

### Community Description

Description of basic attributes of community including population, number of owner occupied residences, and other community characteristics.

The Town of Andover provides a full array of high quality services to the its residents, including full-time police and fire protection, schools, solid waste disposal and recycling, street maintenance and snow removal, public health and natural resource protection, elder, youth and veterans services, a library, and various parks, playgrounds, conservation lands, and recreational programs.

The census of 2010 shows 33,201 people, 11,305 households and 8,490 families residing in the town. The population density is 1,008 people per square mile. The average household size is 2.7 persons and the average family size is 3.2 persons. The population is distributed with 29% under the age of 18, 31% from 25 to 44, 28% from 45 to 64, and 12% who are 65 years of age or older. The median age of its residents is 40 years. The estimated median home price in 2010 was \$435k, and estimated median household income was \$142k.

Andover's town government consists of a five-member Board of Selectmen and a six-member School Committee. The Town Manager is appointed by the Board of Selectmen. Open town meetings are held at least annually.

Andover is a suburban town with a thriving downtown retail and service district. There is a strong emphasis on education, community service, library services, conservation, and tradition.

Andover has shown its early commitment to, and early adoption of residential solar energy. The proposed team of volunteers has used a set of mapping tools, and has identified a potential market of 500 homes for new solar installations.

### Marketing and Outreach Plan

Outline a marketing plan that describes methods to create community awareness around the Solarize Mass program. Describe ways in which a joint marketing strategy between the community and the selected Installer could increase the number of sign-ups for a solar site assessment and expand solar PV adoption within the community. Provide a plan for implementation, including methods to engage additional community members and volunteers. This could include an outreach activity timeline, expected volunteer activity hours, preliminary goals for community participation and solar PV adoption during the program. Include information on where community events could be held, including the Solar 101 meeting.

The following plan is proposed for a Solarize Andover program. Some of the efforts have either been completed, or completed as prototypes, to be prepared for immediate action should Andover receive the grant. In general, the plan will follow the steps outlined below in the order listed.

There are more than 50 Andover PV installations, and the concept is no longer novel. The mission for the Andover volunteers, MassCEC and the selected solar installer is to further saturate an early adopter segment of the market. It will take a compelling "hearts and minds" argument to succeed. The soft side, winning the "hearts", will focus on solar sustainability. The logical side, winning the "minds" will require economic justification. We need to win both arguments with conviction.

We have achieved early support of key people. Meetings have been held with town officials, and the

Andover Green Advisory Board. The Town Manager, Buzz Stapczynski has offered his unqualified support. He has in turn nominated one of his most trusted staff, Paul Materazzo, the Director of Planning, to be the required municipal representative. We have a number of enthusiastic volunteers, who have been meeting for the past three months to prepare for this grant submission. Most of these volunteers have solar PV arrays on their houses. One of them was the first to install solar PV in Andover. We have an additional number of “advisers and ambassadors” prepared to join us if Andover receives the grant.

We have assessed initial community interest and will refine the understanding continuously if granted the award. Our first survey was done at Andover Days, one of the largest community gatherings in the town. The results of the survey are published on our prototype website, and the website is actively soliciting more responses to the survey. One of the icons of Andover, South Church, has completed a power purchase agreement, and a 52 kW PV installation. We attended their open house, and distributed our draft Frequently Asked Questions. Our intention is to attend all additional Andover events which draw in the community, like Andover Days, town meetings, and the Feaster Five road race. The town of Andover maintains a town broadcast email list for those who are interested in town news, and have signed up for the service. We will post news of Solarize Andover, and will direct interested members of this email list to our website.

We will be ready immediately to announce an award of the Solarize Mass program. Our first announcement will be on the town broadcast email list. We will publish a news article in the next available edition of our local papers, the Andover Townsman, and the Eagle Tribune. We will be on the first following meeting agenda of the Andover Board of Selectmen, and broadcast that meeting over local access CATV.

We will have a publication campaign focused on saturation. There will be three additional notices in the Andover Townsman, the announcement of Solar 101 including time, place and content, a reminder of Solar 101 the week prior to its scheduled event, and the announcement of Solar 201 including time place and content. Any other news articles of our progress will be submitted to the Andover Townsman on a regular basis. We are helped in our publicity campaign by the strong commitment of the Andover Townsman personnel to do what they can to make us successful.

We will distribute door hangers on the 500 households we have identified as favorable for solar installation, pointing to the website, containing instructions on the use of our solar calculator for self-assessment, email signup for further announcements, and a description of the website contents. We will include a simple cut-sheet in Andover water and tax bills, driving interest to the website. At the appropriate times, our website will feature Solar 101 and Solar 201 content on its home page. Solar 101 and Solar 201 will be filmed by local access CATV for later presentation.

We have and will continue to develop marketing tools. The website is in prototype form. It will be ready by the time MassCEC announces community selection. We will refine our informational presentation into a crisp, standard format, so it can be presented by different people. The website will contain interactive tools. We already have an interactive mapping tool showing existing sites and favorable sites. We will add sites under construction to it. Frequently Asked Questions will be on the website, and modified as new questions arise. A link to the solar calculator will help prospects to self-assess their potential, and to study the economics of different sized PV arrays. We will maintain an active list on our website of any Andover residents who have already installed PV arrays and who will volunteer to talk about their experience. This group of people will be our best evangelists. And finally, we will prepare two attractive commercial-grade indoor displays for the town hall, and our busy library. Attached to the displays will be informational brochures.

We will maintain a high level of effort throughout the program. It is anticipated we will have a continuing weekly schedule of core team meetings. It is fundamental to our philosophy that we integrate the next generation citizens in our effort to promote the program. To that end Anil, the designated solar coach, has already started working with interns from Andover High School Environmental Sustainability Internship Course (“ESIC”) on a weekly basis. The students are being trained to give regular presentations in the class and the community. Those presentations will go home to the parents of the ESIC students, generating further interest. Very soon, we will introduce the program to Greater Lawrence Technical school (“GLTS”). The volunteer team and Superintendent-Director John Lavoie and of GLTS, are working together to create a partnership program for the benefit of the students.

We will not be able to succeed at this program without a partnership with, and inclusion of MassCEC and the selected installer in our final plan design. The execution of our plan will be a joint effort with the selected installer.

At the beginning, we will conduct informational sessions with influential community groups likely to create secondary interest. Those selected groups are South Church, the Rotary, the League of Women Voters of Andover/North Andover, the Economic Development Council, the Andover Chamber of Commerce, and the Andover Green Advisory Board. These are selected because we already have and maintain personal contacts with some of their members.

We will conduct informational sessions with other groups to generate broader community awareness and to use their email distribution lists for brief informational messages, if the organizations agree to the use of their lists. Those groups are the Andover Business Center Association, the Andover Historic Society, the Ballardvale Historic District Commission, the Conservation Commission, the Design Review Board, the Memorial Hall Library Trustees, the Planning Board, the Preservation Commission, the Recycling Committee, the School Committee, the Zoning Board of Appeals, and the Planning Board.

We will hold open houses at existing solar sites. Times and places will be announced via emails and our website.

We will achieve a secondary engagement of volunteers (needed to diversify the skill set and experience of volunteers). We hope also to engage initial contract signatories under the Solarize Mass program. If timing permits, we will develop an additional class of Andover High School ESIC interns. We will be prepared to accommodate any ad hoc volunteers that may turn up.

We will make in-process improvements of outreach. Not every technique will work every time. We anticipate ongoing discussions with MassCEC. The selected installer will be on the front line. We expect early and repeated discussions with the installer, and hope to make course corrections, as necessary. We will use a questionnaire about what worked and didn't work in early installations to further guide us.

We have a goal. Out of 11,000 Andover households, we have selected 500 high quality sites. We want to convert at least 100 of them.

### Marketing Budget

Identify a preliminary budget of how the \$2,500 community marketing grant would be utilized, and whether you plan to provide a stipend (of up to \$500) to the Community Solar Coach. Optional: Tie potential expenditures to an outreach activity timeline or known events that will be taking place during the course of the Solarize Mass program.

The anticipated budget for the Solarize Andover team will be for the key components of the marketing plan. Although we may get some free press coverage of the news of the program, we will need to purchase announcement space in the Andover paper. The doorknob hangers will be carefully constructed to make a favorable first impression on the solar prospects. We will purchase tee-shirts with a Solarize Andover logo for our ESIC interns. The displays in the town hall and library are also likely to use a significant part of the grant money. Anil will not be taking the stipend of \$500 normally allocated to the Solar Coach. That is the limit of our intended spending. If there is any money not used, it will be returned to the town. Everything else we may need, we will provide internally or cajole it from the town.

## Additional Requirements (Maximum 1 page)

<b>Community Permitting and Requirements</b>				
Identify the local permitting process for solar PV projects within the community, and requirements surrounding Solarize Mass program marketing materials. This should include, but is not limited to, information on the building and electrical permitting process and fee structures, as well as any local Historic or Conservation Commission requirements that may require engagement on projects. Please use Exhibit 1 below.				
<b>Permitting Component</b>	<b>Requirements</b>	<b>Review Timeline</b>	<b>Cost</b>	<b>Associated Web Links</b>
<b>Building Permit (Roof Mounted)</b>	HIC/CSL Required	Typically a few days, same day possible.	There is an initial \$25 permit fee and an additional \$13 per \$1,000.	Ph: (978) 623-8300 Email: <a href="mailto:building@andoverma.gov">building@andoverma.gov</a> W: <a href="http://andoverma.gov/permits">http://andoverma.gov/permits</a>
<b>Building Permit (Ground Mounted)</b>	Same as roof also see Cons. Comm.			
<b>Electrical Permit</b>	Electrical License	Same day online	\$100 base fee and \$25 per \$1,000 for electrical work	Ph: (978) 623-8300 Email: <a href="mailto:building@andoverma.gov">building@andoverma.gov</a> W: <a href="http://andoverma.gov/permits">http://andoverma.gov/permits</a>
<b>Conservation Commission</b>	Only applies to ground mounted systems within 100 feet of protected area; review and public hearing may be required if determined to fall within Commission's jurisdiction	21 Days for applicability.	Varies	W: <a href="http://andoverma.gov/boards/conservation">http://andoverma.gov/boards/conservation</a>  W: <a href="http://andoverma.gov/boards/conservation/concomregs.pdf">http://andoverma.gov/boards/conservation/concomregs.pdf</a>
<b>Preservation (Historical) Commission</b>	Any exterior changes to a house within historic district would require a review by the Preservation Commission; Meets on the second Tuesday of every month at 6:30 pm; would need to bring photos of home, and any information about the panels and work to be done.	The Commission meets monthly on the second Tuesday of the month and will approve or deny projects during the meeting	Not Applicable.	W: <a href="http://www.mhl.org/historic/preservation/commission.htm">http://www.mhl.org/historic/preservation/commission.htm</a>
<b>Airport, MA DOT, other</b>	Not Applicable.	Not Applicable.	Not Applicable	Not Applicable
<b>Community Bi-laws for yard signs</b>	Chapter 5.2.2 in the town By-Laws, No portable or removable sign shall be allowed in any zoning district except as permitted under § 5.2.7.3.	Not Applicable	Not Applicable	W: <a href="http://www.ecode360.com/15616551">http://www.ecode360.com/15616551</a>
<b>Community Bi-laws for banners, signs, Thermometers, etc. in public spaces</b>	Banners are not allowed unless approved by town manager / selectmen.	Requires approval by Board of Selectmen	Being worked on. Banners are new to Andover. Board of Selectmen is working on details.	W: <a href="http://www.ecode360.com/15616551">http://www.ecode360.com/15616551</a>