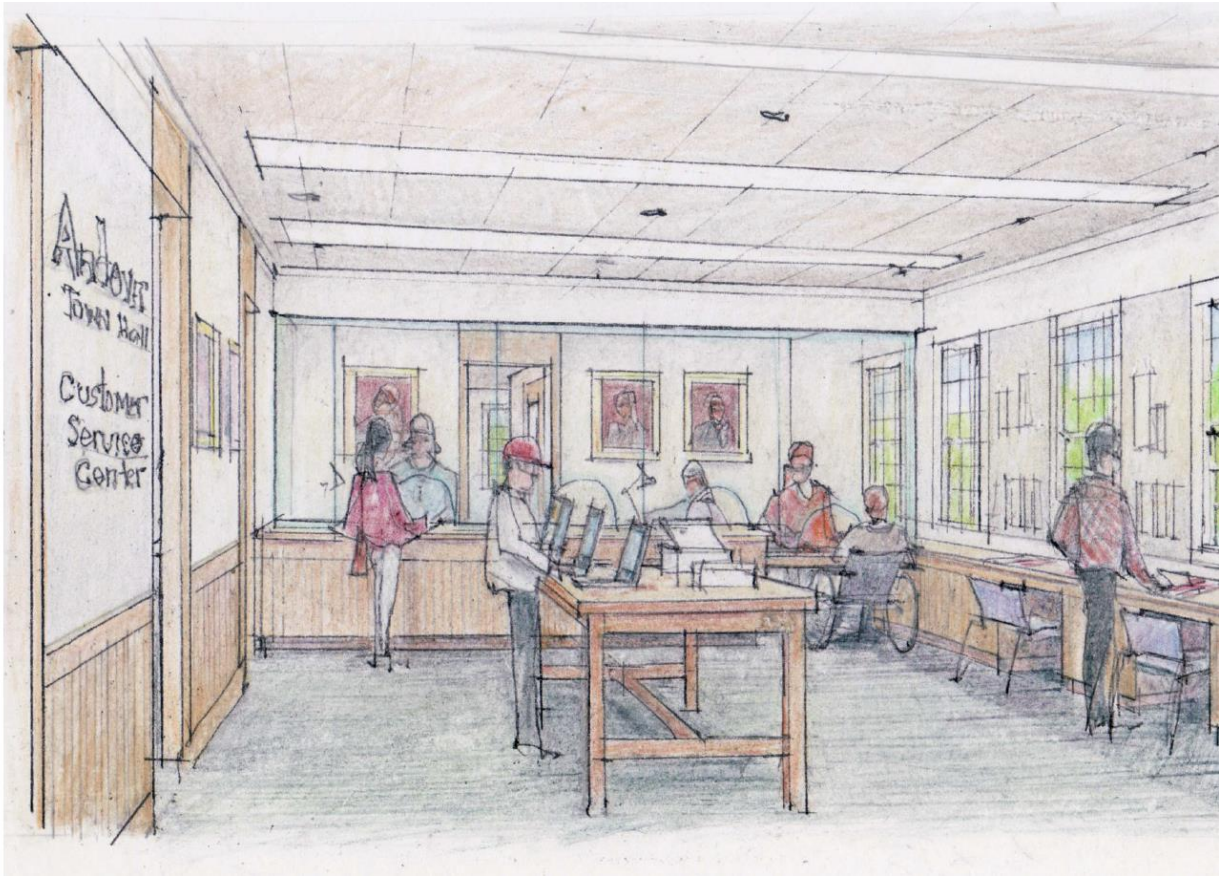


# TOWN OF ANDOVER

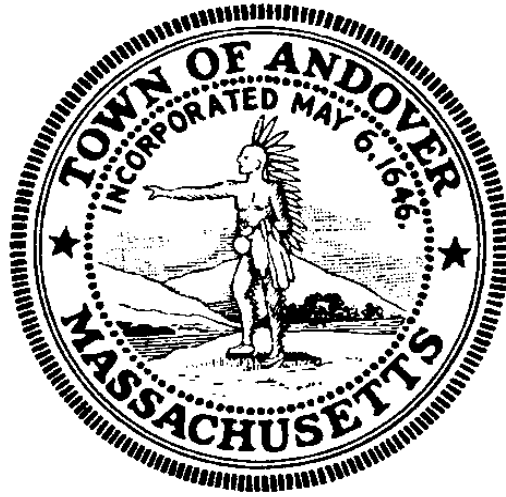


*Rendering of the new Customer Service Center in Town Offices*

## **TOWN MANAGER'S RECOMMENDED CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026**



**TOWN OF ANDOVER**  
**TOWN MANAGER'S RECOMMENDED**  
**CAPITAL IMPROVEMENT PROGRAM**  
**FY2022 – FY2026**



**Andrew P. Flanagan**  
**Town Manager**

**November 6, 2020**



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TOWN OF ANDOVER  
**MISSION & VALUES STATEMENT**

*Developed by the  
Select Board, Town Manager, and Town Department Heads  
Adopted by the Select Board on October 6, 2003*

The mission of the Town of Andover is to ensure the safety, education, and well-being of the community; to be a leader in the delivery of efficient and effective quality services that respond to community needs; to promote the continuous improvement of staff skills and performance; to encourage an environment of trust; to respect cultural and economic diversity; and to preserve the historic character of the community.

The Board of Selectmen, as the chief policy makers for the Town of Andover, Massachusetts, will provide leadership in advancing the following primary and supporting values:

**VALUE 1 – ENSURE THE SAFETY, EDUCATION, AND WELL-BEING OF THE COMMUNITY**

- 1.1 Protect the safety of persons and property
- 1.2 Maintain the high quality of education for all
- 1.3 Maintain the Town’s infrastructure
- 1.4 Promote public health programs and awareness
- 1.5 Manage the impact of non-municipal public utilities
- 1.6 Support human/community services
- 1.7 Ensure compliance with regulatory requirements
- 1.8 Identify and promote economic opportunities

**VALUE 2 – BE A LEADER IN THE DELIVERY OF EFFICIENT AND EFFECTIVE QUALITY SERVICES THAT RESPOND TO COMMUNITY NEEDS**

- 2.1 Deliver innovative municipal services
- 2.2 Encourage cost saving initiatives
- 2.3 Assess and prioritize community needs
- 2.4 Maintain the Town’s “Aaa” bond rating

**VALUE 3 – PROMOTE THE CONTINUOUS IMPROVEMENT OF STAFF SKILLS AND PERFORMANCE**

- 3.1 Recruit, develop, and retain a highly skilled workforce
- 3.2 Promote and recognize municipal professionalism

- 3.3 Measure, evaluate, and improve performance

**VALUE 4 – ENCOURAGE AN ENVIRONMENT OF TRUST AND HONESTY**

- 4.1 Uphold high ethical standards
- 4.2 Value teamwork and cooperation
- 4.3 Promote open communication with the public
- 4.4 Solicit citizen participation
- 4.5 Recognize the outstanding contributions of citizens

**VALUE 5 – RESPECT CULTURAL AND ECONOMIC DIVERSITY**

- 5.1 Promote diversity in the workforce and community
- 5.2 Provide services that are accessible, fair, and equitable
- 5.3 Support housing alternatives

**VALUE 6 – PRESERVE THE HISTORIC CHARACTER OF THE COMMUNITY**

- 6.1 Celebrate Andover’s unique heritage
- 6.2 Protect and acquire open space

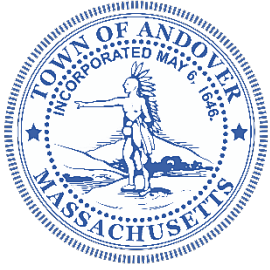
## Fiscal Year 2022 Budget and Town Meeting Planning Calendar

PLANNED DATE	TASK, ACTION, DEADLINE	PRIMARY RESPONSIBILITY
August 13, 2020	Issue FY2022-FY2026 Capital Improvement Plan request forms	Finance Director
September 11, 2020	Dept. CIP requests due to Budget & Finance	Department Heads, School Supt
October 6, 2020	Staff review of Departmental CIP requests	Town Manager, Dept. Heads, School Supt.
October 26, 2020	2021 ATM Warrant opens	Select Board
November 2, 2020	Select Board vote on Senior Tax Exemption Percentage	Select Board
November 5, 2020	Advertise Tax Classification Hearing and CIP Public Hearing	TM's Executive Assistant
November 6, 2020	Town Manager's Recommended FY22-FY26 CIP released	Town Manager, Asst TM, Finance Director
November 9, 2020	Issue FY2022 Operating Budget Request Forms & Instructions	Town Manager, Finance Director
November 16, 2020	Tax Classification Public Hearing / CIP Public Hearing	Select Board / Chief Assessor
December 7, 2020	Tax Classification vote	Select Board / Chief Assessor
December 9, 2020	Tri-Board Meeting: CIP Review, POB/West Elementary Borrowing	SB, Fin. Comm. & Sch. Comm.
December 14, 2020	Select Board vote to accept FY22 CIP	Select Board
December 30, 2020	FY2022 Operating Budget Requests submitted to Town Manager	Department Heads
January 8, 2021	Town sponsored warrant articles submitted to Town Manager	Department Heads, School Supt., Boards
January 13, 2021	Tax Impact RETF Presents Revenue Recommendations	Revenue & Expenditure Task Force Members
January 22, 2021	Town Meeting Warrant closes	Select Board
February 5, 2021	Town Manager's FY22 Recommended Budget released	Town Manager, Finance Director
February 8, 2021	Warrant Article Review & Votes Begin	Select Board
March 6, 2021	Department Operating Budget presentations (joint mtg.)	Department Heads
March 8, 2021	Budget & Warrant Article Votes	Select Board, Finance Committee
March 10, 2021	School FY22 Operating Budget presentation (tri-board)	School Superintendent & School Committee
March 15, 2021	Budget & Warrant Article Votes	Select Board, Finance Committee
March 22, 2021	Budget & Warrant Article Votes	Select Board, Finance Committee
March 23, 2021	Annual Town Election	Town Clerk
March 29, 2021	Final Budget votes due to Fin Com for Town Meeting Report	Select Board, Finance Committee
March 29, 2021	Final Votes on Water & Sewer Budgets & Rates	Water & Sewer Commissioners
April 1, 2021	Chair Letters to the Finance Committee	Select Board, School Committee
April 5, 2021	Fin Com Report for Town Meeting sent to printer	Finance Committee
April 16, 2021	Fin Com Report mailed to residents	Printer
April 19, 2021	Annual Town Report Released	Town Manager
April 21, 2021	Town Meeting Preparation (speaking assignments, coordination, etc)	All
April 28, 2021	Moderator's Preparation Meeting	All
May 3, 2021	First night of the 2021 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](http://WWW.ANDOVERMA.GOV)

Andrew P. Flanagan  
Town Manager

November 6, 2020

Ann W. Gilbert, Chairwoman  
Members of the Select Board  
Town Offices  
36 Bartlet Street  
Andover, MA 01810

Dear Chairwoman Gilbert and Members of the Board:

I am pleased to present the Town Manager's Recommended Capital Improvement Program (CIP) for FY 2022 – FY 2026. This is Andover's thirtieth 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.

The CIP has served as the primary mechanism by which the Town makes strategic investments in facilities, equipment and technology. These investments have served the community well as we have managed the Town's response to COVID-19. Our facilities have been transformed in order to provide basic services through different methods. Similarly, our needs and the corresponding public demands on technology and communication devices have never been greater. Our reliance over the last nine months on these types of strategic investments informs and guides the proposed investments in this year's CIP.

This year's CIP will continue a multi-year effort to improve the quality and condition of our public spaces, including improvements to Town and school buildings, recreational areas and sidewalks. The recommended funding for technology will provide us with the ability to maintain continuity of operations for both Town and schools during COVID-19 and any potential future changes to how we teach or deliver services. Furthermore, the CIP includes one-time funds to issue to all administrative and teaching staff laptops with full network connectivity for uninterrupted operations. All Andover students now have full-time, on-demand access to technology as needed, including both devices and learning management systems. Our platform systems will be enhanced to improve broadcast capabilities in classrooms and upgrade video-sharing capabilities in school and Town buildings. The costs associated with this program are significant but necessary in order to ensure continuity and effective service delivery during COVID-19 and in subsequent years.

We continue to align budgetary decisions, including recommendations contained within the CIP, with the Town Manager and Select Board's Strategic Goals & Objectives. The CIP provides us with the resources necessary to make meaningful progress towards the adopted goals

that are reflective of residents’ priorities and expectations around service delivery. The table below illustrates the alignment of the goals and the recommendations included in this document:

Goal/Objective	Deliverable	Recommendation in CIP	Source
<b>Long Range Financial Planning</b>	Increase public participation in the budget process	Fund Participatory Budgeting Program	General Fund Revenue
<b>Citizen Response Management</b>	Expand integrated public service model within Town offices	Ongoing improvements to Town Offices	General Fund Revenue
<b>Capital Improvements</b>	Implement Gas Disaster Recovery Plan	Ongoing improvements to roads, sidewalks, parking areas and water infrastructure	General Fund Borrowing. W/S Enterprise Funds
<b>Capital Improvements</b>	Construction of West Elementary School	Seek Borrowing Authorization & Debt Exclusion	Debt Exclusion/Borrowing
<b>Capital Improvements</b>	Implement Sidewalk Program	Continuation of Sidewalk Program	General Fund Borrowing
<b>Downtown Andover &amp; HMD</b>	Prepare for Disposition of 11 Lewis Street	HMD Circulation Improvements	General Fund Borrowing
<b>River &amp; Open Space Access</b>	Enhance recreational opportunities by increasing access to our waterfronts and open space	Shawsheen River Master Plan, Poms Pond Improvements, Lower Shawsheen Track Design	General Fund Revenue
<b>Energy &amp; Sustainability</b>	Begin work on development of a Climate & Sustainability Action Plan	Fund Plan Development	General Fund Revenue

The Town Manager’s Recommended CIP for FY 2022 totals \$22,327,651. The revenue sources shown below indicate how the program will be fiscally supported.

The details of the recommended projects, as well as the individual items in the Capital Projects Fund are shown on the following pages.

As in every past CIP, the departmental requests far exceeded the resources available. However, through a collaborative process, the CIP was crafted in a manner consistent with the established tax rate target and it begins the budget process for FY 2022 in a fiscally responsible manner.

***Establishing a “Target”***

Standard and Poor’s continues to affirm Andover’s credit worthiness and the Town’s “AAA” General Obligation bond rating, the highest rating assigned to municipalities. In fact, the most recent report gives Andover a “strong or very strong” rating on each of the seven assessment factors: economy, budget flexibility, budgetary performance, liquidity, management conditions, debt and contingent liability profile and institutional framework.

<i>FY 2022 Capital Improvement Program</i>	
General Fund Revenue	3,010,000
General Fund Borrowing	6,595,000
Use of Free Cash	1,983,372
General Fund Exempt Borrowing	TBD
Special Dedicated Funds	1,364,279
Water and Sewer Enterprise Funds	9,375,000
<b><i>Total Recommendation</i></b>	<b><i>\$22,327,651</i></b>

Prior Non-Exempt Debt Service + New Non-Exempt Debt Service + General Fund Revenue = Total Non-Exempt Plan
--

Consistent with the Town’s legacy of prudent financial planning and commitment to fiscal stability, we have continued to make a major commitment in developing a CIP that establishes predictability and consistency in the capital planning process. Departments, Senior Management and Town staff have been challenged to carefully plan future year requests. The key to successful capital planning is aligning projects with departmental priorities and scheduling major capital investments in a manner that responsibly integrates with the Town’s debt schedule. Over the past year, I have presented a spending target that is both sustainable in the context of the limitations of Proposition 2 ½ and that ensures we are able to meet the long-term needs of our community. The non-exempt target remains at 5.72%. This is consistent with prior years but is slightly higher than the FY2021 CIP, which was reduced following adjusted revenue assumptions as a result of COVID-19. The recommended FY 2022 CIP is balanced and supports investments in all functions of Town government within the context of our target. The framework of the target is as follows:

Consistent with every year’s CIP, future years assume the use of Free Cash. While the plan will evolve as we move forward, below is a summary of anticipated expenditures, and the financing plan for the next five years:

<b>General Fund</b>	<b>FY 2022</b>	<b>FY 2023</b>	<b>FY 2024</b>	<b>FY 2025</b>	<b>FY 2026</b>
<i>Prior Non-Exempt Debt</i>	6,250,043	5,683,289	5,417,133	5,182,512	4,799,309
<i>Capital Projects from Taxation</i>	3,010,000	4,632,000	4,149,000	3,635,000	3,222,000
<i>New Non-Exempt Debt Service</i>		817,883	1,978,053	3,386,760	4,386,407
<i>Non-Exempt Debt To Be Issued FY20/FY21</i>	1,758,638	1,953,072	2,182,156	2,133,954	2,084,412
<b>Total Non-Exempt Tax Burden</b>	<b>11,018,681</b>	<b>13,086,244</b>	<b>13,726,342</b>	<b>14,338,226</b>	<b>14,492,128</b>
<i>Pro Forma Adjusted Revenue Budget</i>	192,913,888	200,384,257	206,615,386	212,607,648	219,041,599
<i>Budget for Plan at 5.72%</i>	5.72%	5.72%	5.72%	5.72%	5.72%
<i>Plan as % of Adjusted Revenues</i>	11,034,674	11,461,980	11,818,400	12,161,157	12,529,179
<i>Variance from Budget</i>	(15,993)	1,624,265	1,907,942	2,177,069	1,962,948

### ***Capital Project Fund (General Fund Revenue)***

The recommendation for the Capital Project Fund is \$3,010,000 from General Fund Revenues. The recommendation for funding Town departments' requests is \$1,825,000 and \$1,185,000 for School Department requests. This split is consistent with the distribution of resources from the Capital Project Fund over the past several years.

Funding from General Fund Revenue includes funds for maintenance projects within our Town and school buildings, replacement of docks at Poms Pond, the replacement of police vehicles, a Participatory Budgeting Program, and the first phase of our climate and sustainability action plan.

### ***Free Cash***

The Town's Certified Free Cash Balance for FY 2022 is \$9.36M. The CIP recommends that \$1,983,372 be appropriated from Free Cash to fund the Town & School technology program and for minor sidewalk repair.

I am recommending \$250,000 of Free Cash be dedicated to Minor Sidewalk Repairs, which will complement our Sidewalk Program. A total of \$1,733,072 is recommended for Information Technology including staff devices, student devices and platforms and infrastructure. FY 2021 signaled the final year cable funds were available for technology purchases. The COVID-19 pandemic has provided clear direction that our students and staff need the ability to work and learn remotely. It has also challenged us to examine how and where we meet and collaborate. Given that much of the technology program is targeted for modifications that are required to teach, learn and operate in a new environment, free cash is the most appropriate funding source as it will not present an ongoing financial obligation beyond the potential duration of COVID-19.

This use of Free Cash is consistent with a multi-year plan to grow the balance available for appropriation and 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.

### ***General Fund Borrowing***

General Fund Borrowing includes several projects totaling \$6,595,000 for FY 2022. The sum of \$2,825,000 is being recommended for major school projects, which includes \$200,000 for carpet replacement in the Andover High School Media Center, \$350,000 for Andover High School elevator repairs and renovations, \$300,000 for air conditioning in the Doherty Middle School library, \$1.5M for the Sanborn Elementary roof, \$200,000 for Sanborn Elementary front lot, \$75,000 for West Middle School asbestos removal, and \$200,000 for playground renovation at Wood Hill/High Plain. Five-hundred thirty thousand dollars is recommended for Town and school energy initiatives. Other important projects funded from borrowing include: replacement of fire rescue apparatus, public safety communication systems, public works vehicles, and the construction of a maker space in Memorial Hall Library.

### ***General Fund Exempt Borrowing***

Over the past several years, the Town has pursued the necessary process to proceed with the construction of a new West Elementary School and replacement building for the Shawsheen Preschool. Both schools were identified in the Town & School Facility Master Plan as the two

school buildings most in need of replacement. The West Elementary School Building Committee has worked with the Massachusetts School Building Authority (MSBA) to develop a model that would consolidate both buildings at the existing site of the West Elementary School. The re-imagined campus would include a new building replacing West Elementary School and Shawsheen Preschool.

The project is currently in schematic design and it is anticipated that the Building Committee will seek a borrowing authorization from Town Meeting in spring 2021. A project of this magnitude will require General Fund Exempt Borrowing and must be authorized by both a vote of Town Meeting and a Proposition 2 ½ debt exclusion. There are no other major capital projects recommended this year that require General Fund Exempt Borrowing and therefore no other Proposition 2½ debt exemption vote is necessary. Currently, the projected total cost is approximately \$148M with a Town share totaling approximately \$114M. The remaining cost would be offset by a reimbursement from the MSBA. The reimbursement represents approximately 23% of project costs. It is important to note that while the reimbursement appears to be less than what the Town received in the Bancroft project (approx. 40%), it is representative of the MSBA's policy to cap reimbursement at 40% of a square foot cost of \$333. Actual construction costs are significantly higher and for the purposes of developing a budget for the project, architects are assuming \$500-600 per square foot.

In the coming months, I will provide information about the impacts of this project to the taxpayer and plans for potentially mitigating those impacts through alternative funding strategies for the Town's major obligations.

### ***Special Dedicated Funds***

One project is being recommended from Special Dedicated Funds. Chapter 90, Major Annual Road Maintenance, is recommended at \$1.36M.

### ***Water and Sewer Enterprise Funds***

The Water and Sewer Enterprise Fund will support six recommended projects for FY 2022 totaling \$9,375,000. This year it is recommended that \$6,000,000 be appropriated for the continuation of the major water main replacement program. Additional requests include \$2,500,000 for the Water Treatment Plant Generator, \$100,000 for minor sanitary sewer collection improvements, \$125,000 for water and sewer vehicles, \$500,000 for the Fish Brook intake replacement, and \$150,000 for inflow/infiltration removal program.

The requests for FY 2022 are consistent with the Five-Year Water & Sewer Rate Structure adopted by the Select Board in 2018. The model assumes an annual five percent increase in water rates for the next three fiscal years, which provides the Town with the resources to accelerate the overall water main replacement program by approximately 12 years and integrates the water main work with the road restoration efforts that are being funded by the settlement with Columbia Gas over the next four years. The model includes funding for extensive capital investments in both the water and sewer systems, including upgrades at the water treatment plant and increasing the funding for major water main replacement by \$2,000,000.

## *Conclusion*

I will present the CIP to the Select Board at the Public Hearing on November 16, 2020. A Tri-Board meeting will be held on Wednesday, December 9, 2020 to discuss the CIP and the revenue and expenditure forecast and assumptions for FY 2022. The Select Board will discuss and consider formally adopting the CIP at its meeting on Monday, December 14, 2020. The CIP document is posted in its entirety on the Town's website at [www.andoverma.gov](http://www.andoverma.gov).

I would like to take this opportunity to thank Finance Director Donna M. Walsh, Assistant Town Manager Patrick J. Lawlor, Deputy Town Manager Michael A. Lindstrom, and Executive Assistant Kathryn L. Forina for all of 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 Berman and his 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 FY 2022 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. Together, we will finalize a CIP reflective of those discussions and directed toward meeting the service expectations of Andover residents. 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.

Respectfully Submitted,



Andrew P. Flanagan  
Town Manager

# SECTION 2



## FY 2022 CIP RECOMMENDATIONS AND FUNDING SUMMARY

RECOMMENDATIONS AND FUNDING SUMMARY

**FISCAL YEAR 2022**  
**CAPITAL IMPROVEMENT PROGRAM (CIP)**  
**TOWN MANAGER’S RECOMMENDATIONS**  
**AND FUNDING SUMMARY**

The Town’s Department Heads submitted CIP requests totaling \$27.2 million for FY2022. 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 FY22 CIP of \$22,713,651 from the following funding sources:

General Fund Revenue:	\$ 3,010,000
Free Cash:	\$ 1,983,372
General Fund Borrowing:	\$ 6,595,000
Special Dedicated Funds:	\$ 1,364,279
Water & Sewer Enterprise Funds:	\$ <u>9,375,000</u>
<b>Town Manager’s Total CIP Recommendation for FY22:</b>	<b><u>\$ 22,327,651</u></b>

**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 FY2022 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

TM-1	Participatory Capital Budgeting	\$20,000
CDP-1	Master Plan Compilation and Completion	\$30,000
CDP-14	Shawsheen River Master Plan	\$40,000
SUS-1	Climate and Sustainability Action Plan	\$47,000
POL-1	Police Vehicle Replacement	\$205,000
POL-2	Mobile Camera Trailer System	\$50,000
FR-2	Radio Box Repeater System	\$38,000
FR-5	Multiband Portable Radios	\$50,000
DPW-7a	Public Works Vehicles - Small	\$145,000
DPW-28	Spring Grove Cemetery Improvements	\$20,000
FAC-1	Town Projects - Buildings	\$400,000
FAC-2	Town Projects – Mech. & Electrical	\$325,000
FAC-3	Town & School Security Projects	\$125,000
FAC-4	Town Vehicle Replacement	\$70,000
FAC-5	Town Park and Playground Improvements	\$260,000
SCH-1	School Projects – All Schools	\$735,000
SCH-2	School Projects – By Building	<u>\$450,000</u>
<b>Total from General Fund Revenue</b>		<b>\$3,010,000</b>

**From Free Cash:**

It is recommended that the following projects, that would normally be funded by borrowing, be funded with Free Cash to save on long-term interest costs:

IT-1	Annual Staff Device Refresh	\$627,744
IT-2	Annual Student Device Refresh	\$418,128

**RECOMMENDATIONS AND FUNDING SUMMARY**

IT-3	IT Platforms and Infrastructure	\$687,500
DPW-2	Minor Sidewalk Repairs	<u>\$250,000</u>
<b>Total from Free Cash</b>		<b>\$1,983,372</b>

**From General Fund Borrowing:**

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

CDP-4	HMD-Circulation and Street Construction	\$500,000
LIB-1	Renovate Ground Level for Library Makerspace	\$225,000
FR-1	Fire Apparatus Replacements	\$360,000
FR-4	Fire Bi-Directional Amplifier System	\$200,000
DPW-7b	Public Works Vehicles – Large	\$400,000
TM-2	Sidewalk Program	\$950,000
FAC-6	Major Town Projects	\$605,000
FAC-7	Town & School Energy Initiatives	\$530,000
SCH-5	Major School Projects	<u>\$2,825,000</u>
<b>Total from General Fund Borrowing</b>		<b>6,595,000</b>

**From General Fund Exempt Borrowing**

**TBD**

**From Special Dedicated Funds:**

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

DPW-1	Annual Road Maintenance (Chapter 90)	<u>\$1,364,279</u>
<b>Total from Special Dedicated Funds</b>		<b>\$1,364,276</b>

**From Water and Sewer Enterprise Funds:**

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

DPW-12	Water & Sewer Vehicles (WER)	\$125,000
DPW-14	Water Main Replacement Projects (WEB)	\$6,000,000
DPW-20	WTP Generator (WEB)	\$2,500,000
DPW-24	Minor Sanitary Sewer Collections System Imp (SER)	\$100,000
DPW-29	Fish Brook Intake Replacement (WEB)	\$500,000
DPW-30	Inflow/Infiltration Removal Program (SER)	<u>\$150,000</u>
<b>Total from Water &amp; Sewer Enterprise Funds</b>		<b><u>\$9,375,000</u></b>

<b>CIP Total for FY22</b>	<b><u>\$22,327,651</u></b>
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## RECOMMENDATIONS AND FUNDING SUMMARY

Req. #	Request Title	Dept. Reqt. FY2022	TM's Rec. FY2022	TM's Plan FY2023	TM's Plan FY2024	TM's Plan FY2025	TM's Plan FY2026	Town Manager's Comments
<b>General Fund Revenue (Capital Projects Fund)</b>								
TM-1	Participatory Capital Budgeting	\$50,000	\$20,000	\$50,000	\$75,000	\$75,000	\$100,000	Supports Funding \$20,000 for FY22
CDP-1	Master Plan Completion and Completion	\$55,000	\$30,000					Supports Funding \$30,000 for FY22
CDP-2	Wayfinding Signage	\$15,000	\$0					Does Not Support Funding for FY22
CDP-3	Historic Mill District-Circulation and Street Design-(School St, Ridge St & Lapine Rd)	\$25,000	\$0					Does Not Support Funding for FY22
CDP-5	Bowling Green Feasibility Study		\$0		\$20,000			Placeholder for Future Need
CDP-6	Bicycle & Pedestrian Master Plan	\$40,000	\$0					Does Not Support Funding for FY22
CDP-7	Conservation Land Management	\$15,000	\$0	\$15,000	\$15,000	\$15,000	\$15,000	Does Not Support Funding for FY22
CDP-11	Record Scanning Project			\$100,000	\$100,000	\$100,000	\$100,000	Placeholder for Future Need
CDP-12	Conservation Field Mower	\$29,000	\$0					Does Not Support Funding for FY22
CDP-13	Reichold Site Restoration/Leveling/Planting	\$24,000	\$0					Does Not Support Funding for FY22
CDP-14	Shawsheen River Master Plan	\$75,000	\$40,000					Supports Funding \$40,000 for FY22
CDP-15	Shawsheen Pedestrian Bridge Feasibility Study	\$35,000	\$0					Does Not Support Funding for FY22
SUS-1	Climate and Sustainability Action Plan	\$47,000	\$47,000	\$40,000				Supports Department's Request for FY22
FIN-1	MUNIS Financial Software Improvements			\$15,000				Placeholder for Future Need
POL-1	Police Vehicle Replacement	\$205,000	\$205,000	\$205,000	\$225,000	\$225,000	\$225,000	Supports Department's Request for FY22
POL-2	Mobile Camera Trailer System	\$50,000	\$50,000					Supports Department's Request for FY22
POL-3	UAS/Unmanned Aerial System	\$30,000	\$0					Does Not Support Funding for FY22
FR-1	Fire Apparatus Replacement (See also General Fund Borrowing)	\$72,000	\$0	\$72,000	\$72,000	\$150,000		Does Not Support Funding for FY22
FR-2	Radio Box Repeater System	\$38,000	\$38,000					Supports Department's Request for FY22
FR-5	Multiband Portable Radios	\$50,000	\$50,000					Supports Department's Request for FY22
FR-6	Fire Rescue CAD/RMS Programming and Training	\$100,000	\$0					Does Not Support Funding for FY22
DPW-6	Storm Water Management	\$100,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000	Does Not Support Funding for FY22
DPW-7a	Public Works Vehicles - Small	\$398,000	\$145,000	\$115,000	\$122,000	\$145,000	\$182,000	Supports Funding \$145,000 for FY22
DPW-15	Hazard Tree Removal	\$150,000	\$0	\$150,000	\$150,000	\$150,000	\$150,000	Does Not Support Funding for FY22
DPW-19	Stormwater Infrastructure Condition Assessment Program	\$50,000	\$0	\$50,000	\$50,000	\$50,000	\$50,000	Does Not Support Funding for FY22
DPW-28	Spring Grove Cemetery Improvements	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	Supports Department's Request for FY22
FAC-1	Town Projects - Building Division	\$400,000	\$400,000	\$410,000	\$420,000	\$430,000	\$440,000	Supports Department's Request for FY22
FAC-2	Town Projects - Mechanical & Electrical Division	\$325,000	\$325,000	\$335,000	\$345,000	\$355,000	\$365,000	Supports Department's Request for FY22
FAC-3	Town & School Security Projects	\$125,000	\$125,000	\$265,000	\$255,000	\$250,000	\$240,000	Supports Department's Request for FY22
FAC-4	Town Vehicle Replacement	\$70,000	\$70,000	\$170,000	\$150,000	\$135,000	\$143,000	Supports Department's Request for FY22
FAC-5	Town Parks and Playground Improvements (See General Fund Borrowing FY25 & FY26)	\$260,000	\$260,000	\$770,000	\$585,000	\$790,000	\$795,000	Supports Department's Request for FY22
SCH-1	School Projects - All Schools	\$735,000	\$735,000	\$765,000	\$775,000	\$790,000	\$795,000	Supports Department's Request for FY22
SCH-2	School Projects - By Building	\$450,000	\$450,000	\$985,000	\$690,000	\$500,000	\$367,000	Supports Department's Request for FY22
<b>Total General Fund Revenue</b>		<b>\$4,038,000</b>	<b>\$3,010,000</b>	<b>\$4,632,000</b>	<b>\$4,169,000</b>	<b>\$3,655,000</b>	<b>\$3,242,000</b>	

# RECOMMENDATIONS AND FUNDING SUMMARY

<b>Free Cash</b>										
IT-1	Annual Staff Device Refresh	\$727,744	\$627,744	\$727,045	\$703,727	\$674,695	\$695,712			Supports Department's Request for FY22
IT-2	Annual Student Device Refresh	\$518,128	\$418,128	\$515,094	\$488,792	\$336,314	\$289,928			Supports Department's Request for FY22
IT-3	IT Platforms and Infrastructure	\$737,500	\$687,500	\$1,174,500	\$1,117,500	\$507,500	\$52,500			Supports Department's Request for FY22
DPW-2	Minor Sidewalk Repairs	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000			Supports Department's Request for FY22
	<b>Total Free Cash</b>	<b>\$2,233,372</b>	<b>\$1,983,372</b>	<b>\$2,866,639</b>	<b>\$2,520,019</b>	<b>\$1,768,509</b>	<b>\$1,288,140</b>			
<b>General Fund Borrowing</b>										
CDP-3	Historic Mill District-Circulation and Street Design (School St, Judge St & Lupton Rd)			TBD						Placeholder for Future Need
CDP-4	Historic Mill District-Circulation and St Construction (Ewers, Shawshen & Red Spring)	\$500,000	\$500,000							Supports Department's Request for FY22
LIB-1	Renovate Ground Level for Library Makerspace	\$225,000	\$225,000							Supports Department's Request for FY22
FR-1	Fire Apparatus Replacement (See also General Fund Revenue FY22-FY25)	\$360,000	\$360,000		\$370,000		\$1,300,000			Supports Department's Request for FY22
FR-4	Public Safety Bi-Directional Amplifier System - Doherty Middle School	\$200,000	\$200,000							Supports Department's Request for FY22
DPW-3	Road Maintenance (Not included in Projected Debt)	\$1,250,000	\$0	\$1,250,000	\$1,250,000	\$1,250,000	\$1,250,000			Does Not Support Funding
DPW-7b	Public Works Vehicles - Large	\$400,000	\$400,000	\$620,000	\$510,000	\$625,000	\$520,000			Supports Department's Request for FY22
DPW-8	Minor Storm Drain Improvements			\$300,000		\$300,000				Placeholder for Future Need
DPW-9	Town Bridge Evaluation & Maintenance				\$500,000					Placeholder for Future Need
DPW-10	Reconstruction of Existing Sidewalks	\$956,000	\$0	\$574,000	\$1,314,000	\$798,000	\$912,000			Does Not Support Funding - See TM-2
DPW-11	New Sidewalk Construction	\$1,196,000	\$0	\$1,155,000	\$1,999,000	\$824,000	\$2,826,000			Does Not Support Funding - See TM-2
TM-2	Sidewalk Program	\$950,000	\$950,000	\$950,000	\$950,000	\$950,000	\$950,000			Supports Department's Request for FY22
FAC-5	Town Parks and Playground Improvements (See also General Fund Revenue FY22-FY24)						\$1,100,000			Placeholder for Future Need
FAC-6	Major Town Projects	\$605,000	\$605,000	\$1,490,000	\$2,000,000	\$1,000,000	\$1,750,000			Supports Department's Request for FY22
FAC-7	Town & School Energy Initiatives	\$530,000	\$530,000	\$715,000	\$765,000	\$865,000	\$735,000			Supports Department's Request for FY22
SCH-5	Major School Projects	\$2,825,000	\$2,825,000	\$7,350,000	\$5,625,000	\$7,300,000	\$3,650,000			Supports Department's Request for FY22
	<b>Total General Fund Borrowing</b>	<b>\$9,997,000</b>	<b>\$6,595,000</b>	<b>\$14,404,000</b>	<b>\$15,283,000</b>	<b>\$15,412,000</b>	<b>\$14,993,000</b>			
<b>General Fund Exempt Borrowing</b>										
SCH-6	West Elementary/Shawshen Pre-School Construction	TBD								
	<b>Total General Fund Exempt Borrowing</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>			
<b>Special Dedicated Funds</b>										
DPW-1	Major Annual Road Maintenance (Ch-90)	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279	\$1,364,279			Supports Department's Request for FY22
	<b>Total Special Dedicated Funds</b>	<b>\$1,364,279</b>	<b>\$1,364,279</b>	<b>\$1,364,279</b>	<b>\$1,364,279</b>	<b>\$1,364,279</b>	<b>\$1,364,279</b>			
<b>Water &amp; Sewer Enterprise Funds</b>										
DPW-12	Water & Sewer Vehicles (WER)	\$125,000	\$125,000	\$250,000	\$190,000	\$112,000	\$172,000			Supports Department's Request for FY22
DPW-13	Filter Backwash/Discharge Tank (WEB)			\$5,100,000	\$5,100,000					Placeholder for Future Need
DPW-14	Water Main Replacement Projects (WEB)	\$6,000,000	\$6,000,000	\$6,000,000	\$5,000,000	\$5,000,000	\$5,000,000			Supports Department's Request for FY22
DPW-17	Hydrant Replacement Program (WER)			\$50,000	\$50,000	\$50,000	\$50,000			Placeholder for Future Need
DPW-18	Water Treatment GAC Replacement (WER)			\$50,000	\$50,000	\$585,000	\$50,000			Placeholder for Future Need
DPW-20	Water Treatment Plant Generator	\$2,500,000	\$2,500,000		\$100,000	\$100,000	\$100,000			Supports Department's Request for FY22
DPW-24	Minor Sanitary Sewer Collections System Imp (SER)	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000			Supports Department's Request for FY22
DPW-29	Fish Brook Intake Replacement (WEB)	\$500,000	\$500,000		\$10,500,000		\$150,000			Supports Department's Request for FY22
DPW-30	Inflow/Infiltration (I/I) Removal Program (SER)	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000			Supports Department's Request for FY22
	<b>Total Water &amp; Sewer Enterprise Funds</b>	<b>\$9,375,000</b>	<b>\$9,375,000</b>	<b>\$6,550,000</b>	<b>\$21,650,000</b>	<b>\$5,997,000</b>	<b>\$5,472,000</b>			
	<b>Total All Requests</b>	<b>\$27,007,651</b>	<b>\$22,327,651</b>	<b>\$29,816,918</b>	<b>\$44,986,298</b>	<b>\$28,196,788</b>	<b>\$26,359,419</b>			

## RECOMMENDATIONS AND FUNDING SUMMARY

### Fiscal 2022 Recommendations – Funded by General Fund Revenue

Department	2022	2023	2024	2025	2026	Grand Total
<b>CD&amp;P</b>	70,000	115,000	135,000	265,000	115,000	700,000
⊕ Bicycyle and Pedestrian Master Plan	0					0
⊕ Bowling Green Feasibility Study			20,000	150,000		170,000
⊕ Conservation Land Management	0	15,000	15,000	15,000	15,000	60,000
⊕ Master Plan Compilation and Completion	30,000					30,000
⊕ Record Scanning Project		100,000	100,000	100,000	100,000	400,000
⊕ Shawsheen River Master Plan	40,000					40,000
<b>DPW</b>	165,000	435,000	442,000	465,000	452,000	1,959,000
⊕ Hazard Tree Removal	0	150,000	150,000	150,000	150,000	600,000
⊕ Public Works Vehicles - Small	145,000	115,000	122,000	145,000	182,000	709,000
⊕ Spring Grove Cemetry Improvements	20,000	20,000	20,000	20,000	20,000	100,000
⊕ Storm Water Management	0	100,000	100,000	100,000	100,000	400,000
⊕ Stormwater Infrastructure Condition Assessment Program	0	50,000	50,000	50,000		150,000
<b>Facilities</b>	1,180,000	1,950,000	1,755,000	1,170,000	1,188,000	7,243,000
⊕ Town & School Security Projects	125,000	265,000	255,000	250,000	240,000	1,135,000
⊕ Town Parks and Playground Improvements	260,000	770,000	585,000			1,615,000
⊕ Town Projects - Building Division	400,000	410,000	420,000	430,000	440,000	2,100,000
⊕ Town Projects - Mechanicla & Electrical Division	325,000	335,000	345,000	355,000	365,000	1,725,000
⊕ Town Vehicle Replacement	70,000	170,000	150,000	135,000	143,000	668,000
<b>Finance</b>		15,000		15,000		30,000
⊕ MUNIS Financial Software Improvements		15,000		15,000		30,000
<b>Fire</b>	88,000	72,000	72,000	150,000		382,000
⊕ Fire Apparatus Replacement	0	72,000	72,000	150,000		294,000
⊕ Multiband Portable Radios	50,000					50,000
⊕ Radio Box Repeater System	38,000					38,000
<b>Police</b>	255,000	205,000	205,000	205,000	205,000	1,075,000
⊕ Mobile Camera Trailer System	50,000					50,000
⊕ Police Vehicle Replacement	205,000	205,000	205,000	205,000	205,000	1,025,000
<b>School</b>	1,185,000	1,750,000	1,465,000	1,290,000	1,162,000	6,852,000
⊕ School Projects - All Schools	735,000	765,000	775,000	790,000	795,000	3,860,000
⊕ School Projects - By Building	450,000	985,000	690,000	500,000	367,000	2,992,000
<b>Sustainability</b>	47,000	40,000				87,000
⊕ Climate and Sustainability Action Plan	47,000	40,000				87,000
<b>Town Manager</b>	20,000	50,000	75,000	75,000	100,000	320,000
⊕ Participatory Capital Budgeting	20,000	50,000	75,000	75,000	100,000	320,000
<b>Grand Total</b>	<b>3,010,000</b>	<b>4,632,000</b>	<b>4,149,000</b>	<b>3,635,000</b>	<b>3,222,000</b>	<b>18,648,000</b>

## RECOMMENDATIONS AND FUNDING SUMMARY

### Fiscal 2021 Recommendations – Funded by Borrowing

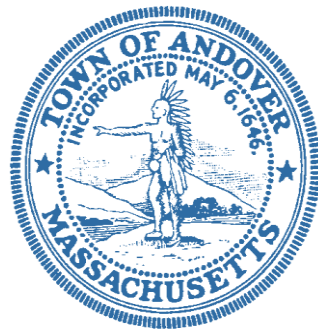
	2022	2023	2024	2025	2026	Grand Total
<b>CD&amp;P</b>	<b>500,000</b>					<b>500,000</b>
<b>DPW</b>	<b>400,000</b>	<b>920,000</b>	<b>1,010,000</b>	<b>925,000</b>	<b>520,000</b>	<b>3,775,000</b>
Public Works Vehicles - Large	400,000	620,000	510,000	625,000	520,000	2,675,000
Minor Storm Drain Improvements		300,000		300,000		600,000
Town Bridge Evaluation & Maintenance			500,000			500,000
<b>Facilities</b>	<b>1,135,000</b>	<b>2,205,000</b>	<b>2,765,000</b>	<b>3,365,000</b>	<b>3,585,000</b>	<b>13,055,000</b>
Major Town Projects	605,000	1,490,000	2,000,000	1,000,000	1,750,000	6,845,000
Town Parks and Playground Improvements				1,500,000	1,100,000	2,600,000
Town & School Energy Initiatives	530,000	715,000	765,000	865,000	735,000	3,610,000
<b>Fire</b>	<b>560,000</b>		<b>370,000</b>		<b>1,300,000</b>	<b>2,230,000</b>
Fire Apparatus Replacement	360,000		370,000		1,300,000	2,030,000
Public Safety Bi-Directional Amplifier System	200,000					200,000
<b>Library</b>	<b>225,000</b>					<b>225,000</b>
Renovate Ground Level for Library Makerspace	225,000					225,000
<b>School</b>	<b>2,825,000</b>	<b>7,350,000</b>	<b>8,625,000</b>	<b>4,300,000</b>	<b>3,650,000</b>	<b>26,750,000</b>
Major School Projects	2,825,000	7,350,000	8,625,000	4,300,000	3,650,000	26,750,000
<b>Town Manager</b>	<b>950,000</b>	<b>950,000</b>	<b>950,000</b>	<b>950,000</b>	<b>950,000</b>	<b>4,750,000</b>
Sidewalk Program	950,000	950,000	950,000	950,000	950,000	4,750,000
<b>Water</b>	<b>9,000,000</b>	<b>6,000,000</b>	<b>17,600,000</b>	<b>8,000,000</b>	<b>5,000,000</b>	<b>45,600,000</b>
Water Main Replacement Projects	6,000,000	6,000,000	5,000,000	5,000,000	5,000,000	27,000,000
Fish Brook Intake Replacement	500,000		7,500,000	3,000,000		11,000,000
Filter Backwash Discharge Tank			5,100,000			5,100,000
Water Treatment Plant Generator	2,500,000					2,500,000
<b>Grand Total</b>	<b>15,595,000</b>	<b>17,425,000</b>	<b>31,320,000</b>	<b>17,540,000</b>	<b>15,005,000</b>	<b>96,885,000</b>

## RECOMMENDATIONS AND FUNDING SUMMARY

### Fiscal 2021-2025 Recommendations – Debt Service

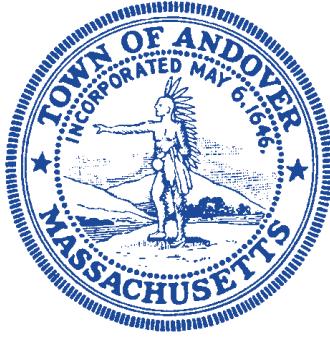
	Recommendation	FY 23	FY 24	FY 25	FY 26
<b>CD&amp;P</b>	<b>500,000</b>	<b>70,000</b>	<b>68,000</b>	<b>66,000</b>	<b>64,000</b>
<b>DPW</b>	<b>3,775,000</b>	<b>56,000</b>	<b>183,200</b>	<b>319,320</b>	<b>439,500</b>
Public Works Vehicles - Large	2,675,000	56,000	141,200	208,520	289,900
Major Town Projects	6,845,000	64,533	221,853	429,600	525,347
Town Parks and Playground Improvements	2,600,000	0	0	0	210,000
Town & School Energy Initiatives	3,610,000	74,200	172,180	274,300	387,360
<b>Fire</b>	<b>2,230,000</b>	<b>134,400</b>	<b>129,920</b>	<b>214,240</b>	<b>206,800</b>
Fire Apparatus Replacement	2,030,000	86,400	83,520	169,440	163,600
Public Safety Bi-Directional Amplifier System	200,000	48,000	46,400	44,800	43,200
<b>Library</b>	<b>225,000</b>	<b>31,500</b>	<b>30,600</b>	<b>29,700</b>	<b>28,800</b>
Renovate Ground Level for Library Makerspace	225,000	31,500	30,600	29,700	28,800
<b>School</b>	<b>26,750,000</b>	<b>254,250</b>	<b>910,100</b>	<b>1,666,000</b>	<b>2,015,400</b>
Major School Projects	26,750,000	254,250	910,100	1,666,000	2,015,400
<b>Town Manager</b>	<b>4,750,000</b>	<b>133,000</b>	<b>262,200</b>	<b>387,600</b>	<b>509,200</b>
Sidewalk Program	4,750,000	133,000	262,200	387,600	509,200
<b>Water</b>	<b>45,600,000</b>	<b>885,000</b>	<b>1,404,000</b>	<b>2,955,000</b>	<b>3,606,800</b>
Water Main Replacement Projects	27,000,000	540,000	1,068,000	1,494,000	1,910,000
Fish Brook Intake Replacement	11,000,000	120,000	116,000	787,000	1,038,000
Filter Backwash Discharge Tank	5,100,000	0	0	459,000	448,800
Water Treatment Plant Generator	2,500,000	225,000	220,000	215,000	210,000
<b>Grand Total</b>	<b>96,885,000</b>	<b>1,702,883</b>	<b>3,382,053</b>	<b>6,341,760</b>	<b>7,993,207</b>

# SECTION 3



## PROJECT REQUESTS BY DEPARTMENT

# TOWN MANAGER



# TOWN MANAGER

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

PROJECT REQUEST: *Participatory Capital Budgeting*

TM-1

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

TM's Rec. for FY22: \$20,000  
Original Dept. Request: \$50,000  
Submitted by: Patrick Lawlor, Assistant  
Town Manager  
Department: Town Manager  
Funding Source: General Fund Revenue

### Project Description:

The Participatory Capital Budgeting Program will afford 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 the town to ensure their projects meet the requirements to be a capital project. After projects have been approved, and cost estimates have been verified, a process by either a committee or survey will decide 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:

TBD

### Estimated Annual Operating/Maintenance Cost or Savings:

TBD

### Town Manager's Recommendation:

The Town Manager supports funding this request at \$20,000 for FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$50,000	\$20,000
2023	\$50,000	\$50,000
2024	\$75,000	\$75,000
2025	\$75,000	\$75,000
2026	\$100,000	\$100,000

# TOWN MANAGER

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Town Sidewalk Program*

**TM-2**

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

**TM's Rec. for FY21:** \$950,000  
**Original Dept. Request:** \$950,000  
**Submitted by:** Andrew P. Flanagan  
**Department:** Town Manager's Office  
**Funding Source:** Free Cash

### Project Description

This capital request would provide \$600,000 for the installation of new sidewalks and \$350,000 for the repair of existing sidewalks.

### 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 sidewalk, this new program represents a target of 10% of certified free cash balance. When combined with the small sidewalk repair program, the overall funding for sidewalk replacement. The

The Sidewalk Program will be reflective of the Sidewalk Master Plan that was formalized in 2001. This plan gives priority to constructing sidewalks on at least one side of many streets within one mile of a school or other municipal facility, which generates heavy pedestrian traffic.

### Cost Estimate & Timing

The projected costs incorporate a base figure of \$121/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.

### Estimated Annual Operating

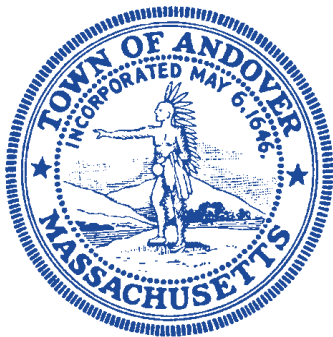
N/A

### Town Manager's Recommendation:

The Town Manager supports funding this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$950,000	\$950,000

# LIBRARY



# LIBRARY

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST: *Renovate Ground Level for Library Makerspace* LIB-1**

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

**TM's Rec. for FY22: \$225,000**  
**Original Dept. Request: \$225,000**  
**Submitted by: Library Director**  
**Department: Library**  
**Funding Source: General Fund Borrowing**

**Project Description:**

Renovate ground level for Makerspace.

**Project Justification and Purpose:**

The Makerspace offers patrons the ability to learn how to design and produce their own projects using special technology and equipment. Currently, it is located in a staff only area on the ground floor. This location has been an impediment to serving the public efficiently, but the increasing popularity of the programs and equipment have made it truly unwieldy. Using the current staff room and a portion of the ground floor, renovate the space to relocate the Makerspace. The relocated Makerspace will have direct public access as well as glass walls for others to view what is being created. Update the current Makerspace to serve as a staff room.

**Cost Estimate & Timing:**

\$225,000 – construction and relocation of the Makerspace beginning in the Fall of 2022.

**Estimated Annual Operating or Maintenance Cost or Savings:**

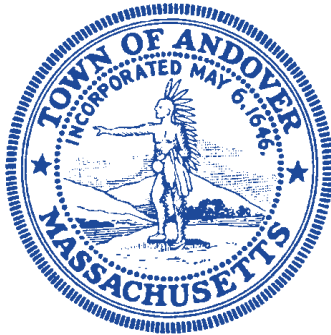
One new staff member may be needed to allow the space to be open nights and weekends.

**Town Manager's Recommendation:**

The Town Manager supports this funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$225,000	\$225,000

# FINANCE AND BUDGET



# FINANCE AND BUDGET

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

PROJECT REQUEST: *MUNIS Financial Software Improvements*

**FIN-1**

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

**TM's Rec. for FY22:** \$0 (FY23 Request)  
**Original Dept. Request:** FY23 Request  
**Submitted by:** Donna M. Walsh  
**Department:** Finance  
**Funding Source:** General Fund Revenue

### Project Description:

This request continues the implementation of additional MUNIS modules and allows more users to be trained on existing modules. Over the past five years many modules have been implemented and some are in progress. This request will provide funding for the implementation of MUNIS Employee Self Service (ESS) as well as allow for on-going MUNIS consulting in future years. Some funding has been put aside for ESS

### Project Justification and Purpose:

A fully integrated financial system should be a priority when feasible. In FY19 funds were approved to purchase the Employee Self Service module. However due to personnel changes, and with the approval of the Town Manager, the funds were used to purchase Tyler Cashiering. This module allows the Treasurer's Office to record RE, PP and MVX payments on a real time basis and to provide an actual receipt thereby improving customer service.

Employee Self Service software gives employees access to view sick and vacation history, allows employees to request time-off which the supervisor can approve electronically and allows employees to easily make changes to personal information. The module also stores information such as W-4 and historical W-2's. ESS also allows for a more seamless health insurance enrollment process.

Implementation of Tyler Content Manager (TCM) is currently in process. This software acts as an "electronic filing cabinet" allowing users to scan and attach source documents (such as original invoices and customer checks) to transactions in MUNIS. It also provides the ability to attach other financial documents such as purchase orders, vendor checks, payroll checks and direct deposit advices to individual records.

Tyler Customer Self Service (CSS) will be purchased using Federal CARES funding. CSS gives taxpayers the ability to pay their RE, PP and MVX bills on-line in a more user friendly environment and have the ability to see historical information about charges, payments and assessed values. A requirement of any new utility billing software will be the integration of payment through CSS.

### Cost Estimate & Timing:

MUNIS Employee Self Service - \$25,000 License and Implementation

Available funds approved in prior years will be used to supplement the above.

**FINANCE AND BUDGET**

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**Estimated Annual Operating or Maintenance Cost or Savings:**

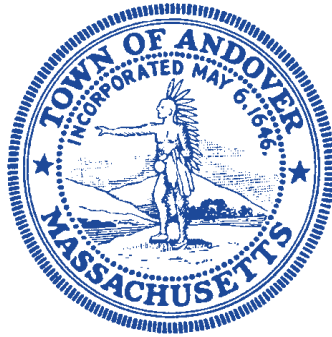
Annual support for ESS is estimated at \$4,600.

**Town Manager’s Recommendation:**

The Town Manager supports the funding requests for FY23 and FY25.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2022</b>		
<b>2023</b>	\$15,000	\$15,000
<b>2024</b>		
<b>2025</b>	\$15,000	\$15,000
<b>2026</b>		

# Information Technology



# INFORMATION TECHNOLOGY

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Annual Staff Device Refresh*

**IT-1**

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

**TM's Rec. for FY22:** \$627,744  
**Original Dept. Request:** \$727,744  
**Submitted by:** Paul J. Puzzanghera, CIO  
**Department:** Information Technology  
**Funding Source:** Free Cash

### Project Description:

This article provides personal computers (both desktop and laptop) to all Andover staff including Town knowledge workers, school knowledge workers and teachers. Devices are leased and are refreshed every four years.

### Project Justification and Purpose:

This provides up to date computers for all Town and School staff. The 2020 pandemic has placed an unprecedented demand on town technology. In March 2020, the Town and Schools were able to move from a fully in person operation to a fully remote operation in 72 hours due to the Town's prior investment in networking and modern devices with full video conferencing capabilities. This project includes one-time funds to continue this investment to ensure the town's ability to work fully remote at any time. At the conclusion of this project all administrative and teaching staff will be issued laptop computers with full network connectivity allowing for uninterrupted operations during any future scenarios.

### Cost Estimate & Timing:

See chart below for details.

#### Comments:

- IT has elected to move away from purchasing vendor warranties and move to a self-repair model in most cases based on operating history. This has yielded a significant savings.
- Costs of certain management software are now shared with IT-2 as the number of student devices continues to expand.
- Town and schools have moved away from desktop versions of Microsoft Office to cloud-based Office 365 annual subscriptions. All email services have been migrated in 2020 to the Microsoft cloud. This will allow IT to wind down its investment in server and storage infrastructure to support on premise email management
- 2020 was marked by severe supply chain disruptions limiting our ability to procure new equipment and a significant increase in device costs.
- Instructional assistants and administrators have become more deeply dependent upon technology in 2020 and are requiring more powerful and more modern devices than previously.
- The Town will be applying for CARES Act funding which may reduce some of these planned expenditures.
- Due to supply chain shortages, IT anticipates that it will not be able to procure all of the devices planned for FY21 and that some surplus funds will remain that will be used to offset the costs in

## INFORMATION TECHNOLOGY

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this article. These will be reflected in the Town Manager's recommendation.

<b>Estimated Annual Operating/Maintenance Cost or Savings:</b>
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All annual costs are included in this article. These include Microsoft Office 365, management software and anti-virus software.

<b>Town Manager's Recommendation:</b>
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The Town Manager supports funding this request in the amount of \$627,744 from Free Cash.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$727,744	\$627,744
2023	\$737,045	\$737,045
2024	\$703,727	\$703,727
2025	\$674,695	\$674,695
2026	\$695,712	\$695,712

# INFORMATION TECHNOLOGY

	Device Count	Unit Cost	FY22	FY23	FY24	FY25	FY26
<b>Town and School Administrative Computers</b>							
Existing Administrative Leases			37,419	37,419			
FY21 Town Admin Work from Home Laptop Upgrade <sup>1</sup>	75	343	25,726	25,726	25,726		
FY21 School Admin Work From Home Laptop Upgrade <sup>1</sup>	75	343	25,726	25,726	25,726		
FY21 Spares <sup>1</sup>	25	343	8,575	8,575	8,575		
FY22 Town + School Admin Lease	75	343	25,726	25,726	25,726	25,726	
FY23 Town + School Admin Lease	75	343		25,726	25,726	25,726	25,726
FY24 Town + School Admin Lease	75	343			25,726	25,726	25,726
FY25 Town + School Admin Lease	175	343				60,027	60,027
FY26 Town + School Admin Lease	100	343					34,301
Repair Allowance			10,000	10,000	10,000	10,000	10,000
Admin Device Subtotal			133,171	158,897	147,204	147,204	155,779
<b>Teacher/IA Computers</b>							
Existing Teacher/IA Leases			48,854	48,854	18,654		
FY21 IA Windows Laptops <sup>1</sup>	40	249	9,954	9,954	9,954		
FY21 Monitor Purchase <sup>1</sup>	200	45	9,000	9,000	9,000		
FY22 IA Lease	250	249	62,213	62,213	62,213	62,213	
FY26 IA Lease	300	249					74,655
FY22 Teacher Lease	800	343	274,408	274,408	274,408	274,408	
FY22 Lease Buyout	200	125	25,000				
FY23 Teacher Lease	25	343		8,575	8,575	8,575	8,575
FY24 Teacher Lease	25	343			8,575	8,575	8,575
FY25 Teacher Lease	25	343				8,575	8,575
FY26 Teacher Lease	800	343					274,408
Repair Allowance			25,000	25,000	25,000	25,000	25,000
Teacher Device Subtotal			454,428	438,003	416,379	387,346	399,788
<b>Software</b>							
Microsoft Office 365 Town Licenses	440	158	69,620	69,620	69,620	69,620	69,620
Microsoft Office School Enterprise License	850	53	22,525	22,525	22,525	22,525	22,525
Management Software			25,000	25,000	25,000	25,000	25,000
Anti Virus Software			23,000	23,000	23,000	23,000	23,000
Software Subtotal			140,145	140,145	140,145	140,145	140,145
<b>Total Staff Fleet CIP Request</b>			<b>727,744</b>	<b>737,045</b>	<b>703,727</b>	<b>674,695</b>	<b>695,712</b>

1 This is a one time upgrade. The Town will apply for CARES funding. If the application is successful these funds will not be required

# INFORMATION TECHNOLOGY

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Annual Student Device Refresh*

**IT-2**

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

**TM's Rec. for FY22:** \$418,128  
**Original Dept. Request:** \$518,128  
**Submitted by:** Paul J. Puzzanghera, CIO  
**Department:** Information Technology  
**Funding Source:** Free Cash

### Project Description:

Provide funding for all student computing needs including the iAndover 1:1 technology initiative. 100% of all Andover students now have full time, on-demand access to technology as needed. Devices are leased and replaced every four years.

### Project Justification and Purpose:

The Andover program historically utilized a hybrid approach that provided in-school devices to elementary students but allowed middle and high school students to “Bring Your Own Device” (BYOD) permitting 24x7 access to learning tools and environments. Beginning in FY22 we will be moving to a full BYOD model that allows all students to acquire their own devices for use in both the school and home environment. The current COVID crisis has emphasized both the role of virtual remote learning as well as the rapid adoption of the so-called “blended” learning model. This requires universal access to technology. The use of BYOD model allows us to promote a full 1:1 program in a more cost efficient manner.

Specifically:

- Grade K-1 students will utilize tablet type devices (currently Apple iPads)
- Grade 2-5 students will utilize an internet capable laptop (currently a cost effective Chromebook device)
- Grades 6-12 students may bring their own laptop. Middle School students are required to bring Chromebooks.
- All students with demonstrated need receive district provided devices.
- Andover provides a “rental” program that allows parents to rent a fully configured, insured Chromebook for a modest annual fee (currently \$135) in lieu of purchasing a device themselves

The 2020 pandemic has placed an unprecedented demand on town technology. In March 2020, the Town and Schools were able to move from a fully in person operation to a fully remote operation in 72 hours due to the Town’s prior investment in networking and modern devices with full video conferencing capabilities. Students were immediately able to continue their education fully remotely with virtually no interruption. This project provides one-time funds to continue this investment and ensures student’s ability to work in a variety of learning models. Many of the lessons of the past year will encourage us to fundamentally alter our view of digital education moving forward.

This article provides funding to enable all Andover students to have access to a personal computing device during the school day to:

- Provide access to desktop and web based applications and learning platforms

## INFORMATION TECHNOLOGY

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- Provide a platform for moving fully to an eBooks digital format in lieu of expensive traditional paper versions
- Access new generation learning content (learning management systems, videos, audiobooks, rich multimedia content, etc.)
- Facilitate research and note-taking
- Provide assistive learning environments for special education students
- Encourage collaboration
- Create new opportunities for differentiated instruction and real time assessment

Furthermore, this article provides funding in support of special purpose devices required by music, art, engineering, photography and other unique departments. These are typically provided as fixed “labs” or in mobile carts. With the advent of the 1:1 initiative, the number of devices required for these purposes has diminished dramatically.

<b>Cost Estimate &amp; Timing:</b>
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See chart below for details:

- IT has elected to move away from purchasing vendor warranties and move to a self-repair model based on operating history. Most of the repair costs from student machines are from “accidental damage” rather than device failure. Student repair rates are higher than for staff devices. Nonetheless, this has yielded a significant savings.
- Estimated costs include costs for configuring devices, providing protective cases, licenses as well as charging stations.
- Costs of certain management software are now shared with IT-1 as the number of student devices continues to expand.
- During the pandemic IT loaned more that 800 devices to aid in the transition to remote learning. We experienced higher than normal damage and repair rates for both teachers and students during this time.
- 2020 was marked by severe supply chain disruptions limiting our ability to procure new equipment and a significant increase in device costs. Consequently, students are operating with older devices that are past their useful life requiring us to accelerate purchasing updated devices.
- Due to supply chain shortages, IT anticipates that it will not be able to procure all of the devices planned for FY21 and that some surplus funds will remain that will be used to offset the costs in this article. These will be reflected in the Town Manager’s recommendation.

<b>Estimated Annual Operating/Maintenance Cost or Savings:</b>
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All annual costs are included in this article. These include Microsoft Office, management software and anti-virus software.

## INFORMATION TECHNOLOGY

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<b>Town Manager's Recommendation:</b>
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The Town Manager supports funding this request in the amount of \$418,128 from Free Cash.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2022</b>	\$518,128	\$418,128
<b>2023</b>	\$515,094	\$515,094
<b>2024</b>	\$448,792	\$448,792
<b>2025</b>	\$336,314	\$336,314
<b>2026</b>	\$289,928	\$289,928

# INFORMATION TECHNOLOGY

	Device Count	Unit Cost	FY22	FY23	FY24	FY25	FY26
<b>K-1 1:1 Leases</b>							
Existing iPad Leases			48,853	24,130	24,130	0	0
FY21 Apple iPad Lease	150	110	16,505	16,505	16,505		
FY22 Apple iPad Lease	472	110	51,935	51,935	51,935	51,935	
FY23 Apple iPad Lease	278	110		30,589	30,589	30,589	30,589
FY24 Apple iPad Lease	331	110			36,421	36,421	36,421
FY25 Apple iPad Lease	13	110				1,430	1,430
FY26 Apple iPad Lease	0	110					0
<b>Elementary/MS 1:1 Leases</b>							
Existing Chromebook Leases			108,385	77,291	25,448	0	0
FY21 Chromebook Lease	200	125	25,020	25,020	25,020		
FY22 Chromebook Scholarship Lease	350	125	43,784	43,784	43,784	43,784	
FY26 ChromebookScholarship Lease	350	125					43,784
<b>Middle and High School 1:1 Rental Program Leases</b>							
Existing Rental Leases			20,623	20,623	0	0	0
FY22 Rental Lease	750	137	102,903	102,903	102,903		
FY23 Rental Lease	750	137		102,903	102,903	102,903	
FY24 Rental Lease	750	137			102,903	102,903	102,903
FY25 Rental Lease	750	137				102,903	102,903
FY26 Rental Lease	750	137					102,903
Family Contribution			(123,526)	(226,429)	(308,709)	(308,709)	(308,709)
Net Rental Program Subtotal			0	0	0	0	0
1:1 Program Subtotal			294,482	269,254	253,831	164,159	112,224
<b>School Specific Requests (Labs and Shared Equipment)</b>							
Existing Special Equipment Leases			73,075	73,075	0	0	0
FY21 Special Equipment Lease (Engineering/Foreign Lang)			45,000	45,000	45,000		
FY22 Special Equipment Lease			16,646	16,646	16,646	16,646	
FY23 Special Equipment Lease				22,195	22,195	22,195	22,195
FY24 Special Equipment Lease					22,195	22,195	22,195
FY25 Special Equipment Lease						22,195	22,195
FY26 Special Equipment Lease							22,195
School Specific Requests Subtotal			134,721	156,916	106,036	83,230	88,779
Repair Allowance			48,000	48,000	48,000	48,000	48,000
<b>Software</b>							
Microsoft Office School Enterprise License			22,525	22,525	22,525	22,525	22,525
Management Software (JAMF)			14,400	14,400	14,400	14,400	14,400
AntiVirus Software			4,000	4,000	4,000	4,000	4,000
Software Subtotal			40,925	40,925	40,925	40,925	40,925
Total Student Fleet CIP Request			518,128	515,094	448,792	336,314	289,928

# INFORMATION TECHNOLOGY

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST: *IT Infrastructure***

**IT-3**

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

**TM's Rec. for FY22: \$687,500**  
**Original Dept. Request: \$737,500**  
**Submitted by: Paul J. Puzzanghera, CIO**  
**Department: Information Technology**  
**Funding Source: Free Cash**

### Project Description:

This project contains funding for all IT infrastructure including both hardware and software platforms that are shared by all Town and School departments.

### Project Justification and Purpose:

IT proposes to undertake a number of significant enhancement projects in FY22. The most critical projects include:

- Refreshing of our local on-premise data centers. Our server and storage farms are 8 years old and are no longer eligible for on-going support and maintenance. Additionally, since we have not outsourced the bulk of our processing needs to cloud services we can significantly reduce the footprint and on-going cost of the data center by moving to a new simplified “hyper converged” architecture.
- The recent circumstances of the 2020 pandemic have accelerated to a more virtual and remote configuration on both the town and school side which requires universal availability of video conferencing capabilities. Classrooms need to be retrofitted with new broadcast capabilities and our conference rooms need to be upgraded with video sharing tools. These funds will allow us to upgrade nearly all shared conference rooms and to provide pilot classroom sites in each school building.
- The current classroom video technology is now 8 years old and we propose a three years refresh cycle for Andover High and the Middle Schools as the existing projectors become end of life.
- Our current water billing system is over 20 years old and is no longer compatible with current operating systems. It is no longer supported by the vendor and represents a security and operational risk.
- The increasingly hostile cyber environment that we face requires us to increase our investment in cyber security hardware, software and practices. With the increasing assault on municipalities it is imperative that we provide more aggressive defensive strategies, in particular, moving to new classes of hardware and software that rely on modern Artificial Intelligence (AI) analysis rather than more traditional static defenses. We must also invest in our staff since our human capital represent our most vulnerable asset.

### Cost Estimate & Timing:

See chart below for more details:

## INFORMATION TECHNOLOGY

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<b>Estimated Annual Operating/Maintenance Cost or Savings:</b>
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Data Center refresh will significantly reduce annual maintenance costs for existing server and storage

<b>Town Manager's Recommendation:</b>
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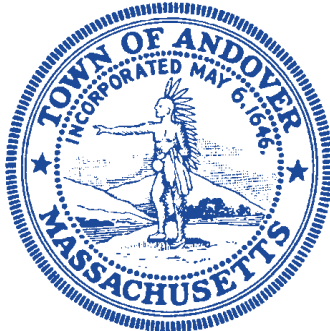
The Town Manager supports funding this request in the amount of \$687,500 from Free Cash.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2022</b>	\$737,500	\$687,500
<b>2023</b>	\$1,374,500	\$1,374,500
<b>2024</b>	\$1,117,500	\$1,117,500
<b>2025</b>	\$507,500	\$507,500
<b>2026</b>	\$52,500	\$52,500

# INFORMATION TECHNOLOGY

Project Description	FY22	FY23	FY24	FY25	FY26
<b>Multimedia Projects</b>					
Update Selectman's Room AV/Conferencing capabilities. Provide AV to other renovated conference rooms	75,000				
Update "Huddle" rooms. Provide video conferencing capabilities, projectors	50,000	50,000	50,000		
<b>Building Construction</b>					
Robb Senior Center Network Infrastructure					
Robb Senior Center AV					
Ballardvale Network Infrastructure					
Ballardvale AV					
<b>Classroom Modernization</b>					
Projector Refresh (AHS, followed by WHM/WMS followed by DMS/BAN)	210,000	300,000	300,000		
Deployment of classroom based video conferencing and broadcasting. Pilot 1 room in each school	25,000	375,000	375,000		
<b>Data Center Refresh/Cloud Transition</b>					
Server Refresh. Downsize primary followed by secondary	42,000	42,000			
Storage Refresh	60,000	60,000			
Virtualization Support	28,000				
Create fully redundant physical backup supplemented by cloud backup. Provide backup for Office 365 storage	30,000	10,000	10,000	10,000	10,000
Firewall Refresh		75,000			
Upgrade Email Archiver to Support Office 365					
Core Switch Refresh	60,000				
<b>Network Refresh</b>					
Access Point Refresh		150,000	150,000		
Edge Switch Refresh		200,000	200,000	200,000	
<b>Software Platforms</b>					
CUSI Upgrade	100,000				
Web Site Refresh (School and Town)					
<b>Cyber Security Upgrades</b>					
Security Audit and upgrades	15,000	10,000	10,000		
SPAM Firewall Refresh	20,000				
<b>Unified Communications</b>					
Refresh servers or move to fully cloud based voice capabilities				275,000	
<b>Maintenance</b>					
Wiring Maintenance/Expansion	10,000	10,000	10,000	10,000	10,000
Batteries					20,000
UPS Refresh		80,000			
Handset Replacement/Expansion	2,500	2,500	2,500	2,500	2,500
Intercoms/Speakers	10,000	10,000	10,000	10,000	10,000
<b>Total Infrastructure CIP Request</b>	<b>737,500</b>	1,374,500	1,117,500	507,500	52,500

# COMMUNITY DEVELOPMENT & PLANNING



# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

PROJECT REQUEST: *Master Plan Compilation and Completion*

CDP-1

**Department Priority Ranking:**

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

**TM's Rec. for FY22:** \$30,000

**Original Dept. Request:** \$55,000

**Submitted by:** Paul Materazzo

**Department:** CD&P

**Funding Source:** General Fund Revenue

**Project Description:**

Each municipality in Massachusetts is required to have a Master Plan (MGL Chapter 41 Section 81D). Andover's most recent Master Plan was adopted in 2012 and is in need of an update to be adopted for 2022-2032+. The Master Plan is a long range plan that looks 10+ years into the future and is firmly based on a community created Vision and set of Goals and Objectives for Boards, Committees and Commissions to rely upon during policy creation and decision making. The process takes approximately two full years to complete.

**Project Justification and Purpose:**

Phase 1: Phase 1 of the Master Planning process will be conducted in-house using the proficiency of the Planning Division, the Planning Board, several leaders in the community and an appointed Steering Committee. Early in the process, citizens will be involved in visioning sessions, surveys and various outreach exercise. In 2021, data will be received about the US Census and an analysis will be conducted.

Phase 2: The request for funding is intended to facilitate Phase 2 of the Master Plan. In Phase 2, the compilation of the Goals and Objectives will need to be completed as well as graphic representation of the data (economic, population and demographics, housing statistics, etc.). The entire document should be easy to read and will display on the Town's website. It should be a document that can easily be referenced and implemented. This part of the Master Plan creation, would benefit tremendously by having a consultant in order to use expertise that has worked with other Massachusetts communities to create a usable and well-expressed Master Plan.

**Cost Estimate & Timing:**

This project is targeted for FY22 and is intended to be used for the second Phase of the Master Plan. A full, beginning to end, Master Plan process can cost upwards of \$150,000, but the Planning Division is confident that a significant portion of the initial information gathering, public outreach, data analysis, etc. can be completed in-house. Phase 2 and finalization of the Master Plan will be completed and adopted in 2022 and should cost approximately \$55,000. The timing is targeted at Fall 2020 through December 2022.

**Town Manager's Recommendation:**

The Town Manager supports funding \$30,000 in FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$55,000	\$30,000

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Wayfinding Signage*

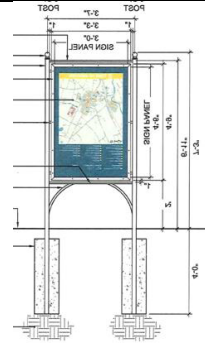
**CDP-2**

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

**TM's Rec. for FY22: \$0**  
**Original Dept. Request: \$15,000**  
**Submitted by:** Paul Materazzo  
**Department:** Planning  
**Funding Source:** General Fund Revenue

**Project Description: Downtown Wayfinding Directory and Welcome Sign**

A Downtown Wayfinding Directory and Welcome Sign is proposed for the front plaza of Old Town Hall. As stated in the 2016 comprehensive Imagine Andover report navigational signage and wayfinding would encourage residents and visitors to experience the places that Andover is most proud of and reflect the many shopping, dining and cultural amenities that Andover offers in a walkable and welcoming downtown. The sign would include a detailed map of all businesses, town services, town website, etc.



**Project Justification and Purpose:**

During this current pandemic and post pandemic the downtown merchants will need as much assistance as the Town can offer. This sign can assist with that mission.

**Cost Estimate & Timing:**

**Town Manager's Recommendation:**

The Town Manager does not support funding this request in FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$15,000	\$0

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Historic Mill District – Circulation and Street Design – School Street/Ridge Street/Lupine Road*

**CDP-3**

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

**TM’s Rec. for FY22:** \$0  
**Original Dept. Request:** \$25,000  
**Submitted by:** Paul Materazzo  
**Department:** CD&P & DPW  
**Funding Source:** General Fund Revenue

**Project Description:**

With the goal of helping set the table for targeted economic development in the Historic Mill District, the Town seeks design funding to implement pedestrian & vehicular improvements, pursuant to recommendations that are further outlined in the Circulation and Street Design Study as performed by Design Consultants, Inc. The design funds requested would be utilized to develop construction level drawings for the School Street/Ridge Street/Lupine Road intersection.

**Project Justification and Purpose:**

Pursuant to recommendations of the Circulation and Street Design Study as performed by Design Consultants, Inc. this project will seek to develop construction level drawings for the intersection of School Street/Ridge Street/Lupine Road within the Historic Mill District. The design funds for this project are being requested for FY22, with construction funds being requested for FY23.

**Cost Estimate & Timing:**

Total Cost Design \$25,000. Construction Cost TBD based upon design

**Estimated Annual Operating or Maintenance Cost or Savings:**

**Town Manager’s Recommendation:**

The Town Manager does not support funding this request in FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$25,000	\$0
2023	TBD	

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Historic Mill District – Circulation and Street Design – Reconstruction of the Essex Street/Shawsheen Road/Red Spring Road Intersection* **CDP-4**

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

**TM's Rec. for FY22:** \$500,000  
**Original Dept. Request:** \$500,000  
**Submitted by:** Paul Materazzo  
**Department:** CD&P & DPW  
**Funding Source:** General Fund Borrowing

### Project Description:

With the goal of helping set the table for targeted economic development in the Historic Mill District, the Town seeks construction funding to implement pedestrian & vehicular improvements, pursuant to recommendations that are further outlined in the Circulation and Street Design Study as performed by Design Consultants, Inc. The funds requested would be utilized for reconstruction of the Essex Street/Shawsheen Road/Red Spring Road intersection.

### Project Justification and Purpose:

Pursuant to recommendations of the Circulation and Street Design Study as performed by Design Consultants, Inc. this project will seek to facilitate reconstruction of the Essex Street/Shawsheen Road/Red Spring Road intersection within the Historic Mill District. This project represents the first intersection reconstruction project in preparing the Historic Mill District for redevelopment. Additional intersections will be considered in future CIP requests.

### Cost Estimate & Timing:

Total Estimated Cost of Construction \$500,000

### Town Manager's Recommendation:

The Town Manager supports funding this request in FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$500,000	\$500,000

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

### PROJECT REQUEST: *Bowling Green Feasibility Study – Develop Strategic CDP-5 Plan to enhance Community Space*

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

**TM's Rec. for FY22:** \$0 (FY24 Request)  
**Original Dept. Request:** FY24 Request  
**Submitted by:** Paul Materazzo  
**Department:** CD&P  
**Funding Source:** General Fund Revenue

#### Project Description:

The Bowling Green feasibility study will guide future improvements and redevelopment to municipal land and the existing abandoned municipal structure and abutting street network, with the goal of balancing the historic character of Shawsheen Village; its use as a community gathering place; its strategic location adjacent in the Shawsheen River; and its unique blend of both passive and active recreational spaces.

#### Project Justification and Purpose:

This project seeks to perform a feasibility study that will enhance the historic character of Shawsheen Village by developing a suite of options that will improve pedestrian and vehicular safety along Haverhill Street and Balmoral Street, create a dynamic community space in Shawsheen Village, develop options for adaptive reuse of the existing municipal structure, while expanding recreational opportunities within the Bowling Green & adjacent Shawsheen River.

This project is intended to build off the momentum of the Shawsheen Renaissance Project & the Route 133 Corridor Study, which had identified public reinvestment in the Bowling Green.



## COMMUNITY DEVELOPMENT & PLANNING

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<b>Cost Estimate &amp; Timing:</b>
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This project is targeted for FY24 and is intended to be a compliment the Route 133 Corridor study. Total Cost Feasibility Study \$20,000, Design Services TBD, Construction TBD

<b>Town Manager's Recommendation:</b>
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The Town Manager supports funding this request in FY24 and FY25.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022		
2023		
2024	\$20,000	\$20,000
2025	\$150,000	\$150,000

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

PROJECT REQUEST: *Bicycle & Pedestrian Master Plan*

CDP-6

**Department Priority Ranking:**

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

**TM's Rec. for FY22:** \$0

**Original Dept. Request:** \$40,000

**Submitted by:** Paul Materazzo

**Department:** CD&P/DPW/Sustainability

**Funding Source:** General Fund Revenue

### Project Description:

#### Background

The Bicycle & Pedestrian Master Plan has five major goals:

1. Update existing sidewalk master plan to pursue MassDOT's Complete Streets funding.
2. Provide policies and guidelines for facilities that will make walking/biking safer, easier, and more attractive.
3. Provide design standards for physical improvements related to the pedestrian realm.
4. Outline steps to encourage walking/biking as an alternative to automobile travel, as beneficial exercise, and as a benefit to the community.
5. Provide an action plan to create an economical and efficient non-automobile transportation network within Andover and connecting to other communities and destinations.

### Project Justification and Purpose:

The project seeks to develop a bicycle and pedestrian master plan that will assist the Town with targeted infrastructure investment, with the goal of enhancing pedestrian mobility and vehicular safety throughout community.

This project is supported by Town's 2012 Master Plan (excerpts below), which encourages:

- LU.1.4. Encourage pedestrian access in downtown.
- LU.1.7. Help downtown Andover to become 100% accessible to persons with disabilities.
- LU.5.2. Promote a pedestrian-oriented downtown that respects Andover's small-town character and heritage.
- OS.8.6. Support on-road and off-road biking for recreation and for commuting to work and school.
- TC.2.1. Promote local transportation improvements such as bridge repairs, congestion elimination, and new sidewalks.
- TC.3.1. Provide for safe and comfortable bicycle and pedestrian circulation throughout Andover.
- TC.4.1. Promote environmentally friendly road construction techniques.
- MF.1.6. Implement new technologies and "Green initiatives"<sup>4</sup> to conserve power and reduce Andover's carbon footprint.

## COMMUNITY DEVELOPMENT & PLANNING

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The Department of Transportation notes an overall increase in the amount of bicycling and pedestrian activity across the Commonwealth in April and May of 2020, compared to 2019.<sup>1</sup> The alternative transportation data specific to Andover is impressive, showing a 33% increase in both biking and pedestrian activities, which in part helps to justify this CIP request. MassDOT Mobility Dashboard: [https://mobility-massdot.hub.arcgis.com/#bicycle\\_and\\_pedestrian\\_activity](https://mobility-massdot.hub.arcgis.com/#bicycle_and_pedestrian_activity)



### Cost Estimate & Timing:

Total Cost Feasibility Study \$40,000, Design Services TBD, Construction TBD

### Town Manager's Recommendation:

The Town Manager does not support funding this request in FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$40,000	\$0

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2025

PROJECT REQUEST: *Conservation Land Management*

CDP-7

**Department Priority Ranking:**

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

**TM's Rec. for FY22:** \$0

**Original Dept. Request:** \$15,000

**Submitted by:** Conservation

**Department:** CD&P

**Funding Source:** General Fund Revenue

### Project Description:

Annual budget for maintenance, surveying, land management, security gates and other improvements to foster the use of land currently owned by the Town and under the care and custody of the Conservation Commission.

### Project Justification and Purpose:

The requested funds will allow the Town to manage and preserve the 2090 acres of open space and conservation lands.

### Town Manager's Recommendation:

The Town Manager does not support funding this request in FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$15,000	\$0
2023	\$15,000	\$15,000
2024	\$15,000	\$15,000
2025	\$15,000	\$15,000
2026	\$15,000	\$15,000

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

PROJECT REQUEST: *CD&P Record Scanning Project*

**CDP-11**

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

**TM's Rec. for FY22: \$0 (FY23 Request)**  
**Original Dept. Request:** FY23 Request  
**Submitted by:** Andrew Flanagan  
**Department:** CD&P & IT  
**Funding Source:** General Fund Revenue

**Project Description:**

CD&P was funded to conduct a digital records study to develop the framework to determine a target Enterprise Content Management (ECD) platform. In collaboration with the IT Department this project seeks to identify an ECD platform for records management software, which will facilitate the scanning and indexing of all documents within CD&P and allow for them to be retrievable online. This process will increase transparency as volumes of public records will become available to the public, while increasing staff efficiency when retrieving, searching, collating and refiling records. Since the enactment of the new public records law CD&P has been overwhelmed with public records requests in FY19 CD&P has had over 264 public records requests. Indexing all the records will increase the efficiency of the office staff and the enables us to provide the information to the public in a quick and timely manner.

**Project Justification and Purpose:**

The IT Department will lead this effort in identifying the technology solution that we will use for the records management. The purpose of this CIP request is to request the necessary funding for the records management software and additional scanning of records. We intend to use competitive bidding to select a vendor for the software and we will then use to implement a comprehensive multi-year scanning project. FY21-25 funding is being requested to support expansion of this project for additional departments. The pilot project will also examine whether application and permitting fees should be increased for the continuation of scanning records as new plans and projects are submitted.

**Cost Estimate & Timing:**

**Estimated Annual Operating or Maintenance Cost or Savings:**

**Town Manager's Recommendation:**

The Town Manager supports funding this request in FY23 – FY26. Funds were appropriated in FY19 for a digital record study which needs to be completed before funds are provided for this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022		
2023	\$100,000	\$100,000
2024	\$100,000	\$100,000
2025	\$100,000	\$100,000
2026	\$100,000	\$100,000

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

PROJECT REQUEST: *Conservation Field Mower*

CDP-12

**Department Priority Ranking:**

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

**TM's Rec. for FY22:** \$0

**Original Dept. Request:** \$29,000

**Submitted by:** Robert Douglas

**Department:** CD&P

**Funding Source:** General Fund Revenue

### Project Description:

The purchase of a mower for the Conservation Fields is a long term solution to the essential preservation of this critical habitat. This CIP would allow for the purchase of a mower, and a trailer for its transport and storage.



### Project Justification and Purpose:

One of the rarest biological habitats we have in Massachusetts and Andover specifically is meadows. This biome is critical to many types of animals and birds. It is one of the Commission's long term goals to protect and expand this habitat. For many years we have been using borrowed equipment, and that time is likely coming to an end as the gear may be unavailable. The purchase of the tractor, mower and trailer would give us long term independence.

### Cost Estimate & Timing:

This project is targeted for FY22 and is intended to fill the long term need for a Conservation mower. Request - \$29,000.

Ventrac 4500 tractor base price \$19,000.

Brush mower attachment \$4000.

## COMMUNITY DEVELOPMENT & PLANNING

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Enclosed trailer to transport and store \$6,000.

<b>Town Manager's Recommendation:</b>
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The Town Manager does not support funding this request in FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$29,000	\$0

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Former Reichhold Site –  
Restoration, Leveling and Planting*

**CDP-13**

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

**TM's Rec. for FY22:** \$0  
**Original Dept. Request:** \$24,000  
**Submitted by:** Robert Douglas  
**Department:** CD&P  
**Funding Source:** General Fund Revenue

### Project Description:

Restore, level and plant/landscape this former industrial site for public passive recreational purposes. This area is adjacent to riverside Conservation property.

### Project Justification and Purpose:

The former Reichhold site was a chemical plant that underwent a multi-million dollar clean-up at 126 Tewksbury Street. It was purchased by the town about 15-years ago, and soon it will be transferred to the care and custody of the Conservation Commission for public use for passive recreation.

The property is adjacent to conservation land that has a long waterfront on the Shawsheen. It also has stands of oak forests and abundant wildlife including fox, rabbits and deer. It will be a great addition to the town's Conservation Lands and open to picnicking, kayaking, and birdwatching.

The site's topography is currently disturbed, and shows remnants of its industrial past. It has several 'lagoons' that should be filled in. There is a pile of clean fill that originated from the High School playing fields that needs to be spread and leveled. Once this is done the property should be seeded with wildflowers to stabilize the site.

The proposed work should be performed while being supervised by a Licensed Site Professional.

### Cost Estimate & Timing:

This project is targeted for FY22; Licensed Site Professional (LSP) services as required by Use Limitation. Soil Management Plan and Safety Management Plan: \$10,000; Leveling of site with heavy equipment \$7,000; Enclosed trailer to transport and store \$7,000.

### Town Manager's Recommendation:

The Town Manager does not support funding this request in FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$24,000	\$0

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Shawsheen River Master Plan*

**CDP-14**

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

**TM's Rec. for FY22:** \$40,000  
**Original Dept. Request:** \$75,000  
**Submitted by:** Robert Douglas &  
Commissioner Alix Driscoll  
**Department:** CD&P  
**Funding Source:** General Fund

### Project Description:

The Shawsheen River has always been a critical waterway for the town of Andover. Year to year we have seen an uptick in interest in the river, as well as recreational use of its waterways. With the dam removals, the Shawsheen now flows more naturally than it has in 200 years. Herring and other wildlife are using this special natural corridor through Andover. With the town focusing more on the river, this proposal is for a Master Plan to examine the use of the river and what factors will work for both its increased usage while also protecting and preserving it.



### Project Justification and Purpose:

The Shawsheen River is a vital element of Andover's identity. The Town's industrial heritage is closely tied to the Shawsheen River, as is the community's ability to adapt to future climate impacts. Flooding along the Shawsheen has caused significant damage at least four times since 2007, but the river also provides significant recreational, social, and aesthetic benefits to the Town. As Andover approaches its 375<sup>th</sup> Anniversary, the time is right to develop a vision for the river corridor that will enable the Town to capitalize on the river's value and improve access to and engagement with the river's many beneficial services, while simultaneously planning for future resiliency to protect the Town's natural resources and prevent flood damage to the built environment.

### Project Goals:

The proposed Shawsheen River Master Plan is intended to provide a higher-level planning document and vision for the Shawsheen River that will build public momentum and develop a

## COMMUNITY DEVELOPMENT & PLANNING

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road-map for future projects. The master planning process would focus on four main goals:

- Collect and present existing information about the river and its relationship to the Town
- Gather public input from the community to inform a conceptual design vision for the river corridor
- Develop a graphically-rich plan geared toward communicating the master plan to municipal staff, elected officials, and the public and facilitating community buy-in for future implementation
- Outline projects and next steps for moving the Town toward implementation of that vision

### **Proposed Approach:**

**Information gathering** to inform the plan will be a collaborative effort between Town staff, active stakeholder groups (AVIS, Recreation Department, Department of Community Services, Historic Mill District, Shawsheen River Watershed Association, Scouts, Merrimack River Watershed Council, etc.), and an engineering project team. This effort will be focused on compiling existing data, rather than developing new data, but the approach may include efforts such as citizen science elements to conduct stream reach assessments, etc. The primary objectives will be to:

- Assess the benefits provided by the river including current use patterns for recreation, education, etc.
- Detail risks associated with current/past flood events and future climate projections
- Describe connections with the Historic Mill District and Shawsheen Village neighborhood
- Summarize existing information on the river's health and water quality, including information on recent dam removals, remaining restrictions, known status of fisheries and wildlife, etc.
- Identify new Conservation bylaw regulations that would better protect the Shawsheen.

**Robust public process** is key to the proposed master planning effort. Engineering/ consulting team of ecologists, water resources specialists, planners, and landscape architects will lead residents and stakeholders through a series of facilitated events to collect input about known risks and current needs associated with the river, as well as goals and desired future uses and potential project ideas. This process is expected to center around a design charrette process and facilitated sessions similar to those utilized during the Town's MVP climate resiliency planning process. It is intended that the Master Plan will focus on the Shawsheen River corridor within Andover, but the public process will include stakeholders from neighboring communities within the larger Shawsheen River watershed, including Lawrence, Billerica, and Tewksbury.

**Graphics and plan development.** Consultants will compile the information and ideas generated during the information gathering and public process stages to develop a graphics-oriented plan that is geared toward a broad public and municipal audience. The format for the deliverables will be agreed upon between the Town and the consultant team with the intent of creating materials that are accessible to a broad public audience and that will aid the Town in facilitating community buy-in for projects and pursuing implementation funding. The plan will also outline a road map of projects to move the Town toward realization of the Master Plan vision. Proposed implementation projects are expected to include elements such as: future recreation access points/kayak put-ins, pedestrian bridges for improved connectivity, land acquisition and restoration recommendations for increased open space and flood resiliency, review of the

## COMMUNITY DEVELOPMENT & PLANNING

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Town's existing by-laws and regulations and/or creation of no-build zones, enhanced attention to the river's history, water quality projects, etc.

<b>Cost Estimate &amp; Timing:</b>
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This project is targeted for FY22  
Engineers Fuss & O'Neill estimate the costs at \$75,000

<b>Town Manager's Recommendation:</b>
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Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$75,000	\$40,000

# COMMUNITY DEVELOPMENT & PLANNING

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Shawsheen Pedestrian Bridge Feasibility Study*    **CDP-15**

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

**TM's Rec. for FY22:**    \$0  
**Original Dept. Request:**    \$35,000  
**Submitted by:**    Bob Douglas  
**Department:**    CD&P  
**Funding Source:**    General Fund Revenue

**Project Description:**

The Upper Shawsheen River Pedestrian Bridge feasibility study will provide the town with guidance on how best to bridge the Shawsheen River for increasing pedestrian use. The bridge would likely be placed between the Ballardvale Dam and the Central Street / Horn Bridge area.

**Project Justification and Purpose:**

Funding is requested to perform a feasibility study that will look at all of the aspects of a critical Shawsheen River crossing in an area of town that is very attractive to pedestrians. The study would affirm what location is the best suited for a bridge and also closely examine all of the physical factors involved in bridge placement, including the following; bank suitability, bridge type options, project design estimates, base map preparation, wetland flagging, site analysis, and supporting graphics.

**Cost Estimate & Timing:**

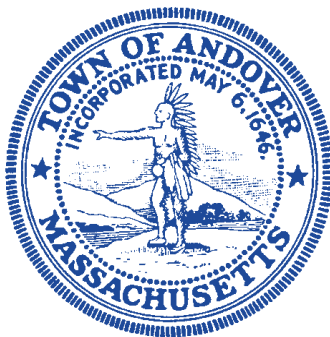
This project is targeted to begin in FY22 and will provide critical information which will allow the Town to proceed with the full bridge construction if it chooses to.

**Town Manager's Recommendation:**

The Town Manager does not support funding this request in FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$35,000	\$0

# POLICE DEPARTMENT



# POLICE DEPARTMENT

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

PROJECT REQUEST: *Police Vehicle Replacement*

**POL-1**

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

**TM's Rec. for FY22: \$205,000**  
**Original Dept. Request: \$205,000**  
**Submitted by: Police Chief**  
**Department: Police Department**  
**Funding Source: General Fund Revenue**

**Project Description:**

Replace 4 Police cruisers  
 Replace 1 Unmarked Cruiser

**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:**

\$205,000 per year

**Estimated Annual Cost or Savings of Operation and Maintenance:**

Varies by vehicle

**Town Manager's Recommendation:**

The Town Manager supports this funding request.

Fiscal Year	Dept. Request/Proposed	TM Recommended/Plan
2022	\$205,000	\$205,000
2023	\$205,000	\$205,000
2024	\$225,000	\$225,000
2025	\$225,000	\$225,000
2026	\$225,000	\$225,000

# POLICE DEPARTMENT

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

PROJECT REQUEST: *Mobile Camera Trailer System*

**POL-2**

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

**TM's Rec. for FY22: \$50,000**  
**Original Dept. Request: \$50,000**  
**Submitted by: Police Chief**  
**Department: Police Department**  
**Funding Source: General Fund Revenue**

### Project Description:

The Police Department is looking to purchase a Mobile Surveillance Camera System. This system is a hybrid powered trailer system with at least a 25' telescoping mast. It uses some solar power as a power source as well as battery. It will be able to Pan/Tilt/Zoom and have starlight technology. It will have recording capability and be able to be monitored remotely.

### Project Justification and Purpose:

This will allow the police department to monitor and provide security surveillance for major events within the community (i.e. Feaster Five, Fireworks, Andover Day) It will also allow for security surveillance for special circumstances such as criminal activity trends.

### Cost Estimate & Timing:

The components of this estimate are the 1. Long Deployment Surveillance Trailer Base 2. Two Outdoor Pan/Tilt/Zoom Video Camera 3. Network Video Recorder 4. Communications Router.  
The cost is for the entire system.  
This is a one-time purchase which will not incur additional requests.

### Estimated Annual Operating or Maintenance Cost or Savings:

This purchase is the replacement for a Mobile Camera Surveillance Trailer which is over 12 years old and is no longer serviceable.

### Town Manager's Recommendation:

The Town Manager supports funding this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$50,000	\$50,000

# POLICE DEPARTMENT

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

PROJECT REQUEST: *UAS/Unmanned Aerial System*

**POL-3**

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

**TM's Rec. for FY22: \$0**  
**Original Dept. Request: \$30,000**  
**Submitted by: Police Chief**  
**Department: Police Department**  
**Funding Source: General Fund Revenue**

### Project Description:

The Police Department is looking to purchase a Commercial Grade Unmanned Aerial System. The system will be comprised of an aerial platform and camera platform. The system will allow longer flight time and allow flight and optics during poor and cold weather.

### Project Justification and Purpose:

This will allow the police department to continue to use a UAS for searches for lost persons and wanted persons. The system is also used for Accident reconstruction, crime scene processing and during natural and man-made disasters.

### Cost Estimate & Timing:

The components of this estimate are

1. Flying Platform \$18,000-\$20,000
2. Camera Platform \$8,000-\$10,000.

The cost is for the entire system.

This is a one-time purchase which will not incur additional requests.

### Estimated Annual Operating or Maintenance Cost or Savings:

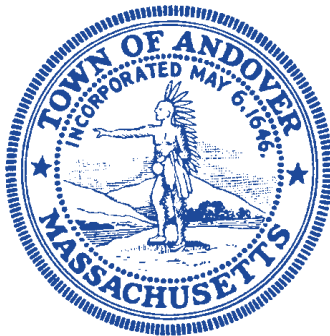
This purchase is the replacement the first Generation UAS that is no longer serviceable.

### Town Manager's Recommendation:

The Town Manager does not support funding this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$30,000	\$0

# FIRE RESCUE



# FIRE RESCUE

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST: *Fire Apparatus Replacement***

**FR-1**

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

**TM's Rec. for FY22: \$360,000**  
**Original Dept. Request: \$432,000**  
**Submitted by: Chief Michael Mansfield**  
**Department: Fire Rescue**  
**Funding Source: General Fund Borrowing/  
General Fund Revenue**

### **Project Description:**

Replace the following vehicles:

#### **FY22**

2009 International 4300 Ambulance – Ambulance 4  
2011 Chevrolet Tahoe – Car 4

#### **FY23**

2013 Chevrolet Tahoe – Car 3  
2004 Ford Pick-up – Forestry 2

#### **FY24**

2014 Chevrolet Tahoe – Car 2  
2014 International 4300 Ambulance 3

#### **FY25**

1994 Ford F450 – Utility bucket truck

#### **FY 26**

2006 Pierce Aerial Ladder –Ladder 2

### **Project Justification and Purpose:**

#### **FY22**

##### **2009 International 4300 – Ambulance 4**

This ambulance is a front line ambulance that is utilized more than any other vehicle with the exception of Ambulance 1. This ambulance is due to be replaced this year and is the oldest vehicle in the fleet. It will be traded in (if available) to offset some of the purchase costs of the replacement vehicle. Because these ambulances are responding to emergencies much of the time, they are utilized as front line vehicles and when replaced put into a back-up (reserve) 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 organization efficiency and an increase in maintenance costs.

#### **FY 22 (Cont.)**

**2011 Chevrolet Tahoe – Car 4** This request was deferred in FY 21 to FY 22 for consideration. This vehicle is the only reserve staff vehicle assigned to Andover Fire Rescue. This vehicle is utilized as a “back-up” for the three first line staff vehicle and is placed in service when they are in need of repair and /or preventative maintenance. When out of reserve status this vehicle responds to emergency incidents. It is utilized for personnel that are attending the Massachusetts Firefighting Academy and by the Deputy Chiefs when they are called in due to an emergency situation.

## **FIRE RESCUE**

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### **FY23**

#### **Chevrolet Tahoe – Car 3**

This vehicle is assigned on a daily basis to the Fire Prevention Officer so that he can perform the required duties of the position such as various residential and commercial inspections, investigations of code violations and acting as the Incident Safety Officer at emergency scenes.

Car 3 was originally Car 1 for a short period of time and was then designated as Car 3 as the result of the vehicle needing replacement due to repair costs and transmission issues. This vehicle is utilized as a secondary staff vehicle during the Fire Prevention Officers' off duty hours when necessary such as multiple alarm fires or other moderate to large scale incidents.

#### **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 has already had significant body and mechanical work performed on it to maintain its serviceability and reliability.

### **FY 24**

#### **2014 International SER - Ambulance 3**

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 or mechanical malfunctions of the current front line response ambulances

The current vehicle will 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 – Car 2**

This vehicle is assigned on a daily basis to the on duty shift commander/Deputy Chief in charge of the shift so that he can perform the required inspections on a daily basis. This vehicle is utilized by the on-duty Deputy Chief's each and every day for emergency response and to perform their daily duties as assigned. This vehicle is equipped with specialized radio communications equipment and computer technology that assists them while they are the Incident Commander (OIC) at emergency scenes.

### **FY 25**

#### **1994 Ford F450 – Fire Alarm Bucket/Boom Truck**

This vehicle is equipped with a boom to allow personnel the ability to maintain current fire alarm and public safety communications fiber optics and serves as a back-up to the Facilities truck when undergoing repairs or preventative maintenance. The current vehicle does not meet current standards and will require substantial body work if it remains in service.

### **FY 26**

#### **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.

## FIRE RESCUE

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<b>Cost Estimate &amp; Timing:</b>
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**FY22**

- **2009 International 4300 – Ambulance 4**

\$360,000 based upon current bid specifications as arranged by EMS Apparatus Committee and current NFPA standards.

- **2011 Chevrolet Tahoe – Car 4**

\$72,000 based upon current bid specifications and consistency of fleet for warranty, ease of locating replacement parts and repairs. This replacement was deferred from FY 21 and has developed some mechanical issues which have decreased the vehicles dependability. This vehicle is also equipped with radio communications equipment, computer technology, and emergency response lighting to be used in emergency response and operations.

**FY 23**

- **2013 Chevrolet Tahoe – Car 3**

\$72,000 based upon current bid specifications and consistency of fleet for warranty, ease of locating replacement parts and repairs. This vehicle is also equipped with radio communications equipment. Computer technology, and emergency response lighting

**FY 24**

- **2014 International 4300 – Ambulance 3**

\$370,000 based upon current bid specifications as arranged by EMS Apparatus Committee and current NFPA standards.

- **2013 Chevrolet Tahoe – Car 2**

\$72,000 based upon current bid specifications and consistency of fleet for warranty, ease of locating replacement parts and repairs. This vehicle is also equipped with radio communications equipment. Computer technology, and emergency response lighting.

**FY 25**

- **1994 Ford F450 – Fire Alarm Bucket/Boom Truck**

\$150,000 based upon current bid specifications and town wide fleet consistency for warranty, and ease of locating replacement parts and repairs. This vehicle is equipped with a boom to allow personnel the ability to maintain current fire alarm and public safety communications fiber optics and serves as a back-up to the Facilities truck when undergoing repairs or preventative maintenance.

**FY 26**

- **2006 Pierce Aerial Ladder – Ladder 2**

\$1,300,000 based upon bid specifications and cost increases anticipated. Purchase from this manufacturer would maintain fleet consistency for operations, warranty, firefighter safety, and ease of locating parts for repairs.

<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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All of the vehicle replacements are recommended based upon the Andover Fire Rescue vehicle replacement schedule developed in 2007 and revised in 2018. 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

## FIRE RESCUE

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<b>Town Manager's Recommendation</b>
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The Town Manager supports funding \$360,000 in FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$432,000	\$360,000
2023	\$72,000	\$72,000
2024	\$442,000	\$442,000
2025	\$150,000	\$150,000
2026	\$1,300,000	\$1,300,000

# FIRE RESCUE

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST: *Radio Box Repeater System***

**FR-2**

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

**TM's Rec. for FY22: \$38,000**  
**Original Dept. Request: \$38,000**  
**Submitted by: Chief M. Mansfield**  
**Department: Fire Rescue**  
**Funding Source: General Fund Revenue**

**Project Description:**

This project if funded, would allow for the installation of a radio box repeater system to be installed at the West Fire Station. The current radio box system is beginning to experience weak signals transmitted to the Public Safety Dispatch Center. The interruptions in the system are due to the increase in development in the West Andover area of town and as a result, the increased number of radio boxes that are required to be added to the system. The transmissions are sent to the Center through the use of radio frequencies to transmit alarms of fire or any other type of emergency that may exist in any commercial, industrial or municipal building throughout West Andover. Weak signal reception could lead to the systems inability to reliably transmit emergency alarms to the Andover Public Safety Communications Center.

**Project Justification and Purpose:**

Installation of the Radio Box Repeater would boost the radio box signal to the Andover Public Safety Dispatch Center so that the system would regain its reliability and guaranty that all transmitted radio boxes would be received at the Andover Public Safety Communications Center. This will increase the safety of the public working or residing in the buildings currently monitored by these systems and ensure expedient emergency response by Andover Fire Rescue.

**Cost Estimate & Timing:**

The cost of the new equipment is estimated at \$38,000 and would be ordered and installed in the first quarter of FY 2022

**Estimated Annual Operating or Maintenance Cost or Savings:**

Operating costs for the units is estimated to be approximately \$150.00 annually. This cost is directly associated with the maintenance of the unit.

**Town Manager's Recommendation:**

The Town Manager supports this funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$38,000	\$38,000

# FIRE RESCUE

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

### PROJECT REQUEST: *Public Safety Radio Bi-Directional Amplifier System* FR-4

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

**TM's Rec. for FY22: \$200,000**  
**Original Dept. Request: \$200,000**  
**Submitted by:** Fire Chief Mansfield/  
Police Chief Keefe  
**Department:** Andover Public Safety  
**Funding Source:** General Fund Borrowing

#### **Project Description:**

Andover Fire Rescue and the Andover Police Department are requesting \$200,000 for the design, engineering, and installation of an Andover Public Safety Bi-Directional Amplifier System in the Doherty Middle School. This project will increase school safety by providing increased public safety radio communications capabilities within the educational building in the event of an emergency.

#### **Project Justification and Purpose:**

Bi-Directional Amplifier Systems are two way radio communications boosters that amplify or repeat critical first responder radio transmissions within a facility. This equipment also allows a facility to become compliant with the Emergency Responder Radio Coverage Code (ERRC) which applies to radio transmission enhancement systems that are mandated under the National Fire Protection Association (NFPA 72 Chapter 24).

When installed, this equipment will boost the signal strength of all Public Safety emergency communications throughout the school. Currently, there are very large gaps in signal coverage that are created by not only the buildings envelope as it was constructed but also due to the topography that exists in the areas surrounding the school. In any emergency situation, these gaps will not allow for seamless, efficient and safe fire, police or EMS communications.

If funded, this system will be the seventh installed within the Andover Public School system. In FY17 a BDA system was designed and installed within Andover High School. During FY18 a like system was installed at the Bancroft Elementary School and in FY20, another system will be installed at the High Plain Elementary and Wood Hill Middle School Complex. In FY21 three additional schools are slated to have these same radio enhancing systems installed and operational which will increase the safety of first responders operating during emergencies within the building.

#### **Cost Estimate & Timing:**

It is estimated that it will cost approximately \$200,000 to fund the cost of the design, installation and testing of a Bi-Directional Amplifier system in the school.

#### **Estimated Annual Operating or Maintenance Cost or Savings:**

The estimated operating and maintenance costs will be approximately \$500 annually.

## FIRE RESCUE

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<b>Town Manager's Recommendation:</b>
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The Town Manager supports this funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$200,000	\$200,000

# FIRE RESCUE

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

PROJECT REQUEST: *Public Safety Radio Bi-Directional Amplifier System* **FR-5**

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

**TM's Rec. for FY22:** \$50,000  
**Original Dept. Request:** \$50,000  
**Submitted by:** Fire Chief Mansfield  
 Police Chief Keefe  
**Department:** Andover Public Safety  
**Funding Source:** General Fund Revenue

**Project Description:**

Andover Fire Rescue is seeking this funding to purchase nine (9) multiband portable radios for use during emergency incidents when operating at a multijurisdictional emergency.

**Project Justification and Purpose:**

This request was developed through a recommendation made in the Merrimack Valley Gas Explosion After Action Report (AAR) by the Edward Davis Consulting firm. The recommendation was made due to the inability for Andover Fire Rescue personnel to communicate with other fire and EMS departments because of the differences in radio frequency band widths being used. This inefficiency drastically reduces the safety of the first responders as there is no ability to communicate with others operating at the same incident.

The purchase of this radio equipment will allow the Lieutenants and Command Staff of Andover Fire Rescue the ability to communicate with any other emergency jurisdiction that may respond to our community regardless of the frequency they are utilizing. This equipment will also increase personnel safety when Andover Fire Rescue is requested to respond to mutual aid for another community.

**Cost Estimate & Timing:**

It is estimated that it will cost approximately \$50,000 to purchase, program, and train the personnel on the use of this equipment.

**Estimated Annual Operating or Maintenance Cost or Savings:**

The estimated operating and maintenance costs will be approximately \$25 annually.

**Town Manager's Recommendation:**

The Town Manager supports this funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$50,000	\$50,000

# FIRE RESCUE

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST: *Fire Rescue CAD/RMS Programming and Training*      FR-6**

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

**TM's Rec. for FY22: \$0**  
**Original Dept. Request: \$100,000**  
**Submitted by: Chief M. Mansfield**  
**Department: Fire Rescue**  
**Funding Source: General Fund Revenue**

**Project Description:**

This project will allow for the purchase of any ancillary Fire Rescue programming that is required within the Public Safety CAD/RMS System that is slated to be placed into service in late FY21 or early FY22. This funding will also allow for the personnel of Andover Fire Rescue to be appropriately trained in the operations of this new CAD/RMS system and any additional required hardware.

**Project Justification and Purpose:**

A new Public Safety CAD/RMS System was funded in FY20 to replace the antiquated and obsolete system that the Andover Police Department and Andover Fire Rescue have utilized for more than two decades. The new system will require substantial data migration and a robust training program to ensure that all of the fire personnel are well versed in its use. Andover Fire Rescue personnel will utilize this new CAD/RMS system to record not only fire based incidents but also EMS based incidents as well as recording all training and fire prevention/inspection activity as well. This new system will take a substantial amount of training to ensure that the data inputted is done so with ease.

**Cost Estimate & Timing:**

The cost of the programming and training is estimated at \$100,000 and the system should be fully operational in the first quarter of FY22

**Estimated Annual Operating or Maintenance Cost or Savings:**

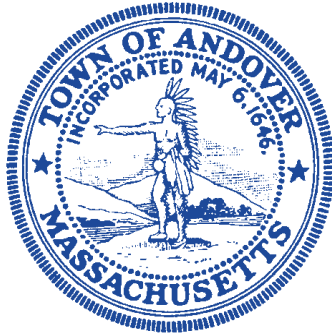
Annual Maintenance costs will be incurred

**Town Manager's Recommendation:**

The Town Manager does not support this funding request in FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$100,000	\$0

# PUBLIC WORKS



# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Major Annual Road Maintenance*

**DPW-1**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22:** \$1,364,279  
**Original Dept. Request:** \$1,364,279  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** State Chapter 90 Funds

**Project Description:**

To provide major maintenance and repairs to town roads and bridges as allowed under the Chapter 90 State Aid Highway Guidelines adopted by the MA Public Works Commission 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:**

\$1,364,729 estimated per year at current state allocation.

**Estimated Annual Operating or Maintenance Cost or Savings:**

N/A

**Town Manager's Recommendation:**

The Town Manager supports this request to use Chapter 90 funds.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$1,364,279	\$1,364,279
2023	\$1,364,279	\$1,364,279
2024	\$1,364,279	\$1,364,279
2025	\$1,364,279	\$1,364,279
2026	\$1,364,279	\$1,364,279

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Minor Sidewalk Repairs*

**DPW-2**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22: \$250,000**  
**Original Dept. Request: \$250,000**  
**Submitted by: Chris Cronin, Director**  
**Department: Public Works**  
**Funding Source: Free Cash**

**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. These streets may include sections of, but not limited to: Abbot Street, Beacon Street, Central Street, Holt Road, Lowell Street, Pine Street, Washington Avenue and Woburn Street.

**Cost Estimate & Timing:**

\$250,000 from Free Cash for FY22 through FY26

**Estimated Annual Operating or Maintenance Cost or Savings:**

**Town Manager's Recommendation:**

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$250,000	\$250,000
2023	\$250,000	\$250,000
2024	\$250,000	\$250,000
2025	\$250,000	\$250,000
2026	\$250,000	\$250,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Road Maintenance*

**DPW-3**

**Department Priority Ranking: 2**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22:** \$0  
**Original Dept. Request:** \$1,250,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Borrowing

**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. In order 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.

In order to provide some reconstruction and maintenance to our roadway system, an additional \$1,250,000 is being requested with the anticipation of a Roadway Maintenance Program being instituted going forward.

**Cost Estimate & Timing:**

\$1,250,000 is the requested funding for FY2022 for Road Maintenance.

**Estimated Annual Operating or Maintenance Cost or Savings:**

**Town Manager's Recommendation:**

The Town Manager does not support funding this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$1,250,000	\$0
2023	\$1,250,000	\$0
2024	\$1,250,000	\$0
2025	\$1,250,000	\$0
2026	\$1,250,000	\$0

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Storm Water Management*

**DPW-6**

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

**TM's Rec. for FY22:** \$0  
**Original Dept. Request:** \$100,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Revenue

### **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 requires the implementation of a Storm Water Management Program (SWMP), which includes 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 2<sup>nd</sup> 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 required of the new permit. At this time, an additional \$100,000 is projected for future years FY 2023 – 2026, 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.

### **Cost Estimate & Timing:**

Funds have been approved in 2001, 2002 and 2003 that have 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 for the implementation of the recommendations and improvements in SWMP such as installing gas/oil separators at four town

## PUBLIC WORKS

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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.

<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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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.

<b>Town Manager's Recommendation:</b>
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The Town Manager does not support funding this request for FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$100,000	\$0
2023	\$100,000	\$100,000
2024	\$100,000	\$100,000
2025	\$100,000	\$100,000
2026	\$100,000	\$100,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST: *Public Works Vehicles***

**DPW-**

**7**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22:** a. \$145,000 b. \$400,000  
**Dept. Request:** a. \$398,000 b. \$400,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** a. General Fund Revenue  
b. General Fund Borrowing

Dept.	Vehicle #	Year	Make/Model	FY22	FY23	FY24	FY25	FY26
Cemetery	65	2006	Chevy Silverado 1 Ton Dump					
Cemetery	66	2003	Ford F350 Dump 1 Ton 4X4 (Dump body only)					
Cemetery	68	2018	John Deere Backhoe Loader 310L					120,000
Cemetery	Trailer-1	1996	Vermeer Brush Chipper (SPARE)	60,000				
Park	60	2009	Ford F350 Dump 4x2					
Park	61	2006	Ford F350 1 Ton Dump 4x4					47,000
Park	62	2006	Ford F350 1 Ton Rack Body w/tailgate 4x2					
Park	63	2001	Ford F350 1 Ton Dump					
Park	64	2016	Ford F250, super cab				45,000	
Park	65	2015	Jacobsen JMC, HR9016T mower		75,000			
Park	66	2012	Toro Ground Master 4700-D Mower 4x4	65,000				
Park	Tractor-1	2018	Kubota Tractor M7060HDC12			65,000		
Forestry	20	2010	Ford F150 4x4					
Forestry	51	2012	Ford F550 2T FSH DRW w chip body	65,000				
Forestry	52	2016	Mack, GU432					
Forestry	53	2017	Freightliner				250,000	
Forestry	54	1999	GMC C Series Bucket Truck - Diesel					
Forestry	55	2006	Kubota Tractor	35,000				
Forestry	56	2004	Vermeer Stump Grinder					
Forestry	57	2017	Brush Bandit Chipper Model 1390XP - 15" Drum Style					45,000
Vehicle Maintenance	8	2020	F150, 4x4					

## PUBLIC WORKS

Vehicle Maintenance	18	2002	Ford Ranger pickup		40,000			
<b>Dept.</b>	<b>Vehicle #</b>	<b>Year</b>	<b>Make/Model</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
Vehicle Maintenance	86	2000	Chevrolet 1 ton pickup (new - Maintainer)					
Vehicle Maintenance	87	2000	GMC K1500, 1/2 ton, 4x4	50,000				
Vehicle Maintenance	Trailer 2-GEN	2001	Utility Trailer for Powergard 60KW Kohler Emergency Generator			12,000		
			<b>Cemetery, Parks, Forestry Total Request</b>	<b>275,000</b>	<b>115,000</b>	<b>77,000</b>	<b>295,000</b>	<b>212,000</b>
<b>Dept.</b>	<b>Vehicle #</b>	<b>Year</b>	<b>Make/Model</b>	<b>FY22</b>	<b>FY23</b>	<b>FY24</b>	<b>FY25</b>	<b>FY26</b>
Highway	1	2012	Mack Dump Truck w/2 CaCl Tanks (6wh)		210,000			
Highway	3	2012	Mack Dump Truck w/2 CaCl Tanks (6wh)		210,000			
Highway	4	2009	Mack Dump Truck w/2 CaCl Tanks (6wh)					
Highway	5	2006	Mack Dump Truck w/2 CaCl Tanks (6wh)					
Highway	6	2009	Mack RD Dump Truck w/2 CaCl Tanks (6wh)					
Highway	7	2019	Freightliner M2 106 26,000 GVW					
Highway	8	2012	Mack Dump Truck w/2 CaCl Tanks (6wh)	200,000				
Highway	9	2005	Mack RD690 Dump Truck w/2 CaCl Tanks w/Snow Setup (10wh)					
Highway	10	2015	Mack RD 690P Dump Truck w/2 CACI Tanks (6wh)			210,000		
Highway	11	2013	Mack RD Dump Truck w/2 CACI Tanks (6wh)		200,000			
Highway	12	2013	Caterpillar Wheel Loader Model 938G				200,000	
Highway	13	2008	John Deere 624J Four Wheel Loader					
Highway	14	2017	Ford F450, 4x4 w/Plow					55,000
Highway	15	2018	Ford F450 1 Ton 4x4 1 ton, Diesel, w/ plow					
Highway	16	2011	Ford F450 1 Ton Super cab F47 Chassis Rack w/Plow - (new body & tailgate in FY16)					
Highway	17	2015	Ford Drwsup F450 1 Ton Dump Truck				55,000	
Highway	18	2010	Ford F150 1/2 Ton X18 139 Super cab 4x4 Pickup					
Highway	19	2016	Ford Escape, 4x4					35,000

## PUBLIC WORKS

Dept.	Vehicle #	Year	Make/Model	FY22	FY23	FY24	FY25	FY26
Highway	20	2017	Ford F550, 4x4 w/ plow					
Highway	21	2002	Mack RD690P Dump Truck w/2 CACI Tanks (6wh)					
Highway	22	2017	Mack 10-Wheeler w/2 CACI Tanks (10wh)					200,000
Highway	23	2017	Mack 10-Wheeler w/2 CACI Tanks (10wh)					200,000
Highway	24	2013	Ford F350, 1 Ton Regular cab 4X4 Pickup					
Highway	25	2018	Ford F450 1 Ton 4x4 1 ton, Gasoline, w/ plow					
Highway	26	2015	Bobcat Skidsteer 773T Loader			45,000		
Highway	27	2016	Bobcat Skidsteer S570 Loader				45,000	
Highway	28	2015	Holder Tractor C992 w/attachments			175,000		
Highway	29	2016	Holder Tractor C992 w/attachments				175,000	
Engineering	39	2013	Ford F350					
Highway	54	2018	Kubota KX0804S, Excavator					
Highway	51	2013	Wacker Neuson WL-30 Articulated Wheel Loader			125,000		
Highway	52	2015	Falcon Asphalt Recycler & Hot Box, Trailer Mounted	48,000				
Highway	A	2013	Compaq Riding Roller	20,000				
Highway	53	2018	Prinoth SW 4S Municipal Vehicle					
Highway	T-4	2019	CAM Utility trailer, GVWR 30,650					
Highway	B-Sweep	2020	3 Wheel Elgin Pelican Sweeper					
Highway	C-Sweep	2015	3 Wheel Elgin Pelican Sweeper	200,000				
Highway	D	2013	2013 Sullair 185CFM Air Compressor, 100psi					
Highway	E	1987	SRECO Utility Trailer Water					
Highway	SALPAV	2014	Salsco TP44 Sidewalk Track Paver	55,000				
Highway	Trailer 2	2004	Big Tex 12-Ton Tandem Axle Trailer					
Highway	Trailer 3	2002	Town Master T-12DD Utility Trailer for Bobcats					
Municipal Services	WZT	2014	Work Zone Trailer, Car Mate					
<b>Highway Total Request</b>				<b>523,000</b>	<b>620,000</b>	<b>555,000</b>	<b>475,000</b>	<b>490,000</b>

## PUBLIC WORKS

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		<b>TOTAL DPW</b>	<b>798,000</b>	<b>735,000</b>	<b>632,000</b>	<b>770,000</b>	<b>702,000</b>
	Total Small Vehicles	398,000	115,000	122,000	145,000	182,000	
	Total Large Vehicles	400,000	620,000	510,000	625,000	520,000	

<b>Town Manager's Recommendation:</b>
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The Town Manager supports funding \$145,000 for small vehicles and \$400,000 for large vehicles in FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2022</b>	\$798,000	\$545,000
<b>2023</b>	\$735,000	\$735,000
<b>2024</b>	\$632,000	\$632,000
<b>2025</b>	\$770,000	\$770,000
<b>2026</b>	\$702,000	\$702,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022– FY2026

**PROJECT REQUEST:** *Minor Storm Drainage Improvements*

**DPW-8**

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

**TM's Rec. for FY22:** \$0 (FY23 Request)  
**Original Dept. Request:** FY23 Request  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Borrowing

**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 been appropriating \$300,000 every other year for storm drain improvements. This request continues to provide the funds for making improvements and repairs as they become necessary.

**Cost Estimate & Timing:**

Projects will be done as necessary by private contractors at Town bid prices. The 2020 Annual Town Meeting approved \$300,000 which funded our latest request. These funds will be expended by the end of FY 2022.

This request continues the funding, every other year, of \$300,000 for Minor Improvements.

The estimated total cost for all years shown is - \$600,000.

**Estimated Annual Operating or Maintenance Cost or Savings:**

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

**Town Manager's Recommendation:**

The Town Manager supports the funding requests for FY23 and FY25

Fiscal Year	Dept. Request	Town Manager Recommendation
2022		
2023	\$300,000	\$300,000
2024		
2025	\$300,000	\$300,000
2026		

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Town Bridge Evaluation & Maintenance*

**DPW-9**

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

**TM's Rec. for FY22:** \$0 (FY24 Request)  
**Original Dept. Request:** FY24 Request  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Borrowing

**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 or Maintenance Cost or Savings:**

**Town Manager's Recommendation:**

The Town Manager supports the funding request for FY24.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022		
2023		
2024	\$500,000	\$500,000
2025		
2026		

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Reconstruction of Existing Sidewalks*

**DPW-10**

**Department Priority Ranking: 2**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22:** \$0  
**Dept. Request:** \$ 956,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Borrowing

**Project Description:**

The Town Manager and the Board of Selectmen formalized a Sidewalk Master Plan in 2001, which establishes guidelines for the construction and reconstruction of sidewalks. The Plan also sets priorities, provides for public input on design issues, and programs construction timing based on a number of factors, including the availability of funds. The plan calls for the reconstruction of existing sidewalks with granite curbing especially in the downtown area. Town sidewalks need to conform to the Americans with Disabilities Act requirements especially regarding curb cuts, width, slope, ramps, etc. Disabled people use sidewalks in the downtown area and the old sidewalks need to be repaired as soon as possible. Sidewalks near the schools and in the Shawsheen and Ballardvale areas are also in need of repairs to provide safe pedestrian travel.

**Project Justification and Purpose:**

The Town has over fifty (50) miles of existing sidewalks. Many of the sidewalks are old, broken, cracked or uneven and in need of serious repair or lack granite curbing. Also many of the sidewalks do not conform to the ADA requirements. Approximately 23 miles are in need of reconstruction. Major funding for sidewalks has been deferred in past years as part of an overall reallocation of capital appropriations towards maintaining School and Town services. Funds for full reconstruction have not been allocated since 2006. In the Spring of 2004 Andover conducted a Citizens Survey of a representative sampling of town residents to assess the level of community satisfaction with a wide variety of Town services. Sidewalk maintenance received one of the lowest ratings of the 55 areas rated.

**Cost Estimate & Timing:**

Reconstruction costs have increased based upon current construction costs. The cost estimate to reconstruct all 23 miles of remaining sidewalks in Andover is \$24,525,000. Costs include removing existing sidewalk, installing new sidewalk, granite curb, trees and handicap ramps. Following is the itemized cost to follow the Sidewalk Master Plan:

	<u>Street Name</u>	<u>Street Section</u>	<u>Estimated Replacement</u>
	<b><u>FY2022</u></b>		
4	Canterbury Street	Lowell St. to Stafford Ln.	\$426,000
2	Central Street	Essex St. to Brook St.	\$156,000
4	Poor Street	Windsor St. to Magnolia Ave	\$154,000
3	Riverina Road	Kenilworth St. to Haverhill St.	\$220,000
			\$956,000
	<b><u>FY2023</u></b>		
5	Ballardvale Road	Enfield Dr. to Wyncrest Cir.	\$79,000
2	School Street	Essex St. to Central St.	\$144,000
1	Summer Street	Avon St. to Whittier St.	\$351,000
			\$574,000

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**FY2024**

2	Essex Street	Red Spring Rd. to Central St.	\$575,000
1	Florence Street	Elm St. to Park St.	\$203,000
4	Kenilworth Street	N. Main St. to Poor St.	\$122,000
1	Wolcott Avenue	Walnut Ave to Elm St.	\$414,000
			\$1,314,000

**FY2025**

2	Cuba Street	Shawsheen Rd. to Red Spring Rd.	\$293,000
3	Burnham Road	High St. to Dufton Rd.	\$175,000
1	Chestnut Street	Morton St. to Sherry Dr.	\$195,000
2	Pearson Street	Essex St. to Safety Center	\$135,000
			\$798,000

**FY2026**

1	Avon Street	Summer St. to Chestnut St.	\$237,000
1	Pasho Street	Summer St. to Chestnut St.	\$237,000
1	Stratford Road	Summer St. to Chestnut St.	\$271,000
2	Stevens Street	Shawsheen Rd. to Hse #40	\$167,000
			\$912,000

Total \$4,554,000

**Estimated Annual Operating or Maintenance Cost or Savings:**

Project to be done by private contractors.

**Town Manager's Recommendation:**

The Town Manager does not support funding this request. See TM-2.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2022</b>	\$956,000	\$0
<b>2023</b>	\$574,000	\$0
<b>2024</b>	\$1,314,000	\$0
<b>2025</b>	\$798,000	\$0
<b>2026</b>	\$912,000	\$0

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *New Sidewalk Construction*

**DPW-11**

**Department Priority Ranking: 3**  
(1 = highest, 2 = next highest, etc.)

**TM Rec for FY22: \$0**  
**Original Dept. Request: \$1,196,000**  
**Submitted by: Chris Cronin, Director**  
**Department: Municipal Services**  
**Funding Source: General Fund Borrowing**

**Project Description:**

The Town Manager and the Select Board formalized a Sidewalk Master Plan in 2001, which establishes guidelines for the construction and reconstruction of sidewalks. The Plan also sets priorities, provides for public input on design issues, and programs construction timing based on a number of factors, including the availability of funds. This request shows the five-year plan for construction of new sidewalks in accordance with the priorities established by the Sidewalk Master Plan. The Sidewalk Master Plan gives priority to constructing sidewalks on at least one side of many streets within one mile of a school or other municipal facility, which generates heavy pedestrian traffic. It is estimated that this would entail the construction of twenty-one (21) miles of new sidewalks. Final locations will be determined by the School Department, Planning Department and the Department of Public Works.

**Project Justification and Purpose:**

Major funding for sidewalks has been deferred in past fiscal years as part of an overall reallocation of capital appropriations towards maintaining School and Town services.

**Cost Estimate & Timing:**

The projected costs are estimated on a base figure of \$131/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 included in the total costs.

Long-term:

The cost estimated to construct twenty-one (21) miles of new sidewalk is approximately \$13,297,300 which includes new bituminous concrete sidewalks, granite curbs, and trees. Additional items such as; engineering costs, police details or other necessary items such as retaining walls, guardrail, and drainage structures must be added to this total, where required.

Construction completed 1 year after approval with funds from General Fund borrowing.

<u>Street Name</u>	<u>Street Section</u>	<u>Estimated Replacement</u>
<b><u>FY2022</u></b>		
High Plain Rd.	West Elementary to Greenwood Rd.	\$1,196,000
		\$1,196,000
<b><u>FY2023</u></b>		
Woburn St.	Abbot St. to Bayberry Ln.	\$228,000
High St.	Haverhill St. to house #128	\$927,000
		\$927,000

## PUBLIC WORKS

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		\$1,155,000
<b><u>FY2024</u></b>		
Dascomb Rd.	Andover St. to Clark Rd.	\$864,000
Woburn St.	Enfield Dr. to Rattlesnake Hill Rd.	\$1,135,000
		\$1,999,000
<b><u>FY2025</u></b>		
Abbot St.	Spring Grove Rd to Woburn St.	\$700,000
Lincoln St.	Cindy Ln. to Lowell St.	\$124,000
		\$824,000
<b><u>FY2026</u></b>		
Andover St.	Hall Ave. to Central St.	\$1,673,000
Greenwood Rd.	Lowell St. to Gleason St.	\$1,153,000
		\$2,826,000

**Estimated Annual Operating or Maintenance Cost or Savings:**

N/A

**Town Manager's Recommendation:**

The Town Manager does not support funding this request. See TM-2.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2022</b>	\$1,196,000	\$0
<b>2023</b>	\$1,155,000	\$0
<b>2024</b>	\$1,999,000	\$0
<b>2025</b>	\$824,000	\$0
<b>2026</b>	\$2,826,000	\$0

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Water & Sewer Vehicles*

**DPW-12**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22:** \$ 225,000  
**Dept. Request:** \$ 225,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Reserves

Dept.	Vehicle #	Year	Make/Model	FY22	FY23	FY24	FY25	FY26
Water	30	2019	Ford F150 4x4 Pickup w/Ext Cab (G F's)					
Water	31	2015	Ford F350 1 Ton F37 CABCA Pick w/Crane			55,000		
Sewer	32	2012	Ford F350 1 Ton F31 Dump PU Truck w/Plow					
Sewer	33	2012	Ford F350 1 Ton F31 Pickup w/Plow					
Water	34	2020	Mack 10-Wheel Dump Truck w / Snow Setup					
Water	35	2015	Ford F350			35,000		
Water	36	2016	Ford Transit 150					35,000
Water	40	2007	John Deere 410J Backhoe					
Water	41	2016	Ford Escape AWD				35,000	
Water	42	2015	Ford F550 1 Ton 4x4 Dump & Plow			55,000		
Water	47	2005	Ford F150 4x4 Pickup w / Ext Cab					
Water	B	2013	Gorman Rup Pump (6")	20,000				
Water	C	2013	Gorman Rup Pump (6")	20,000				
Water		2007	Terex Light Tower/6FW Gen.. SNL GYF20083, Model RLA 060D1-4UH					
Water	70	2013	Infrastructure Maintenance Vehicle		250,000			
Water	Trailer-6	2007	Big Tezx Utility Trailer 30SA8 - black				15,000	
Water	WS- 1	1997	Trailer Utility Sedan					
Water	WS- 2	2003	Haulmark K714BT Kodiak Enclosed Trailer				15,000	
Water	WS- 3	2000	Seca Utility Trailer for Water Jet Flusher					
Water	WS- 4	2001	Am Utility Trailer for Solar Powered Changeable Message Signs					20,000
Water	WS- 5	2001	Am Utility Trailer for Solar Powered Changeable Message Signs					20,000

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Dept.	Vehicle #	Year	Make/Model	FY22	FY23	FY24	FY25	FY26
Water	WS-B	2010	D210PHJD Compressor, weight 2700#	15,000				
Water	WS-C	2000	Vactron U-Dump Flat Trailer 512F					
			(No PM, Trailer services by Water Shop)					
WTP	2	2019	Ford Escape AWD					
WTP	37	2009	Ford F150 1/2 Ton Pick X18					
WTP	38	2013	Ford F250 1/2 Ton Pickup F18 4X4 139 Regular Cab Styleside			45,000		
WTP	43	2016	Ford Transit 350					50,000
WTP	44	2015	Ford F150				37,000	
WTP	45	2016	Ford F250, Supercab					47,000
WTP	46	2005	Ford F150 4x4 Pickup					
WTP	48	2018	Ford Escape AWD					
WTP	49	2018	Ford Escape AWD					
WTP	50	2006	Ford F350 1 ton pickup w/ Crane	55,000				
WTP	51	2019	Ford Explorer					
WTP	A-GEN	1977	Onan Generator (Unleaded)	15,000				
WTP	T1	2000	Trailer for Airman SDG45 Generator				10,000	
			<b>Water/Water Treatment Total Request</b>	<b>125,000</b>	<b>250,000</b>	<b>190,000</b>	<b>112,000</b>	<b>172,000</b>

**Town Manager's Recommendation:**

The Town Manager supports funding this request in FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2022</b>	\$125,000	\$125,000
<b>2023</b>	\$250,000	\$250,000
<b>2024</b>	\$190,000	\$190,000
<b>2025</b>	\$112,000	\$112,000
<b>2026</b>	\$172,000	\$172,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Filter Backwash Discharge Tank*

**DPW-13**

**Department Priority Ranking: 3**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22:** \$0 (FY24 Request)  
**Dept. Request:** FY24 Request  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing

**Project Description:**

Design, engineering, permitting and construction management for a new Filter Backwash Discharge Storage/Equalization Tank to hold filter backwash water until it can be bled back into the treatment train at the raw water intake.

**Project Justification and Purpose:**

EPA did not renew the General Discharge Permit for the Water Treatment Plant and is expected to deny the permit and require an alternative method for the backwash water treatment and disposal. The National Pollutant Discharge Elimination System (NPDES) Potable Water Treatment Facility General Permit (PWTF GP) expired in 2009. Andover filed a Notice of Availability (NOA) to be covered under the new PWTF GP. Andover may not be covered under the PWTF GP because aluminum levels in the discharge might exceed the National Recommended Water Quality Criteria in Haggetts Pond. The EPA is working with USGS to determine mixing zones for WTF that discharge to ponds. A storage/equalization tank can be located on-site at the WTF to hold filter backwash water until it can be bleed back into the treatment train at the raw water intake. The use of alum can be replaced with more complex forms of aluminum-based coagulants. These chemicals are more effective; however, they are typically more expensive than alum. The substitution might have adverse impacts on the water quality so the transition would need to be closely monitored. Discharging to lagoons is similar to the use of sedimentation basins. However, retention times are longer and water would generally flow directly to Haggetts Pond instead of the raw water intake of the WTF. Additionally, lagoons would have to be cleaned periodically using equipment such as a front end loader. Solids would have to be trucked off-site to a disposal facility. Space is also limited at the site, potentially making lagoons impossible to build. Other treatment options not listed here would likely be too expensive to be feasible.

**Cost Estimate & Timing:**

**Estimated Annual Operating or Maintenance Cost or Savings:**

**Town Manager's Recommendation:**

The Town Manager supports this request for FY24.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022		
2023		
2024	\$5,100,000	\$5,100,000
2025		
2026		

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Major Water Main Replacement/  
Distribution Improvements Project*

**DPW-14**

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

**TM's Rec. for FY22:** \$6,000,000  
**Original Dept. Request:** \$6,000,000  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing

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

### **Project Justification and Purpose:**

A significant portion of the Towns 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 water color 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 consists 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 Towns system that are in need of water main replacement for reasons such as but not limited to hydraulic capacity and historical structural issues. A number a locations 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.

### **Town Manager's Recommendation:**

The Town Manager supports this funding request.

## PUBLIC WORKS

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<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2022</b>	\$6,000,000	\$6,000,000
<b>2023</b>	\$6,000,000	\$6,000,000
<b>2024</b>	\$5,000,000	\$5,000,000
<b>2025</b>	\$5,000,000	\$5,000,000
<b>2026</b>	\$5,000,000	\$5,000,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Hazard Tree Removal*

**DPW-15**

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

**TM's Rec. for FY22: \$0**  
**Original Dept. Request: \$150,000**  
**Submitted by: Chris Cronin, Director**  
**Department: Public Works**  
**Funding Source: General Fund Revenue**

**Project Description:**  
Hazard Tree Removal

**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 or Maintenance Cost or Savings:**

**Town Manager's Recommendation:**

The Town Manager does not support this funding request in FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$150,000	\$0
2023	\$150,000	\$150,000
2024	\$150,000	\$150,000
2025	\$150,000	\$150,000
2026	\$150,000	\$150,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Hydrant Replacement Program*

**DPW-17**

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

**TM's Rec. for FY22:** \$0 (FY23 Request)  
**Original Dept. Request:** FY23 Request  
**Submitted by:** Christopher Cronin,  
 Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Reserves

**Project Description:**

Continue with the installed 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:**

It is estimated that approximately 20-30 hydrants will need major repair or replacement, at an estimated cost of \$2,000 - \$4,000 per unit depending upon the need.

Engineering and oversight of this project will be done in-house.  
 \$100,000 from water enterprise reserves

**Estimated Annual Operating or Maintenance Cost or Savings:**

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

**Town Manager's Recommendation:**

The Town Manager supports this request for future years.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022		
2023	\$50,000	\$50,000
2024	\$50,000	\$50,000
2025	\$50,000	\$50,000
2026	\$50,000	\$50,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Water Treatment GAC Replacement*

**DPW-18**

**Department Priority Ranking: 1**  
*(1 = highest, 2 = next highest, etc.)*

**TM's Rec. for FY2022:** \$0 (FY24 Request)  
**Original Dept. Request:** FY24 Request  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Reserves

**Project Description:**

The water filtration system at the Water Treatment Plant consists of eight filter beds, each holding approximately 66,000 pounds of granular activated carbon (GAC). The FY20 funding replaces the GAC in four units, with the remaining four units being replaced for in FY21. This will allow for the recommended in-service life from the carbon while staying in compliance with the life-cycle requirements.

**Project Justification and Purpose:**

The granular activate carbon filtration system is operated and maintained in order to ensure a supply of drinking water of the highest quality. Timely replacement of the filter media is critical in maintenance requirements. Each replacement is expected to have a life span of four (4) years.

**Cost Estimate & Timing:**

ATM 2019 authorized \$450,000 for Filters #1-4 for FY 2020. The cost is estimated to be \$450,000 for FY 21, and \$1,145,000 for FY 24-25

**Estimated Annual Operating or Maintenance Cost or Savings:**

	FY22	FY 23	FY 24	FY 25	FY 26
FILTER #1			Sep-23		
FILTER #2			Sep-23		
FILTER #3			Apr-24		
FILTER #4			Apr-24		
FILTER #5				Sep-24	
FILTER #6				Sep-24	
FILTER #7				Apr-25	
FILTER #8				Apr-25	
<b>GAC COST</b>			<b>\$560,000</b>	<b>\$585,000</b>	

**Town Manager's Recommendation:**

The Town Manager supports the funding requests for FY24 and FY25.

## PUBLIC WORKS

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<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2022</b>		
<b>2023</b>		
<b>2024</b>	\$560,000	\$560,000
<b>2025</b>	\$585,000	\$585,000
<b>2026</b>		

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Stormwater Infrastructure Condition Assessment Program*

**DPW-19**

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

**TM's Rec. for FY22: \$0**  
**Original Dept. Request: \$50,000**  
**Submitted by: Chris Cronin, Director**  
**Department: Public Works**  
**Funding Source: General Fund Revenue**

**Project Description:**

Stormwater Infrastructure Condition Assessment Program

**Project Justification and Purpose:**

Much of the Town's stormwater infrastructure is aged and needs to be renovated or replaced. This article will enable us to create a 4 year condition assessment program to evaluate the condition of our stormwater pipes, catch basins, manholes, inlets, outlets, and swales. We'll use this data to create a maintenance and replacement plan, similar to what we do with our water and sewer infrastructure. This program will help ensure the safe passage of vehicles and pedestrians on Town roadways and assist us in complying with the new Federal NPDES permit.

**Cost Estimate & Timing:**

\$50,000 per year for four years beginning in FY2022.

**Estimated Annual Operating or Maintenance Cost or Savings:**

**Town Manager's Recommendation:**

The Town Manager does not support this funding request for FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$50,000	\$0
2023	\$50,000	\$50,000
2024	\$50,000	\$50,000
2025	\$50,000	\$50,000
2026		

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *WTP - Generator*

**DPW-20**

**Department Priority Ranking: 2**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22:** \$2,500,000  
**Original Dept. Request:** \$2,500,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing

### Project Description:

This project would be for the replacement of the 1972 era generator at the Water Treatment Plant (WTP) with a new 4160 volt generator, (1500 – 2500kw). The generator will allow the WTP to operate at full capacity in the event of a power outage.

### Project Justification and Purpose:

When power fails at the WTP, an emergency generator backup is necessary to provide full WTP operations including pumping capacity to the water distribution system. Water services include:

- Drinking, bathing or cleaning
- Facility fire safety systems
- Industrial water supply for machines
- Water supply for fire-fighting efforts

### Cost Estimate & Timing:

\$2,500,000 for the design and installation of the generator. Project would be scheduled for spring/summer 2021.

### Estimated Annual Operating or Maintenance Cost or Savings:

### Town Manager's Recommendation:

The Town Manager supports funding this request for FY22.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$2,500,000	\$2,500,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

### PROJECT REQUEST: *Minor Sanitary Sewer Collection System Improvements* **DPW-24**

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

**TM's Rec. for FY22:**  
**Original Dept. Request:** \$100,000  
**Submitted by:** Christopher Cronin,  
 Director  
**Department:** Public Works  
**Funding Source:** Sewer Enterprise Reserves

**Project Description:**

Minor 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. Minor defective pipe repair to eliminate I/I sources.

**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:**

\$100,000 annually beginning in FY2022.

**Estimated Annual Operating or Maintenance Cost or Savings:**

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

**Town Manager's Recommendation:**

The Town manager supports this funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$100,000	\$100,000
2023	\$100,000	\$100,000
2024	\$100,000	\$100,000
2025	\$100,000	\$100,000
2026	\$100,000	\$100,000

# PUBLIC WORKS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Spring Grove Cemetery Maintenance*

**DPW-28**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22:** \$20,000  
**Original Dept. Request:** \$20,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Revenue

<b>Project Description:</b>
-----------------------------

	FY2022	FY2023	FY2024	FY2025	FY2026
General maintenance and Cemetery Improvements, including expansion of grave sites, software upgrades and roadway paving.	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
<b>Totals</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>

<b>Project Justification and Purpose:</b>
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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.

<b>Town Manager's Recommendation:</b>
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The Town Manager supports this funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2022</b>	\$20,000	\$20,000
<b>2023</b>	\$20,000	\$20,000
<b>2024</b>	\$20,000	\$20,000
<b>2025</b>	\$20,000	\$20,000
<b>2026</b>	\$20,000	\$20,000

# PUBLIC WORKS

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## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Fish Brook Intake Replacement*

**DPW-29**

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

**TM's Rec. for FY22: \$500,000**  
**Original Dept. Request: \$500,000**  
**Submitted by: Chris Cronin, Director**  
**Department: Public Works**  
**Funding Source: Water Enterprise Borrowing**

<b>Project Description:</b>
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Design and permitting for new Fish Brook Pump Station intake to Merrimac River.

<b>Project Justification and Purpose:</b>
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Current intake will not meet future water demand. The Town currently uses two pumps that are placed in the river to supply adequate flow to the pump station.

<b>Cost Estimate &amp; Timing:</b>
------------------------------------

\$500,000 in FY2022 for design, specs, and permitting services. Construction in FY2024.

<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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Estimated \$20,000 per year in electrical savings.

<b>Town Manager's Recommendation:</b>
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The Town Manager supports this funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$500,000	\$500,000
2023		
2024	\$10,500,000	\$10,500,000
2025		
2026		

# PUBLIC WORKS

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## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

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

**DPW-30**

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

**TM's Rec. for FY22:** \$150,000  
**Original Dept. Request:** \$150,000  
**Submitted by:** Christopher Cronin,  
 Director  
**Department:** Public Works  
**Funding Source:** Sewer Enterprise Reserves

**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 and prioritized for elimination.

**Cost Estimate & Timing:**

**Estimated Annual Cost or Savings of Operation and Maintenance:**

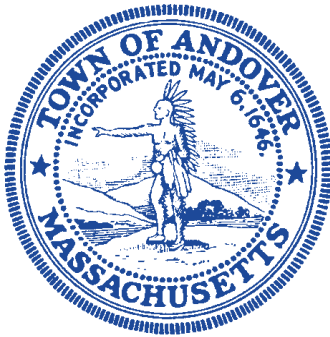
The quantity of I/I removed from the collection system will result in savings on pumping and treatment costs.

**Town Manager's Recommendation:**

The Town Manager supports this funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$150,000	\$150,000
2023	\$150,000	\$150,000
2024	\$150,000	\$150,000
2025	\$150,000	\$150,000
2026	\$150,000	\$150,000

# FACILITIES



# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Town Projects - Building Division*

**FAC-1**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22:** \$400,000  
**Dept. Request:** \$400,000  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Source:** General Fund Revenue

<b>Project Description:</b>
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	Priority	FY2022	FY2023	FY2024	FY2025	FY2026
ADA Compliance	1	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Door and door hardware replacement	1	\$25,000	\$25,000	\$25,000	\$30,000	\$30,000
Interior upgrades- Painting, flooring and ceilings	1	\$30,000	\$30,000	\$30,000	\$30,000	\$40,000
Masonry maintenance and repairs	1	\$30,000	\$35,000	\$35,000	\$40,000	\$40,000
Building roof repairs	1	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Paving, sidewalk and curb repairs	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Playground maintenance	1	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000
Project overtime	1	\$80,000	\$80,000	\$85,000	\$85,000	\$85,000
Security system upgrades	1	\$25,000	\$30,000	\$30,000	\$30,000	\$30,000
Town buildings improvements	1	\$25,000	\$25,000	\$30,000	\$30,000	\$30,000
<b>Totals</b>		<b>\$400,000</b>	<b>\$410,000</b>	<b>\$420,000</b>	<b>\$430,000</b>	<b>\$440,000</b>

<b>Project Justification and Purpose:</b>
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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.

Door & 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.

Interior Upgrades – Painting, flooring, and ceilings – Ongoing improvement program for painting, flooring and ceilings as needed.

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

Building roof repairs – Funds are requested to make minor repairs to roofs on Town buildings.

Paving, Sidewalks, Curb Repairs – Funds are requested to repair aging driveways, sidewalks and catch basins at all Town buildings.

## **FACILITIES**

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.

<b>Town Manager’s Recommendation:</b>
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The Town Manager supports this funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$400,000	\$400,000
2023	\$410,000	\$410,000
2024	\$420,000	\$420,000
2025	\$430,000	\$430,000
2026	\$440,000	\$440,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

### PROJECT REQUEST: *Town Projects – Mechanical Electrical Division*      **FAC-2**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22: \$325,000**  
**Original Dept. Request: \$325,000**  
**Submitted by: Janet Nicosia, Director**  
**Department: Department of Facilities**  
**Funding Source: General Fund Revenue**

<b>Project Description:</b>
-----------------------------

	Priority	FY2022	FY2023	FY2024	FY2025	FY2026
Asbestos abatement and inspections	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Building Fire Systems	1	\$25,000	\$30,000	\$30,000	\$30,000	\$30,000
Electrical/Elevator upgrades	1	\$35,000	\$35,000	\$40,000	\$40,000	\$45,000
Energy Conservation	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Engineering	1	\$75,000	\$75,000	\$75,000	\$80,000	\$80,000
Exterior Oil/Water/Sand Separators Cleaning	1	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
HVAC/Controls Upgrades	1	\$50,000	\$50,000	\$50,000	\$55,000	\$55,000
Public Safety Center Shooting Range Lead Abatement	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Technology Devices	1	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Upgrade or Replace Street Light Poles and street light equipment	1	\$20,000	\$25,000	\$30,000	\$30,000	\$35,000
<b>Totals</b>		<b>\$325,000</b>	<b>\$335,000</b>	<b>\$345,000</b>	<b>\$355,000</b>	<b>\$365,000</b>

<b>Project Justification and Purpose:</b>
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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.

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.

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.

## FACILITIES

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

PSC 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.

Technology Devices – Technology supplies only one device per person. Most Facilities employees require multiple devices to effectively perform their duties providing 24/7 service.

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

<b>Town Manager’s Recommendation:</b>
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The Town Manager supports this funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$325,000	\$325,000
2023	\$335,000	\$335,000
2024	\$345,000	\$345,000
2025	\$355,000	\$355,000
2026	\$365,000	\$365,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Town and School Security Projects*

**FAC-3**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22:** \$125,000  
**Dept. Request:** \$125,000  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Source:** General Fund Revenue

<b>Town Project Description:</b>	<b>Priority</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>
Deyermund Field camera installations					\$100,000	
Playstead Ballfield and Track camera installations						\$90,000
Pomps Pond and Recreation Park Install Access Readers and Emergency Call Stations		\$25,000	\$25,000	\$25,000		
Town Offices camera installations and upgrades.			\$90,000			
Town Offices Finance Office entry enclosure				\$80,000		
<b>Total Town</b>		<b>\$25,000</b>	<b>\$115,000</b>	<b>\$105,000</b>	<b>\$100,000</b>	<b>\$90,000</b>

<b>School Project Description:</b>	<b>Priority</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>
All Schools: Entrance Renovations		\$50,000	\$100,000	\$100,000	\$100,000	\$100,000
Multi-School Security Camera Upgrades to digital technology		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
<b>Total Schools</b>		<b>\$100,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>\$150,000</b>

<b>Total Town and School Combined</b>		<b>\$125,000</b>	<b>\$265,000</b>	<b>\$255,000</b>	<b>\$250,000</b>	<b>\$240,000</b>
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Deyermund Field security camera installations – Funds will be requested to install security cameras at the Deyermund Field. At request of Town and Andover Police. Difficult to monitor area. Fiber needs to be run to the space, conduit, cameras, recording devices.

Playstead Ballfield and Track camera installations – Funds requested for long range cameras to monitor the area.

Pomps Pond and Recreation Park - Install Access Readers and Emergency Call Stations. Funds are requested to install access card readers and emergency call stations at the Pomps Pond and Recreation Park facilities.

Town Offices security camera upgrades – Funds will be requested to upgrade the existing cameras at the Town Offices building.

## **FACILITIES**

Town Offices Finance Office entry enclosure – Funds will be requested to enclose the Finance Office entry area in the Town Offices building.

School Entrance Renovations – Andover Public School buildings are undergoing a comprehensive program of security upgrades and renovations. The new entrance vestibule at Andover High School is just one example of security measures being undertaken to keep our school buildings safe. Funds are requested to continue implementing these high priority security enhancements throughout our school system. (WHHP and Bancroft FY2022, Sanborn FY2023, West Middle FY2023/FY2024, Doherty FY2025...)

Security Camera Upgrades-Schools to digital – Funds are requested to continue the upgrade of the interior camera security systems in Andover schools. Upgrade includes new NVR digital recording systems and cameras at Sanborn Elementary, South Elementary, High Plain Elementary, West Middle School and Wood Hill Middle School.

<b>Town Manager’s Recommendation:</b>
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The Town Manager supports this funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$125,000	\$125,000
2023	\$265,000	\$265,000
2024	\$255,000	\$255,000
2025	\$250,000	\$250,000
2026	\$240,000	\$240,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

### PROJECT REQUEST: *Town Vehicles*

**FAC-4**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22: \$70,000**  
**Original Dept. Request: \$70,000**  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Source:** General Fund Revenue

**Project Description:**

Dept./Div.	Year	Make/Model	FY2022	FY2023	FY2024	FY2025	FY2026
Build. Maint-4	2009	2009 Chevy Colorado 4wd Pickup	35,000				
Build. Maint-7	2015	Ford Transit Connect Van 1/2T S7E1 121 LWB					35,000
Build. Maint-12	2014	Ford F250 3/4T F2B Pickup 4x4				35,000	
Build. Maint-16	2011	Ford Econoline F250	35,000				
Build. Maint- 18	NEW	Ford Ranger pickup 4x4					
Elder Services- 1	2012	Ford Focus P3K-HB			25,000		
Elder Services- 2	2013	Ford Focus P3K-HB			25,000		
Technology-1	2014	Ford Transit Connect Cargo S6EZ SWEB XL				35,000	
Mech/Electrical-7	2015	Ford Tansit Connection Van 1/2T S7E1 121 LWB					35,000
Mech/Electrical-9	2013	Ford Transit Connect Van 1/2T S6A			35,000		
Mech/Electrical-11	2010	Ford Transit Connect XL Cargo Van		35,000			
Mech/Electrical-13	2010	Ford Transit Connect XL Cargo Van		35,000			
Mech/Electrical-19	2010	Ford Transit Connect XL Cargo Van		35,000			
Recreation -1	NEW	Ford E350 Elkhart 15 Passenger Coach					65,000
Youth Services- 1	2011	Ford E450 1 1/2T Elkhart 15 Passenger Coach				65,000	
Youth Services- 2	2010	Ford E450 1 1/2T Elkhart 15 Passenger Coach		65,000			
Youth Services- 3	2012	Ford E450 1 1/2T Elkhart 15 Passenger Coach			65,000		
Youth Services-Trailer2	1999	Home Utility Trailer					8,000
<b>Total FAC-4</b>			<b>70,000</b>	<b>170,000</b>	<b>150,000</b>	<b>135,000</b>	<b>143,000</b>

**Project Justification and Purpose:**

Vehicle replacements are often pushed out year after year due to budget constraints. We can keep vehicles running mechanically, but metal rot can damage the vehicles' frames and bodies to the point that they become unsafe to drive.

**Town Manager's Recommendation:**

The Town Manager supports this funding request.

## FACILITIES

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<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2022</b>	\$70,000	\$70,000
<b>2023</b>	\$170,000	\$170,000
<b>2024</b>	\$150,000	\$150,000
<b>2025</b>	\$135,000	\$135,000
<b>2026</b>	\$143,000	\$143,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Town Parks and Playground Improvements*

**FAC-5**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22:** \$260,000  
**Original Dept. Request:** \$260,000  
**Submitted by:** Jemma Lambert, Director  
 Janet Nicosia, Director  
**Department:** DCS and Facilities  
**Funding Source:** General Fund  
 Revenue/General Fund  
 Borrowing

<b>Project Description:</b>
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Major improvements, renovations, and construction of Town parks and playgrounds.

	Priority	FY2022	FY2023	FY2024	FY2025	FY2026
Ballardvale Playground Phase 2				\$250,000		
Lower Shawsheen Track Design then Construction		\$60,000	\$550,000			
Playstead Improvements Phase 1, Phase 2 and Phase 3				\$250,000	\$250,000	\$250,000
Recreation Facility Schematic Design	1		\$100,000			
Replacement of dock system at Poms Pond	1	\$200,000				
Deyermont Field Parking Lot Drainage and Paving, Design then construction				\$85,000		\$850,000
The Park Gazebo rebuild			\$120,000		\$1,250,000	
<b>Totals</b>		<b>\$260,000</b>	<b>\$770,000</b>	<b>\$585,000</b>	<b>\$1,500,000</b>	<b>\$1,100,000</b>

<b>Project Justification and Purpose:</b>
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Ballardvale Playground phase two – The first phase of the Ballardvale playground renovation included playground equipment and walkways. Funds are requested for a second phase, which will address the ballfield and basketball court, as well as the fencing and perimeter walking path.

Lower Shawsheen track resurfacing – The surface of the Lower Shawsheen asphalt track has cracked, with vegetation growing through the pavement. FY2022 funds are requested for design, and FY2023 funds will be requested for the construction of a modern shock resistant running surface.

Playstead Improvements – Master Plan is in process. Placeholder for future CIP Requests.

Recreation Facility schematic design – Funds are requested for design services for a new recreation facility to serve the Andover community at large. During the design phase, costs for construction will be estimated and those construction costs will be requested in a future CIP.

## FACILITIES

Replacement of dock system at Poms Pond – The current dock system at Poms Pond is heavy, metal, and gets extremely hot in warm weather. This results in the need for constant wetting of the surface just to keep it from becoming too hot for use. Funds are requested to replace this outdated dock system with a new, safer surface system that is lighter and will not require constant spraying down as a means of temperature control.

Deyermond Field parking lot drainage and paving – Currently, the parking area at the Deyermond Field Complex is unpaved. Heavy use and weather have impacted the integrity of this unpaved surface, resulting in large ruts and puddling. Funds are requested to design, then pave and complete this lot.

The Park Gazebo rebuild – Funds will be requested to rebuild the gazebo in The Park at the Town Offices complex. The roof, foundation wall and structural support systems are showing wear.

<b>Estimated Annual Operating or Maintenance Cost or Savings:</b>
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<b>Town Manager’s Recommendation:</b>
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The Town Manager supports this funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$260,000	\$260,000
2023	\$770,000	\$770,000
2024	\$585,000	\$585,000
2025	\$1,500,000	\$1,500,000
2026	\$1,100,000	\$1,100,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

PROJECT REQUEST: *Major Town Projects*

**FAC-6**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22: \$605,000**  
**Original Dept. Request: \$605,000**  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Sources:** General Fund Borrowing

<b>Project Description:</b>
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	Priority	FY2022	FY2023	FY2024	FY2025	FY2026
Memorial Hall Library restrooms, design then construction			\$50,000	\$350,000		
Memorial Hall Library Cupola restoration			\$450,000			
Memorial Hall Library wrought iron fence and granite pylon repairs					\$300,000	
Memorial Hall Library partial roof replacement					\$300,000	
Memorial Hall Library Parking, design then construction					\$50,000	\$650,000
Militia Building at Bowling Green renovations			\$200,000			
Old Town Hall mosaic floor restoration			\$110,000			
Old Town Hall exterior masonry and balcony restoration			\$250,000			
Old Town Hall flooring replacement		\$100,000				
Old Town Hall HVAC upgrade, replace chiller, design then construction					\$100,000	\$750,000
Old Town Hall historic wooden window replacement, design then construction.			\$100,000	\$1,000,000		
Old Town Hall restroom renovations						\$300,000
Public Safety Building carpet replacement		\$30,000				
Public Safety Building exterior masonry maintenance			\$100,000			
Public Safety roof repairs		\$150,000				

## FACILITIES

Public Safety walkway and curbing replacement		\$150,000				
Red Spring Road Maintenance Shop renovations			\$100,000			
Spring Grove Cemetery building demolition		\$50,000				
Town Offices renovations		\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Town Offices main entry granite stairway design, then replace		\$75,000		\$600,000		
Town Offices accessible walkway from front of building to park side parking lot			\$80,000			
West Fire Station windows and lintels replacements, masonry façade repairs and sealing.					\$200,000	
<b>Totals</b>		<b>\$605,000</b>	<b>\$1,490,000</b>	<b>\$2,000,000</b>	<b>\$1,000,000</b>	<b>\$1,750,000</b>

**Project Justification and Purpose:**

Memorial Hall Library Restrooms – Funds will be requested to construct restrooms on the second floor at Memorial Hall Library. Currently there are no restrooms located on this level of the library. Patrons and meeting attendees have to go to another level of the library to use the restrooms.

Memorial Hall Library Cupola restoration – Funds will be requested to make necessary repairs and restore the cupola at Memorial Hall Library.

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 partial roof replacement – Funds are requested to replace a section of the first floor roof at Memorial Hall Library. This section of the roof was installed in 1999 and has reached its useful end.

Memorial Hall Library parking lot improvements – Funds will be requested for a redesign of the parking area and retaining wall. This will improve drainage, create additional parking spaces, and beautify the lot with landscape improvements. This area is also being considered for the installation of electric charging stations.

Militia Building renovations – The historic stone Militia building at Bowling Green needs repointing, roofing and other renovations. Funds will be requested to keep this Town asset in good repair.

Old Town Hall mosaic floor restoration – The historic Mosaic floor in Old Town Hall foyer needs to be restored. The floor beneath the mosaic has become soft, causing the mosaic tiles to become loose.

Old Town Hall exterior masonry and balcony restoration – Funds are requested to restore the historic balcony on the front of the Old Town Hall building.

Old Town Hall Flooring Replacement – Funds are requested to replace the flooring on the first floor of the Old Town Hall. The existing carpeting is old and worn and is difficult to clean.

Old Town Hall HVAC upgrade –Funding will allow us to segregate the areas into separate systems. New

## **FACILITIES**

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air handler units for entire building are needed, and chiller is over 20 years old and needs to be replaced. System needs redesign, for higher efficiency and possible lower profile, noise reduction for exterior.

Old Town Hall replacement of historic wooden windows – Funds are requested to replace the old, original windows at the Old Town Hall. For aesthetic reasons these historic wooden windows have no exterior weather protection and thus are exposed to the elements. This exposure to varying weather conditions results in deterioration over time.

Old Town Hall restroom renovations – The restrooms at the Old Town Hall are open for public use when the building is open for business. In addition, the restrooms service guests attending private functions at the Andover Town House. Funding will allow for functional improvements, as well as beautification of these dated restrooms.

Public Safety Center carpet replacement – Funds are requested to continue replacing the carpeting throughout the building. Much of it is now 15 years old and has become quite worn.

Public Safety Building exterior masonry maintenance – Funds will be requested to clean and waterproof the exterior masonry walls to prevent water penetration into the building.

Public Safety Center roof replacement – Funds are requested to replace a section of the Public Safety Center roof above the Police Chief's office to alleviate leakage and damage caused by water infiltration.

Public Safety Center sidewalks and curbing replacements – Funds are requested to replace the granite curbing and sidewalks at the Public Safety Center.

Red Spring Road Maintenance Shop renovation – Funds are requested to renovate the existing multi-stall restroom to one multi-stall and one single use restroom with shower. Currently the maintenance shop cannot accommodate female staff.

Spring Grove Cemetery building renovations and demolition – Funds are requested to remove the wooden building after its services have been moved to the new Municipal Services building.

Town Offices building renovations – Funds are requested to make upgrades to various office spaces in the Town Offices building. As staff are replaced, or new staff are hired, changes in the layout of the offices and wall modifications are required.

Town Offices replacement of Main Entrance granite stairway – Funds are requested to replace the existing granite stairway. Several repairs have been made during the past five years to remedy damage caused by winter salt and freeze damage.

Town Offices construction of an accessible walkway to parking – The lack of an accessible route from the Park side parking lot to the front of the Town Offices building was identified in the most recent ADA Self-Evaluation and Transition Plan update. Funding will be requested to improve accessibility from this lot to the front walkway at Town Offices.

West Fire Station windows, lintels, and masonry replacements and repairs – Funds are requested to replace the windows and supportive lintels at West Fire Station and to repair and seal the masonry façade of the building.

<b>Town Manager's Recommendation:</b>
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The Town Manager supports this funding request.

## FACILITIES

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<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2022</b>	\$605,000	\$605,000
<b>2023</b>	\$1,490,000	\$1,490,000
<b>2024</b>	\$2,000,000	\$2,000,000
<b>2025</b>	\$1,000,000	\$1,000,000
<b>2026</b>	\$1,750,000	\$1,750,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Town / School Energy Initiatives*

**FAC-7**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22:** \$530,000  
**Original Dept. Request:** \$530,000  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Sources:** General Fund Borrowing

<b>Project Description:</b>
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Town	FY2022	FY2023	FY2024	FY2025	FY2026
Memorial Hall Library LED chandeliers for atrium		\$120,000			
Memorial Hall Library, replace chiller to more efficient unit.			\$175,000		
Public Safety Center – LED retrofit				\$95,000	\$95,000
Town Offices Complex - Retrofit hallway and office lighting to LED	\$90,000				
<b>Total Town</b>	<b>\$90,000</b>	<b>\$120,000</b>	<b>\$175,000</b>	<b>\$95,000</b>	<b>\$95,000</b>

Schools	FY2022	FY2023	FY2024	FY2025	FY2026
AHS Collins Center - Install New Roof Top Units			\$500,000		
AHS Collins Center - Design and install standalone heating system				\$580,000	
Doherty Middle School - Convert auditorium stage lighting to LED technology		\$115,000			
Doherty Middle School - Upgrade Gym ventilation		\$300,000			
Doherty Middle School – Upgrade hydronic system heating plant.	\$350,000				
Sanborn School - Install VFD's to exhaust fans and program into EMS.		\$90,000			
<b>Schools</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>

## FACILITIES

Sanborn School - Retrofit classroom lighting to LED		\$90,000	\$90,000		
South School – Retrofit lighting to LED	\$90,000				
West Middle Retrofit lighting to LED				\$90,000	\$90,000
Wood Hill/High Plain stage lighting retrofit				\$100,000	
Wood Hill/High Plain replace boilers					\$550,000
<b>Total Schools</b>	<b>\$440,000</b>	<b>\$595,000</b>	<b>\$590,000</b>	<b>\$770,000</b>	<b>\$640,000</b>
<b>Total Combined</b>	<b>\$530,000</b>	<b>\$715,000</b>	<b>\$765,000</b>	<b>\$865,000</b>	<b>\$735,000</b>

Town Offices Complex retrofit hallway and offices lighting to LED – Funds are requested for Phase 2 of the lighting retrofit at the Town Offices complex. Fluorescent fixtures in some areas of the complex provide lighting that is dim and uneven. Fluorescent tube lights are being phased out due to their harsh pulse light and because they require hazardous materials recycling due to the mercury used in their manufacturing. We expect a utility incentive of \$10,000 and an annual electricity and maintenance savings of \$10,000.

Andover High School Collins Center installation of new roof top units – Funds are requested to replace the roof top units at the Collins Center. The units are more than 20 years old and it is expected that we will be able to receive utility incentives to retrofit them with higher efficiency units.

Andover High School Collins Center standalone heating system – Funds will be requested to design and install a standalone heating system for the Collins Center for the Performing Arts.

Andover High School Collins Center LED stage lighting – Funds will be requested for Phase 2 of the Collins Center LED stage lighting project.

Doherty Middle School auditorium lighting conversion to LED – Funds will be requested to convert the auditorium lighting to more efficient LED technology.

Doherty Middle School – Upgrade Gym ventilation and exhaust fan with VFD fan and add CO2 sensing – 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.

Doherty Middle School install new condensing boilers – Funds are requested to continue the boiler replacement project. The aged boilers will be replaced with new energy efficient condensing units, spread over two fiscal years. Funds requested for FY2022 are for Phase 2 of 2. We expect a utility incentive of \$15,000 and annual natural gas savings of \$8,500.

Sanborn School install VFD's to exhaust fans and program into the EMS – Funds are requested to retrofit and/or replace exhaust fans so their speed can vary to properly ventilate classrooms and spaces. Constant systems can draw in cold air. New variable systems keep pressure constant and will link to the energy management system.

Sanborn School retrofit classroom lighting to LED - Funds requested will retrofit the classrooms to more efficient LED fixtures with controls. Lighting is now dim and uneven fluorescent lighting. Fluorescent tube lights are being phased out due to their harsh pulse light and because they require hazardous materials recycling due to the mercury used in their manufacturing. The new lights will also be fit with occupancy sensing so that lights will shut off when areas are unoccupied.

Shawsheen School generator installation –The emergency generator which formerly served Doherty Middle School will be repurposed to serve the Shawsheen School. Funds are requested for the installation and necessary upgrades to building systems, which are an integral part of this project.

## FACILITIES

Wood Hill/High Plain exterior LED wall packs – Funds will be requested to convert the exterior wall packs lighting of at the campus to energy efficient LED technology.

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

*NOTE: Andover Energy Division may apply for grants and/or incentives to fund the cost, or reduce the cost, of some of the projects identified above.*

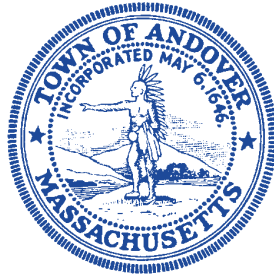
**Estimated Annual Operating or Maintenance Cost or Savings:** Reduction in O&M cost

**Town Manager’s Recommendation:**

The Town Manager supports this funding request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$530,000	\$530,000
2023	\$715,000	\$715,000
2024	\$765,000	\$765,000
2025	\$865,000	\$865,000
2026	\$735,000	\$735,000

# ANDOVER PUBLIC SCHOOLS



# ANDOVER PUBLIC SCHOOLS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *School-Wide Maintenance Program*

**SCH-1**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22: \$735,000**  
**Original Dept. Request: \$735,000**  
**Submitted by:** Sheldon H. Berman, Ed.D./  
 Janet Nicosia, Director  
**Department:** School and Facilities Depts.  
**Funding Source:** General Fund Revenue

<b>Project Description:</b>						
	<b>Priority</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>
504 & IEP Compliance (Individual Educational Plan)	1	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
ADA Compliance (Accessibility)	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Asbestos Survey and Remediation	1	\$35,000	\$40,000	\$40,000	\$45,000	\$45,000
Carpet and Flooring Replacement	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Door and Door Hardware and Installation	1	\$25,000	\$30,000	\$30,000	\$30,000	\$35,000
Electrical Upgrades for New Technology	1	\$25,000	\$25,000	\$30,000	\$30,000	\$30,000
Engineering	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Energy Conservation	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Fence and Guardrail Repairs	1	\$25,000	\$35,000	\$35,000	\$40,000	\$40,000
Furniture replacement	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
HVAC/Energy Management Upgrades	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
Painting and Parking Lot Striping	1	\$40,000	\$50,000	\$50,000	\$50,000	\$50,000
Plumbing Upgrades	1	\$20,000	\$20,000	\$20,000	\$25,000	\$25,000
Refinish Gymnasium and Stage Floors	1	\$20,000	\$20,000	\$25,000	\$25,000	\$25,000
	<b>Priority</b>	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>

## ANDOVER PUBLIC SCHOOLS

Restroom Renovations	1	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
School Playgrounds Maintenance	1	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Security System Upgrades	1	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Sidewalk Repairs and Replacements	1	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000
Smoke Detector and Fire Alarm Repairs	1	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
<b>Totals</b>		<b>\$735,000</b>	<b>\$765,000</b>	<b>\$775,000</b>	<b>\$790,000</b>	<b>\$795,000</b>

### 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 – Funds are requested to address accessibility requirements.

Asbestos Survey and Remediation – Funds are requested to continue compliance with the AHERA law and asbestos removal.

Carpet and Flooring Replacement – Funds are requested to replace carpeting and flooring as needed.

Door and Door Hardware Replacement – 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 begin replacing aging furniture at the schools.

HVAC/Energy Management Upgrades – Funds are requested to upgrade heating, ventilating and air conditioning equipment, and control system components.

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.

## ANDOVER PUBLIC SCHOOLS

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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 systems, 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.

<b>Town Manager Recommendation:</b>
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The Town Manager supports funding this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2022	\$735,000	\$735,000
2023	\$765,000	\$765,000
2024	\$775,000	\$775,000
2025	\$790,000	\$790,000
2026	\$795,000	\$795,000

# ANDOVER PUBLIC SCHOOLS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST: *School – Projects by Building***

**SCH-2**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22: \$450,000**  
**Original Dept. Request: \$450,000**  
**Submitted by: Sheldon H. Berman, Ed. D./**  
**Janet Nicosia, Director**  
**Department: School and Facilities Depts.**  
**Funding Source: General Fund Revenue**

<b>Project Description:</b>					
	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>
Andover High restroom renovations	\$25,000	\$26,500	\$28,000	\$29,500	\$31,000
Andover High window glass seal repairs		\$40,000			
Andover High carpet/flooring replacement	\$40,000	\$40,000	\$50,000	\$50,000	\$50,000
Andover High stairwell/ramp rubber treads	\$40,000	\$40,000			
Andover High epoxy large brick wall in main foyer	\$15,000			\$20,000	
Andover High classroom renovations; flooring, paint, ceilings, lighting	\$35,000	\$36,500	\$38,000	\$39,500	\$40,000
Andover High School – Collins Center replace electrical upgrade to panel.					
Andover High Band Room Cabinets					\$100,000
Bancroft Elementary kitchen roll down door replace with solid door		\$30,000			
Doherty Middle restroom renovations	\$45,000	\$45,000	\$45,000	\$45,000	
Doherty Middle epoxy old hallway CMU walls		\$50,000			
Doherty Middle furniture replacements; desks, chairs, lab tables, stools	\$50,000	\$52,000	\$54,000	\$56,000	\$56,000

## ANDOVER PUBLIC SCHOOLS

Doherty add high velocity fans to gym					\$50,000
	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>
Doherty Middle repointing, power washing and masonry sealing.				\$100,000	
Doherty add fire alarm devices to all classrooms.		\$40,000			
Sanborn Elementary classroom counters replacements	\$25,000	\$35,000	\$35,000	\$40,000	\$40,000
Sanborn Elementary create new patio outside cafeteria	\$60,000				
Sanborn Elementary masonry repairs		\$50,000	\$50,000		
Sanborn Elementary new fire alarm panel and devices		\$60,000			
School Administration Building kitchen renovations		\$60,000			
South Elementary concrete and masonry repairs; walls, sills, sidewalk, entry		\$50,000	\$75,000		
South Elementary bathroom renovations. 2 per year.	\$40,000	\$40,000	\$40,000	\$40,000	
South Elementary School renovation to nurse's office.	\$50,000				
South Elementary School paint interior.		\$65,000			
South Elementary School shed			\$75,000		
West Middle window lintel replacements		\$50,000			
West Middle exterior masonry repointing		\$50,000	\$50,000		
West Middle flooring and stair tread replacement	\$25,000	\$25,000	\$25,000		
West Middle replace seat modules on Gym bleachers		\$25,000			
Wood Hill/High Plain add expansion joints to floor			\$50,000	\$50,000	
Wood Hill/High Plain kitchen roll down door replace with solid door				\$30,000	

## ANDOVER PUBLIC SCHOOLS

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Wood Hill/High Plain masonry walls near cafeteria repairs		\$75,000			
Wood Hill/High Plain Phase 1; reconfigure parking entrance and sidewalk			\$75,000		
<b>Totals</b>	<b>\$450,000</b>	<b>\$985,000</b>	<b>\$690,000</b>	<b>\$500,000</b>	<b>\$367,000</b>

Andover High School restroom renovations – Funds are requested to continue renovating one restroom each year.

Andover High School window glass seal repairs – Funds are requested to repair failing windows.

Andover High School carpet/flooring replacement – Funds are requested to replace carpeting and other flooring within the school.

Andover High School stairwell/ramp rubber treads – Funds are requested to cover the concrete stairwell.

Andover High School epoxy large brick wall in main foyer – Funds are requested to epoxy the large wall in the main foyer.

Bancroft Elementary kitchen roll down door – Funds are requested to replace the roll down door in the kitchen, which is an open grate style, with a solid door to create a sound barrier.

Doherty Middle School restroom renovations – Funds are requested to continue renovating one restroom each year.

Doherty Middle School epoxy hallway CMU walls – Funds are requested to epoxy the glazed block walls in the hallway.

Doherty Middle School 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 School masonry repairs – As part of our ongoing effort to preserve Andover’s school masonry facades, funds will be requested to repoint, power wash, and seal the exterior masonry of Doherty Middle School.

Sanborn Elementary School 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 School create new patio area outside of the cafeteria – Funds will be requested to create a new patio area outside of the cafeteria.

Sanborn Elementary School concrete and masonry repairs – As part of our ongoing effort to preserve Andover’s school masonry facades, funds will be requested to repoint, power wash, and seal the exterior masonry of Sanborn Elementary School.

School Administration Building kitchen renovations – Funds are requested to renovate the kitchen in the School Administration Building.

South Elementary School concrete and masonry repairs – Funds are requested to repair the concrete sidewalk, and to complete masonry repairs to the walls, sills and entry.

South Elementary School restroom renovations – The restrooms at South Elementary are in need of upgrades. Funds are requested to renovate two restrooms per year.

# ANDOVER PUBLIC SCHOOLS

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South Elementary School nurse’s office renovations – Funds will be requested to renovate the nurse’s office at South Elementary School.

South Elementary School interior painting – Funds will be requested to paint interior spaces in South Elementary School.

South Elementary School storage shed – Funds will be requested to install a storage shed at South Elementary School.

West Middle School lintel replacements – Funds will be requested to replace the supportive lintels at West Middle School.

West Middle School exterior masonry repointing – As part of our ongoing effort to preserve Andover’s school masonry facades, funds will be requested to repoint, power wash, and seal the exterior masonry of West Middle School.

West Middle School flooring and stair tread replacement – Funds are requested to replace flooring and stair treads throughout the building.

Wood High/High Plain add expansion joints to floor – Funds are requested to add expansion joints to VCT flooring where cracking occurs.

Wood High/High Plain replace kitchen roll down door with solid door – Funds will be requested to replace the roll down door in the kitchen, which is an open grate style, with a solid door to create a sound barrier.

Wood High/High Plain masonry wall repairs – Funds will be requested to repair the masonry walls near the cafeteria.

Wood High/High Plain create additional parking – Phase one: – Funds will be requested to reconfigure a parking lot entrance and entry sidewalk as phase one of a two phase approach to create additional parking.

**Town Manager’s Recommendation:**

The Town Manager supports funding this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2022</b>	\$450,000	\$450,000
<b>2023</b>	\$985,000	\$985,000
<b>2024</b>	\$690,000	\$690,000
<b>2025</b>	\$500,000	\$500,000
<b>2026</b>	\$367,000	\$367,000

# ANDOVER PUBLIC SCHOOLS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2022 – FY2026

**PROJECT REQUEST:** *Major School Projects*

**SCH-5**

**Department Priority Ranking: 1**  
(1 = highest, 2 = next highest, etc.)

**TM's Rec. for FY22:** \$2,825,000  
**Original Dept. Request:** \$2,825,000  
**Submitted by:** Sheldon H. Berman, Ed.D./  
 Janet Nicosia, Director  
**Department:** School and Facilities Depts.  
**Funding Source:** General Fund Borrowing

<b>Project Description:</b>
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	FY2022	FY2023	FY2024	FY2025	FY2026
Andover High Media Center carpet replacement	\$200,000				
Andover High replace Café heating system replacement and renovations			\$275,000		
Andover High Elevator Renovations/Repair	\$350,000				
Andover High Central Heating Plant upgrade			\$800,000		
Andover High Collins Center Auditorium seating upgrades					\$300,000
Andover High flooring abatement and replacement					\$150,000
Bancroft School additional parking		\$400,000			
Bancroft School change field to turf field			\$450,000		
Doherty Middle installation of elevator and reconfiguration of space resulting from the removal of the ramp		\$2,500,000			
Doherty Middle Nurse's Office renovations/abatement & flooring		\$150,000			
Doherty Middle add air conditioning to the library	\$300,000				

## ANDOVER PUBLIC SCHOOLS

Doherty Middle window replacements, Phase 1 & 2 (Green Repair-Phase 1 only)		\$350,000	\$350,000		
	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>
Doherty Middle add air conditioning to Veterans Memorial Auditorium			\$300,000		
Doherty Middle replacement of six main air handlers in main building		\$300,000			
Doherty Middle replacement of all air handlers in gymnasium			\$300,000		
Doherty Middle replace ceilings in hallways and second floor, remove slats.				\$250,000	
Sanborn Elementary roof replacement	\$1,500,000				
Sanborn Elementary heating and air conditioning design, then construction			\$2,000,000		
Sanborn Elementary Main Office renovation		\$150,000			
Sanborn Elementary demolition and removal of modular classrooms			\$150,000		
Sanborn Elementary front lot and roadway repaving	\$200,000				
Sanborn Elementary side lot and rear driveway repaving		\$250,000			
Sanborn Elementary construct ADA accessible ramp to rear field		\$50,000		\$500,000	
Sanborn Elementary School new playground					\$300,000
Sanborn Elementary replace remaining concrete walkways					\$200,000
South Elementary air conditioning construction		\$2,600,000			
South Elementary School paving			\$900,000	\$900,000	

## ANDOVER PUBLIC SCHOOLS

West Middle asbestos removal and caulking repairs	\$75,000				
West Middle kitchen floor replacement		\$300,000			
West Middle Air Conditioning Design, then Construction		\$200,000		\$3,000,000	
	<b>FY2022</b>	<b>FY2023</b>	<b>FY2024</b>	<b>FY2025</b>	<b>FY2026</b>
West Middle renovate office, counters, HVAC		\$100,000		\$450,000	
West Middle School porous pavement fire road					\$500,000
Wood Hill/High Plain playgrounds renovation and surfacing replacement (K & 1-5)	\$200,000				
Wood Hill/High Plain playground replace pavement with artificial turf			\$100,000		
Wood Hill/High Plain pavement replacement/resurfacing and phase 2 parking addition.				\$2,200,000	\$2,200,000
<b>Totals</b>	<b>\$2,825,000</b>	<b>\$7,350,000</b>	<b>\$5,625,000</b>	<b>\$7,300,000</b>	<b>\$3,650,000</b>

**Project Justification:**

Andover High School Media Center carpet replacement – Funds will be requested to replace the carpeting in the Media Center.

Andover High School Café heating system and renovations – Funds will be requested to replace the current unit ventilators with a more efficient ceiling duct and window wash system, install new ceiling fans and paint the stairwells.

Andover High School Elevator Renovations/Repair – Funds will be requested to renovate and repair the only passenger elevator at Andover High School. The existing controls are outdated and the motors need to be replaced. This represents a complete overhaul.

Andover High School Central Heating Plant upgrade – Funds will be requested to replace the boiler system.

Andover High School Collins Center seating upgrades – Funds will be requested to replace the worn seating in the Collins Center auditorium.

Andover High School flooring abatement and replacements – Funds will be requested to abate and replace flooring in areas of expansion joints in various corridors throughout the school.

## ANDOVER PUBLIC SCHOOLS

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Bancroft Elementary School Design, then Install Additional Parking – Funds are requested to construct additional parking on the site. Funding was approved in FY2020 for the design of this project. There is insufficient parking during school events, so parents and staff members park their vehicles on the grass and the basketball court. This is especially problematic during the winter months because of snow.

Bancroft Elementary School – Funds will be requested to replace the existing sports field with artificial turf.

Doherty Middle School elevator – This is a two-part project to construct an elevator at Doherty Middle School. Funding for design services, phase one, was approved at Town Meeting 2020. Funds will be requested in FY2023 for the reconfiguration of the existing ramp area and construction of the elevator. Removing the ramp will result in more useable space for classrooms, offices, or storage.

Doherty Middle School Nurse's Office Renovations – Funds will be requested to renovate the Nurse's office to include new flooring and an ADA compliant restroom.

Doherty Middle School library air conditioning – Funds are requested to install air conditioning in the library.

Doherty Middle School Window Replacements – Funds will be requested to replace classroom windows, phased over two years, with possible partial funding through the MSBA Green Building Repair Grant Program.

Doherty Middle School Replacement of six main air handlers in the main building – Funds will be requested to replace these units, which are original equipment from construction of the building.

Doherty Middle School replacement of all air handlers in gymnasium – Funds will be requested to replace the current air handlers that service the gymnasium, which are 40 years old, with new energy efficient units. The existing air handlers have required an increasing amount of maintenance during the past few years.

Sanborn Elementary roof replacement – Funds are requested for the installation of the new school roof. FY2020 funding was for design of the roof replacement project.

Sanborn Elementary design, then construction for heating and air conditioning – Funds are requested for engineering and architectural design for heating and air conditioning. Funding for the construction will be requested in a future CIP.

Sanborn Elementary Main Office renovation – Funds are requested to renovate and reconfigure the Main Office.

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 are requested to demolish and remove this building.

Sanborn Elementary front lot and roadway repaving – Funds will requested to repave the front parking lot and roadway at Sanborn Elementary School.

Sanborn Elementary side lot and rear driveway repaving – Funds will requested to repave the side parking lot and rear driveway at Sanborn Elementary School.

Sanborn Elementary ADA accessible ramp to rear field – Funds will be requested to construct an ADA compliant ramp to access the rear field.

## ANDOVER PUBLIC SCHOOLS

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Sanborn Elementary new playground – Funds will be requested to construct a new ADA compliant playground at the school.

South Elementary installation of air conditioning – Funds are requested to install air conditioning throughout the school. FY2020 funds were for design and engineering for this project.

South Elementary School paving – Funds will be requested for site renovations. This was identified in the school wide master plan that was completed in 2012. The existing sidewalk, driveways, and parking lots have numerous deficiencies, including, but not limited to; broken pavement, curbing and walkways. A portion of this project was completed in FY16, with the reconstruction of the playground, pavement and the addition of a rear access road to accommodate parent pick up and drop off. This CIP request reflects this previous work.

West Middle asbestos removal – Funds will be requested to continue the removal of window caulking and some of the flooring at West Middle School as part of our ongoing commitment of compliance with AHERA regulations.

West Middle kitchen floor replacement – Funds will be requested to replace the kitchen floor in the West Middle School kitchen. Drainage will need to be improved, including relocation of some drains and the addition of others. Due to new plumbing codes, existing drains and grease traps will need to be upgraded.

West Middle School air conditioning – Funds will be requested to design and engineer, then install, air conditioning throughout West Middle School. This would be a two-phase project, with initial funding for design and engineering, followed by construction two years later to allow adequate time for the design phase.

Wood Hill/High Plain playground surfacing replacement – Funds are requested for design to replace the pour-in-place rubber surfacing at all the Wood Hill Middle and High Plain Elementary school playgrounds.

Wood Hill/High Plain playground – Funds will be requested to replace the existing playground pavement with artificial turf.

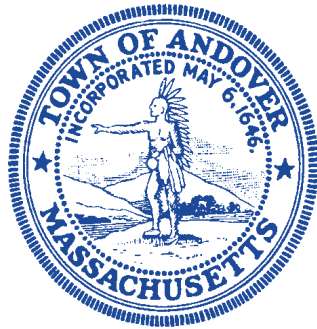
Wood Hill/High Plain pavement – Funds will be requested for design and construction of a parking addition, along with resurfacing and pavement replacement on the site.

<b>Town Manager’s Recommendation:</b>
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The Town Manager supports funding this request.

Fiscal Year	Dept. Request	Town Manager’s Recommendation
<b>2022</b>	\$2,825,000	\$2,825,000
<b>2023</b>	\$7,350,000	\$7,350,000
<b>2024</b>	\$5,625,000	\$5,625,000
<b>2025</b>	\$7,300,000	\$7,300,000
<b>2026</b>	\$3,650,000	\$3,650,000

# SECTION 4



## CIP BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

## **BYLAW, DEFINITIONS, AND FINANCIAL POLICIES**

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### **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 Board of Selectmen 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 Board of Selectmen 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 Board of Selectmen shall meet and confer with the Finance Committee concerning the program.

Adoption. The Board of Selectmen 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.

# BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

## 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 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.

<b>Fiscal Year</b>	<b>Certified Free Cash Going into Town Meeting</b>	<b>Free Cash as % of Budget</b>	<b>Amount Spent by Town Meeting</b>	<b>Amount Remaining after Town Meeting</b>
2010	1,602,874	1.3%	1,123,500	479,374
2011	1,609,894	1.2%	992,000	617,894
2012	1,239,055	0.9%	0	1,239,055
2013	4,073,271	2.6%	3,180,966	892,305
2014	3,963,320	2.4%	3,300,000	663,320
2015	5,761,265	3.3%	4,821,083	940,182
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

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.

## **BYLAW, DEFINITIONS, AND FINANCIAL POLICIES**

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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 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 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.

## **BYLAW, DEFINITIONS, AND FINANCIAL POLICIES**

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- 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.
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 FY2019	Actual FY2020	Actual FY2021	TM Rec FY2022	Grand Total	Funding Source
<b>COMMUNITY SERVICES</b>	<b>\$195,000</b>	<b>\$4,500,000</b>			<b>\$4,695,000</b>	
Center at Punchard Feasibility Study/Design					\$0	Taxation
Center at Punchard Design Services	\$160,000				\$160,000	Borrow
Phillips Auditorium Tables and Chairs					\$0	Taxation
Design Services for The Park, Playstead and Mun Complex					\$0	Taxation
Rec Park/Pomps Pond Security Monitoring System					\$0	Cable
Renovation of Senior Center at Punchard		\$2,000,000			\$2,000,000	Free Cash
Renovation of Senior Center at Punchard		\$2,500,000			\$2,500,000	Borrow
Design Services for Rec Park/Pomps Pond Master Plan	\$35,000				\$35,000	Taxation
<b>FINANCE</b>	<b>\$15,000</b>	<b>\$40,000</b>			<b>\$55,000</b>	
MUNIS Financial Software Improvements	\$15,000	\$40,000			\$90,000	Taxation
<b>TOWN CLERK</b>					<b>\$0</b>	
Vault Shelving					\$30,000	Taxation
<b>TOWN MANAGER</b>	<b>\$7,100,000</b>		<b>\$2,210,000</b>	<b>\$970,000</b>	<b>\$9,310,000</b>	
Town Offices Customer Service Bldg Improvement Study					\$40,000	Taxation
Town Yard Site Evaluation					\$50,000	Taxation
Ballardvale Fire Station Design					\$300,000	Free Cash
Ballardvale Fire Station Construction	\$7,000,000				\$7,000,000	Borrow
High Plain/WoodHill Accessibility					\$200,000	Free Cash
Municipal Services Facility					\$17,500,000	Borrow
Downtown Improvements-Public Amenities	\$100,000				\$100,000	Free Cash
Town Offices Meeting Room & Public Access Improvements			\$625,000		\$625,000	Free Cash
Sidewalk Program			\$950,000	\$950,000	\$950,000	Borrow
Tree Management Fund			\$125,000		\$125,000	Free Cash
Merrimack River Access Way			\$510,000		\$510,000	Free Cash
Participatory Capital Budgeting				\$20,000	\$20,000	Taxation
<b>COMMUNITY DEVELOPMENT &amp; PLANNING</b>	<b>\$172,000</b>	<b>\$662,000</b>	<b>\$20,000</b>	<b>\$570,000</b>	<b>\$854,000</b>	
Conservation Land Management	\$12,000	\$12,000			\$36,000	Taxation
Record Scanning Project	\$30,000				\$30,000	Taxation
HMD Feasibility Study	\$50,000				\$50,000	Taxation
Health Inspection Software	\$25,000				\$25,000	Taxation
Merrimack River Access Feasibility and Design	\$25,000				\$25,000	Taxation
Dale Street Shawsheen River Access	\$15,000	\$15,000			\$30,000	Taxation
Castle Heights ADA accessible Area	\$15,000				\$15,000	Taxation
Software Update		\$100,000			\$100,000	Taxation
Historic Mill District Circulation & Street Design		\$50,000			\$50,000	Taxation
Historic Mill District Circulation & Street Design				\$500,000		Borrow
Conservation Dog Park-Grant Match		\$25,000			\$25,000	Taxation
Merrimack River Access Design Plan		\$60,000			\$60,000	Taxation
Parking & Hardscape Improvements		\$400,000			\$400,000	Borrow
Historic Mill District Feasibility Study/Services Land Disp			\$20,000		\$20,000	Taxation
Master Plan Compliation and Completion				\$30,000	\$30,000	Taxation
Shawsheen River Master Plan				\$40,000	\$40,000	Taxation
<b>SUSTAINABILITY</b>				<b>\$47,000</b>	<b>\$0</b>	
Climate and Sustainability Action Plan				\$47,000	\$47,000	Taxation
<b>LIBRARY</b>		<b>\$10,000</b>	<b>\$50,000</b>	<b>\$225,000</b>	<b>\$60,000</b>	
Circulation Desk Replacement		\$10,000	\$35,000		\$45,000	Taxation
Makerspace Design & Construction			\$15,000	\$225,000	\$15,000	Taxation/Borrow
<b>INFORMATION TECHNOLOGY</b>	<b>\$850,000</b>	<b>\$1,114,968</b>	<b>\$902,108</b>	<b>\$1,733,372</b>	<b>\$2,867,076</b>	
Annual Student PC Replacement/Lease Program	\$200,000	\$372,870	\$200,000		\$772,870	Cable
Annual Student PC Replacement/Lease Program			\$240,086		\$240,086	Taxation
Annual Student PC Replacement/Lease Program				\$418,128		Free Cash
Annual Staff PC Replacement/Lease Program	\$300,000	\$504,598	\$362,022		\$1,608,638	Taxation
Annual Staff PC Replacement/Lease Program				\$627,744		Free Cash
Safety & Security Communications Enhancements					\$300,000	Borrow
Website Development Phase 2					\$10,000	Taxation
BOS and SC Meeting Room Upgrades					\$50,000	Cable
Redundant Cable					\$300,000	Cable
IT Platform and Infrastructure				\$687,500		Free Cash
IT Platform and Infrastructure			\$100,000		\$100,000	Taxation
IT Platform and Infrastructure	\$350,000	\$237,500			\$587,500	Borrow
<b>POLICE</b>	<b>\$250,077</b>	<b>\$195,000</b>	<b>\$527,000</b>	<b>\$255,000</b>	<b>\$972,077</b>	
Vehicle Replacement	\$195,000	\$195,000	\$195,000	\$205,000	\$780,000	Taxation
Police Firearms/DT Scenario Trainer					\$78,500	Taxation
Roadside Message Board					\$20,000	Taxation
Police Mobile Computer Hardware	\$55,077				\$55,077	Taxation
Public Safety CAD/RMS System			\$332,000		\$332,000	Taxation
Mobile Camera Trailer System				\$50,000	\$50,000	Taxation

# FINANCIAL DATA

## Three Year Capital History

<b>PARKING</b>	<b>\$75,000</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$115,000</b>		
Parking Enforcement Vehicle		\$40,000			\$40,000	Parking
Parking Study Implementation	\$75,000				\$198,000	Parking
<b>FIRE</b>	<b>\$1,314,000</b>	<b>\$885,000</b>	<b>\$1,121,000</b>	<b>\$648,000</b>	<b>\$3,320,000</b>	
Vehicle Replacement					\$53,000	Taxation
Fire Apparatus Replacement	\$1,100,000	\$360,000	\$725,000	\$360,000	\$2,455,000	Borrow
EMS Call Box for Pumps Pond					\$10,500	Taxation
Fire Alarm Receivers	\$84,000				\$84,000	Taxation
Public Safety Microwave Communications System		\$300,000		\$200,000	\$300,000	Borrow
Bi-Directional Amplifier System	\$130,000	\$175,000	\$300,000		\$605,000	Taxation
SCBA Air Compressor System			\$96,000		\$96,000	Taxation
AED's		\$50,000			\$50,000	Free Cash
Radio Box Repeater System				\$38,000		Taxation
Multiband Portable Radios				\$50,000		Taxation
<b>PUBLIC WORKS</b>	<b>\$2,567,729</b>	<b>\$2,664,729</b>	<b>\$2,659,279</b>	<b>\$2,179,279</b>	<b>\$7,891,737</b>	
Major Annual Road Maintenance	\$1,364,729	\$1,364,729	\$1,364,279	\$1,364,279	\$5,470,025	Chapter 90
Minor Sidewalk Repairs	\$200,000	\$200,000	\$200,000		\$700,000	Taxation
Minor Sidewalk Repairs				\$250,000		Free Cash
Highway Vehicles - Small	\$128,000	\$200,000	\$120,000	\$145,000	\$663,000	Taxation
Highway Vehicles - Large	\$555,000	\$380,000	\$580,000	\$400,000	\$1,965,000	Borrow/Free Cash
Minor Storm Drain Improvements	\$300,000		\$300,000		\$600,000	Borrow
Spring Grove Cemetery Improvements	\$20,000	\$20,000	\$20,000	\$20,000	\$80,000	Taxation
Storm Water Management					\$100,000	Taxation
Enmore Street Reconstruction					\$655,000	Borrow
Town Bridget Maintenance & Evaluation		\$500,000			\$500,000	Borrow
Two Way Radio System Phase 2			\$75,000		\$75,000	Taxation
<b>WATER/SEWER ENTERPRISE</b>	<b>\$8,805,000</b>	<b>\$4,885,000</b>	<b>\$8,549,350</b>	<b>\$9,375,000</b>	<b>\$22,239,350</b>	
Water/Sewer Vehicles	\$195,000	\$225,000	\$225,000	\$125,000	\$745,000	Reserves
Hydrant Replacement Program	\$100,000	\$100,000	\$100,000		\$400,000	Reserves
Major Water Main Replacement	\$3,000,000	\$4,000,000	\$6,000,000	\$6,000,000	\$16,000,000	Borrow
Water Treatment Plant GAC Replacement		\$450,000	\$450,000		\$900,000	Reserves
WTP Parking Area Improvements		\$110,000			\$110,000	Reserves
WTP Electrical Substation Replacement	\$5,000,000				\$5,500,000	Borrow
Bancroft High Lift Pumps					\$750,000	Borrow
Minor Sanitary Sewer Collection System Improvements	\$50,000		\$50,000	\$100,000	\$150,000	Reserves
Enmore Street Reconstruction					\$50,000	Reserves
Enmore Street Reconstruction					\$525,000	Re-Purpose Borrow
WTP New Heating System					\$300,000	Borrow
Date Street Pumping Station Replacement	\$360,000				\$360,000	Borrow
Inflow/Infiltration Removal Program	\$100,000		\$150,000	\$150,000	\$250,000	Reserves
Shawsheen Pump Station			\$1,574,350		\$1,574,350	Borrow
WTP Generator				\$2,500,000		Borrow
Fish Brool Intake Replacement				\$500,000		Borrow
<b>PLANT &amp; FACILITIES</b>	<b>\$2,231,000</b>	<b>\$2,353,000</b>	<b>\$2,008,000</b>	<b>\$2,315,000</b>	<b>\$6,592,000</b>	
Town Projects - Building	\$360,000	\$380,000	\$380,000	\$400,000	\$1,395,000	Taxation
Town Projects - Mechanical & Electrical	\$280,000	\$280,000	\$280,000	\$325,000	\$1,010,000	Taxation
Town Vehicle Replacement	\$51,000	\$123,000	\$35,000	\$70,000	\$314,000	Taxation
Major Town Projects	\$775,000	\$650,000	\$825,000	\$605,000	\$2,570,000	Borrow
Town & School Energy Initiatives	\$565,000	\$420,000	\$300,000	\$530,000	\$1,705,000	Borrow/Free Cash
Town & School Security Projects		\$100,000	\$188,000	\$125,000	\$288,000	Taxation
Town Playground Replacements	\$200,000	\$400,000		\$260,000	\$675,000	Taxation
<b>SCHOOL</b>	<b>\$2,962,000</b>	<b>\$2,091,600</b>	<b>\$3,430,000</b>	<b>\$4,010,000</b>	<b>\$8,483,600</b>	
School Projects - All Schools	\$585,000	\$585,000	\$650,000	\$735,000	\$2,442,611	Taxation
School - Projects by Building	\$455,000	\$426,600	\$500,000	\$450,000	\$1,441,600	Taxation
Textbooks					\$379,500	Taxation
Major School Projects	\$722,000	\$920,000	\$2,280,000	\$2,825,000	\$4,692,000	Borrow
Student Fleet Refresh					\$233,532	Taxation
Elementary School Projector Refresh					\$200,000	Taxation
High Plain/Woodhill Air Condition Upgrade					\$775,000	Borrow
AHS Feasibility Study		\$160,000			\$160,000	Free Cash
West Elementary Feasibility Study	\$1,200,000				\$1,200,000	Free Cash
West Elementary/Shawsheen Pre-K Construction				TBD		Exempt Borrow
<b>Grand Total</b>	<b>\$26,536,806</b>	<b>\$19,441,297</b>	<b>\$21,476,737</b>	<b>\$22,327,651</b>	<b>\$67,454,840</b>	

# FINANCIAL DATA

## Five Year Financial Projection

	FY 2021	FY 2022	Dollar Change	Percent Change	FY 2023	FY 2024	FY 2025	FY 2026
<b>I REVENUE</b>								
A. Property Taxes								
Prior Year Levy	150,531,621	157,043,309	6,511,689	4.33%	162,900,814	168,904,756	175,058,797	181,366,689
2 1/2% Increase	3,763,291	3,926,083	162,792	4.33%	4,072,520	4,222,619	4,376,470	4,534,167
New Growth	2,748,398	1,931,422	(816,976)	-29.73%	1,931,422	1,931,422	1,931,422	1,931,422
Unused Excess Levy Capacity	(1,116,977)	(300,000)	816,977	-73.14%	(300,000)	(300,000)	(300,000)	(300,000)
Exempt Debt Service	3,530,110	3,003,961	(526,149)	-14.90%	2,681,726	2,292,609	2,211,907	2,136,077
<b>Total Property Taxes</b>	<b>159,456,442</b>	<b>165,604,775</b>	<b>6,148,333</b>	<b>3.86%</b>	<b>171,286,482</b>	<b>177,051,406</b>	<b>183,278,596</b>	<b>189,668,356</b>
B. State Aid	13,971,641	14,010,273	38,632	0.28%	14,282,347	14,559,861	14,842,926	15,131,653
C. Local Receipts	11,082,562	11,586,918	504,356	4.55%	12,020,005	12,166,198	12,319,014	12,479,017
D. Free Cash for CIP & Articles	3,428,870	1,983,372	(1,445,498)	0.00%	2,866,639	2,520,019	1,768,509	1,288,140
E. Other Revenues - Indirects, Cable, Bond Prem	2,162,090	2,185,546	23,456	1.08%	2,126,633	2,191,962	2,259,631	2,329,739
<b>TOTAL REVENUES</b>	<b>190,101,606</b>	<b>195,370,885</b>	<b>5,269,279</b>	<b>2.77%</b>	<b>202,582,107</b>	<b>208,489,447</b>	<b>214,468,677</b>	<b>220,896,905</b>
<b>II APPROPRIATIONS - Debt/Obligations/Capital</b>								
A. Capital & Debt Service								
Non-Exempt Debt Service	7,224,376	8,193,681	969,305	13.42%	8,639,244	9,762,342	10,888,226	11,455,128
Exempt Debt Service	3,601,449	3,068,924	(532,525)	-14.79%	2,740,312	2,344,818	2,257,739	2,175,532
Cash Capital Outlay	1,911,108	3,010,000	1,098,892	57.50%	3,000,000	2,230,000	1,450,000	1,250,000
<b>Total General Fund Capital</b>	<b>12,736,933</b>	<b>14,272,605</b>	<b>1,535,672</b>	<b>12.06%</b>	<b>14,379,556</b>	<b>14,337,160</b>	<b>14,595,965</b>	<b>14,880,660</b>
B. Obligations - Fixed Costs								
Retirement	13,610,301	13,029,857	(580,444)	-4.26%	14,117,850	15,296,690	16,573,964	17,957,890
Insurance/Workers Comp	1,225,921	1,350,000	124,079	10.12%	1,485,000	1,633,500	1,796,850	1,976,535
Unemployment Compensation	160,000	160,000	-	0.00%	164,000	168,100	172,300	176,610
Health Insurance	23,885,014	25,088,647	1,203,633	5.04%	27,095,738	29,263,397	31,604,469	34,132,827
Less: Retiree Savings To OPEB	(951,054)	(999,079)			(1,039,042)	(1,080,604)	(1,123,828)	(1,168,781)
Less: New Employee Contribution Split	(595,703)	(942,106)			(1,391,044)	(1,418,865)	(1,447,242)	(1,476,187)
Total Health Insurance	22,338,257	23,147,462	809,205	3.62%	24,665,652	26,763,929	29,033,399	31,487,859
OPEB	1,631,003	1,696,026	65,023	2.50%	1,753,413	1,812,834	1,874,364	1,938,081
OPEB Original	679,949	696,947	16,999	2.50%	714,371	732,230	750,536	769,300
OPEB Additional Retiree Savings	951,054	999,079	48,025	5.05%	1,039,042	1,080,604	1,123,828	1,168,781
<b>Total General Fund Obligations</b>	<b>51,702,414</b>	<b>53,655,950</b>	<b>1,621,497</b>	<b>3.14%</b>	<b>56,565,472</b>	<b>60,012,213</b>	<b>64,046,845</b>	<b>68,417,634</b>
C. State Assessments	734,586	752,951	18,365	2.50%	771,774	791,069	810,845	831,117
D. Offset Aid - Assistance to Libraries	46,696	46,696	-	0.00%	46,696	46,696	46,696	46,696
E. Technical School Assessment	740,000	762,200	22,200	3.00%	785,066	808,618	832,877	857,863
F. Overlay Reserve	674,245	700,000	25,755	3.82%	900,000	900,000	1,200,000	900,000
G. Warrant Articles - From Taxation	31,000	33,000	2,000	6.45%	33,000	33,000	33,000	33,000
H. Warrant Articles - From Free Cash	3,428,870	1,983,372	(1,445,498)	0.00%	2,866,639	2,520,019	1,768,509	1,288,140
I. Other - Court Judgements & Deficits	-	150,000	150,000		150,000	150,000	150,000	150,000
<b>Total Debt/Obligations/Capital</b>	<b>57,957,811</b>	<b>58,084,169</b>	<b>394,318</b>	<b>0.69%</b>	<b>62,118,647</b>	<b>65,261,615</b>	<b>68,888,772</b>	<b>72,524,449</b>
<b>III APPROPRIATIONS - Town &amp; School Operations</b>								
Town	43,497,094	44,693,264	1,196,170	2.75%	45,922,329	47,185,193	48,482,786	49,816,062
School	89,246,701	92,593,452	3,346,751	3.75%	96,065,706	99,668,170	103,405,727	107,283,441
<b>Total Appropriations for Operations</b>	<b>132,743,795</b>	<b>137,286,716</b>	<b>4,542,921</b>	<b>3.42%</b>	<b>141,988,035</b>	<b>146,853,363</b>	<b>151,888,512</b>	<b>157,099,504</b>
<b>TOTAL APPROPRIATIONS</b>	<b>190,101,606</b>	<b>195,370,885</b>	<b>5,269,279</b>	<b>2.60%</b>	<b>204,106,682</b>	<b>212,114,978</b>	<b>220,777,284</b>	<b>229,623,953</b>
<b>BALANCE</b>	<b>(0)</b>	<b>0</b>	<b>0</b>		<b>(1,524,576)</b>	<b>(3,625,532)</b>	<b>(6,308,607)</b>	<b>(6,727,048)</b>

# FINANCIAL DATA

REVENUE AND EXPENDITURE PROJECTIONS	9/2/20					8/12/20					9/2/20					FY2023 PROJECTION					FY2024 PROJECTION					FY2025 PROJECTION					FY2026 PROJECTION					FY22 ASSUMPTIONS																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														
	FY2020 RECAP	FY2021 PROJECTION	FY2022 PROJECTION	FY2023 PROJECTION	FY2024 PROJECTION	FY2025 PROJECTION	FY2026 PROJECTION	FY2027 PROJECTION	FY2028 PROJECTION	FY2029 PROJECTION	FY2030 PROJECTION	FY2031 PROJECTION	FY2032 PROJECTION	FY2033 PROJECTION	FY2034 PROJECTION	FY2035 PROJECTION	FY2036 PROJECTION	FY2037 PROJECTION	FY2038 PROJECTION	FY2039 PROJECTION	FY2040 PROJECTION	FY2041 PROJECTION	FY2042 PROJECTION	FY2043 PROJECTION	FY2044 PROJECTION	FY2045 PROJECTION	FY2046 PROJECTION																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							
<b>PROPERTY TAXES</b>																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
Prior year Tax Levy Limit	142,600,950	150,531,021	157,043,399	162,900,814	168,904,756	175,088,797	181,366,689	187,532,279	193,715,110	199,912,981	206,125,792	212,348,643	218,577,534	224,812,465	231,052,436	237,297,447	243,547,498	249,802,599	256,052,750	262,302,851	268,552,902	274,802,953	281,053,004	287,303,055	293,553,106	299,803,157	306,053,208	312,303,259	318,553,310	324,803,361	331,053,412	337,303,463	343,553,514	349,803,565	356,053,616	362,303,667	368,553,718	374,803,769	381,053,820	387,303,871	393,553,922	400,000,000	406,500,000	413,000,000	419,500,000	426,000,000	432,500,000	439,000,000	445,500,000	452,000,000	458,500,000	465,000,000	471,500,000	478,000,000	484,500,000	491,000,000	497,500,000	504,000,000	510,500,000	517,000,000	523,500,000	530,000,000	536,500,000	543,000,000	549,500,000	556,000,000	562,500,000	569,000,000	575,500,000	582,000,000	588,500,000	595,000,000	601,500,000	608,000,000	614,500,000	621,000,000	627,500,000	634,000,000	640,500,000	647,000,000	653,500,000	660,000,000	666,500,000	673,000,000	679,500,000	686,000,000	692,500,000	699,000,000	705,500,000	712,000,000	718,500,000	725,000,000	731,500,000	738,000,000	744,500,000	751,000,000	757,500,000	764,000,000	770,500,000	777,000,000	783,500,000	790,000,000	796,500,000	803,000,000	809,500,000	816,000,000	822,500,000	829,000,000	835,500,000	842,000,000	848,500,000	855,000,000	861,500,000	868,000,000	874,500,000	881,000,000	887,500,000	894,000,000	900,500,000	907,000,000	913,500,000	920,000,000	926,500,000	933,000,000	939,500,000	946,000,000	952,500,000	959,000,000	965,500,000	972,000,000	978,500,000	985,000,000	991,500,000	998,000,000	1,004,500,000	1,011,000,000	1,017,500,000	1,024,000,000	1,030,500,000	1,037,000,000	1,043,500,000	1,050,000,000	1,056,500,000	1,063,000,000	1,069,500,000	1,076,000,000	1,082,500,000	1,089,000,000	1,095,500,000	1,102,000,000	1,108,500,000	1,115,000,000	1,121,500,000	1,128,000,000	1,134,500,000	1,141,000,000	1,147,500,000	1,154,000,000	1,160,500,000	1,167,000,000	1,173,500,000	1,180,000,000	1,186,500,000	1,193,000,000	1,199,500,000	1,206,000,000	1,212,500,000	1,219,000,000	1,225,500,000	1,232,000,000	1,238,500,000	1,245,000,000	1,251,500,000	1,258,000,000	1,264,500,000	1,271,000,000	1,277,500,000	1,284,000,000	1,290,500,000	1,297,000,000	1,303,500,000	1,310,000,000	1,316,500,000	1,323,000,000	1,329,500,000	1,336,000,000	1,342,500,000	1,349,000,000	1,355,500,000	1,362,000,000	1,368,500,000	1,375,000,000	1,381,500,000	1,388,000,000	1,394,500,000	1,401,000,000	1,407,500,000	1,414,000,000	1,420,500,000	1,427,000,000	1,433,500,000	1,440,000,000	1,446,500,000	1,453,000,000	1,459,500,000	1,466,000,000	1,472,500,000	1,479,000,000	1,485,500,000	1,492,000,000	1,498,500,000	1,505,000,000	1,511,500,000	1,518,000,000	1,524,500,000	1,531,000,000	1,537,500,000	1,544,000,000	1,550,500,000	1,557,000,000	1,563,500,000	1,570,000,000	1,576,500,000	1,583,000,000	1,589,500,000	1,596,000,000	1,602,500,000	1,609,000,000	1,615,500,000	1,622,000,000	1,628,500,000	1,635,000,000	1,641,500,000	1,648,000,000	1,654,500,000	1,661,000,000	1,667,500,000	1,674,000,000	1,680,500,000	1,687,000,000	1,693,500,000	1,700,000,000	1,706,500,000	1,713,000,000	1,719,500,000	1,726,000,000	1,732,500,000	1,739,000,000	1,745,500,000	1,752,000,000	1,758,500,000	1,765,000,000	1,771,500,000	1,778,000,000	1,784,500,000	1,791,000,000	1,797,500,000	1,804,000,000	1,810,500,000	1,817,000,000	1,823,500,000	1,830,000,000	1,836,500,000	1,843,000,000	1,849,500,000	1,856,000,000	1,862,500,000	1,869,000,000	1,875,500,000	1,882,000,000	1,888,500,000	1,895,000,000	1,901,500,000	1,908,000,000	1,914,500,000	1,921,000,000	1,927,500,000	1,934,000,000	1,940,500,000	1,947,000,000	1,953,500,000	1,960,000,000	1,966,500,000	1,973,000,000	1,979,500,000	1,986,000,000	1,992,500,000	1,999,000,000	2,005,500,000	2,012,000,000	2,018,500,000	2,025,000,000	2,031,500,000	2,038,000,000	2,044,500,000	2,051,000,000	2,057,500,000	2,064,000,000	2,070,500,000	2,077,000,000	2,083,500,000	2,090,000,000	2,096,500,000	2,103,000,000	2,109,500,000	2,116,000,000	2,122,500,000	2,129,000,000	2,135,500,000	2,142,000,000	2,148,500,000	2,155,000,000	2,161,500,000	2,168,000,000	2,174,500,000	2,181,000,000	2,187,500,000	2,194,000,000	2,200,500,000	2,207,000,000	2,213,500,000	2,220,000,000	2,226,500,000	2,233,000,000	2,239,500,000	2,246,000,000	2,252,500,000	2,259,000,000	2,265,500,000	2,272,000,000	2,278,500,000	2,285,000,000	2,291,500,000	2,298,000,000	2,304,500,000	2,311,000,000	2,317,500,000	2,324,000,000	2,330,500,000	2,337,000,000	2,343,500,000	2,350,000,000	2,356,500,000	2,363,000,000	2,369,500,000	2,376,000,000	2,382,500,000	2,389,000,000	2,395,500,000	2,402,000,000	2,408,500,000	2,415,000,000	2,421,500,000	2,428,000,000	2,434,500,000	2,441,000,000	2,447,500,000	2,454,000,000	2,460,500,000	2,467,000,000	2,473,500,000	2,480,000,000	2,486,500,000	2,493,000,000	2,499,500,000	2,506,000,000	2,512,500,000	2,519,000,000	2,525,500,000	2,532,000,000	2,538,500,000	2,545,000,000	2,551,500,000	2,558,000,000	2,564,500,000	2,571,000,000	2,577,500,000	2,584,000,000	2,590,500,000	2,597,000,000	2,603,500,000	2,610,000,000	2,616,500,000	2,623,000,000	2,629,500,000	2,636,000,000	2,642,500,000	2,649,000,000	2,655,500,000	2,662,000,000	2,668,500,000	2,675,000,000	2,681,500,000	2,688,000,000	2,694,500,000	2,701,000,000	2,707,500,000	2,714,000,000	2,720,500,000	2,727,000,000	2,733,500,000	2,740,000,000	2,746,500,000	2,753,000,000	2,759,500,000	2,766,000,000	2,772,500,000	2,779,000,000	2,785,500,000	2,792,000,000	2,798,500,000	2,805,000,000	2,811,500,000	2,818,000,000	2,824,500,000	2,831,000,000	2,837,500,000	2,844,000,000	2,850,500,000	2,857,000,000	2,863,500,000	2,870,000,000	2,876,500,000	2,883,000,000	2,889,500,000	2,896,000,000	2,902,500,000	2,909,000,000	2,915,500,000	2,922,000,000	2,928,500,000	2,935,000,000	2,941,500,000	2,948,000,000	2,954,500,000	2,961,000,000	2,967,500,000	2,974,000,000	2,980,500,000	2,987,000,000	2,993,500,000	3,000,000,000	3,006,500,000	3,013,000,000	3,019,500,000	3,026,000,000	3,032,500,000	3,039,000,000	3,045,500,000	3,052,000,000	3,058,500,000	3,065,000,000	3,071,500,000	3,078,000,000	3,084,500,000	3,091,000,000	3,097,500,000	3,104,000,000	3,110,500,000	3,117,000,000	3,123,500,000	3,130,000,000	3,136,500,000	3,143,000,000	3,149,500,000	3,156,000,000	3,162,500,000	3,169,000,000	3,175,500,000	3,182,000,000	3,188,500,000	3,195,000,000	3,201,500,000	3,208,000,000	3,214,500,000	3,221,000,000	3,227,500,000	3,234,000,000	3,240,500,000	3,247,000,000	3,253,500,000	3,260,000,000	3,266,500,000	3,273,000,000	3,279,500,000	3,286,000,000	3,292,500,000	3,299,000,000	3,305,500,000	3,312,000,000	3,318,500,000	3,325,000,000	3,331,500,000	3,338,000,000	3,344,500,000	3,351,000,000	3,357,500,000	3,364,000,000	3,370,500,000	3,377,000,000	3,383,500,000	3,390,000,000	3,396,500,000	3,403,000,000	3,409,500,000	3,416,000,000	3,422,500,000	3,429,000,000	3,435,500,000	3,442,000,000	3,448,500,000	3,455,000,000	3,461,500,000	3,468,000,000	3,474,500,000	3,481,000,000	3,487,500,000	3,494,000,000	3,500,500,000	3,507,000,000	3,513,500,000	3,520,000,000	3,526,500,000	3,533,000,000	3,539,500,000	3,546,000,000	3,552,500,000	3,559,000,000	3,565,500,000	3,572,000,000	3,578,500,000	3,585,000,000	3,591,500,000	3,598,000,000	3,604,500,000	3,611,000,000	3,617,500,000	3,624,000,000	3,630,500,000	3,637,000,000	3,643,500,000	3,650,000,000	3,656,500,000	3,663,000,000	3,669,500,000	3,676,000,000	3,682,500,000	3,689,000,000	3,695,500,000	3,702,000,000	3,708,500,000	3,715,000,000	3,721,500,000	3,728,000,000	3,734,500,000	3,741,000,000	3,747,500,000	3,754,000,000	3,760,500,000	3,767,000,000	3,773,500,000	3,780,000,000	3,786,500,000	3,793,000,000	3,799,500,000	3,806,000,000	3,812,500,000	3,819,000,000	3,825,500,000	3,832,000,000	3,838,500,000	3,845,000,000	3,851,500,000	3,858,000,000	3,864,500,000	3,871,000,000	3,877,500,000	3,884,000,000	3,890,500,000	3,897,000,000	3,903,500,000	3,910,000,000	3,916,500,000	3,923,000,000	3,929,500,000	3,936,000,000	3,942,500,000	3,949,000,000	3,955,500,000	3,962,000,000	3,968,500,000	3,975,000,000	3,981,500,000	3,988,000,000	3,994,500,000	4,001,000,000	4,007,500,000	4,014,000,000	4,020,500,000	4,027,000,000	4,033,500,000	4,040,000,000	4,046,500,000	4,053,000,000	4,059,500,000	4,066,000,000	4,072,500,000	4,079,000,000	4,085,500,000	4,092,000,000	4,098,500,000	4,105,000,000	4,111,500,000	4,118,000,000	4,124,500,000	4,131,000,000	4,137,500,000	4,144,000,000	4,150,500,000	4,157,000,000	4,163,500,000	4,170,000,000	4,176,500,000	4,183,000,000	4,189,500,000	

# FINANCIAL DATA

REVENUE AND EXPENDITURE PROJECTIONS	8/12/20		9/21/20		FY2022		FY2023		FY2024		FY2025		FY2026	
	FY2020 RECAP	FY2021 PROJECTION	FY2022 PROJECTION	FY2022 PROJECTION	FY2023 PROJECTION	FY2023 PROJECTION	FY2024 PROJECTION	FY2024 PROJECTION	FY2025 PROJECTION	FY2025 PROJECTION	FY2026 PROJECTION	FY2026 PROJECTION	FY2026 PROJECTION	FY2026 PROJECTION
<b>OBLIGATIONS</b>														
Retirement	11,410,355	13,610,301	13,029,857	14,117,850	15,296,690	16,573,964	17,957,890							
Insurance/Workers Comp	1,064,473	1,225,921	1,350,000	1,485,000	1,633,500	1,796,850	1,976,535							
Unemployment Compensation	160,000	160,000	160,000	164,000	168,100	172,303	176,610							
Health Insurance	22,629,144	23,885,014	25,088,647	27,095,738	29,263,397	31,604,469	34,132,827							
Health Insurance Savings Offset to OPEB	(906,194)	(951,054)	(999,079)	(1,039,042)	(1,080,604)	(1,123,828)	(1,168,781)							
Health Insurance Savings New Employee Contributions	(382,108)	(395,703)	(412,106)	(428,106)	(445,106)	(462,106)	(479,106)							
Other State Assessments	718,202	735,503	(942,106)	(1,391,044)	(1,840,000)	(2,289,000)	(2,738,000)							
Overlay	1,269,196	674,245	700,000	900,000	1,100,000	1,300,000	1,500,000							
OPEB Original	663,365	679,949	696,000	714,371	732,230	750,536	769,300							
OPEB Additional Retiree Savings	906,194	951,054	999,079	1,039,042	1,080,604	1,123,828	1,168,781							
Technical Schools	647,149	740,000	762,200	785,066	808,618	832,877	857,863							
Water and Sewer Operating Budget	8,335,066	8,691,784	8,934,303	9,184,750	9,442,322	9,707,225	9,979,670							
Reserve for Direct Expenditures	46,721	46,696	46,696	46,696	46,696	46,696	46,696							
Other Local Expenditures (Deficits to be Raised)	-	-	150,000	150,000	150,000	150,000	150,000							
<b>TOTAL</b>	<b>46,561,563</b>	<b>49,851,792</b>	<b>50,729,495</b>	<b>54,024,202</b>	<b>57,813,758</b>	<b>62,198,523</b>	<b>66,302,320</b>							
<b>DEBT SERVICE</b>														
Existing Non-Exempt General Fund Debt	6,285,025	5,827,465	6,250,043	5,683,289	5,417,133	5,182,512	4,799,309							
Appropriated/Not Borrowed Non-Exempt General Fund	-	1,022,911	1,636,638	1,953,072	2,182,156	2,133,954	2,084,412							
New General Fund CIP PROJECTS	-	-	-	817,883	1,978,053	3,386,760	4,386,407							
Cable Funds - Technology	235,850	189,000	122,000	80,000	80,000	80,000	80,000							
BAN Interest non-exempt	80,000	80,000	80,000	80,000	80,000	80,000	80,000							
General Fund Bond Issue Expense	105,000	105,000	105,000	105,000	105,000	105,000	105,000							
Existing Water and Sewer Debt	4,549,638	4,945,136	4,641,674	4,020,346	3,664,901	3,021,770	2,593,643							
New Water and Sewer CIP PROJECTS	-	1,068,013	132,300	1,761,009	2,263,020	3,797,030	4,431,841							
Water and sewer BAN interest/bond expense	35,000	35,000	35,000	35,000	35,000	35,000	35,000							
New Exempt Debt	3,859,110	3,601,449	3,068,924	2,740,312	2,344,818	2,257,729	2,175,532							
Existing Exempt Debt - School and Public Safety Center	15,149,623	16,873,974	16,071,579	17,195,911	18,070,081	19,999,765	20,691,144							
<b>TOTAL</b>	<b>3,963,698</b>	<b>1,911,108</b>	<b>3,010,000</b>	<b>3,000,000</b>	<b>2,230,000</b>	<b>1,450,000</b>	<b>1,250,000</b>							
Capital Projects Fund from Taxation	3,963,698	1,911,108	3,010,000	3,000,000	2,230,000	1,450,000	1,250,000							
Capital Projects Fund from Taxation	3,963,698	1,911,108	3,010,000	3,000,000	2,230,000	1,450,000	1,250,000							
<b>OFFSET/AVAILABLE FUNDS EXPENDITURES</b>														
Offset Local Revenues	2,269,510	2,279,510	2,279,510	2,279,510	2,279,510	2,279,510	2,279,510							
Other Available Funds - Budget	195,073	265,656	265,656	265,656	265,656	265,656	265,656							
<b>TOTAL</b>	<b>2,464,583</b>	<b>2,545,166</b>	<b>2,545,166</b>	<b>2,545,166</b>	<b>2,545,166</b>	<b>2,545,166</b>	<b>2,545,166</b>							
<b>ARTICLES</b>														
Transfer to Stabilization Fund	-	-	-	-	-	-	-							
Capital Projects Articles - Free Cash	2,610,000	3,428,870	1,983,372	2,866,639	2,520,019	1,768,509	1,288,140							
Operating Budget (S&D) - FY18 - Free Cash	-	-	-	-	-	-	-							
Articles from Water Sewer reserves/rates	885,000	1,275,000	375,000	550,000	1,050,000	997,000	472,000							
Parking Funds	40,000	-	-	-	-	-	-							
Elder Services Stabilization Transfer	700,000	12,000	-	-	-	-	-							
Cable Operating	377,108	385,975	33,000	33,000	33,000	33,000	33,000							
Articles from taxation	33,000	31,000	33,000	33,000	33,000	33,000	33,000							
Debt Re-Purpose	415,243	-	-	-	-	-	-							
Columbia Gas Settlement	19,190,250	-	-	-	-	-	-							
Other Available Funds	410,870	226,000	6,000	6,000	6,000	6,000	6,000							
<b>TOTAL</b>	<b>24,661,471</b>	<b>5,358,845</b>	<b>2,397,372</b>	<b>3,455,639</b>	<b>3,609,019</b>	<b>2,804,509</b>	<b>1,799,140</b>							
<b>* TOTAL DEDUCTIONS *</b>	<b>92,800,938</b>	<b>76,540,885</b>	<b>74,753,612</b>	<b>80,220,918</b>	<b>84,268,024</b>	<b>88,597,963</b>	<b>92,587,769</b>							
<b>BAL. FOR TOWN &amp; SCHOOL OPERATING BUDGETS</b>	<b>128,041,836</b>	<b>132,768,794</b>	<b>137,546,060</b>	<b>140,722,804</b>	<b>143,487,176</b>	<b>145,839,249</b>	<b>148,631,799</b>							
<b>\$ INCREASE FOR TOWN &amp; SCHOOL OPERATING BUDGET</b>	<b>4,945,731</b>	<b>4,726,958</b>	<b>4,777,266</b>	<b>3,176,744</b>	<b>2,764,372</b>	<b>2,352,074</b>	<b>2,792,550</b>							
<b>% INCREASE OVER PRIOR YEAR</b>	<b>4.02%</b>	<b>3.69%</b>	<b>3.60%</b>	<b>2.31%</b>	<b>1.64%</b>	<b>1.91%</b>	<b>1.91%</b>							
<b>TOTAL</b>	<b>220,842,774</b>	<b>209,309,679</b>	<b>212,299,672</b>	<b>220,943,722</b>	<b>227,755,200</b>	<b>234,837,212</b>	<b>241,219,569</b>							

# FINANCIAL DATA

TOWN OF ANDOVER, MASSACHUSETTS											
DETAIL DEBT SCHEDULE BY FISCAL YEAR											
As of July 1, 2020											
PRINCIPAL & INTEREST											
ISSUE	ARTICLE	LOAN DATE	RATE	TOTAL LOAN	2021	2022	2023	2024	2025	2026	TOTAL ALL YEARS
<b>EXEMPT DEBT</b>											
<b>SCHOOL</b>											
SCHOOL BONDS EXEMPT REFI	ART 19, 1999	2/15/10	2.181%	1,092,000	-	-	-	-	-	-	-
SCHOOL BONDS -Sewer REFI	ART 9, 2000	2/15/10	2.398%	1,342,000	142,800.00	-	-	-	-	-	142,800.00
SCHOOL BONDS EXEMPT REFI	ART 9, 2000	12/22/11	1.645%	3,361,700	348,137.50	333,487.50	318,543.75	-	-	-	1,000,168.75
BANCROFT FEASIBILITY	ART 59, 2009	12/22/11	2.339%	162,000	12,112.50	11,812.50	11,500.00	11,275.00	6,100.00	5,971.88	91,562.55
MIDDLELEL SCHOOL Refi NC	ART 9, 2000	12/19/12	1.821%	1,500,000	175,900.00	165,200.00	159,600.00	154,000.00	148,400.00	142,800.00	945,900.00
BANCROFT SCHOOL	ART 03, 2012	12/19/12	2.459%	14,000,000	1,013,250.00	985,250.00	957,250.00	929,250.00	901,250.00	873,250.00	11,108,125.00
BANCROFT SCHOOL	ART 03, 2012	3/6/14	3.076%	13,055,000	1,014,562.50	981,812.50	949,062.50	916,312.50	883,562.50	845,812.50	11,627,187.50
BANCROFT SCHOOL	ART 1, 2013	3/6/14	3.069%	2,435,000	191,400.00	180,150.00	174,150.00	168,150.00	162,150.00	156,150.00	2,146,500.00
BANCROFT SCHOOL	ART 3, 2010	6/19/15	2.816%	100,000	7,562.50	7,362.50	7,162.50	6,962.50	6,762.50	6,562.50	94,562.50
BANCROFT SCHOOL	ART 1, 2013	6/19/15	2.789%	779,000	59,687.50	58,087.50	56,487.50	54,887.50	53,287.50	51,687.50	720,937.50
BANCROFT SCHOOL	ART 3, 2010	12/15/16	2.937%	967,000	76,960.00	72,405.00	73,950.00	72,450.00	70,700.00	68,700.00	1,050,790.00
TOTAL SCHOOL	017112-5741				3,042,272.50	2,795,567.50	2,707,706.25	2,313,287.50	2,232,212.50	2,150,934.38	28,928,533.80
<b>PUBLIC SAFETY</b>											
PUBLIC SAFETY CENTER REFI	ART 16, 1999	2/15/10	2.570%	2,807,000	270,300.00	-	-	-	-	-	270,300.00
PUBLIC SAFETY CENTER REFI	ART 40, 2001	2/15/10	2.575%	101,500	10,600.00	10,200.00	-	-	-	-	20,800.00
PUBLIC SAFETY CENTER REFI	ART 16, 1999	2/15/10	2.573%	2,353,500	243,600.00	229,500.00	-	-	-	-	473,100.00
PUBLIC SAFETY CENTER	ART 10-1, 2002	12/1/07	3.773%	80,000	5,696.88	5,500.00	5,300.00	5,100.00	-	-	21,596.88
PUBLIC SAFETY CENTER	ART 10-1, 2002	3/15/09	3.929%	425,000	28,979.68	28,156.26	27,306.26	26,429.68	25,526.56	24,596.88	220,707.82
TOTAL PUBLIC SAFETY CENTER	017112-5746				559,176.56	273,356.26	32,606.26	31,529.68	25,526.56	24,596.88	1,006,504.70
TOTAL EXEMPT					3,601,449.06	3,068,923.76	2,740,312.51	2,344,817.18	2,257,739.06	2,175,531.26	29,935,038.50
<b>PUBLIC SERVICE ENTERPRISES</b>											
<b>WATER DEBT</b>											
WATER TREATMENT PLANT	ART 42, 2002	12/22/11	1.768%	473,000	49,230.00	47,880.00	46,473.75	43,483.75	-	-	187,067.50
WATER SYSTEM	ART 20, 2003	12/15/11	1.778%	997,400	109,007.50	101,107.50	98,138.75	93,035.00	-	-	401,288.75
WATER MAINS REFINANCED	ART 43, 2002	12/19/12	3.986%	235,050	28,876.00	28,876.00	21,976.00	21,176.00	19,768.00	-	119,692.00
WATER SYSTEM	ART 20, 2008	10/15/06	3.883%	1,000,000	62,825.00	60,912.50	58,975.00	57,000.00	55,000.00	53,000.00	398,712.50
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	N/A	4,666,635	283,575.87	283,575.87	283,575.87	283,575.87	283,576.13	283,576.45	1,985,032.03
WATER PLANT (WPAT)	ART 34, 2005	12/14/06	N/A	364,717	38,370.23	38,370.23	38,371.01	38,370.31	38,370.86	38,370.38	345,334.72
WATER SYSTEM	ART 20, 2003	12/1/07	3.918%	1,472,000	98,515.63	93,562.50	85,662.50	82,862.50	80,062.50	77,218.75	661,659.38
WATER SYSTEM	ART 34, 2005	12/1/07	3.926%	1,000,000	65,156.25	63,187.50	61,187.50	59,187.50	57,187.50	55,156.25	465,187.50
WATER TREATMENT PLANT	ART 34, 2010	12/22/11	2.436%	250,000	18,525.00	18,075.00	17,625.00	17,175.00	16,725.00	16,275.00	151,425.00
WTP GRANULAR CARBON	ART 33, 2010	12/22/11	1.545%	400,000	42,000.00	40,800.00	-	-	-	-	82,800.00
WATER TREATMENT PLANT	ART 33, 2010	2/24/11	2.624%	300,000	31,200.00	-	-	-	-	-	31,200.00
WATER MAINS	ART 31, 2010	12/19/12	2.458%	500,000	36,187.50	35,187.50	34,187.50	33,187.50	32,187.50	31,187.50	396,718.76
WATER TREATMENT PLANT PUMP	ART 44, 2011	12/19/12	1.451%	100,000	10,800.00	10,400.00	-	-	-	-	21,200.00
WATER MAIN CONSTRUCTION	ART 42, 2011	3/6/14	3.078%	100,000	38,781.26	37,531.26	36,281.26	35,031.26	33,781.26	32,531.26	446,093.84
WATER MAIN REPLACEMENT	ART 35, 2012	3/6/14	3.062%	1,439,000	113,837.50	105,087.50	101,587.50	98,087.50	94,587.50	91,087.50	1,254,312.50
HYDRANT REPLACEMENT	ART 46, 2013	3/6/14	2.065%	500,000	60,000.00	57,500.00	55,000.00	52,500.00	-	-	225,000.00
WATER MAIN REPLACEMENT	ART 41, 2013	3/6/14	3.078%	1,000,000	77,562.50	75,062.50	72,562.50	70,062.50	67,562.50	65,062.50	892,187.50
GAC REPLACEMENT	ART 33, 2010	3/6/14	2.027%	110,000	12,000.00	11,500.00	11,000.00	10,500.00	-	-	45,000.00
WATER DISTRIBUTION MAINTENANCE	ART 43-2012	6/19/15	2.043%	500,000	60,000.00	58,000.00	56,000.00	54,000.00	52,000.00	50,000.00	280,000.00
WATER DISTRIBUTION MAINT PROGRAM	ART 42, 2013	6/19/15	2.043%	500,000	60,000.00	58,000.00	56,000.00	54,000.00	52,000.00	50,000.00	280,000.00
FIRE HYDRANT INFRAST MAINT 1	ART 46, 2016	6/19/15	2.043%	500,000	60,000.00	58,000.00	56,000.00	54,000.00	52,000.00	50,000.00	280,000.00
FIRE HYDRANT INFRAST MAINT 2	ART 22, 2014	6/19/15	2.043%	500,000	60,000.00	58,000.00	56,000.00	54,000.00	52,000.00	50,000.00	280,000.00
WATER TREATMENT PLANT EQUIPMENT	ART 44, 2011	6/19/15	2.022%	340,000	41,600.00	40,200.00	38,800.00	37,400.00	36,000.00	34,600.00	184,200.00
WATER STORAGE TANKS REHAB	ART 44, 2016	12/15/16	2.200%	1,375,800	170,584.00	166,187.00	162,190.00	153,065.00	148,340.00	142,940.00	1,076,926.00
WATER MAIN REPLACEMENT	ART 56, 2015	12/15/17	2.560%	1,308,000	131,100.00	127,500.00	124,800.00	120,300.00	119,225.00	116,725.00	1,380,075.00
WATER MAIN REPLACEMENT	ART 27, 2017	12/15/17	2.570%	464,300	44,250.00	43,200.00	42,150.00	40,650.00	39,150.00	37,650.00	479,400.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	12/15/17	2.520%	276,800	28,750.00	28,050.00	27,350.00	26,350.00	25,350.00	24,350.00	286,725.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	12/15/17	2.570%	464,300	44,250.00	43,200.00	42,150.00	40,650.00	39,150.00	37,650.00	479,400.00
WTP HEATING SYSTEM	ART 38, 2017	12/15/17	2.530%	93,500	12,500.00	7,200.00	7,025.00	6,775.00	6,525.00	6,275.00	85,025.00
WATER MAIN REPLACEMENT	ART 41, 2016	11/15/18	3.480%	500,000	45,875.00	44,625.00	43,375.00	42,125.00	40,875.00	39,625.00	668,000.00
WATER MAIN REPLACEMENT	ART 27, 2017	11/15/18	3.480%	1,500,000	137,625.00	133,875.00	130,125.00	126,375.00	122,625.00	118,875.00	2,004,000.00
WTP ELECTRICAL SUBSTATION	ART 30, 2017	11/15/18	3.100%	200,000	23,475.00	22,725.00	21,975.00	21,225.00	20,475.00	19,725.00	239,325.00
BANCROFT HIGH LIFT PUMPS	ART 31, 2017	11/15/18	3.150%	90,000	13,550.00	13,050.00	12,550.00	12,050.00	11,550.00	11,050.00	102,600.00
WTP HEATING SYSTEM	ART 38, 2017	11/15/18	3.100%	100,000	14,050.00	13,550.00	13,050.00	12,550.00	12,050.00	11,550.00	114,100.00
WATER MAIN REPLACEMENT	ART 41, 2016	12/18/19	2.320%	500,000	49,094.54	41,781.26	40,531.26	39,281.26	38,031.26	36,781.26	440,000.00
WATER MAIN REPLACEMENT	ART 27, 2017	12/18/19	2.320%	597,000	60,813.75	50,000.00	48,500.00	47,000.00	45,500.00	44,000.00	440,000.00
WATER MAIN REPLACEMENT	ART 27, 2017	12/18/19	2.320%	3,000,000	294,567.19	250,687.50	243,187.50	235,687.50	228,187.50	220,687.50	2,200,000.00
WATER MAIN REPLACEMENT	ART 27, 2017	12/18/19	2.320%	2,000,000	196,378.13	167,125.00	157,125.00	147,125.00	137,125.00	127,125.00	1,447,125.00
TOTAL WATER	017102-5742				2,722,912.82	2,533,021.92	2,396,650.40	2,315,480.97	2,045,112.51	1,735,343.10	24,401,026.11
<b>SEWER DEBT</b>											
SEWER SO MAIN ST (Betterment) REFI	ART 41, 1999	2/15/10	2.577%	2,460,000	254,400.00	244,800.00	-	-	-	-	499,200.00
SEWER FOREST HILLS (Betterment) REFI	ART 13, 2000	2/15/10	2.572%	1,674,000	174,700.00	163,200.00	-	-	-	-	337,900.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/22/11	1.645%	1,941,350	203,350.00	192,750.00	182,025.00	-	-	-	578,125.00
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	12/22/01	1.639%	485,000	48,262.50	46,912.50	45,062.25	-	-	-	140,812.25
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/22/11	1.780%	1,495,000	158,662.50	154,312.50	149,781.25	141,575.00	-	-	604,331.25
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	12/22/11	1.834%	1,798,550	223,825.00	212,775.00	201,581.25	197,193.75	-	-	835,375.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/19/12	1.706%	936,650	111,514.00	107,714.00	103,914.00	95,214.00	87,057.00	-	505,413.00
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	10/15/06	3.929%	1,000,000	62,825.00	60,912.50	58,975.00	57,000.00	55,000.00	53,000.00	398,712.50
SEWER SO MAIN ST (Betterment)	ART 41, 1999	10/15/06	3.939%	4,002,000	251,300.00	243,650.00	235,900.00	228,000.00	220,000.00	212,000.00	1,594,850.00
SEWER SO MAIN ST (Betterment)	ART 35, 2004	12/1/07	3.923%	1,225,000	78,187.50	75,825.00	73,425.00	71,025.00	68,625.00	66,187.50	558,225.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	12/1/07	3.919%	4,458,000	290,959.34	282,099.98	258,399.98	259,799.98	255,899.98	246,759.98	2,025,315.47
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	12/1/07	3.926%	500,000	32,578.13	31,593.76					

# FINANCIAL DATA

TOWN OF ANDOVER, MASSACHUSETTS											
DETAIL DEBT SCHEDULE BY FISCAL YEAR											
As of July 1, 2020											
PRINCIPAL & INTEREST											
ISSUE	ARTICLE	LOAN DATE	RATE	TOTAL LOAN	2021	2022	2023	2024	2025	2026	TOTAL ALL YEARS
<b>GENERAL FUND NON-EXEMPT</b>											
<b>SCHOOL DEBT</b>											
COLLINS CTR HVAC	ART 29, 2004	12/19/12	1.115%	122,900	-	-	-	-	-	-	-
SCHOOL RENOVATIONS	ART 11, 2005	12/19/12	1.829%	480,000	60,200.00	58,200.00	51,300.00	49,500.00	47,700.00	45,900.00	312,800.00
WEST EL - ASBESTOS	ART 12, 2002	10/15/06	3.922%	200,000	12,165.00	11,782.50	11,395.00	11,000.00	10,600.00	10,200.00	67,142.50
SCHOOL HVAC	ART 46, 2006	12/1/07	3.802%	200,000	15,391.25	14,840.00	14,280.00	-	-	-	44,511.25
WEST EL - ASBESTOS	ART 12, 2002	12/1/07	3.687%	100,000	5,496.88	5,300.00	5,100.00	-	-	-	15,896.88
SCHOOL RENOVATIONS	ART 17, 2006	12/1/07	3.714%	250,000	16,490.63	15,900.00	15,300.00	-	-	-	47,690.63
SCHOOL RENOVATIONS	ART 11, 2005	12/1/07	3.712%	500,000	32,981.25	31,800.00	30,600.00	-	-	-	95,381.25
SCHOOL RENOVATIONS	ART 17, 2006	3/15/09	3.902%	865,000	60,187.50	58,443.76	56,643.76	54,787.50	52,875.00	50,906.26	429,750.04
SCHOOL ROOF	ART 17, 2007	3/15/09	3.901%	1,480,000	106,125.00	103,025.00	99,825.00	96,525.00	93,125.00	89,625.00	737,000.00
SCHOOL RENOVATIONS	ART 28, 2007	3/15/09	3.887%	465,000	33,000.00	32,031.26	31,051.26	30,000.00	28,937.50	27,843.76	225,468.78
SCHOOL ROOF	ART 15, 2007	2/15/10	3.242%	1,500,000	106,400.00	103,200.00	100,000.00	96,800.00	93,600.00	90,400.00	824,000.00
SCHOOL REMODELING	ART 28, 2007	2/15/10	3.236%	300,000	20,100.00	19,500.00	18,900.00	18,300.00	17,700.00	17,100.00	159,300.00
SCHOOL REPAIRS	ART 27, 2008	2/15/10	3.227%	1,000,000	67,000.00	65,000.00	63,000.00	61,000.00	59,000.00	57,000.00	531,000.00
SCHOOL REMODELING	ART 28, 2007	2/24/11	3.567%	300,000	21,075.00	20,475.00	19,875.00	19,275.00	18,675.00	18,075.00	163,731.26
SCHOOL REPAIRS	ART 27, 2008	2/24/11	3.558%	810,000	61,400.00	59,600.00	57,800.00	56,000.00	54,200.00	52,400.00	495,150.00
SCHOOL REPAIRS	ART 56, 2009	2/24/11	3.583%	850,000	63,006.26	61,206.26	59,406.26	57,606.26	55,806.26	54,006.26	544,006.34
SCHOOL RENOVATIONS	ART 41, 2010	2/24/11	3.583%	2,000,000	144,875.00	140,875.00	136,875.00	132,875.00	128,875.00	124,875.00	1,373,000.00
SCHOOL REMODELING	ART 16, 2011	12/22/11	2.540%	925,000	59,737.50	58,387.50	56,981.25	55,968.75	54,900.00	53,746.88	634,837.55
WEST MIDDLE SCHOOL	ART 17, 2011	12/22/11	2.508%	655,000	45,187.50	44,137.50	43,043.75	41,912.50	40,750.00	39,562.50	438,856.25
SCHOOL ROOF REPAIRS	ART 41, 2010	12/22/11	2.531%	525,000	33,187.50	32,437.50	31,656.25	31,093.75	30,500.00	29,859.38	352,687.55
VETERANS WAR MEMORIAL AUDITORIUM	ART 58, 2009	2/24/11	3.637%	650,000	48,662.50	47,262.50	45,862.50	44,462.50	43,062.50	41,662.50	417,100.00
SCHOOL BUILDING RENOVATIONS	ART 25, 2012	12/19/12	2.177%	1,000,000	85,150.00	82,550.00	79,950.00	77,350.00	74,750.00	72,150.00	608,400.00
WEST MIDDLE SCHOOL REPAIRS	ART 38, 2012	12/19/12	2.432%	530,000	36,187.50	35,187.50	34,187.50	33,187.50	32,187.50	31,187.50	396,718.76
BANCROFT SCHOOL	ART 1, 2013	3/6/14	3.061%	927,000	69,806.26	67,556.26	65,306.26	63,056.26	60,806.26	58,556.26	602,968.84
SCHOOL REPAIRS	ART 36, 2013	3/6/14	3.078%	900,000	69,806.26	67,556.26	65,306.26	63,056.26	60,806.26	58,556.26	602,968.84
SCHOOL SITE IMP (DOHERTY)	ART 18, 2013	3/6/14	3.078%	2,400,000	186,150.00	180,150.00	174,150.00	168,150.00	162,150.00	156,150.00	2,141,250.00
WEST MIDDLE HVAC	ART 38, 2013	3/6/14	2.641%	1,250,000	115,700.00	111,450.00	107,200.00	102,950.00	98,700.00	94,450.00	975,400.00
SCHOOL BLDG MAINT & RENOVATION	ART 52, 2014	6/19/15	2.469%	1,500,000	135,000.00	131,000.00	127,000.00	123,000.00	119,000.00	115,000.00	1,180,000.00
BANCROFT SCHOOL	ART 1, 2013	6/19/15	2.770%	285,000	22,200.00	21,600.00	21,000.00	20,400.00	19,800.00	19,200.00	261,862.50
SCHOOL BLDG MAINT & RENOVATION	ART 39, 2015	12/15/16	2.187%	432,500	54,425.00	53,075.00	51,725.00	50,375.00	49,000.00	47,625.00	334,050.00
LOVELY FIELD TURF REPLACEMENT	ART 30, 2016	12/15/16	2.195%	475,000	60,350.00	58,850.00	57,350.00	55,850.00	54,350.00	52,850.00	365,800.00
SCHOOL BLDG MAINT & RENOVATION	ART 34, 2016	12/15/16	2.195%	475,000	60,350.00	58,850.00	57,350.00	55,850.00	54,350.00	52,850.00	365,800.00
COLLINS CENTER FAÇADE	ART 29, 2016	12/15/17	2.830%	1,700,000	137,925.00	134,950.00	131,975.00	127,725.00	123,475.00	119,225.00	1,958,125.00
HIGH PLAIN WOODHILL AC UPGRADE	ART 45, 2017	12/15/17	2.200%	449,100	59,475.00	57,900.00	56,325.00	54,075.00	51,825.00	49,575.00	417,100.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	12/15/17	2.200%	360,000	46,375.00	45,150.00	43,925.00	42,175.00	40,425.00	38,675.00	329,175.00
COLLINS CENTER FAÇADE	ART 29, 2016	11/15/18	3.480%	300,000	27,525.00	26,775.00	26,025.00	25,275.00	24,525.00	23,775.00	400,800.00
HIGH PLAIN WOODHILL AC UPGRADE	ART 45, 2017	11/15/18	2.710%	275,000	41,500.00	40,000.00	38,500.00	37,000.00	36,250.00	35,500.00	297,625.00
MAJOR SCHOOL PROJECTS	ART 47, 2017	11/15/18	2.720%	370,000	55,500.00	53,500.00	51,500.00	49,500.00	47,500.00	45,500.00	402,000.00
MAJOR SCHOOL PROJECTS	ART 36, 2018	11/15/18	3.170%	722,000	80,450.00	77,950.00	75,450.00	72,950.00	70,450.00	67,950.00	876,900.00
SCHOOL IMPROVEMENTS - SANBORN ELEMENTARY	ART 39, 2015	12/18/19	2.320%	319,000	58,761.25	47,825.00	46,075.00	44,325.00	42,575.00	40,825.00	397,461.25
TOTAL SCHOOL	017102-5741				2,415,305.04	2,325,278.80	2,239,725.05	2,090,256.28	2,005,606.28	1,930,481.31	21,143,715.47
<b>STREET</b>											
BRIDGE CONSTRUCTION	ART 54, 2005	10/15/06	3.900%	250,000	12,165.00	11,782.50	11,395.00	11,000.00	10,600.00	10,200.00	67,142.50
STORM DRAINS	ART 50, 2008	3/15/09	3.958%	100,000	6,906.26	6,712.50	6,512.50	6,306.26	6,093.76	5,875.00	54,718.80
BRIDGE CONSTRUCTION	ART 52, 2007	2/24/11	3.757%	100,000	7,025.00	6,825.00	6,625.00	6,425.00	6,225.00	6,025.00	61,243.76
BRIDGE CONSTRUCTION	ART 32, 2008	2/24/11	3.757%	400,000	28,318.76	27,518.76	26,718.76	25,918.76	25,118.76	24,318.76	252,381.36
BRIDGE REPAIR	ART 24, 2011	12/22/11	2.552%	100,000	6,637.50	6,487.50	6,331.25	6,218.75	6,100.00	5,971.88	70,537.55
PARKING LOT	ART 25, 2011	12/22/11	2.072%	85,000	5,868.76	5,718.76	5,562.51	5,450.01	5,331.26	5,203.13	38,203.18
DRAINAGE	ART 33, 2011	12/22/11	2.552%	200,000	13,275.00	12,975.00	12,662.50	12,437.50	12,200.00	11,943.75	141,075.00
SURFACE DRAIN CONSTRUCTION	ART 50, 2008	2/24/11	3.591%	280,000	20,887.50	20,287.50	19,687.50	19,087.50	18,487.50	17,887.50	177,900.00
BRIDGE REPAIR	ART 32, 2008	12/19/12	2.458%	200,000	14,475.00	14,075.00	13,675.00	13,275.00	12,875.00	12,475.00	158,687.50
STORM DRAINAGE	ART 33, 2011	12/19/12	2.458%	100,000	7,237.50	7,037.50	6,837.50	6,637.50	6,437.50	6,237.50	79,343.76
HIGH PLAIN/FISHBROOK	ART 42, 2012	12/19/12	2.272%	1,100,000	92,587.50	89,787.50	86,987.50	79,187.50	76,587.50	74,187.50	725,118.76
SIDEWALK CONSTRUCTION	ART 20, 2014	6/19/15	1.420%	138,000	-	-	-	-	-	-	-
MINOR STORM DRAIN REPAIRS	ART 44, 2015	12/15/16	2.178%	285,400	36,171.00	34,778.50	34,386.00	33,486.00	32,436.00	31,336.00	218,911.50
SIDEWALK CONSTRUCTION - RIVER ST	ART 62, 2015	12/15/16	1.781%	197,100	41,713.00	37,656.50	-	-	-	-	79,369.50
ENMORE STREET RECONSTRUCTION	ART 29, 2017	11/15/18	2.730%	300,000	42,750.00	41,250.00	39,750.00	38,250.00	36,750.00	35,250.00	330,750.00
TOTAL STREET	017102-5744				336,017.78	322,892.52	277,131.02	263,679.78	255,242.28	236,711.02	2,455,383.17

# FINANCIAL DATA

TOWN OF ANDOVER, MASSACHUSETTS											
DETAIL DEBT SCHEDULE BY FISCAL YEAR											
As of July 1, 2020											
PRINCIPAL & INTEREST											
ISSUE	ARTICLE	LOAN DATE	RATE	TOTAL LOAN	2021	2022	2023	2024	2025	2026	TOTAL ALL YEARS
<b>MUNICIPAL FACILITIES</b>											
TOWN HVAC	ART 46, 2006	12/1/07	3.669%	250,000	17,590.00	16,960.00	16,320.00	-	-	-	50,870.00
TOWN BUILDING RENOVATION	ART 27, 2007	3/15/09	3.806%	255,000	18,768.76	18,187.50	12,587.50	12,175.00	11,750.00	11,312.50	106,093.76
TOWN BUILDING RENOVATION	ART 28, 2007	3/15/09	3.927%	290,000	20,281.26	19,700.00	19,100.00	18,481.26	17,843.76	17,187.50	150,437.54
PUBLIC SAFETY (NON EXEMPT PORTION)	ART 10, 2002	3/15/09	3.929%	75,000	5,114.06	4,968.76	4,818.76	4,664.06	4,504.68	4,340.62	38,948.44
TOWN BUILDINGS	ART 27, 2007	2/15/10	3.230%	400,000	26,800.00	26,000.00	25,200.00	24,400.00	23,600.00	22,800.00	212,400.00
TOWN BUILDING REMODELING	ART 55, 2009	2/24/11	3.568%	650,000	48,550.00	47,150.00	45,750.00	44,350.00	42,950.00	41,550.00	408,062.50
TOWN BUILDING REPAIRS	ART 42, 2010	12/22/11	2.338%	163,000	12,112.50	11,812.50	11,500.00	11,275.00	6,100.00	5,971.88	91,562.55
TOWN BUILDING REPAIRS	ART 34, 2011	12/22/11	2.552%	500,000	33,187.50	32,437.50	31,656.25	31,093.75	30,500.00	29,859.38	352,687.55
TOWN BUILDING REPAIRS	ART 27, 2007	12/22/11	2.552%	100,000	6,637.50	6,487.50	6,331.25	6,218.75	6,100.00	5,971.88	70,537.55
BLANCHARD BALLFIELDS	ART 57, 2009	12/22/11	2.658%	325,000	23,475.00	22,875.00	22,250.00	21,800.00	21,325.00	20,812.50	152,812.50
BLANCHARD ST BALLFIELDS	ART 57, 2009	2/24/11	2.947%	100,000	6,000.00	5,800.00	5,600.00	5,400.00	5,200.00	-	28,000.00
TOWN BUILDING RENOVATIONS	ART 23, 2007	12/19/12	2.075%	200,000	18,700.00	18,100.00	17,500.00	11,900.00	11,500.00	11,100.00	109,800.00
PLAYGROUND REPLACEMENTS	ART 23, 2012	12/19/12	2.035%	200,000	18,800.00	18,200.00	17,600.00	17,000.00	16,400.00	10,800.00	109,200.00
TOWN BUILDING REMODELING	ART 24, 2012	12/19/12	2.161%	400,000	32,750.00	31,750.00	30,750.00	29,750.00	28,750.00	27,750.00	234,000.00
BALMORAL FENCE/MASONRY	ART 28, 2012	12/19/12	1.999%	125,000	12,150.00	11,750.00	11,350.00	9,950.00	9,550.00	5,550.00	63,000.00
FIRE COMMUNICATIONS	ART 31, 2012	12/19/12	1.439%	200,000	21,600.00	20,800.00	-	-	-	-	42,400.00
TECHNOLOGY HARDWARE	ART 22, 2012	12/19/12	1.458%	1,600,000	189,000.00	182,000.00	-	-	-	-	371,000.00
YOUTH CENTER	ART 3, 2011 STM	3/6/14	3.078%	2,000,000	155,125.00	150,125.00	145,125.00	140,125.00	135,125.00	130,125.00	1,784,375.00
TOWN BUILDING RENOVATIONS	ART 28, 2013	3/6/14	2.657%	300,000	27,425.00	26,425.00	25,425.00	24,425.00	23,425.00	22,425.00	213,225.00
TECHNOLOGY INFRASTRUCTURE	ART 22, 2012	6/19/15	1.441%	200,000	-	-	-	-	-	-	-
TOWN & SCHOOL ENERGY INITIATIVES	ART 39, 2014	6/19/15	2.005%	236,000	29,400.00	28,400.00	22,400.00	21,600.00	20,800.00	-	122,600.00
TOWN BLDG & FACILITY MAINTENANCE	ART 43, 2014	6/19/15	2.032%	467,000	54,000.00	52,200.00	50,400.00	48,600.00	46,800.00	-	252,000.00
DPW VEHICLES	ART 45, 2014	6/19/15	1.432%	260,000	-	-	-	-	-	-	-
PLAYGROUND REPLC & HANDICAP ACCESS	ART 41, 2014	6/19/15	2.043%	150,000	18,000.00	17,400.00	16,800.00	16,200.00	15,600.00	-	84,000.00
SAFETY & SECURITY UPGRADES	ART 38, 2015	12/15/16	2.188%	387,600	48,504.00	47,304.00	46,104.00	44,904.00	43,504.00	37,004.00	300,576.00
TOWN BUILDING REMODELING	ART 46, 2015	12/15/16	2.644%	1,153,400	109,202.00	105,226.00	104,450.00	97,125.00	94,500.00	91,500.00	1,096,628.00
PUBLIC WORKS VEHICLES	ART 26, 2016	12/15/16	1.780%	343,200	72,946.00	-	-	-	-	-	137,094.00
TOWN BLDG & FACILITY MAINTENANCE	ART 28, 2016	12/15/16	2.182%	333,000	42,195.00	41,145.00	40,095.00	39,045.00	32,920.00	31,720.00	255,680.00
TOWN BUILDING FACILITY & MAINTENANCE	ART 28, 2016	12/15/17	2.190%	315,250	44,725.00	38,550.00	37,500.00	36,000.00	34,500.00	33,000.00	281,150.00
MEMORIAL PLAYSTEAD PLAYGROUND	ART 57, 2016	12/15/17	2.190%	108,650	13,100.00	12,750.00	12,400.00	11,900.00	11,400.00	10,900.00	87,925.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/15/17	3.210%	8,868,000	472,900.00	476,500.00	474,725.00	474,725.00	474,225.00	473,225.00	13,278,692.00
MAJOR TOWN PROJECTS	ART 43, 2017	12/15/17	2.190%	288,300	39,100.00	38,050.00	37,000.00	35,500.00	34,000.00	27,625.00	263,025.00
TOWN & SCHOOL ENERGY PROJECTS	ART 44, 2017	12/15/17	2.190%	270,800	38,250.00	32,250.00	31,375.00	30,125.00	28,875.00	27,625.00	240,250.00
SAFETY & COMMUNICATIONS UPGRADE PHASE	ART 46, 2017	11/15/18	2.610%	300,000	47,375.00	45,625.00	43,875.00	42,125.00	40,375.00	33,750.00	316,125.00
MUNICIPAL SERVICES FACILITY I	ART 33, 2017	11/15/18	3.860%	5,000,000	299,000.00	299,375.00	299,500.00	299,375.00	299,000.00	298,375.00	8,395,475.00
MUNICIPAL SERVICES FACILITY II	ART 33, 2017	11/15/18	3.870%	3,000,000	175,050.00	177,425.00	174,675.00	176,800.00	178,675.00	175,425.00	5,111,700.00
TOWN BUILDING PROJECTS	ART 34, 2018	11/15/18	3.180%	775,000	87,625.00	84,875.00	82,125.00	79,375.00	71,750.00	69,250.00	943,000.00
TOWN & SCHOOL ENERGY EFFICIENCY	ART 35, 2018	11/15/18	2.700%	173,000	27,000.00	26,000.00	25,000.00	19,125.00	18,375.00	17,625.00	181,500.00
PUBLIC WORKS FREIGHTLINER	ART 41, 2017	11/15/18	3.370%	226,575	24,325.00	23,575.00	22,825.00	22,075.00	21,325.00	20,575.00	284,300.00
PUBLIC WORKS SIDEWALK PLOW & DUMP TRUC	ART 41, 2017	11/15/18	2.550%	78,425	13,000.00	12,500.00	12,000.00	11,500.00	11,000.00	5,625.00	76,125.00
PUBLIC WORKS VEHICLES	ART 41, 2017	11/15/18	2.690%	145,000	21,125.00	20,375.00	19,625.00	18,875.00	18,125.00	17,375.00	158,250.00
MUNICIPAL SERVICES FACILITY	ART 33, 2017	12/18/19	2.320%	500,000	26,600.00	25,900.00	25,400.00	24,900.00	24,400.00	28,775.00	757,073.76
TOWN & SCHOOL ENERGY INITIATIVES	ART 44, 2017	12/18/19	2.320%	120,000	22,450.00	19,775.00	19,025.00	18,275.00	12,650.00	12,150.00	147,967.50
PUBLIC WORKS VEHICLES	ART 44, 2017	12/18/19	2.320%	420,000	71,170.00	62,225.00	59,975.00	57,725.00	50,600.00	48,600.00	524,895.00
BALLARDVALE FIRE STATION LAND ACQUISITION/CONSTRUCTION	ART 44, 2017	12/18/19	2.320%	2,000,000	100,783.13	103,275.00	101,275.00	104,150.00	101,900.00	104,525.00	3,058,301.89
SENIOR CENTER RENOVATION AT PUNCHARD	ART 44, 2017	12/18/19	2.320%	1,000,000	53,019.54	51,656.26	50,656.26	49,656.26	53,531.26	52,281.26	1,529,104.07
TOWN & SCHOOL ENERGY INITIATIVES	ART 44, 2017	12/18/19	2.320%	200,000	32,485.00	28,300.00	27,300.00	26,300.00	25,300.00	24,300.00	251,285.00
<b>TOTAL MUNICIPAL FACILITIES</b>	017102-5745				2,677,393.75	2,606,333.02	2,285,369.02	2,214,988.08	2,154,953.70	2,008,786.52	42,724,134.61
<b>PUBLIC SAFETY</b>											
FIRE TRUCK REFINANCED	ART 31, 2004	12/19/12	1.104%	193,300	-	-	-	-	-	-	-
FIRE TRUCK	ART 37, 2006	12/1/07	3.680%	440,000	31,781.25	30,600.00	-	-	-	-	62,381.25
FIRE TRUCK	ART 27, 2016	12/15/17	1.810%	233,000	57,375.00	-	-	-	-	-	107,875.00
FIRE APPARATUS REPLACEMENT AMBULANCE	ART 42, 2017	11/15/18	2.630%	270,000	41,250.00	39,750.00	38,250.00	36,750.00	35,250.00	33,750.00	288,000.00
FIRE LADDER TRUCK	ART 33, 2018	11/15/18	3.480%	1,100,000	100,925.00	98,175.00	95,425.00	92,675.00	89,925.00	87,175.00	1,469,600.00
FIRE APPARATUS REPLACEMENT	ART 33, 2018	12/18/19	2.320%	314,000	88,077.50	75,625.00	67,500.00	64,500.00	61,500.00	-	-
<b>TOTAL PUBLIC SAFETY</b>	017102-5746				319,408.75	294,650.00	201,175.00	193,925.00	186,675.00	120,925.00	2,285,058.75
<b>LAND ACQUISITION</b>											
LAND ACQUISITION REFINANCE	ART 23, 2002	12/19/12	1.698%	469,400	53,040.00	51,240.00	49,440.00	47,640.00	44,370.00	-	245,730.00
LAND ACQUISITION REFINANCE	ART 32, 2000	12/19/12	1.631%	657,700	80,470.00	77,670.00	74,870.00	72,070.00	17,085.00	-	322,165.00
LAND ACQUISITION	ART 12, 2001	10/15/06	3.918%	1,100,000	66,907.50	64,803.75	62,672.50	60,500.00	58,300.00	56,100.00	369,283.75
16 PEARSON ST	ART 3A, 2007	12/1/07	3.694%	455,000	30,734.38	29,750.00	28,750.00	22,850.00	22,050.00	21,237.50	175,784.38
18 PEARSON ST	ART 4A, 2007	12/1/07	3.890%	390,000	25,237.50	24,450.00	23,650.00	22,850.00	22,050.00	21,237.50	159,887.50
37 PEARSON ST	ART 5A, 2007	12/1/07	3.880%	505,000	31,546.88	30,562.50	29,562.50	28,562.50	27,562.50	26,546.88	199,859.39
15 BLANCHARD ST	ART 51, 2007	12/1/07	3.926%	2,100,000	136,828.13	132,693.76	128,493.76	124,293.76	120,093.76	115,828.13	976,893.81
LAND ACQUISITION	ART 12, 2001	2/24/11	3.578%	100,000	7,025.00	6,825.00	6,625.00	6,425.00	6,225.00	6,025.00	61,243.76
LAND ACQUISITION FOSTERS POND	ART 55, 2010	2/24/11	3.618%	220,000	14,887.50	14,087.50	13,687.50	13,287.50	12,887.50	12,487.50	137,300.00
LAND ACQUISITION BLANCHARD ST	ART B1, 2011	2/24/11	3.621%	290,000	21,293.76	20,693.76	20,093.76	19,493.76	18,893.76	18,293.76	191,356.34
LAND ACQUISITION CHANDLER RD	ART 33, 2013	3/6/14	3.046%	775,000	61,150.00	59,150.00	57,150.00	55,150.00	53,150.00	51,150.00	677,837.50
<b>TOTAL LAND ACQUISITION</b>	017102-5747				528,720.65	511,926.27	494,995.02	473,122.52	402,667.52	328,906.27	3,517,341.43
<b>LANDFILL CLOSURE</b>											
LANDFILL	ART 44, 1999	10/15/06	3.920%	500,000	30,412.50	29,456.25	28,487.50	27,500.00	26,500.00	25,500.00	167,856.25
LANDFILL	ART 44, 1999	12/22/11	2.552%	300,000	19,912.50	19,462.50	18,993.75	18,656.25	18,300.00	17,915.63	211,612.55
LANDFILL	ART 44, 1999	12/22/11									