



Town Manager's Recommended  
**CAPITAL IMPROVEMENT PROGRAM**  
**FY2026 - FY2030**



The recently-completed Downtown Parking Lot Improvement project.



**TOWN OF ANDOVER  
TOWN MANAGER'S RECOMMENDED  
CAPITAL IMPROVEMENT PROGRAM  
FY2026 – FY2030**



Andrew P. Flanagan  
Town Manager

November 15, 2024





## TABLE OF CONTENTS

Mission & Values Statement.....	1
Budget and Town Meeting Schedule.....	2
Town Manager’s CIP Transmittal Letter.....	4
Fiscal Year 2026 CIP Recommendations and Funding Summary.....	17
Project Requests by Department.....	23
CIP Bylaw, Definitions and Financial Policies.....	195
Financial Data	
Three Year Capital History.....	202
Long Range Financial Plan.....	204
Detail Debt Schedule.....	205
Capital Projects from Taxation Available Balances.....	208



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 Select Board, 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 2026 Budget and Town Meeting Planning Calendar

PLANNED DATE	TASK, ACTION, DEADLINE	PRIMARY RESPONSIBILITY
August 8, 2024	Issue FY2026-FY2030 Capital Improvement Plan request forms	Chief Administrative & Financial Officer
September 6, 2024	Dept. CIP requests due to Administration & Finance	Department Heads, School Superintendent
October 3, 2024	Staff review of Departmental CIP requests	Town Manager, Dept. Heads, School Supt.
October 21, 2024	2025 ATM Warrant opens	Select Board
October 31, 2024	Advertise CIP Public Hearing	Assistant to the Town Manager
November 15, 2024	Town Manager's Recommended FY26-FY30 CIP released	Town Manager, Chief Administrative & Financial Officer
November 18, 2024	CIP Public Hearing	Town Manager/Select Board
November 22, 2024	Issue FY2026 Operating Budget Request Forms & Instructions	Town Manager, Chief Administrative & Financial Officer
December 2, 2024	Tax Classification Public Hearing	Select Board/Chief Assessor
December 2, 2024	Tri-Board Meeting: CIP Review, Prelim FY2026 Projections	SB, Fin. Comm. & Sch. Comm.
December 16, 2024	Tax Classification Vote	Select Board/Chief Assessor
December 16, 2024	Select Board vote to accept FY2026 CIP	Select Board
December 30, 2024	FY2026 Operating Budget Requests submitted to Town Manager	Department Heads
January 17, 2025	Town Meeting Warrant closes	Select Board
February 7, 2025	Town Manager's FY2026 Recommended Budget released	Town Manager, Chief Administrative & Financial Officer
February 17, 2025	Warrant Article Review & Votes Begin	Select Board, Finance Committee
March 8, 2025	Department Operating Budget presentations (joint mtg.)	Department Heads
March 10, 2025	Budget & Warrant Article Votes	Select Board
March 12, 2025	Budget & Warrant Article Votes	Finance Committee
March 17, 2025	Budget & Warrant Article Votes	Select Board
March 19, 2025	Budget & Warrant Article Votes	Finance Committee
March 25, 2025	Annual Town Election	Town Clerk
March 28, 2025	Final Budget votes due to Fin Com for Town Meeting Report	Select Board, Finance Committee
March 28, 2025	Chair Letters to the Finance Committee	Select Board, School Committee
April 4, 2025	Fin Com Report for Town Meeting sent to printer	Finance Committee
April 18, 2025	Fin Com Report mailed to residents	Printer
April 22, 2025	Annual Town Report Released	Town Manager
April 29, 2025	First night of the 2025 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 15, 2024

Laura Gregory, Chair  
Members of the Select Board  
Town Offices  
36 Bartlet Street  
Andover, MA 01810

Dear Chair Gregory and Members of the Board:

I am pleased to present the Town Manager's Recommended Capital Improvement Program (CIP) for FY 2026 – FY 2030. This is Andover's thirty-fourth annual CIP. The CIP Bylaw requires that the Town Manager present the Select Board with the Town's capital needs for the next five years as the first step in the annual budget development process.

This year's CIP reflects our ongoing commitment to maintaining and improving our facilities and public infrastructure. This year's plan will continue a multi-year effort to improve the quality and condition of our public spaces, including Town and School buildings, recreational areas and sidewalks. The CIP will also continue the Town's commitment to investing in water infrastructure, while also establishing a plan for increasing investment in the Water Treatment Plant. The recommended funding for technology will provide both Town departments and Schools with the ability to maintain continuity of operations and sets a benchmark for the future funding of our capital technology needs.

This year's CIP sets forth a multi-year strategy for making major investments in the Town's recreational facilities. Meeting the rapidly growing demand for fields, playing surfaces, and recreational amenities has emerged as a major challenge for the Town in recent years. This increased demand, combined with the need to invest in aging facilities that have served the community for decades, presents a challenge with respect to financing both the necessary improvements to existing facilities and the construction of new facilities. The CIP proposes to meet this challenge by leveraging revenue from the Recreation revolving fund to offset the debt service costs of improvements at Poms Pond & Rec Park. Additionally, the plan proposes using Free Cash in future years to mitigate the overall burden constructing athletic facilities at the Chandler Road Recreation Area. I want to thank Director of Recreation Joe Connelly for building a phased plan for improvements at Poms Pond, Rec Park, and the Chandler Road Recreation Area. I also appreciate the collaboration between Janet Nicosia and the Department of Facilities and the Recreation Division on prioritizing improvements to parks and playgrounds, including at the Playstead Complex.

Aligning the capital budget with the Town Manager and Select Board’s Strategic Goals & Objectives and the evolving needs of the community remains a foremost priority. The CIP provides the Town with the resources necessary to make meaningful progress towards the adopted goals, both past and present, that reflect residents’ priorities and expectations around service delivery. The highlights below illustrate the alignment of the goals, resident expectations and the recommendations included in this document. Based on the proposed plan, the Town will make significant investments in the following areas:

- **Infrastructure Improvements:** Continuation of the sidewalk improvement program, and increased funding for roadway improvements, drainage improvements and bridge evaluation and maintenance.
- **Water & Sewer Infrastructure:** Continuation of the water main replacement program, investment in the Water Treatment Plant and investment in both water and sewer pumping stations.
- **Active Transportation:** In addition to sidewalk improvements, the plan provides funding for investment in Elm Square design improvements.
- **Recreation Facilities:** Improvements to Rec Park, Poms Pond and the Playstead that are consistent with the Master Plans funded through the CIP in prior years. Additionally, this year’s CIP includes a plan for phased investment at the Chandler Road Recreation Area.
- **River and Open Space Access:** Construction of the ADA kayak launch at Nason’s Landing and funding every other year for access improvements to the Shawsheen River.
- **Conservation Priorities:** Funds have been allocated for several conservation priorities that include the following: invasive plant species management, boardwalk restoration at the Mary French Reservation and accessibility improvements and for survey work on conservation priorities.

While the list above is by no means exhaustive, it reflects the Town’s actions to improve service delivery in a manner that is consistent with resident expectations.

**A New Approach to Financing the Capital Improvement Program**

One of the primary purposes of developing a Capital Improvement Program is to establish a practical and predictable plan that identifies the capital needs of the community. At the core of the plan is a sustainable funding strategy that ensures appropriate investment across departments and divisions, while also effectively integrating into the Town’s overall financial framework. Consistent with this philosophy, this year’s plan includes several modifications to the funding strategy that are intended to improve the financial planning process and position the Town to maintain a balanced and sustainable plan into the future. Below is a summary of the modifications:

- 1.) Changing the source of the funding “target” from a percentage of overall revenue to a percentage of the Town and School Operating Budget:** This year’s plan retires the 5.72% funding target that has been utilized since 2016. At the time, the 5.72% was used because it reflected the actual funding available for capital investment that year. The 5.72% target was based on revenue, which is subject to major fluctuations that may result from increases in new growth, state aid or revenues generated from debt exclusions. These fluctuations require a corresponding increase in capital spending. In past years, the overall budget which is constrained by Proposition 2 1/2, has not been able to support the required increase in capital spending. The result of this reality is that the Town would be unable to meet the 5.72% target.

The Town and School Operating Budget is far more predictable than overall revenue. Fixed annual increases provide the Town with the ability to appropriately plan year over year expenses as part of an overall financial plan. This is particularly important when it comes to capital budgeting. The largest component of the Town’s CIP is debt service that is funded within the levy limit. Maintaining the Town’s debt schedule requires effective planning so that future investments align well with retiring debt. This approach also ensures that municipal services are not negatively impacted by sharp increases in debt service.

Beginning with this year’s plan, the funding target for the CIP is **7.5% of the Town and School Operating Budget**. By using the Town and School Operating Budget as a baseline, we have a higher degree of confidence in our projections for debt service and future levels of capital investment in buildings, assets and equipment. While using a new baseline for the target has not significantly changed the overall budget for the capital improvement program, it will ensure consistent year over year investment. Over time, I expect this will result in a more robust plan and improve our ability to manage capital costs moving forward.

- 2.) The Plan is Balanced Over Time:** The Town’s capital improvement program has historically included a funding recommendation for the first year of the plan and a broad identification of needs for years two through five. This year’s plan is balanced with regard to the funding target for each year of the plan. This has required a more thoughtful approach to year over year planning. This improvement integrates well with the Town’s effort to better manage and plan new debt service resulting from the recommendations included in the plan. I want to thank our department and division heads who were challenged to evolve from an “identification of needs” to a “prioritization of needs” approach. Note that, while the plan is balanced, it is anticipated that the needs and priorities will change from year to year. The plan continues to be designed to be dynamic so that each year of the plan can be evaluated and adjusted to reflect actual needs prior to finalization as a funding recommendation.

**3.) Utilization of other Funds:** The plan leverages the use of Free Cash and revenues from revolving funds. While Free Cash has always been used to supplement the portions of the plan that are funded by the General Fund, this year's recommendation is part of a multi-year plan to appropriately use this revenue source as a means for expanding the Town's capacity for funding necessary capital projects outside of the funding target. For the past several years, the Town has used approximately 20% of its certified Free Cash balance for capital. This year's recommendation is consistent with that benchmark. Given the potential for unexpected fluctuations in Free Cash balances year over year, it is recognized that this benchmark must serve as a guideline and may not be met every year.

Additionally, revenues from revolving funds will be used to offset the costs of major projects that would otherwise crowd out other needed investments across the organization. In order for revolving revenues to offset a capital expense, the expenditure must be consistent with the program that generates the revenue being used. The recommended plan includes using revolving revenues to fund major improvements at Pumps Pond and Rec Park. The improvements will ensure the continuation and expansion of several revenue producing programs.

**4.) Introduction of Capital Carryforward:** While it is important for the Town to maintain specific balances in prior capital appropriations, there are often opportunities to repurpose funds that have previously been appropriated and/or borrowed. One avenue for reconciling unexpended balances is to use them to offset the cost of proposed new capital projects. The recommended plan includes a capital carryforward offset, which repurposes existing balances in order to offset the overall cost of the Capital Improvement Program. This approach provides three benefits: 1.) it provides flexibility to expand the capacity of the Capital Improvement Program; 2.) it supports the Town's effort to reconcile unexpended capital balances; and 3.) it allows for the efficient use of appropriated funds for capital needs.

The Town Manager’s Recommended CIP for FY 2026 totals \$23,539,722. 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 described 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 financing plan presented within this document and begins the budget process for FY 2026 in a fiscally responsible manner.

<i>FY 2026 Capital Improvement Program</i>	
General Fund Revenue	\$2,503,528
General Fund Borrowing	\$4,830,000
Use of Free Cash	\$3,865,000
General Fund Exempt Borrowing	-0-
Special Dedicated Funds	\$2,041,194
Water and Sewer Enterprise Funds	\$10,300,000
<b>Total Recommendation</b>	<b>\$23,539,722</b>

**Meeting the Target**

Standard and Poor’s continues to affirm Andover’s credit worthiness and the Town’s “AAA” General Obligation bond rating, the highest rating available to municipalities. In fact, the most recent report gives Andover a “strong or very strong” rating in six of the seven assessment factors: economy, budget flexibility, budgetary performance, liquidity, management conditions and institutional framework. Standard and Poor’s has identified the Town’s debt profile as weak, which is a result of the recent borrowings for the Pension Obligation Bond Plan and the West Elementary & Shawsheen Preschool. While the Town’s debt profile was weakened, the Pension Obligation Bond plan funded a major portion of the unfunded pension liability and reduced anticipated pension costs by approximately \$100,000,000. Additionally, the savings resulting from the Pension Obligation Plan will help stabilize the operating and capital budgets in future years.

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. As described earlier in this letter, I have worked to develop a revised spending target that is 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 target for overall spending within the limitations of Proposition 2 ½, otherwise known as the non-exempt plan, sets the outer limit of what the CIP will spend in any given fiscal year. For reference, the term “non-exempt debt service” means that the related debt service is not exempt from the limitations of Proposition 2 ½. Debt service authorized through the “debt exclusion” process, which requires both a Town Meeting and ballot vote, is

referred to as exempt debt service. The “non-exempt plan” includes the three components of the CIP that comprise the target. The target for FY 2026 and the future years of the plan is 7.5% of the Town & School Operating Budget.

<b>Prior Non-Exempt Debt Service</b>
<b>+</b>
<b>New Non-Exempt Debt Service</b>
<b>+</b>
<b>General Fund Revenue</b>
<b>=</b>
<b>Total Non-Exempt Plan</b>

The FY 2026 CIP meets the target and includes a balanced approach to investing in all functions of the municipal organization. The plan provides Town Departments & Divisions, as well as the School Department, with the resources necessary to effectively and efficiently meet the needs of those they serve.

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

Total Town and School Operating Budget 7.5% CIP Target		FY26	FY27	FY28	FY29	FY30
		152,715,199	157,999,787	163,469,867	169,132,045	174,993,167
		11,453,640	11,849,984	12,260,240	12,684,903	13,124,488

Non-Exempt Plan		FY26	FY27	FY28	FY29	FY30
	General Fund Revenue	2,503,528	2,742,940	2,926,573	2,981,251	3,146,457
	Existing Non-Exempt Debt Service	7,768,754	7,433,821	6,874,717	6,247,298	5,836,812
	FY25 & Prior	1,926,475	1,873,024	1,819,573	1,766,122	1,712,671
	New Non-Exempt Debt Service		576,558	1,356,656	2,122,817	3,020,655
	<b>Plan Total</b>	<b>12,198,757</b>	<b>12,626,344</b>	<b>12,977,519</b>	<b>13,117,488</b>	<b>13,716,595</b>
Offsets	Revolving			(118,750)	(115,938)	(208,125)
	Capital Carryforward	(200,000)	(200,000)	(150,000)	(100,000)	(100,000)
	Doherty Offset	(537,625)	(537,625)	(537,625)	(537,625)	(537,625)
<b>Net Non-Exempt Plan</b>		<b>11,461,132</b>	<b>11,888,719</b>	<b>12,171,144</b>	<b>12,363,925</b>	<b>12,870,845</b>

Variance From 7.5% Target		FY26	FY27	FY28	FY29	FY30
	CIP as % of Budget (Current Plan)	7.50%	7.52%	7.45%	7.31%	7.36%
	\$ Variance	7,493	38,735	(89,096)	(320,978)	(253,643)

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

The recommendation for the Capital Project Fund is \$2,503,528 from General Fund Revenues. This funding source is used for projects, capital acquisitions or improvements that generally do not warrant or require debt service in order to be funded. The recommendation for funding Town Department requests is \$1,218,528 and \$1,285,000 for School Department requests.

Approximately 85% of this funding source is used to fund maintenance projects within our Town and School buildings. Improvements include preventative maintenance work, security



improvements and various energy initiatives. Additionally, the recommendation includes funding for public works vehicles, our Participatory Budgeting Program, hazardous tree removal, various conservation priorities and a comprehensive study of sections of the Town's drainage system.

### **General Fund Borrowing**

The plan includes several projects totaling \$4,830,000 that will require general fund borrowing. These are projects that will require debt service which is reflected in our budget model as new non-exempt debt service. \$1,585,000 is being recommended for major Town projects, which includes replacement of a portion of the roof at Memorial Hall Library, partial replacement of a portion of the roof at the Public Safety Center (with the balance of funding coming from Free Cash), carpeting at Memorial Hall Library and the Public Safety Center and improvements to the building at Spring Grove Cemetery. \$680,000 has been allocated for major School projects, which includes replacement of the generator at Sanborn School, renovation of the offices and security vestibule at West Middle School and design funds for a new playground at Sanborn School and for a new playing surface and accessible walkway at Lovely Field.

The plan also includes \$900,000 from general fund borrowing for improvements to parks, playgrounds and other public spaces. For FY 2026, the plan includes \$200,000 for design of Phase II of the Chandler Road Recreation Area. It is anticipated that this phase will include the construction of the access road, a new multi-use field and pickleball courts. By proceeding with the design phase of the project, we can adequately prepare to bring a fully developed project and a reliable estimate to Town Meeting in the coming years. Funds have also been included for the construction of an ADA compliant kayak launch at Nason's Landing, access improvements to the Shawsheen River and for structural repairs to the gazebo in The Park.

The plan includes funding for the design of a new bathhouse at Pumps Pond. The current bathhouse has exceeded its useful life and is in dire need of replacement. It is anticipated that this project would be funded in FY 2028 and that 50% of the cost would be funded through the Recreation Revolving Fund. As illustrated in the 2019-2020 Pumps Pond Rec Park Master Plan, RMD Bathhouse Feasibility Study, and the Town Wide Accessibility Audit, the current facility has structural issues, space limitations, and ADA compliance issues. Accessibility to the pond is a necessity and is a major goal of the Recreation Division which will involve regrading the beach area and creating an accessible path from the bathhouse to the water.

The addition of a multi-purpose room at Pumps Pond will not only help meet current recreational programming needs but will provide the opportunity for increased programming in the future. It is expected that increased programming will generate additional revenue and support the Recreation Division's effort to continue operating as a largely self-supporting enterprise.

General fund borrowing is also being recommended for the replacement of an ambulance, improvements to Elm Square and for DPW vehicles and storm drainage improvements.

## Free Cash

The Town's Free Cash Balance for FY 2026 is \$18,978,730. The CIP recommends that \$3,865,000, or approximately 20% of the certified Free Cash balance, be appropriated to fund major improvements to the public safety communications system and the entirety of the Town & School technology program. Free Cash will also be used to fund the replacement of a portion of the roof at the Public Safety Center, the Town's sidewalk program and the annual replacement program for police vehicles. While the total recommended appropriation from Free Cash is higher than in past years, it is consistent with the average (as a percentage) amount appropriated over the past four years. On average, the annual appropriation from Free Cash for capital improvements has been approximately 20% of the certified balance.

\$1,000,000 is being requested to replace the Public Safety Simulcast Radio System. This was a joint request from both the Police Chief and Fire Chief and would fund the replacement of the current radio system, which is at the end of its useful life. The current system is an analog system and is approximately 30 years old. The coverage area in both the south and west areas of Town has continued to decrease significantly – this presents safety issues for both first responders and members of the public who are in need of service. An additional \$275,000 is being requested by the Fire Chief in order to complete the final phase of replacing the portable radios assigned to Fire Rescue personnel. To date, the Town has funded the replacement of approximately 75% of the former Motorola XTS 1500 radios. These funds would complete the replacement process for the entire department.

A total of \$1,000,000 is recommended for Innovation & Technology for IT infrastructure improvements and for student and staff devices. Last year was the third year of a multi-year program to transition funding for student device leases from the CIP into the Innovation & Technology operating budget. The Town and the School Department have partnered in this to ensure the sustainability of our device deployment and maintenance program. As a result of the program, the CIP request for student device refresh has been reduced to \$150,000. A major portion of the funding for IT infrastructure improvements is intended to support the Town's cybersecurity efforts. Looking ahead, the CIP is not able to accommodate significant fluctuations in technology capital expenditures, and we have worked with the Town's new Chief Innovation Officer Ryan Knowles to develop a program that we expect will have a manageable and predictable funding schedule moving forward. That schedule has been incorporated into future years of the plan, and I want to thank Ryan for his work on evaluating organizational needs and developing a plan accordingly.

As has been the case for the past several years, I am also recommending that the annual investment in police vehicles be funded from Free Cash. Police vehicles have the shortest useful life of all Town vehicles and therefore must be funded by General Fund Revenue or Free Cash (and not through longer-term borrowing). Using Free Cash as the recommended funding source has provided us with the flexibility to increase investments in facilities and provide the necessary resources to move forward with other Town priorities that are typically recommended in Town Meeting Article 5 (General Fund Revenue).

Similarly, Free Cash is being used to fund the Town sidewalk program, including minor sidewalk repairs and major sidewalk improvements and/or construction of new sidewalks. Investments in sidewalks will be prioritized based on the Town's Sidewalk Master Plan. This document was published in September 2023 following an intensive planning process. It provides a comprehensive strategy to enhance Andover's sidewalk network, provide an improved level of service, and inform decisions related to sidewalk maintenance and rehabilitation efforts.

Given the total cost (\$1,000,000) of replacing a portion of the roof at the Public Safety Center, \$300,000 is being recommended from Free Cash to fund this project. The balance will be funded from general fund borrowing. This split funding approach has been used in the past and is being proposed for projects moving forward. This approach supports funding major projects within the funding target.

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

**Special Dedicated Funds**

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

**Water and Sewer Enterprise Funds**

The Water and Sewer Enterprise Fund will support six recommended projects for FY 2026 totaling \$10,300,000. We recommend that \$6,000,000 be appropriated for the continuation of the major water main replacement program and \$300,000 for granular activated carbon, which is an essential part of the water filtration system. \$1,850,000 is recommended for improvements to the Raw Water Pumping Station, \$650,000 for Wood Hill Pumps & Motor Control Center, \$500,000 for design work associated with the Fish Brook Pumping Station and \$1,000,000 for design and engineering services in anticipation of the rehabilitation of the Shawsheen Pumping Station.

The Select Board adopted a rate plan for the Water Enterprise Fund in 2023 and for the Sewer Enterprise Fund earlier this year. The capital requests are consistent with those rate plans. With respect to the Water Enterprise Fund, the rate plan contemplated continuing the annual accelerated water main replacement program at \$6,000,000 per year. After FY 2026, based on the progress that has been made through the accelerated program, it is likely that the CIP will include recommendations that shift some of the funds earmarked for water mains to other improvements to support the Water Treatment Plant and pumping stations throughout the distribution system. The goal is to build a balanced capital program for the Water Division that

can realistically be funded through the current rate plan, which is scheduled to run through FY 2029.

**Andover High School Improvement Project**

At the November 20, 2023 Special Town Meeting, voters appropriated \$500,000 to fund design services for a project at Andover High School that has become known as the “Interim Approach.” As reflected by its name, the project is intended to serve as a bridge to a future full building project. The project would invest in building system improvements, potential construction of modular spaces intended to alleviate overcrowding within the building, site and parking improvements, expansion of the cafeteria serving area and various potential reconfigurations of existing spaces. At this point, it remains unclear exactly which of the aforementioned components will be included in a final project. Colliers International was recently selected as the Town’s Owners Project Manager and the Town is currently evaluating proposals for design services. I expect that the community engagement phase of this project will ramp up in December with the goal of having a defined project for the community’s consideration this winter. While there may be an option to bring a project to the 2025 Annual Town Meeting, the final proposal will be based on resident input and that process may extend past the timeline for the 2025 Town Meeting.

While the final scope of this project has not yet been determined, it is anticipated that any major project at Andover High School will require both Town Meeting and debt exclusion approval.

**FY 2026 Budget, the CIP and the Long Range Plan**

For the past nine years, the Town has maintained its commitment to the tenets of the Long Range Financial Plan. The CIP and the prior 5.72% funding target have been cornerstones of the plan and a reflection of the community’s commitment to investing in its capital assets. The modifications to the CIP financing plan that have been outlined in this letter are intended to build confidence in the program by improving our ability to forecast and manage the debt schedule, which in turn, provides the Town with the opportunity to plan projects, improvements and equipment acquisitions with increased clarity and predictability. By utilizing revenues from revolving funds, Free Cash and unexpended capital balances, we are able to expand the capacity of the program without increasing the tax implications of the overall plan.

At the core of these changes is a renewed commitment to integrating the CIP with the overall Long Range Financial Plan. I have committed to reviewing the tenets of the financial plan as part of an effort to ensure long term financial stability for the community and to identify and mitigate any potential future threats to the Town’s overall financial conditions. By building a realistic funding plan for the CIP, I am confident that we will have a foundation from which we can effectively evaluate the other components of the financial plan without sacrificing investment in the community moving forward.

As we plan for FY 2026 and beyond, I look forward to working with my partners in the School Department, our elected leadership and the Finance Committee as we work to achieve a shared goal of delivering a balanced budget that meets the needs of the community today and into the future. That effort will require collaboration, hard work and eventual compromise. I expect we will continue to integrate changes to the plan prior to the budget release in February 2025 with a goal of releasing a comprehensive update to the financial plan for FY 2027.

**Conclusion**

I will present the CIP to the Select Board at the Public Hearing on November 18, 2024. A Tri-Board meeting will be held on Monday, December 2, 2024 to discuss the CIP and the revenue and expenditure forecast and assumptions for FY 2026. The Select Board will discuss and consider formally adopting the CIP at its meeting on Monday, December 16, 2024. The CIP document is posted in its entirety on the Town’s website at [www.andoverma.gov/FY2026CIP](http://www.andoverma.gov/FY2026CIP) .

I would like to take this opportunity to thank Chief Administrative & Financial Officer Patrick Lawlor for his stewardship of the capital planning process. The quality of this document and the information included herein reflect months of planning and detailed analysis that supports the recommendations included in this year’s plan. I would also like to thank Deputy Town Manager Michael Lindstrom, Deputy Town Manager & Town Clerk Austin Simko, Director of Communications Phil Geoffroy, and Assistant to the Town Manager Amy Heidebrecht for 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 Dr. Magda Parvey, Assistant Superintendent Keith Taverna and the entire Andover Public Schools team for their participation in the capital budgeting process.

The recommendations presented in this CIP begin the public discussion of both fiscal and program priorities for FY 2026 and the subsequent four years. I look forward to reviewing these recommendations with the Select Board, School Committee, Finance Committee, and our residents. My administration is committed to providing the information and resources necessary to fully inform the policy discussions that will take place in the coming months. The goal of our deliberations is to develop a CIP and Operating Budget that is well-reasoned, balanced and justified within the Town’s available revenues. Together, we will finalize a CIP reflective of those discussions and directed toward meeting the service expectations of Andover residents.

Respectfully Submitted,



Andrew P. Flanagan  
Town Manager



# SECTION 2



## FY2026 CIP RECOMMENDATIONS AND FUNDING SUMMARY

**FISCAL YEAR 2026  
CAPITAL IMPROVEMENT PROGRAM (CIP)  
TOWN MANAGER’S RECOMMENDATIONS  
AND FUNDING SUMMARY**

The Town’s Department Heads submitted CIP requests totaling \$36,007,542 for FY2026. 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 FY2026 CIP of \$23,539,722 from the following funding sources:

General Fund Revenue:	\$ 2,503,528
Free Cash:	\$ 3,865,000
General Fund Non-Exempt Borrowing:	\$ 4,830,000
Special Dedicated Funds:	\$ 2,041,194
Water & Sewer Enterprise Funds:	<u>\$ 10,300,000</u>
<b>Town Manager’s Total CIP Recommendation for FY2026:</b>	<b><u>\$ 23,539,722</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 FY2026 tax dollars which will be presented as the Capital Projects Fund appropriation article at the Annual Town Meeting:

ANF-3	Participatory Capital Budgeting	\$50,000
CDP-1	Invasive Species Management and Education	\$42,340
CDP-3	Mary French Boardwalk Restoration and Accessibility	\$30,448
DPW-7	Public Works Vehicles – Small	\$99,000
DPW-28	Spring Grove Cemetery Maintenance	\$20,000
SUS-1	Shawsheen River Stream and Rain Gage	\$21,740
FAC-1	Town Projects – Buildings	\$470,000
FAC-2	Town Projects – Mechanical & Electrical	\$385,000
FAC-4	Town Vehicles	\$100,000
SCH-1	School Wide Maintenance Program	\$1,000,000
SCH-2	School Projects by Building	\$285,000
<b>Total from General Fund Revenue</b>		<b>\$2,503,528</b>

**From Free Cash:**

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

DPW-2	Minor Sidewalk Repairs	\$250,000
DPW-4	Town Sidewalk Program	\$550,000
DPW-15	Hazardous Tree Removal	\$75,000
DPW-44	Shawsheen Culvert Study	\$150,000
FIR-3	Cordless Battery Operated Rescue Tools	\$60,000
IT-1	Annual Staff Device Refresh	\$300,000
IT-2	Annual Student Device Refresh	\$150,000
IT-3	IT Infrastructure	\$550,000
POL-1	Police Vehicle Replacement	\$205,000
PS-1/FIR-2	Public Safety Simulcast Radio	\$1,000,000
FIR-2	Multi Band Portable Radios	\$275,000
FAC-6	Major Town Projects (Public Safety Center Roof)	\$300,000
<b>Total from Free Cash</b>		<b>\$3,865,000</b>



**From General Fund Non-Exempt Borrowing:**

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

DPW-7	Public Works Vehicles – Large	\$300,000
DPW-8	Minor Storm Drain Improvements	\$200,000
DPW-23	Elm Square Safety Improvements	\$600,000
FAC-5	Town Parks & Playgrounds	\$900,000
FAC-6	Major Town Projects	\$1,585,000
FIR-1	Fire Rescue Vehicles	\$565,000
SCH-5	Major School Projects	\$680,000
<b>Total from General Fund Borrowing</b>		<b>\$4,830,000</b>

**From Special Dedicated Funds:**

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

DPW-1	Major Annual Road Maintenance (Ch 90)	\$2,041,194
<b>Total from Special Dedicated Funds</b>		<b>\$2,041,194</b>

**From Water and Sewer Enterprise Funds:**

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

DPW-14	Major Water Main Replacement/Dist. Improvement Projects (WEB)	\$6,000,000
DPW-18	Granular Activated Carbon (WEB)	\$300,000
DPW-27	Wood Hill Pumps and Motor Control Centers (WEB)	\$650,000
DPW-29	Fish Brook Pumping Station (WEB)	\$500,000
DPW-32	Shawsheen Pumping Station (SEB)	\$1,000,000
DPW-36	Raw Water Pumping Station (WEB)	\$1,850,000

*WEB – Water Enterprise Borrowing*

*SEB – Sewer Enterprise Borrowing*

<b>Total from Water &amp; Sewer Enterprise Funds</b>	<b>\$10,300,000</b>
--	---------------------

CIP Total for FY26	<b><u><u>\$23,539,722</u></u></b>
--------------------	-----------------------------------

Rqst. #	Request Title	Dept. Rqst. FY2026	TM's Rec. FY2026	TM's Plan FY2027	TM's Plan FY2028	TM's Plan FY2029	TM's Plan FY2030
<b>General Fund Revenue (Capital Projects Fund)</b>							
ANF-1	Business Intelligence and Project Management Plans	\$75,000	\$0				
ANF-2	Munis Financial Software Improvements	\$15,000	\$0		\$15,000		\$15,000
ANF-3	Participatory Capital Budgeting	\$75,000	\$50,000	\$75,000	\$100,000	\$100,000	\$100,000
CDP-1	Funding for Invasive Plant Species Management and Education on Andover Conservation Properties	\$42,340	\$42,340	\$44,200	\$40,240	\$21,600	\$25,120
CDP-3	Mary French Boardwalk Restoration and Accessibility	\$30,448	\$30,448				
CDP-4	Funding for Lightning Tree Rare Species Preservation and Education Project	\$19,700	\$0				
CDP-5	Resolving Beaver-Related Issues on Andover Conservation Properties	\$15,000	\$0				
CDP-6	Funding for Property Survey Work on Andover Conservation Properties	\$40,000	\$0				
DPW-5	Aeration of Athletic Fields	\$40,000	\$0	\$40,000	\$40,000	\$40,000	\$40,000
DPW-6	Storm Water Management	\$100,000	\$0	\$100,000	\$100,000	\$100,000	\$100,000
DPW-7	Public Works Vehicles - Small	\$99,000	\$99,000	\$85,000	\$120,000	\$89,000	\$109,000
DPW-10	Self-Propelled Stump Grinder	\$70,000	\$0				
DPW-28	Spring Grove Cemetery Maintenance	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
IT-4	Document Digitization	\$192,000	\$0				
SUS-1	Shawsheen River Stream and Rain Gage	\$21,740	\$21,740	\$21,740	\$22,392	\$23,064	\$24,469
FAC-1	Town Projects-Buildings	\$535,000	\$470,000	\$492,000	\$516,000	\$542,000	\$570,000
FAC-2	Town Projects-Mechanical & Electrical	\$470,000	\$385,000	\$405,000	\$425,265	\$446,528	\$468,855
FIR-4	Fire Rescue Trailers	\$25,000	\$0				
FAC-3	Thermal Imaging Camera Replacement	\$40,000	\$0				
FAC-4	Town & School Security	\$245,000	\$0				
FAC-4	Town Vehicles	\$280,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
FAC-7	Town & School Energy Initiatives	\$500,000	\$0				
SCH-1	School Wide Maintenance Program	\$1,085,000	\$1,000,000	\$955,000	\$1,002,411	\$1,052,531	\$1,105,158
SCH-2	School Projects by Building	\$755,000	\$285,000	\$405,000	\$425,265	\$446,528	\$468,855
	<b>Total General Fund Revenue</b>	<b>\$4,790,228</b>	<b>\$2,503,528</b>	<b>\$2,742,940</b>	<b>\$2,926,573</b>	<b>\$2,981,251</b>	<b>\$3,146,457</b>
<b>Free Cash</b>							
DPW-2	Minor Sidewalk Repairs	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
DPW-4	Town Sidewalk Program	\$600,000	\$550,000	\$500,000	\$500,000	\$500,000	\$500,000
DPW-15	Hazardous Tree Removal	\$150,000	\$75,000				
DPW-44	Shawsheen Culvert Study	\$150,000	\$150,000				
FIR-2	Multiband Portable Radios	\$275,000	\$275,000				
FIR-3	Cordless Battery-Operated Rescue Tools	\$230,000	\$60,000				
IT-1	Annual Staff Device Refresh	\$375,321	\$300,000	\$360,275	\$125,113	\$165,056	\$287,750
IT-2	Annual Student Device Refresh	\$379,799	\$150,000	\$100,000	\$50,000	\$0	\$0
IT-3	IT Infrastructure	\$675,000	\$550,000	\$500,000	\$500,000	\$463,000	\$475,500
POL-1	Police Vehicle Replacement	\$225,000	\$205,000	\$225,000	\$225,000	\$225,000	\$225,000
PS-1	Public Safety Simulcast Radio System	\$1,000,000	\$1,000,000				
FAC-5	Town Parks & Playgrounds	\$300,000	\$300,000	\$1,250,000		\$500,000	\$500,000
FAC-6	Public Safety Center Roof						
SCH-5	Major School Projects (Lovely Field)				\$1,250,000		
	<b>Total Free Cash</b>	<b>\$4,610,120</b>	<b>\$3,865,000</b>	<b>\$3,185,275</b>	<b>\$2,900,113</b>	<b>\$1,901,056</b>	<b>\$2,238,250</b>
<b>General Fund Borrowing</b>							
DPW-3	Road Maintenance	\$1,500,000	\$0				
DPW-7	Public Works-Large Vehicles	\$300,000	\$300,000	\$260,000	\$493,000	\$321,000	\$420,000
DPW-8	Minor Storm Drainage Improvements	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
DPW-9	Town Bridge Evaluation & Maintenance	\$0	\$0	\$200,000	\$300,000	\$194,575	\$300,000
DPW-20	Portable Soil Screener	\$175,000	\$0				
DPW-23	Elm Square Safety Improvements	\$700,000	\$600,000	\$0	\$0	\$0	\$0
FAC-3	Town & School Security	\$1,340,000	\$900,000	\$105,000	\$110,250	\$115,763	\$121,551
FAC-5	Town Parks & Playground	\$2,380,000	\$1,585,000	\$1,102,500	\$1,160,000	\$1,215,000	\$1,275,000
FAC-6	Major Town Projects	\$1,000,000	\$565,000	\$265,000	\$275,000	\$290,000	\$305,000
FAC-7	Town & School Energy Initiatives	\$2,145,000	\$680,000	\$1,700,000	\$460,000	\$685,000	\$1,200,000
FIR-1	Fire Rescue Vehicles	\$97,400,000	\$4,830,000	\$6,651,000	\$7,036,250	\$6,186,338	\$6,561,551
SCH-5	Major School Projects						
	<b>Total General Fund Borrowing</b>						
<b>Special Dedicated Funds</b>							
DPW-1	Major Annual Road Maintenance	\$2,041,194	\$2,041,194	\$2,041,194	\$2,041,194	\$2,041,194	\$2,041,194
	<b>Total Special Dedicated Funds</b>	<b>\$2,041,194</b>	<b>\$2,041,194</b>	<b>\$2,041,194</b>	<b>\$2,041,194</b>	<b>\$2,041,194</b>	<b>\$2,041,194</b>

DPW-11 (SER)	Sewer Line Extension – Abbot Street	\$600,000	\$0						
DPW-12 (WR)	Water & Sewer Vehicles	\$281,000	\$0						
DPW-14 (WEB)	Major Water Main Replacement/Distribution Improvements Projects	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000
DPW-17 (WEB)	Hydramt Replacement Program	\$75,000	\$0						
DPW-18 (WEB)	WTP – Granular Activated Carbon	\$310,000	\$300,000	\$320,000	\$340,000	\$360,000	\$380,000	\$380,000	\$380,000
DPW-21 (WEB)	WTP – Flocculation/Sedimentation Basins	\$800,000	\$0						
DPW-24 (SER)	Sanitary Sewer Collection System Improvements	\$250,000	\$0	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
DPW-25 (SEB)	Shawsheen River Sewer Interceptor Improvements			\$750,000	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
DPW-26 (SER)	West Side Sewer Interceptor Study	\$350,000	\$0						
DPW-27 (WEB)	WTP – Wood Hill Pumps and Motor Control Centers	\$650,000	\$650,000	\$5,750,000					
DPW-29 (WEB)	WTP – Fish Brook Pumping Station	\$1,540,000	\$500,000		\$500,000			\$2,900,000	\$2,900,000
DPW-30 (SER)	Inflow/Infiltration (I/I) Removal Program	\$0	\$0					\$250,000	\$1,600,000
DPW-32 (SEB)	WTP – Shawsheen Pumping Station	\$1,000,000	\$1,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000	\$5,000,000
DPW-35 (WEB)	WTP – Ozone Generators	\$0	\$0					\$2,000,000	
DPW-36 (WEB)	WTP – Raw Water Pumping Station	\$1,850,000	\$1,850,000						
DPW-37 (WER)	Water Main Flushing Program Updates	\$70,000	\$0						
DPW-38 (WER)	Water System – Distribution & Treatment Masterplan	\$400,000	\$0						
DPW-40 (WEB)	WTP – Milfoil Removal	\$150,000	\$0						
DPW-42 (WEB)	WTP – Concrete Water Storage Tanks	\$500,000	\$0					\$1,250,000	
	<b>Total Water &amp; Sewer Enterprise Funds</b>	<b>\$14,826,000</b>	<b>\$10,300,000</b>	<b>\$18,070,000</b>	<b>\$16,940,000</b>	<b>\$12,610,000</b>	<b>\$11,880,000</b>	<b>\$12,610,000</b>	<b>\$11,880,000</b>
	<b>Total All Requests</b>	<b>\$36,007,542</b>	<b>\$23,539,722</b>	<b>\$32,690,409</b>	<b>\$31,844,130</b>	<b>\$25,719,839</b>	<b>\$25,867,452</b>	<b>\$25,867,452</b>	<b>\$25,867,452</b>



# SECTION 3



## PROJECT REQUESTS BY DEPARTMENT



# ADMINISTRATION & FINANCE



**ADMINISTRATION & FINANCE**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST: *Business Intelligence and Project Management Pilots***

**ANF-1**

**TM's Rec. for FY26: \$0**  
**Original Dept. Request: \$75,000**  
**Submitted by: Patrick J. Lawlor, CAFO**  
**Department: Admin & Finance**  
**Funding Source: General Fund Revenue**  
**FY25 Dept. Request for FY26: \$0**

**Project Description:**

Administration and Finance intends to embark on a series of pilot projects in FY26 to improve our capacity in performance measurement and knowledge management.

**Project Justification and Purpose:**

These pilots will allow the Town to determine the efficacy of various alternative software platforms, develop a supporting data warehouse to assemble and synthesize departmental data, develop key performance indicators and determine the underlying decision-making needs across all boards and departments. These pilots will include:

- Business Intelligence and Dashboard Platforms (e.g., Tableau, Snowflake, PowerBI, R) to transform transaction-oriented accounting, HR and department specific systems into more analytically oriented, streamlined, timely information which is actionable.
- Knowledge Management/Policy Management Platforms (e.g., SharePoint, Confluence) to capture and disseminate common policies and procedures to create an accessible on-line repository for all of the organization's "know how." Currently this information resides on inaccessible, out of date documents in siloed data stores or remains undocumented in the collective experience of individual staff members.
- Project Management Platforms (e.g., MS Project, Smartsheet, Clickup) along with an evolution of existing project management methodology will enable the organization to move beyond simple financial planning to more predictable, measurable project and resource planning.

Some of the potential products are available as one-time licenses while many are only available through a subscription model. Some of these pilots may require vendor assistance in configuration, training and to develop initial data sets.

It is anticipated that widespread deployment of these platforms in conjunction with on-going staff training and development will result in:

- Identification of opportunities for cost reduction
- Increased efficiency in operations by standardizing operating procedures for routine, repeatable work
- Increased efficiency, resource utilization and delivery timeframe for all project-oriented work
- Faster, more timely decision making
- Development of more townwide Key Performance Indicators (KPI)
- Increased visibility and transparency
- Increased public access to ongoing metrics and KPIs
- Increased accountability



**ADMINISTRATION & FINANCE**

---

**Cost Estimate & Timing:**

These are pilot project that intend to be procured and evaluated during FY26. Pilot costs will include licensing for the development team as well as for the initial collection of pilot users charged with evaluating the utility of each system.

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

Future cost will be dependent on specific platforms chosen and the extent of deployment across the various town (and potentially school) user communities. The current expectation is these costs would be outlined in future CIPs or moved directly into operating budgets either in IT or in responsible departments.

**Sustainability:**

N/A

**Town Manager's Recommendation:**

The Town Manager does not support funding this request for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$75,000	<b>\$0</b>
<b>2027</b>		
<b>2028</b>		
<b>2029</b>		
<b>2030</b>		

**ADMINISTRATION & FINANCE**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Munis Financial Software Improvements*

**ANF-2**

**TM's Rec. for FY26:** \$0  
**Original Dept. Request:** \$15,000  
**Submitted by:** Patrick Lawlor, CAFO  
**Department:** Admin & Finance  
**Funding Source:** General Fund Revenue  
**FY25 Dept. Request for FY26:** \$15,000

**Project Description:**

This request would provide funding for the continued implementation of additional MUNIS modules and allows more users to be trained on existing modules. Over the past ten years many MUNIS modules have been implemented including Tyler Cashiering, Tyler Content Manager and Tyler Customer Service. This request will provide funding for implementation of Employee Self Service (ESS) and Personnel Actions as well as on-going consulting to assist with required upgrades.

**Project Justification and Purpose:**

A fully integrated financial system should be a priority when feasible. Currently funds are available from past CIP requests to purchase the Employee Self-Service Module and activate the Personnel Actions package. These modules have not yet been implemented.

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 paychecks, W-4's and historical W-2's. ESS also allows for a more seamless health insurance enrollment process.

Personnel Actions integrates the current legacy system of payroll changes, classification changes, and other personnel change authorizations into Munis and away from a self-sourced form.

**Cost Estimate & Timing:**

The Administration & Finance, Human Resources, and Innovation & Technology Departments are working on workflow measures to implement these modules soon after the start of the Fiscal Year.

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

Estimated annual support costs are \$10,000 for Employee Self Service; Personnel Actions is already owned in our support package.

**Sustainability:**

N/A

**ADMINISTRATION & FINANCE**

---

**Town Manager's Recommendation:**

The Town Manager does not support funding this request for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$15,000	<b>\$0</b>
<b>2027</b>		
<b>2028</b>	\$15,000	\$15,000
<b>2029</b>		
<b>2030</b>	\$15,000	\$15,000

**ADMINISTRATION & FINANCE**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Participatory Capital Budgeting*

**ANF-3**

**TM's Rec. for FY26:** \$50,000  
**Original Dept. Request:** \$75,000  
**Submitted by:** Patrick Lawlor, Chief  
Financial Officer  
**Department:** Town Manager  
**Funding Source:** General Fund Revenue  
**FY25 Dept. Request for FY26:** \$75,000

**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 a panel of staff members from various departments. After projects have been approved, and cost estimates have been verified, a Participatory Budgeting Committee will vote on which projects are funded.

**Project Justification and Purpose:**

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

**Cost Estimate & Timing:**

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

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

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

**Sustainability:**

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

**ADMINISTRATION & FINANCE**

---

**Town Manager's Recommendation:**

The Town Manager supports funding \$50,000 for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$75,000	<b>\$50,000</b>
<b>2027</b>	\$75,000	\$75,000
<b>2028</b>	\$100,000	\$100,000
<b>2029</b>	\$100,000	\$100,000
<b>2030</b>	\$100,000	\$100,000



# SUSTAINABILITY



**SUSTAINABILITY**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Shawsheen River Stream and Rain Gauge*

**SUS-1**

<b>TM's Rec. for FY26:</b>	<b>\$21,740</b>
<b>Original Dept. Request:</b>	<b>\$21,740</b>
<b>Submitted by:</b>	Joyce Losick-Yang
<b>Department:</b>	Sustainability
<b>Funding Source:</b>	General Fund Revenue
<b>FY25 Dept. Request for FY26:</b>	<b>\$21,740</b>

**Project Description:**

The U.S. Geological Survey (USGS) stream and rain gage number 01100627 is located at Balmoral Street. The gage monitors several physical characteristics of the Shawsheen River in real-time, including but not limited to precipitation, water discharge, and waterway height. Local funding is critical to support the real-time monitoring of the Shawsheen River. Funding supports remote sensing and data upload equipment maintenance, calibration, upgrades, and upkeep by the USGS team, as well as data servers and public engagement websites from the National Oceanic and Atmospheric Agency (NOAA) Weather Service.

**Project Justification and Purpose:**

The state support for stream gages largely stopped in fiscal year 2011. Since 2011, the Shawsheen Stream Gage support has come from local tax revenue raised through private Town Warrant Articles. Andover residents highly value the public safety benefits from the stream gage. For example, it is used by the Washington Park Condominium residents as a real-time flood risk warning and evacuation planning system. Private warrant articles supporting the stream gage has twice passed Town Meeting, most recently in 2021. The Town's Public Works department also use the data from the stream gage to monitor and plan for critical infrastructure, including but not limited to roads, water, and sewer, as well as stormwater systems.

Stream gages function as environmental sentinels; the data collected by the stream gage are used in forecasts of severe flooding as well as severe droughts. Considering worsening climate impacts, such as increased precipitation and extreme weather events, the discontinuation of the Andover stream gage funding will severely compromise the ability of Andover's public safety departments to act quickly to prevent loss of property and life. Its absence will also impact the ability of the larger Andover community to get accurate local river condition and weather forecasts.

**Cost Estimate & Timing:**

The USGS invoices from FY24 came to \$17,500 and is forecasted to be \$18,000 for FY25. The USGS relayed that the rain gage data quality is no longer compliant with new standards. Specifically, the current sensor (left) can significantly under-report precipitation when ice is present. The new "weighing type" sensor (right) will meet the NOAA climate observation standards. The cost to the town to improve capabilities will bring FY26 costs to \$21,740. A 3% per year cost increase is estimated due to inflation and cost of living adjustments and outyear support have been computed for the next five years.





## SUSTAINABILITY

---

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

The support for the stream gage provides cross-cutting benefits for other climate and sustainability endeavors. For example, because of the importance of the data collected for hydrology and hydraulic characterization of the river, the stream gage funding has been used as a part of the cost share on Andover’s municipal vulnerability preparedness grant awards in fiscal year 2023 and 2024. Public safety officials have also used the data reported by the stream gage for hazard reimbursement requests to Federal or Massachusetts Emergency Management Agencies.

**Sustainability:**

Supporting a national network of stream and rain gages provides many benefits for local environmental, recreational, and other municipal endeavors. Outside of emergency responses, stream gage datasets are used for the following purposes:

- Safety for water sports and other recreational activities.
- Design of infrastructure, such roads, bridges, and culverts.
- Determination of national flood maps and subsequent Planning Board decisions.
- Managing water-quality or habitats.
- Monitoring for long-term climate change.

**Town Manager’s Recommendation:**

The Town Manager supports funding the FY26 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2026</b>	\$21,740	<b>\$21,740</b>
<b>2027</b>	\$21,740	\$21,740
<b>2028</b>	\$22,392	\$22,392
<b>2029</b>	\$23,064	\$23,064
<b>2030</b>	\$24,469	\$24,469



# INNOVATION & TECHNOLOGY



**INNOVATION & TECHNOLOGY**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

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

**IT-1**

**TM's Rec. for FY26: \$300,000**  
**Original Dept. Request: \$375,321**  
**Submitted by:** Ryan Knowles,  
Chief Innovation Officer  
**Department:** Innovation Technology  
**Funding Source:** Free Cash  
**FY25 Dept. Request for FY26: \$447,574**

**Project Description:**

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

**Project Justification and Purpose:**

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

In recent years, leasing programs have led to higher overall costs due to increased fees and interest rates. Switching to a purchase program will reduce these costs and provide full ownership of the devices, allowing for better long-term financial planning and asset management. Additionally, purchasing devices offers more flexibility for upgrades and replacements, without being tied to lease agreements.

We propose an accelerated replacement timeline from FY26 to FY28 to facilitate the transition from leasing to purchasing. This period will allow us to exit existing lease agreements without excessively aging our device fleet. By front-loading the investment, we can ensure all staff have up-to-date devices during the transition. After FY28, we anticipate more consistent and predictable costs as we move to a steady-state, 20% annual replacement cycle.

**Cost Estimate & Timing:**

See diagram and chart below for details.

## INNOVATION & TECHNOLOGY

---

### Comments:

- Staff devices will maintain similar functionality, but the acquisition method will shift to direct purchase through FY27, while also extending their lifespan from 4 to 5 years.
- FY28 and FY29 will see reduced CIP requests due to the accelerated replacement plan, with the predictable 20% annual replacement cadence beginning in FY30.
- This model will simplify IT Department operations by ensuring a consistent number of device refreshes each year, rather than the current model with high refresh numbers every four years followed by lower numbers in the other three.
- This model will also reduce staffing and operational costs associated with lease returns – leased devices need to be collected, inspected, wiped, and returned to the leasing company to avoid penalties assessed at the end of the leasing period.
- The purchased devices can be depreciated at a predictable rate over their 5Y lifespan and more cleanly evaluated for e-waste/disposal or potential re-use at the end of this period.
- The full productivity suite for Town & School knowledge workers is delivered via cloud-based Microsoft Office 365 services (e.g., Email, Microsoft Office applications, Teams, OneDrive). This model ensures consistent access to these services regardless of location, reduces on-premises server/storage needs, and simplifies licensing for all users.
- While past supply chain challenges have mostly disappeared, device prices continue to rise due to persistent inflation, material shortages, and other factors.
- The Experience Team mitigates these price increases through strategic device selection, maintaining device reliability and quality for the full 5-year refresh cycle while reducing costs in non-essential areas.

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

For FY26, the recurring annual operational expenses of the Microsoft Office 365 subscriptions, along with antivirus, and device management platforms is maintained as part of this CIP article. However, this office suggests these costs be phased out of the CIP articles and into the IT Operating Budget over 4 years, beginning in FY27 for the following reasons:

- Clearer representation of the true operating cost of the organization.
- Greater accounting accuracy in distinguishing between actual capital assets and recurring expenses.
- Maintains CIP expenses as defined (“An expenditure of \$15,000 or more with a useful life greater than one year...”)
- Ensuring that operational expenses are not tied to free cash or borrowing.

### Sustainability:

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

- **Energy Savings:** Each new generation of computer hardware is more power-efficient than the last. Our commitment to using laptops over desktops results in a net reduction of 150 watts of power consumption per device.
- **Repair:** The Town of Andover is fortunate to have a HP Certified Repair Technician on staff, who can instruct and coordinate with other technicians and interns to assess damaged devices, upgrade memory, and replace frequently damaged components such as screens and trackpads. These repairs maintain and extend the life of our devices.
- **Strategic Reuse:** When devices are refreshed, they are evaluated for functionality and often redeployed as loaners, kiosks, or testing machines rather than being disposed of. In FY26, the Platform and Experience Teams will launch an initiative using Google’s FlexOS to repurpose older Windows devices such as Chromebooks.

## INNOVATION & TECHNOLOGY

---

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

<b>Town Manager's Recommendation:</b>
---------------------------------------

The Town Manager supports funding the FY26 request at \$300,000.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$375,321	<b>\$300,000</b>
<b>2027</b>	\$360,275	\$360,275
<b>2028</b>	\$125,113	\$125,113
<b>2029</b>	\$163,056	\$163,056
<b>2030</b>	\$287,750	\$287,750

## INNOVATION & TECHNOLOGY

	IT-1 Annual Staff Device Refresh					
	Device Count	FY26	FY27	FY28	FY29	FY30
<b>Town Administrative Computers</b>						
Existing Administrative Leases		27,327	27,327	0	0	0
FY26 Town Admin Purchase	80	88,673	0	0	0	0
FY27 Town Admin Purchase	80	0	88,673	0	0	0
FY28 Town Admin Purchase	0	0	0	0	0	0
FY29 Town Admin Purchase	50	0	0	0	72,500	0
FY30 Town Admin Purchase	50	0	0	0	0	72,500
FY31 Town Admin Purchase	50	0	0	0	0	0
FY32 Town Admin Purchase	50	0	0	0	0	0
FY33 Town Admin Purchase	50	0	0	0	0	0
FY34 Town Admin Purchase	50	0	0	0	0	0
Repair Allowance		10,000	10,000	10,000	10,000	10,000
<b>Town Device Subtotal</b>		<b>153,327</b>	<b>153,327</b>	<b>10,000</b>	<b>82,500</b>	<b>82,500</b>
<b>Existing CIP Offset</b>		<b>(120,000)</b>	<b>(120,000)</b>			
<b>School Teacher/IA/Admin Computers</b>						
Existing Teacher/IA/Admin Leases		15,819	7,579	0	0	0
FY25 Teacher/IA/Admin Lease	259	0	0	0	0	0
FY26 Teacher/IA/Admin Purchase	281	323,371	0	0	0	0
FY27 Teacher/IA/Admin Purchase	276	0	321,621	0	0	0
FY28 Teacher/IA/Admin Purchase	0	0	0	0	0	0
FY29 Teacher/IA/Admin Purchase	30	0	0	0	10,500	0
FY30 Teacher/IA/Admin Purchase	155	0	0	0	0	180,250
Repair Allowance		25,000	25,000	25,000	25,000	25,000
<b>School Device Subtotal</b>		<b>371,769</b>	<b>361,779</b>	<b>25,000</b>	<b>35,500</b>	<b>205,250</b>
<b>Existing CIP Offset</b>		<b>(210,000)</b>	<b>(170,000)</b>			
<b>Software</b>						
Microsoft Office 365 Staff Licenses		106,475	79,856	53,238	26,619	0
Management Software		73,750	55,313	36,875	18,438	0
<b>Software Subtotal</b>		<b>180,225</b>	<b>135,169</b>	<b>90,113</b>	<b>45,056</b>	<b>0</b>
<b>Total Staff Fleet CIP Request</b>		<b>375,321</b>	<b>360,275</b>	<b>125,113</b>	<b>163,056</b>	<b>287,750</b>

**INNOVATION & TECHNOLOGY**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

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

**IT-2**

**TM's Rec. for FY26: \$150,000**  
**Original Dept. Request: \$379,699**  
**Submitted by:** Ryan Knowles,  
                                 Chief Innovation Officer  
**Department:** Innovation Technology  
**Funding Source:** Free Cash  
**FY25 Dept. Request for FY26: \$379,699**

**Project Description:**

This article provides funding for all student computing needs including the Andover 1:1 technology initiative. 100% of all Andover students now have full-time, on-demand access to technology as needed. Most devices are leased and replaced every four years, with iPads shifting to a purchase model for FY26.

**Project Justification and Purpose:**

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

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

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

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

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



### Cost Estimate & Timing:

See chart below for financial details.

#### Comments:

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

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

While the costs for management platforms (Office 365, Email, antivirus, etc.) are shown in the CIP modeling, these and repair costs have been shifted to a funding offset from APS' operating budget. Eventually, these costs should be solely accounted for as part of the IT operating budget.

### Sustainability:

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

- **Energy Savings:** Each new generation of computer hardware is more power-efficient than the last. Our commitment to using laptops over desktops results in a net reduction of 150 watts of power consumption per device.
- **Repair:** The Town of Andover is fortunate to have a HP Certified Repair Technician on staff, who can instruct and coordinate with other technicians and interns to assess damaged devices, upgrade memory, and replace frequently damaged components such as screens and trackpads. These repairs maintain and extend the life of our devices.
- **Strategic Reuse:** When devices are refreshed, they are evaluated for functionality and often redeployed as loaners, kiosks, or testing machines rather than being disposed of. In FY26, the Platform and Experience Teams will launch an initiative using Google's FlexOS to repurpose older Windows devices such as Chromebooks.
- **E-Recycling:** Andover has been running a successful e-waste program for over four years. Devices that are beyond their useful life, or which are irreparable are identified and catalogued for pickup by an electronics recycling vendor. These vendors ensure that the valuable components from these devices can be removed and reused on new devices, and that any components that require traditional disposal are handled correctly. All vendors must be Sustainable Electronics Recycling International (SERI R2) Certified, focusing on resale/reuse of existing material and parts. Responsible recycling allows 90%+ of material to be reused with only a small fraction entering the waste stream.

## INNOVATION & TECHNOLOGY

---

<b>Town Manager's Recommendation:</b>
---------------------------------------

The Town Manager supports funding the FY26 request at \$150,000

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$379,799	<b>\$150,000</b>
<b>2027</b>	\$371,100	\$100,000
<b>2028</b>	\$366,387	\$50,000
<b>2029</b>	\$270,880	\$0
<b>2030</b>	\$301,687	\$0

# INNOVATION & TECHNOLOGY

	IT-2 Annual Student Device Refresh						
	Year	Device Count	FY26	FY27	FY28	FY29	FY30
<b>K-1 1:1 Devices</b>							
Existing iPad Leases			51,824	0	0	0	0
FY26 Apple iPad Lease	26	0	0	0	0	0	0
FY27 Apple iPad Purchase	27	125	0	43,750	0	0	0
FY28 Apple iPad Purchase	28	125	0	0	43,750	0	0
FY29 Apple iPad Purchase	29	125	0	0	0	43,750	0
FY30 Apple iPad Purchase	30	125	0	0	0	0	43,750
<b>Elementary/MS 1:1 Devices</b>							
Existing Chromebook Leases			78,965	41,646	0	0	0
FY26 Chromebook Lease	26	500	72,618	72,618	72,618	72,618	0
FY27 Chromebook Lease	27	500	0	72,618	72,618	72,618	72,618
FY28 Chromebook Lease	28	500	0	0	72,618	72,618	72,618
FY29 Chromebook Lease	29	500	0	0	0	72,618	72,618
FY30 Chromebook Lease	30	500	0	0	0	0	72,618
<b>Testing Fleet/Spares</b>							
FY26 Chromebook Lease Buyout	26	500	42,500	0	0	0	0
FY27 Chromebook Lease Buyout	27	0	0	0	0	0	0
FY28 Chromebook Lease Buyout	28	500	0	0	42,500	0	0
FY29 Chromebook Lease Buyout	29	0	0	0	0	0	0
FY30 Chromebook Lease Buyout	30	500	0	0	0	0	42,500
<b>Middle and High School 1:1 Loaner Program</b>							
Existing Loaner Leases			12,500	0	0	0	0
FY26 Loaner Lease	26	100	17,203	17,203	17,203	17,203	0
FY27 Loaner Lease	27	100	0	17,203	17,203	17,203	17,203
FY28 Loaner Lease	28	100	0	0	17,203	17,203	17,203
FY29 Loaner Lease	29	100	0	0	0	17,203	17,203
FY30 Loaner Lease	30	100	0	0	0	0	17,203
<b>Middle and High School 1:1 Rental Program</b>							
Existing Rental Leases			46,125	28,625	0	0	0
FY26 Rental Lease	26	150	23,689	23,689	23,689	23,689	0
FY27 Rental Lease	27	150	0	23,689	23,689	23,689	23,689
FY28 Rental Lease	28	150	0	0	23,689	23,689	23,689
FY29 Rental Lease	29	150	0	0	0	23,689	23,689
FY30 Rental Lease	30	150	0	0	0	0	23,689
Family Contribution			(117,192)	(123,381)	(94,756)	(94,756)	(94,756)
<b>Net Rental Program Subtotal</b>			<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>1:1 Program Subtotal</b>			<b>455,251</b>	<b>444,679</b>	<b>445,533</b>	<b>403,033</b>	<b>445,533</b>
<b>School Specific Requests (Labs and Shared Equipment)</b>							
Existing Special Equipment Leases			37,496	0	0	0	0
FY26 Special Equipment Lease	26		16,543	13,043	13,043	13,043	0
FY27 Special Equipment Lease	27		0	16,543	13,043	13,043	13,043
FY28 Special Equipment Lease	28		0	0	16,543	13,043	13,043
FY29 Special Equipment Lease	29		0	0	0	16,543	13,043
FY30 Special Equipment Lease	30		0	0	0	0	16,543
<b>School Specific Requests Subtotal</b>			<b>79,671</b>	<b>92,714</b>	<b>97,410</b>	<b>55,672</b>	<b>55,672</b>
<b>Repair Allowance</b>			<b>48,000</b>	<b>48,000</b>	<b>48,000</b>	<b>48,000</b>	<b>48,000</b>
<b>Software</b>							
Microsoft Office 365 School Enterprise License		850	24,750	24,750	24,750	24,750	24,750
Management Software			33,719	33,719	33,719	33,719	33,719
Google Licenses for BYOD		500	17,500	17,500	17,500	17,500	17,500
<b>Software Subtotal</b>			<b>75,969</b>	<b>75,969</b>	<b>75,969</b>	<b>75,969</b>	<b>75,969</b>
<b>Total Student Fleet CIP Request (Before Adjustments)</b>			<b>658,892</b>	<b>661,363</b>	<b>666,912</b>	<b>582,674</b>	<b>625,174</b>
<b>Money Transferred from School Operations Budget</b>			<b>(279,193)</b>	<b>(289,663)</b>	<b>(300,525)</b>	<b>(311,795)</b>	<b>(323,487)</b>
<b>Total Student Fleet CIP Request</b>			<b>379,699</b>	<b>371,700</b>	<b>366,387</b>	<b>270,880</b>	<b>301,687</b>

INNOVATION & TECHNOLOGY

TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030

PROJECT REQUEST: *IT Infrastructure*

IT-3

TM’s Rec. for FY26: **\$550,000**  
Original Dept. Request: \$665,500  
Submitted by: Ryan Knowles,  
Chief Innovation Officer  
Department: Innovation Technology  
Funding Source: Free Cash  
FY25 Dept. Request for FY26: \$1,693,000

**Project Description:**

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

**Project Justification and Purpose:**

The IT department is proposing several critical initiatives for FY26:

1. **Classroom Display Modernization:** Over 70% of our existing classroom display technology is nearing its 10th year in operation, with failures growing increasingly common. These failures require substantial IT staff resources to correct, especially during the school year, and negatively affects the instructional experience for both teachers and students. The funding plan has been changed, extending the full refresh to a 5-year replacement schedule, adding a more cost-effective alternative for those teachers who do not require full interactivity, and repurposing existing equipment to bridge the gap between the present and full replacement for some schools.
2. **Network Modernization:** The networking demands of modern applications used across the Town and Schools have increased dramatically over the past 7 years, and our current wired and wireless networking equipment is often taxed to its limits when supporting these use cases. This limitation causes frustration for end users who expect and need these platforms to function reliably, and for IT staff who work against these limitations to ensure they do. The funding for this initiative will continue the work begun in FY25, achieving 50% refresh by the end of the FY, with planned completion of the refresh cycle by the end of FY28.
3. **Cybersecurity Improvement Plan:** Threats from ransomware, email compromise, and other malicious activity have affected diverse organizations, and municipalities are no exception. The City of Columbus in Ohio suffered a ransomware incident in July 2024 that has continued to hamper their operations to the present and has required extending credit monitoring to nearly all residents and employees. In Massachusetts, the Town of Arlington recently lost a half-million dollars in a business email compromise scheme. Events such as these are reminders that consistent investment in cybersecurity is a critical component of any modern organization, and this initiative is designed to bolster our defenses in this area. These investments will extend our capabilities to detect and respond to cyber threats on our networks or user accounts beyond our own staff by enlisting a 24/7 team of threat hunters to actively monitor our resources using innovative technology to identify suspicious activity happening both on the individual and organizational level. These capabilities are far beyond what we could achieve with internal resources, both in terms of expertise, and the ability to continuously monitor our networks.

## INNOVATION & TECHNOLOGY

---

### Cost Estimate & Timing:

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

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

#### 1. Classroom Display Modernization:

- a. By modernizing our classroom displays, we will reduce the incidence of failures. Currently we have seen just under 200 tickets per school year related to a projector failure or other issue, amounting to one per school day.
- b. Allocating staff time to fix these problems is costly, as they typically require the physical presence of a technician in the classroom.
- c. Many of these failures require one-off purchases of replacement parts which grow increasingly difficult to find, and as a result increasingly expensive to procure.
- d. Phasing the replacement out over five years, while strategically repurposing existing equipment will even out the cost burden of replacement.
- e. By FY30, we will have a 5-year planning runway to develop an even cadence of replacement to avoid large-scale refreshes of this sort in the future.

#### 2. Network Modernization:

- a. Refreshing network infrastructure will have tangible operational benefits for all users.
- b. Eliminating messages about full access points, unforeseen outages from outdated switches, and simplified technical management for our limited IT staff will all benefit our users.
- c. School and Town staff will see increased, uninterrupted productivity, and students will not be hampered in their educational pursuits.

#### 3. Cybersecurity Improvement Plan:

- a. Recruiting dedicated cybersecurity staff is both challenging and cost prohibitive.
- b. The average salary for a cybersecurity analyst in the greater Boston area is \$150,000/yr., and professionals in this field are in high demand.
- c. For the same cost as one of these employees' base salary, we can utilize the economy of scale achieved through a managed cybersecurity service, protecting our resources with a team of experts who are on-call 24x7x365.
- d. This approach results in a far better ROI than hiring dedicated staff, while also offering superior protection to the Town & Schools.

### Sustainability:

#### 1. Classroom Display Modernization:

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

#### 2. Network Modernization:

- a. Modern network switches and Wi-Fi access points are designed to be more energy-efficient than older hardware. They consume less power, which translates to lower energy bills and a reduced carbon footprint.

## INNOVATION & TECHNOLOGY

---

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

<b>Town Manager's Recommendation:</b>
---------------------------------------

The Town Manager supports \$550,000 in funding for FY26.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2026</b>	\$665,500	<b>\$550,000</b>
<b>2027</b>	\$598,500	\$500,000
<b>2028</b>	\$643,500	\$500,000
<b>2029</b>	\$463,000	\$463,000
<b>2030</b>	\$475,500	\$475,500

## INNOVATION & TECHNOLOGY

Project Description	IT-3 IT Infrastructure				
	FY26	FY27	FY28	FY29	FY30
<b>Multimedia/AV Projects</b>					
Digital Signage	30,000	30,000	30,000	30,000	30,000
Update "Huddle" rooms. Provide video conferencing capabilities, display boards	35,000	35,000	35,000	35,000	35,000
Prior Balances Available [B24-24]	(35,000)	(35,000)	(35,000)	(35,000)	
<b>Classroom Modernization</b>					
Digital Display Boards					
AHS					
DMS	125,000		50,000		
WHM		132,500		55,000	
WMS		85,000		50,000	
BAN			222,500		
HPE		135,000			
SAN	107,500				
SOU	135,000				
Transfer AHS/WEL Newer Projectors to Elem					
Prior Balances Available [A24-21 & B24-24]	(70,500)	(57,500)	(57,500)	(57,500)	
<b>Data Center Refresh/Cloud Transition</b>					
VDI Pilot			50,000	75,000	100,000
<b>Network Refresh</b>					
Access Point Refresh (Replace 300 Series)	115,500	115,500	115,500		
AP Controllers			75,000		
Edge Switch Refresh	115,500	115,500	115,500		
Core Switch Refresh				50,500	50,500
Prior Balances Available [B19-23]	(75,000)	(75,000)	(75,000)		
<b>Software Platforms</b>					
HR Mgmt Platform Implementation					
<b>Cyber Security Upgrades</b>					
Firewall Refresh	65,000				
XDR/MDR Implementation	150,000	150,000	150,000	150,000	150,000
Prior Balances Available	(60,000)	(60,000)	(60,000)	(60,000)	(60,000)
<b>Unified Communications</b>					
Teams Telephony Deployment				125,000	125,000
<b>Maintenance</b>					
Wiring Maintenance/Expansion	10,000	10,000	10,000	10,000	10,000
Batteries				20,000	20,000
UPS Refresh	15,000	15,000	15,000	15,000	15,000
Handset Replacement/Expansion	2,500	2,500	2,500		
Intercoms/Speakers					
<b>Total Infrastructure CIP Request</b>	<b>665,500</b>	<b>598,500</b>	<b>643,500</b>	<b>463,000</b>	<b>475,500</b>

INNOVATION & TECHNOLOGY

TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030

PROJECT REQUEST: *Document Digitization*

IT-4

**TM’s Rec. for FY26:** \$0  
**Original Dept. Request:** \$192,000  
**Submitted by:** Ryan Knowles,  
Chief Innovation Officer  
Paul Materazzo  
Director of Planning & Land Use  
**Department:** Innovation Technology  
Community Development &  
Planning  
**Funding Source:** General Fund Revenue  
**FY25 Dept. Request for FY26:** \$437,320

**Project Description:**

This article is intended to support the continuation of the document digitization process for CD&P, completing all Conservation, Planning, Zoning, and Building Plans by the conclusion of FY28.

CD&P has initiated a pilot program with the IT Department to facilitate digital document retrieval via an Enterprise Content Management (ECM) platform. This ECM system will enhance transparency and staff efficiency by making public records easily accessible and reducing paper handling. We have proven the concept by digitizing all Health records, along with a subset of Conservation records, along with an ongoing project with both School and Town HR records. The ECM platform is expected to be continuously adopted by other Town and School departments for digitizing records.

**Project Justification and Purpose:**

The key objectives of this project are as follows:

1. **Paperless Transition:** Transition all CD&P processes to a fully digital format. Applicants will be strongly encouraged to submit electronic documents, and any paper submissions will be digitized in real-time.
2. **Enhance Staff Productivity:** Eliminate the need for staff to retrieve and assemble paper documents from various locations, thereby saving valuable time.
3. **Improve Citizen Transparency:** Provide near real-time access to all records online. Citizens can search and retrieve documents from the town website without visiting town hall, paying reproduction fees, or waiting for responses.
4. **Ensure Retrievability:** Utilize advanced optical character recognition and manual recording to make all scanned documents searchable. Users can easily find records by typing an address or establishment name.



## INNOVATION & TECHNOLOGY

---

5. **Repurpose Storage Space:** Free up thousands of square feet of prime town real estate currently occupied by paper files. This will enhance staff productivity and create more space for citizen interactions, reducing the need for costly renovations or expansions.
6. **Enhance Safety:** Protect crucial town history from potential threats like water, fire, or pest contamination. Electronic preservation will ensure the ongoing safety and accessibility of these important documents.

The IT Department has led on the selection of an ECM platform [Laserfiche], along with a digitization vendor for the current projects, we will continue this project management function in concert with staff from CD&P to execute this project.

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

See chart below for cost details – the project has been broken into phases designed to be completed within 12-18 months of each funding year.

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

Savings Will Be Achieved By:

1. **Improving Staff Productivity:**
  - Eliminate wasted hours retrieving documents to satisfy citizen requests.
  - Allow staff to focus on more critical tasks, enhancing overall efficiency.
2. **Improving Citizen Productivity:**
  - Enable citizens to satisfy all requests directly from their homes, eliminating the need for town hall visits and reproduction costs.
  - Provide 24/7 access to documents, allowing citizens to retrieve information at their convenience.
3. **Reducing Usage of Storage Space:**
  - Eliminate the need for future building renovations and expansions by freeing up space currently occupied by paper files.
  - Repurpose storage areas for more productive uses, such as additional office space or community areas.
4. **Lowering Operational Costs:**
  - Reduce expenses related to physical storage, such as maintenance and security.
  - Decrease costs associated with paper, printing, and physical document handling.

The annual operating/maintenance cost of the Laserfiche platform is currently accounted for under the IT Department's Operating Budget.

## INNOVATION & TECHNOLOGY

---

<b>Sustainability:</b>
------------------------

The sustainability case for document digitization:

- **Environmental Impact:** Transitioning to digital documents helps conserve natural resources by reducing the demand for paper. This shift supports efforts to combat deforestation and preserve ecosystems.
- **Waste Reduction:** Digital records eliminate the need for physical storage, reducing waste from paper disposal and minimizing the environmental impact of landfills.
- **Energy Efficiency:** Digital storage systems are more energy-efficient compared to the resources required for producing, transporting, and maintaining physical documents.
- **Sustainable Practices:** Embracing digitization aligns with global sustainability goals, demonstrating a commitment to reducing the carbon footprint and promoting eco-friendly practices.
- **Long-Term Benefits:** Investing in digital infrastructure not only supports environmental sustainability but also ensures long-term cost savings and operational efficiency.

<b>Town Manager's Recommendation:</b>
---------------------------------------

The Town Manager does not support funding this request for FY26.

Fiscal Year	Dept. Request	Town Manager Recommendation
2026	\$192,000	\$0
2027	\$198,300	\$0
2028	\$142,500	\$0
2029		
2030		

## INNOVATION & TECHNOLOGY

---

	IT-4 Projects				
	FY26	FY27	FY28	FY29	FY30
<b>CDP&amp;P Digitization</b>					
Building		140,000	130,000		
Conservation	49,500				
Health					
Planning	130,000				
Zoning		45,800			
<b>Part Time Staff for Preparing Boxes and Testing</b>	12,500	12,500	12,500		
<b>Total Digitization Costs</b>	<b>192,000</b>	<b>198,300</b>	<b>142,500</b>	<b>0</b>	<b>0</b>



# COMMUNITY DEVELOPMENT & PLANNING



**COMMUNITY DEVELOPMENT & PLANNING**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Funding for Invasive Plant Species Management*

**CDP-1**

<b>TM's Rec. for FY26:</b>	<b>\$42,340</b>
<b>Original Dept. Request:</b>	\$42,340
<b>Submitted by:</b>	Paul Materazzo, Director of Planning & Land Use
<b>Department:</b>	CD&P
<b>Funding Source:</b>	General Fund Revenue
<b>FY25 Dept. Request for FY26:</b>	\$42,340

**Project Description:**

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

**Project Justification and Purpose:**

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

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

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

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

## COMMUNITY DEVELOPMENT & PLANNING

---

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

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

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

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

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



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



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





*The Meadow at Retelle Reservation.*

**Cost Estimate & Timing:**

The total amount requested for FY26 is \$42,340 with the total amount to complete the project being \$200,000, spread over six fiscal years. These funds would be utilized for habitat scale (5-10 acres) invasive plant management and habitat restoration activities on Andover Conservation property based on a 6-year treatment model (3 years of intensive treatment, 3 years of follow up treatment). Limited funds would also be utilized for public engagement and education activities surrounding the identification and management of invasive plant species.

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

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

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

N/A

## COMMUNITY DEVELOPMENT & PLANNING

---

**Sustainability:**

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

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

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

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

**Town Manager’s Recommendation:**

The Town Manager supports funding the FY26 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2026</b>	\$42,340	<b>\$42,340</b>
<b>2027</b>	\$44,200	\$44,000
<b>2028</b>	\$40,240	\$40,240
<b>2029</b>	\$21,600	\$21,600
<b>2030</b>	\$25,120	\$25,120

COMMUNITY DEVELOPMENT & PLANNING

TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030

PROJECT REQUEST: *Downtown Residential Traffic Calming Demonstration Zone* CDP-2

TM’s Rec. for FY26: \$0  
Original Dept. Request: \$166,260  
Submitted by: Paul Materazzo  
Department: CD&P, DPW & Sustainability  
Funding Source: Free Cash  
FY25 Dept. Request for FY26: \$166,260

*This request has been funded by a federal grant*

**Project Description: Downtown Residential Traffic Calming Demonstration Zone**

Develop a Downtown Residential Traffic Calming Demonstration Zone within the streets abutting Andover’s downtown that encourages slow vehicular speeds without restricting access. According to the Federal Highway Administration, “The primary purpose of traffic calming is to support the livability and vitality of residential and commercial areas through improvements in non-motorist safety, mobility, and comfort. These objectives are typically achieved by reducing vehicle speeds or volumes on a single street or a street network. Traffic calming measures consist of horizontal, vertical, lane narrowing, roadside, and other features that use self-enforcing physical or psycho-perception means to produce desired effects.”

**Project Justification and Purpose:**

Creating a Downtown Residential Traffic Calming Demonstration Zone that encourages safe driver behavior improves the quality of life for residents and strengthens the community. This demonstration zone supports the Town of Andover’s traffic and safety goals expressed through the adoption of a [Complete Streets Policy](#), the adoption of a 25 mph speed limit in Business Districts and Thickly Settled areas in 2022 and Vision Zero Policy in 2023 and continues the Elm Square safety improvements started in 2022. This Plan will also support the community’s goals to connect residents to active commercial spaces, the commuter rail and enhance pedestrian and bicycling movement throughout town as stated in the Andover’s 2023 Comprehensive Plan.

The proposed project encompasses the following streets located within the project area: Elm Street, High Street, Maple Avenue, Walnut Street, Wolcott Avenue, and Carmel Road. Proposed safety and speed management improvements will be approached individually to ensure that the unique needs and priorities are met while maintaining connectivity and permitting safe travel through the entire project area for users of all modes of travel. Emphasis will be on the most vulnerable users. Improvements for vulnerable users, including bump outs, have been made on Elm Street within the project area following a pedestrian fatality in 2022.

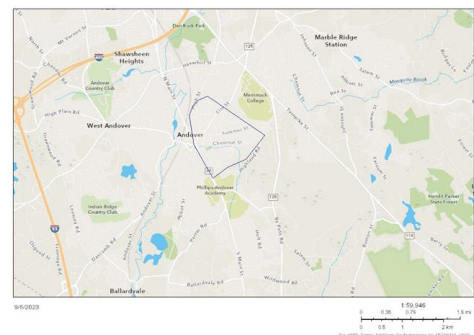


Figure 1: Proposed Downtown Residential Traffic Calming

Potential traffic calming strategies could begin with the installation of temporary traffic calming such as curb extensions using flexible rubber curbing, flexiposts, paint, or other speed management techniques as identified by MassDOT or the Federal Highway

## COMMUNITY DEVELOPMENT & PLANNING

Administration to encourage slow movement through the zone and counter any potential spillover cut through traffic due to the vehicular traffic safety measures in Elm Square. Permanent measures would be considered if the temporary traffic calming measures were deemed successful and funding becomes available.

In addition to the demonstration projects proposed above, The Town of Andover will conduct roadway Speed Data Collection & Analysis, traffic volume data collection, safety analysis, Manual on Uniform Traffic Control Devices (MUTCD) compliance review of traffic signs and pavement markings, identify speed and safety mitigation strategies, and prepare a guide illustrating exhibits for pilot project implementation. The project scope includes \$41,040 for Existing Conditions Analysis, \$33,220 for identification of improvement measures, \$80,000 for implementation costs and \$12,000 for post-implementation Analysis and Reporting. (estimates provided in consultation with local transportation engineering firm)

Temporary traffic calming measures have been shown to improve safety for all roadway users and resident quality of life. These measures can help to reduce the number of fatalities resulting from roadway crashes, especially those involving pedestrians and cyclists, discourage heavy vehicles and through traffic from using certain routes, reduce speeding, improve the street environment, and provide a greater feeling of safety. The Plan will also complement the Active Transportation Plan which is currently in development. The first temporary traffic calming project was deployed on Maple Avenue in the Fall of 2022 and Spring and Summer of 2023 using moveable bollards. Traffic data collected by The Andover Police Department showed lower top speeds and decreased traffic volumes on this residential street commonly used as a cut through for motorists. Post deployment survey data showed an overall favorable resident response to the project. During the project, numerous requests for traffic calming on surrounding downtown residential streets were submitted.



Figure 2: Maple Avenue Traffic Calming Pilot

Traffic calming has a range of benefits, including lower vehicular speeds, lower fatality and severe injury rates, reduced traffic noise, better conditions for vulnerable roadway users such as bicyclists, children, and disabled pedestrians. The design funds for this project are being requested for FY25, with construction funds being requested for FY26.

For more information, please visit the town of Andover Complete Streets page at <https://andoverma.gov/CompleteStreets>.

### Cost Estimate & Timing:

Total Cost Construction \$166,260 based upon design.

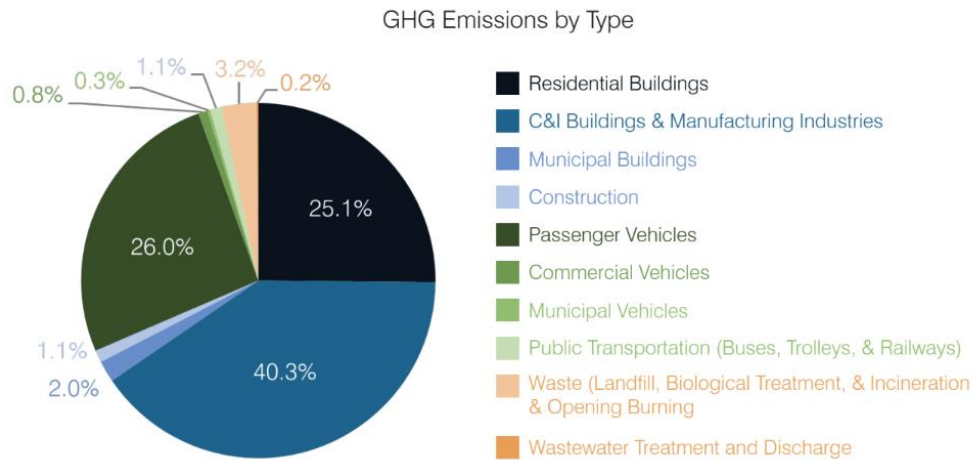
### Estimated Annual Operating/Maintenance Cost or Savings:

TBA

## COMMUNITY DEVELOPMENT & PLANNING

**Sustainability:**

Transportation is a major contributor to greenhouse gas emissions. Decreasing the number of miles driven and the number of vehicles on the road will have a major impact in reducing greenhouse gas emissions. Greenhouse gas emissions associated with passenger vehicles account for 26% of Andover’s total emissions making up 92% of the total transportation related emissions. Slowing vehicular speeds and diverting traffic to more favorable routes not only reduces the risk of fatal crashes and severe injuries for all roadway users, but also encourages more active modes of transportation such as cycling and walking. Active forms of transportation improve mental and physical health, reduces air and noise pollution, and lowers greenhouse gas emissions. The Town of Andover’s 2023 Climate Action & Sustainability Plan calls for an increase of 3% of trips on foot or by bicycle by 2030 and 10% by 2050 in order to achieve the emission reduction goals.



The Town of Andover seeks to serve and protect all members of the community, especially those who have been historically underserved or underrepresented. The proposed traffic calming district includes Andover Public Housing which serves elderly, low income, and disabled populations, some of the most vulnerable members of the community. One of the benefits of this zone will be improved connections benefits of downtown including access to grocery stores and mass transit which provides regional access to educational resources, employment opportunities, health care centers and other destinations.

**Town Manager’s Recommendation:**

\*This request will be funded by a federal grant.

Fiscal Year	Dept. Request	Town Manager Recommendation
2026	\$166,260	\$0*
2027		
2028		
2029		
2030		

Traffic Calming Examples



Figure 2: Springfield, MO



Figure 3: Bethel, NH



Figure 4: Pittsfield, MA

**COMMUNITY DEVELOPMENT & PLANNING**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST: *Mary French Board Walk Restoration and Accessibility Project*    CDP-3**

**TM's Rec. for FY26:    \$30,448**  
**Original Dept. Request:    \$30,448**  
**Submitted by:    Paul Materazzo, Director of  
Planning & Land Use**  
**Department:    CD&P**  
**Funding Source:    General Fund Revenue**  
**FY25 Dept. Request for FY26:    \$30,448**

**Project Description:**

This CIP request is being submitted to request funding for the reconstruction of the Mary French Board Walk. This project would raise the boardwalk to the correct height relative to current water levels; repair damaged structures and make the boardwalk accessible and in compliance with current ADA standards. This includes, but is not limited to, widening the walkway, adding railings and a viewing platform with benches and educational signage.

**Project Justification and Purpose:**

Mary French Reservation is a culturally significant recreational trail in Andover. It has provided trail access for a generation of residents, and it serves as a memorial to a one of Andover's engaged citizens Mary French, who served for decades on both the Board of Education and the Selectboard. The 600-foot boardwalk was built twenty-five years ago, and it has served as a link between the Andover Conservation Land trail network, the Bay Circuit Trail, and AVIS' Hammond Reservation. In its current state, the boardwalk is unsafe and inaccessible. This project would restore and improve the boardwalk so it is accessible to all Andover residents, and it may continue to provide a safe and satisfying nature experience. These improvements would include:

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

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

The trail would be built by Special Projects Manager Bob Decelle, who has designed and built the majority of the bridges and boardwalks on Andover's Conservation Land. Mr. Decelle helped build portions of the original boardwalk as well, and intimately understands the construction requirements and specifications of the boardwalk. He has provided a materials and cost estimate, which is attached.



*Mary French Reservation trail head*



*Mary French boardwalk, right side sinking into the marsh.*





*Replaced and damaged decking on the four-foot-wide boardwalk*



*End section of boardwalk where the decking is beginning to warp and buckle due to water damage and use. During the wet season, the water comes within three inches of overtopping the boardwalk.*

**COMMUNITY DEVELOPMENT & PLANNING**

---

**Cost Estimate & Timing:**

The total amount requested is \$30,448. These funds would be utilized to fund the materials for the building of the boardwalk and pay a contractor to create the signage.

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

N/A

**Sustainability:**

The repair of this bridge will serve future generations of visitors to the Mary French Reservation, and the Andover Conservation Trail network, the Bay Circuit Trail and AVIS' Hammond Reservation. The bridge provides protection of the surrounding wetlands by keeping visitors on the trails and out of the wetland resource areas. The construction will be improved to allow accessibility for all to enjoy this connective reservation.

**Town Manager's Recommendation:**

The Town Manager supports funding the FY26 request.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$30,448	<b>\$30,448</b>
<b>2027</b>		
<b>2028</b>		
<b>2029</b>		
<b>2030</b>		

**COMMUNITY DEVELOPMENT & PLANNING**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Lightning Tree Rare Species Preservation and Education Project* **CDP-4**

**TM's Rec. for FY26:** \$0  
**Original Dept. Request:** \$19,700  
**Submitted by:** Paul Materazzo, Director of  
Planning & Land Use  
**Department:** CD&P  
**Funding Source:** General Fund Revenue  
**FY25 Dept. Request for FY26:**

**Project Description:**

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

**Project Justification and Purpose:**

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

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

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

The turtle monitoring program has already yielded results. It has prevented area stakeholders or landowners, such as two utility companies operating in the area, from inadvertently damaging rare turtle habitat and known nesting sites. These sensitive instruments require maintenance and replacement. Without it, the Conservation Division, and Zoo New England will lack the data required to protect this rare species.

## COMMUNITY DEVELOPMENT & PLANNING

---

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

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

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

Lastly and importantly, this project would invest in the future stewardship of Lightning Tree Reservation through education. Adding educational signage, and funding public outreach programs with qualified professionals and teacher naturalists raises awareness about the importance of Lightning Tree Reservation. Exposure to and education about the importance of vernal pools, rivers, and pine barrens increases public support for important restoration projects.





**Cost Estimate & Timing:**

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

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

**Sustainability:**

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

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

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

**COMMUNITY DEVELOPMENT & PLANNING**

---

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

<b>Town Manager’s Recommendation:</b>
---------------------------------------

The Town Manager does not support funding this request for FY26.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2026</b>	<b>\$19,700</b>	<b>\$0</b>
<b>2027</b>		
<b>2028</b>		
<b>2029</b>		
<b>2030</b>		

**COMMUNITY DEVELOPMENT & PLANNING**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST: *Resolving Beaver-Related Issues on Andover Conservation Properties* CDP-5**

**TM's Rec. for FY26:** \$0  
**Original Dept. Request:** \$15,000  
**Submitted by:** Paul Materazzo, Director of  
Planning & Land Use  
**Department:** CD&P  
**Funding Source:** General Fund Revenue  
**FY25 Dept. Request for FY26:** \$15,000

**Project Description:**

This CIP request is being submitted in order to obtain funding for professional assistance to help resolve beaver-related issues (such as flooding or culvert blockages) when these issues arise from beaver activities on Andover Conservation land. Using funds awarded with this CIP, funds would be held in reserve to retain professional assistance for installation and maintenance of beaver dam flow-through devices, materials, maintenance, etc.

**Project Justification and Purpose:**

It is generally understood that beaver populations are increasing in Massachusetts, and their presence on the landscape is here to stay. While beavers are considered a “keystone” species and their presence leads to many benefits for the natural environment and humans alike, sometimes their activities come into conflict with infrastructure, structures, utilities, etc. that are important for human interests.

Addressing and resolving issues related to beaver activities is specifically and strictly regulated under Massachusetts General Law. M.G.L.c. 131, § 80A regulates the breaching of beaver dams, the trapping of beaver out of season, and the use of certain traps otherwise banned. This law provides guidance as to what constitutes a public health emergency as the situation relates to beaver-related activities such as dam building, creation of ponds, blocking of culverts, etc. Further, this law delegates the permitting of public health emergency abatement activities to the local Board of Health, provided the conditions meet the definition of a public health emergency defined within M.G.L. c. 131, § 80A.

Examples of beaver-related public health emergencies – i.e., those deemed as such by the Andover Board of Health in the past – include the following:

- 1) Beaver dam-related flooding threatening roadways, houses, or septic systems.
- 2) Beaver-related blocking of culverts conveying streams under a main road, causing flooding, and/or impacting the structural integrity of the culvert and stream crossing.
- 3) Beaver dam-related flooding preventing passage on public ways such as heavily used foot trails or flooding existing bridges.

When issues (such as flooding) related to beaver activities arise on Andover Conservation properties, Andover Conservation Division Staff have several responsibilities. These include investigating the cause of the beaver-related problem, issuing an Emergency Certificate (at the request of the Andover Health Division) permit to abate the emergency, organizing the involvement of the Andover Conservation Commission, and finding solutions to address the problem.

## COMMUNITY DEVELOPMENT & PLANNING

---

These activities are done in close collaboration with the Andover Health Division and the Andover Department of Public Works. Historically, when beaver-related issues have arisen on Andover Conservation land, the Andover Department of Public Works have assisted with activities such as dam breaching or maintenance of flow-through devices to help alleviate beaver-related flooding. With the adoption of a new, Town-wide Beaver Trapping/Dam Breaching Protocol (attached), however, the responsibility of these activities may fall to the Andover Conservation Division when Andover Conservation land is involved.

Currently, the Andover Conservation Division has neither the expertise, the equipment, nor the funding to perform these activities, as the Department of Public Works has historically done.

In the past, the Town of Andover – through the Department of Public Works – have contracted with Beaver Solutions, Inc. for their professional assistance to help resolve beaver-related issues. Beaver Solutions have installed and maintained flow through devices – their term is Beaver Deceiver - on sizeable beaver dams at three locations in Andover-on-Andover Conservation land. These locations include off Douglass Lane (Jenkins Quarry Reservation), adjacent to Gray Road, and just south of River Road at the River Road/Chandler Road intersection.



*Beaver Deceiver flow-through devices installed on the Skug River in Andover Conservation's Jenkins Quarry Reservation. Note the circular metal cages, HDPE pipe, and series of two beaver ponds separated by a large beaver dam in the background. Photo taken in June 2024.*



## COMMUNITY DEVELOPMENT & PLANNING

---

These flow through devices (Beaver Deceivers) are an effective, clever, and time-tested design. They allow water to pass through a beaver dam in a way that the beavers cannot block. They provide an adjustable water leveling system for a beaver dam impoundment, allow the beavers to maintain their habitat, and prevent flooding issues and further impacts to human interests over the long term. In short, when installed and maintained, these flow-through devices provide long-term stability to the situation that allows beavers and people to coexist.

Because of these reasons, and since the Andover Conservation Division may be more involved in resolving beaver-related issues on Andover Conservation land, this CIP request is being submitted to provide funds in reserve to contract with Beaver Solutions or another vendor for professional help when needed.

Primarily, Andover Conservation Division Staff would plan to conduct preventative, regular, ongoing maintenance on the flow-through devices currently installed on Andover Conservation properties in Town. Secondly, Andover Conservation Division Staff would also plan to have funds on hand for the inevitable, time-critical situation when the need exists to immediately address a beaver-related problem (such as road flooding or the problematic flooding of private property). As Andover Conservation Division Staff, Andover Health Division Staff, and Andover Department of Public Works Staff can attest, beaver-related emergencies arise multiple times a year.

A recent cost proposal from Beaver Solutions, Inc. to provide necessary maintenance and replacement of the Gray Road flow-through device is provided with this CIP request.

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

\$15,000

<b>Estimated Annual Operating/Maintenance Cost or Savings: N/A</b>
--

N/A

<b>Sustainability:</b>
------------------------

Beavers are considered a “keystone” species on the Massachusetts and New England landscape. Their presence leads to many benefits for the natural environment and humans alike, and these benefits are well documented. For the natural environment, their impoundments diversify wetland habitats, turning streams into ponds. Over time, after beavers move on, these ponds fill in with sediment, become wet meadows, then early successional forest, and eventually more mature forest. Over time, sometimes these areas revert back to beaver ponds yet again when a new generation of beavers move in. This cycle of habitats benefits all kinds of wildlife and plants, which overall enriches the landscape around us and creates a healthier, more sustainable natural environment.

For people, beaver activities – specifically through their creation of ponds – have many benefits for reasons of water quality and floodwater retention. Water that collects and settles in beaver ponds self-cleans through biological processes and sediment attenuation, which in turn leads to cleaner surface waters and aquifers that provide our drinking water.

Beaver ponds also are excellent collectors and attenuators of floodwaters. They hold back potential floodwaters and lessen flooding impacts downstream. With the increasing frequency and severity of flooding events that are predicted to come due to the effects of climate change, beavers on the landscape are a natural defense against future floods. We need their help. In short, the presence of beavers on our landscape creates a more sustainable, healthier natural environment.

**COMMUNITY DEVELOPMENT & PLANNING**

---

**Town Manager's Recommendation:**

The Town Manager does not support funding this request for FY26

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$15,000	<b>\$0</b>
<b>2027</b>		
<b>2028</b>		
<b>2029</b>		
<b>2030</b>		

**COMMUNITY DEVELOPMENT & PLANNING**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST: *Property Survey Work on Andover Conservation Properties*    CDP-6**

**TM's Rec. for FY26:    \$0**  
**Original Dept. Request:    \$40,000**  
**Submitted by:    Paul Materazzo, Director of  
   Planning & Land Use**  
**Department:    CD&P**  
**Funding Source:    General Fund Revenue**  
**FY25 Dept. Request for FY26:    \$40,000**

**Project Description:**

This CIP request is being submitted in order to obtain funding for property boundary survey and mark out services. These services are a critical component of land management strategies to benefit properties held under the care and custody of the Andover Conservation Commission. Using funds awarded through this CIP request, licensed surveyors would be retained on an as-needed basis.

**Project Justification and Purpose:**

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

These lands are held under the care and custody of the Andover Conservation Commission. Management and upkeep of trails, signage, parking areas, and other infrastructure is often completed by volunteers who contribute their valuable time and expertise. However, survey work requires specialized, industry-specific skills, specialized and expensive equipment, and professional licensures held in good standing.

Occasionally, the exact property boundaries of one or more of these Town of Andover Conservation Commission-held parcels needs to be known. A property-specific survey and boundary mark out is the only way to accurately and legally determine these boundaries.

As Andover Conservation Division Staff can attest, the need for surveying assistance arises multiple times a year. Conservation land boundary disputes, encroachments, tree removal inquiries, access questions, and other scenarios surface every year.

Often, Andover Conservation Division Staff rely on insufficient property boundary information when responding to Conservation land inquires and concerns from members of the public. Accurate property boundary information is critical, baseline information that Andover Conservation Division Staff or volunteers have been often unable to obtain when needed.

The intent of this CIP request is to have funding in reserve to retain licensed surveyors on an as-needed basis. An example of a scenario where property boundary survey and mark out services would have been immensely helpful is shown below.

## COMMUNITY DEVELOPMENT & PLANNING

Andover Conservation Land – Property Encroachment Example. Conservation Property Line Survey and Mark Out Would Be Helpful in This Case.

*Privately Held Property – Property Line Outlined in Yellow*



*Andover Conservation Land – Almost an Acre of Conservation Land Maintained as Lawn/Landscaped Areas (With a Structure) by Homeowner.*

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

The total amount requested is \$40,000. These funds would be utilized on an as-needed basis for property-specific survey and boundary mark out services on Andover Conservation property.

As an example of the necessary costs of this work, two current cost proposals for land surveying services and property boundary mark out services work on several Andover Conservation parcels is attached to this CIP request.

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

N/A

### **Sustainability:**

N/A

**COMMUNITY DEVELOPMENT & PLANNING**

---

**Town Manager's Recommendation:**

The Town Manager does not support funding this request for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$40,000	<b>\$0</b>
<b>2027</b>		
<b>2028</b>		
<b>2029</b>		
<b>2030</b>		



# POLICE



**POLICE**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Police Vehicle Replacement*

**POL-1**

**TM's Rec. for FY26:** \$205,000  
**Original Dept. Request:** \$225,000  
**Submitted by:** Police Chief  
**Department:** Police Department  
**Funding Source:** Free Cash  
**FY25 Dept. Request for FY26:** \$225,000

**Project Description:**

Replace 4 Police cruisers.

**Project Justification and Purpose:**

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

**Cost Estimate & Timing:**

\$225,000 per year

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

Varies by vehicle.

**Sustainability:**

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

**Town Manager's Recommendation:**

The Town Manager supports funding \$205,000 for FY26

<b>Fiscal Year</b>	<b>Dept. Request/Proposed</b>	<b>TM Recommended/Plan</b>
<b>2026</b>	\$225,000	<b>\$205,000</b>
<b>2027</b>	\$225,000	\$225,000
<b>2028</b>	\$225,000	\$225,000
<b>2029</b>	\$225,000	\$225,000
<b>2030</b>	\$225,000	\$225,000



**POLICE**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Public Safety Simulcast Radio System*

**PS-1**

**TM's Rec. for FY26:** \$1,000,000  
**Original Dept. Request:** \$1,000,000  
**Submitted by:** Police Chief/Fire Chief  
**Department:** Police/Fire Department  
**Funding Source:** Free Cash  
**FY25 Dept. Request for FY26:** \$1,000,000

**Project Description:**

Replace current Public Safety Radio System with updated Simulcast Network

**Project Justification and Purpose:**

The current radio system is over 30 years old and is failing Priority parts used to continue operations are no longer being made. This includes repeaters, receivers, and base stations. The current system is analog, and the coverage area is decreasing significantly in the south and west area of Town. This is causing safety issues to first responders and the general public. Public Safety is looking to replace the system with a state-of-the-art simulcast system.

**Cost Estimate & Timing:**

\$1,000,000

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

N/A

**Sustainability:**

N/A

**Town Manager's Recommendation:**

The Town Manager supports funding this request for FY26.

<b>Fiscal Year</b>	<b>Dept. Request/Proposed</b>	<b>TM Recommended/Plan</b>
<b>2026</b>	\$1,000,000	<b>\$1,000,000</b>
<b>2027</b>		
<b>2028</b>		
<b>2029</b>		
<b>2030</b>		



# FIRE RESCUE



**FIRE RESCUE**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026– FY2030**

**PROJECT REQUEST: *Fire Rescue Vehicles***

**FIR-1**

**TM's Rec. for FY26: \$565,000**  
**Original Dept. Request: \$1,000,000**  
**Submitted by: Chief Kyle P. Murphy**  
**Department: Fire Rescue**  
**Funding Source: General Fund Borrowing**  
**FY25 Dept. Request for FY26: \$1,000,000**

**Project Description:**

Replace the following vehicles:

**FY26**

2014 International 4300 -Ambulance 5  
2004 Ford Pick-up – Forestry 2  
1994 Ford F450- Fire Alarm Utility bucket truck  
Zodiac Cadet Inflatable Boat/Honda Motor

**FY27**

2006 Pierce Aerial Ladder – Ladder 2

**FY 28**

2003 Chevrolet EXPC Utility Box Truck  
2014 Chevy Tahoe

**FY 29**

2018 International Ambulance 2  
2007 Special Operations Trench Rescue Trailer

**FY 30**

Pierce – Engine 2

**Project Justification and Purpose:**

**FY 26**

**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 mechanical malfunctions of the current front-line response ambulances.

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

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

## **FIRE RESCUE**

---

### **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 and needs additional work at this time.

### **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 has been decommissioned.

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

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

### **FY 27**

#### **2006 Pierce 105-foot Aerial Ladder-Ladder 2**

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

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

### **FY 28**

#### **2003 Chevrolet EXPC Utility – Air Supply**

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

#### **2014 Chevrolet Tahoe**

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

## **FIRE RESCUE**

---

### **FY 29**

#### **2018 International SER - Ambulance 2**

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

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

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

#### **2007 Special Operations Trench Rescue Trailer**

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

### **FY 30**

#### **2017 Engine MFC221 PIERCE/ENFORC 4P1BAAFF5HA018031 Ballardvale**

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

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

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

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

## FIRE RESCUE

---

<b>Town Manager's Recommendation:</b>
---------------------------------------

The Town Manager supports funding \$565,000 for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$1,000,000	<b>\$565,000</b>
<b>2027</b>	\$1,700,000	\$1,700,000
<b>2028</b>	\$460,000	\$460,000
<b>2029</b>	\$685,000	\$685,000
<b>2030</b>	\$1,200,000	\$1,200,000

**FIRE RESCUE**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Multi Band Portable Radios*

**FIR-2**

**TM's Rec. for FY26:** \$275,000  
**Original Dept. Request:** \$275,000  
**Submitted by:** Fire Chief Kyle P. Murphy  
**Department:** Andover Fire Rescue  
**Funding Source:** Free Cash  
**FY25 Dept. Request for FY26:** \$275,000

**Project Description:**

Andover Fire Rescue is seeking this funding to be able to purchase (25) multiband portable radios for use during emergency incidents when operating within the community of Andover and any multijurisdictional emergency.

**Project Justification and Purpose:**

This request is to replace the remaining Motorola XTS 1500 radios. Currently, approximately 75% of the department is using the new Motorola APX 8000 All-Band portable radios. Replacing the remaining XTS 1500s will ensure that the entire department is equipped with the same model of radio.

In addition, the Motorola XTS 1500 radios are no longer being supported by the manufacturer due to their age and lack of parts supply to repair those that need servicing.

The purchase of this radio equipment will allow all Andover Fire Rescue personnel 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 assets are requested to respond mutual aid to any community.

**Cost Estimate & Timing:**

It is estimated that it will cost approximately \$275,000 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 \$2,000.00 annually.



## FIRE RESCUE

---

<b>Town Manager's Recommendation:</b>
---------------------------------------

The Town Manager supports funding the FY26 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2026	\$275,000	<b>\$275,000</b>
2027		
2028		
2029		
2030		

**FIRE RESCUE**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Cordless Battery-Operated Rescue Tools*

**FIR-3**

**TM Rec. for FY26 \$60,000**  
**Original Dept. Request:** \$230,000  
**Submitted by:** Chief Kyle P. Murphy  
**Department:** Fire Rescue  
**Funding Source:** Free Cash  
**FY25 Dept. Request for FY26:** \$230,000

**Project Description:**

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

**Project Justification and Purpose:**

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

**Cost Estimate & Timing:**

The cost of the new equipment is estimated at \$230,000 and would be ordered and installed in the apparatus during the first quarter of FY 2026.

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

Operating costs for the units are estimated to be approximately \$3,500.00 annually. This cost is directly associated with a purchased maintenance program for the units.

**Town Manager's Recommendation:**

The Town Manager supports funding \$60,000 for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$230,000	<b>\$60,000</b>
<b>2027</b>		
<b>2028</b>		
<b>2029</b>		
<b>2030</b>		

**FIRE RESCUE**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Fire Rescue Trailers*

**FIR-4**

**TM's Rec. for FY26:** \$0  
**Original Dept. Request:** \$25,000  
**Submitted by:** Chief Kyle P. Murphy  
**Department:** Fire Rescue  
**Funding Source:** General Fund Revenue  
**FY25 Dept. Request for FY26:** \$25,000

**Project Description:**

Andover Fire Rescue is seeking funding to acquire two trailers designed to transport our All-Terrain Vehicles (ATV's), which play a vital role in our emergency response operations.

**Project Justification and Purpose:**

We currently have two ATVs stationed at Central Station and West Station, but lack trailers for them, which delays their deployment during emergencies. The ATVs are specially equipped to transport patients from wooded areas to awaiting ambulances. They are also used in fighting brush fires to transport equipment over long distances. ATVs allow us to access areas that normal firefighting vehicles cannot reach. Securing these two trailers will significantly improve our response times and enhance safety by allowing us to transport the ATVs to the scene rather than driving them on the road.

**Cost Estimate & Timing:**

The cost of these two trailers are roughly \$25,000. Depending on what is in stock will determine the delivery time.

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

Estimated operating/maintenance cost would be \$1,500 yearly.

**Sustainability**

N/A

**Town Manager's Recommendation:**

The Town Manager does not support funding this request for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$ 25,000	<b>\$0</b>
<b>2027</b>		
<b>2028</b>		
<b>2029</b>		
<b>2030</b>		

**FIRE RESCUE**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Thermal Imaging Camera Replacement*

**FIR-5**

**TM’s Rec. for FY26:** \$0  
**Original Dept. Request:** \$40,000  
**Submitted by:** Chief Kyle P. Murphy  
**Department:** Fire Rescue  
**Funding Source:** General Fund Revenue  
**FY25 Dept. Request for FY26:** \$40,000

**Project Description:**

This project, if funded, would allow for the replacement of all seven (7) thermal imaging cameras (TIC’s) that are in current use by Andover Fire Rescue.

**Project Justification and Purpose:**

The current thermal imaging cameras are experiencing malfunctions with batteries and overall operational deficiencies. These devices are key to firefighter safety and in the search for fire and emergency victims when searches are necessary to perform. These devices have a unique ability to indicate heat profiles and have assisted in a myriad of emergency scenes from motor vehicle accidents with injured patients who have been ejected from motor vehicles to finding hidden pockets of fire in ceilings and walls of buildings. This technology has saved many lives and hundreds of thousands of dollars in fire damage due to the quick hidden fire detection.

**Cost Estimate & Timing:**

The cost of the new equipment is estimated at \$40,000 and would be ordered and installed in the apparatus during the first quarter of FY 2025.

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

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

**Town Manager’s Recommendation:**

The Town Manager does not support funding this request for FY26.

Fiscal Year	Dept. Request	Town Manager Recommendation
2026	\$40,000	\$0
2027		
2028		
2029		
2030		

# PUBLIC WORKS



**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

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

**DPW-1**

**TM's Rec. for FY26:** \$2,041,194  
**Original Dept. Request:** \$2,041,194  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** State Chapter 90 Funds  
**FY25 Dept. Request for FY26:** \$2,041,194

**Project Description:**

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

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

**Project Justification and Purpose:**

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

**Cost Estimate & Timing:**

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

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

N/A

**Sustainability:**

No obvious link to sustainability.

**PUBLIC WORKS**

---

**Town Manager's Recommendation:**

The Town Manager supports funding the FY26 request.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$2,041,194	<b>\$2,041,194</b>
<b>2027</b>	\$2,041,194	\$2,041,194
<b>2028</b>	\$2,041,194	\$2,041,194
<b>2029</b>	\$2,041,194	\$2,041,194
<b>2030</b>	\$2,041,194	\$2,041,194

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

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

**DPW-2**

**TM’s Rec. for FY26:** \$250,000  
**Original Dept. Request:** \$250,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Free Cash  
**FY25 Dept. Request for FY26:** \$250,000

**Project Description:**

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

**Project Justification and Purpose:**

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

**Cost Estimate & Timing:**

\$250,000 for FY26 through FY30

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

N/A

**Sustainability:**

No obvious link to sustainability.

**Town Manager’s Recommendation:**

The Town Manager supports funding the FY26 request.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$250,000	<b>\$250,000</b>
<b>2027</b>	\$250,000	\$250,000
<b>2028</b>	\$250,000	\$250,000
<b>2029</b>	\$250,000	\$250,000
<b>2030</b>	\$250,000	\$250,000



**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Road Maintenance*

**DPW-3**

**TM's Rec. for FY26:** \$0  
**Original Dept. Request:** \$1,500,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Borrowing  
**FY25 Dept. Request for FY26:** \$1,500,000

**Project Description:**

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

**Project Justification and Purpose:**

The Town of Andover has approximately 200 miles of road to maintain. The average life span for a properly built road is 20 years. 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 \$1,500,000 is being requested with the anticipation of a Roadway Maintenance Program being instituted going forward.

**Cost Estimate & Timing:**

\$1,500,000 is the requested funding for FY2026 for Road Maintenance.

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

**Sustainability:**

No obvious link to sustainability.

## PUBLIC WORKS

---

<b>Town Manager's Recommendation:</b>
---------------------------------------

The Town Manager does not support funding the FY26 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2026	\$1,500,000	\$0
2027	\$1,500,000	\$0
2028	\$1,500,000	\$0
2029	\$1,500,000	\$0
2030	\$1,500,000	\$0

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

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

**DPW-4**

<b>TM's Rec. for FY26:</b>	<b>\$550,000</b>
<b>Original Dept. Request:</b>	<b>\$1,000,000</b>
<b>Submitted by:</b>	Christopher Cronin, Director
<b>Department:</b>	Public Works
<b>Funding Source:</b>	Free Cash
<b>FY25 Dept. Request for FY26:</b>	<b>\$600,000</b>

**Project Description:**

This capital request would provide \$600,000 for the installation of new sidewalks as well as reconstruction and repairs 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 sidewalks.

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

**Cost Estimate & Timing:**

The projected costs incorporate a base figure of \$152/ft., which includes new bituminous concrete sidewalks, and granite curbs, and trees. Additional items such as engineering, police, retaining walls, guardrail, and drainage structures, where necessary at each location, are also incorporated. \$1,000,000 annual appropriation.

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

N/A

**Sustainability:**

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

## PUBLIC WORKS

---

<b>Town Manager's Recommendation:</b>
---------------------------------------

The Town Manager supports funding \$550,000 for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$600,000	<b>\$550,000</b>
<b>2027</b>	\$1,000,000	\$500,000
<b>2028</b>	\$1,000,000	\$500,000
<b>2029</b>	\$1,000,000	\$500,000
<b>2030</b>	\$1,000,000	\$500,000

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Aeration of Athletic Fields*

**DPW-5**

**TM’s Rec. for FY26:** \$0  
**Original Dept. Request:** \$200,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Parks and Grounds  
**Funding Source:** General Fund Revenue  
**FY25 Dept. Request for FY26:** \$40,000

**Project Description:**

Aeration and over seeding of Athletic fields town wide.

**Project Justification and Purpose:**

Annual aeration and seeding allows for air, water, and fertilizer to penetrate the compacted playing surfaces.

**Cost Estimate & Timing:**

\$40K in labor and materials. Late Summer/Early Fall

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

N/A

**Sustainability:**

N/A

**Town Manager’s Recommendation:**

The Town Manager does not support funding this request for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$40,000	<b>\$0</b>
<b>2027</b>	\$40,000	\$40,000
<b>2028</b>	\$40,000	\$40,000
<b>2029</b>	\$40,000	\$40,000
<b>2030</b>	\$40,000	\$40,000

**PUBLIC WORKS**

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

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

**DPW-6**

**TM's Rec. for FY26:** \$0  
**Original Dept. Request:** \$100,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Revenue  
**FY25 Dept. Request for FY26:** \$100,000

**Project Description:**

Under the EPA National Pollutant Discharge Elimination System (NPDES) Phase II Storm Water Permit Program that was signed into law in October 1999, the Town of Andover was required to obtain a permit for our municipal storm water discharges. This required the implementation of a Storm Water Management Program (SWMP), which included a number of tasks to be accomplished to improve water quality by reducing the discharge of pollutants from storm water runoff into the local rivers, ponds, streams and other receiving water bodies. The SWMP outlined the town's plan for public education and involvement, mapping the storm drainage system, inspecting outfalls, sampling discharges, detection and elimination of illicit discharges, pollution prevention plans, management of storm water during and after land disturbance activities, and implementation of best management practices. Funds are necessary to update the SWMP to meet the new regulations for the 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 starting on the new permit. At this time, \$100,000 is projected for future years FY 2023 – 2027, 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.

**PUBLIC WORKS**

---

**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 buildings, necessary engineering services for outfall inspections and storm drain mapping, preparation of a storm water bylaw, and eliminating four illicit discharges that were found, and preparation of the annual report to EPA. Funds will be necessary to continue and expand the permit requirements including engineering services, system mapping, dry and wet weather sampling, annual reports, detection and elimination of illicit discharges, implementation of good housekeeping maintenance activities at town facilities and other necessary services, equipment, and improvements. Recent drain outfall inspections have detected several locations of possible illicit connections, which are under investigation and will need to be corrected and eliminated. Funds for the construction and implementation of the storm water management program will be necessary to address other problems that are identified as the evaluation and assessment of the town's drainage system progresses. Major improvements may be needed at some point in the future. The cost of such major improvements has yet to be determined.

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

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

**Town Manager's Recommendation:**

The Town Manager does not support funding this request for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$100,000	<b>\$0</b>
<b>2027</b>	\$100,000	\$100,000
<b>2028</b>	\$100,000	\$100,000
<b>2029</b>	\$100,000	\$100,000
<b>2030</b>	\$100,000	\$100,000

**PUBLIC WORKS**

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

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

**DPW-7**

**TM's Rec. for FY26:** a. \$99,000    b. 300,000  
**Dept. Request:** a. \$251,000    b. \$860,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** a. General Fund Revenue  
                           b. General Fund Borrowing  
**FY25 Dept. Request for FY26:** a. \$251,000 b. \$860,000

Dept.	Vehicle #	Year	Make/Model	FY26	FY27	FY28	FY29	FY30
Cemetery	65	2018	Ford F350 1Ton F3HZ 145 4X4 Reg Chas Cab Drw			\$71,000		
Cemetery	66	2019	Ford F550 Dump 1 Ton 4X4, Dump body				\$64,000	
Cemetery	68	2018	John Deere Backhoe Loader 310L			\$179,000		
Cemetery	Trailer-1	1996	Vermeer Brush Chipper (SPARE)					\$40,000
Park	60	2009	Ford F350 Dump 4x2		\$ 85,000			
Park	61	2019	Ford F550 2 Ton Dump F5H7 145 4X4 Reg Chas Cab Drw				\$64,000	
Park	62	2006	Ford F350 1 Ton Rack Body w/tailgate 4x2					
Park	63	2020	Ford F-350 1T F3H 145 4X4 REG CHAS CAB DRW			\$71,000		
Park	64	2016	Ford F250 3/4 Ton X2B 142 4X4 Supercab SRW Pickup		\$61,000			
Park	65	2015	Jacobsen HR 9016 T Kubota Turbo Diesel Tractor Mower					
Park	66	2012	Toro Ground Master 4700-D Mower 4x4					
Park	Tractor-1	2018	Kubota Tractor M7060HDC12		\$89,000			
Forestry	20	2019	Ford F150 1/2T Pickup 141 RegCab 4X4 SS		\$45,000			



**PUBLIC WORKS**

Dept.	Vehicle #	Year	Make/Model	FY26	FY27	FY28	FY29	FY30
Forestry	51	2024	Ford F550 2T FSH DRW w chip body					
Forestry	52	2016	Mack, GU432					
Forestry	53	2018	Freightliner M2 106 Truck		\$325,000			
Forestry	54	1999	GMC C Series Bucket Truck - Diesel					
Forestry	55	2006	Kubota Tractor					
Forestry	56	2004	Vermeer Stump Cutter (Diesel Only)					
Forestry	57	2017	Brush Bandit Chipper Model 1390XP - 15" Drum Style	\$59,000				
Forestry	TUB	2014	Morbark Tub Grinder 950 Trailer	\$260,000				
Vehicle Maintenance	8	2019	Ford F150 1/2T Pickup 141 Reg Cab 4X4 SS				\$45,000	
Vehicle Maintenance	18	2002	Ford Ranger Ext.Cab Pickup 4x4					
Vehicle Maintenance	86	2020	Ford F-550 2T 169 4X4 REG CHAS CAB DRW, Maintainer Body, w/ crane					
Vehicle Maintenance	87	2006	Ford F250 3/4T 137 SD Reg Cab SRW 4X4		\$45,000			
Vehicle Maintenance	88		Komatsu FG25T-16, 5000# Capacity, I.C. Pneumatic Tire Forklift					
Vehicle Maintenance	Trailer 2- GEN	2001	Utility Trailer for Powergard 60KW Kohler Emergency Generator	\$16,000				
			<b>Cemetery, Parks, Forestry, Vehicle Maint. Total Request</b>	<b>\$335,000</b>	<b>\$650,000</b>	<b>\$321,000</b>	<b>\$173,000</b>	<b>\$40,000</b>
Highway	1	2014	Mack Dump Truck w/2 CaCl Tanks (6wh)					
Highway	3	2012	Mack Dump Truck w/2 CaCl Tanks (6wh)					

**PUBLIC WORKS**

Dept.	Vehicle #	Year	Make/Model	FY26	FY27	FY28	FY29	FY30
Highway	4	2009	Mack Dump Truck w/2 CaCl Tanks (6wh)					
Highway	5	2020	Mack GR42R Dump Truck				\$140,000	
Highway	6	2009	Mack RD Dump Truck w/2 CaCl Tanks (6wh)					
Highway	7	2019	Freightliner M2 106 26,000 GVW				\$325,000	
Highway	8	2012	Mack Dump Truck w/2 CaCl Tanks (6wh)				\$273,000	
Highway	9	2020	Mack GR64F Dump Truck					
Highway	10	2015	Mack RD 690P Dump Truck w/2 CACI Tanks (6wh)		\$315,000			
Highway	11	2013	Mack RD Dump Truck w/2 CACI Tanks (6wh)	\$300,000				
Highway	12	2013	Caterpillar Wheel Loader Model 938G	\$300,000				
Highway	13	2019	Caterpillar Loader Model 938M					
Highway	14	2017	Ford F450, 4x4 w/Plow	\$99,000				
Highway	15	2018	Ford F450 1 1/2T F4H 145 SD 4X4 Chas Cab Drw				\$90,000	
Highway	16	2021	Ford F450 1 Ton Supercab F47 Chassis Rack w/Plow - (new body & tailgate in FY16)					
Highway	17	2015	Ford Drwsup F450 1 Ton Dump Truck					
Highway	18	2020	Ford F150 1/2 Ton Supercab 4x4 SS 145 Pickup					
Highway	20	2017	Ford F450 1 1/2T Supe F4H 169 4x4 Reg Chas Cab Drw				\$90,000	
Highway	21	2020	Mack GR24F Dump Truck					

**PUBLIC WORKS**

Dept.	Vehicle #	Year	Make/Model	FY26	FY27	FY28	FY29	FY30
Highway	22	2017	Mack 10-Wheeler w/2 CACI Tanks (10wh)		\$300,000			
Highway	23	2017	Mack 10-Wheeler w/2 CACI Tanks (10wh)		\$300,000			
Highway	24	2021	Ford F350, 1 Ton Extended cab 4X4 Pickup					
Highway	25	2019	Ford F450 1 Ton 4x4 1 ton, Gasoline, w/ plow					
Highway	26	2024	Bobcat Skidsteer 773T Loader					
Highway	27	2016	Bobcat Skidsteer S570 Loader	\$77,000				
Highway	28	2024	Trackless w/attachments					
Highway	29	2023	Trackless w/attachments					
Engineering	39	2020	Ford F250					
Highway	51	2025	Wacker Neuson WL-28 Articulated Wheel Loader					
Highway	52A	2015	Falcon Asphalt Recycler & Hot Box, Trailer Mounted					
Highway	52B	2023	Falcon Hot Box					
Highway	53	2017	Prinith SW4S Sidewalk Plow Welded Cab			\$149,000		
Highway	54	2018	Kubota KX0804S, Excavator			\$120,000		
Highway	A	2013	Compac Asphalt Pavement Roller GX630 T175V				\$29,000	
Highway	B-Sweep	2022	3 Wheel Elgin Pelican Sweeper					
Highway	C-Sweep	2015	3 Wheel Elgin Pelican Sweeper					
Highway	D	2013	2013 Sullair 185CFM Air Compressor, 100psi		\$25,000			
Highway	E	1987	SRECO Utility Trailer Water					

**PUBLIC WORKS**

Dept.	Vehicle #	Year	Make/Model	FY26	FY27	FY28	FY29	FY30
Highway	HW-MB-1	2015	Precision Solar Controlled Message Board SMC4000 M521 Utility Trailer			\$26,000		
Highway	HW-MB-2	2015	Precision Solar Controlled Message Board SMC4000 M522 Utility Trailer			26,000		
Highway	POWEAG		Power Eagle 1470-BE Steam Cleaner			\$15,000		
Highway	SALPAV	2014	Salsco TP44 Sidewalk Track Paver					
Highway	T-4	2019	CAM Utility trailer, GVWR 30,650			\$15,000		
Highway	Trailer 1	2024	MGS Utility Trailer (Use to haul cement block, brick, man hole repairs items)					
Highway	Trailer 2	2021	CAM SUPERLINE P3CAM612TT Utility Single Axel, Ball Type Utility Trailer					
Highway	Trailer 3	2020	CAM SUPERLINE P6CAM18 Utility Single Axel, Ball Type Utility Trailer					
Highway	Trailer 4	2019	CAM Superline 12CAM825TE					
Municipal Services	WZT	2014	Work Zone Trailer, Car Mate					
			<b>Highway Total Request</b>	<b>\$776,000</b>	<b>\$915,000</b>	<b>\$351,000</b>	<b>\$1,208,000</b>	<b>\$738,000</b>
			<b>TOTAL DPW</b>	<b>\$1,100,000</b>	<b>\$1,565,000</b>	<b>\$672,000</b>	<b>\$1,381,000</b>	<b>\$778,000</b>

## PUBLIC WORKS

---

**Sustainability:**

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

**Town Manager’s Recommendation:**

The Town Manager supports funding \$399,000 for FY26.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2026</b>	\$1,100,000	<b>\$399,000</b>
<b>2027</b>	\$1,565,000	\$345,000
<b>2028</b>	\$672,000	\$613,000
<b>2029</b>	\$1,381,000	\$410,000
<b>2030</b>	\$778,000	\$529,000

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Minor Storm Drain Improvements*

**DPW-8**

**TM's Rec. for FY26:** \$200,000  
**Original Dept. Request:** \$0  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** General Fund Borrowing  
**FY25 Dept. Request for FY26:** \$0

**Project Description:**

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

**Project Justification and Purpose:**

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

**Cost Estimate & Timing:**

Request for \$900,000 for FY27 and \$500,000 every other year, thereafter.

The estimated total cost for all years shown is - \$1,400,000.

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

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

**Sustainability**

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

**PUBLIC WORKS**

---

**Town Manager's Recommendation:**

The Town Manager supports funding \$200,000 for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>		<b>\$200,000</b>
<b>2027</b>	\$900,000	\$200,000
<b>2028</b>		\$200,000
<b>2029</b>	\$500,000	\$200,000
<b>2030</b>		\$200,000

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

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

**DPW-9**

**TM's Rec. for FY26:** \$0  
**Original Dept. Request:** \$500,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Borrowing  
**FY25 Dept. Request for FY26:** \$500,000

**Project Description:**

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

**Project Justification and Purpose:**

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

**Cost Estimate & Timing:**

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

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

**Sustainability:**

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



**PUBLIC WORKS**

---

**Town Manager's Recommendation:**

The Town Manager does not support funding the FY26 request.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$500,000	<b>\$0</b>
<b>2027</b>	\$400,000	\$200,000
<b>2028</b>	\$500,000	\$300,000
<b>2029</b>	\$194,575	\$194,575
<b>2030</b>	\$500,000	\$300,000

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Self Propelled Stump Grinder*

**DPW-10**

**TM's Rec. for FY26:** \$0  
**Original Dept. Request:** \$70,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Revenue  
**FY25 Dept. Request for FY26:** \$70,000

**Project Description:**

This stump grinder would be used for grinding inside fenced areas and confined spaces that are inaccessible with a truck mounted unit.

It will also be used for tree root and stump removal for sidewalk restoration projects.

**Project Justification and Purpose:**

Many older trees being removed in parks and in Spring Grove Cemetery are difficult to reach with our existing equipment. A walk behind stump grinder machine will fit in confined spaces. It also does not need to be towed with a truck to move it. This will allow us to work on the sidewalk and not be in the street.

**Cost Estimate & Timing:**

\$70,000

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

N/A

**Sustainability:**

No obvious link to sustainability.

**Town Manager's Recommendation:**

The Town Manager does not support funding this request for FY26.

Fiscal Year	Dept. Request	Town Manager Recommendation
2026	\$70,000	\$0
2027		
2028		
2029		
2030		

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Sewer Line Extension – Abbot Street*

**DPW-11**

**TM’s Rec. for FY26:** \$0  
**Original Dept. Request:** \$600,000  
**Submitted by:** Christopher Cronin,  
 Director  
**Department:** Public Works  
**Funding Source:** Sewer Enterprise Reserves  
**FY25 Dept. Request for FY26:** \$600,000

**Project Description:**

Abbot Street is an older residential neighborhood, in close proximity to the center of Town. There is a section of this street between Phillips Street and Eastman Road where sewer is not available to five dwellings. These dwellings use private septic systems for sanitary waste disposal which have a limited working life. Most of the other residences in the surrounding area are serviced by Andover’s sanitary sewer system. The proposed sewer line extension would give the ability of these five homes to connect to Andover’s sewer system. Additionally, access to a sanitary sewer system adds to the property values and returns tax revenue to the Town.

**Project Justification and Purpose:**

The proposed sewer line extension would provide five homes with assured disposal of sanitary waste. Also, with a newly replaced water main in this section of Abbot Street, this is an opportune time to extend the sewer main prior to final paving.

**Cost Estimate & Timing:**

\$600,000 is the estimate for this project.

**Sustainability:**

No obvious link to sustainability.

**Town Manager’s Recommendation:**

The Town Manager does not support funding this request for FY26.

Fiscal Year	Dept. Request	Town Manager Recommendation
2026	\$600,000	\$0
2027		
2028		
2029		
2030		

**PUBLIC WORKS**

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

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

**DPW-12**

**TM's Rec. for FY26:** \$0  
**Dept. Request:** \$281,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Reserves  
**FY24 Dept. Request for FY25:** \$281,000

Dept.	Vehicle #	Year	Make/Model	FY26	FY27	FY28	FY29	FY30
Water	30	2019	Ford F150 4x4 Pickup w/Ext Cab (G F's)			\$50,000		
Water	31	2015	Ford F350 1 Ton F37 CABCA Pick w/Crane	\$72,000				
Sewer	32	2020	Ford F350 1 Ton F31 Dump PU Truck w/Plow				\$70,000	
Sewer	33	2020	Ford F350 1 Ton F31 Pickup w/Plow				\$70,000	
Water	34	2020	Mack 10-Wheel Dump Truck w / Snow Setup					
Water	35	2025	Ford F350					
Water	36	2016	Ford Transit 150		\$35,000			
Water	40	2025	John Deere 410J Backhoe					
Water	41	2016	Ford Escape AWD Hybrid	\$35,000				
Water	42	2025	Ford F550 1 Ton 4x4 Dump & Plow					
Water	47	2019	Ford F150 4x4 Pickup w / Ext Cab					
Water	70	2013	Infrastructure Maintenance Vehicle					
Water	WS-B	2012	Gorman Rup Pump (6")					
Water	WS-C	2012	Gorman Rup Pump (6")					
Water	Trailer-6	2007	Big Tezx Utility Trailer 30SA8 - black					\$20,000
Water	WS-1	1997	Trailer Utility Sedan					
Water	WS-2	2003	Haulmark K714BT Kodiak Enclosed Trailer				\$20,000	
Water	WS-3	2000	Seca Utility Trailer for Water Jet Flusher		\$50,000			
Water	WS-4	2021	Solar Message Board			\$26,000		
Water	WS-5	2021	Solar Message Board			\$26,000		
Water	WS-7	2021	Solar Message Board					
Water	WS-B	2010	D210PHJD Compressor, weight 2700#		\$30,000			
Water	WS-C	2024	Vactron U-Dump Flat Trailer 512F Diesel Light Tower					

**PUBLIC WORKS**

Dept.	Vehicle #	Year	Make/Model	FY26	FY27	FY28	FY29	FY30
Water		2007	Terex Light Tower/6FW Gen. SNL GYF20083, Model RLA 060D1-4UH					
			(No PM, Trailer services by Water Shop)					
WTP	2	2025	Ford Explorer					
WTP	37	2020	Ford F150 1/2T 145 Supercab 4X4 SS					
WTP	38	2022	Ford F250 1/2 Ton Pickup F18 4X4 139 Regular Cab Styleside					
WTP	43	2016	Ford Transit 350 Hybrid	\$65,000				
WTP	44	2015	Ford F150	\$48,000				
WTP	45	2016	Ford F250, Supercab	\$61,000				
WTP	46	2020	Ford F150 1/2T 145 Supercab 4X4 SS					
WTP	48	2018	Ford Escape AWD Hybrid		\$45,000			
WTP	49	2018	Ford Escape AWD Hybrid		\$45,000			
WTP	50	2006	Ford F350 1 ton pickup w/ Crane					
WTP	51	2019	Ford 1/2T Explorer 113 K8D XLT 4WD 4DR UT Hybrid			\$45,000		
WTP	A-GEN	1977	Onan Generator (Unleaded)					
WTP	T1	2000	Airman SDG45 Generator				\$13,000	
			<b>Water/Water Treatment Total Request</b>	<b>\$281,000</b>	<b>\$205,000</b>	<b>\$147,000</b>	<b>\$173,000</b>	<b>\$20,000</b>

**Sustainability:**

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

**Town Manager’s Recommendation:**

The Town Manager does not support funding this request for FY26 and is reviewing future year requests. Decisions will be made dependent on revenue collections.

Fiscal Year	Dept. Request	Town Manager Recommendation
2026	\$281,000	\$0
2027	\$205,000	\$0
2028	\$147,000	\$0
2029	\$173,000	\$0
2030	\$20,000	\$0

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *WTP – Filter Backwash Tank*

**DPW-13**

**TM's Rec. for FY26:**  
**Original Dept. Request:** \$0  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY25 Dept. Request for FY26:** \$0

**Project Description:**

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

**Project Justification and Purpose:**

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

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

**Cost Estimate & Timing:**

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

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

**Sustainability:**

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

## PUBLIC WORKS

---

<b>Town Manager's Recommendation:</b>
---------------------------------------

The Town Manager supports future requests at this time.

Fiscal Year	Dept. Request	Town Manager Recommendation
2026		
2027		
2028		
2029	\$750,000	
2030	\$5,000,000	

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

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

**DPW-14**

**TM's Rec. for FY26:** \$6,000,000  
**Original Dept. Request:** \$6,000,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY25 Dept. Request for FY26:** \$6,000,000

**Project Description:**

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

Cleaning and lining on 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 watercolor concerns, prevent water loss within the system, and provide adequate fire protection.

In an effort to ensure a reliable and also a system with sufficient capacity within the water distribution system, The Water Distribution Study and Analysis has identified that areas of the Town Water infrastructure consist of deficient water mains. These main have reduced hydraulic capacity due to size, age, pipe material and historical structural issues. Town officials have identified areas throughout the Towns system that need water main replacement for reasons such as but not limited to hydraulic capacity and historical structural issues. A number of 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.

**Sustainability:**

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



**PUBLIC WORKS**

---

**Town Manager's Recommendation:**

The Town Manager supports funding the FY26 request.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$6,000,000	<b>\$6,000,000</b>
<b>2027</b>	\$7,000,000	\$6,000,000
<b>2028</b>	\$7,000,000	\$6,000,000
<b>2029</b>	\$8,000,000	\$6,000,000
<b>2030</b>	\$8,000,000	\$6,000,000

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Hazardous Tree Removal*

**DPW-15**

**TM's Rec. for FY26:** \$75,000  
**Original Dept. Request:** \$150,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** Free Cash  
**FY24 Dept. Request for FY25:** \$150,000

**Project Description:**

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

**Project Justification and Purpose:**

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

**Cost Estimate & Timing:**

\$150,000 annually

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

N/A

**Sustainability:**

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

## PUBLIC WORKS

---

<b>Town Manager's Recommendation:</b>
---------------------------------------

The Town Manager supports funding \$75,000 for FY26.

Fiscal Year	Dept. Request	Town Manager Recommendation
2026	\$150,000	<b>\$75,000</b>
2027		
2028		
2029		
2030		

**PUBLIC WORKS**

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST: WTP – SCADA System**

**DPW-16**

**TM’s Rec. for FY26:**  
**Original Dept. Request:** \$900,000  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY25 Dept. Request for FY26:** \$0

**Project Description:**

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

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

**Project Justification and Purpose:**

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

**Cost Estimate & Timing:**

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

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

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

**Sustainability:**

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

**PUBLIC WORKS**

---

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

**Town Manager's Recommendation:**

The Town Manager does not support funding this request.

Fiscal Year	Dept. Request	Town Manager Recommendation
2026		
2027		
2028		
2029	\$900,000	
2030		

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

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

**DPW-17**

**TM's Rec. for FY26:** \$0  
**Original Dept. Request:** \$75,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Reserves  
**FY25 Dept. Request for FY26:** \$75,000

**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.  
\$75,000 from water enterprise borrowing, every other year.

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

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

**Sustainability:**

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

## PUBLIC WORKS

---

<b>Town Manager's Recommendation:</b>
---------------------------------------

The Town Manager does not support the FY26 request.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$75,000	<b>\$0</b>
<b>2027</b>		
<b>2028</b>	\$75,000	\$0
<b>2029</b>		
<b>2030</b>	\$75,000	\$0

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *WTP – Granular Activated Carbon*

**DPW-18**

**TM’s Rec. for FY26:** \$300,000  
**Original Dept. Request:** \$310,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY25 Dept. Request for FY26:** \$310,000

**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 FY26 funding replaces the GAC in two units, with an additional two units being replaced each year thereafter, in perpetuity. 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:**

The cost is estimated to be \$310,000 for FY2026.

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

N/A

**Sustainability:**

No obvious link to sustainability.

**Town Manager’s Recommendation:**

The Town Manager supports funding \$300,000 for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$310,000	<b>\$300,000</b>
<b>2027</b>	\$330,000	\$320,000
<b>2028</b>	\$350,000	\$340,000
<b>2029</b>	\$370,000	\$360,000
<b>2030</b>	\$390,000	\$380,000



**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:**    *Portable Soil Screener*

**DPW-20**

**TM’s Rec. for FY26:**    \$0  
**Original Dept. Request:**    \$175,000  
**Submitted by:**    Christopher Cronin, Director  
**Department:**    Public Works  
**Funding Source:**    General Fund Borrowing  
**FY25 Dept. Request for FY26:**    \$175,000

**Project Description:**

The portable soil screener would allow us to manufacture loam at the Bald Hill Compost site for DPW and Facilities projects Town wide. We use about 5,000 cubic yards annually for these projects. Currently we rent a screener to make loam for projects twice per year.

**Project Justification and Purpose:**

Currently we screen two or three times a year to achieve the loam needed for Town projects. A private contractor is hired at an approximate cost of \$11,000/year plus the cost of an operator to manufacture the quantity of loam needed. It would cost over \$100,000 annually to purchase the loam as opposed to being made at the Bald Hill Compost Site. The screener could also be used to refine our compost product by removing plastic and larger particles. Owning a screener allows us to use the machine when convenient for us instead of being committed to rental constraints. The machine will pay for itself in about five years.

**Cost Estimate & Timing:**

\$175,000 for the purchase of the machine.

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

\$50,000 annually

**Sustainability:**

No obvious link to sustainability.

**Town Manager’s Recommendation:**

The Town Manager does not support funding this request for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$175,000	<b>\$0</b>
<b>2027</b>		
<b>2028</b>		
<b>2029</b>		
<b>2030</b>		

**PUBLIC WORKS**

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *WTP – Flocculation/Sedimentation Basins*

**DPW-21**

**TM’s Rec. for FY26:** \$0  
**Original Dept. Request:** \$800,000  
**Submitted by:** Christopher Cronin,  
Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY25 Dept. Request for FY26:** \$800,000

**Project Description:**

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

**Project Justification and Purpose:**

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

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

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

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

**Cost Estimate & Timing:**

\$800,000 Design/Engineering FY2025, \$4,750,000 construction FY2026

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

N/A

## PUBLIC WORKS

---

**Sustainability:**

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

**Town Manager's Recommendation:**

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

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$800,000	<b>\$0</b>
<b>2027</b>	\$4,750,000	\$0
<b>2028</b>		\$850,000
<b>2029</b>		\$5,000,000
<b>2030</b>		

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Elm Square Safety Improvements*

**DPW-23**

**TM's Rec. for FY26:** \$600,000  
**Original Dept. Request:** \$700,000  
**Submitted by:** Chris Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Borrowing  
**FY25 Dept. Request for FY26:** \$0

**Project Description:**

This project endeavors to implement safety improvements to Elm Square. These improvements are to include a diagonal crosswalk from the Memorial Hall Library corner to the corner of Elm and Main St on the southeast quadrant of the intersection. In addition, modifications and improvements will be made to the “slip lanes” from both Elm & Central Streets onto Main St.

**Project Justification and Purpose:**

In the aftermath of a tragic accident at Elm Square the Town has engaged in a thorough study of the intersection with the intent of improving the overall safety of this intersection. The Town has partnered with TEC, a leading transportation engineering firm, to assist in this analysis. A technical report has been developed by TEC outlining suggested improvements that improve pedestrian safety and allow for safe vehicular traffic flow. This report is the foundational document underpinning this request.

**Cost Estimate & Timing:**

\$700,000.00 for design and construction in 2025-2026

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

This will be a one-time expense to make geometric changes and improve signalization of the intersection. No increase in annual operating or maintenance costs or savings are anticipated.

**Sustainability:**

No obvious link to sustainability.

**Town Manager’s Recommendation:**

The Town Manager supports funding \$600,000 for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$700,000	<b>\$600,000</b>
<b>2027</b>		
<b>2028</b>		
<b>2029</b>		
<b>2030</b>		

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Sanitary Sewer Collection System Improvements*

**DPW-24**

**TM’s Rec. for FY26:** \$0  
**Original Dept. Request:** \$250,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Sewer Enterprise Reserves  
**FY25 Dept. Request for FY26:** \$250,000

**Project Description:**

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

**Project Justification and Purpose:**

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

**Cost Estimate & Timing:**

\$250,000 annually beginning in FY2026.

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

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

**Sustainability:**

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

**Town Manager’s Recommendation:**

The Town Manager does not support funding this request for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$250,000	<b>\$0</b>
<b>2027</b>	\$250,000	\$250,000
<b>2028</b>	\$250,000	\$250,000
<b>2029</b>	\$250,000	\$250,000
<b>2030</b>	\$250,000	\$250,000

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Shawsheen River Sewer Interceptor Improvements*

**DPW-25**

**TM's Rec. for FY26:**  
**Original Dept. Request:** \$0  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Sewer Enterprise Borrowing  
**FY25 Dept. Request for FY26:** \$0

**Project Description:**

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

**Project Justification and Purpose:**

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

**Cost Estimate & Timing:**

Additional funding requested for FY2027-FY2031 in the amount of \$3,500,000 will be needed to address other sections of the interceptor.

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

**Sustainability:**

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

**Town Manager's Recommendation:**

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

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>		
<b>2027</b>	\$750,000	\$750,000
<b>2028</b>	\$750,000	\$750,000
<b>2029</b>	\$750,000	\$750,000
<b>2030</b>	\$750,000	\$750,000

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *West Side Sewer Interceptor Study*

**DPW-26**

**TM's Rec. for FY26:** \$0  
**Original Dept. Request:** \$350,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Sewer Enterprise Reserves  
**FY25 Dept. Request for FY26:** \$350,000

**Project Description:**

This project entails a thorough assessment of a critical piece of Andover's infrastructure. The study would provide a full and comprehensive understanding of the condition and capacity of the sewer interceptor line that services the River Road area on the west side of Town.

**Project Justification and Purpose:**

Over the last several years projects have been proposed in the industrial area of River Rd. These projects have projected sewer flows that are large enough to warrant considerable attention. In order for us to make valued decisions and recommendations to the Planning Board as it relates to guiding these projects it is imperative that we have sound and reliable data to guide us. Understanding what the capacity and maintenance needs of the sewer interceptor are critical to providing sound guidance.

**Cost Estimate & Timing:**

\$350,000 FY26 DPW applied for a grant with Planning. We should know in September if we will receive any funding.

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

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

**Sustainability:**

No obvious link to sustainability.

**Town Manager's Recommendation:**

The Town Manager does not support funding this request for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$350,000	<b>\$0</b>
<b>2027</b>	\$750,000	\$0
<b>2028</b>	\$750,000	\$0
<b>2029</b>	\$750,000	\$0
<b>2030</b>	\$750,000	\$0

**PUBLIC WORKS**

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *WTP – Wood Hill Pumps and Motor Control Centers* **DPW-27**

**TM’s Rec. for FY26:** \$650,000  
**Original Dept. Request:** \$650,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY25 Dept. Request for FY26:** \$650,000

**Project Description:**

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

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

**Project Justification and Purpose:**

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

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

**Cost Estimate & Timing:**

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

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

N/A



## PUBLIC WORKS

---

**Sustainability:**

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

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

**Town Manager's Recommendation:**

The Town Manager supports funding the FY26 request.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$650,000	<b>\$650,000</b>
<b>2027</b>	\$5,850,000	\$5,750,000
<b>2028</b>		
<b>2029</b>		
<b>2030</b>		

**PUBLIC WORKS**

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

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

**DPW-28**

**TM's Rec. for FY26:** \$20,000  
**Original Dept. Request:** \$20,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** General Fund Revenue  
**FY25 Dept. Request for FY26:** \$20,000

<b>Project Description:</b>						
	<b>FY2026</b>	<b>FY2027</b>	<b>FY2028</b>	<b>FY2029</b>	<b>FY2030</b>	
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>	

**Project Justification and Purpose:**

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

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

**Sustainability:**

No obvious link to sustainability.

**Town Manager's Recommendation:**

The Town Manager supports funding the FY26 request.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$20,000	<b>\$20,000</b>
<b>2027</b>	\$20,000	\$20,000
<b>2028</b>	\$20,000	\$20,000
<b>2029</b>	\$20,000	\$20,000
<b>2030</b>	\$20,000	\$20,000

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *WTP – Fish Brook Pumping Station*

**DPW-29**

**TM’s Rec. for FY26:** \$500,000  
**Original Dept. Request:** \$1,540,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY25 Dept. Request for FY26:** \$1,540,000

**Project Description:**

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

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

**Project Justification and Purpose:**

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

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

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

**PUBLIC WORKS**

---

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

**Cost Estimate & Timing:**

\$3,080,000 for design and engineering in FY2026 and FY2027.  
 \$21,000,000 for construction in FY2028 through FY2030.

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

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

**Sustainability:**

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

**Town Manager’s Recommendation:**

The Town Manager supports funding \$500,000 for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$1,540,000	<b>\$500,000</b>
<b>2027</b>	\$1,540,000	
<b>2028</b>	\$7,000,000	\$500,000
<b>2029</b>	\$7,000,000	
<b>2030</b>	\$7,000,000	\$2,900,000

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

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

**DPW-30**

**TM's Rec. for FY26:**  
**Original Dept. Request:** \$0  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Sewer Enterprise Reserves  
**FY25 Dept. Request for FY26:** \$0

**Project Description:**

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

**Project Justification and Purpose:**

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

**Cost Estimate & Timing:**

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

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

**Sustainability:**

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

**Town Manager's Recommendation:**

The Town Manager supports future requests at this time.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$0	
<b>2027</b>	\$250,000	\$0
<b>2028</b>	\$250,000	\$0
<b>2029</b>	\$250,000	\$250,000
<b>2030</b>	\$250,000	\$1,600,000

**PUBLIC WORKS**

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *WTP – Shawsheen Pumping Station*

**DPW-32**

**TM’s Rec. for FY26:** \$1,000,000  
**Original Dept. Request:** \$1,000,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Sewer Enterprise Borrowing  
**FY25 Dept. Request for FY26:** \$1,000,000

**Project Description:**

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

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

**Project Justification and Purpose:**

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

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

**Cost Estimate & Timing:**

\$1,000,000 for design and engineering in FY2026. Construction beginning in FY2027 at a total cost of \$10,000,000.

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

N/A

**PUBLIC WORKS**

---

**Sustainability:**

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

**Town Manager's Recommendation:**

The Town Manager supports funding the FY26 request.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$1,000,000	<b>\$1,000,000</b>
<b>2027</b>	\$5,000,000	\$5,000,000
<b>2028</b>	\$5,000,000	\$5,000,000
<b>2029</b>		
<b>2030</b>		

**PUBLIC WORKS**

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST: *WTP – Ozone Generators***

**DPW-35**

**TM’s Rec. for FY26:**  
**Original Dept. Request:** \$2,000,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY25 Dept. Request for FY26:** \$0

**Project Description:**

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

**Project Justification and Purpose:**

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

**Cost Estimate & Timing:**

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

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

N/A

**Sustainability:**

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



## PUBLIC WORKS

---

<b>Town Manager's Recommendation:</b>
---------------------------------------

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

Fiscal Year	Dept. Request	Town Manager Recommendation
2026		
2027	\$2,000,000	\$2,000,000
2028	\$10,000,000	
2029		
2030		

**PUBLIC WORKS**

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *WTP – Raw Water Pumping Station*

**DPW-36**

**TM’s Rec. for FY26:** \$1,850,000  
**Original Dept. Request:** \$1,850,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY25 Dept. Request for FY26:** \$1,850,000

**Project Description:**

This project would include the replacement of two (2) raw water travelling screens in kind. Further, a modern control center would be installed, allowing for scheduled operation via SCADA at a time when operation would be less likely to impact overall treatment capacity. This approach is similar to the scheduled operation of the individual flights and chains in the sedimentation basins. This project would also include the replacement of two (2) of the four (4) motors and all four (4) pumps, including check valves, and isolation valves.

This request consolidates two former requests (DPW-36-25 and DPW-41-25) in order to achieve economies of scale, due in part to the fact that both projects include equipment in the same location and of the same vintage. Savings are expected as a result of a single mobilization to the site, project sequencing, and maintenance of plant operation (MOPO) considerations.

**Project Justification and Purpose:**

Raw water from the Haggetts Pond Drinking Water Reservoir enters the Raw Water Pumping Station via a 36-inch RCP pipe, into an intake chamber, and through two (2) travelling screens, then into a pump wet well, where it is pumped by a combination of four (4) raw water pumps.

The travelling screens are designed to remove debris from the raw water, including leaves, twigs, milfoil, and other material which may enter the intake chamber. These screens were installed during the 1987-1989 WTP upgrades and are past their useful life. One of the screens is inoperable, while the other is operated seldomly, as to preserve its remaining life.

The raw water pumps were originally installed as part of the first Water Treatment Plant Expansion Project (1987-1989) and are nearing the end of their useful life. This is evidenced by the premature failure of one of the pumps in the 2010s, which required a partial rebuild. Furthermore, two (2) motors were replaced in 2023 due to an internal component failure.

**Cost Estimate & Timing:**

\$1,850,000 beginning in FY2026

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

No additional annual operating costs are anticipated in relation to this capital project. While savings are expected, in part due to higher energy efficient equipment, the expected amount would be nominal.

## PUBLIC WORKS

---

<b>Sustainability:</b>
------------------------

The raw water pumps will be replaced with modern pumps and high-efficiency motors, equipped with Variable Frequency Drives (VFDs) to vary the flow of water through the plant to meet the actual needs of the treatment system.

<b>Town Manager's Recommendation:</b>
---------------------------------------

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$1,850,000	<b>\$1,850,000</b>
<b>2027</b>		
<b>2028</b>		
<b>2029</b>		
<b>2030</b>		

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

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

**DPW-37**

**TM's Rec. for FY26:** \$0  
**Original Dept. Request:** \$70,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Reserves  
**FY25 Dept. Request for FY26:** \$70,000

**Project Description:**

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

**Project Justification and Purpose:**

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

**Cost Estimate & Timing:**

We have applied for funding through the Asset Management Planning Grant Program that will aid in the funding of this project. Grant. The grant amount requested is \$150,000 with a \$30,000 planned in-kind services contribution along with a \$70,000 planned cash contribution.

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

N/A

**Sustainability:**

No obvious link to sustainability.

**PUBLIC WORKS**

---

**Town Manager's Recommendation:**

The Town Manager does not support funding this request for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$70,000	<b>\$0</b>
<b>2027</b>		
<b>2028</b>		
<b>2029</b>		
<b>2030</b>		

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Water System -Distribution & Treatment Master Plan* **DPW-38**

**TM's Rec. for FY26:** \$0  
**Original Dept. Request:** \$400,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Reserves  
**FY25 Dept. Request for FY26:** \$400,000

**Project Description:**

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

**Project Justification and Purpose:**

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

**Cost Estimate & Timing:**

N/A

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

N/A

**Sustainability:**

No obvious link to sustanaibility.

**Town Manager's Recommendation:**

The Town Manager does not support funding this request for FY26.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$400,000	<b>\$0</b>
<b>2027</b>		
<b>2028</b>		
<b>2029</b>		
<b>2030</b>		

**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *WTP – Concrete Water Storage Tanks*

**DPW-42**

**TM’s Rec. for FY26:** \$0  
**Original Dept. Request:** \$500,000  
**Submitted by:** Christopher Cronin, Director  
**Department:** Public Works  
**Funding Source:** Water Enterprise Borrowing  
**FY25 Dept. Request for FY26:** \$500,000

**Project Description:**

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

**Project Justification and Purpose:**

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

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

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

**Cost Estimate & Timing:**

\$500,000 in FY2026 and \$500,000 in FY2027.

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

N/A

**Sustainability:**

No obvious link to sustainability.

## PUBLIC WORKS

---

<b>Town Manager's Recommendation:</b>
---------------------------------------

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

Fiscal Year	Dept. Request	Town Manager Recommendation
2026	\$500,000	\$0
2027	\$500,000	\$0
2028		\$1,250,000
2029		
2030		



**PUBLIC WORKS**

---

**TOWN OF ANDOVER  
CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030**

**PROJECT REQUEST:** *Lower Shawsheen Culvert Assessment*

**DPW-44**

**TM’s Rec. for FY26:** \$150,000  
**Original Dept. Request:** \$0  
**Submitted by:** Chris Cronin  
**Department(s):** DPW, Sustainability  
**Funding Source:** Free Cash  
**FY25 Dept. Request for FY26:** \$150,000

**Project Description:**

In August of 2023, more than 4 inches of rain fell over a period of 3 hours in Andover. The intensity of the rainfall that day (categorized as a 100-year storm event), compounded by the wet summer season overall, caused widespread flooding in the Merrimack Valley, including over a foot of water in more than a dozen homes in the Lower Shawsheen Village area. The Lower Shawsheen Culvert Assessment project aims to complete a sub-watershed drainage assessment of the historic neighborhood, and to quantify the stormwater conveyance capacity of century-old culvert in order to better understand what size storm events contribute to the observed flooding and what solutions may be available to mitigate flood damages and losses.

**Project Justification and Purpose:**

Climate-related hazards including inland flooding are an increasing concern for the communities of Massachusetts. Historically significant flood events occurred in Andover during the Mother’s Day of 2006 and in spring 2010, causing multi-million dollar damages for each event. Andover has the second highest flood claim payouts through the National Flood Insurance Program (NFIP) in all of Essex County after Lawrence. Since 1978, there have been 192 property loss claims totaling \$8.1 million; more than \$4 million of those losses have occurred at 29 repetitive loss properties. Neighborhoods along the Shawsheen River and Fish Brook are among the most vulnerable to flooding.

The severity of the recent 2023 flooding appears to be associated with the homes’ proximity century old stone box culvert. The stone culvert drains an upstream contributing watershed of approximately 1.05 square miles and includes Merrimack College campus and a portion of the Town of North Andover. There are several local stormwater drainage connections to the stone culvert from the residential area it runs under including multiple connections to a parallel vitrified clay pipe (VCP) that was built in 1933 and which also provides storm drainage. The contributing watershed includes both natural channels and engineered drainage pipes owned by the Town of Andover, the Town of North Andover, and Merrimack College. Due to the complexity of the watershed, the historic nature of the neighborhood, and the age of the infrastructure, an integrated hydraulic modeling and field assessment approach will be taken on by external firm(s) to complement in-house engineering expertise.

**Cost Estimate & Timing:**

The project will have the following three main technical tasks:

- Task 1 (\$62,000): Spatial data collection, field surveys, and assessment. Deliverable: Memo documenting datasets used, analyses, field measurements, photographs of existing condition
- Task 2 (\$46,000): Watershed modeling and drainage evaluations. Deliverable: Calibrated hydraulic model and documentation
- Task 3 (\$42,000): Flooding reduction alternatives analyses. Deliverable: Memorandum of conceptual alternatives and evaluation matrix; public workshop to discuss results.

**PUBLIC WORKS**

---

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

This project will pilot an integrated climate-forward approach to reducing flooding risks associated with old infrastructure and historic neighborhoods to promote overall community resilience and reduce property damage. The momentum is ripe to capitalize on efforts of prior public engagements focused on the Shawsheen River through the development of the new Shawsheen River Master Plan, Hazard Mitigation Plan and the ongoing work of the Open Space Task Force. Insights from this project will put Andover in a leadership position among neighboring communities along the Shawsheen River Watershed.

**Sustainability:**

Andover has been awarded three separate Municipal Vulnerability Preparedness Action Grants focused on the climate resilience and nature-based solutions. The approach for this culvert project will build on these prior modeling work done for the adjacent Lower Shawsheen Soccer Field and integrate the climate resiliency planning into this site. Public Works and Sustainability staff are eager to share the collected insights with other communities through upcoming Massachusetts Municipal Association or Open Space Conferences.

**Town Manager’s Recommendation:**

The Town Manager supports funding the FY26 request.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$150,000	<b>\$150,000</b>
<b>2027</b>		
<b>2028</b>		
<b>2029</b>		
<b>2030</b>		



# FACILITIES



# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030

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

**FAC-1**

**TM's Rec. for FY26: \$470,000**  
**Original Dept. Request: \$470,000**  
**Submitted by: Janet Nicosia, Director**  
**Department: Department of Facilities**  
**Funding Source: General Fund Revenue**  
**FY25 Dept. Request for FY26: \$535,000**

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

	FY2026	FY2027	FY2028	FY2029	FY2030
ADA Compliance	\$40,000	\$75,000	\$75,000	\$75,000	\$80,000
Building envelope/roof repairs	\$35,000	\$40,000	\$40,000	\$40,000	\$45,000
Door and door hardware replacement	\$30,000	\$30,000	\$35,000	\$35,000	\$40,000
Fencing and guardrails	\$20,000	\$25,000	\$25,000	\$30,000	\$30,000
Interior finish upgrades- Painting, flooring and ceilings	\$55,000	\$55,000	\$55,000	\$60,000	\$60,000
Landscaping, BMP maintenance	\$20,000	\$30,000	\$35,000	\$35,000	\$40,000
Masonry maintenance and repairs	\$40,000	\$45,000	\$45,000	\$50,000	\$50,000
Paving, sidewalk and curb repairs	\$50,000	\$50,000	\$55,000	\$55,000	\$55,000
Playground maintenance	\$20,000	\$45,000	\$45,000	\$45,000	\$50,000
Project overtime	\$85,000	\$90,000	\$90,000	\$90,000	\$90,000
Security system upgrades	\$30,000	\$35,000	\$35,000	\$35,000	\$40,000
Town buildings improvements	\$45,000	\$50,000	\$50,000	\$55,000	\$55,000
<b>Totals</b>	<b>\$470,000</b>	<b>\$570,000</b>	<b>\$585,000</b>	<b>\$605,000</b>	<b>\$635,000</b>

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

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

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

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

# FACILITIES

---

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

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

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

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

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

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

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

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

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

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

\$470,000 for FY26.

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

N/A

<b>Sustainability:</b>
------------------------

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

## FACILITIES

---

<b>Town Manager's Recommendation:</b>
---------------------------------------

The Town Manager supports funding the FY26 request.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$470,000	<b>\$470,000</b>
<b>2027</b>	\$570,000	\$492,000
<b>2028</b>	\$585,000	\$516,000
<b>2029</b>	\$605,000	\$542,000
<b>2030</b>	\$635,000	\$570,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030

**PROJECT REQUEST:** *Town Projects – Mechanical Electrical Division*

**FAC-2**

**TM's Rec. for FY26:** \$385,000  
**Original Dept. Request:** \$385,000  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Source:** General Fund Revenue  
**FY25 Dept. Request for FY26:** \$470,000

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

	FY2026	FY2027	FY2028	FY2029	FY2030
Asbestos abatement and inspections	\$25,000	\$50,000	\$50,000	\$55,000	\$55,000
Building Fire Systems	\$30,000	\$35,000	\$35,000	\$35,000	\$40,000
Electrical/Elevator upgrades	\$45,000	\$45,000	\$45,000	\$50,000	\$55,000
Energy Conservation	\$20,000	\$25,000	\$25,000	\$30,000	\$30,000
Engineering	\$80,000	\$80,000	\$85,000	\$85,000	\$85,000
Exterior Oil/Water/Sand Separators Cleaning	\$10,000	\$20,000	\$25,000	\$25,000	\$25,000
HVAC/Controls Upgrades	\$65,000	\$80,000	\$85,000	\$85,000	\$85,000
Plumbing Upgrades	\$25,000	\$25,000	\$30,000	\$30,000	\$30,000
Public Safety Center Shooting Range Lead Abatement	\$20,000	\$35,000	\$40,000	\$40,000	\$40,000
Technology Devices	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
Traffic light studies and upgrades	\$25,000	\$30,000	\$30,000	\$35,000	\$35,000
Upgrade or Replace Street Light Poles and street light equipment	\$35,000	\$55,000	\$60,000	\$60,000	\$60,000
<b>Totals</b>	<b>\$385,000</b>	<b>\$485,000</b>	<b>\$515,000</b>	<b>\$535,000</b>	<b>\$545,000</b>

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

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.



# FACILITIES

---

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

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

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

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

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

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

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

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

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

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

\$385,000 for FY26

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

<b>Sustainability:</b>
------------------------

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

# FACILITIES

---

<b>Town Manager's Recommendation:</b>
---------------------------------------

The Town Manager supports funding the FY26 request.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$385,000	<b>\$385,000</b>
<b>2027</b>	\$485,000	\$405,000
<b>2028</b>	\$515,000	\$425,265
<b>2029</b>	\$535,000	\$446,528
<b>2030</b>	\$545,000	\$468,855

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030

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

**FAC-3**

**TM's Rec. for FY26:** \$0  
**Original Dept. Request:** \$100,000  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Source:** General Fund Revenue  
**FY25 Dept. Request for FY26:** \$245,000

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

Town Project Description:	FY2026	FY2027	FY2028	FY2029	FY2030
Deyermond Field camera installations			\$10,000		
Old Town Hall security upgrades		\$100,000			
Playstead Ballfield and Track camera installations		\$90,000			
Rec Park security camera upgrades					\$100,000
Upgrade of Access Control system server and software			\$250,000		
<b>Total Town</b>	<b>\$0</b>	<b>\$190,000</b>	<b>\$260,000</b>	<b>\$0</b>	<b>\$100,000</b>

School Project Description:	FY2026	FY2027	FY2028	FY2029	FY2030
Sanborn Elementary door hardware upgrade with new key system and Alice compliant locking		\$55,000			
School security improvements	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Upgrade of Access Control system server and software				\$250,000	
Upgrade School security cameras to digital		\$60,000	\$65,000		
<b>Total Schools</b>	<b>\$100,000</b>	<b>\$215,000</b>	<b>\$165,000</b>	<b>\$350,000</b>	<b>\$100,000</b>

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

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

# FACILITIES

---

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

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

Recreation Park security camera upgrades – Funds will be requested to upgrade and install additional security cameras at Recreation Park.

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

Sanborn Elementary door hardware upgrade – Funds will be requested to upgrade the door hardware at Sanborn Elementary school with the new key system and ALICE compliant locking.

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

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

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

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

\$100,000 for FY26

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

N/A

<b>Sustainability:</b>
------------------------

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

## FACILITIES

---

<b>Town Manager's Recommendation:</b>
---------------------------------------

The Town Manager does not support funding this request for FY26.

Fiscal Year	Dept. Request	Town Manager Recommendation
2026	\$100,000	\$0
2027	\$405,000	\$105,000
2028	\$425,000	\$110,250
2029	\$350,000	\$115,763
2030	\$200,000	\$121,551

*\*School Security upgrades are proposed in SCH-5, Major School Projects, and on an annual basis in SCH-1.*

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030

**PROJECT REQUEST:** *Town Vehicles*

**FAC-4**

**TM's Rec. for FY26:** \$100,000  
**Original Dept. Request:** \$100,000  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Source:** General Fund Revenue  
**FY25 Dept. Request for FY26:** \$400,000

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

Dept./Div.	Year	Current Make/Model	FY2026	FY2027	FY2028	FY2029	FY2030
Build. Maint-14	2015	Ford Tansit Connect Van 1/2T S7E1 121 LWB			\$50,000		
Build. Maint-12	2014	Ford F250 3/4T F2B Pickup 4x4	\$55,000				
Build. Maint-2 Rack	2017	Ford F350 Super Duty Rack Body				\$85,000	
Build. Maint-8	2017	F250 3/4T STW F2B XL 4WD Cab			\$80,000		
Build. Maint-6	2018	Ford Transit 3/4T R2C 148 250 Van					\$55,000
Build. Maint-10	2018	Ford Transit Connect 1/2T S7E1 XL Van LWB					\$50,000
Build. Maint-20	2018	Ford Transit Connect 1/2T S7E1 XL Van LWB					\$50,000
Build. Maint-3	2018	Ford F150 1/2T Pickup(possible EV replacement)					\$55,000
Elder Services-1	2012	Ford Focus/possible move to EV				\$45,000	
Elder Services-2	2013	Ford Focus/possible move to EV				\$45,000	
Elder Services-3	2016	Ford Transit 250 148 R2CB		\$85,000			
Information Technolog	2014	Ford Transit Connect Cargo S6EZ SWEB XL			\$50,000		
Mech/Electrical-5	2018	Ford Transit 250 3/4T R2C Van				\$65,000	
Mech/Electrical-9	2013	Ford Transit Connect Van 1/2T S6A	\$45,000				
Mech/Electrical-15	2015	Ford F450 1-1/2T Chassis w/Utility Body & Duralift		\$165,000			
Mech/Electrical-17	2015	Ford Transit Connect 1/2T XL S7E1 Van			\$50,000		
Youth Services-1	2011	Ford E450 1 1/2T Elkhart 15 Passenger Coach		\$65,000			
<b>Total FAC-4</b>			<b>\$100,000</b>	<b>\$315,000</b>	<b>\$230,000</b>	<b>\$240,000</b>	<b>\$210,000</b>

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

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.

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

\$100,000 for FY26.

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

N/A

## FACILITIES

---

<b>Sustainability:</b>
------------------------

The Andover Green Community designation includes a commitment to lowering carbon emissions of our fleet and considering non-fossil fuel options. Facilities continues to use small work vans when possible, and we are moving towards electric vehicles when possible and available. Currently two EV vehicles are in service, and two more are planned for funding in FY2026.

<b>Town Manager's Recommendation:</b>
---------------------------------------

The Town Manager supports funding the FY26 request.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$100,000	<b>\$100,000</b>
<b>2027</b>	\$315,000	\$100,000
<b>2028</b>	\$230,000	\$100,000
<b>2029</b>	\$295,000	\$100,000
<b>2030</b>	\$210,000	\$100,000

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030

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

**FAC-5**

**TM's Rec. for FY26:** \$900,000  
**Original Dept. Request:** \$900,000  
**Submitted by:** Joseph Connelly, Director  
 Janet Nicosia, Director  
**Department:** Recreation/Facilities  
**Funding Source:** General Fund Borrowing  
 Recreation Revolving  
**FY25 Dept. Request for FY26:** \$2,290,000

**Project Description:**

Major improvements, renovations, and construction of Town parks and playgrounds. The request amounts reflect full project costs. See breakdown of Recreation Revolving Fund offsets to the total project cost and the resulting CIP request amount.

	FY2026	FY2027	FY2028	FY2029	FY2030
Ballardvale playground rubber surfacing retrofit				\$600,000	
Chandler Road Recreation area Phase II design then construction, Phase III design in FY29	\$200,000	\$2,500,000		\$300,000	
Demolish shed at Deyermund Field	\$75,000				
Penguin Park playground accessibility improvements-parking and rubber surfacing. Design then construction.		\$50,000		\$500,000	
Nason's Landing construction of ADA kayak launch	\$350,000				
Pomps Pond bathhouse*	\$250,000		\$2,500,000		
Recreation Park new restrooms, playground, and basketball court. Design then construction.		\$100,000		\$1,000,000	
Recreation Park parking and traffic improvements. Design then construction.			\$50,000		\$500,000
Recreation Park tennis courts					\$600,000
Shawsheen School improvements*		\$100,000			



## FACILITIES

	<b>FY2026</b>	<b>FY2027</b>	<b>FY2028</b>	<b>FY2029</b>	<b>FY2030</b>
Shawsheen River Access Improvements	\$15,000		\$15,000		\$15,000
The Park gazebo structural repairs	\$150,000				
<b>Totals</b>	<b>\$1,040,000</b>	<b>\$2,750,000</b>	<b>\$2,565,000</b>	<b>\$2,400,000</b>	<b>\$1,115,000</b>

<b>Recreation Revolving Fund Direct Offset</b>	<b>(\$140,000)</b>	<b>(\$100,000)</b>	<b>(\$15,000)</b>		<b>(\$15,000)</b>
<b>General Fund Total</b>	<b>\$900,000</b>	<b>\$2,650,000</b>	<b>\$2,550,000</b>	<b>\$2,400,000</b>	<b>\$1,100,000</b>

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

Ballardvale Playground rubber surfacing – Funds will be requested to retrofit the playground surfacing at Ballardvale to new rubber surfacing.

Chandler Road Recreation area Phase II – Funds are requested for design development and construction documents, the subsequent construction for the ongoing development of the Chandler Road recreation area.

Deyermond Field shed demolition – Funds are requested to demolish the shed at Deyermond Field.

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

Nason’s Landing ADA kayak launch – Funds are requested to construct an ADA compliant kayak launch at Nason’s Landing to improve universal accessibility.

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

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

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

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

Shawsheen Preschool improvements – Funds will be requested in 2027 for improvements to the existing Shawsheen Preschool building after the students and staff have moved into the new West Elementary Shawsheen Preschool for the 2026-2027 school year.

## FACILITIES

---

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

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

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

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

<b>Sustainability:</b>
------------------------

The development of local recreational spaces reduces the need for travel, while encouraging health and fitness. Pathways include recycled asphalt content, and rubber surfacing for playgrounds uses recycled rubber.

<b>Town Manager’s Recommendation:</b>
---------------------------------------

The Town Manager supports funding the FY26 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2026</b>	\$900,000	<b>\$900,000</b>
<b>2027</b>	\$2,750,000	\$2,650,000
<b>2028</b>	\$2,550,000	\$2,550,000
<b>2029</b>	\$2,400,000	\$1,600,000
<b>2030</b>	\$1,100,000	\$1,100,000

*\*For FY2027, \$1,250,000 is recommended to be funded from Free Cash. This represents 50% of the projected cost of construction for Phase 2 of the Chandler Road Recreation Area.*

# FACILITIES

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030

**PROJECT REQUEST: *Major Town Projects***

**FAC-6**

**TM's Rec. for FY26:** \$1,885,000  
**Original Dept. Request:** \$1,885,000  
**Submitted by:** Janet Nicosia, Director  
**Department:** Department of Facilities  
**Funding Source:** General Fund Borrowing  
 Free Cash  
**FY25 Dept. Request for FY26:** \$3,405,000

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

	FY2026	FY2027	FY2028	FY2029	FY2030
Ballardale Fire traffic signals		\$250,000			
Central Fire Station kitchen remodel				\$300,000	
Central Fire carpeting and paint	\$85,000				
Memorial Hall Library carpet replacements on the Lower Level	\$100,000				
Memorial Hall Library recover rubber stairs					\$100,000
Memorial Hall Library wrought iron fence and granite pylon repairs		\$350,000			
Memorial Hall Library new ceiling in Technical Processing area			\$200,000		
Memorial Hall Library partial roof replacement	\$500,000				
Memorial Hall Library architectural uplighting			\$120,000		
Memorial Hall Library replacement of motorized shades		\$120,000			
Memorial Hall Library redesign of HVAC in Hall. Design then construction.	\$50,000	\$300,000			

## FACILITIES

	FY2026	FY2027	FY2028	FY2029	FY2030
Memorial Hall Library parking reconfiguration. Design then construction.			\$75,000		\$750,000
Memorial Hall Library elevator replacement. Design then construction.				\$80,000	
Municipal Services Facility epoxy vehicle storage and vehicle maintenance areas					\$175,000
Old Town Hall mosaic floor restoration		\$110,000			
Old Town Hall historic wooden window replacement, exterior masonry and balcony restoration. Design then construction.		\$150,000		\$1,500,000	
Old Town Hall Post Office upgrades		\$90,000			
Old Town Hall restroom renovations		\$40,000	\$400,000		
Public Safety Center paving-main drive, then larger lot.			\$250,000		
Public Safety roof replacement	\$1,000,000				
Public Safety rooftop Trane units maintenance				\$200,000	
Public Safety Side and Rear Sidewalks and concrete		\$450,000			
Red Spring Road maintenance shop scissorlift and trailer				\$100,000	
Shawsheen cupola. Design then construction.			\$60,000		
Spring Grove Cemetery construct ADA restroom, public meeting room abatement, flooring	\$100,000				
Spring Grove Cemetery epoxy floor and paint in garages		\$150,000			
Town Offices building renovations	\$50,000	\$50,000	\$55,000	\$55,000	
Town Offices ADA walkway and improvements at the municipal lot.		\$100,000			

## FACILITIES

	FY2026	FY2027	FY2028	FY2029	FY2030
Town Offices windows replacement. Design, then construction.			\$150,000		\$1,750,000
<b>Totals</b>	<b>\$1,885,000</b>	<b>\$2,160,000</b>	<b>\$1,310,000</b>	<b>\$2,235,000</b>	<b>\$2,775,000</b>

Ballardvale Fire traffic signals – Funds will be requested to install a traffic signal at Ballardvale Fire Station to stop traffic and allow the fire apparatus to exit the site safely.

Central Fire Station kitchen remodel – Funds will be requested to remodel the kitchen at Central Fire Station.

Central Fire Station carpeting and paint – Funds will be requested to remodel the kitchen at Central Fire Station.

Memorial Hall Library carpet replacements – Funds are requested to replace the carpeting in the lower level of Memorial Hall Library.

Memorial Hall Library rubber stair treads – Funds will be requested to replace rubber stair treads 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 Ceiling in Technical Processing area – Funds will be requested to replace the ceiling in the Technical Processing area at Memorial Hall Library.

Memorial Hall Library partial roof replacement – Funds are requested to replace a section of the roof at Memorial Hall Library.

Memorial Hall Library architectural uplighting – Funds will be requested to install architectural uplighting to the exterior of Memorial Hall Library. This will be similar to the uplighting at Andover’s Old Town Hall.

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

Memorial Hall Library redesign of HVAC in Memorial Hall – Funds are requested for design to upgrade the HVAC system in Memorial Hall. Future funding will be requested for the construction phase.

Memorial Hall Library parking reconfiguration– 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.

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

Municipal Services Facility AV upgrades – Funds are requested to expand the infrastructure at the Municipal Services Facility to provide Andover Television support to broadcast public meetings.

## FACILITIES

---

Municipal Services Facility epoxy – Funds will be requested to epoxy the vehicle storage and vehicle maintenance areas at the Municipal Services Facility.

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

Old Town Hall Post Office upgrades – Funds will be requested to upgrade and refresh the U.S. Post Office satellite space in the Old Town Hall.

Old Town Hall restroom renovations – Funds will be requested to design, then construct a renovation of the public restrooms in Andover's historic Old Town Hall.

Public Safety Center paving – Funds will be requested to pave the main drive, and then the larger lot at the Public Safety Center.

Public Safety Center roof replacement – Funds are requested to replace the entire roof at the Public Safety Center in preparation for future solar installation.

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

Public Safety Center side and rear sidewalks – Funds will be requested to replace the concrete sidewalks at the side and rear of the building.

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

Shawsheen cupola – Funds will be requested for the design, then construction for repairs to the historic cupola and weathervane at the Shawsheen Preschool building.

Spring Grove Cemetery building improvements – Funds are requested to construct an ADA compliant restroom and a meeting room for cemetery patrons including finishes, flooring and HVAC.

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

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

Town Offices building – ADA compliant walkway and parking improvements – Funds will be requested for improvements to the municipal parking lot at Town Offices, including additional ADA compliant parking spaces, and to construct an ADA compliant walkway.

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

## FACILITIES

**Cost Estimate & Timing:**

\$1,885,000 for FY26.

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

N/A

**Sustainability:**

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

**Town Manager’s Recommendation:**

The Town Manager supports funding the FY26 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2026</b>	\$1,885,000	<b>\$1,885,000</b>
<b>2027</b>	\$2,160,000	\$1,102,500
<b>2028</b>	\$1,310,000	\$1,160,000
<b>2029</b>	\$2,235,000	\$1,215,000
<b>2030</b>	\$2,775,000	\$1,275,000

*\*For FY26, \$300,000 of Major Town Projects – Public Safety Center Roof– is recommended to be paid from Free Cash*





# ANDOVER PUBLIC SCHOOLS



# ANDOVER PUBLIC SCHOOLS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030

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

**SCH-1**

**TM's Rec. for FY26:** \$1,000,000  
**Original Dept. Request:** \$1,000,000  
**Submitted by:** Magda Parvey, Ed.D./  
 Janet Nicosia, Director  
**Department:** School and Facilities Depts.  
**Funding Source:** General Fund Revenue  
**FY25 Dept. Request for FY26:** \$1,070,000

	<b>FY2026</b>	<b>FY2027</b>	<b>FY2028</b>	<b>FY2029</b>	<b>FY2030</b>
504 & IEP Compliance (Individual Educational Plan)	\$20,000	\$20,000	\$20,000	\$25,000	\$25,000
ADA Compliance (Accessibility)	\$65,000	\$65,000	\$70,000	\$70,000	\$75,000
Asbestos survey and remediation	\$55,000	\$60,000	\$60,000	\$65,000	\$65,000
Building Envelope/roofing maintenance and repairs	\$45,000	\$45,000	\$50,000	\$50,000	\$55,000
Carpet and flooring replacement	\$60,000	\$65,000	\$65,000	\$65,000	\$70,000
Door and door hardware and installation	\$35,000	\$35,000	\$40,000	\$40,000	\$45,000
Electrical upgrades for new technology	\$35,000	\$40,000	\$40,000	\$40,000	\$50,000
Engineering	\$35,000	\$65,000	\$70,000	\$70,000	\$70,000
Energy conservation	\$35,000	\$45,000	\$50,000	\$50,000	\$50,000
Fence and guardrail repairs	\$50,000	\$50,000	\$55,000	\$55,000	\$55,000
Furniture replacement	\$30,000	\$40,000	\$45,000	\$45,000	\$45,000
HVAC/Energy Management upgrades	\$65,000	\$65,000	\$70,000	\$70,000	\$75,000
Landscaping and BMP maintenance	\$35,000	\$35,000	\$40,000	\$40,000	\$45,000
Lead and Copper testing and remediation	\$30,000	\$30,000	\$30,000	\$30,000	\$35,000
Painting and parking lot striping	\$60,000	\$65,000	\$65,000	\$65,000	\$70,000
Plumbing upgrades	\$35,000	\$35,000	\$40,000	\$40,000	\$40,000
Refinish gymnasium and stage floors	\$30,000	\$35,000	\$35,000	\$35,000	\$35,000
Restroom renovations	\$60,000	\$60,000	\$65,000	\$65,000	\$70,000
School playgrounds maintenance	\$40,000	\$40,000	\$45,000	\$45,000	\$45,000
Security system upgrades	\$80,000	\$85,000	\$90,000	\$95,000	\$95,000

## ANDOVER PUBLIC SCHOOLS

	<b>FY2026</b>	<b>FY2027</b>	<b>FY2028</b>	<b>FY2029</b>	<b>FY2030</b>
Sidewalk repairs and replacements	\$65,000	\$75,000	\$90,000	\$95,000	\$95,000
Smoke Detector and Fire Alarm Repairs	\$35,000	\$40,000	\$40,000	\$45,000	\$45,000
<b>Totals</b>	<b>\$1,000,000</b>	<b>\$1,095,000</b>	<b>\$1,175,000</b>	<b>\$1,200,000</b>	<b>\$1,255,000</b>

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

504 & IEP compliance (Individual Educational Plan) – (Mandated IEP Building Modifications) – Funds are requested to provide building modifications on an as-needed basis when a staff member, or a student’s IEP plan, requires upgrades or modifications to the classrooms or offices to provide reasonable accommodations. These needs come up without advance notice and require immediate attention.

ADA compliance (Accessibility) – Funds are requested to address accessibility requirements.

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

Building envelope/roofing maintenance and repairs – Funds are requested for the maintenance and minor repairs to building envelope systems.

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

Door and door hardware and installation – Funds are requested to continue the ongoing program of replacing aging interior and exterior doors and door hardware.

Electrical upgrades for new technology – Funds are requested to provide additional electrical outlets and power to service additional needs, driven by new technology in our schools.

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

Energy conservation – Funds are requested to implement minor energy conservation upgrades.

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

Furniture replacement – Funds are requested to replace aging furniture in school buildings as needs arise.

HVAC/energy management upgrades – Funds are requested to upgrade heating, ventilating and air conditioning equipment, and control system components.

Landscaping and BMP maintenance – Ongoing maintenance and improvement program for landscaped areas and storm water features at School buildings.

Lead and copper testing and remediation – Funds are requested for ongoing testing for lead and copper in drinking water.

# ANDOVER PUBLIC SCHOOLS

---

Painting and parking lot striping – Funds are requested for painting and parking lot striping.

Plumbing upgrades – Funds are requested to upgrade plumbing fixtures.

Refinishing gymnasium and stage floors - Funds are requested to screen and refinish approximately 92,626 square feet of gymnasium and stage floors.

Restroom renovations – Funds are requested to renovate existing restrooms.

School playgrounds maintenance – Funds are requested to replace and repair playground structures and surfaces.

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

Sidewalk repairs and replacements – Funds are requested to repair or replace sidewalks.

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

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

\$1,000,000 for FY26.

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

N/A

<b>Sustainability:</b>
------------------------

Sustainability in construction involves “cradle to grave” consideration of the environmental impact of our maintenance and construction activities. We consider from the “cradle” the source and materials selection of low emissions, recycled and local materials, to the “grave” analysis of whether materials used can be recycled at the end of their useful life. Examples of Sustainability decisions in SCH-1 include: low VOC paint and carpeting, all water-based paints, water-based adhesives, recycled rubber playground surfacing, locally sourced engineered wood fiber, and our use of construction materials waste stream where recyclable materials are separated. Also, energy efficiency upgrades in lighting and HVAC systems, including heat pumps and LED lighting, and the safe removal and disposal of hazardous materials such as asbestos, lead, and mercury.

**ANDOVER PUBLIC SCHOOLS**

---

**Town Manager's Recommendation:**

The Town Manager supports funding the FY26 request.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$1,000,000	<b>\$1,000,000</b>
<b>2027</b>	\$1,095,000	\$955,000
<b>2028</b>	\$1,175,000	\$1,002,411
<b>2029</b>	\$1,200,000	\$1,052,531
<b>2030</b>	\$1,255,000	\$1,105,158

# ANDOVER PUBLIC SCHOOLS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030

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

**SCH-2**

**TM's Rec. for FY26: \$285,000**  
**Original Dept. Request: \$285,000**  
**Submitted by: Magda Parvey, Ed.D./**  
**Janet Nicosia, Director**  
**Department: School and Facilities Depts.**  
**Funding Source: General Fund Revenue**  
**FY25 Dept. Request for FY26: \$946,000**

**Project Description:**

	FY2026	FY2027	FY2028	FY2029	FY2030
Doherty Middle restroom renovations. Will satisfy the MAAB agreement.		\$65,000	\$65,000	\$70,000	\$70,000
Doherty Middle furniture replacements; desks, chairs, lab tables, and stools	\$60,000	\$60,000	\$65,000	\$70,000	\$70,000
Doherty paint gym and complete acoustic tiles		\$100,000			
Doherty Middle install high velocity fans in gym		\$50,000			
Doherty Middle classroom cabinetry replacements and ADA sinks (MAAB agreement)	\$60,000	\$70,000	\$70,000	\$70,000	\$70,000
Doherty Middle replace cafeteria floor-abate			\$75,000		
Doherty paint cafeteria	\$45,000				
High Plain Elementary office furniture replacement		\$35,000			
Sanborn Elementary classroom counters replacement program	\$45,000	\$50,000	\$50,000		
Sanborn Elementary restroom renovation program				\$50,000	\$50,000
Sanborn Elementary high velocity fans installation in gym		\$50,000			
School Administration/Central Offices restroom renovations			\$75,000	\$75,000	\$75,000

## ANDOVER PUBLIC SCHOOLS

	<b>FY2026</b>	<b>FY2027</b>	<b>FY2028</b>	<b>FY2029</b>	<b>FY2030</b>
South Elementary restroom renovation program			\$60,000	\$65,000	\$65,000
South Elementary stage curtain				\$50,000	
South Elementary stage ramp and handrails to comply with ADA					\$50,000
West Middle exterior door replacement program		\$30,000	\$30,000		
West middle stage and gym floor refurbishment	\$75,000				
West Middle restroom renovation program				\$75,000	\$75,000
<b>Totals</b>	<b>\$285,000</b>	<b>\$510,000</b>	<b>\$490,000</b>	<b>\$525,000</b>	<b>\$525,000</b>

**Project Justification and Purpose:**

\* Doherty Middle School Major Construction Project and the Massachusetts Architectural Access Board \*

Due to the major construction at Doherty Middle School during 2023 and 2024, the 30% threshold is triggered. This requires the entire building to meet current building code. An agreement was made with the Massachusetts Architectural Access Board (MAAB) to bring the entire building into compliance within five years. Projects described with “(Satisfies the MAAB agreement)” are a part of this agreement.

Doherty Middle restroom renovations – Funds will be requested to continue renovating one restroom each year. (Satisfies the MAAB agreement)

Doherty Middle furniture replacement – Funds are requested to replace desks, chairs, lab tables and stools. The existing furnishings are quite old and have been repaired many times.

Doherty Middle paint gym and complete acoustic tiles – Funds will be requested to paint the gymnasium and complete installation of acoustic wall panels.

Doherty Middle install high velocity fans in gymnasium – Funds will be requested to install high velocity fans to improve air circulation in the gymnasium.

Doherty Middle classroom cabinetry replacements and ADA sinks – Cabinetry in the classrooms at Doherty Middle School are aged and in need of replacement. Funding is requested to begin a classroom cabinetry replacement project including ADA compliant sinks. (Satisfies the MAAB agreement)

Doherty Middle cafeteria floor-abate and replace – Funds will be requested to replace the floor in the cafeteria.

Doherty Middle cafeteria painting – Funds are requested to paint the cafeteria.

High Plain Elementary office furniture replacement – Funds will be requested for furniture replacements in the High Plain Elementary school main office.

# ANDOVER PUBLIC SCHOOLS

---

Sanborn Elementary classroom counters replacements – Funds are requested to replace the countertops in classrooms at Sanborn Elementary School. These replacements will be phased over a number of years until complete.

Sanborn Elementary restroom renovation program – Funds will be requested to renovate the restrooms at Sanborn Elementary school. This program will be phased over a number of years until complete.

Sanborn Elementary high velocity fans installation in gymnasium – Funds will be requested to install high velocity fans to improve air circulation in the gymnasium.

School Administration/Central Offices restroom renovations – Funds will be requested to renovate the restrooms on the second and third floors of the Central Offices building. These restrooms are heavily used and are worn and dated.

South Elementary restroom renovation program – The restrooms at South Elementary are in need of upgrades. Funds will be requested to renovate two restrooms per year.

South Elementary stage curtain – Funds will be requested to replace the stage curtain in the cafetorium at South Elementary school.

South Elementary stage ramp and handrails to comply with ADA – Funds will be requested to install new ADA compliant ramp and handrails to the stage in the cafetorium at South Elementary school.

West Middle exterior door replacements – Funds will be requested to continue the program of replacing exterior doors at West Middle School over the course of several years.

West Middle stage and gym floor refurbishment – Funds are requested for improvements to the stage and gymnasium floors at West Middle school.

West Middle restroom renovations – Funds will be requested to begin a program of renovating one restroom each year.

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

\$285,000 for FY26.

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

N/A

<b>Sustainability:</b>
------------------------

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



# ANDOVER PUBLIC SCHOOLS

---

<b>Town Manager's Recommendation:</b>
---------------------------------------

The Town Managers supports funding the FY26 request.

<b>Fiscal Year</b>	<b>Dept. Request</b>	<b>Town Manager Recommendation</b>
<b>2026</b>	\$285,000	<b>\$285,000</b>
<b>2027</b>	\$510,000	\$405,000
<b>2028</b>	\$490,000	\$425,265
<b>2029</b>	\$525,000	\$446,528
<b>2030</b>	\$525,000	\$468,855

# ANDOVER PUBLIC SCHOOLS

## TOWN OF ANDOVER CAPITAL IMPROVEMENT PROGRAM FY2026 – FY2030

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

**SCH-5**

**TM's Rec. for FY26: \$680,000**  
**Original Dept. Request: \$680,000**  
**Submitted by: Magda Parvey, Ed.D./**  
**Janet Nicosia, Director**  
**Department: School and Facilities Depts.**  
**Funding Source: General Fund Borrowing**  
**FY25 Dept. Request for FY26: \$4,565,000**

**Project Description:**

	FY2026	FY2027	FY2028	FY2029	FY2030
AHS Lovely Field replace turf and add accessible route walkway to visitors' side of field and ADA bleachers and track	\$60,000		\$1,200,000		
Bancroft School rubberize two playground surfaces			\$300,000		\$350,000
Bancroft exterior masonry power washing and repointing where needed					\$150,000
Doherty Middle replacement of air handlers in gym			\$400,000		
Doherty Middle design for needed locker room renovations to meet ADA (MAAB agreement)		\$150,000			
Doherty Middle accessibility upgrades to the biology and chemistry labs.		\$150,000			

## ANDOVER PUBLIC SCHOOLS

	<b>FY2026</b>	<b>FY2027</b>	<b>FY2028</b>	<b>FY2029</b>	<b>FY2030</b>
Doherty Middle handrails modifications, design then construct. (MAAB agreement)		\$100,000		\$600,000	
Doherty Middle replace switch gear				\$200,000	
Sanborn Elementary demolition and removal of modular classrooms		\$150,000			
Sanborn Elementary construct ADA accessible ramp to rear field					\$80,000
Sanborn Elementary School new playgrounds. Design, then construction.	\$100,000		\$500,000		
Sanborn Elementary replace remaining concrete walkways		\$200,000			
Sanborn locker refinishing and add ADA lockers			\$150,000		
Sanborn generator replacement	\$220,000				
School Administration/Central Offices roof replacement		\$60,000		\$500,000	
South Elementary site paving & concrete, including ramps at classroom door exits, fencing. (ADA)		\$200,000		\$200,000	
South Elementary lockers refurbishment				\$200,000	
South Elementary playgrounds. Design, then construct.				\$100,000	

## ANDOVER PUBLIC SCHOOLS

West Middle renovation of main office including HVAC and security vestibule	\$200,000	\$800,000			
West Middle roof on second floor					\$500,000
West Middle renovation of two science rooms (phase 1 of 3 -six classrooms total)				\$150,000	
West Middle school power wash and seal brick façade					\$150,000
West Middle school lockers repaint with electrostatic process and retrofit 25 lockers to ADA compliant					\$200,000
Wood Hill/High Plain expand artificial turf	\$100,000				
Wood Hill/High Plain repaving		\$100,000	\$100,000	\$200,000	
Wood Hill/High Plain Auditorium new carpeting, lighting, clean or recover chairs, epoxy floor.					\$350,000
<b>Totals</b>	<b>\$680,000</b>	<b>\$1,910,000</b>	<b>\$2,650,000</b>	<b>\$2,150,000</b>	<b>\$1,780,000</b>

**Project Justification and Purpose:**

Andover High Lovely Field accessible walkway – Funds are requested for design, then construction of an accessible walkway to the visitors’ side of the field and an ADA compliant ramp to the bleachers.

Bancroft Elementary rubberize two playground surfaces – Funds will be requested to install rubber surfacing on two of the playgrounds at Bancroft Elementary school.

Bancroft Elementary masonry maintenance – Funds will be requested to repaint, power wash and seal the exterior masonry at Bancroft Elementary school.

\* Doherty Middle School Major Construction Project and the Massachusetts Architectural Access Board \*  
 Due to the major construction at Doherty Middle School during 2023 and 2024, the 30% threshold is triggered. This requires the entire building to meet current building code. An agreement was made with the Massachusetts Architectural Access Board (MAAB) to bring the entire building into compliance within five years. Projects described with “(Satisfies the MAAB agreement)” are a part of this agreement.

## ANDOVER PUBLIC SCHOOLS

---

Doherty Middle replacement of air handlers in the gymnasium – Funds will be requested to replace six air handler units, which are original equipment from construction of the building.

Doherty Middle renovate locker rooms to meet ADA – Funds will be requested to renovate the locker rooms to meet ADA requirements. (Satisfies the MAAB agreement)

Doherty Middle accessibility upgrades to the biology and chemistry labs – Funds will be requested to bring the biology and chemistry labs into compliance with the Americans with Disabilities Act.

Doherty Middle handrail modifications – Funds will be requested to design, then construct ADA compliant handrails in Doherty Middle School. (Satisfies the MAAB agreement)

Doherty Middle switch gear replacement – Funds will be requested to replace the switch gear at Doherty Middle School.

Sanborn Elementary School demolition and removal of the modular classrooms – The modular building was installed in the year 2000 as a temporary structure and has reached the end of its useful life. Funds will be requested to demolish and remove this building.

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

Sanborn Elementary new playgrounds – Funds are requested to design, then construct new ADA compliant playgrounds at the school.

Sanborn Elementary walkways replacement – Funds will be requested to replace the remaining concrete walkways at Sanborn Elementary school.

Sanborn Elementary lockers replacement – Funds will be requested to replace the student lockers at Sanborn School. The current lockers have reached the end of their useful purpose.

Sanborn Elementary generator replacement – The generator at Sanborn Elementary school has failed. Funds are requested to replace this generator.

School Administration/Central Offices roof replacement – Funds will be requested to replace the roof at the Central Offices building.

South Elementary site paving and concrete – Funds will be requested to phase in site redevelopment at South Elementary school. The project will include ADA compliant ramps at exterior classroom door exits.

South Elementary lockers replacement – Funds will be requested to replace the student lockers at South Elementary School. The current lockers have reached the end of their useful purpose.

South Elementary playgrounds – Funds will be requested to design, then construct new ADA compliant playgrounds at South Elementary school.

West Middle main office renovation – Funds are requested for the construction phase of the West Middle school office renovation, including security vestibule. Advancement of construction documents followed by construction.

# ANDOVER PUBLIC SCHOOLS

---

West Middle roof on second floor – Funds will be requested to replace the roof over the second floor area of West Middle School.

West Middle science room renovations – Funds will be requested for the design to renovate the West Middle school science room. This will be a two-phase project with design, then construction to follow two years later to allow adequate time for the design phase.

West Middle masonry maintenance – Funds will be requested to power wash and seal the brick façade at West Middle school.

West Middle lockers improvements and ADA compliant retrofit – Funds will be requested to retrofit 25 lockers at West Middle school to meet ADA compliance and to repaint others with a durable electrostatic process to extend their useful purpose and enhance the aesthetic.

Wood Hill/High Plain playground – Funds are requested to replace and expand the artificial turf area of the playground at Wood Hill Middle/High Plain Elementary.

Wood Hill/High Plain repaving – Funds will be requested to repave the Wood Hill Middle and High Plain Elementary school campus. This will be a phased project commencing over an estimated period of three years.

Wood Hill/High Plain Auditorium renovations – Funds will be requested to improve the shared auditorium with new carpeting and lighting. The chairs will be cleaned or recovered, and the floor will be cleaned and refresh with an epoxy coating.

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

\$680,000 for FY26.

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

N/A

<b>Sustainability:</b>
------------------------

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

# ANDOVER PUBLIC SCHOOLS

---

<b>Town Manager’s Recommendation:</b>
---------------------------------------

The Town Manager supports funding the FY26 request.

Fiscal Year	Dept. Request	Town Manager Recommendation
<b>2026</b>	\$680,000	<b>\$680,000</b>
<b>2027</b>	\$1,910,000	\$1,418,500
<b>2028</b>	\$2,650,000	\$2,738,000
<b>2029</b>	\$2,150,000	\$1,565,000
<b>2030</b>	\$1,780,000	\$1,640,000

*\*For FY29, \$1,250,000 of Major School Projects – Lovely Field – is recommended to be funded from Free Cash*





# SECTION 4



## CIP BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

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

---

### **Town of Andover General By-laws**

### **Miscellaneous - Article XII, § 34.**

#### **CAPITAL IMPROVEMENT PROGRAM. [AMENDED 4-2-1991, ART. 37]**

- (a) Preparation and submission. The Town Manager annually shall prepare, with the assistance of the Town Planning Board, a five-year capital improvement program. At the request of the Town Manager, all town boards, committees, commissions and other agencies of the town shall submit to the Manager, in such form and according to such schedule of time as the Manager may require, detailed statements of capital improvements requested for their respective boards, committees, commissions and agencies during the next five fiscal years. The Manager shall submit the five-year capital improvement program to the Select Board at least three months prior to the final date for submission of the annual budget as prescribed by Town Bylaw. Concurrently, copies of the capital improvement program shall also be transmitted to the Finance Committee and School Committee. The capital improvement program shall include:
- (1) A clear general summary of its contents;
  - (2) A list of all capital improvements which are proposed to be undertaken during the five fiscal years ensuing, with appropriate supporting information as to the necessity for such improvements;
  - (3) Cost estimates, method of financing and recommended time schedules for each such improvement; and
  - (4) The estimated annual cost of operating and maintaining any facilities to be constructed or acquired.

The above information may be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition.

- (b) Action on capital improvement program:
- (1) Notice and hearing. The Select Board shall cause to be published in one or more newspapers of general circulation in the town the general summary of the capital improvement program and a notice stating: (a) the times and places where copies of the capital improvement program are available for inspection; and (b) the time and place, not less than two weeks after such publication, for a public hearing on the capital improvement program.
  - (2) (Meeting with Finance Committee.) After the public hearing but at least 10 days before adoption of the capital improvement program, the Select Board shall meet and confer with the Finance Committee concerning the program.

Adoption. The Select Board by resolution shall adopt the capital improvement program with or without amendment after the public hearing and after conferring with the Finance Committee, at least one month before the required date for submission of the annual budget by the Town Manager.

# 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>
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
2021	9,360,482	4.84%	3,628,652	5,731,830
2022	8,224,998	4.18%	3,414,292	4,810,706
2023	10,079,412	4.97%	2,903,172	7,176,240
2024	14,919,306	6.38%	2,785,000	12,134,306

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

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

---

the Town's government wealth is invested in our capital plant i.e. buildings, fields, infrastructure, equipment, and vehicles. Long-term debt is an appropriate source of funding for certain types of projects while current revenues should be used for those assets with a short useful life.

6. Annual budget should include 20% of the property taxes from new growth/construction and should be allocated to capital projects fund. This goal will provide for a source of funding that does not compete with the operating budget but increases or decreases in relation to growth in the budget and growth in 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

## BYLAW, DEFINITIONS, AND FINANCIAL POLICIES

---

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.
  - 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

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

---

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 FY2023	Actual FY2024	Actual FY2025	TM Rec FY2026	Total FY23-25	Funding Source
<b>ADMINISTRATION &amp; FINANCE</b>	<b>\$75,000</b>	<b>\$20,000</b>	<b>\$35,000</b>	<b>\$50,000</b>	<b>\$150,000</b>	
MUNIS Financial Software Improvements	\$15,000			\$0	\$15,000	Taxation
Participatory Capital Budgeting	\$30,000	\$20,000	\$35,000	\$50,000	\$85,000	Taxation
Patriot Assessing Software Upgrade	\$30,000				\$30,000	Taxation
<b>TOWN MANAGER</b>	<b>\$850,000</b>	<b>\$0</b>	<b>\$75,000</b>	<b>\$0</b>	<b>\$925,000</b>	
Facility Master Plan Update			\$50,000		\$50,000	Free Cash
Traffic and Intersection Safety Studies			\$25,000		\$25,000	Free Cash
Sidewalk Program	\$850,000				\$850,000	Borrow
<b>TOWN CLERK</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$25,000</b>	
High-Speed Ballot Tabulator			\$25,000		\$25,000	Taxation
<b>COMMUNITY DEVELOPMENT &amp; PLANNING</b>	<b>\$35,000</b>	<b>\$65,000</b>	<b>\$0</b>	<b>\$72,788</b>	<b>\$100,000</b>	
Conservation Land Management	\$15,000				\$15,000	Taxation
Review of Andover Wetlands Protection By-Law	\$20,000				\$20,000	Taxation
Active Transportation Plan		\$40,000			\$40,000	Special Dedicated Funds
Improving Kiosks, Signage, and Interpretive Panels		\$25,000			\$25,000	Taxation
Invasive Species Management and Education				\$42,340		Taxation
Mary French Boardwalk Restoration and Accessibility				\$30,448		Taxation
<b>SUSTAINABILITY</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$21,740</b>	<b>\$40,000</b>	
Climate and Sustainability Action Plan	\$40,000				\$40,000	Taxation
Shawsheen River Stream and Rain Gage				\$21,740		Taxation
<b>INNOVATION &amp; TECHNOLOGY</b>	<b>\$1,270,340</b>	<b>\$1,064,128</b>	<b>\$940,000</b>	<b>\$1,000,000</b>	<b>\$3,274,468</b>	
Annual Student PC Replacement/Lease Program	\$436,477	\$257,890	\$250,000	\$150,000	\$944,367	Free Cash
Annual Staff PC Replacement/Lease Program	\$379,363	\$456,238	\$340,000	\$300,000	\$1,175,601	Free Cash
IT Platform and Infrastructure	\$454,500				\$454,500	Free Cash
IT Infrastructure		\$300,000	\$350,000	\$550,000	\$650,000	Free Cash
Document Digitization		\$50,000			\$50,000	Taxation
<b>POLICE</b>	<b>\$205,000</b>	<b>\$245,000</b>	<b>\$270,000</b>	<b>\$1,205,000</b>	<b>\$720,000</b>	
Vehicle Replacement	\$205,000	\$205,000	\$205,000	\$205,000	\$615,000	Free Cash
Firearms Replacement			\$65,000		\$65,000	Taxation
Accident Reconstruction Mapping Systems GNSS		\$40,000			\$40,000	Taxation
Public Safety Simulcast Radio & Multiband Public Radios				\$1,000,000		Free Cash
<b>FIRE</b>	<b>\$345,000</b>	<b>\$1,160,000</b>	<b>\$175,000</b>	<b>\$900,000</b>	<b>\$1,680,000</b>	
Fire Apparatus Replacement		\$975,000		\$565,000	\$975,000	Borrow
Fire Apparatus Replacement	\$145,000				\$145,000	Free Cash
Radio Box Repeater System		\$165,000	\$130,000		\$295,000	Borrow
Multiband Portable Radios	\$200,000				\$200,000	Borrow
Multiband Portable Radios				\$275,000		Free Cash
Thermal Imaging Camera Replacement			\$45,000		\$45,000	Borrow
Emergency Services Call Box		\$20,000			\$20,000	Taxation
Cordless Battery-Operated Rescue Tools				\$60,000	\$0	Free Cash
<b>PUBLIC WORKS</b>	<b>\$2,184,279</b>	<b>\$2,952,126</b>	<b>\$3,900,126</b>	<b>\$4,285,194</b>	<b>\$9,036,531</b>	
Major Annual Road Maintenance	\$1,364,279	\$1,395,126	\$1,395,126	\$2,041,194	\$4,154,531	Chapter 90
Minor Sidewalk Repairs	\$250,000	\$250,000	\$200,000	\$250,000	\$700,000	Free Cash
Public Works Vehicles - Small	\$150,000	\$82,000	\$60,000	\$99,000	\$292,000	Taxation
Public Works Vehicles - Large	\$400,000	\$455,000	\$560,000	\$300,000	\$1,415,000	Borrow
Town Bridge Evaluation & Maintenance			\$200,000		\$200,000	Borrow
Minor Storm Drain Improvements			\$650,000	\$200,000	\$650,000	Borrow
Storm Water Management			\$40,000		\$40,000	Free Cash
Spring Grove Cemetery Improvements	\$20,000	\$20,000	\$20,000	\$20,000	\$60,000	Taxation
Town Sidewalk Program		\$750,000	\$775,000	\$550,000	\$1,525,000	Free Cash
Hazardous Tree Removal				\$75,000		Taxation
Shawsheen Culvert Study				\$150,000		Taxation
Elm Square Safety Improvements				\$600,000		Borrow



# FINANCIAL DATA

## Three Year Capital History

<b>WATER/SEWER ENTERPRISE</b>	<b>\$6,560,000</b>	<b>\$13,360,000</b>	<b>\$7,294,000</b>	<b>\$10,300,000</b>	<b>\$27,214,000</b>	
Water/Sewer Vehicles	\$350,000				<b>\$350,000</b>	Reserves
Major Water Main Replacement	\$6,000,000	\$6,000,000	\$6,000,000	\$6,000,000	<b>\$18,000,000</b>	Borrow
Water Treatment GAC Replacement		\$560,000	\$294,000	\$300,000	<b>\$854,000</b>	Borrow
Minor Sanitary Sewer Collection System Improvements			\$250,000		<b>\$250,000</b>	Reserves
Date Street Pumping Station Replacement	\$210,000				<b>\$210,000</b>	Reserves
Inflow/Infiltration Removal Program		\$300,000	\$250,000		<b>\$550,000</b>	Reserves
WTP Scada System Upgrades		\$2,500,000			<b>\$2,500,000</b>	Borrow
Shawsheen River Sewer Interceptor Improvements		\$2,200,000	\$500,000		<b>\$2,700,000</b>	Borrow
Lead Service Replacements		\$1,800,000			<b>\$1,800,000</b>	Borrow
Wood Hill Pumps and Motor Controls				\$650,000		Borrow
Fish Brook Pumping Station				\$500,000		Borrow
Shawsheen Pumping Station				\$1,000,000		Borrow
Raw Water Pumping Station				\$1,850,000		Borrow
<b>FACILITIES</b>	<b>\$3,125,000</b>	<b>\$2,995,000</b>	<b>\$2,730,000</b>	<b>\$3,740,000</b>	<b>\$8,850,000</b>	
Town Projects - Building	\$445,000	\$475,000	\$475,000	\$470,000	<b>\$1,395,000</b>	Taxation
Town Projects - Mechanical & Electrical	\$345,000	\$420,000	\$420,000	\$385,000	<b>\$1,185,000</b>	Taxation
Town Vehicle Replacement	\$65,000	\$105,000	\$90,000	\$100,000	<b>\$260,000</b>	Taxation
Major Town Projects	\$1,600,000	\$900,000	\$900,000	\$1,885,000	<b>\$3,400,000</b>	Borrow/Free Cash
Town & School Energy Initiatives		\$470,000	\$115,000		<b>\$585,000</b>	Borrow
Town & School Security Projects			\$130,000		<b>\$130,000</b>	Borrow
Town Parks and Playground Improvements	\$550,000	\$625,000	\$600,000	\$900,000	<b>\$1,775,000</b>	Borrow
Town Playground Replacements	\$120,000			\$0	<b>\$120,000</b>	Taxation
<b>SCHOOL</b>	<b>\$3,021,500</b>	<b>\$2,463,000</b>	<b>\$2,510,000</b>	<b>\$1,965,000</b>	<b>\$7,994,500</b>	
School Projects - All Schools	\$870,000	\$950,000	\$930,000	\$1,000,000	<b>\$2,750,000</b>	Taxation
School - Projects by Building	\$401,500	\$388,000	\$280,000	\$285,000	<b>\$1,069,500</b>	Taxation
Major School Projects	\$1,750,000	\$1,125,000	\$1,300,000	\$680,000	<b>\$4,175,000</b>	Borrow
<b>Grand Total</b>	<b>\$17,711,119</b>	<b>\$24,324,254</b>	<b>\$17,929,126</b>	<b>\$23,539,722</b>	<b>\$59,984,499</b>	









## Capital Projects from Taxation – Available Balances

		FY13	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	Total Available
	Budget	912,500	1,040,000	1,078,000	1,120,000	1,495,643	1,040,000	1,011,600	1,150,000	1,185,000	1,271,500	1,338,000	1,210,000	
	Expended	912,500	1,040,000	1,078,000	1,120,000	1,495,643	1,040,000	1,011,600	1,137,442	1,174,644	964,439	642,399	159,722	
	Encumbered	-	-	-	-	-	-	-	2,324	10,356	93,174	168,164	48,041	
<b>Total School</b>	Available	-	-	-	-	-	-	-	10,234	(0)	213,887	527,437	1,002,236	1,753,794
	Budget	145,000	85,000	112,000	222,000	579,018	487,000	1,069,098	902,108	137,000	150,000	95,000	60,000	
	Expended	145,000	80,000	112,000	192,000	555,672	458,690	938,462	870,711	131,283	86,977	16,303	25,000	
	Encumbered	-	5,000	-	-	9,300	3,517	7,675	31,398	130	3,900	32,584	-	
<b>Total General Government</b>	Available	-	-	-	30,000	14,046	24,793	122,960	-	5,587	59,123	46,113	35,000	293,577
	Budget	65,000	50,000	25,000	25,000	-	-	10,000	50,000	-	-	-	-	
	Expended	65,000	50,000	25,000	25,000	-	-	10,000	47,920	-	-	-	-	
	Encumbered	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Library</b>	Available	-	-	-	-	-	-	-	2,080	-	-	-	-	2,080
	Budget	375,000	550,000	590,000	623,000	800,000	946,000	1,303,000	468,000	1,180,000	1,165,000	1,130,000	1,209,000	
	Expended	375,000	550,000	590,000	623,000	800,000	943,486	1,303,000	428,531	1,133,786	971,134	594,538	94,195	
	Encumbered	-	-	-	-	-	2,514	-	4,913	45,838	89,666	157,297	93,637	
<b>Total Facilities</b>	Available	-	-	-	-	-	-	-	34,556	376	104,200	378,165	1,021,169	1,538,465
	Budget	225,500	231,000	285,000	195,000	293,500	250,077	195,000	195,000	255,000	-	40,000	65,000	
	Expended	225,500	231,000	285,000	195,000	293,500	250,077	195,000	195,000	254,948	-	34,257	-	
	Encumbered	-	-	-	-	-	-	-	-	52	-	-	-	
<b>Total Police</b>	Available	-	-	-	-	-	-	-	-	-	-	5,743	65,000	70,743
	Budget	82,000	129,000	50,000	20,000	63,500	214,000	-	96,000	88,000	-	185,000	-	
	Expended	82,000	129,000	50,000	20,000	61,353	213,990	-	96,000	77,383	-	-	-	
	Encumbered	-	-	-	-	-	-	-	-	10,617	-	-	-	
<b>Total Fire</b>	Available	-	-	-	-	2,147	10	-	-	-	-	185,000	-	185,010
	Budget	190,000	206,000	240,000	285,000	415,000	328,000	400,000	-	165,000	170,000	102,000	80,000	
	Expended	188,922	206,000	234,163	275,800	366,924	328,000	399,119	-	145,000	63,393	-	-	
	Encumbered	-	-	-	-	48,076	-	-	-	-	86,607	64,975	40,390	
<b>Total DPW</b>	Available	1,078	-	5,838	9,200	-	-	881	-	20,000	20,000	37,026	39,610	117,516
	Budget	1,107,500	1,330,000	1,372,000	1,420,000	2,183,232	2,225,077	2,977,098	1,711,108	1,825,000	1,485,000	1,552,000	1,414,000	
	Expended	1,106,422	1,325,000	1,366,163	1,380,800	2,109,662	2,194,242	2,845,581	1,638,162	1,742,401	1,121,505	645,098	119,195	
	Encumbered	-	5,000	-	-	57,376	6,031	7,675	36,311	56,637	180,173	254,855	134,027	
<b>Total Town</b>	Available	1,078	-	5,838	39,200	16,194	24,804	123,841	36,636	25,963	183,323	652,046	1,160,779	2,207,391
	Budget	2,020,000	2,370,000	2,450,000	2,540,000	3,678,875	3,265,077	3,988,698	2,861,108	3,010,000	2,756,500	2,890,000	2,624,000	
	Expended	2,018,922	2,365,000	2,444,163	2,500,800	3,605,305	3,234,242	3,857,181	2,775,604	2,917,044	2,085,944	1,287,497	278,917	
	Encumbered	-	5,000	-	-	57,376	6,031	7,675	38,634	66,993	273,347	423,020	182,068	
<b>Grand Total</b>	Available	1,078	-	5,838	39,200	16,193	24,804	123,841	46,870	25,963	397,209	1,179,483	2,163,015	3,961,185