000 | |
| Recreation Park tennis courts | | | | | \$600,000 | |
| Recreation Park pickleball courts resurfacing & lighting improvements | | | | | | \$500,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

| | Priority | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|--|----------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Shawsheen River Access Improvements | | | \$15,000 | | \$15,000 | |
| The Park - Placeholder for park improvements | | | | | | \$2,000,000 |
| Totals | | \$5,375,000 | \$2,565,000 | \$1,500,000 | \$1,115,000 | \$2,500,000 |

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| Project Justification and Purpose: |
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Chandler Road Recreation area Phase II – Funds are requested for the construction for phase two of the Chandler Road recreational area project. Phase two is currently in the design phase. The project may include additional recreational facilities such as a multi-purpose athletic field, passive trail network, community playground, and athletic courts.

Dale Street Passive Recreation Area Improvements - Funds will be requested for improved community access to the Dale Street Passive Recreation Area including parking and traffic improvements, an accessible picnic area, and overall beautification of the kayak/canoe launch area.

Feasibility Study for Targeted Recreation Improvements for FY 28-FY32 – Funds will be requested for a recreational facility capital feasibility study to establish conceptual plans and actual cost estimates for future capital requests.

Penguin Park playground renovation and rubber surfacing retrofit – Funds will be requested for accessibility and parking improvements at Penguin Park, including rubber surface installation and ADA compliant parking.

Pomps Pond Bathhouse – Funds will be requested for construction of a new bathhouse at the Pomps Pond recreation area. The feasibility study for this project was completed in FY2021 and the project design was funded in FY2025.

Recreation Park new basketball court, playground and restrooms – Funds will be requested to design, then construct a new basketball court, playground and restrooms at Recreation Park.

Recreation Park parking and traffic improvements – Funds will be requested to study, design, then construct a new parking configuration at Recreation Park.

Recreation Park tennis courts – Funds will be requested to replace the tennis courts at Recreation Park.

Recreation Park pickleball court improvements – Funds will be requested to renovate the existing pickleball courts and upgrade the existing lighting system.

Shawsheen River public access improvements – Funds are requested to improve access to the Shawsheen River in various locations.

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The Park site improvements – Funds are requested for improvements to The Park located at the Town Offices complex.

Cost Estimate & Timing:

Estimated Annual Operating/Maintenance Cost or Savings:

Sustainability:

The development of local recreational spaces reduces the need for travel, while encouraging health and fitness. Environmentally responsible materials are prioritized that can serve durability and operational needs to create inclusive spaces in Andover.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$5,375,000 | \$5,375,000 |
| 2028 | \$2,565,000 | \$2,300,000 |
| 2029 | \$1,500,000 | \$1,300,000 |
| 2030 | \$1,115,000 | \$1,115,000 |
| 2031 | \$2,500,000 | \$2,500,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: Major Town Projects

FAC-6

Department Priority Ranking:
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$1,475,000
Original Dept. Request: \$1,475,000
Submitted by: Janet Nicosia, Director
Department: Department of Facilities
Funding Source: General Fund Borrowing
FY26 Dept. Request for FY27: \$2,160,000

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| Project Description: |
|-----------------------------|

| | Priority | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|--|----------|-----------|-----------|-----------|--------|-----------|
| Central Fire Station kitchen remodel | | | | \$300,000 | | |
| Memorial Hall Library recover rubber stairs, remove wall carpeting and refurbish or replace railing. | | | | | | \$400,000 |
| Memorial Hall Library wrought iron fence and granite pylon repairs | | | \$350,000 | | | |
| Memorial Hall Library space utilization study, then implementation | | \$100,000 | \$100,000 | | | |
| Memorial Hall Library replacement of motorized shades | | | \$225,000 | | | |
| Memorial Hall Library redesign of HVAC in Hall. Design then construction. | | | \$300,000 | | | |
| Memorial Hall Library elevator replacement. Design then construction. | | | | \$80,000 | | \$700,000 |
| Memorial Hall Library repoint stone wall | | | | | | \$200,000 |
| Memorial Hall Library replace canopy on patio | | | | \$75,000 | | |
| Old Town Hall structural improvements. Design then construction. | | \$110,000 | | | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

| | | | | | | |
|---|-----------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Old Town Hall historic wooden window replacement, exterior masonry & balcony restoration. Design then construction. | | | \$150,000 | | | |
| Old Town Hall basement humidity remediation | | | \$50,000 | | | |
| Old Town Hall restroom and hallway upgrades | \$40,000 | | | \$400,000 | | |
| Public Safety rooftop Trane units maintenance | | | | \$450,000 | | |
| Public Safety rear parking lot paving, concrete stairs repair and granite curbs | \$500,000 | | | | | |
| Public Safety storage building. Design, then construction. | | | \$100,000 | | | |
| Red Spring Road maintenance shop scissorlift and trailer | | | | \$100,000 | | |
| Shawsheen Building improvements | \$75,000 | | | | | |
| Spring Grove Cemetery epoxy floor and paint in garages | | | \$150,000 | | | |
| Town buildings code compliance | \$225,000 | | | | | |
| Town buildings improvements | \$375,000 | | | | | |
| Town Offices building renovations | \$50,000 | \$55,000 | \$55,000 | \$55,000 | | \$60,000 |
| Town Offices site improvements; Concrete plaza repairs, ADA walkway, and HP parking in the municipal lot | | | \$300,000 | | | |
| Town Offices windows replacement. Design, then construction. | | | \$150,000 | | \$1,750,000 | |
| Totals | | \$1,475,000 | \$1,930,000 | \$1,460,000 | \$1,750,000 | \$1,360,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

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| Project Justification and Purpose: |
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Central Fire Station kitchen remodel – Funds will be requested to remodel the kitchen at Central Fire Station.

Memorial Hall Library rubber stair treads and railing improvements – Funds will be requested to recover the rubber stairs and remove the wall carpeting at Memorial Hall Library. Handrail improvements will be a part of this project.

Memorial Hall Library wrought iron fence and granite pylon repairs – Funds will be requested to repair the historic wrought iron fence and granite pylons at Memorial Hall Library.

Memorial Hall Library Space Utilization Study – Funds are requested for a space utilization study to inform possible reconfiguration of services at Memorial Hall Library. Funding for implementation of the study findings will be requested in subsequent years.

Memorial Hall Library motorized shades – Funds will be requested to replace the motorized shades at Memorial Hall Library.

Memorial Hall Library upgrades of HVAC in Memorial Hall – Funds will be requested for construction of the HVAC system upgrade in Memorial Hall. FY2026 funding was approved for design documents.

Memorial Hall Library parking and stone wall – Funds will be requested to repave the parking area and repoint the stone retaining wall. This will improve drainage and beautify the lot with landscape improvements. This area is also being considered for the installation of electric charging stations.

Memorial Hall Library elevator replacement – Funds will be requested to design, then construct an elevator replacement at Memorial Hall Library.

Memorial Hall Library stone wall repointing – Funds will be requested to repoint the stone wall along Essex Street.

Memorial Hall Library patio canopy replacement – Funds will be requested to replace the canopy that shades the patio at Memorial Hall Library.

Old Town Hall structural improvements – Funds are requested for design of structural improvements at the historic Old Town Hall. Future funding will be requested for the construction phase of this project.

Old Town Hall exterior improvements – Funds will be requested for design, then construction of improvements to Old Town Hall. Notable highlights of this project will include the replacement of the historic wooden windows, repairs to the exterior masonry and restoration of the balcony.

Old Town Hall basement humidity remediation – Funds will be requested to improve air circulation and remediate humidity issues in the basement at Old Town Hall.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

Old Town Hall restroom renovations – Funds are requested to design renovations for the public restrooms in Andover’s historic Old Town Hall. Funding for the construction phase will be requested in a future CIP.

Public Safety Center rooftop units – Funds will be requested for needed maintenance on the Trane rooftop HVAC units at the Public Safety Center.

Public Safety Center paving – Funds are requested to pave the rear parking lot and repair the concrete stairs and granite curbing at the Public Safety Center.

Public Safety Center storage building – Funds will be requested for the design, then construction of a storage building for Public Safety equipment.

Red Spring Road maintenance shop scissor lift – Funds will be requested to procure a scissor lift for the Red Spring Road maintenance shop to be used Town-wide in support of trades work.

Shawsheen building improvements – Funds are requested for improvements, including flooring, painting and replacement of portable air conditioning units.

Spring Grove Cemetery epoxy and paint – Funds will be requested to epoxy the garage floors and paint the garages at the Spring Grove Cemetery shop.

Town buildings code compliance – Funds are requested to make improvements to compliance with building code in Town buildings, particularly with respect to ADA, fire safety, and hazmat.

Town buildings improvements – Funds are requested for improvements in Town buildings such as upgraded windows, doors, and flooring.

Town Offices building renovations – Funds are requested to make upgrades to various office spaces in the Town Offices building.

Town Offices site improvements – Funds will be requested for repairs to the concrete plaza in front of Town Offices, to construct an ADA walkway, and to create HP parking spots in the municipal lot.

Town Offices building window replacement – Funds will be requested to design, then construct the replacement of the windows in the Town Offices building with energy efficient windows. This will improve comfort and reduce energy costs for heating and air conditioning.

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| Cost Estimate & Timing: |
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| Estimated Annual Operating/Maintenance Cost or Savings: |
|--|

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

Sustainability:

Sustainability in construction involves “cradle to grave” consideration of the environmental impact of our maintenance and construction activities. We consider from the “cradle” the source and materials selection of low emissions, recycled and local materials, to the “grave” analysis of whether materials used can be recycled at the end of their useful life. The efficient window replacement at West Fire will save energy.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$1,475,000 | \$1,475,000 |
| 2028 | \$1,930,000 | \$1,460,000 |
| 2029 | \$1,460,000 | \$1,460,000 |
| 2030 | \$1,750,000 | \$1,750,000 |
| 2031 | \$1,360,000 | \$1,760,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *Town and School Energy*

FAC-7

Department Priority Ranking:
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$125,000
Original Dept. Request: \$125,000
Submitted by: Janet Nicosia, Director
Department: Department of Facilities
Funding Source: Free Cash
FY26 Dept. Request for FY27: \$380,000

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| Project Description: |
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| Town | Priority | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|-------------------------------|----------|------------|------------|--------------------|------------------|------------|
| Old Town Hall Electrification | | | | \$1,000,000 | | |
| Town Offices EV Fleet program | | | | | \$200,000 | |
| Total Town | | \$0 | \$0 | \$1,000,000 | \$200,000 | \$0 |

| Schools | Priority | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|---|----------|------------------|------------------|------------------|------------------|------------------|
| Doherty Middle School gym ventilation upgrade | | \$125,000 | \$175,000 | | | |
| West Middle Auditorium theatre lighting retrofit to LED | | | \$120,000 | | | |
| Wood Hill/High Plain replace boilers. Design then construction. | | | | \$400,000 | \$400,000 | |
| Wood Hill/High Plain Auditorium lighting retrofit to LED | | | \$200,000 | | | |
| Wood Hill/High Plain LED retrofit program | | | \$100,000 | \$100,000 | \$100,000 | |
| Wood Hill/High Plain Main Offices HVAC | | | | | | \$600,000 |
| Total Schools | | \$125,000 | \$595,000 | \$500,000 | \$500,000 | \$600,000 |

| | | | | | |
|-----------------------|------------------|------------------|--------------------|------------------|------------------|
| Total Combined | \$125,000 | \$595,000 | \$1,500,000 | \$700,000 | \$600,000 |
|-----------------------|------------------|------------------|--------------------|------------------|------------------|

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| Project Justification and Purpose: |
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Old Town Hall electrification – Funds will be requested to retrofit the systems at Old Town Hall to fully electric powered. This will reduce the usage of fossil fuels, conserve energy, and improve efficiency. The Climate Leader designation program may provide funding for this project.

Town Offices EV Fleet program – Funds will be requested to create a small fleet of EV vehicles and chargers for use by Town departments. The Climate Leader designation program may provide funding for this project.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

Doherty Middle School gymnasium ventilation upgrade – Funds are requested to replace a 40-year-old fan with a more powerful and variable speed fan, which will be linked to the energy management system and will use the CO2 sensor to maintain sufficient ventilation. Gyms are used intermittently and there is energy savings when sensors are added to detect occupancy and air quality.

West Middle School retrofit auditorium theatre lighting to LED – Funds will be requested to retrofit the existing stage lighting in the West Middle school auditorium to more energy efficient LED technology.

Wood Hill/High Plain boiler replacements – Funds will be requested to design, then construct boiler replacements that serve the Wood Hill/High Plain campus with high efficiency boilers.

Wood Hill/High Plain retrofit auditorium theatre lighting to LED – Funds will be requested to retrofit the existing stage lighting in the Wood Hill Middle/High Plain auditorium to more energy efficient LED technology.

Wood Hill/High Plain retrofit lighting to LED – Funds will be requested to begin a program to retrofit the lighting at Wood Hill and High Plain to LED technology.

Wood Hill/High Plain Main Offices HVAC – Funds will be requested to replace the HVAC system that services the main offices at the Wood Hill Middle and High Plain Elementary schools.

NOTE: Facilities, in cooperation with Sustainability, may apply for grants and/or incentives to fund the cost, or reduce the cost, of some of the projects identified above.

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| Cost Estimate & Timing: |
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| Estimated Annual Operating/Maintenance Cost or Savings: |
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| Sustainability: |
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Andover’s commitment to sustainability is comprehensive. Energy conservation starts with the building envelope; roofs, walls, insulation and windows. EV charging stations support Andover’s initiative to use plug-in electric vehicles whenever possible. LED lighting retrofits not only reduce our carbon footprint, they significantly reduce lighting costs as will the solar lighting installations planned in the coming years. High efficiency heat pump technologies save energy and reduce our dependence on fossil fuels.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

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| Town Manager's Recommendation: |
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The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$125,000 | \$125,000 |
| 2028 | \$595,000 | \$300,000 |
| 2029 | \$1,500,000 | \$500,000 |
| 2030 | \$700,000 | \$400,000 |
| 2031 | \$600,000 | \$600,000 |

ANDOVER PUBLIC SCHOOLS



**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: *School-Wide Maintenance Program*

SCH-1

Department Priority Ranking: 1
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$1,095,000
Original Dept. Request: \$1,095,000
Submitted by: Dr. Magda Parvey, Supt. of
Schools/ Janet Nicosia,
Director
Department: School and Facilities Depts.
Funding Source: General Fund Revenue
FY26 Dept. Request for FY27: \$1,095,000

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| Project Description: |
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| | Priority | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|--|----------|----------|----------|----------|----------|----------|
| 504 & IEP Compliance (Individual Educational Plan) | 1 | \$20,000 | \$20,000 | \$25,000 | \$25,000 | \$25,000 |
| ADA Compliance (Accessibility) | 1 | \$65,000 | \$70,000 | \$70,000 | \$75,000 | \$75,000 |
| Asbestos survey and remediation | 1 | \$60,000 | \$60,000 | \$65,000 | \$65,000 | \$65,000 |
| Building Envelope/roofing maintenance and repairs | 1 | \$45,000 | \$50,000 | \$50,000 | \$55,000 | \$55,000 |
| Carpet and flooring replacement | 1 | \$65,000 | \$65,000 | \$65,000 | \$70,000 | \$70,000 |
| Door and door hardware and installation | 1 | \$35,000 | \$45,000 | \$45,000 | \$50,000 | \$50,000 |
| Electrical upgrades for new technology | 1 | \$40,000 | \$40,000 | \$40,000 | \$50,000 | \$50,000 |
| Engineering | 1 | \$65,000 | \$70,000 | \$70,000 | \$70,000 | \$70,000 |
| Energy conservation | 1 | \$45,000 | \$50,000 | \$50,000 | \$50,000 | \$50,000 |
| Fence and guardrail repairs | 1 | \$40,000 | \$45,000 | \$45,000 | \$45,000 | \$45,000 |
| Furniture replacement | 1 | \$40,000 | \$45,000 | \$45,000 | \$45,000 | \$45,000 |
| HVAC/Energy Management upgrades | 1 | \$65,000 | \$70,000 | \$70,000 | \$75,000 | \$75,000 |
| Landscaping and BMP maintenance | 1 | \$35,000 | \$40,000 | \$40,000 | \$45,000 | \$45,000 |
| Lead and Copper testing and remediation | 1 | \$30,000 | \$30,000 | \$30,000 | \$35,000 | \$35,000 |
| Painting and parking lot striping | 1 | \$75,000 | \$80,000 | \$80,000 | \$85,000 | \$85,000 |
| Plumbing upgrades | 1 | \$35,000 | \$40,000 | \$40,000 | \$40,000 | \$40,000 |
| Refinish gymnasium and stage floors | 1 | \$35,000 | \$35,000 | \$35,000 | \$35,000 | \$35,000 |
| Restroom renovations | 1 | \$60,000 | \$65,000 | \$65,000 | \$70,000 | \$70,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

| | Priority | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|---------------------------------------|-----------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| School playgrounds maintenance | 1 | \$40,000 | \$45,000 | \$45,000 | \$45,000 | \$45,000 |
| Security system upgrades | 1 | \$85,000 | \$90,000 | \$95,000 | \$95,000 | \$95,000 |
| Sidewalk repairs and replacements | 1 | \$75,000 | \$90,000 | \$95,000 | \$95,000 | \$95,000 |
| Smoke Detector and Fire Alarm Repairs | 1 | \$40,000 | \$40,000 | \$45,000 | \$45,000 | \$45,000 |
| Totals | | \$1,095,000 | \$1,185,000 | \$1,210,000 | \$1,265,000 | \$1,265,000 |

| |
|---|
| Project Justification and Purpose: |
|---|

504 & IEP compliance (Individual Educational Plan) – (Mandated IEP Building Modifications) – Funds are requested to provide building modifications on an as-needed basis when a staff member, or a student’s IEP plan, requires upgrades or modifications to the classrooms or offices to provide reasonable accommodations. These needs come up without advance notice and require immediate attention.

ADA compliance (Accessibility) – Funds are requested to address accessibility requirements.

Asbestos survey and remediation – Funds are requested to continue compliance with the AHERA law and asbestos removal.

Building envelope/roofing maintenance and repairs – Funds are requested for the maintenance and minor repairs to building envelope systems.

Carpet and flooring replacement – Funds are requested to replace carpeting and flooring as needed.

Door and door hardware and installation – Funds are requested to continue the ongoing program of replacing aging interior and exterior doors and door hardware.

Electrical upgrades for new technology – Funds are requested to provide additional electrical outlets and power to service additional needs, driven by new technology in our schools.

Engineering – Funds are requested for professional engineering fees to implement capital projects.

Energy conservation – Funds are requested to implement minor energy conservation upgrades.

Fence and guardrail repairs – Fences and guardrails on school sites frequently sustain damage during the year. Funds are requested for repair or replacement as necessary, and to install new fences when the need arises.

Furniture replacement – Funds are requested to replace aging furniture in school buildings as needs arise.

HVAC/Energy Management upgrades – Funds are requested to upgrade heating, ventilating and air conditioning equipment, and control system components.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

Landscaping and BMP maintenance – Ongoing maintenance and improvement program for landscaped areas and storm water features at School buildings.

Lead and copper testing and remediation – Funds are requested for ongoing testing for lead and copper in drinking water.

Painting and parking lot striping – Funds are requested for painting and parking lot striping.

Plumbing upgrades – Funds are requested to upgrade plumbing fixtures.

Refinishing gymnasium and stage floors - Funds are requested to screen and refinish approximately 92,626 square feet of gymnasium and stage floors.

Restroom renovations – Funds are requested to renovate existing restrooms.

School playgrounds maintenance – Funds are requested to replace and repair playground structures and surfaces.

Security system upgrades – Funds are requested to upgrade and repair school security system equipment, which include cameras systems, badge access controls, keyless entry mechanisms, electronic locks and burglar alarms.

Sidewalk repairs and replacements – Funds are requested to repair or replace sidewalks.

Smoke detector and fire alarm repairs – Funding is requested for the ongoing repair and replacement of smoke detectors and fire alarm systems.

Cost Estimate & Timing:

Estimated Annual Operating/Maintenance Cost or Savings:

Sustainability:

Sustainability in construction involves “cradle to grave” consideration of the environmental impact of our maintenance and construction activities. We consider from the “cradle” the source and materials selection of low emissions, recycled and local materials, to the “grave” analysis of whether materials used can be recycled at the end of their useful life. Examples of Sustainability decisions in SCH-1 include: low VOC paint and carpeting, all water-based paints, water-based adhesives, recycled rubber playground surfacing, locally sourced engineered wood fiber, and our use of construction materials waste stream where recyclable materials are separated. Also, energy efficiency upgrades in lighting and HVAC systems, including heat pumps and LED lighting, and the safe removal and disposal of hazardous materials such as asbestos, lead, and mercury.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

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| Town Manager’s Recommendation: |
|---------------------------------------|

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|-------------|---------------|-----------------------------|
| 2027 | \$1,095,000 | \$1,095,000 |
| 2028 | \$1,185,000 | \$1,085,000 |
| 2029 | \$1,210,000 | \$1,110,000 |
| 2030 | \$1,265,000 | \$1,165,000 |
| 2031 | \$1,265,000 | \$1,165,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: School-Projects by Building

SCH-2

Department Priority Ranking:
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$545,000
Original Dept. Request: \$545,000
Submitted by: Dr. Magda Parvey, Supt. of Schools/
 Janet Nicosia, Director
Department: School and Facilities Depts.
Funding Source: General Fund Revenue
FY26 Dept. Request for FY27: \$545,000

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|-----------------------------|
| Project Description: |
|-----------------------------|

| | Priority | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|--|----------|-----------|----------|----------|----------|----------|
| Bancroft Elementary add stairs to the right of the stage | | | | \$30,000 | | |
| Doherty Middle restroom renovations. Will satisfy the MAAB agreement. | | \$65,000 | \$65,000 | \$70,000 | \$70,000 | |
| Doherty Middle furniture replacements; desks, chairs, lab tables, and stools | | \$60,000 | \$65,000 | \$70,000 | \$70,000 | \$75,000 |
| Doherty paint gym and complete acoustic tiles | | \$100,000 | | | | |
| Doherty Middle install high velocity fans in gym | | \$50,000 | | | | |
| Doherty Middle classroom cabinetry replacements and ADA sinks (MAAB agreement) | | \$70,000 | \$70,000 | \$70,000 | \$70,000 | |
| Doherty Middle replace cafeteria floor-abate | | | \$75,000 | | | |
| Doherty exterior door replacement program | | | | | | \$50,000 |
| Doherty Middle wall unit heaters | | | | | | \$50,000 |
| Sanborn Elementary classroom counters replacement program | | \$50,000 | \$50,000 | | | |
| Sanborn Elementary restroom renovation program | | | | \$50,000 | \$50,000 | \$60,000 |
| Sanborn Elementary high velocity fans installation in gym | | \$50,000 | | | | |
| Sanborn Elementary new blinds in the Cafetorium | | \$50,000 | | | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

| | Priority | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|--|----------|------------------|------------------|------------------|------------------|------------------|
| School Administration/ Central Offices restroom renovations | | | \$75,000 | \$75,000 | \$75,000 | |
| South Elementary gym floor restoration | | \$50,000 | | | | |
| South Elementary gym sound panels, wall pads and climbing wall | | | \$65,000 | | | |
| South Elementary restroom renovation program | | | \$60,000 | \$65,000 | \$65,000 | \$70,000 |
| South Elementary classroom counters replacement program | | | | \$50,000 | \$55,000 | |
| South Elementary stage curtain | | | | | | \$50,000 |
| West Middle window replacement program | | | | | | \$50,000 |
| West Middle cabinetry upgrades | | | | | | \$55,000 |
| West Middle restroom renovation program | | | | \$75,000 | \$75,000 | \$75,000 |
| Totals | | \$545,000 | \$525,000 | \$555,000 | \$530,000 | \$535,000 |

Project Justification and Purpose:

Bancroft Elementary stage stairs – Funds will be requested to add stairs to the right of the stage. This will improve access to the stage.

* Doherty Middle School Major Construction Project and the Massachusetts Architectural Access Board *
Due to the major construction at Doherty Middle School during 2023 and 2024, the 30% threshold is triggered. This requires the entire building to meet current building code. An agreement was made with the Massachusetts Architectural Access Board (MAAB) to bring the entire building into compliance within five years. Projects described with “(Satisfies the MAAB agreement)” are a part of this agreement.

Doherty Middle restroom renovations – Funds are requested to continue renovating one restroom each year. (Satisfies the MAAB agreement)

Doherty Middle furniture replacement – Funds are requested to replace desks, chairs, lab tables and stools. The existing furnishings are quite old and have been repaired many times.

Doherty Middle paint gym and complete acoustic tiles – Funds are requested to paint the gymnasium and complete installation of acoustic wall panels.

Doherty Middle install high velocity fans in gymnasium – Funds are requested to install high velocity fans to improve air circulation in the gymnasium.

TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031

Doherty Middle classroom cabinetry replacements and ADA sinks – Cabinetry in the classrooms at Doherty Middle School are aged and in need of replacement. Funding is requested to begin a classroom cabinetry replacement project including ADA compliant sinks. (Satisfies the MAAB agreement)

Doherty Middle cafeteria floor-abate and replace – Funds will be requested to replace and abate the floor in the cafeteria.

Doherty Middle exterior door replacements – Funds will be requested to begin a program to replace the exterior doors at Doherty Middle School.

Doherty Middle wall unit heaters – Funds will be requested to replace the wall unit heaters at Doherty Middle School.

Sanborn Elementary classroom counters replacements – Funds are requested to replace the countertops in classrooms at Sanborn Elementary School. These replacements will be phased over a number of years until complete.

Sanborn Elementary restroom renovation program – Funds will be requested to renovate the restrooms at Sanborn Elementary school. This program will be phased over a number of years until complete.

Sanborn Elementary high velocity fans installation in gymnasium – Funds are requested to install high velocity fans to improve air circulation in the gymnasium.

Sanborn Elementary new blinds in the Cafetorium – Funds are requested to install blinds in the cafetorium.

School Administration/Central Offices restroom renovations – Funds will be requested to renovate the restrooms on the second and third floors of the Central Offices building. These restrooms are heavily used and are worn and dated.

South Elementary gym floor restoration – The gym floor at South Elementary is worn and in need of restoration. Funds are requested to restore it.

South Elementary gym improvements – Funds will be requested to install sound panels, wall pads, and a climbing wall in the South Elementary gym.

South Elementary restroom renovation program – The restrooms at South Elementary are in need of upgrades. Funds will be requested to begin a restroom renovation program, phased over several years.

South Elementary classroom counters replacements – Funds will be requested to begin a phased classroom counters replacement program at South Elementary School.

South Elementary stage curtain – Funds will be requested to replace the stage curtain in the cafetorium at South Elementary school.

West Middle window replacement program – Funds will be requested to implement a window replacement program. This program will be phased over several years.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

West Middle cabinetry upgrades – Funds will be requested to implement a cabinetry replacement program at West Middle School. This program will be phased over several years.

West Middle restroom renovations – Funds will be requested to begin a program of renovating one restroom each year.

Cost Estimate & Timing:

Estimated Annual Operating/Maintenance Cost or Savings:

Sustainability:

Sustainability in construction involves “cradle to grave” consideration of the environmental impact of our maintenance and construction activities. We consider from the “cradle” the source and materials selection of low emissions, recycled and local materials, to the “grave” analysis of whether materials used can be recycled at the end of their useful life.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$545,000 | \$545,000 |
| 2028 | \$525,000 | \$525,000 |
| 2029 | \$555,000 | \$555,000 |
| 2030 | \$530,000 | \$530,000 |
| 2031 | \$535,000 | \$535,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

PROJECT REQUEST: Major School Projects

SCH-5

Department Priority Ranking:
(1=highest, 2= second highest, etc)

TM's Rec. for FY27: \$1,810,000
Original Dept. Request: \$1,810,000
Submitted by: Dr. Magda Parvey, Supt. of Schools/ Janet Nicosia, Director
Department: School and Facilities Depts.
Funding Source: General Fund Borrowing
FY26 Dept. Request for FY27: \$1,910,000

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|-----------------------------|
| Project Description: |
|-----------------------------|

| | Priority | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|---|----------|-----------|-------------|--------|-----------|-----------|
| Andover High Collins Center auditorium seating upgrades | | | | | | \$300,000 |
| AHS Lovely Field replace turf and add accessible route walkway to visitors' side of field and ADA bleachers and track | | | \$2,500,000 | | | |
| Bancroft School rubberize two playground surfaces | | | \$300,000 | | \$350,000 | |
| Bancroft exterior masonry maintenance. Power washing, then repointing. | | \$50,000 | | | \$100,000 | |
| Doherty Middle replacement of air handlers in gym | | | \$400,000 | | | |
| Doherty Middle design for needed locker room renovations to meet ADA (MAAB agreement) | | \$150,000 | | | | |
| Doherty Middle repointing, power washing and masonry sealing. | | | | | | \$150,000 |
| Doherty Middle Memorial Auditorium (WWI) design for air conditioning and estimate construction (sprinklers). | | | | | | \$150,000 |
| Doherty Middle accessibility upgrades to the biology and chemistry labs. Door clearances and table height. | | \$150,000 | | | | |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

| | Priority | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|--|----------|-----------|-----------|-----------|-----------|-----------|
| Doherty Middle design then construct ADA ramp to the soccer fields and Andover Center Playground | | | | | | \$75,000 |
| Doherty Middle handrails modifications, design then construct. (MAAB agreement) | | \$100,000 | | \$600,000 | | |
| Doherty Middle replace switch gear | | | | \$200,000 | | |
| Sanborn Elementary demolition and removal of modular classrooms | | | | \$150,000 | | |
| Sanborn Elementary School new playground. Design, then construction. | | \$600,000 | | | | |
| Sanborn Elementary replace remaining concrete walkways | | | \$200,000 | | | |
| Sanborn locker refinishing and add ADA lockers | | | \$150,000 | | | |
| School Administration/ Central Offices roof replacement | | \$60,000 | | \$500,000 | | |
| School Administration/ Central Offices rubber stair treads | | | | | | \$200,000 |
| South Elementary site paving & concrete, including ramps at classroom door exits, fencing. (ADA) | | \$200,000 | | \$200,000 | | |
| South Elementary renovate teachers' lounge and adjoining areas: flooring, paint, ceiling, cabinetry, lighting. | | | | | | \$100,000 |
| South Elementary lockers refurbishment | | | | \$100,000 | \$100,000 | |
| South Elementary playgrounds. Design, then construct. | | | | \$100,000 | | \$900,000 |
| West Middle renovation of main office including HVAC and security vestibule | | \$400,000 | | | | |
| West Middle porous pavement fire road | | | | | | \$150,000 |

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

| | Priority | FY2027 | FY2028 | FY2029 | FY2030 | FY2031 |
|--|----------|--------------------|--------------------|--------------------|--------------------|--------------------|
| West Middle roof on second floor | | | | | \$500,000 | |
| West Middle renovation of two science rooms (phase 1 of 3 -six classrooms total) | | | | | | \$150,000 |
| West Middle school power wash and seal brick façade | | | | | \$150,000 | |
| West Middle school lockers repaint with electrostatic process and retrofit 25 lockers to ADA compliant | | | | | \$200,000 | |
| Wood Hill/High Plain repaving | | \$100,000 | \$100,000 | \$100,000 | | |
| Wood Hill/High Plain Auditorium new carpeting, lighting, clean or recover chairs, epoxy floor. | | | | | \$350,000 | |
| Totals | | \$1,810,000 | \$3,650,000 | \$1,950,000 | \$1,750,000 | \$2,175,000 |

Project Justification and Purpose:

Andover High Collins Center auditorium seating upgrades – Funds will be requested to upgrade the seating in the Collins Center for the Performing Arts.

Andover High Lovely Field accessible walkway – Funds will be requested to construct an accessible walkway to the visitors’ side of the field and an ADA compliant ramp to the bleachers.

Bancroft Elementary rubberize two playground surfaces – Funds will be requested to install rubber surfacing on two of the playgrounds at Bancroft Elementary school.

Bancroft Elementary exterior masonry maintenance – Funds are requested to power wash the exterior masonry at Bancroft Elementary school. Future funding will be requested to repaint and seal the masonry.

* Doherty Middle School Major Construction Project and the Massachusetts Architectural Access Board *
Due to the major construction at Doherty Middle School during 2023 and 2024, the 30% threshold is triggered. This requires the entire building to meet current building code. An agreement was made with the Massachusetts Architectural Access Board (MAAB) to bring the entire building into compliance within five years. Projects described with “(Satisfies the MAAB agreement)” are a part of this agreement.

Doherty Middle replacement of air handlers in the gymnasium – Funds will be requested to replace six air handler units, which are original equipment from the construction of the building.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

Doherty Middle renovate locker rooms to meet ADA – Funds are requested to design a locker room renovation that will meet ADA requirements. (Satisfies the MAAB agreement)

Doherty Middle exterior masonry maintenance – Funds will be requested to power wash, point and seal the exterior masonry at Doherty Middle school.

WWI Auditorium air conditioning – Funds will be requested for design, then construction of air conditioning and sprinklers in the WWI Auditorium on the Doherty Middle school campus.

Doherty Middle accessibility upgrades to the biology and chemistry labs – Funds are requested to bring the biology and chemistry labs into compliance with the Americans with Disabilities Act.

Doherty Middle accessibility ramp to playground and fields – Funds will be requested to design, then construct, a ramp to access the soccer fields and the Andover Center playground in compliance with the Americans with Disabilities Act.

Doherty Middle handrail modifications – Funds are requested to design ADA compliant handrails in Doherty Middle School. Future funds will be requested for the construction of the handrails. (Satisfies the MAAB agreement)

Doherty Middle switch gear replacement – Funds will be requested to replace the switch gear at Doherty Middle School.

Sanborn Elementary School demolition and removal of the modular classrooms – The modular building was installed in the year 2000 as a temporary structure and has reached the end of its useful life. Funds will be requested to demolish and remove this building.

Sanborn Elementary new playground – Funds are requested to construct a new ADA compliant playground at Sanborn Elementary school. This project will involve a significant amount of donated funds, including the Sanborn PTO and the Colleen E. Ritzer Memorial Fund. FY2026 funding for the design was approved at Andover Town Meeting 2025.

Sanborn Elementary walkways replacement – Funds will be requested to replace the remaining concrete walkways at Sanborn Elementary school.

Sanborn Elementary lockers replacement – Funds will be requested to refinish the existing student lockers at Sanborn School and to add ADA compliant lockers.

School Administration/Central Offices roof replacement – Funds are requested for the design, then construction to replace the roof at the Central Offices building.

School Administration/Central Offices rubber stair treads – Funds will be requested replace the rubber stair treads at the Central Offices building.

South Elementary site paving and concrete – Funds will be requested to phase in site redevelopment at South Elementary school. The project will include ADA compliant ramps at exterior classroom door exits.

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

South Elementary renovations to teachers' lounge – Funds will be requested to renovate the teachers' lounge and adjoining areas with new flooring, paint, cabinetry, lighting and ceilings.

South Elementary lockers refurbishment – Funds will be requested to refurbish the student lockers at South Elementary School.

South Elementary playgrounds – Funds will be requested to design, then construct new ADA compliant playgrounds at South Elementary school.

West Middle main office renovation – Funds are requested for the construction phase of the West Middle school office renovation, including a security vestibule and HVAC improvements.

West Middle porous pavement fire road – Funds will be requested for improvements to the porous pavement fire road at West Middle school.

West Middle roof on second floor – Funds will be requested to replace the roof over the second-floor area of West Middle School.

West Middle science room renovations – Funds will be requested for the design to renovate the West Middle school science room. This will be a two-phase project with design, then construction to follow two years later to allow adequate time for the design phase.

West Middle exterior masonry maintenance – Funds will be requested to power wash and seal the brick façade at West Middle school.

West Middle lockers improvements and ADA compliant retrofit – Funds will be requested to retrofit 25 lockers at West Middle school to meet ADA compliance and to repaint others with a durable electrostatic process to extend their useful purpose and enhance the aesthetic.

Wood Hill/High Plain repaving – Funds are requested to repave the Wood Hill Middle and High Plain Elementary school campus. This will be a phased project commencing over an estimated period of three years.

Wood Hill/High Plain Auditorium renovations – Funds will be requested to improve the shared auditorium with new carpeting and lighting. The chairs will be cleaned or recovered, and the floor will be cleaned and refreshed with an epoxy coating.

Cost Estimate & Timing:

Estimated Annual Operating/Maintenance Cost or Savings:

**TOWN OF ANDOVER
CAPITAL IMPROVEMENT PROGRAM FY2027 – FY2031**

Sustainability:

Sustainability in construction involves “cradle to grave” consideration of the environmental impact of our maintenance and construction activities. We consider from the “cradle” the source and materials selection of low emissions, recycled and local materials, to the “grave” analysis of whether materials used can be recycled at the end of their useful life.

Town Manager’s Recommendation:

The Town Manager supports funding the FY27 request.

| Fiscal Year | Dept. Request | Town Manager Recommendation |
|--------------------|----------------------|------------------------------------|
| 2027 | \$1,810,000 | \$1,810,000 |
| 2028 | \$3,650,000 | \$3,350,000 |
| 2029 | \$1,950,000 | \$1,750,000 |
| 2030 | \$1,750,000 | \$1,550,000 |
| 2031 | \$2,175,000 | \$2,175,000 |

SECTION 4



CIP BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

Town of Andover General By-laws

Miscellaneous - Article XII, § 34.

CAPITAL IMPROVEMENT PROGRAM. [AMENDED 4-2-1991, ART. 37]

- (a) Preparation and submission. The Town Manager annually shall prepare, with the assistance of the Town Planning Board, a five-year capital improvement program. At the request of the Town Manager, all town boards, committees, commissions and other agencies of the town shall submit to the Manager, in such form and according to such schedule of time as the Manager may require, detailed statements of capital improvements requested for their respective boards, committees, commissions and agencies during the next five fiscal years. The Manager shall submit the five-year capital improvement program to the Select Board at least three months prior to the final date for submission of the annual budget as prescribed by Town Bylaw. Concurrently, copies of the capital improvement program shall also be transmitted to the Finance Committee and School Committee. The capital improvement program shall include:

- (1) A clear general summary of its contents;
- (2) A list of all capital improvements which are proposed to be undertaken during the five fiscal years ensuing, with appropriate supporting information as to the necessity for such improvements;
- (3) Cost estimates, method of financing and recommended time schedules for each such improvement; and
- (4) The estimated annual cost of operating and maintaining any facilities to be constructed or acquired.

The above information may be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition.

- (b) Action on capital improvement program:

- (1) Notice and hearing. The Select Board shall cause to be published in one or more newspapers of general circulation in the town the general summary of the capital improvement program and a notice stating: (a) the times and places where copies of the capital improvement program are available for inspection; and (b) the time and place, not less than two weeks after such publication, for a public hearing on the capital improvement program.
- (2) (Meeting with Finance Committee.) After the public hearing but at least 10 days before adoption of the capital improvement program, the Select Board shall meet and confer with the Finance Committee concerning the program.

Adoption. The Select Board by resolution shall adopt the capital improvement program with or without amendment after the public hearing and after conferring with the Finance Committee, at least one month before the required date for submission of the annual budget by the Town Manager.

A. FISCAL POLICIES/GENERAL FUND

1. All current operating expenditures will be paid for with current operating revenues. The purpose of this policy is to maintain a financially sound operating position for the town by promoting Andover's ability to 1) balance its budget on a current basis, 2) maintain reserves for emergencies, and 3) have sufficient liquidity to pay bills on time to avoid short-term borrowing costs. The town will avoid budgetary procedures that balance current expenditures at the expense of meeting future years' expenses, such as postponing expenditures, accruing future years' revenues or rolling over short-term debt.
2. The combined balance of Free Cash and Stabilization Fund should be maintained at 3%-7% of general fund operating revenues.
 - a. The Town will endeavor to maintain a certified Free Cash balance equal to 3% - 7% of general

BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

fund. The Free Cash balance is an important indicator of whether a town is living within its means. A declining balance means that the town is spending more on an annual basis than it is collecting in revenues. Andover's goal is to maintain its Free Cash balance at 3% - 7% as a reserve which can be tapped in case of emergency and to provide enough cash in the bank to meet payrolls and pay the bills without having to borrow in anticipation of taxes. Together with the Stabilization Fund the 3-7% goal is a widely accepted measure of good financial standing and a factor in Andover's bond rating.

Free Cash provides a financial cushion against events such as a sudden loss of a revenue source, an economic downturn, emergency or other unanticipated expenditures, non-recurring capital expenditures and uneven cash flow. A constant decline or a low level of Free Cash indicates a problem in meeting current expenditures and revenue targets, subsidizing the current operating budget, or utilizing reserves for purposes not planned. A sudden decline in free cash may be temporary or related to planned purposes.

- b. The Town will endeavor to maintain a Stabilization Fund. Funds held in Stabilization may be appropriated for one-time capital expenses only. The Town may appropriate monies into the Stabilization Fund over two or more years for a specific planned capital project in order to avoid borrowing costs.
3. Free Cash in excess of goal should be used for non-recurring or emergency expenditures or appropriated to a stabilization fund for future capital projects and equipment purchases. This goal, combined with Policy 2, will provide a strategy to avoid creating future operating deficits by over reliance on Free Cash to subsidize the operating budget. The policy should allow, once a reasonable level of Free Cash is attained, for a contingency reserve (either appropriated or unappropriated) to be used for expenditures of a non-recurring nature, capital and equipment purchases, or unexpected, nonrecurring small increases in public service costs.

4.

| Fiscal Year | Certified Free Cash Going into Town Meeting | Free Cash as % of Budget | Amount Spent by Town Meeting | Amount Remaining after Town Meeting |
|--------------------|--|---------------------------------|-------------------------------------|--|
| 2016 | 4,843,241 | 2.9% | 3,793,000 | 1,050,241 |
| 2017 | 5,062,537 | 2.9% | 1,825,000 | 3,237,537 |
| 2018 | 8,912,647 | 4.9% | 2,714,000 | 6,198,647 |
| 2019 | 8,807,910 | 4.9% | 3,610,000 | 5,197,910 |
| 2020 | 9,563,348 | 5.2% | 3,428,870 | 6,134,478 |
| 2021 | 9,360,482 | 4.84% | 3,628,652 | 5,731,830 |
| 2022 | 8,224,998 | 4.18% | 3,414,292 | 4,810,706 |
| 2023 | 10,079,412 | 4.97% | 2,903,172 | \$7,176,240 |
| 2024 | \$14,919,306 | 6.38% | 2,926,792 | \$11,992,514 |
| 2025 | \$18,978,730 | 7.69% | 5,548,784 | \$13,429,946 |

5. Annual budget should include a Capital Projects Fund from current dollars to maintain an equipment replacement and facilities maintenance schedule equal to 2% of General Fund Operating Budget. Much of the Town's government wealth is invested in our capital plant i.e. buildings, fields, infrastructure, equipment, and vehicles. Long-term debt is an appropriate source of funding for certain types of projects while current revenues should be used for those assets with a short useful life.
6. Annual budget should include 20% of the property taxes from new growth/construction and should be allocated to capital projects fund. This goal will provide for a source of funding that does not compete with the operating budget but increases or decreases in relation to growth in the budget and growth in

BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

the community.

7. Fees and user charges should be reviewed annually in relation to the costs of providing the service. As State and Federal assistance has declined and/or been eliminated, the Town's local non-property tax revenue base has provided more funding for local services. In order to continue to provide these services without an additional burden on the property tax, these fees should be reviewed to cover, when appropriate, any cost increase or decrease associated with delivering that program or service.
8. When positions are funded with grants or user fees, the budget for the use of those revenues should include a transfer to the General Fund to cover employee health insurance costs.

B. **FISCAL POLICIES - WATER & SEWER**

1. Rates and fees for water and sewer funds should be set at a level to provide for self-supporting operations. The water and sewer funds should be reviewed annually to project revenues and expenditures for the next fiscal year, estimates of current year, and projections for future years. Estimates of capital projects and debt service should be included in order to project the impact on water or sewer rates. Any water or sewer costs not supported by user revenues or betterments would place a requirement on the General Fund for financial support.
2. Betterments will be assessed for water and sewer extensions. In line with Policy 1, water and sewer projects that are extensions on the existing system will be assessed to the property owner according to the betterment formula for water and sewer.
3. Water and sewer main replacements should be scheduled so as to avoid major increases in water and sewer rates. The current water and sewer funds are established as self-supporting on a cash basis. Revenues are planned to cover operating budgets, indirect and overhead costs, and debt service payments. Depreciation is not funded, therefore, a carefully designed replacement plan is necessary to ensure a rate structure adequate to pay all costs including proposed new long-term debt.
4. Water and sewer debt service should not exceed 40% of water and sewer operating revenues. Water and sewer capital plan should attempt to invest in the town's water and sewer system at a rate that does not place dramatic increases on the ratepayer. One method for accomplishing this objective is to relate debt service to operating revenues at the 1994 fiscal year base level. This practice would allow increased investment in the Town's enterprises but in proportion to revenue increases.

C. **CAPITAL PLANNING POLICIES**

1. General

CAPITAL PROJECT/ITEM: An expenditure of \$15,000 or more with a useful life greater than one year for one of the following purposes:

- Acquisition of land;
- Construction, expansion or renovation of a facility. Facilities include buildings, streets, bridges, sidewalks, parking lots, utilities, playing fields, cemeteries, playgrounds, etc.;
- Acquisition of large capital items including vehicles, technology, communication equipment, etc;
- Facility maintenance projects including roof repair, HVAC, electrical, masonry, painting, carpeting, street resurfacing, sidewalk reconstruction, playground equipment/major repairs;
- Planning, feasibility, engineering or design studies related to a capital project.

CRITERIA FOR SETTING PRIORITIES:

- Highest priority – Projects/items essential to protecting the health/safety of the public, employees and school children; Projects essential to protecting public and private property.
- Second highest priority – Projects/items without which an existing or critically needed service cannot be properly delivered in terms of quality or dependability.
- Third highest priority – Projects/items that produce a cost savings to the Town by reducing future replacement or operating costs; Projects that are responsive to the desires of a significant segment of the community.

FUNDING SOURCES:

- Borrowing – Projects/items of \$25,000 or more with a useful life of at least 10 years may be

BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

considered for borrowing. The sources of revenues to support Borrowing are:

- General Fund – Within Proposition 2½;
 - Sewer Enterprise Fund and Water Enterprise Fund;
 - General Fund – With Debt Exclusion Vote.
 - **Pay-As-You-Go (PAYGO)** – Projects/items of \$15,000 or more with a useful life of at least 5 years may be considered for PAYGO funding. The sources of Pay-As-You-Go funds are:
 - Capital Project Fund supported by General Fund Revenues;
 - Water and Sewer Reserves, Cemetery Receipts, Parking Receipts, Field Rental Receipts; and Cable Franchise Fee Receipts;
 - General Fund Capital Outlay Exclusion;
 - Free Cash warrant articles.
 - **Departmental Operating Budget** – Projects/items of less than \$15,000 with a useful life of greater than one year may be considered for funding in departmental operating budgets. The sources of revenues to support Operating budgets are:
 - General Fund
 - Water and sewer reserves, cemetery receipts, parking receipts, and rental receipts;
 - Departmental revolving receipts
2. The annual operating cost of a proposed capital project, as well as debt service costs, will be identified before any long-term bonded capital project is recommended. Capital projects may increase future expenses, decrease future expenses or may be cost-neutral. The funding of capital projects may fall within available revenues (taxes or fees) or new revenue sources (debt or capital exclusions). It is important to project the impact that the proposed capital project has on the operating budget so that operating budget funding sources could also be identified or new funding sources recommended.
 3. Capital projects should be reviewed in relation to impact on property tax limitation and annual operating budgets.
 - a. Projects funded with current tax revenues should identify the impact on the annual operating budget.
 - b. Projects funded with long-term debt and not exempted from Proposition 2 ½ should identify the impact on annual operating budgets.
 - c. Projects funded with long-term debt and exempted from Proposition 2 1/2 should identify the impact on the annual tax rate and/or tax bill. (Debt Exclusion)
 - d. Projects funded with capital exclusion should identify the impact on current annual tax rate and/or tax bill. (Capital Expenditure Exclusion)
 4. Funding for discretionary capital projects should be contingent on voter approval of either a debt exclusion or capital expenditure exclusion so that the limited resources available within Proposition 2½ remain available for Town and School operating needs and essential capital projects. Non-discretionary projects are those needed to protect health and safety or to meet legal mandates. Debt Exclusions or Capital Expenditure Exclusions may also be considered for non-discretionary projects on a non-contingent basis.

D. **DEBT MANAGEMENT POLICIES**

1. Long-term debt should not be incurred without a clear identification of its financing sources. Long-term debt is generally utilized to fund capital projects that have a long useful life and are relatively expensive. Because of the debt service costs and annual appropriations necessary to retire this debt, there should be clear knowledge and commitment of revenue sources available to pay these costs without competing with operating budgets for limited resources. See Financing Options and Capital Planning policies for further discussion.
2. Betterments will be assessed on all capital projects where applicable. (e.g. water, sewer, street, sidewalks, etc.) When specific benefits accrue to property owner(s), betterments will be assessed in accordance with State Statutes and local policies. This funding source will contribute all or a portion of the costs associated with the capital project.

BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

3. General Fund debt service will not exceed 10% of General Fund revenues. The credit rating agencies, such as Moody's Investors Services, consider debt service on net direct debt (i.e. non-self supporting) exceeding 20% of net operating revenues as a potential problem. Dramatic increases in debt service also indicate potential problems unless revenue sources increase to keep pace with these additions to fixed costs. The 10% benchmark provides a policy to apply to new projects and the growth of revenues to finance such projects.
4. The Town will attempt to maintain a long-term debt schedule so that at least 50% of outstanding principal will be paid within 10 years. Debt service costs include annual principal and interest payments. Debt service costs are also a significant portion of fixed costs. A reasonable maturity schedule not only reduces interest costs but recognizes that capital needs will continue to be identified and recommended. Credit rating bureaus review these maturity schedules and future capital needs.

Debt Service Fund

The Debt Service Fund provides the appropriation for the Town's annual principal and interest costs associated with various capital construction projects. The projects are funded by the issuance of tax-exempt bonds. The Water and Sewer Enterprises pay for its debt service from user fees and betterments.

SECTION 5



FINANCIAL DATA

FINANCIAL DATA

Three Year Capital History

| | Actual FY2024 | Actual FY2025 | Actual FY2026 | TM Rec FY2027 | Total FY24-26 | Funding Source |
|---|--------------------|--------------------|--------------------|--------------------|---------------------|-------------------------|
| ADMINISTRATION & FINANCE | \$20,000 | \$35,000 | \$50,000 | \$50,000 | \$105,000 | |
| Participatory Capital Budgeting | \$20,000 | \$35,000 | \$50,000 | \$50,000 | \$105,000 | Taxation |
| TOWN MANAGER | \$0 | \$75,000 | \$600,000 | \$200,000 | \$675,000 | |
| Facility Master Plan Update | | \$50,000 | | | \$50,000 | Free Cash |
| Traffic and Intersection Safety Studies | | \$25,000 | | | \$25,000 | Free Cash |
| Purchase of Resident Trash & Recycling Carts | | | \$600,000 | \$200,000 | \$600,000 | Free Cash |
| TOWN CLERK | \$0 | \$25,000 | \$0 | \$0 | \$25,000 | |
| High-Speed Ballot Tabulator | | \$25,000 | | | \$25,000 | Taxation |
| COMMUNITY DEVELOPMENT & PLANNING | \$65,000 | \$0 | \$72,788 | \$104,200 | \$137,788 | |
| Active Transportation Plan | \$40,000 | | | | \$40,000 | Special Dedicated Funds |
| Improving Kiosks, Signage, and Interpretive Panels | \$25,000 | | | | \$25,000 | Taxation |
| Invasive Species Management and Education | | | \$42,340 | \$44,200 | \$42,340 | Taxation |
| Mary French Boardwalk Restoration | | | \$30,448 | \$30,000 | \$30,448 | Taxation |
| Merrimack River Cleanup | | | | \$30,000 | \$0 | Taxation |
| SUSTAINABILITY | \$0 | \$0 | \$21,740 | \$0 | \$21,740 | |
| Shawsheen River Stream and Rain Gage | | | \$21,740 | | \$21,740 | Taxation |
| INNOVATION & TECHNOLOGY | \$1,014,128 | \$940,000 | \$1,000,000 | \$1,060,000 | \$2,954,128 | |
| Annual Student PC Replacement/Lease Program | \$257,890 | \$250,000 | \$150,000 | \$178,000 | \$657,890 | Free Cash |
| Annual Staff PC Replacement/Lease Program | \$456,238 | \$340,000 | \$300,000 | \$300,000 | \$1,096,238 | Free Cash |
| IT Infrastructure | \$300,000 | \$350,000 | \$550,000 | \$582,000 | \$1,200,000 | Free Cash |
| POLICE | \$245,000 | \$270,000 | \$660,000 | \$370,000 | \$1,175,000 | |
| Vehicle Replacement | \$205,000 | \$205,000 | \$210,000 | \$225,000 | \$620,000 | Free Cash |
| Firearms Replacement | | \$65,000 | | | \$65,000 | Taxation |
| Accident Reconstruction Mapping Systems GNSS | \$40,000 | | | | \$40,000 | Taxation |
| Public Safety Simulcast Radio & Multiband Public Radios | | | \$450,000 | | \$450,000 | Free Cash |
| Police Cruisers/MC Computers | | | | \$145,000 | \$0 | Free Cash |
| FIRE | \$1,160,000 | \$175,000 | \$900,000 | \$2,263,000 | \$2,235,000 | |
| Fire Apparatus Replacement | \$975,000 | | \$565,000 | \$2,200,000 | \$3,740,000 | Borrow/Free Cash |
| Radio Box Repeater System | \$165,000 | \$130,000 | | | \$295,000 | Borrow |
| Multiband Portable Radios | | | \$275,000 | | \$275,000 | Free Cash |
| Thermal Imaging Camera Replacement | | \$45,000 | | | \$45,000 | Borrow |
| Emergency Services Call Box | \$20,000 | | | | \$20,000 | Taxation |
| Cordless Battery-Operated Rescue Tools | | | \$60,000 | \$63,000 | \$60,000 | Free Cash/Taxation |
| PUBLIC WORKS | \$2,952,126 | \$3,900,126 | \$4,185,194 | \$6,420,000 | \$11,037,446 | |
| Major Annual Road Maintenance | \$1,395,126 | \$1,395,126 | \$2,041,194 | | \$4,831,446 | Chapter 90 |
| Minor Sidewalk Repairs | \$250,000 | \$200,000 | \$250,000 | \$250,000 | \$700,000 | Free Cash |
| Public Works Vehicles - Small | \$82,000 | \$60,000 | \$99,000 | \$172,000 | \$241,000 | Taxation/Free Cash |
| Public Works Vehicles - Large | \$455,000 | \$560,000 | \$300,000 | \$578,000 | \$1,315,000 | Borrow |
| Town Bridge Evaluation & Maintenance | | \$200,000 | | | \$200,000 | Borrow |
| Minor Storm Drain Improvements | | \$650,000 | \$100,000 | \$200,000 | \$750,000 | Borrow/Taxation |
| Storm Water Management | | \$40,000 | | \$100,000 | \$40,000 | Free Cash/Taxation |
| Spring Grove Cemetery Improvements | \$20,000 | \$20,000 | \$20,000 | \$20,000 | \$60,000 | Taxation |
| Town Sidewalk Program | \$750,000 | \$775,000 | \$550,000 | \$5,000,000 | \$7,075,000 | Free Cash/Borrow |
| Hazardous Tree Removal | | | \$75,000 | | \$75,000 | Free Cash |
| Shawsheen Culvert Study | | | \$150,000 | | \$150,000 | Free Cash |
| Elm Square Safety Improvements | | | \$600,000 | | \$600,000 | Borrow |
| Spring Grove Cemetery Master Plan | | | | \$100,000 | \$0 | Cemetery |

FINANCIAL DATA

Three Year Capital History

| | Actual FY2024 | Actual FY2025 | Actual FY2026 | TM Rec FY2027 | Total FY24-26 | Funding Source |
|---|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| WATER/SEWER ENTERPRISE | \$13,360,000 | \$7,294,000 | \$10,000,000 | \$26,335,000 | \$30,654,000 | |
| Major Water Main Replacement | \$6,000,000 | \$6,000,000 | \$6,000,000 | \$12,000,000 | \$18,000,000 | Borrow |
| Water Treatment GAC Replacement | \$560,000 | \$294,000 | | | \$854,000 | Borrow |
| Minor Sanitary Sewer Collection System Improvements | | \$250,000 | | \$250,000 | \$250,000 | Reserves/Borrow |
| Inflow/Infiltration Removal Program | \$300,000 | \$250,000 | | \$250,000 | \$800,000 | Reserves |
| WTP Scada System Upgrades | \$2,500,000 | | | | \$2,500,000 | Borrow |
| Shawsheen River Sewer Interceptor Improvements | \$2,200,000 | \$500,000 | | \$750,000 | \$2,700,000 | Borrow |
| Lead Service Replacements | \$1,800,000 | | | | \$1,800,000 | Borrow |
| Wood Hill Pumps and Motor Controls | | | \$650,000 | \$5,850,000 | \$650,000 | Borrow |
| Fish Brook Pumping Station | | | \$500,000 | | \$500,000 | Borrow |
| Shawsheen Pumping Station | | | \$1,000,000 | \$5,000,000 | \$1,000,000 | Borrow |
| Raw Water Pumping Station | | | \$1,850,000 | | \$1,850,000 | Borrow |
| Bancroft Pumping Station (Roof & Generator) | | | | \$85,000 | \$0 | Reserves |
| WTP - Ozone Generators | | | | \$2,000,000 | \$0 | Borrow |
| WTP - Mill Foil Removal | | | | \$150,000 | \$0 | Reserves |
| FACILITIES | \$2,995,000 | \$2,730,000 | \$3,885,000 | \$8,465,000 | \$9,610,000 | |
| Town Projects - Building | \$475,000 | \$475,000 | \$515,000 | \$575,000 | \$1,465,000 | Taxation |
| Town Projects - Mechanical & Electrical | \$420,000 | \$420,000 | \$440,000 | \$485,000 | \$1,280,000 | Taxation |
| Town Vehicle Replacement | \$105,000 | \$90,000 | \$100,000 | \$230,000 | \$295,000 | Taxation/Free Cash |
| Major Town Projects | \$900,000 | \$900,000 | \$2,335,000 | \$1,475,000 | \$4,135,000 | Borrow/Free Cash |
| Town & School Energy Initiatives | \$470,000 | \$115,000 | | \$125,000 | \$710,000 | Borrow/Free Cash |
| Town & School Security Projects | | \$130,000 | | \$200,000 | \$130,000 | Borrow/Free Cash |
| Town Parks and Playground Improvements | \$625,000 | \$600,000 | \$495,000 | \$5,375,000 | \$1,720,000 | Borrow/Free Cash |
| SCHOOL | \$2,463,000 | \$2,510,000 | \$1,965,000 | \$3,450,000 | \$6,938,000 | |
| School Projects - All Schools | \$950,000 | \$930,000 | \$1,000,000 | \$1,095,000 | \$2,880,000 | Taxation |
| School - Projects by Building | \$388,000 | \$280,000 | \$285,000 | \$545,000 | \$953,000 | Taxation |
| Major School Projects | \$1,125,000 | \$1,300,000 | \$680,000 | \$1,810,000 | \$3,105,000 | Borrow |
| Grand Total | \$24,274,254 | \$17,929,126 | \$23,339,722 | \$48,717,200 | \$65,543,102 | |

FINANCIAL DATA

Town of Andover Long Range Financial Plan FY 2027 – FY 2031

| | FY2027 | % Change | FY2028 | % Change | FY2029 | % Change | FY2030 | % Change | FY2031 | % Change |
|-----------------------------------|--------------------|-------------------|--------------|--------------------|------------------|--------------|--------------------|-------------------|--------------------|---------------|
| REVENUE | | | | | | | | | | |
| Property Taxes | 189,047,801 | 7.11% | 195,512,276 | 3.42% | 202,225,277 | 3.43% | 209,197,362 | 3.45% | 216,439,572 | 3.46% |
| Prior Year Levy | 4,726,195 | 177.93% | 4,887,807 | 161.61% | 5,055,632 | 167.82% | 5,229,934 | 174.30% | 5,410,989 | 181.05% |
| 2.12% Increase | 1,738,266 | (93.13%) | 1,931,422 | 11.11% | 1,916,453 | (0.77%) | 1,931,422 | 0.78% | 1,946,888 | 0.40% |
| New Growth | (307,500) | (7.50%) | (315,188) | (7.68%) | (323,067) | (8.07%) | (331,144) | (8.07%) | (339,422) | (8.27%) |
| Unused Excess Levy Capacity | 10,075,274 | (96.39%) | 9,844,072 | (2.32%) | 9,796,847 | (0.48%) | 9,749,284 | (0.49%) | 9,693,756 | (0.50%) |
| Exempt Revenue | 205,280,050 | 6.36% | 211,754,161 | 3.15% | 218,671,141 | 3.27% | 225,857,712 | 3.29% | 233,317,785 | 3.30% |
| Total Property Taxes | 18,450,462 | 32.52% | 18,808,751 | 1.94% | 19,174,205 | 1.94% | 19,547,968 | 1.94% | 19,927,187 | 1.95% |
| State Aid | 13,828,267 | 64.74% | 14,015,347 | 1.35% | 14,162,605 | 1.05% | 14,311,390 | 1.05% | 14,461,724 | 1.05% |
| Local Revenues | 5,807,000 | 1,942,000 | 50,25% | 3,000,000 | (2,807,000) | (-48.34%) | 3,435,000 | 14.50% | 4,082,750 | 18.86% |
| Free Cash for CIP & Articles | 250,000 | 0.00% | 50,000 | (200,000) | (-80.00%) | 50,000 | 0.00% | 50,000 | 0.00% | |
| Other Funds | 38,335,729 | 2,911,974 | 8.22% | 38,821,910 | 1,267,136 | 3.26% | 37,991,108 | (2.11%) | 37,659,661 | (0.87%) |
| Water & Sewer Enterprise Revenues | 21,913,437 | 11,264,684 | 51.41% | 27,173,039 | 47,826,355 | 176.00% | 282,008,210 | 1,042,874,171 | 3,849,336,874 | 1,341,125,258 |
| TOTAL REVENUE | 265,529,216 | 11,264,684 | 4.43% | 271,733,039 | 6,203,824 | 2.34% | 282,008,210 | 10,275,171 | 37,007,395 | 3.90% |
| | | | | | | | | | | |
| EXPENSES | | | | | | | | | | |
| Capital and Debt Service | 14,978,235 | (627,387) | (4.19%) | 15,521,827 | 543,592 | 3.63% | 15,886,286 | 2.35% | 16,253,309 | 2.31% |
| Non-Exempt Debt Service | 12,670,885 | (221,145) | (1.72%) | 12,621,480 | (49,405) | (0.39%) | 12,576,456 | (0.36%) | 12,470,533 | (0.78%) |
| Exempt Debt Service | 3,237,200 | 633,672 | 19.58% | 3,233,240 | (3,960) | (0.12%) | 3,256,300 | 0.71% | 3,310,000 | 1.66% |
| Cash Capital | (300,000) | (100,000) | (-33.33%) | (300,000) | (0.00%) | (300,000) | (0.00%) | (300,000) | (0.00%) | |
| Capital Offsets | 30,586,320 | (214,860) | (-0.70%) | 31,076,547 | 490,227 | 1.60% | 31,118,042 | 0.14% | 31,290,763 | 0.56% |
| Total Capital and Debt Service | 8,046,542 | 430,928 | 5.66% | 8,504,482 | 457,941 | 5.69% | 8,985,430 | 5.66% | 9,470,615 | 5.45% |
| Obligations | 30,707,442 | 3,335,383 | 12.19% | 33,158,836 | 2,451,395 | 7.38% | 35,477,095 | 7.00% | 37,599,542 | 6.00% |
| Health Insurance | 2,200,071 | 235,722 | 12.00% | 2,305,895 | 105,824 | 4.81% | 2,417,020 | 4.82% | 2,533,725 | 4.83% |
| Other Post Employment Benefits | 1,310,166 | 62,389 | 5.00% | 1,375,674 | 65,508 | 5.00% | 1,444,458 | 5.00% | 1,516,681 | 5.00% |
| Insurance/Workers' Comp | 120,691 | 2,944 | 2.50% | 123,708 | 3,017 | 2.50% | 126,801 | 2.50% | 129,971 | 2.50% |
| Unemployment Compensation | 4,531,746 | 227,846 | 5.29% | 4,771,898 | 240,151 | 5.30% | 5,025,023 | 5.30% | 5,291,827 | 5.31% |
| Solid Waste | 46,916,657 | 4,295,211 | 10.08% | 50,240,493 | 3,323,836 | 7.08% | 53,475,826 | 6.44% | 56,395,229 | 5.45% |
| Total Obligations | 810,377 | 19,765 | 2.50% | 830,637 | 20,259 | 2.50% | 851,403 | 2.50% | 872,688 | 2.50% |
| State Assessments | 1,178,781 | (213,353) | (-18.10%) | 1,214,144 | 35,363 | 3.00% | 1,250,568 | 3.00% | 1,288,086 | 3.00% |
| Technical School Assessments | 700,000 | (100,000) | (-14.29%) | 800,000 | 100,000 | 14.29% | 900,000 | 12.50% | 1,000,000 | 11.11% |
| Overlay Reserve | 501,000 | (413,000) | (-82.44%) | 651,000 | 150,000 | 29.94% | 801,000 | 23.04% | 951,000 | 18.73% |
| Warrant Articles - Taxation | 5,807,000 | 1,942,000 | 33.45% | 3,000,000 | (2,807,000) | (-93.55%) | 3,435,000 | 14.50% | 4,082,750 | 18.86% |
| Warrant Articles - Free Cash | 8,987,158 | 1,235,412 | 13.75% | 6,495,781 | (2,501,377) | (-38.51%) | 7,137,871 | 11.24% | 7,994,523 | 11.99% |
| Total Expenses - Other | 21,913,437 | 24,104,780 | 110.00% | 24,104,780 | 0.00% | 26,515,258 | 100.00% | 29,166,784 | 100.00% | |
| Expenses - Water & Sewer | 47,165,465 | 1,262,336 | 2.75% | 48,580,429 | 1,414,964 | 3.00% | 50,037,842 | 3.00% | 51,538,977 | 3.00% |
| Expenses - Town Operations | 1,069,125 | 269,123 | 25.17% | 750,628 | (318,497) | (-42.43%) | 806,241 | 8.07% | 867,905 | 7.57% |
| Transfers | 46,537,080 | 1,181,459 | 2.60% | 47,333,547 | 796,466 | 1.71% | 48,151,641 | 1.71% | 49,000,000 | 1.71% |
| Officers | 111,536,189 | 4,031,429 | 3.75% | 115,439,955 | 3,903,767 | 3.50% | 119,480,354 | 3.50% | 123,662,166 | 3.50% |
| Total Town Budget | 110,578,564 | 3,981,429 | 3.74% | 114,432,330 | 3,853,767 | 3.49% | 118,422,729 | 3.49% | 122,554,541 | 3.49% |
| Expenses - School Operations | 265,529,216 | 12,470,781 | 4.93% | 275,683,478 | 8,154,262 | 3.07% | 285,481,467 | 3.59% | 294,778,027 | 3.28% |
| School Budget | (957,625) | (60,000) | (-6.27%) | (1,057,625) | (50,000) | (-4.76%) | (1,107,625) | (4.76%) | (1,157,625) | (4.50%) |
| Officers and Transfers | 110,578,564 | 3,981,429 | 3.74% | 114,432,330 | 3,853,767 | 3.49% | 118,422,729 | 3.49% | 122,554,541 | 3.49% |
| Total School Budget | 265,529,216 | 12,470,781 | 4.93% | 275,683,478 | 8,154,262 | 3.07% | 285,481,467 | 3.59% | 294,778,027 | 3.28% |
| TOTAL APPROPRIATIONS | (0) | | | (1,950,439) | | | (1,762,422) | | (1,564,155) | |
| Balance | | | | | | | | | | |

FINANCIAL DATA

| TOWN OF ANDOVER, MASSACHUSETTS DETAIL DEBT SCHEDULE BY FISCAL YEAR AS OF JULY 1, 2025 | | | | | | | | | |
|---|---------------------------|-----------|------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| PRINCIPAL & INTEREST | | | | | | | | | |
| ISSUE | ARTICLE | LOAN DATE | TOTAL LOAN | 2027 | 2028 | 2029 | 2030 | 2031 | TOTAL ALL YEARS |
| EXEMPT DEBT | | | | | | | | | |
| SCHOOL | | | | | | | | | |
| BANCROFT FEASIBILITY | ART 59, 2009 | 12/22/11 | 162,000 | 5,837.51 | 5,693.76 | 5,543.76 | 5,393.76 | 5,240.63 | 38,762.55 |
| MIDDLE/EL SCHOOL Ref: NC | ART 9, 2000 | 12/19/12 | 1,500,000 | - | - | - | - | - | 142,800.00 |
| BANCROFT SCHOOL | ART 03, 2012 | 12/19/12 | 14,000,000 | 845,250.00 | 817,250.00 | 796,250.00 | 775,250.00 | 756,875.00 | 6,321,875.00 |
| BANCROFT SCHOOL | ART 03, 2012 | 3/6/14 | 13,055,000 | 826,312.50 | 806,812.50 | 787,312.50 | 767,000.00 | 745,875.00 | 6,881,875.00 |
| BANCROFT SCHOOL | ART 1, 2013 | 3/6/14 | 2,435,000 | 152,560.00 | 148,950.00 | 145,360.00 | 141,600.00 | 137,700.00 | 1,270,500.00 |
| BANCROFT SCHOOL | ART 3, 2010 | 6/19/15 | 100,000 | 6,412.50 | 6,262.50 | 6,112.50 | 5,962.50 | 5,812.50 | 58,750.00 |
| BANCROFT SCHOOL | ART 1, 2013 | 6/19/15 | 779,000 | 50,487.50 | 49,287.50 | 48,087.50 | 46,887.50 | 45,687.50 | 438,500.00 |
| BANCROFT SCHOOL | ART 3, 2010 | 12/15/16 | 967,000 | 66,700.00 | 64,950.00 | 63,450.00 | 61,950.00 | 60,325.00 | 684,425.00 |
| BANCROFT SCHOOL | ART 1, 2013 | 6/19/15 | 779,000 | 50,487.50 | 49,287.50 | 48,087.50 | 46,887.50 | 45,687.50 | 438,500.00 |
| WEST ELS/HAWSHHEEN PRE-SCHOOL | ART 15, 2021 | 12/16/21 | 6,695,000 | 316,706.26 | 318,706.26 | 320,206.26 | 316,331.26 | 317,081.26 | 8,577,728.35 |
| WEST ELEMENTARY/SHAWSHHEEN PRE-SCHOOL | ART 15, 2021 | 7/28/22 | 46,914,500 | 2,821,825.00 | 2,823,450.00 | 2,822,825.00 | 2,824,825.00 | 2,824,325.00 | 79,040,350.00 |
| WEST ELEMENTARY/SHAWSHHEEN PRE-SCHOOL | ART 15, 2021 | 12/14/23 | 32,435,000 | 1,918,275.00 | 1,918,775.00 | 1,917,775.00 | 1,920,150.00 | 1,915,900.00 | 55,624,900.00 |
| TOTAL SCHOOL | 017112-5741 | | | 7,010,356.27 | 6,960,137.52 | 6,912,912.52 | 6,865,350.02 | 6,808,821.88 | 158,080,465.90 |
| PENSION OBLIGATION BONDS | | | 82,500,000 | 5,660,528.68 | 5,661,342.62 | 5,662,542.99 | 5,660,959.08 | 5,660,700.86 | 84,922,223.12 |
| TOTAL PENSION OBLIGATION BONDS | | | | 5,660,528.68 | 5,661,342.62 | 5,662,542.99 | 5,660,959.08 | 5,660,700.86 | 84,922,223.12 |
| PUBLIC SAFETY | | | | | | | | | |
| PUBLIC SAFETY CENTER | ART 10-1, 2002 | 3/15/09 | 425,000 | 20,260.00 | 19,340.00 | 9,840.00 | - | - | 70,620.00 |
| TOTAL PUBLIC SAFETY CENTER | 017112-5748 | | | 20,260.00 | 19,340.00 | 9,840.00 | - | - | 70,620.00 |
| TOTAL EXEMPT | | | | | | | | | |
| | | | | 12,691,144.95 | 12,640,820.14 | 12,585,295.51 | 12,528,308.10 | 12,470,522.75 | 244,073,309.02 |
| PUBLIC SERVICE ENTERPRISES | | | | | | | | | |
| WATER DEBT | | | | | | | | | |
| WATER SYSTEM | ART 20, 2008 | 10/15/06 | 1,000,000 | 51,000.00 | - | - | - | - | 104,000.00 |
| WATER PLANT (WPAT) | ART 34, 2005 | 12/14/06 | 4,666,535 | 283,575.68 | - | - | - | - | 967,152.13 |
| WATER PLANT (WPAT) | ART 34, 2005 | 12/14/06 | 634,717 | 38,370.59 | 38,370.20 | 38,370.91 | - | - | 153,462.08 |
| WATER SYSTEM | ART 20, 2003 | 12/1/07 | 1,472,900 | 147,331.25 | 71,443.75 | - | - | - | 223,983.75 |
| WATER SYSTEM | ART 34, 2005 | 12/1/07 | 1,000,000 | 53,093.75 | 51,031.25 | - | - | - | 158,281.25 |
| WATER TREATMENT PLANT | ART 34, 2010 | 12/22/11 | 250,000 | 11,675.00 | 11,387.50 | 11,087.50 | 10,787.50 | 10,481.25 | 77,525.00 |
| WATER MAINS | ART 31, 2010 | 12/19/12 | 500,000 | 30,187.50 | 29,187.50 | 27,687.50 | 27,031.25 | 22,916.25 | 226,171.25 |
| WATER MAIN CONSTRUCTION | ART 42, 2011 | 3/6/14 | 500,000 | 31,781.26 | 31,031.26 | 30,281.26 | 29,500.00 | 28,697.50 | 264,697.50 |
| WATER MAIN REPLACEMENT | ART 35, 2012 | 3/6/14 | 1,439,000 | 88,987.50 | 86,887.50 | 84,787.50 | 82,600.00 | 80,325.00 | 741,125.00 |
| WATER MAIN REPLACEMENT | ART 41, 2013 | 3/6/14 | 1,000,000 | 63,562.50 | 62,062.50 | 60,562.50 | 59,000.00 | 57,375.00 | 529,375.00 |
| WATER STORAGE TANKS REHAB | ART 44, 2016 | 12/15/16 | 1,375,800 | 133,620.00 | - | - | - | - | 276,560.00 |
| WATER MAIN REPLACEMENT | ART 56, 2015 | 12/15/17 | 1,308,000 | 102,425.00 | 99,025.00 | 95,475.00 | 93,925.00 | 91,375.00 | 765,000.00 |
| WATER MAIN REPLACEMENT | ART 27, 2017 | 12/15/17 | 464,300 | 36,150.00 | 34,950.00 | 34,050.00 | 33,150.00 | 32,250.00 | 270,000.00 |
| WTP ELECTRICAL SUBSTATION | ART 30, 2017 | 12/15/17 | 276,800 | 23,360.00 | 22,550.00 | 17,025.00 | 16,575.00 | 16,125.00 | 150,875.00 |
| BANCROFT HIGH LIFT PUMPS | ART 31, 2017 | 12/15/17 | 464,300 | 36,150.00 | 34,950.00 | 34,050.00 | 33,150.00 | 32,250.00 | 270,000.00 |
| WTP HEATING SYSTEM | ART 38, 2017 | 12/15/17 | 93,500 | 6,025.00 | 5,825.00 | 5,675.00 | 5,525.00 | 5,375.00 | 45,000.00 |
| WATER MAIN REPLACEMENT | ART 41, 2016 | 11/15/18 | 500,000 | 38,375.00 | 37,125.00 | 35,875.00 | 34,625.00 | 33,500.00 | 451,125.00 |
| WATER MAIN REPLACEMENT | ART 27, 2017 | 11/15/18 | 1,500,000 | 115,125.00 | 111,375.00 | 107,625.00 | 103,875.00 | 100,500.00 | 1,353,375.00 |
| WTP ELECTRICAL SUBSTATION | ART 30, 2017 | 11/15/18 | 200,000 | 18,975.00 | 18,225.00 | 17,475.00 | 11,850.00 | 11,400.00 | 129,450.00 |
| BANCROFT HIGH LIFT PUMPS | ART 31, 2017 | 11/15/18 | 90,000 | 6,675.00 | 6,425.00 | 6,175.00 | 5,925.00 | 5,700.00 | 53,725.00 |
| WTP HEATING SYSTEM | ART 38, 2017 | 11/15/18 | 100,000 | 6,675.00 | 6,425.00 | 6,175.00 | 5,925.00 | 5,700.00 | 53,725.00 |
| WATER MAIN REPLACEMENT | ART 41, 2016 | 12/18/19 | 500,000 | 35,531.26 | 34,281.26 | 33,031.26 | 31,906.26 | 30,906.26 | 463,328.23 |
| WATER MAIN REPLACEMENT | ART 27, 2017 | 12/18/19 | 597,000 | 42,500.00 | 41,000.00 | 39,500.00 | 38,150.00 | 36,950.00 | 537,000.00 |
| WATER MAIN REPLACEMENT | ART 25, 2018 | 12/18/19 | 3,000,000 | 213,187.50 | 205,687.50 | 198,187.50 | 191,437.50 | 185,437.50 | 2,719,968.75 |
| WATER MAIN REPLACEMENT | ART 29, 2019 | 12/18/19 | 2,000,000 | 142,125.00 | 137,125.00 | 132,125.00 | 127,625.00 | 123,625.00 | 1,813,312.50 |
| WTP ELECTRICAL SUBSTATION REPLACEMENT | ART 27, 2018 | 12/17/20 | 1,306,400 | 92,525.00 | 89,275.00 | 86,025.00 | 82,775.00 | 80,175.00 | 1,236,900.00 |
| WATER MAIN REPLACEMENT (MCWT 0% INTEREST) | VARIOUS | 12/16/21 | 4,791,300 | 133,607.00 | 133,807.23 | 134,008.40 | 134,209.52 | 134,411.59 | 3,334,448.63 |
| WTP ELECTRICAL SUBSTATION | ART 27, 2018 | 12/16/21 | 3,500,000 | 259,875.00 | 251,125.00 | 242,375.00 | 233,625.00 | 224,875.00 | 3,626,000.00 |
| WATER MAIN REPLACEMENT | ART 26, 2020 | 12/16/21 | 2,757,000 | 207,100.00 | 200,100.00 | 193,100.00 | 186,100.00 | 179,100.00 | 2,850,400.00 |
| WATER MAIN REPLACEMENT | ART 23, 2021 | 12/16/21 | 3,000,000 | 222,750.00 | 215,250.00 | 207,750.00 | 200,250.00 | 192,750.00 | 3,108,000.00 |
| WTP GENERATOR | ART 23, 2021 | 12/16/21 | 1,000,000 | 74,250.00 | 71,750.00 | 69,250.00 | 66,750.00 | 64,250.00 | 1,038,000.00 |
| WATER MAIN REPLACEMENT | ART 23, 2021 | 7/28/22 | 485,000 | 44,475.00 | 43,225.00 | 41,975.00 | 40,725.00 | 39,475.00 | 618,325.00 |
| WATER MAIN REPLACEMENT | ART 23, 2022 | 12/14/23 | 2,000,000 | 150,200.00 | 146,700.00 | 143,200.00 | 139,700.00 | 136,200.00 | 3,080,225.00 |
| FISHBROOK INTAKE REPLACEMENT | ART 23, 2021 | 12/14/23 | 100,000 | 9,025.00 | 8,775.00 | 8,525.00 | 8,275.00 | 8,025.00 | 134,700.00 |
| WATER TREATMENT PLANT GENERATOR | ART 23, 2021 | 12/14/23 | 380,000 | 35,300.00 | 34,300.00 | 33,300.00 | 32,300.00 | 31,300.00 | 505,200.00 |
| WATER MAIN REPLACEMENT | ART 23, 2022 | 12/14/23 | 1,000,000 | 75,175.00 | 73,425.00 | 71,675.00 | 69,925.00 | 68,175.00 | 1,530,900.00 |
| WATER MAIN/DISTRIBUTION IMPROVEMENTS | ART 23, 2021 | 12/14/23 | 1,000,000 | 90,250.00 | 87,750.00 | 85,250.00 | 82,750.00 | 80,250.00 | 1,347,000.00 |
| WATER TREATMENT PLANT/SCADA SYSTEM UPGRADE | ART 23, 2023 | 12/14/23 | 600,000 | 54,150.00 | 52,650.00 | 51,150.00 | 49,650.00 | 48,150.00 | 808,200.00 |
| WATER MAIN REPLACEMENT | ART 23, 2021 | 12/12/24 | 1,500,000 | 133,875.00 | 130,125.00 | 126,375.00 | 122,625.00 | 118,875.00 | 2,119,029.17 |
| WATER MAIN REPLACEMENT | ART 23, 2022 | 12/12/24 | 2,100,000 | 187,425.00 | 182,175.00 | 176,925.00 | 171,675.00 | 166,425.00 | 2,965,640.83 |
| WTP GENERATOR | ART 23, 2021 | 12/12/24 | 1,050,000 | 96,325.00 | 93,575.00 | 90,825.00 | 88,075.00 | 85,325.00 | 1,475,861.25 |
| FISHBROOK INTAKE REPLACEMENT | ART 23, 2021 | 12/12/24 | 26,300 | 5,875.00 | 5,625.00 | 5,375.00 | 5,125.00 | - | 30,284.31 |
| WATER TREATMENT PLANT/SCADA SYSTEM UPGRADE | ART 21, 2023 | 12/12/24 | 1,900,000 | 169,575.00 | 164,825.00 | 160,075.00 | 155,325.00 | 150,575.00 | 2,684,103.61 |
| WATER MAIN REPLACEMENT | ART 26, 2024 | 12/12/24 | 6,000,000 | 535,500.00 | 520,500.00 | 505,500.00 | 490,500.00 | 475,500.00 | 8,476,116.67 |
| ARGLL ROAD WATER MAIN REPLACEMENT (MCWT) | ARTS 3, 2009/ART 21, 2003 | 2/6/25 | 5,502,135 | 273,823.42 | 270,705.52 | 267,587.64 | 264,469.76 | 261,351.88 | 6,946,489.41 |
| TOTAL WATER | 71002-5742 | | | 4,534,534.21 | 3,962,032.97 | 3,717,216.97 | 3,568,048.04 | 3,480,162.24 | 60,502,671.57 |
| SEWER DEBT | | | | | | | | | |
| SEWER SO MAINS (Betterment) | ART 2A, 2004 | 10/15/06 | 1,000,000 | 51,000.00 | - | - | - | - | 104,000.00 |
| SEWER SO MAINS (Betterment) | ART 41, 1999 | 10/15/06 | 4,002,000 | 204,000.00 | - | - | - | - | 416,000.00 |
| SEWER SO MAINS (Betterment) | ART 35, 2004 | 12/1/07 | 1,225,000 | 63,712.50 | 61,237.50 | - | - | - | 191,137.50 |
| SEWER SO MAINS (Betterment) | ART 41, 1999 | 12/1/07 | 4,458,000 | 237,478.11 | 193,918.74 | - | - | - | 678,156.21 |
| SEWER SO MAINS (Betterment) | ART 2A, 2004 | 12/1/07 | 500,000 | 26,546.88 | 25,515.63 | - | - | - | 79,640.64 |
| SEWER | ART 33, 2006 | 3/15/09 | 350,000 | 14,287.58 | 13,692.50 | 13,017.50 | - | - | 55,982.58 |
| SEWER SHAWSHHEEN OUTFALL | ART 33, 2008 | 3/15/09 | 1,500,000 | 171,365.00 | 89,867.50 | 54,882.50 | - | - | 278,220.00 |
| SEWER - DASCUMB ROAD (Betterment) | ART 36, 2007 | 3/15/09 | 200,000 | 9,562.50 | 9,137.50 | 8,712.50 | - | - | 37,400.00 |
| SEWER KIRKLAND ROAD (Betterment) | ART 41, 2007 | 3/15/09 | 250,000 | 9,562.50 | 9,137.50 | 8,712.50 | - | - | 37,400.00 |
| SEWER SHAWSHHEEN PUMP STATION | ART 64, 2007 | 3/15/09 | 200,000 | 9,562.50 | 9,137.50 | 8,712.50 | - | - | 37,400.00 |
| SEWER SHAWSHHEEN OUTFALL | ART 33, 2008 | 2/24/11 | 300,000 | 18,131.26 | 17,531.26 | 16,931.26 | 16,331.26 | 15,731.26 | 103,293.80 |
| SEWER | ART 46, 2010 | 12/22/11 | 225,000 | 11,675.00 | 11,387.50 | 11,087.50 | 10,787.50 | 10,481.25 | 77,525.00 |
| SEWER MAINS | ART 51, 2001 | 2/24/11 | 200,000 | 12,087.50 | 11,687.50 | 11,287.50 | 10,875.00 | 10,437.50 | 68,862.50 |
| SHAWSHHEEN PUMPING STATION | ART 64, 2007 | 12/19/12 | 200,000 | 12,075.00 | 11,675.00 | 11,375.00 | 11,075.00 | 10,812.50 | 90,312.50 |
| REPAIR SANITARY SEWER | ART 33, 2006 | 12/19/12 | 150,000 | 6,037.50 | 5,837.50 | 5,637.50 | 5,437.50 | 5,206.25 | 45,156.25 |
| SEWER MAIN CONSTRUCTION | ART 51, 2008 | 12/19/12 | | | | | | | |

FINANCIAL DATA

| TOWN OF ANDOVER, MASSACHUSETTS DETAIL DEBT SCHEDULE BY FISCAL YEAR AS OF JULY 1, 2025 PRINCIPAL & INTEREST | | | | | | | | | |
|---|--------------------|-----------|------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|
| ISSUE | ARTICLE | LOAN DATE | TOTAL LOAN | 2027 | 2028 | 2029 | 2030 | 2031 | TOTAL ALL YEARS |
| GENERAL FUND NON-EXEMPT | | | | | | | | | |
| SCHOOL DEBT | | | | | | | | | |
| SCHOOL RENOVATIONS | ART 11, 2005 | 12/19/12 | 480,000 | - | - | - | - | - | 45,900.00 |
| WESTEL-ASBESTOS | ART 12, 2002 | 10/15/06 | 200,000 | - | - | - | - | - | 10,200.00 |
| SCHOOL RENOVATIONS | ART 17, 2006 | 3/15/09 | 865,000 | 41,817.50 | 38,872.30 | - | - | - | 125,452.50 |
| SCHOOL ROOF | ART 17, 2007 | 3/15/09 | 1,480,000 | 74,225.00 | 50,737.30 | - | - | - | 202,687.50 |
| SCHOOL RENOVATIONS | ART 28, 2007 | 3/15/09 | 465,000 | 18,167.50 | 17,322.30 | - | - | - | 58,730.00 |
| SCHOOL REMODELING | ART 28, 2007 | 2/24/11 | 300,000 | 17,475.00 | 16,875.00 | 16,275.00 | 15,656.26 | - | 84,356.26 |
| SCHOOL REPAIRS | ART 27, 2008 | 2/24/11 | 810,000 | 46,600.00 | 45,000.00 | 43,400.00 | 41,750.00 | - | 224,950.00 |
| SCHOOL REPAIRS | ART 56, 2009 | 2/24/11 | 850,000 | 52,206.26 | 50,406.26 | 48,606.26 | 41,750.00 | - | 246,975.00 |
| SCHOOL RENOVATIONS | ART 41, 2010 | 2/24/11 | 2,000,000 | 120,875.00 | 116,875.00 | 112,875.00 | 108,750.00 | 104,375.00 | 688,625.00 |
| SCHOOL REMODELING | ART 16, 2011 | 12/22/11 | 925,000 | 52,537.51 | 51,243.76 | 49,883.76 | 48,543.76 | 47,165.63 | 348,862.55 |
| WEST MIDDLE SCHOOL | ART 17, 2011 | 12/22/11 | 655,000 | 35,025.00 | 34,162.30 | 33,262.50 | 32,362.50 | 31,443.75 | 232,575.00 |
| SCHOOL ROOF REPAIRS | ART 41, 2010 | 12/22/11 | 525,000 | 29,187.51 | 28,468.76 | 27,718.76 | 26,968.76 | 26,203.13 | 193,812.55 |
| VETERANS WAR MEMORIAL AUDITORIUM | ART 58, 2009 | 2/24/11 | 650,000 | 36,262.50 | 35,062.30 | 33,862.50 | 32,625.00 | 31,312.50 | 206,587.50 |
| SCHOOL BUILDING RENOVATIONS | ART 25, 2012 | 12/19/12 | 1,000,000 | 68,550.00 | 66,560.00 | - | - | - | 208,650.00 |
| WEST MIDDLE SCHOOL REPAIRS | ART 38, 2012 | 12/19/12 | 530,000 | 30,187.50 | 29,187.50 | 28,437.50 | 27,687.50 | 27,031.26 | 225,781.26 |
| BANCROFT SCHOOL | ART 1, 2013 | 3/6/14 | 927,000 | 57,206.26 | 55,856.26 | 54,506.26 | 53,100.00 | 51,637.50 | 476,437.54 |
| SCHOOL REPAIRS | ART 36, 2013 | 3/6/14 | 900,000 | 57,206.26 | 55,856.26 | 54,506.26 | 53,100.00 | 51,637.50 | 476,437.54 |
| SCHOOL SITE IMP (DOHERTY) | ART 18, 2013 | 3/6/14 | 2,400,000 | 152,550.00 | 148,560.00 | 145,350.00 | 141,600.00 | 137,700.00 | 1,270,500.00 |
| WEST MIDDLE HVAC | ART 38, 2013 | 3/6/14 | 1,250,000 | 87,300.00 | 84,900.00 | 82,500.00 | - | - | 344,400.00 |
| SCHOOL BLDG MAINT & RENOVATION | ART 39, 2015 | 12/15/16 | 432,500 | 38,250.00 | - | - | - | - | 80,500.00 |
| LOVELYFIELD TURF REPLACEMENT | ART 30, 2016 | 12/15/16 | 475,000 | 45,900.00 | - | - | - | - | 93,600.00 |
| SCHOOL BLDG MAINT & RENOVATION | ART 34, 2016 | 12/15/16 | 475,000 | 45,900.00 | - | - | - | - | 93,600.00 |
| COLLINS CENTER FAÇADE | ART 29, 2016 | 12/15/17 | 1,700,000 | 114,975.00 | 111,575.00 | 109,025.00 | 106,475.00 | 103,925.00 | 1,302,075.00 |
| HIGH PLAIN WOODHILL AC UPGRADE | ART 45, 2017 | 12/15/17 | 449,100 | 47,325.00 | 40,600.00 | - | - | - | 137,500.00 |
| MAJOR SCHOOL PROJECTS | ART 47, 2017 | 12/15/17 | 380,000 | 36,925.00 | 35,525.00 | - | - | - | 111,125.00 |
| COLLINS CENTER FAÇADE | ART 29, 2016 | 11/15/18 | 300,000 | 23,025.00 | 22,275.00 | 21,525.00 | 20,775.00 | 20,100.00 | 270,675.00 |
| HIGH PLAIN WOODHILL AC UPGRADE | ART 45, 2017 | 11/15/18 | 275,000 | 28,125.00 | 26,875.00 | 25,625.00 | - | - | 110,000.00 |
| MAJOR SCHOOL PROJECTS | ART 47, 2017 | 11/15/18 | 370,000 | 39,375.00 | 37,625.00 | 35,875.00 | - | - | 154,000.00 |
| MAJOR SCHOOL PROJECTS | ART 36, 2018 | 11/15/18 | 722,000 | 65,450.00 | 62,950.00 | 55,575.00 | 53,325.00 | 51,300.00 | 499,650.00 |
| SCHOOL IMPROVEMENTS - SANBORN ELEMENTARY | ART 39, 2015 | 12/18/19 | 319,000 | 34,590.00 | 33,450.00 | 31,950.00 | 30,600.00 | - | 167,400.00 |
| MAJOR SCHOOL PROJECTS | ART 28, 2019 | 12/17/20 | 600,000 | 53,000.00 | 51,000.00 | 49,000.00 | 47,000.00 | 45,400.00 | 511,200.00 |
| MAJOR SCHOOL PROJECTS | ART 22, 2020 | 12/16/21 | 1,978,000 | 153,425.00 | 148,175.00 | 142,925.00 | 137,675.00 | 132,425.00 | 2,010,350.00 |
| MAJOR SCHOOL PROJECTS | ART 38, 2019 | 12/16/21 | 180,000 | 24,350.00 | 23,350.00 | 17,475.00 | 16,725.00 | 15,975.00 | 138,525.00 |
| MAJOR SCHOOL PROJECTS | ART 23, 2021 | 12/16/21 | 1,850,000 | 139,975.00 | 135,225.00 | 130,475.00 | 125,725.00 | 120,975.00 | 1,905,600.00 |
| WEST MIDDLE SCHOOL BUILDING IMPROVEMENTS | ART 22, 2022 | 12/14/23 | 250,000 | 24,925.00 | 24,175.00 | 23,425.00 | 22,675.00 | 21,925.00 | 324,525.00 |
| DOHERTY MIDDLE SCHOOL DESIGN & CONSTRUCTION | ART 18, 2022 | 12/14/23 | 5,110,000 | 460,275.00 | 447,525.00 | 434,775.00 | 422,025.00 | 409,275.00 | 6,874,825.00 |
| HIGH SCHOOL HEATER & BOILER | ART 19, 2023 | 12/14/23 | 150,000 | 15,900.00 | 15,400.00 | 14,900.00 | 14,400.00 | 13,900.00 | 189,825.00 |
| BANCROFT TURF FIELD | ART 19, 2023 | 12/14/23 | 600,000 | 64,200.00 | 62,200.00 | 60,200.00 | 58,200.00 | 56,200.00 | 745,600.00 |
| WEST MIDDLE SCHOOL EXTERIOR MASONRY | ART 19, 2023 | 12/14/23 | 150,000 | 15,900.00 | 15,400.00 | 14,900.00 | 14,400.00 | 13,900.00 | 189,825.00 |
| HIGH SCHOOL FIELD HOUSE ROOF | ART 19, 2023 | 12/14/23 | 100,000 | 13,750.00 | 13,250.00 | 12,750.00 | 12,250.00 | 11,750.00 | 110,250.00 |
| SOUTH ELEMENTARY MASONRY CLEANING | ART 19, 2023 | 12/14/23 | 107,500 | 13,750.00 | 13,250.00 | 12,750.00 | 12,250.00 | 11,750.00 | 110,250.00 |
| DOHERTY MIDDLE SCHOOL WINDOW REPLACEMENTS | ART 19, 2023 | 12/14/23 | 350,000 | 33,950.00 | 32,950.00 | 31,950.00 | 30,950.00 | 29,950.00 | 458,225.00 |
| HS MEDIA CENTER CARPET REPLACEMENT | ART 23, 2021 | 12/12/24 | 200,000 | 17,850.00 | 17,350.00 | 16,850.00 | 16,350.00 | 15,850.00 | 282,537.22 |
| DOHERTY MIDDLE LIBRARY AC | ART 23, 2021 | 12/12/24 | 300,000 | 26,775.00 | 26,025.00 | 25,275.00 | 24,525.00 | 23,775.00 | 423,805.83 |
| SANBORN LOT AND ROAD | ART 23, 2021 | 12/12/24 | 200,000 | 23,025.00 | 22,275.00 | 21,525.00 | 20,775.00 | 20,025.00 | 261,312.78 |
| WEST MIDDLE ASBESTOS REMOVAL | ART 23, 2021 | 12/12/24 | 75,000 | 8,075.00 | 7,825.00 | 7,575.00 | 7,325.00 | 7,075.00 | 101,144.58 |
| WOODHILL/HIGH PLAIN PLAYGROUND | ART 23, 2021 | 12/12/24 | 200,000 | 23,025.00 | 22,275.00 | 21,525.00 | 20,775.00 | 20,025.00 | 261,312.78 |
| DOHERTY MIDDLE SCHOOL IMPROVEMENTS | ART 18, 2022 | 12/12/24 | 2,890,000 | 258,525.00 | 251,275.00 | 244,025.00 | 236,775.00 | 229,525.00 | 4,080,948.89 |
| MAJOR SCHOOL PROJECTS - PARKING LOT | ART 21, 2022 | 12/12/24 | 550,000 | 67,525.00 | 65,275.00 | 63,025.00 | 60,775.00 | 58,525.00 | 718,056.61 |
| MAJOR SCHOOL PROJECTS - PARKING LOT | ART 21, 2022 | 12/12/24 | 150,000 | 20,875.00 | 15,250.00 | 14,750.00 | 14,250.00 | 13,750.00 | 197,036.11 |
| MAJOR SCHOOL PROJECTS | ART 21, 2022 | 12/12/24 | 350,000 | 33,850.00 | 32,850.00 | 31,850.00 | 30,850.00 | 29,850.00 | 486,980.97 |
| DOHERTY MIDDLE SCHOOL LAIR HANDLERS | ART 24, 2024 | 12/12/24 | 400,000 | 35,700.00 | 34,700.00 | 33,700.00 | 32,700.00 | 31,700.00 | 565,074.44 |
| DOHERTY MIDDLE SCHOOL DOORS | ART 24, 2024 | 12/12/24 | 100,000 | 8,925.00 | 8,425.00 | 8,425.00 | 8,175.00 | 7,925.00 | 141,286.61 |
| SOUTH ELEMENTARY MASONRY | ART 24, 2024 | 12/12/24 | 150,000 | 16,000.00 | 15,500.00 | 15,000.00 | 14,500.00 | 14,000.00 | 204,443.75 |
| WEST MIDDLE SCHOOL KITCHEN | ART 24, 2024 | 12/12/24 | 300,000 | 26,775.00 | 26,025.00 | 25,275.00 | 24,525.00 | 23,775.00 | 423,805.83 |
| WOODHILL/HIGH PLAIN SCHOOL | ART 24, 2024 | 12/12/24 | 200,000 | 23,225.00 | 22,475.00 | 21,725.00 | 20,975.00 | 20,225.00 | 265,464.31 |
| WOODHILL/HIGH PLAIN SCHOOL | ART 24, 2024 | 12/12/24 | 150,000 | 16,000.00 | 15,500.00 | 15,000.00 | 14,500.00 | 14,000.00 | 204,443.75 |
| TOTAL SCHOOL | 017102-5741 | | | 3,118,128.80 | 2,863,776.30 | 2,521,818.80 | 2,287,118.78 | 2,087,281.27 | 30,880,733.70 |
| STREET | | | | | | | | | |
| BRIDGE CONSTRUCTION | ART 54, 2005 | 10/15/06 | 250,000 | - | - | - | - | - | 10,200.00 |
| STORM DRAINS | ART 50, 2008 | 3/15/09 | 100,000 | 4,725.00 | 4,515.00 | 4,305.00 | - | - | 18,552.50 |
| BRIDGE CONSTRUCTION | ART 52, 2007 | 2/24/11 | 100,000 | 5,825.00 | 5,625.00 | 5,425.00 | 5,218.76 | - | 28,118.76 |
| BRIDGE CONSTRUCTION | ART 32, 2008 | 2/24/11 | 400,000 | 23,518.76 | 22,718.76 | 21,918.76 | 21,093.76 | 5,218.76 | 118,787.56 |
| BRIDGE REPAIR | ART 24, 2011 | 12/22/11 | 100,000 | 5,837.51 | 5,688.76 | 5,543.76 | 5,393.76 | 5,240.63 | 38,762.55 |
| PARKING LOT | ART 25, 2011 | 12/22/11 | 85,000 | 5,068.75 | - | - | - | - | 10,271.88 |
| DRAINAGE | ART 33, 2011 | 12/22/11 | 200,000 | 11,675.00 | 11,387.50 | 11,087.50 | 10,787.50 | 10,481.25 | 77,525.00 |
| SURFACE DRAIN CONSTRUCTION | ART 50, 2008 | 2/24/11 | 280,000 | 17,287.50 | 11,687.50 | 11,287.50 | 10,875.00 | 10,437.50 | 79,462.50 |
| BRIDGE REPAIR | ART 32, 2008 | 12/19/12 | 200,000 | 12,075.00 | 11,675.00 | 11,375.00 | 11,075.00 | 10,812.50 | 90,312.50 |
| STORM DRAINAGE | ART 33, 2011 | 12/19/12 | 100,000 | 6,037.50 | 5,837.50 | 5,687.50 | 5,537.50 | 5,406.26 | 45,156.26 |
| HIGH PLAIN/FISHBROOK | ART 42, 2012 | 12/19/12 | 1,100,000 | 66,587.50 | 29,187.50 | 28,437.50 | 27,687.50 | 27,031.26 | 299,981.26 |
| MINOR STORM DRAIN REPAIRS | ART 44, 2015 | 12/15/16 | 285,400 | 21,318.00 | - | - | - | - | 47,654.00 |
| ENMORE STREET RECONSTRUCTION | ART 29, 2017 | 11/15/18 | 300,000 | 33,750.00 | 32,250.00 | 30,750.00 | - | - | 132,000.00 |
| MINOR STORM DRAIN REPAIRS | ART 48, 2018 | 12/17/20 | 100,000 | 12,050.00 | 11,550.00 | 11,050.00 | 10,550.00 | 10,150.00 | 67,900.00 |
| MINOR STORM DRAIN REPAIRS | ART 22, 2020 | 7/28/22 | 100,000 | 13,250.00 | 12,750.00 | 12,250.00 | 11,750.00 | 11,250.00 | 96,000.00 |
| TOWN BRIDGE REPAIR | | 12/14/23 | 100,000 | 13,700.00 | 13,200.00 | 12,700.00 | 12,200.00 | 6,825.00 | 113,625.00 |
| PARKING & HARDCAPE IMPROVEMENTS | | 12/14/23 | 400,000 | 45,750.00 | 44,250.00 | 42,750.00 | 36,375.00 | 35,125.00 | 488,000.00 |
| TOWN BRIDGE MAINTENANCE | ART 40, 2019 | 12/12/24 | 400,000 | 35,700.00 | 34,700.00 | 33,700.00 | 32,700.00 | 31,700.00 | 565,074.44 |
| SIDEWALK PROGRAM | ART 22, 2020 | 12/12/24 | 300,000 | 37,325.00 | 36,075.00 | 34,825.00 | 33,575.00 | 32,325.00 | 390,366.11 |
| SIDEWALK PROGRAM | ART 22, 2020 | 12/12/24 | 650,000 | 71,675.00 | 69,425.00 | 67,175.00 | 64,925.00 | 62,675.00 | 872,331.81 |
| SIDEWALK PROGRAM | ART 23, 2021 | 12/12/24 | 500,000 | 60,600.00 | 58,600.00 | 56,600.00 | 54,600.00 | 52,600.00 | 653,678.89 |
| SIDEWALK PROGRAM | ART 23, 2021 | 12/12/24 | 450,000 | 48,450.00 | 46,950.00 | 45,450.00 | 43,950.00 | 42,450.00 | 606,867.50 |
| HISTORIC MILL DISTRICT CIRCULATION | ART 23, 2021 | 12/12/24 | 150,000 | 16,150.00 | 15,650.00 | 15,150.00 | 14,650.00 | 14,150.00 | 202,289.17 |
| SIDEWALK PROGRAM | ART 21, 2022 | 12/12/24 | 850,000 | 94,700.00 | 91,700.00 | 88,700.00 | 85,700.00 | 77,825.00 | 1,141,302.22 |
| MINOR STORM DRAIN RE | | | | | | | | | |

FINANCIAL DATA

| TOWN OF ANDOVER, MASSACHUSETTS DETAIL DEBT SCHEDULE BY FISCAL YEAR AS OF JULY 1, 2025 PRINCIPAL & INTEREST | | | | | | | | | |
|---|-----------------|-----------|------------|------------|------------|------------|------------|------------|-----------------|
| ISSUE | ARTICLE | LOAN DATE | TOTAL LOAN | 2027 | 2028 | 2029 | 2030 | 2031 | TOTAL ALL YEARS |
| MUNICIPAL FACILITIES | | | | | | | | | |
| TOWN BUILDING RENOVATION | ART 27, 2007 | 3/15/09 | 255,000 | 9,245.00 | 8,815.00 | - | - | - | 27,837.50 |
| TOWN BUILDING RENOVATION | ART 28, 2007 | 3/15/09 | 290,000 | 14,227.50 | 8,600.00 | 8,200.00 | - | - | 45,910.00 |
| PUBLIC SAFETY (NON EXEMPT PORTION) | ART 10, 2002 | 3/15/09 | 75,000 | 3,627.50 | 3,385.00 | 1,742.50 | - | - | 12,527.50 |
| TOWN BUILDING REMODELING | ART 55, 2009 | 2/24/11 | 650,000 | 40,150.00 | 33,750.00 | 32,560.00 | 31,312.50 | - | 178,312.50 |
| TOWN BUILDING REPAIRS | ART 42, 2010 | 12/22/11 | 163,000 | 5,837.51 | 5,688.76 | 5,543.76 | 5,393.76 | 5,240.63 | 38,762.55 |
| TOWN BUILDING REPAIRS | ART 34, 2011 | 12/22/11 | 500,000 | 29,187.51 | 28,468.76 | 27,718.76 | 26,968.76 | 26,203.13 | 193,812.55 |
| TOWN BUILDING REPAIRS | ART 27, 2007 | 12/22/11 | 100,000 | 5,837.51 | 5,688.76 | 5,543.76 | 5,393.76 | 5,240.63 | 38,762.55 |
| BLANCHARD BALLFIELDS | ART 57, 2009 | 12/22/11 | 325,000 | 20,275.00 | - | - | - | - | 41,087.50 |
| TOWN BUILDING RENOVATIONS | ART 23, 2007 | 12/19/12 | 200,000 | 10,700.00 | 10,300.00 | - | - | - | 32,100.00 |
| PLAYGROUND REPLACEMENTS | ART 23, 2012 | 12/19/12 | 200,000 | 10,400.00 | - | - | - | - | 21,200.00 |
| TOWN BUILDING REMODELING | ART 24, 2012 | 12/19/12 | 400,000 | 26,750.00 | 25,750.00 | - | - | - | 80,250.00 |
| BALMORAL FENCE/MASONRY | ART 28, 2012 | 12/19/12 | 125,000 | 5,350.00 | 5,150.00 | - | - | - | 16,050.00 |
| YOUTH CENTER | ART 3, 2011 STM | 3/6/14 | 2,000,000 | 127,125.00 | 124,125.00 | 121,125.00 | 118,000.00 | 114,750.00 | 1,058,750.00 |
| TOWN BUILDING RENOVATIONS | ART 28, 2013 | 3/6/14 | 300,000 | 21,825.00 | 21,225.00 | 20,625.00 | - | - | 86,100.00 |
| SAFETY & SECURITY UPGRADES | ART 38, 2015 | 12/15/16 | 387,600 | 33,252.00 | - | - | - | - | 70,256.00 |
| TOWN BUILDING REMODELING | ART 46, 2015 | 12/15/16 | 1,153,400 | 88,500.00 | 85,875.00 | 83,625.00 | 81,375.00 | 78,937.50 | 586,125.00 |
| TOWN BLDG & FACILITY MAINTENANCE | ART 28, 2016 | 12/15/16 | 333,000 | 28,560.00 | - | - | - | - | 60,280.00 |
| TOWN BUILDING FACILITY & MAINTENANCE | ART 28, 2016 | 12/15/17 | 315,250 | 31,500.00 | 25,375.00 | - | - | - | 89,875.00 |
| MEMORIAL PLAYSTEAD PLAYGROUND | ART 57, 2016 | 12/15/17 | 108,650 | 10,400.00 | 5,075.00 | - | - | - | 26,375.00 |
| MUNICIPAL SERVICES FACILITY | ART 33, 2017 | 12/15/17 | 8,868,000 | 476,600.00 | 471,925.00 | 474,425.00 | 476,625.00 | 473,600.00 | 10,905,617.00 |
| MAJOR TOWN PROJECTS | ART 43, 2017 | 12/15/17 | 288,300 | 26,375.00 | 25,375.00 | - | - | - | 78,375.00 |
| TOWN & SCHOOL ENERGY PROJECTS | ART 44, 2017 | 12/15/17 | 270,800 | 26,375.00 | 25,375.00 | - | - | - | 78,375.00 |
| SAFETY & COMMUNICATIONS UPGRADE PHASE II | ART 46, 2017 | 11/15/18 | 300,000 | 32,250.00 | 30,750.00 | - | - | - | 96,750.00 |
| MUNICIPAL SERVICES FACILITY I | ART 33, 2017 | 11/15/18 | 5,000,000 | 302,375.00 | 301,000.00 | 299,375.00 | 297,500.00 | 301,000.00 | 6,899,225.00 |
| MUNICIPAL SERVICES FACILITY II | ART 33, 2017 | 11/15/18 | 3,000,000 | 177,050.00 | 174,425.00 | 174,675.00 | 175,800.00 | 177,100.00 | 4,229,075.00 |
| TOWN BUILDING PROJECTS | ART 34, 2018 | 11/15/18 | 775,000 | 66,750.00 | 64,250.00 | 61,750.00 | 59,250.00 | 57,000.00 | 537,250.00 |
| TOWN & SCHOOL ENERGY EFFICIENCY | ART 35, 2018 | 11/15/18 | 173,000 | 16,875.00 | 16,125.00 | 15,375.00 | - | - | 66,000.00 |
| PUBLIC WORKS FREIGHTLINER | ART 41, 2017 | 11/15/18 | 228,575 | 14,950.00 | 14,450.00 | 13,950.00 | 13,450.00 | 13,000.00 | 170,175.00 |
| PUBLIC WORKS SIDEWALK PLOW & DUMP TRUCK | ART 41, 2017 | 11/15/18 | 78,425 | 5,375.00 | 5,125.00 | - | - | - | 16,125.00 |
| PUBLIC WORKS VEHICLES | ART 41, 2017 | 11/15/18 | 145,000 | 16,625.00 | 15,875.00 | 10,250.00 | - | - | 60,125.00 |
| MUNICIPAL SERVICES FACILITY | ART 33, 2017 | 12/18/19 | 500,000 | 28,025.00 | 27,275.00 | 26,525.00 | 25,850.00 | 25,250.00 | 629,888.76 |
| TOWN & SCHOOL ENERGY INITIATIVES | ART 44, 2017 | 12/18/19 | 120,000 | 11,650.00 | 11,150.00 | 10,650.00 | 10,200.00 | - | 55,800.00 |
| PUBLIC WORKS VEHICLES | ART 32, 2018 | 12/18/19 | 420,000 | 46,600.00 | 44,600.00 | 42,600.00 | 40,800.00 | - | 223,200.00 |
| BALLARDVALE FIRE STATION LAND ACQUISITION/CONST | ART 1, 2019 STM | 12/18/19 | 2,000,000 | 102,025.00 | 99,325.00 | 101,900.00 | 104,325.00 | 101,925.00 | 2,546,918.76 |
| SENIOR CENTER RENOVATION AT PUNCHARD | ART 24, 2019 | 12/18/19 | 1,000,000 | 51,031.26 | 49,781.26 | 53,406.26 | 52,056.26 | 50,856.26 | 1,270,584.49 |
| TOWN & SCHOOL ENERGY INITIATIVES | ART 37, 2019 | 12/18/19 | 200,000 | 23,300.00 | 22,300.00 | 21,300.00 | 20,400.00 | - | 111,600.00 |
| BALLARDVALE FIRE STATION LAND ACQUISITION/CONST | ART 1, 2019 STM | 12/17/20 | 1,247,000 | 57,337.50 | 60,712.50 | 58,962.50 | 62,087.50 | 60,487.50 | 1,494,425.01 |
| BALLARDVALE FIRE STATION LAND ACQUISITION/CONST | ART 1, 2019 STM | 12/17/20 | 2,753,000 | 130,256.26 | 126,756.26 | 128,131.26 | 129,256.26 | 130,981.26 | 3,348,833.35 |
| SENIOR CENTER RENOVATION AT PUNCHARD | ART 24, 2019 | 12/17/20 | 680,000 | 35,000.00 | 34,000.00 | 33,000.00 | 32,000.00 | 31,200.00 | 817,300.00 |
| SENIOR CENTER RENOVATION AT PUNCHARD | ART 24, 2019 | 12/17/20 | 320,000 | 17,143.76 | 16,643.76 | 16,143.76 | 15,643.76 | 15,243.76 | 393,103.36 |
| MAJOR TOWN BUILDING PROJECTS | ART 36, 2019 | 12/17/20 | 81,600 | 11,150.00 | 5,775.00 | 5,525.00 | 5,275.00 | 5,075.00 | 44,450.00 |
| TOWN & SCHOOL ENERGY INITIATIVES | ART 37, 2019 | 12/17/20 | 210,000 | 24,100.00 | 23,100.00 | 22,100.00 | 21,100.00 | 20,300.00 | 135,800.00 |
| PUBLIC WORKS VEHICLES | ART 22, 2020 | 12/17/20 | 580,000 | 71,400.00 | 63,525.00 | 60,775.00 | 58,025.00 | 55,825.00 | 383,950.00 |
| BALLARDVALE FIRE STATION LAND ACQUISITION/CONST | ART 1, 2019 STM | 12/16/21 | 1,000,000 | 49,087.50 | 47,837.50 | 46,587.50 | 50,212.50 | 48,712.50 | 1,264,987.51 |
| SENIOR CENTER RENOVATION AT PUNCHARD | ART 24, 2019 | 12/16/21 | 500,000 | 22,256.26 | 26,631.26 | 25,881.26 | 25,131.26 | 24,381.26 | 636,003.37 |
| TOWN & SCHOOL ENERGY INITIATIVES | ART 23, 2021 | 12/16/21 | 200,000 | 25,300.00 | 24,300.00 | 23,300.00 | 22,300.00 | 21,300.00 | 163,200.00 |
| LIBRARY MAKESPACE RENOVATION | ART 23, 2021 | 12/16/21 | 225,000 | 30,425.00 | 24,300.00 | 23,300.00 | 22,300.00 | 21,300.00 | 173,700.00 |
| TOWN & SCHOOL ENERGY INITIATIVES | ART 22, 2020 | 7/28/22 | 50,000 | 6,625.00 | 6,375.00 | 6,125.00 | 5,875.00 | 5,625.00 | 48,000.00 |
| BALLARDVALE FIRE STATION PARKING LOT | | 12/14/23 | 375,000 | 44,750.00 | 43,250.00 | 41,750.00 | 35,375.00 | 34,125.00 | 448,500.00 |
| TOWN OFFICES RENOVATIONS | | 12/14/23 | 200,000 | 18,050.00 | 17,550.00 | 17,050.00 | 16,550.00 | 16,050.00 | 269,400.00 |
| PUBLIC SAFETY CENTER EPOXY REPLACEMENT | | 12/14/23 | 75,000 | 12,500.00 | 12,000.00 | 11,500.00 | 11,000.00 | 5,625.00 | 76,125.00 |
| TOWN PARKS & PLAYGROUND IMPROVEMENTS | | 12/14/23 | 250,000 | 29,850.00 | 28,850.00 | 27,850.00 | 26,850.00 | 25,850.00 | 297,625.00 |
| MAJOR TOWN PROJECTS | | 12/14/23 | 225,000 | 23,675.00 | 22,925.00 | 22,175.00 | 16,550.00 | 16,050.00 | 291,400.00 |
| IT INFRASTRUCTURE | | 12/14/23 | 102,500 | 13,750.00 | 13,250.00 | 12,750.00 | 12,250.00 | 11,750.00 | 110,250.00 |
| TOWN PARKS & PLAYGROUND IMPROVEMENTS | | 12/14/23 | 380,000 | 40,125.00 | 38,875.00 | 37,625.00 | 36,375.00 | 35,125.00 | 466,000.00 |
| MEMORIAL HALL LIBRARY CABINETS & FLOORS | | 12/14/23 | 150,000 | 20,625.00 | 19,875.00 | 19,125.00 | 18,375.00 | 17,625.00 | 165,375.00 |
| OLD TOWN HALL RENOVATIONS | | 12/14/23 | 200,000 | 18,050.00 | 17,550.00 | 17,050.00 | 16,550.00 | 16,050.00 | 269,400.00 |
| TOWN OFFICES RENOVATIONS | | 12/14/23 | 50,000 | 6,875.00 | 6,625.00 | 6,375.00 | 6,125.00 | 5,875.00 | 55,125.00 |
| WEST FIRE STATION BUILDING | | 12/14/23 | 200,000 | 18,050.00 | 17,550.00 | 17,050.00 | 16,550.00 | 16,050.00 | 269,400.00 |
| WEST FIRE STATION WALKWAYS & LANDSCAPING | | 12/14/23 | 75,000 | 8,025.00 | 7,775.00 | 7,525.00 | 7,275.00 | 7,025.00 | 93,200.00 |
| MEMORIAL HALL LIBRARY CARPETS | | 12/14/23 | 100,000 | 13,650.00 | 13,150.00 | 12,650.00 | 12,150.00 | 7,025.00 | 115,200.00 |
| WEST FIRE STATION EPOXY REPLACEMENT | | 12/14/23 | 75,000 | 12,500.00 | 12,000.00 | 11,500.00 | 6,125.00 | 5,875.00 | 77,125.00 |
| MEMORIAL HALL LIBRARY LED LIGHTING | | 12/14/23 | 120,000 | 14,400.00 | 13,900.00 | 13,400.00 | 8,275.00 | 8,025.00 | 150,625.00 |
| MAJOR TOWN PROJECTS | ART 22, 2020 | 12/12/24 | 500,000 | 44,625.00 | 43,375.00 | 42,125.00 | 40,875.00 | 39,625.00 | 706,343.06 |
| TOWN & SCHOOL ENERGY INITIATIVES | ART 22, 2020 | 12/12/24 | 150,000 | 16,100.00 | 15,600.00 | 15,100.00 | 14,600.00 | 14,100.00 | 203,190.69 |
| TOWN & SCHOOL ENERGY INITIATIVES | ART 23, 2021 | 12/12/24 | 330,000 | 33,350.00 | 32,350.00 | 31,350.00 | 30,350.00 | 29,350.00 | 454,046.25 |
| MAJOR TOWN BUILDING PROJECTS | ART 23, 2021 | 12/12/24 | 305,000 | 26,775.00 | 26,025.00 | 25,275.00 | 24,525.00 | 23,775.00 | 429,048.19 |
| PUBLIC WORKS VEHICLES | ART 21, 2022 | 12/12/24 | 400,000 | 61,625.00 | 59,375.00 | 57,125.00 | 54,875.00 | 52,625.00 | 498,388.89 |
| TOWN PARKS & PLAYGROUND IMPROVEMENTS | ART 21, 2022 | 12/12/24 | 300,000 | 37,325.00 | 36,075.00 | 34,825.00 | 33,575.00 | 32,325.00 | 390,386.11 |
| BALLARDVALE FIRE LOT | ART 21, 2022 | 12/12/24 | 125,000 | 15,150.00 | 14,650.00 | 14,150.00 | 13,650.00 | 13,150.00 | 163,119.72 |
| LIBRARY CUPOLA | ART 21, 2022 | 12/12/24 | 600,000 | 53,950.00 | 52,050.00 | 50,950.00 | 49,050.00 | 47,950.00 | 847,611.67 |
| PUBLIC SAFETY DISPATCH AC | ART 21, 2022 | 12/12/24 | 75,000 | 12,800.00 | 7,425.00 | 7,175.00 | 6,925.00 | 6,675.00 | 96,091.53 |
| IT INFRASTRUCTURE | ART 24, 2024 | 12/12/24 | 350,000 | 49,525.00 | 47,775.00 | 46,025.00 | 44,275.00 | 42,525.00 | 442,225.97 |
| PUBLIC WORKS VEHICLES | ART 24, 2024 | 12/12/24 | 560,000 | 82,950.00 | 75,075.00 | 72,325.00 | 69,575.00 | 66,825.00 | 705,661.25 |
| TOWN & SCHOOL SECURITY PROJECTS | ART 24, 2024 | 12/12/24 | 130,000 | 29,375.00 | 28,125.00 | 26,875.00 | 25,625.00 | - | 148,801.39 |
| TOWN PARKS & PLAYGROUND IMPROVEMENTS | ART 24, 2024 | 12/12/24 | 250,000 | 30,100.00 | 29,100.00 | 28,100.00 | 27,100.00 | 21,225.00 | 332,145.56 |
| MAJOR TOWN PROJECT DEMOLITION | ART 24, 2024 | 12/12/24 | 75,000 | 8,075.00 | 7,825.00 | 7,575.00 | 7,325.00 | 7,075.00 | 101,144.58 |
| MAJOR TOWN PROJECT YOUTH CENTER HVAC | ART 24, 2024 | 12/12/24 | 2,000 | - | - | - | - | - | 2,086.94 |
| MAJOR TOWN PROJECT YOUTH CENTER PATIO | ART 24, 2024 | 12/12/24 | 75,000 | 8,075.00 | 7,825.00 | 7,575.00 | 7,325.00 | 7,075.00 | 101,144.58 |
| MAJOR TOWN PROJECT BUILDING ACCESS | ART 24, 2024 | 12/12/24 | 350,000 | 33,850.00 | 32,850.00 | 31,850.00 | 30,850.00 | 29,850.00 | 486,980.97 |
| MAJOR TOWN PROJECT OFFICE RENOVATION | ART 24, 2024 | 12/12/24 | 50,000 | 7,075.00 | 6,825.00 | 6,575.00 | 6,325.00 | 6,075.00 | 63,175.14 |
| MAJOR TOWN PROJECT TOWN OFFICES BATHROOM | ART 24, 2024 | 12/12/24 | 150,000 | 16,000.00 | 15,500.00 | 15,000.00 | 14,500.00 | 14,000.00 | 204,443.75 |
| TOWN & SCHOOL ENERGY INITIATIVES | ART 24, 2024 | 12/12/24 | 115,000 | 14,300.00 | 13,800.00 | 13,300.00 | | | |

FINANCIAL DATA

| TOWN OF ANDOVER, MASSACHUSETTS | | | | | | | | | |
|---------------------------------------|--------------------|-----------|------------|----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| DETAIL DEBT SCHEDULE BY FISCAL YEAR | | | | | | | | | |
| AS OF JULY 1, 2025 | | | | | | | | | |
| PRINCIPAL & INTEREST | | | | | | | | | |
| ISSUE | ARTICLE | LOAN DATE | TOTAL LOAN | 2027 | 2028 | 2029 | 2030 | 2031 | TOTAL ALL YEARS |
| PENSION OBLIGATION BONDS NON-EXEMPT | ART 7 2021 | 12/16/21 | 82,500,000 | 5,660,528.68 | 5,661,342.62 | 5,662,542.99 | 5,660,959.08 | 5,660,700.86 | 84,922,223.12 |
| TOTAL PENSION OBLIGATION BONDS | 017102-5737 | | | 5,660,528.68 | 5,661,342.62 | 5,662,542.99 | 5,660,959.08 | 5,660,700.86 | 84,922,223.12 |
| PUBLIC SAFETY | | | | | | | | | |
| FIRE APPARATUS REPLACEMENT AMBULANCE | ART 42, 2017 | 11/15/18 | 270,000 | 32,250.00 | 30,750.00 | - | - | - | 96,750.00 |
| FIRE LADDER TRUCK | ART 33, 2018 | 11/15/18 | 1,100,000 | 84,425.00 | 81,675.00 | 78,925.00 | 76,175.00 | 73,700.00 | 992,475.00 |
| FIRE APPARATUS REPLACEMENT | ART 22, 2020 | 12/17/20 | 700,000 | 59,625.00 | 57,375.00 | 55,125.00 | 52,875.00 | 51,075.00 | 580,225.00 |
| FIRE RESCUE VEHICLES | | | 975,000 | 89,250.00 | 86,750.00 | 84,250.00 | 81,750.00 | 79,250.00 | 1,305,500.00 |
| RADIO BOX REPEATER | ART 24, 2024 | 12/12/24 | 130,000 | 29,375.00 | 28,125.00 | 26,875.00 | 25,625.00 | - | 148,801.39 |
| THERMAL IMAGING CAMERA | ART 24, 2024 | 12/12/24 | 45,000 | 11,500.00 | 11,000.00 | 10,500.00 | 5,125.00 | - | 51,181.25 |
| TOTAL PUBLIC SAFETY | 017102-5746 | | | 306,425.00 | 295,675.00 | 255,675.00 | 241,550.00 | 204,025.00 | 3,174,932.64 |
| LAND ACQUISITION | | | | | | | | | |
| LAND ACQUISITION | ART 12, 2001 | 10/15/06 | 1,100,000 | - | - | - | - | - | 56,100.00 |
| LAND ACQUISITION | ART 12, 2001 | 2/24/11 | 100,000 | 5,825.00 | 5,625.00 | 5,425.00 | 5,218.76 | - | 28,118.76 |
| LAND ACQUISITION FOSTERS POND | ART 55, 2010 | 2/24/11 | 220,000 | 12,087.50 | 11,687.50 | 11,287.50 | 10,875.00 | 10,437.50 | 68,862.50 |
| LAND ACQUISITION BLANCHARD ST | ART B1, 2011 | 2/24/11 | 290,000 | 17,693.76 | 17,093.76 | 16,493.76 | 15,893.76 | 15,293.76 | 90,887.54 |
| LAND ACQUISITION CHANDLER RD | ART 33, 2013 | 3/6/14 | 775,000 | 49,950.00 | 48,750.00 | 47,550.00 | 41,300.00 | 40,162.50 | 392,887.50 |
| CHANDLER ROAD LAND ACQUISITION | ART 35 2021 | 12/16/21 | 3,000,000 | 142,400.00 | 143,775.00 | 140,025.00 | 141,150.00 | 142,025.00 | 3,841,612.52 |
| TOTAL LAND ACQUISITION | 017102-5747 | | | 227,956.26 | 226,931.26 | 220,781.26 | 209,418.76 | 203,062.50 | 4,477,668.82 |
| LANDFILL CLOSURE | ART 44, 1999 | 10/15/06 | 500,000 | - | - | - | - | - | 25,500.00 |
| LANDFILL | ART 44, 1999 | 12/22/11 | 300,000 | 17,512.51 | 17,081.26 | 16,631.26 | 16,181.26 | 15,721.88 | 116,287.55 |
| LANDFILL | ART 44, 1999 | 12/22/11 | 300,000 | 17,512.51 | 17,081.26 | 16,631.26 | 16,181.26 | 15,721.88 | 116,287.55 |
| LANDFILL | ART 44, 1999 | 12/22/11 | 100,000 | 5,837.51 | 5,693.76 | 5,543.76 | 5,393.76 | 5,240.63 | 38,762.55 |
| LANDFILL | ART 44, 1999 | 12/22/11 | 100,000 | 5,837.51 | 5,693.76 | 5,543.76 | 5,393.76 | 5,240.63 | 38,762.55 |
| LANDFILL | ART 44, 1999 | 3/6/14 | 200,000 | 12,712.50 | 12,412.50 | 12,112.50 | 11,800.00 | 11,475.00 | 105,875.00 |
| LANDFILL (MCWT) | ART 31, 2008 | 2/11/16 | 675,000 | 41,326.88 | 41,385.80 | 41,445.00 | 41,507.18 | 41,568.98 | 457,338.98 |
| LEDGE ROAD LANDFILL CLOSURE | ART 31, 2008 | | | 240,600.00 | 234,600.00 | 228,600.00 | 222,600.00 | 216,600.00 | 4,348,800.00 |
| LEDGE ROAD LANDFILL CLOSURE | ART 31, 2008 | 12/12/24 | | 295,700.00 | 288,200.00 | 280,700.00 | 273,200.00 | 265,700.00 | 5,581,054.31 |
| LEDGE ROAD LANDFILL CLOSURE | ART 25, 2023 | 12/12/24 | | 198,500.00 | 193,500.00 | 188,500.00 | 183,500.00 | 178,500.00 | 3,784,761.11 |
| TOTAL LANDFILL | 017102-5749 | | | 835,539.42 | 815,648.34 | 795,707.54 | 775,757.22 | 755,769.00 | 14,613,429.60 |
| TOTAL GENERAL FUND NON-EXEMPT | | | | 14,198,045.75 | 13,617,424.86 | 12,952,729.43 | 12,504,703.94 | 12,006,801.22 | 194,715,471.10 |
| GRAND TOTAL | | | | 32,546,348.74 | 31,013,951.09 | 29,760,398.17 | 28,988,198.58 | 28,314,799.99 | 506,788,321.82 |

Capital Projects from Taxation – Available Balances

| | | FY20 | FY21 | FY22 | FY23 | FY24 | FY25 | FY26 | Total Available |
|---------------------------------|------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|------------------------|
| | Budget | 1,011,600 | 1,150,000 | 1,185,000 | 1,271,500 | 1,338,000 | 1,210,000 | 1,285,000 | |
| | Expended | 1,011,600 | 1,150,000 | 1,185,000 | 1,125,174 | 995,361 | 563,765 | 153,034 | |
| | Encumbered | - | - | - | 23,941 | 95,271 | 124,264 | 77,869 | |
| Total School | Available | - | - | - | 122,386 | 247,367 | 521,971 | 1,054,097 | 1,945,820 |
| | Budget | 1,069,098 | 902,108 | 137,000 | 150,000 | 95,000 | 60,000 | 144,528 | |
| | Expended | 1,013,408 | 902,108 | 133,583 | 110,497 | 47,452 | 25,000 | 6,604 | |
| | Encumbered | 25,000 | - | 130 | 13,000 | 7,446 | - | 20,241 | |
| Total General Government | Available | 30,690 | - | 3,287 | 26,503 | 40,102 | 35,000 | 117,683 | 253,265 |
| | Budget | 10,000 | 50,000 | - | - | - | - | - | |
| | Expended | 10,000 | 50,000 | - | - | - | - | - | |
| | Encumbered | - | - | - | - | - | - | - | |
| Total Library | Available | - | - | - | - | - | - | - | - |
| | Budget | 1,303,000 | 468,000 | 1,180,000 | 1,165,000 | 1,130,000 | 1,209,000 | 1,055,000 | |
| | Expended | 1,303,000 | 443,838 | 1,176,899 | 1,069,091 | 871,060 | 586,540 | 70,993 | |
| | Encumbered | - | 24,162 | - | 57,028 | 147,002 | 472,863 | 175,632 | |
| Total Facilities | Available | - | - | 3,101 | 38,881 | 111,938 | 149,597 | 808,375 | 1,111,893 |
| | Budget | 195,000 | 195,000 | 255,000 | - | 40,000 | 65,000 | - | |
| | Expended | 195,000 | 195,000 | 254,948 | - | 40,000 | 29,576 | - | |
| | Encumbered | - | - | 52 | - | - | 23,471 | - | |
| Total Police | Available | - | - | - | - | - | 11,953 | - | 11,953 |
| | Budget | - | 96,000 | 88,000 | - | 185,000 | - | - | |
| | Expended | - | 96,000 | 77,383 | - | - | - | - | |
| | Encumbered | - | - | 10,617 | - | - | - | - | |
| Total Fire | Available | - | - | - | - | 185,000 | - | - | 185,000 |
| | Budget | 400,000 | - | 165,000 | 170,000 | 102,000 | 80,000 | 119,000 | |
| | Expended | 399,119 | - | 145,000 | 150,000 | 64,975 | 59,390 | - | |
| | Encumbered | - | - | - | - | 17,026 | 610 | 29,988 | |
| Total DPW | Available | 881 | - | 20,000 | 20,000 | 20,000 | 20,000 | 89,012 | 169,893 |
| | Budget | 2,977,098 | 1,711,108 | 1,825,000 | 1,485,000 | 1,552,000 | 1,414,000 | 1,318,528 | |
| | Expended | 2,920,527 | 1,686,946 | 1,787,814 | 1,329,588 | 1,023,486 | 700,505 | 77,597 | |
| | Encumbered | 25,000 | 24,162 | 10,798 | 70,028 | 171,474 | 496,944 | 225,861 | |
| Total Town | Available | 31,571 | - | 26,388 | 85,384 | 357,040 | 216,551 | 1,015,070 | 1,732,004 |
| | Budget | 3,988,698 | 2,861,108 | 3,010,000 | 2,756,500 | 2,890,000 | 2,624,000 | 2,603,528 | |
| | Expended | 3,932,127 | 2,836,946 | 2,972,814 | 2,454,762 | 2,018,848 | 1,264,271 | 230,631 | |
| | Encumbered | 25,000 | 24,162 | 10,798 | 93,969 | 266,745 | 621,208 | 303,730 | |
| Grand Total | Available | 31,571 | - | 26,388 | 207,770 | 604,408 | 738,521 | 2,069,167 | 3,677,825 |