

2016

TOWN OF NORTH ANDOVER  
MASSACHUSETTS



TOWN HALL

2016  
ANNUAL TOWN MEETING WARRANT  
AND  
FINANCE COMMITTEE REPORT

## **NORTH ANDOVER CITIZENS**

The Town of North Andover will take any measure necessary to ensure that any individual with a disability is not excluded, denied services, segregated, or otherwise treated differently than other individuals because of the absence of auxiliary aids and/or services.

**If you need any of the auxiliary aids or services identified in the “Americans with Disabilities Act” in order to participate at Town Meeting, please contact the Town Clerk’s Office at 978-688-9502.**

**Thank you!**

If you require handicapped parking access or need special parking accommodations, please call the Town Clerk’s Office for advance arrangements.

Voters will be checked in by last name. Each voter will be given a Town Meeting Voting card and will need this card to be able to vote. Individuals will need to be registered to vote by Wednesday, April 20, 2016. All voters who have registered to vote as of that date will be eligible to vote at the May 10, 2016 Annual Town Meeting. You may call the Town Clerk’s Office at 978-688-9502 to verify voter status or request a voter registration form.

Non-voters must sign in, display a non-voter pin and sit in the designated section.

The Town will make any arrangements available to assist with warrants and participation in our Town Meeting. Please do not hesitate to call the Town Clerk’s Office at 978-688-9502 or e-mail (jbradshaw@northandoverma.gov).



**2016  
ANNUAL TOWN MEETING WARRANT**

**Annual Town Meeting May 10, 2016  
7:00 P.M.  
North Andover High School  
430 Osgood Street**

# **ANNUAL FINANCE COMMITTEE REPORT TO VOTERS**

*“The North Andover Finance Committee, constituted as required by Massachusetts law and the North Andover Home Rule Charter, consists of a diverse group of citizens appointed by the Town Moderator to learn about, explain, and make recommendations on all aspects of municipal finance on behalf of the Town’s residents.”*

## **Introduction**

The Finance Committee is a representative group of nine taxpayers appointed by the Town Moderator who conduct a thorough review of municipal finance on behalf of all North Andover citizens. Its primary role is to advise and make recommendations to town meeting on the budget and other areas of finance. The Committee reviews and helps explain the budgetary process and fiscal tools used by Town officials to manage municipal and school services. Our focus is to evaluate the operating and capital budgets and debt service to ensure that the Town is cost-effective in the delivery of those services. In addition, we evaluate multi-year projections of revenues, expenditures, and capital improvements.

## **General Assessment**

A healthier economy and better planning have transformed the Town’s fiscal situation. During the Great Recession, we had two years of negative free cash (2008 and 2009), which is the equivalent of a savings account with a deficit. However, from FY2012 to FY2017 our operating reserves have grown 141%. We have met or exceeded the Target Funding Level for three of our four reserve funds. With the economy on the expansion side of the business cycle, the Town has also had steady revenue growth of 3% per year. This is the right time to make sure that our reserves are fully developed and funded.

As positive as the near term budget appears, there are fiscal challenges. North Andover and the other 350 municipalities in the Commonwealth face the prospect of funding Other Post-Employment Benefits (OPEB), principally retiree health insurance, without having saved sufficient funds to do so. Our current unfunded liability stands at \$86 million. Utilizing some of the savings from transferring our public employees into the State’s health insurance system (GIC), the Town has created an OPEB reserve fund to start reducing this liability. Ignoring this liability threatens downgrade of our bond rating which means that we would have to pay a higher interest rate to borrow money for needed capital projects in the future. It is our opinion that maintaining a deliberate plan to build reserves today is vital for the future fiscal health of North Andover.

Under the guidance of the Town Manager Andrew Maylor, Finance Director Lyne Savage, and Information Technology Director Chris McClure, the town is finishing the installation of new accounting software that allocates expenses to the department that generates them, enhancing transparency and accountability.

The FY 2017 budgeting process has had other encouraging developments as well, such as further cooperation among departments. The School Department and the Library are sharing a library

media specialist next year which will enhance services at our elementary schools. Duplicate Accounts Payable and Payroll functions on the school and municipal side were consolidated. The School Department and municipal departments will contribute funds to share an attorney to provide cost effective preventative legal advice. The Information Technology Department is working to make sure that the IT budget dollars allocated to the School Department are used for instructional technology (computers used by teachers and students) rather than network infrastructure in the school buildings.

## **Process**

The Finance Committee fulfills its watchdog and advisory role over the nine month period before Town Meeting. It analyzes the long range and annual revenue projections and expenditure plans prepared by the Town Manager, Finance Director, the School Department and all other town departments. Early in the fall the Finance Committee reviews the prior year's audited financial statements which serve as a point of reference. Then two members of the Finance Committee join with School Department officials and the Town Finance Director to form the Revenue and Fixed Cost Committee (RFCC) to prepare revenue projections for the next fiscal year. Revenues consist of real and personal property taxes, license, and other fees and taxes, such as excise taxes and local option meals taxes, collected by the Town and funds provided by state government. The RFCC's projection serves as the consensus revenue base for the budget.

The Finance Committee begins with an examination of the Selectmen's Annual Budget Policy Statement which describes the objectives and strategic goals of the budget. Subsequently, the committee studies and makes recommendations to the Capital Improvement Plan (CIP) that prioritizes the town's capital expenditures over the next five years, and lays out how they will be funded. The Facilities Master Plan is part of the CIP. Next it considers the budgets proposed by each of the town departments, including the School Department budget, which typically makes up over half of the Town's budget. Following this process the Finance Committee votes on whether to recommend action on each of the financial articles which will be on the warrant at town meeting.

## **Budget Overview**

The FY2017 proposed general fund budget totals \$92,083,589, an increase of 3.1% over the FY2016 budget. The budget will require a property tax levy increase of 2.5%. It is the opinion of the Finance Committee that the recommended budget balances needed investments with efficiencies in major areas that will allow the Town to continue to deliver quality services over the long term. In other words, this budget provides value to North Andover taxpayers.

To achieve a balanced budget, each Town department was instructed to keep requests below 3.7% above FY16 expenditures. As documented in the Town Warrant and the Town Manager's recommended budget, some of the more significant year over year trends and events include:

- Debt service stands at \$6,208,389 which is 4.63% of net revenue. This is consistent with past two year's trend of keeping this metric under the historical trend of 5 – 6%.

- Keeping the debt service ratio under 5% has been a primary factor for the Town to achieve a S&P AA+ bond rating, which together with increasing the Town's reserves, is trending toward a AAA rating. The higher the rating, the lower the interest rate the Town must pay on the bonds it issues to borrow money it needs for current and future needed improvements, a huge benefit to the town. Other favorable elements that are contributing to Town's higher bond rating include disciplined and sustainable growth; solid fiscal management of funds, retained earnings and reserves; and attention to other significant obligations, namely the Other Post-Employment Benefits liability.
- Continued reduced utility costs from completion of approximately 80 projects in school and municipal buildings by the Energy Services Company agreement that guarantees a minimum of approximately \$355,000 savings each year which provide critical support to the budget.
- Consolidation of shared services between the town and school departments to eliminate duplicate administrative functions and improve synergies. Shared Support Services includes information technology, facilities management, legal services and outside auditing.
- The Water and Sewer Enterprises combined budgets dropped 2.3% due largely to a reduction of \$465,000 in debt service offset by a \$280,000 increase in the Town's allocation of Greater Lawrence Sanitary District costs. For the fifth consecutive year there are no recommended water or sewer rate increases due largely to their effective management.

## **Collective Bargaining Agreements**

Annually, the Town or the School Committee conducts negotiations with one or more of the twelve unions representing the majority of North Andover's employees. On behalf of the Town, the Town Manager and representatives of the School Committee are responsible for negotiating three-year collective bargaining agreements. Negotiations are done confidentially, ratified by union members, and approved by the Board of Selectmen and School Committee members. The agreements become public record upon approval. As part of our duties, the Finance Committee reviews the funding needed to pay for the salaries, wages, and benefits to ensure they are reasonable and within the constraints of the annual budget and long-term projections. We feel that the Town and School Committee have done a good job with this process as evidenced by the budget that we recommend for approval at Town Meeting.

## **Retirement Assessment**

Non-school Town employees participate in the Essex Regional Retirement System (ERRS). The Town pays to ERRS an assessment determined by an actuarial study approved by the Public Employee Retirement Administration Commission (PERAC). The ERRS is working to fully fund its obligations. The retirement assessments are going up 7% per year, an amount needed to fully fund the obligation over the next 20 years. Therefore 12%-15% of all new annual revenue must go to pay for this cost. The only meaningful way to address the cost of retirement is through continued vigilance regarding salary increases in future collective bargaining agreements and advocating for meaningful pension reform at the state level.

## **Stabilization Funds and Reserves**

For the last few years, town management has been active in developing, strengthening, and managing fund balances and reserve policies to protect the Town from unforeseen increases in expenditures, reduction in revenues, or any extraordinary event. In certain circumstances, these funds also provide an additional source of revenue for capital construction and replacement projects. They can be thought of in layman’s terms as “Savings Accounts”. The use of all the stabilization funds and reserves is governed by formal policies adopted by the Board of Selectmen and the Finance Committee in concert with the Town Manager to provide a system of checks and balances for their accumulation and use. Under the Town Financial Reserve Policies, each has a defined floor and targeted ceiling which insures adequate funds on hand, but prevents the accumulation of excessive balances. Once targeted funding levels are reached, some of the monies are either spent for their intended purposes or no further additions are made.

Reserve policies and funded reserves demonstrate sound fiscal stewardship to the financial community, which, in part, enables the Town to achieve favorable bond ratings. Favorable bond ratings in turn allow the Town to borrow money (for things such as capital improvements) at lower interest rates. It is important to note that the Town continues to fund the OPEB Trust fund from savings realized from moving to the GIC for employee health insurance. Rather than using those savings to increase the operating budget (which would then have to be sustained year over year) the Town continues to use these savings to work toward funding the significant liability arising from future pension obligations. The following table outlines the current Reserve/Stabilization funds and recommended additions for FY17. All additions to these reserve funds are supported by the Finance Committee:

<b>Reserve Fund Name</b>	<b>Fund Purpose</b>	<b>Current Est Balance As of 6/30/16</b>	<b>FY 2017 Proposed Addition (Warrant Article) +</b>	<b>New Est. Balance if Approved</b>	<b>Current Target Funding Level</b>
Stabilization	Supports operating budget when revenues unexpectedly drop or in case of unforeseen expenses	4,283,885	60,017 (25)	4,343,903	4,343,903
Capital Stabilization	Funding of projects approved under CIP Minimize need for debt, provide flexibility	670,019	350,000 (26)	1,020,019	851,907 <sup>1</sup>
OPEB Stabilization	To offset cost of Other Post-Employment Benefits for retired employees	1,015,135		1,765,135	4,330,269 <sup>3</sup>
OPEB Trust <sup>2</sup>	Same as above	500,000	250,000 (27)		
SPED Stabilization	To respond to unforeseen special education costs	750,000	0	750,000	750,000

## Table Explanations:

- <sup>1</sup> The new balance for Capital Stabilization exceeds the Target Funding Level in anticipation of expenditures under the current multi-year Capital Improvement Plan. Balance will adjust to align with target in FY18.
- <sup>2</sup>Town access to these funds is restricted because they're managed by the State Pension Retirement Insurance Trust (PRIT). It is anticipated that management by the Trust will improve our rate of return in comparison to funds in the companion OPEB Stabilization Fund. In addition, the Trust structure is viewed favorably by bond rating agencies. The Target Funding Level for the two OPEB funds is viewed in the aggregate under the Town's reserve policies.
- <sup>3</sup> Current target for the OPEB Stabilization Fund is based on Estimated OPEB Liability of \$86,605,373 as of 6/30/2014. A new actuarial review of the Estimated OPEB Liability is scheduled for June 2016.

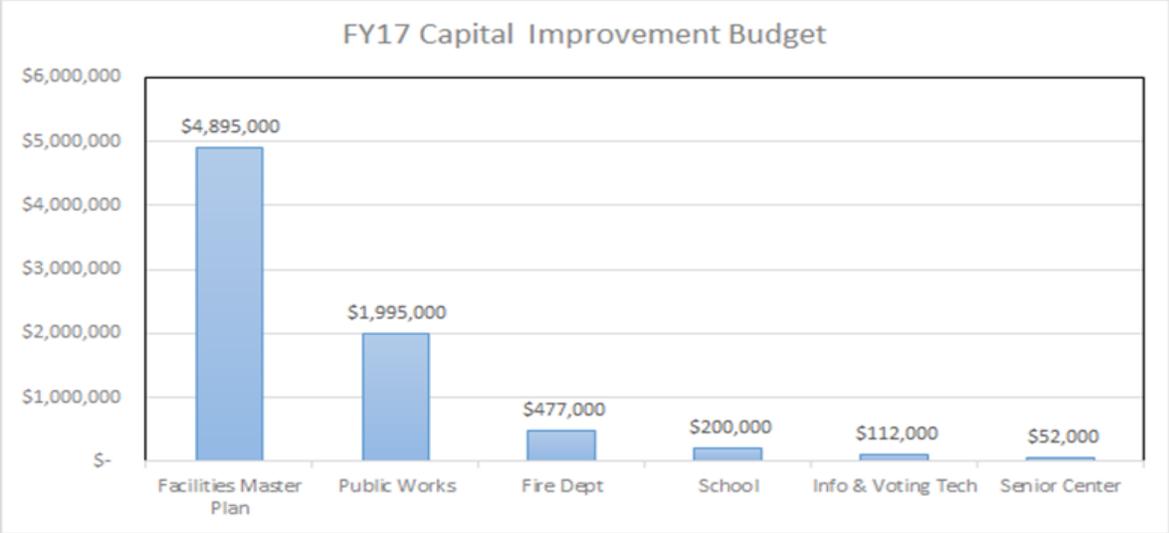
## **Capital Improvement Plan (CIP)**

Improvement and maintenance of our town infrastructure and services requires annual funding as described in the Capital Improvement Plan or CIP. Please note that capital projects which cost less than \$50,000 are included in department operating budgets and are not tracked in the CIP. These pay-as-you-go capital expenditures reduce the need for borrowing. This year's CIP is part of a multi-year plan for capital improvements.

### **2017 CIP Budget**

The total FY2017 CIP budget, excluding water and sewer capital costs, is \$7.7 million. More than half of this budget - \$4.6 million or 60% - will be used mainly for the renovation of the Public Works offices and garages as part of the Facilities Master Plan. \$2.0 million or 26% is allocated to the Department of Public Works as part of our commitment to maintain our roads and walkways. \$0.5 million is going to our Fire Department to improve its Public Safety Reporting System and the replacement of an Ambulance. \$0.2 million is allocated to our School for the improvement of the IT system and sports facilities.

The FY2017 CIP budget for our water and sewer operations is \$0.6 million. The majority of these funds will be used to upgrade and improve the town's existing water and sewer infrastructure.



**5 Year (FY 2017 to 2021) CIP Budget**

The total CIP budget for the next five years (FY2017 to 2021), excluding water and sewer capital costs, is \$24.9 million. Of this amount, \$19.2 million will be bonded resulting in debt service below our target of 5% of revenue, which is one of the criteria for maintaining our good AA+ bond rating.

\$10.9 million or 44% of the total CIP budget is allocated to the implementation of the Facilities Master Plan, which is progressing on time and within budget as approved by Town Meetings in 2012, 2013, 2014 and 2015. Total budget for the Facilities Master Plan from 2013 through 2021 is approx. \$25 million.

\$8.1 million or 33% of the total budget is allocated to the Department of Public Works, of which \$6.7 million will be spent to maintain our roads, parks, water and sewer mains and other infrastructure. The outstanding \$1.4 million will be used to replace a street sweeper, dump trucks and other vehicles.

The remaining CIP budget of \$5 million or 24% is allocated among other departments. \$2.1 million is allocated to the School Department mainly for improving its information technology system and sports facilities.

The total CIP water and sewer capital budget for the next five years (FY 2017 to 2021) is \$8.3 million, of which only \$3.8 million will be bonded and the balance will be funded by retained earnings. \$7.0 million or 84% is allocated to our water treatment plant, which is now 20 years old and requires major improvements and upgrades in the 2018 to 2021 timeframe.

## **Recommendation**

Over four meetings the Finance Committee reviewed the CIP for all departments including the water and sewer capital expenses. Each project is tracked on a project sheet which contains a description, justification, funding requirements by year and schedule for completion. Each project is rated and scored based upon agreed criteria. These criteria reflect the project's importance to and alignment with the town's goal of sustainability and stewardship. The projects with the highest scores receive funding. The Finance Committee recommends accepting the proposed CIP Budget as presented.

## **Enterprise Funds**

Enterprise funds allow towns to establish separate accounting and financial reporting mechanisms for municipal services for which a fee is charged in exchange for goods or services. North Andover's enterprise funds are discussed below. Enterprise funds are unique since operating reserves are allowed to be retained to ensure smooth operations. In comparison, Town departments must transfer excess balances to the General Fund. In essence the Enterprise funds act like separate profit and loss centers.

## **Water**

The Water Department's FY17 budget will decrease 6.4% because of a reduction in debt service and pay-as-you-go capital funding. As a result, we can look forward to a fifth consecutive year with no increase in the water rate for the town. We do anticipate an increase of 3.9% in non-debt related expenses. The department plans to continue this trend of holding rates steady while conducting significant upgrades to the water treatment plant and distribution infrastructure, while also keeping a low expense to debt ratio.

## **Sewer**

As with the water rates, Town residents can look forward to another year of unchanged sewer rates. However, the Town itself will see increased expenses since sewer discharge rates for all five communities sharing the Greater Lawrence Sanitary District (GLSD) changed in FY16. The five communities sharing GLSD services divide costs proportionately according to each town's inflows into the plant. Over the last several years the City of Lawrence has improved its storm water run-off and sewer infrastructure which has resulted in consistent reductions of waste water sent to the GLSD treatment plant. As a result of new EPA and state environmental regulations all towns connected to the GLSD plant will soon take similar measures and reduce flows into the plant. Therefore, all member towns will likely see increased GLSD sewer discharge rates, since operation costs will remain steady. For FY17 the Town Sewer Enterprise Fund can absorb this increase but looking forward the department may have to pass these increases on to North Andover consumers.

## **Stevens Estate**

The Stevens Estate continues an upward trend in event bookings and revenue generation. Looking back to 2001 through 2015, records show that the bookings and earned revenue directly reflect the health of the economy.

For the first time since the Town purchased the Estate we have enough retained earnings to reinvest back into the facility. This year retained earnings will be used for much needed capital improvements and deferred maintenance projects. The policy of reinvesting retained earnings funds into the Estate will continue into the future.

## **School Department**

Town Manager Maylor and Superintendent of Schools, Dr. Jennifer Price agreed to keep the School Department budget within a 3.7% increase for FY17. Dr. Price has provided a creative, forward thinking set of FY17 solutions to repair and improve our schools while beginning to address the long-term need for large repairs, additional school classrooms, curriculum, special education, and staffing.

We are very pleased with the budgeted solutions, which include:

1. New elementary school technology media/librarian shared with Stevens Memorial Library to introduce teachers and pupils to computer research methods for academic purposes;
2. Expanding the early Therapeutic Intervention Program (TIP) to meet increased need and avoid special education outplacements.
3. Middle school world languages teacher to allow children to experience three languages at a younger age before being asked to choose one language to study
4. Elementary school reading specialist
5. Replacement of broken furniture at the elementary schools
6. Elementary school writing curriculum

We support Dr. Price's commitment to build a multi-year plan in FY17 to improve our schools. This is urgently needed since our Town is (as of 2015) spending \$2,695 less per student than the Massachusetts average. In addition, the student teacher ratio in North Andover is in the bottom 3% of districts statewide. Despite that underspending in comparison to other towns our schools performed well in terms of graduation rates (95%) and high school graduates going to college (92%). This is a testament to the dedication and skill of our teachers.

The FY17 school budget and positive performance statistics attest to how the School Department is efficiently using our dollars. Nonetheless, the Finance Committee is concerned that the good performance cannot be indefinitely sustained with the current level of funding.

## **Thank You**

Since October, the Committee has met with the Town Manager's Office and Town Finance Department on a biweekly basis. Andrew Maylor, Ray Santilli, and Lyne Savage are remarkably accomplished, intelligent and devoted employees of the Town. They have thoughtfully responded

to all of our questions and supplied reams of information to inform our deliberations on the budget. We would like to thank them for their assistance over this budget cycle, which has been edifying and collegial.

Since January, we have met with a number of Division and Department directors as we reviewed their budgets. The passion and expertise demonstrated by each one in their service to North Andover has been nothing less than remarkable. We thank those who gave presentations for their ongoing service to the Town and we recognize them below. Their insights added to our understanding and analysis of the Town's budget and fiscal well-being.

- Health and Human Services – Division Head – Cathy Darby (also HR Director)
  - Irene O'Brien – Elder Services Director
  - Gerry McGuire – Veteran's Services Director
  - Kathleen Keenan – Library Director
- Community and Economic Development – Division Head – Eric Kfoury
  - Jennifer Hughes – Conservation Department Administrator
  - Joanna Ouellette – Stevens Estate Director
- Division of Public Works – Division Head - Bruce Thibodeau,
  - Richard Gorman – Youth and Recreation Services Manager
- Police Department – Paul Gallagher, Chief
- Fire Department – Andrew Melnikas, Chief (now retired)
- Emergency Management – Jeff Coco, Manager
- Shared Services
  - Information Technology – Chris McClure, Director
  - Facilities – Steven Foster, Manager
- Education Department – Jennifer Price, Superintendent
  - James Mealey, Assistant Superintendent

## **Conclusion**

North Andover's financial outlook looks remarkably better today than it did five years ago. Town services are being provided with outstanding efficiency, especially in comparison with other Massachusetts towns. This is due to disciplined planning and creative management. The taxpayers of North Andover are receiving a good return on their investment.

## **2016 MESSAGE FROM THE TOWN MODERATOR**

Dear Neighbors:

Please allow me to invite all citizens to North Andover's upcoming Annual Town Meeting on Tuesday evening May 10, 2016 commencing at 7:00PM in the North Andover High School auditorium.

You have allowed me the great privilege of presiding at Town Meeting the past four years. Thank you. During these years I have sought to significantly modernize the functions, rules, reach and conduct of Town Meeting while making deliberate effort to preserve the traditions and procedures of the past that work. Collectively, the deliberate introduction of technology, improved procedures and new rules has made the meeting what I have promised – fair, open and efficient.

At this moment I can report that we will put a pause on new initiatives. As well, there are no rules changes for this upcoming Annual Town Meeting. I will continue to endeavor to conduct the meeting in a manner that offers a more appropriately informal discussion among participants for the purpose of easing voter understanding of the issues to be decided during this vital community conversation that we call Town Meeting.

Your open-minded embrace of the changes made these years has had consequence elsewhere. Communities across the state have noted our initiatives such as use of real time on screen editing of articles, live web streaming and broadcast of proceedings, personal financial disclosure requirements and the appointment of Citizen Advocates to guide attendees in crafting motions or amendments that they wish to present.

Our most far-reaching initiative to allow questions to be submitted from citizens, via email, who cannot attend the meeting itself has garnered significant discussion across the Commonwealth. In this, our third year of allowing more open access to the meeting, there will be at least one other community offering the same opportunity and several more planning to institute our groundbreaking program. These communities share my belief that Town Meeting serves two constituencies – those who attend and participate in the meeting, and those who are governed by what is decided at Town Meeting.

Procedures for accessing the on-line email forum in North Andover will be published two weeks before the meeting on the Town's web site. It is important to note that the power of the meeting remains with those who do take the time and effort to be present, listen, deliberate and vote at the meeting. While all power is in the room, all helpful knowledge may not be in attendance.

Interestingly, there is an effort in the Legislature to allow full remote participation at Town Meeting, including the right to vote. While a full virtual Town Meeting experience will not likely come for many years, I am pleased that we sparked conversations in our Commonwealth to assure that Town Meeting does not become an anachronism – a dinosaur of governance anchored to history and not relevant to the lives and society in which we live. We in North Andover should be rightfully proud of being pioneers.

The North Andover Town Charter gives the Moderator the unilateral power to establish rules of parliamentary procedure in simplified form for Town Meeting. Significant new rules of procedure, including the first-ever in the nation requirement of disclosure of personal financial interest, have now been established and part of our practice for four years deserve note for those who have not participated before. If you are a first time participant or just need a refresher please do read the rules below in order to make our deliberative experience together the most productive possible for the entire community.

Participating in our annual community assembly is a hallmark of Open Town Meeting. The general tenure of respectful deliberation and debate are governed by and evidenced in our neighbors' adherence to the three simple behaviors below:

- It is asked that petitioners and follow-up speakers who address the meeting provide only new information in an effort to persuade undecided voters. Continued repetition of previously heard information as a show of support takes time and does little to positively influence the outcome of a vote.
- Please refrain from unnecessary applause or negative responses during discussions.
- Keeping remarks brief and relevant shows respect for the value of your neighbors' time. The most persuasive statements at Town Meeting are often those succinctly stated, disclosing new facts or arguments in an effort to advance a position while retaining the audience's full attention. The five minute speaking time limit will be strictly enforced.

Lastly, please review the Simplified Rules of Parliamentary Procedure, Addendums on Electronic and Visual Presentations, a Glossary of Town Meeting Terms and Participants as well as the Town By-laws that relate to Town Meeting. These rules and other information presented below will be helpful to all who attend, speak and/or present at Town Meeting.

Town Meeting remains a unique tradition – one we are reinventing with each session and initiative we collectively establish. Open Town Meeting remains the most direct and inclusive form of participatory democracy ever utilized in any form of government on this earth. I invite you to contribute to our vital community conversation. Please do attend, as every vote counts - and at Town Meeting many votes have consequential generational impact. Be a part of the future.



Mark S. DiSalvo  
Town Moderator  
179 Coventry Lane  
mdisalvo@sema4usa.com  
978 683-4396

## **2016 NORTH ANDOVER TOWN MEETING SIMPLIFIED RULES OF PARLIAMENTARY PROCEDURE**

The purpose of Town Meeting is to establish and update the By-laws, operational policies, budgets and land use rules that govern our Town. North Andover's Open Town Meeting has been in force as our form of government since 1646. It represents the purest form of democracy in that every vote truly counts. Each registered voter is guaranteed an equal voice in the decisions made by the Meeting. In order to protect the sanctity of that vote, the North Andover Town Charter empowers the Town Moderator to establish the rules of Procedure under which Town Meeting is to be conducted. These rules are historically based on the traditions established by generations of North Andover citizens and by other New England communities, acting as legislators of their local governments.

Specific parliamentary rulings and conduct are governed by the Moderator, using Massachusetts General Laws, the North Andover Charter, North Andover By-Laws, and local tradition as a guideline. The passing of each Town Meeting adds to the rich history – and changes – to that practice and tradition that helps guide future Moderators and meetings. Please know that “Roberts’ Rules of Order” are not applied and have no bearing on conduct of our meeting. Past Moderators have utilized the book “*Town Meeting Time: A Handbook of Parliamentary Law*”, published by the Massachusetts Moderators’ Association, to provide guidance for unusual situations and I have elected to utilize that resource if appropriate.

Town Meetings across the Commonwealth of Massachusetts are similar, but not identical, in the manner in which they are conducted. Local traditions can significantly affect a town’s proceedings and help define the role and latitude of the Moderator. At North Andover Town Meetings we will endeavor to present all necessary information in an efficient and timely manner so that the most clarity can be afforded to voters, enabling them to make informed decisions. Voters, in turn, have a unique responsibility. Not only must they express, by vote, the decisions made based upon their own judgment and perspective, but also be cognizant of the effect their vote and/or decision has on all citizens of North Andover.

There are ten simple rules of procedure for North Andover Town Meeting:

1. The first action required after the announcement of any **Article** on the Meeting’s **Warrant** is that a **Main Motion** be proposed. The citizen sponsor of an article, Town Board sponsor, or Town Board with an affirmative recommendation, are likely movers of a main motion. The initial motion for the Town budget will be made by the Finance Committee. Any Town Board or voter may amend the motion for consideration and deliberation of the meeting. All motions must be seconded by a voter other than the person offering the main motion and only then may discussion and debate begin.
2. Any voter wishing to address the meeting must first gain the attention of the Moderator when no other speaker has the floor. Public microphones are to be utilized, where a speaker seeking to be recognized, being courteous to others and those next in line, will call out to be heard by addressing the Moderator. Speakers must introduce themselves

using their full name and street address each time speaking at a session of Town Meeting.

3. Once recognized by the Moderator, a speaker is given a turn to speak for up to five (5) minutes and must address the meeting on only the article currently under discussion. Voters not doing so or speaking in a disrespectful fashion may be suspended from speaking on the matter at the discretion of the Moderator. Additional time can be granted by assent of the meeting, by prior arrangement with the Moderator, and at the discretion of the Moderator. Questions are welcome, as well as statements endorsing a position. A voter with a question will take precedence over anyone stating an opinion of support or non-support for an article.
4. Any person who has a financial interest in any article under discussion shall make a disclosure of that interest before speaking. Any person who is a spouse, parent, grandparent, child, brother, sister, or in-law of a person who has a financial interest in an article shall also disclose such relationship before speaking. The employment, whether paid or unpaid, of any person acting as an attorney, engineer, architect, land surveyor, broker, consultant, agent or in any other capacity by a person interested in the article under discussion, shall be disclosed before that person speaks. Violation of such disclosure, or refusal to disclose the required information, if asked, shall result in revocation of the speaker's right to be heard on the matter then before Town Meeting. Disclosure is not generally required of voters who are utilizing and/or are beneficiaries of Town services such as, for example, public safety, public works and public utilities, or parents of children in public schools. However, if the speaker has a personal financial interest beyond what is reasonably available to all eligible citizens then disclosure is required.
5. Town employees and/or appointed or elected officials are required to identify their position and whether or not they are speaking in an official capacity. Such identification shall satisfy the disclosure requirement unless there is a specific matter under discussion that does not involve their official capacity as an employee, appointed or elected official. A blanket initial identification, upon the first opportunity to speak, is acceptable for each session of the meeting unless the individual is not speaking in an official capacity. In such case, the speaker shall be compelled to make a disclosure.
6. All remarks should be addressed to and through the Moderator, for the benefit of all attendees. Direct questioning of others is not permitted. Questions may be directed, through the Moderator, to any petitioner, speaker or official and, if determined germane by the Moderator, the person asked will have the immediate opportunity to answer should they choose.
7. An amendment, changing or limiting the main motion, can be offered during the course of debate. The Moderator may rule an amendment out of order if it is beyond the scope of the warrant article. The Moderator will redirect the discussion to consider the proposed amendment once it is properly before the meeting. Specific wording of any proposed amendment must be made available in writing to the Moderator and Town

Clerk before it can be considered. The party proposing such motion shall concisely state, to the meeting, the consequence of the amendment on the existing main motion and/or article being considered. Should reference or context be necessary to provide the meeting with full understanding of the amendment then this shall be allowed at the Moderator's discretion.

- 8.** Respectful deliberation and debate are fundamental to Town Meeting. The Moderator may seek to establish a time limit on a specific article as a guide to the meeting in order to budget time and discussion. The Moderator will discourage repetitious statements. In due course it will become apparent that sufficient information has been presented and voters are ready to make their decision and the Moderator shall so rule. Motions to move the question to a vote are in order and are not generally subject to debate. A motion to move the question requires a 2/3 vote for approval. At the Moderator's discretion, such motion may not be allowed and/or may be subject to debate, particularly if the motion to close debate would restrict informed consideration of the entire meeting and/or comes before an appropriate discussion has taken place on the main motion.
- 9.** Votes are taken by two methods – voice (“Ayes” and “Nays”), or a counted vote (“show of hands”) – and declared to be complete by the Moderator when results are announced. The Moderator is empowered to make declaration of two-thirds (2/3), four-fifths (4/5), or other majority. If the determination of a voice vote is doubted, a request by at least seven (7) voters, either rising or standing in place, will mandate the Moderator to request a counted vote. Issues requiring a two-thirds (2/3), four-fifths (4/5), or other majority will be clearly identified to the meeting at the time the article is presented and again at the time of the vote. Articles that require greater than majority votes may be taken by voice and/or a limited counted vote for the efficient conduct of the meeting.
- 10.** There may be no distribution of handouts within the confines of the meeting place at any time during conduct of the Town Meeting. Handouts or other materials may be distributed outside the meeting hall before the check-in stations or placed on the table reserved for such materials by the Town Clerk. It is strongly encouraged that all materials clearly state the author and/or person(s) responsible for the content of the material.

## **Addendum A**

### **Advisory on Electronic and Other Visual Presentations**

Any speaker at Town Meeting wishing to utilize an electronic or other visual presentation must abide by this advisory as well as adhere to all rules regulating conduct of any speaker.

- The use of electronic/visual presentations are limited to provide necessary information that is not easily conveyed in verbal form, such as maps, graphs, charts and photos. The propriety of use is to improve the clarity of information given to the meeting. The Moderator will encourage consolidation of presentation material to benefit the attending voters, and to ensure balance during the debate.
- Electronic/visual presentations by Town agencies, with similar recommendations on an article, are encouraged to consolidate electronic/visual presentations into a single presentation. That presentation, scheduled with the Moderator at least one week prior to a Town Meeting, may utilize up to 15 minutes, with the intent that it will reduce the time needed for multiple presentations and follow-on comment and response. The deadline for submission of a presentation may be waived upon the Moderator's discretion.
- Electronic/visual presentations by any citizen must also be coordinated with the Moderator at least one week prior to Town Meeting.
- All voters in attendance must be able to see and hear any presentation made, regardless of where they are seated in the venue. If this standard cannot be met then the presentation shall not be allowed as no voter, by happenstance of proximity to any presentation, shall have an advantage of more easily viewing any presentation over any other voter. Equipment availability is the responsibility of the petitioner/ presenter. Technical assistance and arrangements for display equipment must be coordinated with the Town Clerk and Moderator, at least one week before the meeting. Computers, projectors and screens may be available. Use of an overhead projector is not allowed. Equipment malfunction or any other reason for lack of ability to use any planned electronic or other visual display will not invalidate consideration of the article or keep the body from considering the motion. It becomes the responsibility of the petitioner/presenter to present arguments in another form within the rules of the Town Meeting.

## **Addendum B**

### **Glossary of Town Meeting Terms and Participants**

#### **Town Meeting**

Town Meeting is the duly-called meeting in which all registered voters are eligible to participate. It is the Town's de facto legislature, where fiscal issues, zoning changes, by-law amendments, and other matters affecting the Town are decided. An Annual Town Meeting is held in the spring to decide issues for the following fiscal year, which begins in July. A Special Town Meeting may be called at any time to deal with issues that cannot wait for the next Annual Meeting. A Special Town Meeting is called by vote of the Selectmen or if two hundred (200) voters sign a petition requesting one.

#### **Warrant**

The Warrant is the official public notice of business to be considered at Town Meeting. It will be publicly posted throughout the Town, set a time and place for the meeting, and contain one or more articles. Once the warrant is opened by the Selectmen, articles may be submitted until the stated deadline.

#### **Article**

An Article is the self-described characterization of an issue to be decided at the meeting and must be clearly defined by the petitioner or sponsor. The content of the article must be clearly and completely explained so that voters will fully understand the context and meaning of the article. The **scope** of each article sets the bounds of actions that may be taken. Amendments or motions outside the scope of issues and/or actions presented in the article at the time of posting of the Warrant may not be considered at the meeting. Articles are submitted by Town Boards or agencies, citizen petitions of ten (10) registered voters at Annual Town Meeting, or one hundred (100) registered voters at Special Town Meeting.

#### **Main Motion**

A Main motion is required for the meeting to act on a given article and must be within its scope. It may be as simple as "To adopt the article, as printed in the warrant" or a more complex motion, as long as the article's scope is not exceeded. A main motion must be made and seconded for discussion to proceed; a favorable recommendation from the **Finance Committee** will be taken as a main motion, to be then seconded by an individual at the meeting. Affirmative rather than negative main motions are preferred to avoid voter confusion.

#### **Amendments**

Amendments may be offered to a main motion, debated and then accepted or rejected. All amendments must be submitted to the Moderator in writing. Individual amendments will be considered in the normal course of business, in turn. Amendments to amendments will be actively discouraged and generally not allowed unless, in the Moderator's discretion, it provides specific clarity to the issue under consideration. Upon all secondary motions having been voted, voters will return to discussion and vote on the main motion, whether amended or not.

### **Reconsideration**

Reconsideration of an action under any single or multiple article(s) may be proposed only once upon the conclusion of any article and prior to the commencement of the next. Whether offered for reasons of clarity or tactic to preclude reconsideration of votes already taken, the introduction of a motion to reconsider should not be done lightly as once reconsideration is denied, the decision on an article cannot be reversed or altered. However, Town By-law provides the Moderator discretion, for reasons which he shall state to the meeting, to allow a second motion for reconsideration of any action taken by any Town Meeting during that meeting or any previously adjourned session.

### **Adjournment**

A motion of adjournment requires the meeting to convene at a certain future time, date and place.

### **Dissolution**

Dissolution is the final act of a meeting. All issues will have concluded, and future discussion will require another separate meeting and duly posted warrant.

### **Responsible Parties:**

#### **Voters**

Voters are the ultimate decision makers. Voted decisions are binding on the entire Town, including its elected officials, with the exception of resolutions or advisory articles.

#### **Moderator**

The Moderator is the person elected and responsible for the conduct of the meeting. Establishment of rules, procedural rulings, conduct of debate, and voting are vested solely in the Moderator.

#### **Town Clerk**

The Town Clerk is appointed by the Town Manager and is responsible for distributing notices of any Town Meeting, keeping all public records associated with the meetings, and producing the final recorded minutes of actions voted. The Town Clerk's minutes are the only tangible record of debate and voting, and are used in formal enactment of local By-law.

#### **Selectmen**

The Board of Selectmen is an elected body responsible for calling the meeting and setting the warrant. This executive board is often authorized by the meeting to act on the Town's behalf between Town Meetings and oversee its management through the appointed Town Manager.

#### **School Committee**

The School Committee is an elected body responsible for setting policy and directing management of the schools, through its appointed Superintendent of Schools.

#### **Finance Committee**

The Finance Committee is appointed by the Moderator and is responsible for specific recommendations to the Town Meeting on financial and certain other articles. This body of

citizens has the obligation to investigate finance related articles proposed to the meeting and make independent recommendations in the best financial interest of the Town.

### **Planning Board**

The Planning Board is appointed by the Town Manager and is responsible for administering the Town's Zoning By-law. This Board is required to hold hearings and make recommendations on articles which affect zoning or environmental issues.

### **Town Counsel**

Town Counsel is the Town's Attorney, appointed by the Selectmen. Town Counsel will make legal rulings and advise the meeting when that advice is needed.

### **Executives, Staff and Committees**

Many other participants have strong interest in assuring the success of Town Meeting. They propose issues, explain interests and supply information to the voters. Included in this group are the Town Manager, Superintendent of Schools, Town Accountant, Department Heads, and various other Town Committees.

### **Operating Staff**

Significant effort is made to properly organize and operate Town Meeting. Town staff and volunteers provide the necessary support to conduct each Town Meeting and include Registrars of Voters, Voter Check-in Clerks, Counters, Public Safety Officers and Facilities Personnel of the building in which the meeting is held.

## **Addendum C**

### **Town Bylaw Affecting Town Meeting – Chapter 59**

#### **§ 59-1 Adjournment.**

When a Town Meeting shall be adjourned to a time certain that is more than fourteen (14) days from the time of adjournment, the Town Clerk shall cause notice of the time and place of such adjourned meeting to be duly posted in three (3) or more public places in each precinct in the town two (2) days at least before the time of holding said adjourned meeting, which notice shall also briefly state the business to come before such meeting.

#### **§ 59-2 Quorum.**

There is no quorum requirement for Annual or Special Town Meetings.

#### **§ 59-3 Reconsideration Vote.**

Unless the Moderator shall otherwise rule, for reasons which he shall state to the meeting, no second motion for the reconsideration of any action taken by any Town Meeting shall be entertained during that meeting or any adjourned session thereof.

#### **§ 59-4 Secret Ballots.**

Upon motion duly made and seconded, at any Annual or Special Town Meeting, and upon the affirmative vote of at least twenty-five percent (25%) of the voters present at said Annual or Special Town Meeting, any Article in the warrant for said Annual or Special Town Meeting shall be voted upon by Australian (secret) ballot.

#### **§ 59-5 Information Required for Consideration of Articles.**

**A.** The sponsor of any Article requiring the raising and/or appropriation of town funds shall provide to the Town Manager and to the Finance Committee the following information:

- 1.** Total estimated dollar cost of the Article including:
  - a.** Start-up costs.
  - b.** Reoccurring annual costs, including any increase in personnel and/or equipment purchases.
  - c.** Source of estimate.
- 2.** Estimate of any possible revenues the project might generate.
- 3.** Proposed source and/or mechanism for funding.
- 4.** Reason(s) for the request, including but not limited to need.
- 5.** Population group most likely to benefit or be affected by the project.
- 6.** Possible alternatives to the requested proposal.
- 7.** Schedule or time frame for completion of the project.
- 8.** Any motions that would be introduced to support the Article as submitted.

**B.** This information shall be provided within two (2) days after the final fixed date for receiving Articles into the warrant for the Annual or any Special Town Meetings.

**§ 59-6 Annual Town Meeting**

The Board of Selectmen shall vote to set the date of the Annual Town Meeting in accordance with Chapter 39 §9 of Massachusetts General Laws. Chapter 39 also permits the Board of Selectmen to postpone by vote an Annual Town Meeting. Any such postponement shall be held on any weekday evening Monday through Thursday at 7:00 p.m. until all articles in the warrant have been acted upon.

**§ 59-7 Votes to be Declared by the Moderator**

The Moderator may take all votes requiring a two-thirds majority in the same manner in which he or she conducts the taking of a vote when a majority vote is required.

**2016**  
**ANNUAL TOWN MEETING WARRANT**  
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**Annual Town Meeting Warrant  
May 10, 2016**

**COMMONWEALTH OF MASSACHUSETTS**

**ESSEX, SS.**

To either of the Constables of the Town of North Andover:

**GREETINGS:**

In the name of the Commonwealth of Massachusetts, and in compliance with Chapter 39 of the General Laws, as amended, and our North Andover Town Bylaws and requirements of the Town Charter, you are hereby directed to notify and warn the inhabitants of the Town of North Andover who are qualified to vote in Town affairs to meet at the North Andover High School, 430 Osgood Street, Tuesday, May 10, 2016, at 7:00 PM then and there to act upon the following articles:

**Article 1: Reports of Special Committees.** To see if the Town will vote to hear the reports of any appointed special committees,

or to take any other action relative thereto.

**Board of Selectmen**

**Board of Selectmen Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**CONSENT ARTICLES: Articles 2, 3, 4 and 5 may be considered by a single vote if there is no objection (requires unanimous consent)**

**Article 2: Reports of Receipts and Expenditures.** To see if the Town will vote to accept the reports of receipts and expenditures as presented by the Selectmen in the 2015 Annual Town Report,

or to take any other action relative thereto.

**Board of Selectmen**

**Board of Selectmen Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**Article 3: Authorization of the Town Manager or Superintendent of Schools Regarding Contracts in Excess of Three Years.** To see if the Town will vote in accordance with the provisions of Massachusetts General Laws Chapter 30B, §12(b), to authorize the Town Manager or the Superintendent of Schools to solicit and award contracts, except personnel contracts, for terms exceeding three years, including any renewal, extension or option, provided in each instance the longer term is determined to be in the best interest of the Town by vote of at least four (4) members of the Board of Selectmen or the School Committee, as appropriate,

or to take any other action relative thereto.

**Board of Selectmen**

**Board of Selectmen Recommendation: Favorable Action**

**Finance Committee Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**Article 4: Authorization to Accept Grants of Easements.** To see if the Town will vote to authorize the Board of Selectmen and the School Committee to accept grants of easements for access, water, drainage, sewer, roadway and utility purposes or any public purpose on terms and conditions the Board and Committee deem in the best interest of the Town,

or to take any other action relative thereto.

**Board of Selectmen**

**Board of Selectmen Recommendation: Favorable Action**

**Planning Board Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**Article 5: Authorization to Grant Easements.** To see if the Town will vote to authorize the Board of Selectmen and the School Committee to grant easements for access, water, drainage, sewer, roadway and utility purposes or any public purpose on terms and conditions the Board and Committee deem in the best interest of the Town,

or to take any other action relative thereto.

**Board of Selectmen**

**Board of Selectmen Recommendation: Favorable Action**  
**Planning Board Recommendation: Favorable Action**

**Vote Required: Two-thirds (2/3) Vote**

**Article 6: Amend General Bylaws – Chapter 88 Dogs.** To see if the Town will vote to amend the Town of North Andover General Bylaws, Chapter 88 – Dogs, as follows:

Section 88-5 is hereby amended by inserting “however the designee shall not be the ACO” so that Section 88-1 shall read:

**88-5 Hearing Authority**

The Hearing Authority shall be the Police Chief or his or her designee; however the designee shall not be the ACO.

or to take any other action relative thereto.

**Board of Selectmen**

**Board of Selectmen Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**EXPLANATION: This article proposes to amend Chapter 88 of the General Bylaws to clarify that the Animal Control Officer cannot be designated by the Police Chief to act as the Hearing Authority as the ACO cannot hear an appeal of his/her own decision.**

**Article 7: Authorization to Initiate the Process to Aggregate Electrical Load.** To see if the Town will vote pursuant to M.G.L. c. 164, § 134(a) to authorize the Board of Selectmen to initiate the process to aggregate electrical load and become an aggregator of electric power on behalf of its residential and business electric customers and to reestablish such plan if its operation is suspended; and to negotiate and enter into such contracts for power supply pursuant to the plan or services for such plan, with the understanding that if a power supply contract is executed,

individual consumers would retain the option not to participate in the aggregation plan and, instead, to choose any electricity alternatives they desire,

or to take any other action relative thereto.

### Board of Selectmen

**Board of Selectmen Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**EXPLANATION: This article will allow the Board of Selectmen to begin the process of becoming an aggregator of electric power on behalf of residential and business electric customers. An aggregation program would allow the Town to go out to bid and find an alternative electricity supplier for town residents. The Town would only proceed if the bid for supply costs was less than what National Grid would charge. Residents do not have to participate in the program and can opt out at any time.**

**Article 8: Add New General Bylaw Chapter 78- Stretch Energy Code.** To see if the Town will vote to add Chapter 78 to the Town of North Andover General Bylaws, entitled “Stretch Energy Code” for the purpose of regulating the design and construction of buildings for the effective use of energy, pursuant to Appendix 115.AA of the Massachusetts Building Code, 780 CMR, the Stretch Energy Code, including future additions, amendments or modifications thereto, as follows:

### Chapter 78-Stretch Energy Code

#### **78.1 Definitions**

##### International Energy Conservation Code (IECC)

The International Energy Conservation Code (IECC) is a building energy code created by the International Code Council. It is a model code adopted by many state and municipal governments in the United States for the establishment of minimum design and construction requirements for energy efficiency, and is updated on a three year cycle. The baseline energy conservation requirements of the MA State Building Code are the IECC with Massachusetts amendments, as approved by the Board of Building Regulations and Standards.

##### Stretch Energy Code

Codified by the Board of Building Regulations and Standards as 780 CMR Appendix 115.AA of the 8<sup>th</sup> edition Massachusetts building code, the Stretch Energy Code is an appendix to the Massachusetts building code, based on further amendments to the International Energy Conservation Code (IECC) to improve the energy efficiency of buildings built to this code.

#### **78.2 Purpose**

The purpose of 780 CMR 115.AA is to provide a more energy efficient alternative to the Base Energy Code applicable to the relevant sections of the building code for both new construction and existing buildings.

**78.3 Applicability**

This code applies to residential and commercial buildings. Buildings not included in this scope shall comply with 780 CMR 13, 34, 51, as applicable.

**78.4 Stretch Code**

The Stretch Code, as codified by the Board of Building Regulations and Standards as 780 CMR Appendix 115.AA, including any future editions, amendments or modifications, is herein incorporated by reference into the Town of North Andover General Bylaws, Chapter 78.

The Stretch Code is enforceable by the inspector of buildings or building commissioner.

**78.5 Effective Date**

The effective date of this bylaw shall be January 1, 2017.

or to take any other action relative thereto.

**Board of Selectmen**

**Board of Selectmen Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**EXPLANATION: Adopting the Stretch Energy Code is the Town’s final requirement for qualification for the Commonwealth’s Green Community designation. The Commonwealth has already incorporated most of the provisions of this code into the state-wide building code. By approving this article North Andover can apply for a Green Community designation which allows the Town an opportunity to access an annual grant and other funds from the DOER for energy-related projects.**

**Article 9: Amend Zoning Bylaw – Section 8: Supplementary Regulations.** To see if the Town will vote to amend the Town of North Andover Zoning Bylaw, Section 8 – Supplementary Regulations, by making the following amendments to Subsection 8.3 (by identifying text which is deleted as strikethrough and text added as underlined), as follows:

**8.3 Site Plan Review**

**5. Information Required**

- a) Special Permit Application Form, along with any fees as may be set by the Town Bylaw;
- b) Drawings prepared at a scale of one inch equals forty feet (1"=40') or larger, or at a scale as approved in advance by the Town Planner. Revised plans shall contain a

- notation listing and describing all revisions, additions, and deletions made to the originally submitted plans and the date of each.
- c) All site plans shall be prepared by a certified architect, landscape architect, and/or a civil engineer registered in the Commonwealth of Massachusetts. All landscape plans shall be prepared by a certified landscape architect registered in the Commonwealth of Massachusetts. All building elevations shall be prepared by a certified architect registered in the Commonwealth of Massachusetts. **All stormwater management plans and drainage calculations must be submitted with the stamp and signature of a Professional Engineer (PE) licensed to conduct such work in the Commonwealth of Massachusetts.**
  - d) The times for submission of the site plans for review by the Planning Board are specified in Section 10.3 of the Zoning Bylaws (Special Permit Regulations)
  - e) The following information must be submitted along with the application:
    - i. **NORTH ARROW/LOCATION MAP:** A north arrow and a location map showing surrounding roadways and land uses adjacent to the site (1"=1500'). Location Map should show at least one intersection of two existing Town roadways.
    - ii. **SURVEY OF LOT/PARCEL:** A boundary survey conforming to the requirements of the Essex County Registry of Deeds Office. The survey shall be dated and include any revision made to the survey or site plan. Any change in the survey shall be recorded before site plan approval may be granted.
    - iii. **NAME/DESCRIPTION OF PROJECT:** The name of the development and the names, addresses and telephone numbers of the project listing tenants, land uses, development phases, or other pertinent information necessary to evaluate the proposed development plan.
    - iv. **EASEMENTS/LEGAL CONDITIONS:** Identification of easement(s) or legal encumbrances(s) that are related to the sites physical development, and a listing of any condition(s) placed upon the site by the Board of Appeals, Planning Board, Conservation Commission, or any public body or agency, with the authority to place conditions on the sites development.
    - v. **TOPOGRAPHY:** The present and proposed topography of the site, utilizing two foot (2') contour intervals. ~~The contours shall extend at least fifty (50') feet beyond the site boundaries by estimation of the professional submitting the plan.~~ **Existing topography fifty feet (50') beyond the perimeter of the parcel as it appears on the most current Town of North Andover topographic mapping shall also be shown.**
    - vi. **ZONING INFORMATION:** All applicable Zoning Bylaw information shall be provided regarding the site's development. This information shall be placed in a table and list all parking, setbacks, percent of lot coverage, floor-area-ratio, number of dwelling units, total amount of square feet, size of signs and any other applicable zoning information necessary for the proper review of the site plan by the Town Planner and Planning Board.
    - vii. **DRAINAGE AREA MAP:** A drainage area map showing pre and post construction watersheds, subwatersheds and stormwater flow paths, including municipal drainage system flows;
    - viii. **STORMWATER MANAGEMENT PLAN:** All applications for Site Plan Review shall include the submittal of a Stormwater Management Plan prepared in

accordance with the latest version of the Massachusetts Stormwater Handbook and additional criteria established herein and demonstrating full compliance with the Massachusetts Stormwater Standards and the North Andover Stormwater Management and Erosion Control Regulations promulgated under Chapter 160 of the Town Bylaws (Stormwater Management and Erosion Control Bylaw); ~~All storm water drainage control facilities utilized by the site shall be shown on the site plan. Storm water drainage calculations which support the design of the control facilities shown the plan shall be submitted to the Department of Public Works for review and approval. Calculations shall show a mitigation of run off to zero of the 2, 10, and 100 year storm event.~~

- ix. BUILDING LOCATION: Identification of all existing and proposed structure(s) located on the site. The number of stories, overall height in feet and gross floor area in square feet of all structure shall be indicated.
- x. BUILDING ELEVATION: A drawing of the exterior of the building, as viewed from the front (street view) must be submitted. The Planning Board may request side and rear views if relevant to the Board's review. This drawing must be at least 8" x 11" in size.
- xi. LOCATION OF PARKING/WALKWAYS: Identification of the location of all existing and proposed parking and walkways areas, including curb cuts that will be used to access the site from adjacent roadways, or access points.
- xii. LOCATION OF WETLANDS/NOTICE OF INTENT: All resource areas as defined in M.G.L. Chapter 131, Section 40 and/or the Town of North Andover Wetland Protection Bylaw (Ch. 178), shall be shown on the site plan. If applicable, the applicant shall file a Notice of Intent with NACC concurrently with the application to the Planning Board for Site Plan Review.
- xiii. LOCATION OF WALLS/SIGNS: Identification of the location, height and materials to be used for all retaining walls and signs located on the site. Signs will be reviewed using the guidelines set forth in Section 6.7 (H) of the Zoning Bylaw.
- xiv. LOCATION OF ROADWAYS/DRIVES: Identification of all right-of-ways and driveways including the type of curb and gutter to be used, and their dimensions. Distances to all the nearest roadways and/or curb cuts shall be shown for both sides of any streets which is adjacent to the site.
- xv. OUTDOOR STORAGE/DISPLAY AREAS: Identification of the location and type of outdoor storage and display areas on the site.
- xvi. LANDSCAPING PLAN: The general outline of existing vegetation, wooded areas, significant trees, unique species and tree clusters and the extent of all vegetation, wooded areas, significant mature trees (> 12 inches DBH), unique species and/or tree clusters to be removed and identification of the location and landscape schedule of all perimeter and interior landscaping, including but not limited to proposed paving materials for walkways, fences, stonewalls and all planting materials to be placed on the site. ~~In addition, all existing trees over 12 inches DBH, to be saved or removed shall be shown on the site plan.~~ Any landscaping required by the Town Bylaws shall be indicated on the site plan in tabular form showing the amount required and the amount provided.

- xvii. REFUSE AREAS: Identification of the location of each outdoor refuse storage area, including the method of storage and screening. All refuse areas must be fully enclosed.
  - xviii. LIGHTING FACILITIES: Identification of the proposed illumination, indicating the direction and the degree of illumination offered by the proposed lighting facilities, including an example of the light fixture to be used.
  - ~~xix. DRAINAGE BASIN STUDY: A detailed hydrology study for the site. Included in this study is the proposed storm water run-off rates into the existing drainage system and its potential down stream impact on the existing drainage system.~~
  - xx. TRAFFIC IMPACT STUDY: Identification of existing traffic levels, along with the expected traffic impacts to occur based upon the proposed project. Projects which access state highways, a traffic impact study shall be filed with MEPA concurrently with the Planning Board review. A copy of the MEPA study shall be filed with the application to the Planning Board.
  - xxi. COMMONWEALTH REVIEW: Any information required and submitted to any agency of the Commonwealth, shall be filed with the Planning Board upon the initial submission of the project for Board review.
  - xxii. UTILITIES: All utilities, including water line locations, sewer line locations and profiles, and storm drainage systems;
  - xxiii. FISCAL IMPACT: Projections of costs rising from increased demand for public services and infrastructure; provisions of benefits from increased tax revenues, employment and infrastructure improvements; and impacts on adjacent property values.
  - xxiv. COMMUNITY IMPACT: Analysis of the project's impact on the surrounding neighborhood in terms of architectural consistency, pedestrian movement and overall character; impacts on nearby historic structures or site; and an evaluation of the proposed project's consistency and compatibility with existing local and regional plans.
- f) If the site plan review application is for the construction of any new wireless service facility on a previously permitted facility as set forth in Section 8.9(3)(a)9II) Wireless Service Facilities Use Regulations, the information required by Section 8.9(5) must also be submitted. The SPGA may grant a waiver from these submittal requirements if it finds that such information is not needed for a thorough review of a proposed personal wireless service facility (1998/38).

## 6. Review Criteria/Design Guidelines

- a) The following criteria and design guidelines shall be used by the Planning Board in evaluating the site plan review and all information submitted as part of the application.
  - i) General
    - a) Conformance with all appropriate provisions of the Zoning Bylaw.
    - b) Protection of abutting properties from detrimental site characteristics.
  - ii) Environmental
    - a) Protection of unique or important natural, historic or scenic features.
    - b) Adequacy of proposed methods of refuse disposal.

- c) Ability of proposed sewage disposal and water supply systems within and adjacent to the site to serve the proposed use.
  - d) Adequacy of the proposed drainage system to mitigate runoff increases and protect water quality. ~~within and adjacent to the site to handle the increased runoff resulting from the development.~~
  - e) Provision of adequate landscaping, including the screening of adjacent residential uses, provision of street trees, landscape islands in the parking lot and a landscape buffer along the street frontage.
  - f) Adequacy of the soil erosion plan and any plan for protection of steep slopes, both during and after construction.
  - g) Protection of adjacent properties by minimizing the intrusion of lighting, Including parking lot and building exterior lighting.
  - h) The proposed development must not present a demonstrable adverse impact on the surrounding area resulting from excessive noise, dust, smoke, or vibration which are higher than levels now experienced from uses permitted in the surrounding area.
- iii) Design
- a) Buildings shall be located with respect to setbacks placement of parking landscaping and entrances and exits with surrounding buildings and development.
  - b) The buildings shall relate harmoniously to each other in architectural style, the location and building exits and entrances.
  - c) Screening shall be provided for storage areas, loading docks, dumpsters, rooftop equipment, utility buildings and similar features.
  - d) Electric, telephone, cable t.v., and other such lines and equipment must be placed underground.
  - e) Demonstrate that the scale, massing and detailing of buildings are compatible with those prevalent in the surrounding area.
- iv) Traffic/Parking
- a) The location and number of curb cuts shall be minimized to reduce turning movements, and hazardous exits and entrances.
  - b) Provision for access to adjoining properties shall be provided as appropriate.
  - c) Driveways shall be located opposite each other wherever possible.
  - d) Joint access driveways between adjoining properties shall be encouraged.
  - e) Internal circulation and egress shall provide for traffic safety, and access to and from minor streets servicing one family dwellings shall be minimized.
- v) Stormwater Management
- a) At a minimum all projects subject to Site Plan Review shall comply with the criteria, specifications, and performance standards of the most recent version of Massachusetts Stormwater Management Standards and accompanying Stormwater Management Handbook. The Lake Cochichewick Watershed Area shall be considered a Critical Area in terms of applicability of the standards.

- b) Projects subject to the Bylaw shall also comply with the requirements and criteria outlined in Sections 7.0 through 10.0 of the North Andover Stormwater Management and Erosion Control Regulations promulgated under Chapter 160 of the Town Bylaws (Stormwater Management and Erosion Control Bylaw).
- vi) Landscape Design
  - a) Landscape designs shall be developed based on soil, light and other site specific conditions. Plant species shall be chosen for their ability to thrive in the post-development soil, water and use conditions of the site without significant supplemental water or fertilizer, once established.
  - b) Plant species shall be native to inland Essex County or shall be cultivars of these native species.

**Planning Board**

**Board of Selectmen Recommendation:**      **To be made at Town Meeting**  
**Planning Board Recommendation:**        **To be made at Town Meeting**

**Vote Required:**            **Two Thirds (2/3) Vote**

**EXPLANATION: This Article proposes to amend Section 8, Supplementary Regulations, to allow for some minor modifications to text and to make the information required and review criteria for Stormwater Management consistent with the requirements for other local, state and federal regulations.**

**Article 10: Amend Zoning Bylaw – Section 13: Continuing Care Retirement Center.** To see if the Town will vote to amend the Town of North Andover Zoning Bylaw, Section 13 – Continuing Care Retirement Center (CCRC), by making the following amendments to Subsections 13.1, 13.2, and 13.5(b) (by identifying text which is deleted as strikethrough and text added as underlined), as follows:

**SECTION 13                    CONTINUING CARE RETIREMENT CENTER**

**13.1 Establishment**

There is established a Continuing Care Retirement Center (CCRC) as a permitted use under the Special Permit provision of this Bylaw. Such permitted use may only be authorized in existing Residence 1, Residence 2 and Village Residential Districts. A CCRC parcel may include ~~an adjoining parcel~~ of land which is in the Residential-1 District, providing provided that no development shall be permitted in the Residential-1 portion of a CCRC parcel in excess of ten percent (10%) of the lot areas of the Residential-1 portion within such CCRC parcel. The authorization will empower the Planning Board to review and approve a definitive plan under the Special Permit provisions in Section 10.3 and as ~~in~~ otherwise provided for in this section. A CCRC shall include a nursing home care facility and

congregate housing units and may also include independent dwelling units and assisted living units. A CCRC may also only include any or all of the foregoing housing types provided it is affiliated with a nursing home.

### **13.2 Purpose**

The purpose of the CCRC is to provide for the development and use of specialized housing and nursing care for the elderly on the basis of the Planning Board to issue a Special Permit in the permitted ~~District (2)~~ Districts with greater flexibility from the pattern otherwise permitted in such districts. It is intended to create health care, including home health care, housing and other supportive services designed to meet the needs of the elderly population and to enable that population to live independently. It is further intended to encourage the preservation of open spaces; to allow for new nursing care facilities and housing that causes relatively little demand on Town services; and to preserve the Town's residential character. In creating an alternative to existing nursing and housing possibilities for the elderly, the CCRC is intended to allow for a greater mixture of buildings, structures and uses with regard to density than is otherwise permitted thereby allowing for the nursing care of the elderly and the relief of the physical, economic and emotional stress associated with the maintenance and care of traditional nursing home and residential properties.

### **13.5 Standards and Restrictions**

b. Permissible Density. Unless in compliance with the bonus density provisions of subsection 6., the dwelling unit density shall not exceed an average of four (4) units per acre in a parcel which is located within the Residential-1 District or Residential-2 District and five (5) units per acre in a parcel which is located within the Village Residential District exclusive of the nursing care facility. When a parcel is located in a combined portion of either the Residential-2 and Residential-1 Districts or the Village Residential and Residential-1 Districts, a density factor of 2 units per acre shall be applicable to the portion in the Residential-1 District. However, in no instance shall any development such as the construction of buildings, roads and parking lots be permitted in excess of ten percent (10%) of the lots area in that portion of the CCRC parcel located in the Residential-1 District, nor shall any development in Residential-2 or Village Residential District adversely impact the Residential-1 District. For parcels which are located in a combined portion of the Residential-1 or Residential-2 Districts and the Village Residential District, the permissible density for each District shall be applicable. Also, in no event shall the total number of independent dwelling units exceed fifteen (15) percent of the total number of dwelling units otherwise allowed in any CCRC parcel. Further, in no instance shall the Floor Area ration of the entire project exceed 0.25, nor shall the total number of dwelling units exceed ~~250~~ 300 for any parcel regardless of total acreage or density bonuses provided under paragraph 6.

or to take any other action relative thereto.

**Planning Board**

**Board of Selectmen Recommendation:** To be made at Town Meeting  
**Planning Board Recommendation:** Favorable Action

**Vote Required:** Two Thirds (2/3) Vote

**EXPLANATION: This Article proposes to amend the Continuing Care Retirement Center by allowing a limited scale development within the Residential-1 Zoning District and to increase the maximum density allowed from 250 to 300 units.**

**Article 11: Amend North Andover Zoning Bylaw – Section 16: Corridor Development District.** To see if the Town will vote to amend the Town of North Andover Zoning Bylaw, Section 16 – Corridor Development District, by making the following amendments to Subsection 16.4 in order to allow light manufacturing as a permitted use within the Corridor Development District 3 (CDD3) and to Subsection 16.5 in order to allow contractor yards, landscaping, lumber or other building materials, including outdoor sales and outdoor storage of material, equipment, and supplies within the CDD3 subject to a Special Permit (by identifying text which is deleted as strikethrough and text added as underlined) as follows:

16.4 Corridor Development District 3 (CDD3) - Permitted Uses

In the Corridor Development District 3, no building or structure shall be reconstructed, erected, altered or used for any other purpose than the following:

1. Retail uses provided there is no outdoor sales or storage of materials and products. However, auto sales and repair are not allowed.
2. Restaurants excluding drive-through facilities.
3. Personal service establishments.
4. Indoor recreation, fitness, and health care facility.
5. Indoor place of amusement or assembly.
6. Outdoor place of amusement or assembly.
7. Public building or use and Public Service Corporation.
8. Professional offices including, but not limited to banks, real estate offices, insurance offices, physician offices, dentists, attorneys, architects, engineers or accountants. One drive-through facility shall be permitted every 500 linear feet of street or highway as measured along centerline.
9. Medical Center.
10. Research and Development Facility not to exceed 25,000 square feet.
11. Printing and Reproduction.
12. Warehousing and Wholesaling.
13. Motel and Hotel.
14. Art Gallery.
15. Cultural Center or Museum.
16. Place of worship.

- 17. Day Care Center.
- 18. Same-structure/On-site Mixed Use Developments:
  - a. Residential uses shall not be located on the first floor of a structure or building.
  - b. Apartments and condominiums shall be allowed where such use is not more than fifty percent (50%) of the gross square feet for a two (2) story building and seventy-five percent (75%) of the gross square feet for a three (3) story building.
- 19. Light manufacturing, including manufacturing, fabrication, processing, finishing, assembly, packing or treatment of articles or merchandise provided such uses are conducted solely within a building and further provided that such uses are not offensive, noxious, detrimental, or dangerous to surrounding areas or the town by reason of dust, smoke, fumes, odor, noise, vibration, light or other adverse environmental effect.

16.5 Uses Subject to a Special Permit

- 4. Contractor’s yard, landscaping, lumber or other building materials, including outdoor sales and outdoor storage of material, equipment, and supplies within the CDD3 District provided:
  - a. The products, material or goods displayed, stored or sold outdoors must not be visible from any residential use
  - b. The goods, materials and products permissible for outdoor storage, display and sales hereunder, shall explicitly exclude automobiles, motorcycles, or other wheeled vehicles and include only goods, materials, and products, which are customarily stored, displayed, or sold outdoors without the necessity for cover from the weather. Fertilizers and other toxic, hazardous chemicals are also excluded herein.
  - c. The amount of area designated for outdoor storage shall be included in the dimensional requirements for maximum lot coverage
  - d. The entire outdoor storage area shall be enclosed by a wall of solid opaque material such as masonry or solid wood fencing which, in the opinion of the Planning Board, will not derogate from the surrounding area. Sufficient landscaping shall be provided around the perimeter of the storage area at the discretion of the Planning Board.
  - e. Only living plants can be higher than the surrounding vertical structural screening.

**And further that the non-substantive changes to the numbering of this bylaw by the Town Clerk be permitted in order that it be in compliance with the numbering format of the Zoning Bylaws of the Town of North Andover.**

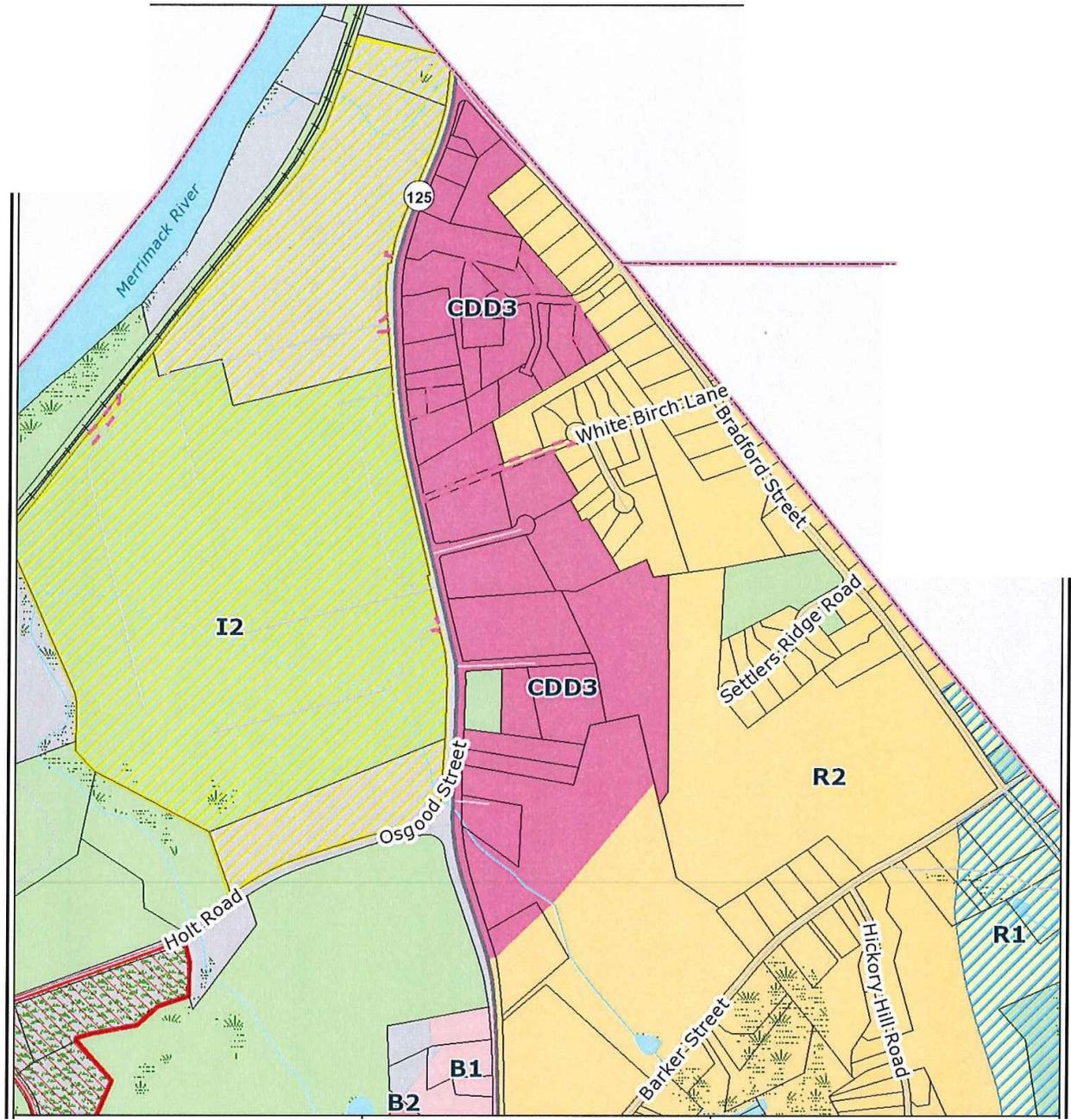
or to take any other action relative thereto.

**Planning Board**

**Board of Selectmen Recommendation: To be made at Town Meeting**  
**Planning Board Recommendation: To be made at Town Meeting**

**Vote Required Two Thirds (2/3) Vote**

**EXPLANATION:** This Article proposes to amend the Corridor Development District 3 (CDD3) to allow light manufacturing as a permitted use and to allow contractor yards, landscaping, lumber or other building materials, including outdoor sales and outdoor storage of material, equipment, and supplies subject to a Special Permit. Following is a map showing where the district is located.



**Article 12: Acceptance of a Public Way – Hitching Post Road.** To see if the Town will vote to accept and name Hitching Post Road as a public way as laid out by the Board of Selectmen and accept deeds to the street and all related easements, as shown on plan entitled “Definitive Subdivision Plan Hitching Post Road North Andover”, owner Neil C. & Margaret M. Patnaude, 197 Appleton Street, North Andover, Mass, applicant Charles McLaughlin, 1046 Great Pond Road, North Andover MA., August 6, 1987, Scale 1” = 80’, Andover Consultants Inc., 1 East River Place, Methuen, Mass., recorded with North Essex Registry of Deeds as Plan No. 11013

or take any action relative thereto.

**Planning Board**

**Board of Selectmen Recommendation: To be made at Town Meeting**  
**Planning Board Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**Article 13: Acceptance of a Public Way – Stanton Way.** To see if the Town will vote to accept and name Stanton Way as a public way, as laid out by the Board of Selectmen, and as shown on a plan entitled “Street Layout Plan of Stanton Way located in North Andover, MA, prepared by Christiansen and Sergi, Inc., 160 Summer Street, Haverhill, MA 01830, Scale 1”=50’, December 1, 2015” and to accept deeds to the street and all related easements, shown on plan entitled “Definitive Subdivision Plan, Tax Map 61 Lots 16 & 34, & Tax Map 34 Lot 31, 1679 Osgood Street & Bradford Street, North Andover, MA, Prepared for G.M.Z. Realty Trust, 1679 Osgood Street, No. Andover, MA 01845, Jones & Beach Engineers, Inc. 85 Portsmouth Avenue, PO Box 219, Stratham, NH 03885”, recorded with the North Essex Registry of Deeds as Plan No. 16957 and on the above referenced Street Layout Plan.

or take any action relative thereto.

**Planning Board**

**Board of Selectmen Recommendation: To be made at Town Meeting**  
**Planning Board Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**Article 14: Citizen’s Petition – Petition to the Town of North Andover-Authorize and Appropriate Consumer Testing Services for the benefit of the people of the Town of North Andover.** To see if the Town will vote to adopt the article, as printed in the warrant to authorize the Town of North Andover to take action to authorize and appropriate Consumer Testing Services to benefit the people of the Town of North Andover to accommodate, educate and protect consumers as they approach the consumer marketplace. Appropriation of \$10,000,000 with a

100% daily interest rate on the principle balance of an ongoing trust account is to be authorized to take any other action relative thereto by approval of the voters to invest in labor and materials to administrate consumer benefit programs, invest in resource development, educate, train and provide employment to benefit the people of the Town of North Andover.

**Petition of Joseph Toolan, et al**

**Board of Selectmen Recommendation: Unfavorable Action**  
**Finance Committee Recommendation: Unfavorable Action**

**Vote Required: Majority Vote**

**Article 15: Citizen’s Petition-Petition to the Town of North Andover-To see if the Town will vote to eliminate its local option meals tax.** To see if the Town will vote to eliminate its local option meals tax.

**Petition of Stan Novak, et al**

**Board of Selectmen recommendation: To be made at Town Meeting**  
**Finance Committee recommendation: Unfavorable Action**

**Vote required: Majority vote**

**Article 16: Citizen’s Petition-Petition to the Town of North Andover-Amend Zoning Bylaw – Miscellaneous.** To see if the Town will vote to amend the Town of North Andover Zoning Bylaw, by amending the following Sections as follow,

or to take any other action relative thereto.

Amend Zoning Bylaw, Section 4.127 (Business 2 Zoning District), Subsection 15, by inserting the term “...by the Planning Board.” So that subsection 15 shall read as follows:

“15. Multi-family dwelling and town houses (with Special Permit by the Planning Board.)

Amend Section 7.4 (Building Heights), by inserting after subparagraph 5, a new sub-paragraph 6. So that Section 7.4 shall now read as follows:

**7.4. Building Heights**

Maximum heights of buildings and structures shall be as set forth in Table 2. The foregoing limitations of height in feet in the designated zoning districts shall not apply to:

1. Farm buildings on farms of not less than ten (10) acres.
2. Nor shall they apply to chimneys, ventilators, skylights, tanks, bulkheads, penthouses, processing towers, and other accessory structural features usually erected at a height greater than the main roofs of any buildings.

3. Nor to domes, bell towers, or spires of churches or other buildings, provided all features are in no way used for living purposes.
4. And further provided that no such structural feature of any non-manufacturing building shall exceed a height of sixty five (65) feet from the ground.
5. Nor of a manufacturing building a height of eighty five (85) feet from the ground, or pharmaceutical manufacturing silo having a height one hundred-fifteen (115) feet from the ground, or
6. A waiver of the maximum height provided under Table 2 when granted by the Planning Board, as Special Permit Granting Authority, after the Planning Board has made a determination, based upon consideration of site design, the neighborhood context, topography and/or other circumstances that such waiver shall not be substantially more detrimental to the neighborhood than existing conditions.

**Petition of John Smolak, et al**

**Board of Selectmen Recommendation: To be made at Town Meeting**  
**Planning Board Recommendation: To be made a Town Meeting**

**Vote Required: Two Thirds (2/3) Vote**

**Article 17: Set Salaries and Compensation of Elected Officials.** To see if the Town will vote to fix the salary and compensation of the elected officers of the Town, as provided by Massachusetts General Laws Chapter 41, §108 as follows,

Board of Selectmen/Licensing Commissioners, per person, per annum	\$5,000
Chairman of Board of Selectmen, per annum, in addition	\$500
School Committee, per person, per annum	\$5,000
Chairman, School Committee, per annum, in addition	\$500
Moderator, For Annual Town Meeting	\$500
For each Special Town Meeting	\$250

or to take any other action relative thereto.

**Board of Selectmen**

**Board of Selectmen Recommendation: Favorable Action**  
**Finance Committee Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**Article 18: Continue and Approve Revolving Funds.** To see if the town will vote to authorize the following revolving funds for certain Town departments under Massachusetts General Laws, Chapter 44, §53E ½ for the Fiscal Year beginning July 1, 2016,

<b>Revolving Fund Accounts</b>						
<b>Account Number</b>	<b>Revolving Fund</b>	<b>Authorized to Spend</b>	<b>Use of Funds</b>	<b>Revenue Source</b>	<b>FY 2017 Limit</b>	
1	2023	Wheelabrator Planning	Director - Community Development	Air quality monitoring	Wheelabrator Host Community Agreement	\$ 35,000
2	2024	Wheelabrator Public Safety	Director - Community Development	To enforce Trash Truck regulations	Wheelabrator Host Community Agreement	\$ 20,000
3	2025	Health Dept - Food Inspections	Director - Community Development	Food Consultant fees and expenses related to program	Inspection Fees	\$ 30,000
4	2026	Health Dept - Septic Inspections	Director - Community Development	Septic Consultant fees and expenses related to program	Inspection Fees	\$ 20,000
5	2027	Field Maintenance	Director - Division of Public Works	Field maintenance, upgrade and related expenses	Field rental fees, Grants, Donations, and related Fundraising proceeds	\$ 5,000
6	2028	Health Dept Revolving	Director - Community Development	clinic supplies and other related materials	Clinic participant fees, Grants, Donations, and related Fundraising proceeds	\$ 30,000
7	2029	Youth and Recreation Services Revolving	Director - Division of Public Works	All programs and activities, expense, part time help	Participants' fees, Grants, Donations, and related Fundraising proceeds	\$ 300,000
8	2030	Elder Services - COA Revol	Director of Human Services	Senior programs, classes and activities	Participants' fees, Grants, Donations, and related Fundraising proceeds	\$ 20,000
9		Stormwater Bylaw	Director - Community Development	Review, test and inspect Stormwater reports	Review Fees	\$ 50,000

Total: \$ 510,000

<b>Revolving Fund Account Receipts and Expenditures</b>								
<b>Account Number</b>	<b>Revolving Fund</b>	<b>Balance 7/1/14</b>	<b>FY15 Receipts</b>	<b>FY15 Expenditures</b>	<b>Balance 06/30/15</b>	<b>Receipts thru 02/28/16</b>	<b>Expenditures thru 02/28/16</b>	<b>Balance</b>
1	2023 Wheelabrator Planning	\$ 100,675	\$ 25,000	\$ (14,277)	\$ 111,398	\$ 25,000	\$ (11,086)	\$ 125,312
2	2024 Wheelabrator Public Safety	\$ 69,884	\$ 13,650	\$ (2,169)	\$ 81,365	\$ 14,300	\$ (2,695)	\$ 92,971
3	2025 Health Dept - Food	\$ 81,669	\$ 27,785	\$ (45,469)	\$ 63,985	\$ 27,260	\$ (21,162)	\$ 70,083
4	2026 Health Dept - Septic Inspections	\$ 19,406	\$ 26,685	\$ (35,686)	\$ 10,405	\$ 15,870	\$ (18,027)	\$ 8,248
5	2027 Field Maintenance	\$ 4,484	\$ 850	\$ (1,154)	\$ 4,180	\$ -	\$ (3,780)	\$ 400
6	2028 Health Dept Revolving	\$ 33,144	\$ 15,553	\$ (17,277)	\$ 31,420	\$ 10,906	\$ (21,959)	\$ 20,366
7	2029 Youth and Recreation Services Revolving	\$ 223,371	\$ 321,968	\$ (278,996)	\$ 266,343	\$ 132,500	\$ (229,799)	\$ 169,044
8	2030 Elder Services - COA Revol	\$ 17,313	\$ 20,917	\$ (28,721)	\$ 9,510	\$ 11,604	\$ (14,803)	\$ 6,310

or to take any other action relative thereto.

**Board of Selectmen**

**Board of Selectmen Recommendation: Favorable Action**

**Finance Committee Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**EXPLANATION:** This article authorizes the revolving funds shown above for certain Town departments under Massachusetts General Laws, Chapter 44, §53E½ for the Fiscal Year beginning July 1, 2016 and ending June 30, 2017.

**Article 19: Approve Payment of Prior Years Unpaid Bills.** To see if the Town will vote to authorize payment of the following unpaid bills from prior year(s), by the respective department, using appropriations of the current fiscal year,

**Prior Year Invoices  
FY15**

Vendor	Amount	Department
Andover Electric	2,240.00	Police
Verizon	307.40	Police
AirGas Inc.	76.40	Fire
CREST	14,161.05	School
	<b>16,784.85</b>	

or to take any other action relative thereto.

**Board of Selectmen**

**Board of Selectmen Recommendation: Favorable Action**  
**Finance Committee Recommendation: Favorable Action**

**Vote Required: Four-fifths (4/5) Vote**

**EXPLANATION: Any prior fiscal year unpaid bills must be approved by Town Meeting in order to be processed for payment. All listed bills will be paid from the current year's budget; no additional appropriation is needed. This type of Article has a special voting requirement of 4/5<sup>th</sup> at an Annual Town Meeting.**

**Article 20: Appropriation – General Fund for Fiscal Year 2017.** To see if the Town will vote to raise and appropriate, transfer from available funds or otherwise provide a sum or sums of money for the purpose of funding the General Fund for the Fiscal Year beginning July 1, 2016 and ending June 30, 2017,

**FY17 GENERAL FUND BUDGET**

	Fiscal Year 2016 RECAP	Fiscal Year 2017 Department Request	Fiscal Year 2017 Board of Selectmen & Finance Committee & Town Manager Recommend
<b>Revenues &amp; Other Financing Sources</b>			
<b>Operating Revenues</b>			
Property Taxes	67,111,167	69,929,610	69,929,610
Local Receipts	9,068,334	9,536,511	9,536,511
State Aid	10,329,129	10,505,086	10,505,086
Operating Transfers	1,551,391	1,588,365	1,588,365
<b>Total Operating Revenues</b>	<b>88,060,020</b>	<b>91,559,572</b>	<b>91,559,572</b>
<b>Other Fin. Sources</b>			
Free Cash	1,435,760	0	524,017
Overlay Surplus	0	0	0
Others one time revenues	0	0	0
<b>Total Other Fin Sources</b>	<b>1,435,760</b>	<b>0</b>	<b>524,017</b>
<b>Total Opr. Rev. &amp; Fin Sources</b>	<b>89,495,779</b>	<b>91,559,572</b>	<b>92,083,589</b>
<b>Operating Expenses</b>			
<b><u>GENERAL GOVERNMENT</u></b>			
Town Moderator	825	850	850
Selectmen/ Town Manager	337,194	347,265	347,265
Asst. Town Manager	0	0	0
Human Resource	163,262	169,348	169,348
Town Accountant	212,961	191,785	191,785
Finance Committee	795	795	795
Treasurer/Collector	320,034	337,652	337,652
Assessing	318,115	331,998	331,998
Legal	152,000	165,000	165,000
Town Clerk	306,339	343,012	343,012
Community Development	277,506	299,281	299,281
Planning	105,075	164,834	164,834
Conservation	118,672	122,408	122,408
Board of Appeals	22,680	17,190	17,190
Salary Reserve	20,000	0	31,091
	<b>2,355,457</b>	<b>2,491,418</b>	<b>2,522,509</b>

	<b>Fiscal Year 2016 RECAP</b>	<b>Fiscal Year 2017 Department Request</b>	<b>Fiscal Year 2017 Board of Selectmen &amp; Finance Committee &amp; Town Manager Recommend</b>
<b><u>PUBLIC SAFETY</u></b>			
Police Department	4,853,751	5,032,512	5,032,512
Fire Department	4,975,524	5,154,423	5,154,423
Public Safety Salary Reserve	293,840	0	17,627
Inspectional Services	267,924	295,058	295,058
Emergency Management	41,475	41,571	41,571
	<b>10,432,514</b>	<b>10,523,564</b>	<b>10,541,191</b>
<b><u>EDUCATION</u></b>			
N A Public School	43,612,479	45,226,141	45,226,141
Full Day Kindergarten	0	0	0
Special Education	0	0	0
	<b>43,612,479</b>	<b>45,226,141</b>	<b>45,226,141</b>
<b><u>PUBLIC WORKS</u></b>			
Administration	433,431	447,827	447,827
Street & Sidewalks	885,008	944,073	944,073
Solid Waste/Recycling	1,288,952	1,330,499	1,330,499
Fleet Maintenance	408,497	405,478	405,478
Structures & Grounds	582,529	587,920	587,920
Salary Reserve	9,541	0	13,694
Snow & Ice Removal	875,000	890,500	890,500
	<b>4,482,958</b>	<b>4,606,297</b>	<b>4,619,991</b>
<b><u>HEALTH &amp; HUMAN SERVICES</u></b>			
Health Department	207,966	227,807	227,807
Elder Services	259,233	268,864	268,864
Youth Service	317,770	321,860	321,860
Veterans Service	420,757	416,340	416,340
Salary Reserve	14,807	0	10,507
	<b>1,220,533</b>	<b>1,234,871</b>	<b>1,245,377</b>
<b><u>CULTURE &amp; RECREATION</u></b>			
Stevens Library	974,850	1,011,030	1,011,030
Salary Reserve	0	0	13,005
	<b>974,850</b>	<b>1,011,030</b>	<b>1,024,035</b>
<b><u>SUPPORT SERVICES</u></b>			
Outside Auditing	55,000	55,000	55,000
Admin Support	50,264	131,686	131,686
Information Technology	1,142,900	1,247,798	1,247,798
Structures and Grounds	303,019	312,303	312,303
Salary Reserve	13,178	0	13,567
	<b>1,564,360</b>	<b>1,746,787</b>	<b>1,760,354</b>

	Fiscal Year 2016 RECAP	Fiscal Year 2017 Department Request	Fiscal Year 2017 Board of Selectmen & Finance Committee & Town Manager Recommend
<b><u>DEBT SERVICE</u></b>			
Excluded - Principal - Long Term	1,700,000	1,745,000	1,745,000
Excluded - Interest - Long Term	236,388	177,516	177,516
Excluded - Interest - Short Term	0	0	0
Included - Principal - Long Term	3,086,240	3,273,902	3,273,902
Included - Interest - Long Term	832,920	1,011,971	1,011,971
Included - Interest - Short Term	2,970	0	0
	<b>5,858,518</b>	<b>6,208,389</b>	<b>6,208,389</b>
<b><u>EMPLOYEE BENEFITS</u></b>			
Retirement Assessment	4,071,413	4,432,191	4,432,191
Workers Comp	351,478	393,655	393,655
Unemployment Compensation	100,000	75,000	75,000
Group Insurance	10,202,420	10,585,011	10,585,011
Payroll Taxes	650,000	700,000	700,000
Police & Fire Accident & Sickness Inc.	123,500	135,850	135,850
	<b>15,498,811</b>	<b>16,321,707</b>	<b>16,321,707</b>
<b><u>LIABILITY INSURANCE</u></b>			
	<b>444,071</b>	<b>420,000</b>	<b>420,000</b>
<b><u>MISC. NON DEPARTMENTAL COST</u></b>			
Regional Schools - Greater Lawrence Tech	367,798	454,598	454,589
Regional Schools - Essex Agricultural School	90,000	140,370	140,370
School Building Committee	0	0	0
OPEB Trust	0	50,000	50,000
Payroll Reserve (27th Payroll)	408,348	0	0
	<b>866,146</b>	<b>644,968</b>	<b>644,960</b>
<b><u>Total Non - Departmental Cost</u></b>	<b>22,667,546</b>	<b>23,595,065</b>	<b>23,595,056</b>
<b>Annual Town Meeting Vote</b>	<b>87,310,698</b>	<b>90,435,171</b>	<b>90,534,654</b>
<b><u>CAPITAL &amp; RESERVES</u></b>			
Finance Committee Reserve	0	0	0
Transfer to Stabilization Fund	64,412	0	60,017
Transfer to Capital Stabilization Fund	213,000	0	350,000
Transfer to OPEB Reserve Fund	0	0	0
Transfer to Capital Projects	0	0	114,800
Transfer to Special Education Stabilization	750,000	0	0
Deficits ( Snow and Ice)	0	0	0
Deficits (overlay)	303	0	0
Overlay	550,000	550,000	550,000
	<b>1,577,715</b>	<b>550,000</b>	<b>1,074,817</b>

	Fiscal Year 2016 RECAP	Fiscal Year 2017 Department Request	Fiscal Year 2017 Board of Selectmen & Finance Committee & Town Manager Recommend
<b><u>STATE ASSESSMENTS</u></b>			
Spec Ed	12,004	12,364	12,364
Mosquito Control	91,677	94,427	94,427
Retired Teachers Health Insurance	0	0	0
Air Pollution Districts	9,195	9,471	9,471
Regional Transit	185,331	190,891	190,891
RMV Non Renewal Surc	18,580	19,137	19,137
School Choice	5,000	5,150	5,150
Charter School Assessment	138,522	142,678	142,678
Essex County Agricultural Assessment	0	0	0
	<b>460,309</b>	<b>474,118</b>	<b>474,118</b>
<b>General Fund Budget</b>	<b>89,348,722</b>	<b>91,459,290</b>	<b>92,083,589</b>

**AND TO FURTHER TRANSFER TO THE GENERAL FUND**

FROM SPECIAL REVENUE - GLSD	\$ 146,703
FROM FREE CASH	\$ 524,017
	<u>\$ 670,720</u>

or to take any other action relative thereto.

**Board of Selectmen**

**Board of Selectmen Recommendation: Favorable Action**  
**Finance Committee Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**EXPLANATION:** This Article is the Fiscal Year 2017 appropriation of funds for the Town of North Andover. This annual budget is a declaration of our Town's priorities – a statement on how we choose to allocate the limited collective resources that exist. The operating budget enables the day-to-day operation functioning of the town by paying for recurring expenditures for programs and services, employee salaries, rents, utilities, supplies, insurance and debt service. The Library, Schools, Police Department, Fire Department, Elder Services and dozens of other town departments rely on this funding to provide services to you on a daily basis. The level of funding, and the choice of how we allocate that funding at Town Meeting determines the level of services that visitors, residents and businesses receive in the coming year.

The operating budget consists of local aid received from the Commonwealth, our local taxes (property, excise and business) and other fees collected by the Town. All Town activities, not specifically directed to other accounts such as Water or Sewer Enterprise Funds, are funded through this budget. As a result, most of the Town's operating expenditures are paid through this appropriation.

Rather than being asked to vote on each line item, Town Meeting is asked to vote on the various sub-totals listed below reflecting the overall budget for each category. By approving the sub-totals, rather than individual line items, the Town Manager will have spending flexibility within those programs so long as the Town Manager does not exceed the sub-total amount for the category. A majority of the Town Meeting has the right to vote on individual line items (or in fact, further subdivide them) if so inclined (although this would limit the Town Manager's budget flexibility).

General Government	\$ 2,522,509
Public Safety	\$ 10,541,191
Education	\$ 45,226,141
Snow and Ice Removal	\$ 890,500
All Other Public Works	\$ 3,729,491
Health & Human Services	\$ 1,245,377
Culture & Recreation	\$ 1,024,035
Support Services	\$ 1,760,354
Debt Service	\$ 6,208,389
Employee Benefits	\$ 16,321,707
Liability Insurance	\$ 420,000
Regional Schools	\$ 594,960
Other (OPEB Trust)	\$ 50,000

**Article 21: Appropriation – Water Enterprise Fund for Fiscal Year 2017.** To see if the Town will vote to appropriate the amount of \$4,984,020 in aggregate, for the purpose listed under column "FY17 Recommendation: Town Manager, Board of Selectmen, Finance Committee" for the Fiscal Year beginning July 1, 2016 and ending June 30, 2017; without regards to individual line items, and to operate the Water Enterprise Fund, that \$4,984,020 be raised from Water receipts and from these receipts \$946,308 be transferred to the General Fund for indirect cost and \$475,000 to Capital Projects,

	FY16 Budget	FY17 Department Request	FY17 Recommendation
			Town Manager Board of Selectmen Finance Committee
Personnel	940,600	936,376	939,290
Expense	1,541,165	1,603,665	1,600,751
Debt Service	1,282,276	1,022,670	1,022,670
<b>Sub-Total Direct Expenditures</b>	<b>3,764,041</b>	<b>3,562,711</b>	<b>3,562,711</b>
Transfer to Capital Projects	635,000	475,000	475,000
Admin/Indirect	923,227	946,308	946,308
<b>Total Water Enterprise</b>	<b>5,322,268</b>	<b>4,984,020</b>	<b>4,984,020</b>

or to take any other action relative thereto.

**Board of Selectmen**

**Board of Selectmen Recommendation: Favorable Action**

**Finance Committee Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**EXPLANATION:** The purpose of this article is to fund the Water Enterprise Fund. The fund is supported by water usage charges. The water rate is set by the Board of Selectmen and is established based on the total expenses of the department, including debt service, direct and indirect expenses and the consumption of water by the users. Indirect costs are associated with the Division of Public Works supervision, General Government costs and fringe benefits that are related to the operation of the Water Department and are expensed through the General Fund, or operating budget. In addition a transfer from retained earnings in the amount of \$475,000 is recommended to cover pay-as-you-go Capital Projects. An affirmative or yes vote will ensure the operation of the water department according to projected needs.

**Article 22: Appropriation – Sewer Enterprise Fund for Fiscal Year 2017.** To see if the Town will vote to appropriate the amount of \$4,628,412 in aggregate, for the purpose listed under the column “FY17 Recommendation: Town Manager, Board of Selectmen, Finance Committee” for the Fiscal Year beginning July 1, 2016 and ending June 30, 2017; without regards to individual line items, and to operate the Sewer Enterprise Fund, that \$4,628,412 be raised from sewer receipts and from these receipts \$445,321 be transferred to the General Fund for indirect expenses and \$150,000 to Capital Projects,

	FY16 Budget	FY17 Department Request	FY17
			Recommendation Town Manager Board of Selectmen Finance Committee
Personnel	406,459	381,788	383,649
Expense	322,970	306,870	305,010
GLSD Assessment	1,721,200	2,000,000	2,000,000
Debt Service	1,549,847	1,344,433	1,344,433
<b>Sub-Total Direct Expenditures</b>	<b>4,000,476</b>	<b>4,033,091</b>	<b>4,033,091</b>
Transfer to Capital Project	80,000	150,000	150,000
Admin/Indirect	434,460	445,321	445,321
<b>Total Sewer Enterprise</b>	<b>4,514,936</b>	<b>4,628,412</b>	<b>4,628,412</b>

or to take any other action relative thereto.

**Board of Selectmen**

**Board of Selectmen Recommendation: Favorable Action**  
**Finance Committee Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**EXPLANATION:** The purpose of this article is to fund the Sewer Enterprise Fund. The Fund is supported by sewer usage charges. The sewer rate is set by the Board of Selectmen and is established based on the total expenses of the department, including debt service, direct and indirect expenses and the use of sewer services by residents and businesses. Indirect costs are associated with the Division of Public Works supervision, General Government costs and fringe benefits that are related to the operation of the Sewer Department and are expensed through the General Fund, or operating budget. In addition a transfer in the amount of \$150,000 from retained earnings is recommended to cover pay-as-you-go Capital Projects. An affirmative or yes vote will ensure the operation of the department according to projected needs.

**Article 23: Appropriation – Stevens Estate Enterprise Fund for Fiscal Year 2017.** To see if the Town will vote to appropriate the amount of \$475,702 in aggregate, for the purpose listed under the column "FY17 Recommendation: Town Manager, Board of Selectmen, Finance Committee" for the Fiscal Year beginning July 1, 2016 and ending June 30, 2017; without regards to individual line items, and to operate the Stevens Estate at Osgood Hill Enterprise Fund that \$475,702 be raised from Stevens Estate at Osgood Hill Fund and from these receipts \$50,032 be transferred to the General Fund for indirect expenses and \$125,000 be transferred from Retained Earnings to Capital Projects,

<b>STEVENS ESTATE AT OSGOOD HILL ENTERPRISE</b>			<u>FY17</u> <u>Recommendation</u> <b>Town Manager Board of Selectmen Finance Committee</b>
	<b>FY16 Budget</b>	<b>FY17 Department Request</b>	
Personnel	127,801	143,162	143,162
Expense	146,069	157,508	157,508
Debt Service	0	0	0
<b>Sub-Total Direct Expenditures</b>	<b>273,870</b>	<b>300,670</b>	<b>300,670</b>
Transfer to Capital Project	0	125,000	125,000
Admin/Indirect	48,812	48,812	50,032
<b>Total Stevens Estate Enterprise</b>	<b>322,682</b>	<b>474,482</b>	<b>475,702</b>

or to take any other action relative thereto.

**Board of Selectmen**

**Board of Selectmen Recommendation: Favorable Action**

**Finance Committee Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**EXPLANATION:** The purpose of this article is to appropriate funds to operate the Stevens Estate at Osgood Hill. Fees charged to individuals and groups using the facility and grounds for private events support the Estate. In addition a transfer in the amount of \$125,000 from retained earnings is recommended to cover pay-as-you-go Capital Projects. An affirmative or yes vote will ensure the operation of the department according to projected needs.

**Article 24: Appropriation – Capital Improvement Plan for Fiscal Year 2017.** To see if the Town will vote to fund the Capital Improvement Program as listed under the heading “Board of Selectmen/Finance Committee/Town Manager Recommendations” and with the language included,

<b>FY17 CIP Recommendations</b>							
<u>Line #</u>	<u>Project Description</u>	<u>Board of Selectmen</u>	<u>Other Funding</u>			<u>Authorized to</u>	
		<u>Finance Committee</u>	<u>Sources</u>			<u>Borrow under</u>	
		<u>Town Manager</u>	<u>Grants, Chapter 90,</u>	<u>Raise &amp;</u>	<u>Retained Earnings/</u>	<u>Excess bond</u>	<u>Chapter 44</u>
		<u>Recommendations</u>	<u>CPA &amp; Spec Rev)</u>	<u>Appropriated</u>	<u>Free Cash/CIP</u>	<u>Stabilization</u>	<u>Proceeds</u>
1	Municipal IT (FY17-FY21)	\$ 50,000					\$ 50,000
2	Voting Equipment Replacement	\$ 62,800			\$ (62,800)		\$ -
3	Building Maintenance (FY17-FY21)	\$ 225,000					\$ 225,000
4	Sport Turf Field Surface Replacement	\$ 100,000			\$ (100,000)		\$ -
5	School IT (FY17-FY21)	\$ 100,000					\$ 100,000
6	Roadway (FY17-FY21)	\$ 1,230,000	\$ (820,000)				\$ 410,000
7	Sidewalks (FY17-FY121)	\$ 75,000					\$ 75,000
8	Equipment Sweeper	\$ 185,000					\$ 185,000
9	Water & High St Intersection & Streetscape	\$ 325,000					\$ 325,000
10	6 Wheel Dump Truck	\$ 180,000					\$ 180,000
11	Replacement Mini Bus	\$ 52,000			\$ (52,000)		\$ -
12	Facilities Master Plan	\$ 4,620,885					\$ 4,620,885
13	Playground Improvements (townwide)	\$ 50,000					\$ 50,000
14	Intergrated Public Safety Reporting System	\$ 208,875					\$ 208,875
15	Replace Ambulance	\$ 268,197					\$ 268,197
<b>General Fund Total</b>		<b>\$ 7,732,757</b>	<b>\$ (820,000)</b>	<b>\$ -</b>	<b>\$ (214,800)</b>	<b>\$ -</b>	<b>\$ 6,697,957</b>
16	Ozone System	\$ 200,000	\$ -	\$ -	\$ (200,000)	\$ -	\$ -
17	Chemical Storage Tank & Feed System Improv.	\$ 175,000			\$ (175,000)		\$ -
18	Value & Hydrant Replcement	\$ 100,000			\$ (100,000)		\$ -
<b>Water Enterprise Fund Total</b>		<b>\$ 475,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (475,000)</b>	<b>\$ -</b>	<b>\$ -</b>
19	Improvements to various Pump Stations	\$ 150,000	\$ -	\$ -	\$ (150,000)	\$ -	\$ -
<b>Sewer Enterprise Fund Total</b>		<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (150,000)</b>	<b>\$ -</b>	<b>\$ -</b>
20	Main House Improvements	\$ 110,000			\$ (110,000)		\$ -
21	Streetscape Improvements	\$ 15,000			\$ (15,000)		\$ -
<b>Stevens Estate Fund Total</b>		<b>\$ 125,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (125,000)</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Total All Funds</b>		<b>\$ 8,482,757</b>	<b>\$ (820,000)</b>	<b>\$ -</b>	<b>\$ (964,800)</b>	<b>\$ -</b>	<b>\$ 6,697,957</b>

that to meet this appropriation:

- (1) The Treasurer with the approval of the Board of Selectmen is authorized to borrow \$6,697,957 under chapter 44 of the Massachusetts General Law or any other enabling authority;
- (2) The appropriations for items 2 and 11 above shall be funded with Free Cash in the amount of \$114,800
- (3) The appropriation for item 4 above shall be funded with a transfer from Capital Stabilization Fund in the amount of \$100,000
- (4) The appropriations for items 16, 17, 18 & 19 above shall be funded with Water Enterprise fund retained earnings in the amount of \$625,000
- (5) The appropriation for item 20 & 21 above shall be funded with Stevens Estate Enterprise fund retained earnings in the amount of \$125,000

or to take any other action relative thereto.

**Town Manager**

**Board of Selectmen Recommendation: Favorable Action**  
**Finance Committee Recommendation: Favorable Action**  
**Planning Board Recommendation: To be made a Town Meeting**

**Vote Required: Two-thirds (2/3) Vote**

**EXPLANATION: A Capital Improvement Plan (CIP) consists of projects that are major, non-routine expenditures for new construction, major equipment purchase, or improvement to existing buildings, facilities, land or infrastructure with an estimated useful life of five years or more, and a cost of \$25,000 or more. Items in this plan are funded by debt; the Town will issue bonds of 10, 15 or 20 years (depending upon the project) and pay principal and interest payments over that term. The bonds may be general obligation (funded by the general tax levy) or special obligation (funded by water or sewer rates).**

**Article 25: Transfer to Stabilization.** To see if the Town will vote to transfer \$60,017 from available funds or free cash into the Stabilization Fund,

or to take any other action relative thereto.

**Town Manager**

**Board of Selectmen Recommendation: Favorable Action**  
**Finance Committee Recommendation: Favorable Action**

**Vote Required: Two-thirds (2/3) Vote**

**EXPLANATION: This article seeks to move funds into the Town's savings account, called a Stabilization Fund. The amount requested allows the Town to comply with the provisions of the Financial Reserve Policies to maintain a total fund balance of 5% of General Fund Revenues. This is a fund designed to accumulate amounts for future spending purposes, although it may be appropriated for any lawful purpose (MGL c40, §5B). Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year's tax levy. Any interest shall be added to and become a part of the funds. A two-thirds vote of Town Meeting is required to establish, amend the purpose of, or appropriate money from the stabilization fund.**

**Article 26: Transfer to Capital Stabilization.** To see if the Town will vote to transfer \$350,000 from available funds or free cash into the Capital Stabilization Fund,

or take any other action relative thereto.

**Town Manager**

**Board of Selectmen Recommendation: Favorable Action**

**Finance Committee Recommendation: Favorable Action**

**Vote Required: Two-thirds (2/3) Vote**

**EXPLANATION:** This article seeks to move funds into the Town’s capital savings account, called the Capital Stabilization Fund. This is a fund designed to accumulate amounts for future capital spending purposes. Communities may establish one or more stabilization funds for different purposes and may appropriate into them in any year an amount not to exceed ten percent of the prior year’s tax levy. Any interest shall be added to and become a part of the funds. A two-thirds vote of Town Meeting is required to establish, amend the purpose of, or appropriate money from the stabilization fund.

**Article 27: Transfer of funds from Health Insurance Trust Fund to Other Post- Employment Benefits (OPEB) Liability Trust Fund.** To see if the Town will vote to transfer a sum of \$250,000 from the Health Insurance Trust Fund into the Other Post-Employment Benefits (OPEB) Liability Trust Fund,

or take any other action relative thereto.

**Town Manager**

**Board of Selectmen Recommendation: Favorable Action**

**Finance Committee Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**EXPLANATION:** The Other Post-Employment Benefits (OPEB) Liabilities Trust Fund was established by vote of Annual Town Meeting of 2010 to reserve funds to offset the liability resulting from providing health insurance benefits to employees after they retire. The Health Insurance Trust Fund has a sufficient surplus to allow a transfer to this Fund. Dollars were first transferred into this Fund in FY16 (\$500,000). These funds are invested in the Massachusetts Pension Reserves Investment Trust.

**Article 28: Report of the Community Preservation Committee – Appropriation from Community Preservation Fund.** To receive the report of the Community Preservation Committee and to see if the Town will vote to raise, borrow, transfer and/or appropriate from the Community Preservation Fund, in accordance with the provisions of Massachusetts General Laws Chapter 44B, a sum of money to be spent under the direction of the Community Preservation Committee,

or to take any other action relative thereto.

**List of Approved Projects – Community Preservation Fund**

<u>Description</u>	<u>Amount</u>	<u>Category</u>
45 Milk Street Preservation	\$ 1,200,000	Open Space and Affordable Housing
Affordable Housing Trust	\$ 100,000	Affordable Housing
Senior Housing Refurbishment- Bingham Way, Foulds Terrace and O’Connor Heights	\$ 480,213	Affordable Housing
Leonard Farm Conservation Restriction	\$ 325,000	Open Space-Recreation
Library Roof Repair	\$ 400,000	Historical Preservation
Parson Barnard Barn Structural Renovation	\$ 148,000	Historical Preservation
Kittredge School Playground	\$ 100,000	Open Space-Recreation
Ridgewood Cemetery Restoration	\$ 550,000	Historical Preservation
Administrative Costs	\$ 30,000	Administrative and Operating expenses
<b>Total for Requested Projects</b>	<b>\$ 3,333,213</b>	

**Community Preservation Committee**

**Board of Selectmen Recommendation: To be made at Town Meeting**  
**Finance Committee Recommendation: Favorable Action**  
**Planning Board Recommendation: To be made at Town Meeting**

**Vote Required: Two-thirds (2/3) Vote**

**EXPLANATION:** The Community Preservation Act (CPA) addresses community issues such as acquisition and preservation of open space, creation and support of affordable housing, acquisition and preservation of historic buildings and landscapes, and creation and support of recreational opportunities. The CPA, adopted at a Special Town Meeting in January 2001, and by the voters at the Town Election in March 2001, levies a 3% surcharge on property taxes with two exemptions: \$100,000 of the value of every residential property is exempted, and a complete exemption on property owned and occupied by people who qualify for low-income housing or low- or moderate-income senior housing.

The Community Preservation Committee (CPC) annually recommends how funds should be spent or set aside for future spending among the allowable categories of a) open space; b) historic preservation; c) affordable housing; and d) land for recreational use, with a minimum of 10% required in each of the first three categories. In addition, a maximum of 5% may be spent on administrative expenses by the CPC. Town Meeting may either approve or reduce the recommended expenditures, but cannot add to them. North Andover received matching funds equal to \$485,256 or 32.95% in FY16 from the Commonwealth.

**Article 29: PEG Access and Cable Related Fund** To see if the town will accept General Laws Chapter 44, Section 53F<sup>3</sup>/<sub>4</sub>, which establishes a special revenue fund known as the PEG Access and Cable Related Fund, to reserve cable franchise fees and other cable-related revenues for appropriation to support PEG access services and oversight and renewal of the cable franchise agreement, the fund to begin operation for fiscal year 2017, which begins on July 1, 2016

or take any other action relative thereto.

**Town Manager**

**Board of Selectmen Recommendation: Favorable Action**

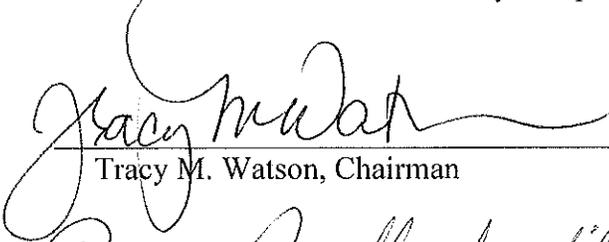
**Finance Committee Recommendation: Favorable Action**

**Vote Required: Majority Vote**

**EXPLANATION:** This Department of Revenue now requires towns to annually appropriate funds received in connection with a franchise agreement between the Town's cable operators and the Town. These monies shall only be appropriated for cable related purposes consistent with the franchise agreement, including, but not limited to: (i) support of public, educational or governmental access cable television services; (ii) monitoring compliance of the cable operator with the franchise agreement; or (iii) preparing for renewal of the franchise license, or take any other action related thereto. This will now be a regular article at our Annual Town Meeting. This change was introduced by the DOR for purposes of review, measurement and over-sight.

Hereof fail not and make return of this warrant with your doings thereon at the time and place of said voting.

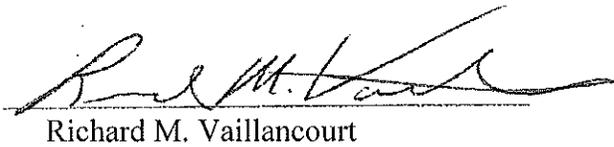
Given under our hands this 11<sup>th</sup> day of April in the Year Two Thousand Sixteen.

  
Tracy M. Watson, Chairman

  
Phil DeCologero

  
Rosemary Connelly Smedile

  
Donald B. Stewart

  
Richard M. Vaillancourt

**SELECTMEN OF NORTH ANDOVER**

**And you are now directed to serve this Warrant by posting true and attested copies thereof in the Town Office Building and one public place in each voting precinct in the Town, said copies to be posted not less than seven (7) days before the time of said meeting.**

\_\_\_\_\_  
Constable

\_\_\_\_\_  
Date

\_\_\_\_\_  
A True Copy Attest – Joyce A. Bradshaw, Town Clerk

**OFFICER'S RETURN**

**Pursuant to the foregoing warrant, I have warned and notified the inhabitants of the Town of North Andover who are qualified to vote in Town affairs to be at the time and place for the purpose mentioned within by posting true and attested copies thereof at the Town Office Building and one public place in each voting precinct in the Town at least seven (7) days before the date of said meeting.**

\_\_\_\_\_  
Constable

\_\_\_\_\_  
Date

**NOTES:**

**2016  
SPECIAL TOWN MEETING WARRANT**

**Special Town Meeting May 10, 2016  
7:15 P.M.  
North Andover High School  
430 Osgood Street**



**Special Town Meeting Warrant  
May 10, 2016**

COMMONWEALTH OF MASSACHUSETTS

ESSEX, SS.

To either of the Constables of the Town of North Andover:

**GREETINGS:**

In the name of the Commonwealth of Massachusetts, and in compliance with Chapter 39 of the General Laws, as amended, and our North Andover Town Bylaws and requirements of the Town Charter, you are hereby directed to notify and warn the inhabitants of the Town of North Andover who are qualified to vote in Town affairs to meet at the North Andover High School, 430 Osgood Street, Tuesday, May 10, 2016, at 7:15 PM then and there to act upon the following articles:

**Article 1: Transfer funds from Special Education Stabilization Fund to Fiscal Year 2016 School Department budget.** To see if the Town will vote to transfer a sum of \$150,000.00 from the Special Education Stabilization Fund to the Fiscal Year 2016 School Department Budget,

or take any other action relative thereto.

**School Committee**

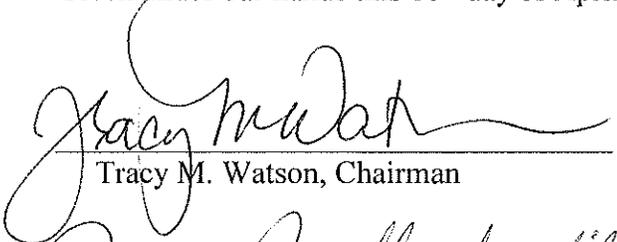
**Board of Selectmen Recommendation: Favorable Action**  
**Finance Committee Recommendation: Favorable Action**  
**School Committee Recommendation: Favorable Action**

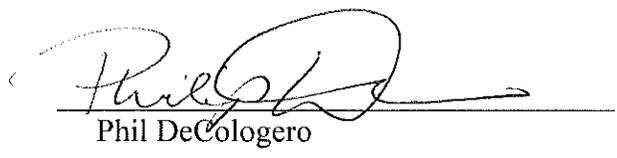
**Vote Required: Two-thirds (2/3) vote**

**EXPLANATION:** The Special Education Stabilization Fund was established by vote of Annual Town Meeting of 2015 to reserve funds in order to provide stability in the delivery of public education that could otherwise be adversely impacted by costs associated with special education which were unforeseen at the time the annual fiscal appropriation for the school department was adopted by an Annual Town Meeting. Unforeseen costs are those for which neither experience nor reasonable judgment nor planning could have anticipated. In accordance with the Town's Financial Reserve Policies, the Board of Selectmen, Finance Committee and the School Committee have all, by majority vote, affirmed the costs were unforeseen and paying said costs from the appropriated school department budget would adversely impact the delivery of education in North Andover.

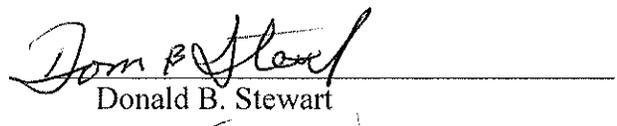
Hereof fail not and make return of this warrant with your doings thereon at the time and place of said voting.

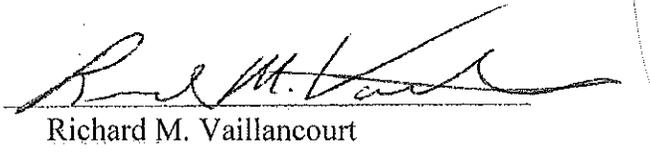
Given under our hands this 11<sup>th</sup> day of April in the Year Two Thousand Sixteen.

  
Tracy M. Watson, Chairman

  
Phil DeCologero

  
Rosemary Connelly Smedile

  
Donald B. Stewart

  
Richard M. Vaillancourt

**SELECTMEN OF NORTH ANDOVER**

**And you are now directed to service this Warrant by posting true and attested copies thereof in the Town Office Building and one public place in each voting precinct in the Town, said copies to be posted not less than fourteen (14) days before the time of said meeting.**

\_\_\_\_\_  
Constable

\_\_\_\_\_  
Date

\_\_\_\_\_  
A True Copy Attest-Joyce A. Bradshaw, Town Clerk

**OFFICER'S RETURN**

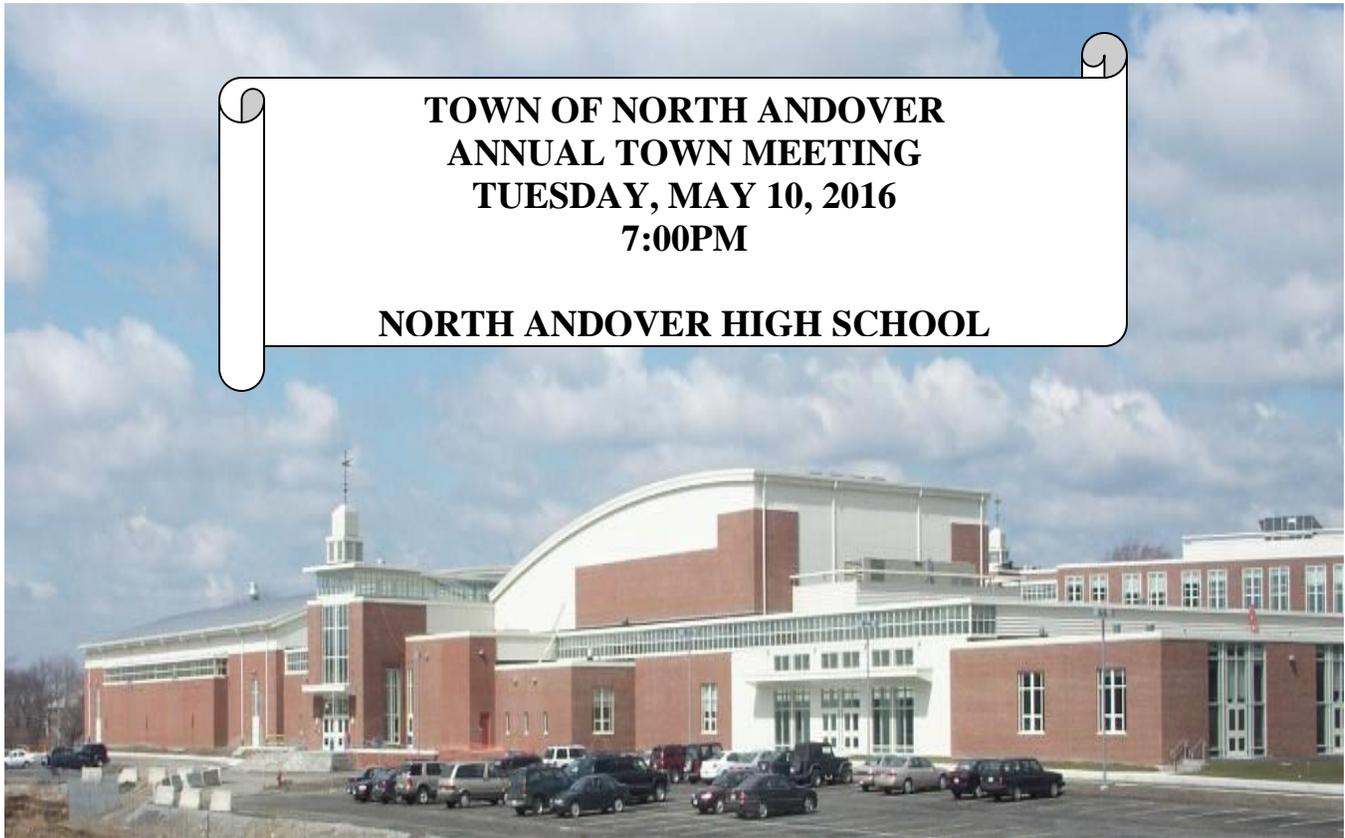
**Pursuant to the foregoing warrant, I have warned and notified the inhabitants of the Town of North Andover who are qualified to vote in Town Affairs to be at the time and place for the purpose mentioned within by posting true and attested copies thereof at the Town Office Building and one public place in each voting precinct in the Town at least fourteen (14) days before the date of said meeting.**

\_\_\_\_\_  
Constable

\_\_\_\_\_  
Date

**NOTES:**

**PLEASE BRING THIS BOOKLET WITH YOU TO  
TOWN MEETING!!**



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**Details on logistics and updated information will be posted on the Town's website at [www.townofnorthandover.com](http://www.townofnorthandover.com), on the North Andover Cable Channel, and in our local newspapers.**

**If you need any special accommodations for the meeting please call the Town Clerk's office at 978-688-9502.**

**Please participate in this very important meeting!**