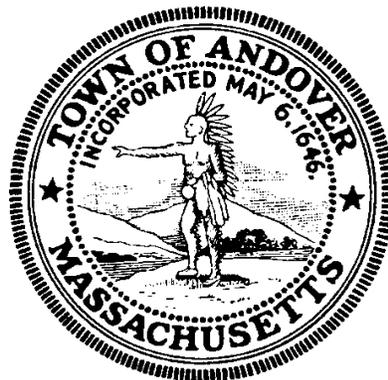


**TOWN OF ANDOVER, MASSACHUSETTS
COMPREHENSIVE ANNUAL FINANCIAL REPORT**



For the Year Ended June 30, 2014



TOWN OF ANDOVER, MASSACHUSETTS

COMPREHENSIVE ANNUAL FINANCIAL REPORT

For the Year Ended
June 30, 2014



Prepared by:

Theodora Moccia, Town Accountant

TOWN OF ANDOVER, MASSACHUSETTS
COMPREHENSIVE ANNUAL FINANCIAL REPORT

JUNE 30, 2014

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Introductory Section



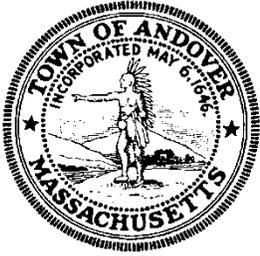
Pomps Pond



West Parish

Introductory Section

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Town of Andover

36 Bartlet Street
Andover, Massachusetts 01810
(978) 623-8211
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Letter of Transmittal

December 10, 2014

To Members of the Board of Selectmen and Citizens of the Town of Andover:

At the close of each year state law requires the Town of Andover to publish a complete set of financial statements in conformity with accounting principles generally accepted in the United States of America (GAAP), and that are audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants. Pursuant to that requirement, we hereby issue the Comprehensive Annual Financial Report (CAFR) of the Town of Andover, Massachusetts, for the year ending June 30, 2014 for your review.

This report consists of management's representations concerning the finances of the Town of Andover. Consequently, management assumes full responsibility for the completeness and reliability of all the information presented in this report. To provide a reasonable basis for making these representations, management of the Town of Andover has established a comprehensive internal control framework that is designed both to protect the Government's assets from loss, theft, or misuse and to compile sufficient reliable information for the preparation of the Town of Andover's financial statements in conformity with GAAP. Because the cost of internal controls should not outweigh their benefits, the Town of Andover's comprehensive framework of internal controls has been designed to provide reasonable rather than absolute assurance that the financial statements for the year ended June 30, 2014, are fairly presented in conformity with GAAP. The independent auditor's report is presented as the first component of the financial section of this report.

The Town of Andover's financial statements have been audited by Powers & Sullivan, LLC a firm of licensed certified public accountants. The goal of the independent audit was to provide reasonable assurance that the financial statements of the Town of Andover for the year ended June 30, 2014 are free of material misstatement.

The independent audit involved examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation. The independent auditor concluded, based upon the audit, that there was a reasonable basis for rendering an unmodified opinion that the Town of Andover's financial statements for the year ended June 30, 2014 are fairly presented in conformity with GAAP. The independent auditor's report is presented as the first component of the financial section of this report.

The independent audit of the financial statements of the Town of Andover was part of a broader, federally mandated "Single Audit" designed to meet the special needs of federal grantor agencies. The standards governing Single Audit engagements require the independent auditor to report not only on the fair presentation of the financial statements, but also on the audited government's internal controls and compliance with legal

requirements, with special emphasis on internal controls and legal requirements involving the administration of federal awards. These reports are available in the Town of Andover's separately issued Single Audit Report.

GAAP requires that management provide a narrative introduction, overview, and analysis to accompany the basic financial statements in the form of Management's Discussion and Analysis (MD&A). This letter of transmittal is designed to complement that analysis and should be read in conjunction with it. The Town of Andover's MD&A can be found immediately following the report of the independent auditors.

Profile of the Town

Andover is located in Essex County in the northeastern part of Massachusetts, approximately 23 miles north of Boston. Located on the banks of the Merrimack River, Andover is bordered on the north by the cities of Lawrence and Methuen, on the east by the Town of North Andover, on the south by the Towns of North Reading and Wilmington, and on the west by the Towns of Tewksbury and Dracut. Andover has approximately 32 square miles of land area, and 235 miles of roadways.

Andover is bisected by two major highway systems, Interstate 93 and 495, and a number of secondary roadways including Routes 28, 133, 114 and 125. Public transportation is available via two commuter rail service stations from Andover to the metropolitan Boston area provided by the Massachusetts Bay Transportation Authority, and a regional bus service provided by the Merrimack Valley Transit Authority.

Andover was originally settled in 1636 under the native-American name of Cochichawicke, a local waterway. The community was incorporated in 1646 as the Town of Andover, named after a Town in England where many of its settlers had come from.

From the earliest days, manufacturing has played a major part in the Town of Andover's development. The region's first powder mill was established in 1775; the manufacture of paper began in 1789; and in the early nineteenth century, several woolen mills prospered. While all of these early forms of manufacturing have since moved away, Andover continues to attract major modern industries.

Andover is known for its forward thinking government, committed to quality, responsiveness, and service. The Town's governing Charter was enacted by the Legislature in 1956, amended in 1974 and again in 2004. The Charter authorizes an Open Town Meeting-Board of Selectmen-Town Manager form of government. The Town is overseen by an elected five-member Board of Selectmen, and is administered by an appointed professional Town Manager, who also oversees approximately 20 departments and divisions. Andover's public schools are overseen by an elected five-member School Committee, and administered by an appointed professional Superintendent. There are also various appointed boards and committees which have specific responsibilities concerning various aspects of Town governance. Town Meeting, which is generally unique to New England, serves as Andover's legislative body. It offers all registered voters of the community the opportunity to participate in the major decisions of the Town. Town Meeting is facilitated by an elected Town Moderator, who is responsible for appointing a nine member Finance Committee, which in turn is responsible for advising Town Meeting on matters brought before it.

The Town provides a full array of high quality services to the general public, including: full-time police and fire protection; schools for grades kindergarten through 12, (six elementary, three middle, one senior high, and one regional vocational technical high school); solid waste disposal and recycling; street maintenance and snow removal; public health and natural resource protection; community development and planning; elder, youth and veteran services; a full service library; and various parks, playgrounds, conservation lands, and recreational programs. The Town also operates its own water supply, treatment and distribution system; and provides sanitary program. The Town also operates its own waste supply, treatment and distribution system; and provides sanitary waste disposal via connections to a regional treatment facility. During the summer months the Town operates

Pomp's Pond, a family and youth oriented recreation area located off Abbot Street, which includes recreational and instructional swimming, shaded picnic tables, boat rentals, volleyball, and children's playground. The Town of Andover is committed to a high degree of community responsiveness, providing high quality services to its citizens, and conducting all its affairs in a professional manner.

Factors Affecting Economic Condition

The information presented in the financial statements is perhaps best understood when it is considered from the broader perspective of the specific environment within which the Town of Andover operates.

Local economy: Andover is home to businesses of all sizes. The Town is known for its vibrant and diversified local economy. With its major intersecting highways, busy rail line, and proximity to international airports in Boston, MA and Manchester, NH, Andover is a true business "cross roads." The Town offers several industrial parks, a thriving downtown central business district, and a number of mixed use commercial areas. Andover is a highly sought after location for large companies representing major industries, including those involved in defense contracting, computer hardware and software, life science, pharmaceutical, biotech, and medical products. Andover's largest commercial/industrial employers are Raytheon, Internal Revenue Service, Philips Medical, Pfizer, Putman Investments, Vicor, Verizon, Phillips Academy, Enterasys and Hewlett Packard. There are approximately 500 acres of developable commercial and industrial land remaining in Town, as well as significant office space rental opportunities, suitable for accommodating almost any business need. The Town anticipates continued expansion of its sizable \$6.84 billion tax base given its favorable location, diverse high-end employment base, and availability of developable land. Andover has seen solid growth rates annually since 1999, reflecting continued expansion of commercial and industrial properties and sustained value appreciation.

In the spring of 2012, the Town successfully approved via Town Meeting their 1st Tax Increment Financing (TIF) for Schneider Electric. Schneider Electric (SE) agreed to relocate and consolidate several area operations into a redeveloped and expanded facility at 800 Federal Street (160,860 sf) with a proposed addition of 77,000 sf. In total this project will bring on-line approximately 227,860 sq of industrial space that has been sparsely occupied since developed in 1999. The company will bring over 710 jobs to Andover, with opportunities for future organic growth in the adjacent facility located at 600 Federal Street. With a minimum private investment of \$20 million dollars, the current assessment of \$8 million dollars would substantially rise to an estimated \$20 million, with the projected new annual tax revenue being approximately \$404 million. The new North American headquarters for Schneider Electric had its grand opening in September 2014 and Governor Patrick Deval attended the ribbon cutting ceremony.

Two major zoning initiatives were approved by Town Meeting voters, the Senior Residential Community Overlay District and the creation of a new Industrial 2 District. Amendments of this scale and complexity have not been considered by the Town since the adoption of the original Industrial Districts back in the 1960's.

Long-term financial planning: The Town of Andover has a proud history of maintaining a solid financial position in all economies, as indicated by its "AAA" bond rating assigned by Standard & Poor. The Town's financial actions are generally guided by a number of formal financial policies including long range planning tools such as a multi-year forecast, a five year Capital Improvement Program, prioritizing spending plans and identifying discretionary spending, pay-as-you go financing strategies, long-term planning for all liabilities including pension and insurance reserves, and municipal best practices, which are reviewed annually at the beginning of each budget development cycle.

Given the number of years of reduced/or level state aid, the Town has been able to minimize the impact to municipal and school services through a combination of prudent budgeting, user fee adjustments, strong tax collections, and continued property growth, along with taking steps towards slowing the rising rate of employee healthcare costs. The Town is currently managing approximately \$116.2 million worth of long and short-term debt.

This indebtedness consists of approximately \$82.3 million of governmental bonds, and \$33.9 million of enterprise fund bonds which are self-supporting through enterprise fund revenues.

The Town has authorized but unissued debt for school construction, land acquisition, landfill closure, water and sewer infrastructure and other various projects totaling \$22.6 million as of June 30, 2014. This includes \$8 million remaining authorized unissued for the Bancroft School of which a substantial portion will be rescinded. The school opened its doors in September of 2014. It is a LEED Silver Certified (Leadership in Energy and Environmental Design) building and is designed to be environmentally sustainable.

In 2014 the Town transferred \$1.0 million to a newly established "Landfill Stabilization Fund" to mitigate future debt service payments relating to the closure of the Ledge Road Landfill. The Town also established a "Debt Service Stabilization Fund" for the purpose of paying principal and interest on non-exempt outstanding debt and transferred \$600,000 from the Town's General Stabilization Fund to the new fund. Additionally, the Town established an elder services stabilization fund in 2014 with a transfer totaling \$700,000 from the C.D. Wood trust fund. The Town's general Stabilization fund totaled \$6.2 million as of June 30, 2014.

The Town of Andover has enhanced its revenue flexibility by establishing enterprise funds and many other user supported programs. This has allowed the Town to shift the operating costs to the users of certain services so that little or no tax support goes towards providing these services. By doing so, the Town is able to provide the maximum tax dollars available to all other services.

An Audit Committee assists the Town Manager with the selection of the independent auditor, oversight of the audit process, and resolution of audit findings.

Cash management policies and practices: The Town of Andover issues property tax bills quarterly and derives approximately 75% of annual General Fund revenue from this source. The quarterly billings result in a cyclical build-up and then spend-down of operational cash reserves. Every effort is made to put our reserves to work. For the past 48 months, this has been a challenging proposition due to the struggling economy and the accompanying weak financial markets which has resulted in a low rate of return for most traditional investment vehicles. The Federal Open Market Committee has dropped the Federal Funds Rate from 1.0% down to a sliding scale of 0.0% to .025%. Short term rates, and most permissible investments, are highly influenced by this rate. The Fed expects to keep this rate structure for an extended period of time because they are of the opinion that the economic recovery will be a very slow and gradual process and raising rates could stagnate the recovery cycle. The Town's investment policy remains conservative with particular attention to the constraints of safety and liquidity while attempting to secure the highest yield possible within those constraints.

On a daily basis, the Treasurer's Office transfers funds into various depository accounts at local/regional banking institutions. Short term funds are transferred to various banks and financial institutions to obtain the highest competitive return. The Treasurer is responsible for having on hand adequate cash to pay invoices and fund payroll on a weekly basis. Regulations depicting the type of investments that general fund receipts and free cash can be invested in limit the Treasurer's ability to invest longer term. In today's challenging market environment, short-term earnings will be depressed for the foreseeable future.

The Treasurer continually evaluates cash flow data to determine the amount of money that can be invested for a longer term and thus, yield a higher return on investments. The Treasurer's Office operates on an aggregate cash basis and invests in the same manner. Currently, the maturities of the various investments range from 30 days to one year with an average maturity of approximately three months.

While maintaining a highly diversified investment portfolio, the Treasurer also aims to maintain competitive relationships with numerous banks and other financial institutions. Through these relationships, the Treasurer continually investigates new investment vehicles and products to assist in generating the highest possible yield,

while at the same time maintaining safety and liquidity. Since short-term rates fluctuate frequently amongst these institutions, the Treasurer monitors the investments, and the market, to keep abreast of what is happening with the investment environment.

The Town's trust funds are managed by various financial institutions Trust Division's. Each trust fund has a distinct purpose which therefore will affect the mix of holdings in cash, fixed income securities and equities that will vary by fund depending on that fund's particular needs. The amount of annual income required and the timing of disbursements generally governs the types and the quantities of the investments in the fund's portfolio.

Risk management: The Town of Andover manages its risk through a combination of self-insured programs and premium based coverage with commercial insurance carriers. Health care and workers compensation are a combination of self-insured and premium based plans. The Town is exposed to various risks of loss related to general liability, property and casualty, workers' compensation and unemployment compensation claims. Buildings and property are fully insured against fire, theft and natural disaster to the extent that losses exceed the Town's deductible per incident. These deductibles vary by type of incident, none of which exceed \$50,000.

Pension and other post-employment benefits: The Town of Andover contributes to the Andover Contributory Retirement System (the System), a cost sharing defined benefit pension plan administered by the Andover Contributory Retirement Board. Every two years, an independent actuary engaged by the Andover Contributory Retirement Board calculates the amount of the annual contribution that the Town of Andover must make to the pension plan to ensure that the plan will be able to fully meet its obligations to retired employees on a timely basis. As a requirement by law, the Town of Andover fully funds each year's annual required contribution to the pension plan as determined by the actuary. The System has succeeded in funding 48.33% of the present value of the projected benefits earned by employees based on the last actuarial valuation of January 2014. The remaining unfunded amount is being systematically funded over 26 years as part of the annual required contribution calculated by the actuary. The System will be conducting its next actuarial valuation as of January, 2016.

The Town of Andover also provides postemployment health care and life insurance benefits for Town and School retirees and their dependents. There were 466 retired employees receiving these benefits. GAAP does not require governments to report a liability in the financial statements in connection with an employer's obligation to provide these benefits. The Town completed its most recent actuarial valuation, dated June 30, 2013. The Town established a Post-Employment Benefit Trust fund with an initial deposit of \$258,120 and has continued to make deposits; the 2014 Town Meeting appropriated \$1.3 million to the OPEB Trust Fund bringing the balance in the fund to \$2.7 million. Additional information on the Town of Andover's pension and postemployment benefits can be found in the notes to the financial statements.

Annual budget process and control: The Town Manager is responsible for preparing and presenting the budget to the Finance Committee and the Board of Selectmen. The Selectmen review all requests and Town-wide issues and present a budget to Town Meeting for approval. A nine member Finance Committee reviews the budget and makes its independent recommendations to Town Meeting.

The level of budgetary control is established by Town Meeting and this approval defines the level at which expenditures may not exceed appropriations. This level is typically at the functional level. The Town Accountant is responsible for ensuring all payroll and invoices are within the budgetary control level before authorizing payment. Additional appropriations may be approved at subsequent Town Meetings. These controls ensure compliance with the budget approved by Town Meeting.

Awards and Acknowledgements

The Government Finance Officers Association (GFOA) has again awarded a Certificate of Achievement for Excellence in Financial Reporting to the Town for its Comprehensive Annual Financial Report (CAFR) for the year ended June 30, 2013. This was the tenth consecutive year that the Town has received this prestigious award. In order to be awarded a Certificate of Achievement, the Town had to publish an easily readable and efficiently organized CAFR that satisfied both generally accepted accounting principles and applicable legal requirements. A Certificate of Achievement is valid for a period of one year only. We believe that our current CAFR continues to meet the Certificate of Achievement Program's requirements and we are submitting it to the GFOA to determine its eligibility for another certificate.

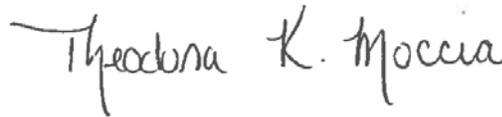
The preparation of this report would not have been possible without the efficient and dedicated services of the Accounting and Treasurer Department staffs. We would like to express our appreciation to all members, both Town and School, who assisted and contributed in the preparation of this report. Credit must also be given to the Town Selectmen for their unflinching support for maintaining the highest standards of professionalism in the management of the Town of Andover's finances.

Respectfully submitted,



Reginald S. Stapczynski

Town Manager



Theodora Moccia

Town Accountant



Government Finance Officers Association

**Certificate of
Achievement
for Excellence
in Financial
Reporting**

Presented to

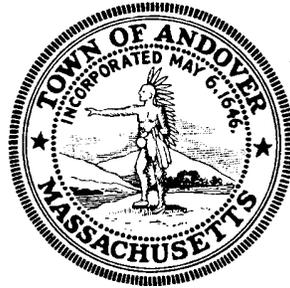
**Town of Andover
Massachusetts**

For its Comprehensive Annual
Financial Report
for the Fiscal Year Ended

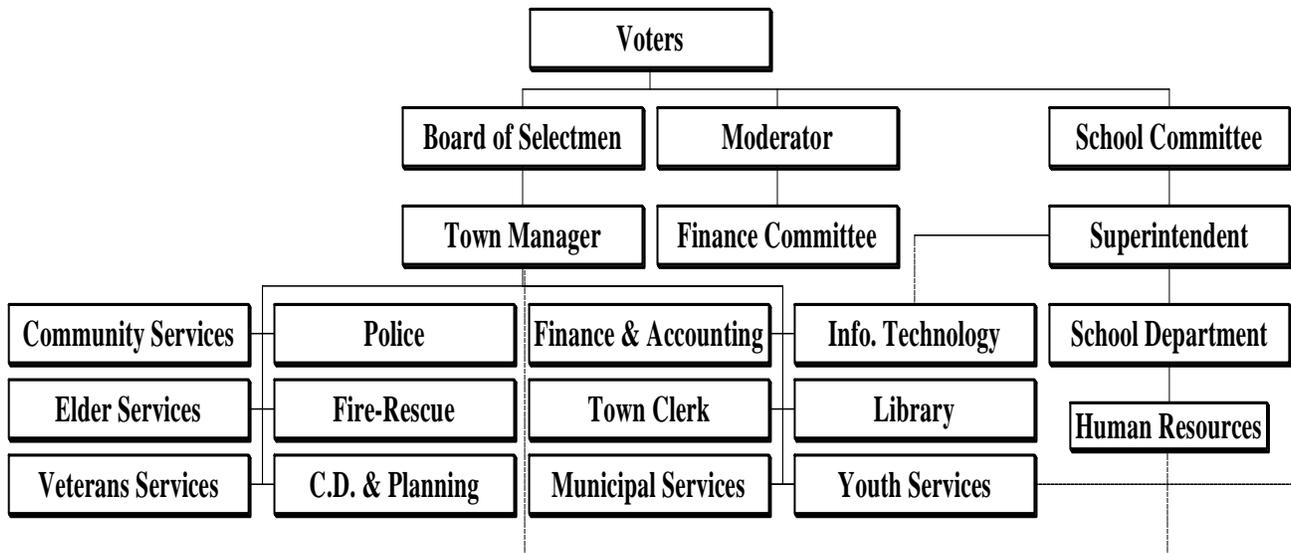
June 30, 2013

Executive Director/CEO

Town of Andover



Organizational Chart



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

Principal Town Officials

Elected Officials

Board of Selectmen

Daniel H. Kowalski, Chairman
Brian P. Major, Vice Chairman
Paul J. Salafia, Secretary
Alexander J. Vispoli
Mary T. O'Donoghue

Town Moderator

Sheila M. Doherty

School Committee

Ann W. Gilbert, Chair
Paula M. Colby-Clements, Vice Chair
David A. Birnbach
Joel G. Blumstein
Barbara A. L'Italien

Appointed Officials

Town Manager

Reginald S. Stapczynski

Superintendent of Schools

Dr. Marinel D. McGrath

Town Accountant

Theodora Moccia

Finance Director

Donna Walsh

Treasurer

David J. Reilly

Town Assessor

David Billard

Town Clerk

Lawrence J. Murphy

Fire Chief

Michael B. Mansfield

Police Chief

Patrick Keefe

Human Resources Director

Candace A. Hall-Nourse

Library Director

Beth H. Mazin

Municipal Services Director

Christopher M. Cronin

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Financial Section



Fosters Pond



Pomps Pond

Financial Section

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Independent Auditor's Report

To the Honorable Board of Selectmen
Town of Andover, Massachusetts

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Andover, Massachusetts as of and for the year ended June 30, 2014 (except for the Andover Contributory Retirement System which is as of and for the year ended December 31, 2013), and the related notes to the financial statements, which collectively comprise the Town's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the Town of Andover, Massachusetts, as of June 30, 2014 (except for the Andover Contributory Retirement System which is as of and for the year ended December 31, 2013), and the respective changes in financial position, and where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis and required supplementary information, as listed in the table of contents, be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Other Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the Town of Andover, Massachusetts' basic financial statements. The introductory section, combining and individual fund statements, and statistical section are presented for purposes of additional analysis and are not a required part of the basic financial statements.

The combining and individual fund statements, as listed in the table of contents, are the responsibility of management and were derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the combining and individual fund statements are fairly stated, in all material respects, in relation to the basic financial statements as a whole.

The introductory and statistical sections have not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on them.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated December 10, 2014, on our consideration of the Town of Andover, Massachusetts' internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts and grant agreements and other matters. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the Town of Andover, Massachusetts' internal control over financial reporting and compliance.



December 10, 2014

Management's Discussion and Analysis

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Management's Discussion and Analysis

As management of the Town of Andover, we offer readers of these financial statements this narrative overview and analysis of the financial activities for the year ended June 30, 2014. The Town complies with financial reporting requirements issued by the Governmental Accounting Standards Board (GASB). We encourage readers to consider the information presented in this report in conjunction with additional information that we have furnished in our letter of transmittal.

The Governmental Accounting Standards Board (GASB) is the authoritative standard setting body that provides guidance on how to prepare financial statements in conformity with generally accepted accounting principles (GAAP). Users of these financial statements (such as investors and rating agencies) rely on the GASB to establish consistent reporting standards for all governments in the United States. This consistent application is the only way users (including citizens, the media, legislators and others) can assess the financial condition of one government compared to others.

Financial Highlights

- At the close of the current year, the Town's general fund reported an ending fund balance of \$19 million which represents 14% of total general fund budgetary basis expenditures.
- The assets and deferred outflows of resources of the Town of Andover exceeded the liabilities at the close of the most recent year by \$137.9 million (net position).
- The Town's noncurrent governmental liabilities (excluding debt) increased by \$6 million, which was primarily due to the recognition of the other postemployment benefits (OPEB) liability.
- The Town's total governmental gross debt (short-term and long-term combined) increased by \$17.5 million during the current year. This was due to the net effect of \$12 million and \$6.7 million in principal payments on short-term and long-term debt, respectively, and the issuance of \$24.2 million of long-term debt for school construction, construction of the youth center, land acquisition and building renovations, and the issuance of \$12 million of short-term debt for school construction.
- The Town's total business-type gross long-term debt increased by \$874,000 during the current year. This was due to the net effect of \$2.7 million in principal payments and the issuance of \$3.5 million of debt for infrastructure improvements.
- The Town's unfunded OPEB liability has decreased by \$69.7 million as a result of favorable per capita cost experience, changes in medical trend and other assumptions and increase in the discount rate from 4.5% to 5.75%. The Town contributed an additional \$1.4 million to the OPEB trust fund in 2014 and at year-end had a net position of \$2.7 million.

Overview of the Financial Statements

This discussion and analysis is intended to serve as an introduction to the Town of Andover's basic financial statements. These basic financial statements comprise three components: 1) government-wide financial statements, 2) fund financial statements, and 3) notes to the financial statements.

Government-wide financial statements. The *government-wide financial statements* are designed to provide readers with a broad overview of finances, in a manner similar to private-sector business.

The *statement of net position* presents information on all assets and liabilities, with the difference between the two reported as *net position*. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position is improving or deteriorating.

The *statement of activities* presents information showing how the government's net position changed during the most recent year. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, *regardless of the timing of related cash flows*. Thus, revenues and expenses are reported in this statement for some items that will only result in cash flows in future periods (e.g., uncollected taxes and earned but unused vacation leave).

Both of the government-wide financial statements distinguish functions that are principally supported by taxes and intergovernmental revenues (*governmental activities*) from other functions that are intended to recover all or a significant portion of their costs through user fees and charges (*business-type activities*). The governmental activities include general government, public safety, education, municipal services, community services, library, and interest. The business-type activities include the activities of water and sewer services.

The government-wide financial statements include not only the Town of Andover itself (known as the *primary government*), but also a legally separate public employee retirement system for which the Town of Andover is financially accountable. Financial information for this *component unit* is reported separately within the fiduciary fund statements.

Fund financial statements. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. Fund accounting is used to ensure and demonstrate compliance with finance-related legal requirements. All of the funds can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds.

Governmental funds. The focus of the Town of Andover's governmental funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the Town of Andover's financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the year.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for *governmental funds* with similar information presented for *governmental activities* in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between *governmental funds* and *governmental activities*.

The Town of Andover adopts an annual appropriated budget for its general fund. A budget to actual schedule has been provided for the general fund to demonstrate compliance with this budget.

Proprietary funds. The Town maintains two types of proprietary funds.

Enterprise funds are used to report the same functions presented as *business-type activities* in the government-wide financial statements. The Town uses enterprise funds to account for its water and sewer activities.

The *internal service fund* is used to account for the financing of services provided by one department to other departments or governmental units. This fund is used to account for risk financing activities related to active employees' and retirees' health and life insurance, unemployment compensation, workers' compensation, and general liability insurance.

Fiduciary funds. Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are *not* reflected in the government-wide financial statement because the resources of those funds are *not* available to support the Town's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

Notes to the basic financial statements. The notes provide additional information that is essential to a full understanding of the data provided in the government-wide and fund financial statements.

Government-wide Financial Analysis

As noted earlier, net position may serve over time as a useful indicator of a government’s financial position. The Town of Andover’s assets and deferred outflows of resources exceeded liabilities by \$137.9 million at the close of 2014, which was an increase of \$6.6 million from the prior year.

Net position of \$159.0 million reflects its investment in capital assets (e.g., land, buildings, infrastructure, machinery, and equipment); less any related debt used to acquire those assets that are still outstanding. The Town uses these capital assets to provide services to citizens; consequently, these assets are *not* available for future spending. Although the investment in its capital assets is reported net of its related debt, it should be noted that the resources needed to repay this debt must be provided from other sources, since the capital assets themselves cannot be used to liquidate these liabilities.

An additional portion of net position, \$10.2 million, represents resources that are subject to external restrictions on how they may be used. The remaining balance of *unrestricted net position* has a year-end deficit of \$31.3 million. The primary reason for this deficit balance is the recognition of OPEB liabilities.

At the end of the current year, the Town is able to report positive balances in two of three categories of net position, for the Town as a whole and for its governmental activities. Its business-type activities report positive balances in both categories.

The governmental activity and business-type activity components are presented on the following pages.

Governmental Activities

The Town’s assets and deferred outflows of resources exceeded liabilities for governmental activities by \$74.1 million at the close of 2014.

	2014	2013
Assets:		
Current assets.....	\$ 67,482,859	\$ 58,187,485
Noncurrent assets (excluding capital).....	2,852,129	4,339,879
Capital assets.....	178,959,619	153,411,443
Total assets.....	249,294,607	215,938,807
Deferred Outflows of Resources:		
Deferred loss on refunding.....	772,087	972,013
Liabilities:		
Current liabilities (excluding debt).....	12,657,549	11,858,651
Noncurrent liabilities (excluding debt).....	75,974,000	69,924,000
Current debt.....	8,436,834	7,234,452
Noncurrent debt.....	78,888,072	60,862,581
Total liabilities.....	175,956,455	149,879,684
Net Position:		
Net investment in capital assets.....	113,445,872	104,403,021
Restricted.....	10,224,044	9,250,406
Unrestricted.....	(49,559,677)	(46,622,291)
Total net position.....	\$ 74,110,239	\$ 67,031,136

	<u>2014</u>	<u>2013</u>
Program Revenues:		
Charges for services.....	\$ 12,671,455	\$ 12,928,317
Operating grants and contributions.....	27,469,976	27,330,776
Capital grants and contributions.....	10,772,632	9,702,374
General Revenues:		
Real estate and personal property taxes.....	116,416,632	110,652,457
Motor vehicle and other excise taxes.....	6,467,691	6,430,755
Nonrestricted grants.....	2,193,507	2,099,507
Unrestricted investment income.....	164,538	74,364
Other revenues.....	1,295,319	1,405,804
Total revenues.....	<u>177,451,750</u>	<u>170,624,354</u>
Expenses:		
General government.....	10,707,991	9,997,575
Public safety.....	21,952,531	21,349,177
Education.....	115,458,917	111,484,537
Municipal services.....	14,788,432	14,475,054
Community services.....	3,589,067	3,497,572
Library.....	3,411,150	3,291,536
Interest.....	2,102,376	2,180,097
Total expenses.....	<u>172,010,464</u>	<u>166,275,548</u>
Excess (deficiency) before transfers.....	5,441,286	4,348,806
Transfers.....	<u>1,637,817</u>	<u>1,528,260</u>
Change in net position.....	7,079,103	5,877,066
Net position - beginning of year.....	<u>67,031,136</u>	<u>61,154,070</u>
Net position - end of year.....	<u>\$ 74,110,239</u>	<u>\$ 67,031,136</u>

The governmental expenses totaled \$172.0 million of which \$50.9 million (30%) was directly supported by program revenues consisting of charges for services, operating and capital grants and contributions. General revenues totaled \$126.5 million, primarily coming from property taxes, motor vehicle excise and other excise taxes, and non-restricted state aid.

The governmental net position increased by \$7.1 million during the current year. This was primarily due to \$7 million in capital grant revenue from the Massachusetts School Building Authority (the MSBA), \$1.8 million in capital grant revenue from the State for roadway improvements, \$2 million in contributions for the youth center, and a general fund surplus totaling \$3.9 million that is more fully explained on page 24. These increases were offset by decreases due to the timing of grant revenues and expenditures totaling \$1.4 million and the recognition of \$5.5 million of additional OPEB liabilities.

Governmental expenses increased by \$5.7 million. This is primarily due to a \$710,000 increase in general government expenses, a \$4.0 million increase in educational expenses and a \$603,000 increase in public safety expenses. These increases are attributable to increases in the departmental operating budgets and employee benefits.

Business-Type Activities

For the Town's business-type activities, assets and deferred outflows of resources exceeded liabilities by \$63.7 million at the close of 2014.

	<u>2014</u>	<u>2013</u>
Assets:		
Current assets.....	\$ 19,608,685	\$ 15,598,977
Noncurrent assets (excluding capital).....	8,340,934	9,329,183
Capital assets.....	<u>72,993,348</u>	<u>74,652,524</u>
Total assets.....	<u>100,942,967</u>	<u>99,580,684</u>
Deferred outflows of resources:		
Deferred loss on refunding.....	<u>440,397</u>	<u>538,763</u>
Liabilities:		
Current liabilities (excluding debt).....	964,661	498,580
Noncurrent liabilities (excluding debt).....	1,619,000	1,435,000
Current debt.....	3,088,987	2,841,476
Noncurrent debt.....	<u>31,965,329</u>	<u>31,132,892</u>
Total liabilities.....	<u>37,637,977</u>	<u>35,907,948</u>
Net Position:		
Net investment in capital assets.....	45,559,159	45,822,689
Unrestricted.....	<u>18,186,228</u>	<u>18,388,810</u>
Total net position.....	<u>\$ 63,745,387</u>	<u>\$ 64,211,499</u>
Program Revenues:		
Charges for services.....	\$ 11,862,122	\$ 11,485,877
Capital grants and contributions.....	-	42,339
General Revenues:		
Unrestricted investment income.....	<u>25,372</u>	<u>10,245</u>
Total revenues.....	<u>11,887,494</u>	<u>11,538,461</u>
Expenses:		
Water.....	6,950,526	6,363,699
Sewer.....	<u>3,765,263</u>	<u>4,173,881</u>
Total expenses.....	<u>10,715,789</u>	<u>10,537,580</u>
Excess (deficiency) before transfers.....	1,171,705	1,000,881
Transfers.....	<u>(1,637,817)</u>	<u>(1,528,260)</u>
Change in net position.....	(466,112)	(527,379)
Net position - beginning of year.....	<u>64,211,499</u>	<u>64,738,878</u>
Net position - end of year.....	<u>\$ 63,745,387</u>	<u>\$ 64,211,499</u>

Business-type net position of \$45.5 million (71%) represents the investment in capital assets while \$18.2 million (29%) is unrestricted. The Town's business-type net position decreased by \$663,000 in the current year.

The water department net position decreased by \$703,000. This decrease was primarily due to depreciation expense exceeding debt principal payments by \$1.1 million and the annual OPEB cost exceeding the OPEB expense raised in the rates by \$85,000. These decreases were offset by an \$870,000 revenue surplus that primarily related to water rates.

The sewer department net position increased by \$237,000. The increase in net position is mainly due to debt principal payments exceeding depreciation expense by \$718,000 and \$249,000 of sewer appropriations that were

unexpended. These increases were offset by \$966,000 of previously recognized special assessment revenues that were used to balance the operating budget.

Financial Analysis of the Government's Funds

As noted earlier, the Town uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements.

Governmental funds. The focus of *governmental funds* is to provide information on near-term inflows, outflows, and balances of *spendable* resources. Such information is useful in assessing financing requirements. In particular, unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the year.

At the end of the current year, governmental funds reported combined ending fund balances of \$42.9 million which is comprised of \$19 million in the general fund, \$3.3 million in the school projects fund, and \$20.6 million of nonmajor governmental funds. Cumulatively there was a \$7.3 million increase in fund balances from the prior year.

The general fund is the chief operating fund. At the end of the current year, unassigned fund balance of the general fund was \$14.6 million, while total fund balance was \$19 million. As a measure of the general fund's liquidity, it may be useful to compare both unassigned fund balance and total fund balance to total fund expenditures. Unassigned fund balance represents 10% of total general fund budgetary expenditures, while total fund balance represents 14% of that same amount. The general fund experienced an increase of \$3.9 million, which is due to a revenue surplus totaling \$2.6 million, a \$773,000 surplus from debt premiums received, unspent appropriations totaling \$1.9 million and \$500,000 that was raised for the general stabilization fund. These increases were offset by the use of \$2.2 million of free cash to fund supplemental appropriations.

The highway construction fund is used to account for highway construction projects that are reimbursable by the Massachusetts Department of Transportation. In 2014, the Town recorded reimbursable expenditures and capital grant revenue totaling \$962,000.

The school projects fund experienced an increase of \$2.4 million. This increase is due to capital grant revenue from the Massachusetts School Business Authority and proceeds from the issuance of bonds payable exceeding current year construction costs.

The nonmajor funds experienced an increase of \$1 million that was due to the net effect of timing differences between the receipt and expenditure of grant funds and the permanent financing of capital projects.

General Fund Budgetary Highlights

The \$2.2 million increase between the original budget and the final amended budget was due to supplemental appropriations approved at Special Town Meeting to fund snow and ice removal, the purchase of land and building renovations for the Ballardvale fire station, and additional funding for the OPEB and general stabilization funds.

Capital Asset and Debt Administration

Capital Assets. In conjunction with the annual operating budget, the Town annually prepares a capital budget for the upcoming year and a five-year Capital Improvement Plan (CIP) that is used as a guide for future capital expenditures.

Major capital events during the current year include the following:

- Governmental activities included additions to construction in progress, buildings and improvements, machinery and equipment, land improvements, infrastructure, vehicles and library books totaling \$32.5 million.
- Business-type activities included additions to construction in progress, machinery and equipment, water and sewer infrastructure and vehicles totaling \$1.4 million.

Debt Administration. The Town of Andover maintains an AAA Bond Rating with Standard & Poor's Investors Service and continues to maintain strong market access for both note and bond sales.

Outstanding long-term debt for governmental activities, as of June 30, 2014, totaled \$82.3 million, of which \$58.5 million is related to school projects, \$10.6 million is for municipal services, \$5.6 million is for land acquisition, \$5.4 million is for public safety projects, and the remaining balance of \$2.2 million is for culture and recreation projects. The Town issued \$24.2 million of governmental long-term general obligation bonds to fund school projects, municipal services, land acquisition, and culture and recreation projects.

The sewer and water enterprise funds have outstanding long-term debt totaling \$21.1 million and \$12.8 million, respectively, at year-end. \$3.5 million was issued in 2014 to fund infrastructure improvements. The debt is fully supported by rates and does not rely on a general fund subsidy.

The Commonwealth of Massachusetts is obligated to provide school construction grants for approved school projects. The grants are paid annually to support future interest expense on school construction related long-term debt and the construction costs funded by that debt. At June 30, 2014, the Town is scheduled to receive \$129,000 of future interest grants and \$4.1 million of capital grants. The payment schedule for the Commonwealth is structured to match the debt service expenditures.

Beginning in 2005, the Commonwealth changed the method for funding the school building assistance program. Under the new program, the assistance is paid to support construction costs and reduce the total debt service of the Town. Through the end of 2014, the Town has recorded capital grant proceeds totaling \$13 million, from the MSBA, which is equal to 44% of approved construction costs submitted for reimbursement. The Town anticipates receiving an additional \$3.6 million of grant proceeds in 2015.

In prior years, certain general obligation bonds were defeased by placing the proceeds of bonds in an irrevocable trust to provide for all future debt service payments on the refunded bonds. Accordingly, the trust account's assets and liabilities for the defeased bonds are not included in the basic financial statements. At June 30, 2014, \$4,850,000 of bonds outstanding from the advance refunding transactions is considered defeased.

Please refer to notes 4, 6, and 7 for further discussion of the major capital and debt activity.

Requests for Information

This financial report is designed to provide a general overview of the Town of Andover's finances for all those with an interest in the government's finances. Questions concerning any of the information provided in this report or requests for additional financial information should be addressed to the Town Accountant, Town Offices, 36 Bartlet Street, Andover, Massachusetts 01810.

Basic Financial Statements

STATEMENT OF NET POSITION

JUNE 30, 2014

	<i>Primary Government</i>		
	Governmental Activities	Business-type Activities	Total
ASSETS			
CURRENT:			
Cash and cash equivalents.....	\$ 42,464,455	\$ 14,207,751	\$ 56,672,206
Investments.....	11,434,259	-	11,434,259
Receivables, net of allowance for uncollectibles:			
Real estate and personal property taxes.....	2,012,309	-	2,012,309
Tax liens.....	1,315,129	81,617	1,396,746
Motor vehicle and other excise taxes.....	624,646	-	624,646
User fees.....	-	4,586,414	4,586,414
Departmental and other.....	478,710	-	478,710
Special assessments.....	-	732,903	732,903
Intergovernmental.....	8,927,525	-	8,927,525
Tax foreclosures.....	225,826	-	225,826
Total current assets.....	<u>67,482,859</u>	<u>19,608,685</u>	<u>87,091,544</u>
NONCURRENT:			
Receivables, net of allowance for uncollectibles:			
Real estate tax deferrals.....	203,024	-	203,024
Intergovernmental.....	2,649,105	-	2,649,105
Special assessments.....	-	8,340,934	8,340,934
Capital assets, net of accumulated depreciation:			
Nondepreciable.....	32,532,297	785,818	33,318,115
Depreciable.....	<u>146,427,322</u>	<u>72,207,530</u>	<u>218,634,852</u>
Total noncurrent assets.....	<u>181,811,748</u>	<u>81,334,282</u>	<u>263,146,030</u>
TOTAL ASSETS.....	<u>249,294,607</u>	<u>100,942,967</u>	<u>350,237,574</u>
DEFERRED OUTFLOWS OF RESOURCES			
Deferred charges on refunding.....	<u>772,087</u>	<u>440,397</u>	<u>1,212,484</u>
LIABILITIES			
CURRENT:			
Warrants payable.....	3,428,424	487,943	3,916,367
Accrued payroll.....	5,416,189	53,680	5,469,869
Tax refunds payable.....	1,324,000	-	1,324,000
Accrued interest.....	850,936	292,411	1,143,347
Customer deposits payable.....	-	9,627	9,627
Landfill closure.....	117,000	-	117,000
Compensated absences.....	1,491,000	121,000	1,612,000
Workers' compensation.....	30,000	-	30,000
Bonds payable.....	<u>8,436,834</u>	<u>3,088,987</u>	<u>11,525,821</u>
Total current liabilities.....	<u>21,094,383</u>	<u>4,053,648</u>	<u>25,148,031</u>
NONCURRENT:			
Landfill closure.....	14,791,000	-	14,791,000
Compensated absences.....	3,344,000	296,000	3,640,000
Workers' compensation.....	268,000	-	268,000
Other postemployment benefits.....	57,571,000	1,323,000	58,894,000
Bonds payable.....	<u>78,888,072</u>	<u>31,965,329</u>	<u>110,853,401</u>
Total noncurrent liabilities.....	<u>154,862,072</u>	<u>33,584,329</u>	<u>188,446,401</u>
TOTAL LIABILITIES.....	<u>175,956,455</u>	<u>37,637,977</u>	<u>213,594,432</u>
NET POSITION			
Net investment in capital assets.....	113,445,872	45,559,159	159,005,031
Restricted for:			
Permanent funds:			
Expendable.....	578,428	-	578,428
Nonexpendable.....	1,261,738	-	1,261,738
Debt service.....	978,024	-	978,024
Grants and gifts.....	7,405,854	-	7,405,854
Unrestricted.....	<u>(49,559,677)</u>	<u>18,186,228</u>	<u>(31,373,449)</u>
TOTAL NET POSITION.....	<u>\$ 74,110,239</u>	<u>\$ 63,745,387</u>	<u>\$ 137,855,626</u>

See notes to basic financial statements.

STATEMENT OF ACTIVITIES

YEAR ENDED JUNE 30, 2014

<u>Functions/Programs</u>	<u>Program Revenues</u>				
	<u>Expenses</u>	<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>	<u>Net (Expense) Revenue</u>
Primary Government:					
<i>Governmental Activities:</i>					
General government.....	\$ 10,707,991	\$ 1,340,342	\$ 340,303	\$ -	\$ (9,027,346)
Public safety.....	21,952,531	4,879,683	154,719	-	(16,918,129)
Education.....	115,458,917	4,594,367	26,031,266	7,013,590	(77,819,694)
Municipal services.....	14,788,432	186,571	351,547	1,774,179	(12,476,135)
Community services.....	3,589,067	1,665,433	347,854	1,984,863	409,083
Library.....	3,411,150	5,059	108,949	-	(3,297,142)
Interest.....	2,102,376	-	135,338	-	(1,967,038)
Total Governmental Activities.....	172,010,464	12,671,455	27,469,976	10,772,632	(121,096,401)
<i>Business-Type Activities:</i>					
Water.....	6,950,526	7,405,049	-	-	454,523
Sewer.....	3,765,263	4,457,073	-	-	691,810
Total Business-Type Activities.....	10,715,789	11,862,122	-	-	1,146,333
Total Primary Government.....	\$ 182,726,253	\$ 24,533,577	\$ 27,469,976	\$ 10,772,632	\$ (119,950,068)

See notes to basic financial statements.

(Continued)

STATEMENT OF ACTIVITIES (Continued)

YEAR ENDED JUNE 30, 2014

	Primary Government		
	Governmental Activities	Business-Type Activities	Total
Changes in net position:			
Net (expense) revenue from previous page.....	\$ (121,096,401)	\$ 1,146,333	\$ (119,950,068)
<i>General revenues:</i>			
Real estate and personal property taxes, net of tax refunds payable.....	116,416,632	-	116,416,632
Tax liens.....	127,902	-	127,902
Motor vehicle excise taxes.....	4,970,746	-	4,970,746
Hotel/motel tax.....	1,496,945	-	1,496,945
Meals tax.....	506,658	-	506,658
Penalties and interest on taxes.....	554,802	-	554,802
Grants and contributions not restricted to specific programs.....	2,193,507	-	2,193,507
Unrestricted investment income.....	164,538	25,372	189,910
Miscellaneous.....	105,957	-	105,957
<i>Transfers, net</i>	<u>1,637,817</u>	<u>(1,637,817)</u>	<u>-</u>
Total general revenues and transfers.....	<u>128,175,504</u>	<u>(1,612,445)</u>	<u>126,563,059</u>
Change in net position.....	7,079,103	(466,112)	6,612,991
<i>Net Position:</i>			
Beginning of year.....	<u>67,031,136</u>	<u>64,211,499</u>	<u>131,242,635</u>
End of year.....	\$ <u><u>74,110,239</u></u>	\$ <u><u>63,745,387</u></u>	\$ <u><u>137,855,626</u></u>

(Concluded)

**GOVERNMENTAL FUNDS
BALANCE SHEET**

JUNE 30, 2014

	General	Highway Construction	School Projects	Nonmajor Governmental Funds	Total Governmental Funds
ASSETS					
Cash and cash equivalents.....	\$ 16,931,704	\$ -	\$ 4,751,738	\$ 18,987,697	\$ 40,671,139
Investments.....	9,119,572	-	-	2,314,687	11,434,259
Receivables, net of uncollectibles:					
Real estate and personal property taxes.....	2,012,309	-	-	-	2,012,309
Real estate tax deferrals.....	203,024	-	-	-	203,024
Tax liens.....	1,315,129	-	-	-	1,315,129
Motor vehicle and other excise taxes.....	624,646	-	-	-	624,646
Departmental and other.....	335,946	-	-	142,764	478,710
Intergovernmental.....	4,116,137	3,420,651	3,606,361	433,481	11,576,630
Tax foreclosures.....	225,826	-	-	-	225,826
TOTAL ASSETS.....	\$ 34,884,293	\$ 3,420,651	\$ 8,358,099	\$ 21,878,629	\$ 68,541,672
LIABILITIES					
Warrants payable.....	\$ 1,153,523	\$ -	\$ 1,401,130	\$ 872,226	\$ 3,426,879
Accrued payroll.....	5,152,656	-	3,841	259,692	5,416,189
Tax refunds payable.....	1,324,000	-	-	-	1,324,000
TOTAL LIABILITIES.....	7,630,179	-	1,404,971	1,131,918	10,167,068
DEFERRED INFLOWS OF RESOURCES					
Unavailable revenues.....	8,267,894	3,420,651	3,606,361	138,899	15,433,805
FUND BALANCES					
Nonspendable.....	-	-	-	1,261,738	1,261,738
Restricted.....	978,024	-	3,346,767	19,346,074	23,670,865
Committed.....	2,354,757	-	-	-	2,354,757
Assigned.....	1,049,914	-	-	-	1,049,914
Unassigned.....	14,603,525	-	-	-	14,603,525
TOTAL FUND BALANCES.....	18,986,220	-	3,346,767	20,607,812	42,940,799
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES, AND FUND BALANCES.....	\$ 34,884,293	\$ 3,420,651	\$ 8,358,099	\$ 21,878,629	\$ 68,541,672

See notes to basic financial statements.

**RECONCILIATION OF THE GOVERNMENTAL FUNDS BALANCE SHEET
TOTAL FUND BALANCES TO THE STATEMENT OF NET POSITION**

JUNE 30, 2014

Total governmental fund balances.....	\$	42,940,799
Capital assets (net) used in governmental activities are not financial resources and, therefore, are not reported in the funds.....		178,959,619
Accounts receivable are not available to pay for current-period expenditures and, therefore, are unavailable in the funds.....		15,433,805
Internal service funds are used by management to account for unemployment, health insurance and workers' compensation activities.		
The assets and liabilities of the internal service funds are included in the governmental activities in the statement of net position.....		1,493,771
In the statement of activities, interest is accrued on outstanding long-term debt, whereas in governmental funds interest is not reported until due.....		(850,936)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the governmental funds.		
Bonds payable.....	(86,552,819)	
Landfill closure.....	(14,908,000)	
Compensated absences.....	(4,835,000)	
Other postemployment benefits.....	<u>(57,571,000)</u>	
Net effect of reporting long-term liabilities.....		<u>(163,866,819)</u>
Net position of governmental activities.....	\$	<u>74,110,239</u>

See notes to basic financial statements.

GOVERNMENTAL FUNDS
STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

YEAR ENDED JUNE 30, 2014

	General	Highway Construction	School Projects	Nonmajor Governmental Funds	Total Governmental Funds
REVENUES:					
Real estate and personal property taxes, net of tax refunds.....	\$ 116,681,066	\$ -	\$ -	\$ -	\$ 116,681,066
Tax liens.....	471,310	-	-	-	471,310
Motor vehicle excise taxes.....	5,082,290	-	-	-	5,082,290
Hotel/motel tax.....	1,496,945	-	-	-	1,496,945
Meals tax.....	506,658	-	-	-	506,658
Charges for services.....	-	-	-	273,643	273,643
Penalties and interest on taxes.....	554,802	-	-	-	554,802
Fees.....	-	-	-	372,979	372,979
Licenses and permits.....	1,990,689	-	-	-	1,990,689
Intergovernmental.....	25,893,421	961,684	6,140,134	4,633,178	37,628,417
Departmental and other.....	3,116,122	-	-	7,587,799	10,703,921
Contributions.....	-	-	-	2,032,400	2,032,400
Investment income.....	138,777	-	-	63,324	202,101
TOTAL REVENUES.....	155,932,080	961,684	6,140,134	14,963,323	177,997,221
EXPENDITURES:					
Current:					
General government.....	6,947,001	-	143,830	746,149	7,836,980
Public safety.....	14,626,837	-	-	1,494,042	16,120,879
Education.....	69,553,110	-	-	8,792,801	78,345,911
Municipal services.....	10,320,170	961,684	-	218,031	11,499,885
Community services.....	1,741,941	-	-	1,151,542	2,893,483
Library.....	2,523,588	-	-	34,861	2,558,449
Pension benefits.....	18,982,968	-	-	-	18,982,968
Property and liability insurance.....	777,873	-	-	-	777,873
Employee benefits.....	15,600,000	-	-	-	15,600,000
State and county charges.....	2,817,601	-	-	-	2,817,601
Capital outlay.....	-	-	26,012,089	6,293,129	32,305,218
Debt service:					
Principal.....	6,744,500	-	-	-	6,744,500
Interest.....	2,296,280	-	-	-	2,296,280
TOTAL EXPENDITURES.....	152,931,869	961,684	26,155,919	18,730,555	198,780,027
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....	3,000,211	-	(20,015,785)	(3,767,232)	(20,782,806)
OTHER FINANCING SOURCES (USES):					
Issuance of bonds.....	-	-	20,967,000	3,275,000	24,242,000
Premium from issuance of bonds.....	773,354	-	1,426,830	-	2,200,184
Transfers in.....	2,882,552	-	-	3,614,000	6,496,552
Transfers out.....	(2,760,000)	-	-	(2,098,735)	(4,858,735)
TOTAL OTHER FINANCING SOURCES (USES)...	895,906	-	22,393,830	4,790,265	28,080,001
NET CHANGE IN FUND BALANCES.....	3,896,117	-	2,378,045	1,023,033	7,297,195
FUND BALANCES AT BEGINNING OF YEAR.....	15,090,103	-	968,722	19,584,779	35,643,604
FUND BALANCES AT END OF YEAR.....	\$ 18,986,220	\$ -	\$ 3,346,767	\$ 20,607,812	\$ 42,940,799

See notes to basic financial statements.

**RECONCILIATION OF THE STATEMENT OF REVENUES, EXPENDITURES,
AND CHANGES IN FUND BALANCES OF GOVERNMENTAL FUNDS
TO THE STATEMENT OF ACTIVITIES**

YEAR ENDED JUNE 30, 2014

Net change in fund balances - total governmental funds.....	\$	7,297,195
<p>Governmental funds report capital outlays as expenditures. However, in the Statement of Activities the cost of those assets is allocated over their estimated useful lives and reported as depreciation expense.</p>		
Capital outlay.....	32,469,531	
Depreciation expense.....	<u>(6,921,355)</u>	
Net effect of reporting capital assets.....		25,548,176
<p>Revenues in the Statement of Activities that do not provide current financial resources are fully unavailable in the Statement of Revenues, Expenditures and Changes in Fund Balances. Therefore, the recognition of revenue for various types of accounts receivable (i.e., real estate and personal property, motor vehicle excise, etc.) differ between the two statements. This amount represents the net change in unavailable revenue.....</p>		
		(547,023)
<p>The issuance of long-term debt (e.g., bonds and leases) provides current financial resources to governmental funds, while the repayment of the principal of long-term debt consumes the financial resources of governmental funds. Neither transaction, however, has any effect on net position. Also, governmental funds report the effect of premiums, discounts, and similar items when debt is first issued, whereas these amounts are deferred and amortized in the Statement of Activities.</p>		
Issuance of bonds.....	(24,242,000)	
Debt service principal payments.....	6,744,500	
Amortization of premium from issuance of bonds.....	469,811	
Deferral of premium on bonds	<u>(2,200,184)</u>	
Net effect of reporting long-term debt.....		(19,227,873)
<p>Some expenses reported in the Statement of Activities do not require the use of current financial resources and, therefore, are not reported as expenditures in the governmental funds.</p>		
Net change in compensated absences accrual.....	(90,000)	
Net change in accrued interest on long-term debt.....	(75,981)	
Amortization of deferred charges on refunding.....	(199,926)	
Net change in other postemployment benefits.....	(5,542,000)	
Net change in landfill closure liability.....	<u>(466,000)</u>	
Net effect of recording long-term liabilities and amortizing deferred charges on refunding and premiums on bonds.....		(6,373,907)
<p>Internal service funds are used by management to account for health insurance and workers' compensation activities.</p>		
The net activity of internal service funds is reported with governmental activities.....		<u>382,535</u>
Change in net position of governmental activities.....	\$	<u><u>7,079,103</u></u>

See notes to basic financial statements.

PROPRIETARY FUNDS
STATEMENT OF NET POSITION

JUNE 30, 2014

	Business-type Activities - Enterprise Funds			Governmental Activities - Internal Service Funds
	Water	Sewer	Total	
ASSETS				
CURRENT:				
Cash and cash equivalents.....	\$ 9,362,133	\$ 4,845,618	\$ 14,207,751	\$ 1,793,316
Receivables, net of allowance for uncollectibles:				
User fees.....	2,882,166	1,704,248	4,586,414	-
Water and sewer liens.....	53,397	28,220	81,617	-
Special assessments.....	-	732,903	732,903	-
Total current assets.....	<u>12,297,696</u>	<u>7,310,989</u>	<u>19,608,685</u>	<u>1,793,316</u>
NONCURRENT:				
Receivables, net of allowance for uncollectibles:				
Special assessments.....	-	8,340,934	8,340,934	-
Capital assets, net of accumulated depreciation:				
Nondepreciable.....	670,688	115,130	785,818	-
Depreciable.....	34,398,401	37,809,129	72,207,530	-
Total noncurrent assets.....	<u>35,069,089</u>	<u>46,265,193</u>	<u>81,334,282</u>	<u>-</u>
TOTAL ASSETS.....	<u>47,366,785</u>	<u>53,576,182</u>	<u>100,942,967</u>	<u>1,793,316</u>
DEFERRED OUTFLOWS OF RESOURCES				
Deferred charges on refunding.....	102,426	337,971	440,397	-
LIABILITIES				
CURRENT:				
Warrants payable.....	477,978	9,965	487,943	1,545
Accrued payroll.....	46,845	6,835	53,680	-
Accrued interest.....	118,596	173,815	292,411	-
Other Liabilities.....	-	9,627	9,627	-
Compensated absences.....	109,000	12,000	121,000	-
Workers' compensation.....	-	-	-	30,000
Bonds payable.....	1,050,142	2,038,845	3,088,987	-
Total current liabilities.....	<u>1,802,561</u>	<u>2,251,087</u>	<u>4,053,648</u>	<u>31,545</u>
NONCURRENT:				
Compensated absences.....	264,000	32,000	296,000	-
Workers' compensation.....	-	-	-	268,000
Other postemployment benefits.....	1,132,000	191,000	1,323,000	-
Bonds payable.....	12,314,643	19,650,686	31,965,329	-
Total noncurrent liabilities.....	<u>13,710,643</u>	<u>19,873,686</u>	<u>33,584,329</u>	<u>268,000</u>
TOTAL LIABILITIES.....	<u>15,513,204</u>	<u>22,124,773</u>	<u>37,637,977</u>	<u>299,545</u>
NET POSITION				
Net investment in capital assets.....	26,694,883	18,864,276	45,559,159	-
Unrestricted.....	5,261,124	12,925,104	18,186,228	1,493,771
TOTAL NET POSITION.....	<u>\$ 31,956,007</u>	<u>\$ 31,789,380</u>	<u>\$ 63,745,387</u>	<u>\$ 1,493,771</u>

See notes to basic financial statements.

PROPRIETARY FUNDS
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION

YEAR ENDED JUNE 30, 2014

	<u>Business-type Activities - Enterprise Funds</u>			Governmental Activities - Internal Service Funds
	Water	Sewer	Total	
<u>OPERATING REVENUES:</u>				
Employee contributions.....	\$ -	\$ -	\$ -	\$ 3,882,288
Employer contributions.....	-	-	-	14,243,159
Charges for services.....	7,405,049	4,457,073	11,862,122	-
Intergovernmental.....	-	-	-	480,864
TOTAL OPERATING REVENUES.....	<u>7,405,049</u>	<u>4,457,073</u>	<u>11,862,122</u>	<u>18,606,311</u>
<u>OPERATING EXPENSES:</u>				
Cost of services and administration.....	4,359,876	1,797,640	6,157,516	-
Depreciation.....	1,832,905	1,207,135	3,040,040	-
Employee benefits.....	-	-	-	18,194,193
Property and liability insurance.....	-	-	-	31,135
TOTAL OPERATING EXPENSES.....	<u>6,192,781</u>	<u>3,004,775</u>	<u>9,197,556</u>	<u>18,225,328</u>
OPERATING INCOME (LOSS).....	<u>1,212,268</u>	<u>1,452,298</u>	<u>2,664,566</u>	<u>380,983</u>
<u>NONOPERATING REVENUES (EXPENSES):</u>				
Investment income.....	11,465	13,907	25,372	1,552
Interest expense.....	(307,745)	(760,488)	(1,068,233)	-
Claims and judgments.....	(450,000)	-	(450,000)	-
TOTAL NONOPERATING REVENUES (EXPENSES), NET.....	<u>(746,280)</u>	<u>(746,581)</u>	<u>(1,492,861)</u>	<u>1,552</u>
INCOME (LOSS) BEFORE TRANSFERS.....	<u>465,988</u>	<u>705,717</u>	<u>1,171,705</u>	<u>382,535</u>
<u>TRANSFERS:</u>				
Transfers out.....	(1,169,422)	(468,395)	(1,637,817)	-
CHANGE IN NET POSITION.....	<u>(703,434)</u>	<u>237,322</u>	<u>(466,112)</u>	<u>382,535</u>
NET POSITION AT BEGINNING OF YEAR.....	<u>32,659,441</u>	<u>31,552,058</u>	<u>64,211,499</u>	<u>1,111,236</u>
NET POSITION AT END OF YEAR.....	<u>\$ 31,956,007</u>	<u>\$ 31,789,380</u>	<u>\$ 63,745,387</u>	<u>\$ 1,493,771</u>

See notes to basic financial statements.

PROPRIETARY FUNDS
STATEMENT OF CASH FLOWS

YEAR ENDED JUNE 30, 2014

	Business-type Activities - Enterprise Funds			Governmental Activities - Internal Service Funds
	Water	Sewer	Total	
CASH FLOWS FROM OPERATING ACTIVITIES:				
Receipts from customers and users.....	\$ 7,382,230	\$ 4,418,924	\$ 11,801,154	\$ 3,882,288
Receipts from interfund services provided.....	-	-	-	14,243,159
Receipts from other governments.....	-	-	-	480,864
Payments to vendors.....	(2,314,732)	(1,505,406)	(3,820,138)	(31,135)
Payments to employees.....	(1,810,416)	(310,949)	(2,121,365)	(92,706)
Payments for interfund services used.....	-	-	-	(18,150,742)
NET CASH FROM OPERATING ACTIVITIES.....	3,257,082	2,602,569	5,859,651	331,728
CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES:				
Transfers out.....	(1,169,422)	(468,395)	(1,637,817)	-
Claims and judgments.....	(450,000)	-	(450,000)	-
NET CASH FROM NONCAPITAL FINANCING ACTIVITIES.....	(1,619,422)	(468,395)	(2,087,817)	-
CASH FLOWS FROM CAPITAL AND RELATED FINANCING ACTIVITIES:				
Proceeds from the issuance of bonds and notes.....	3,549,000	-	3,549,000	-
Premium from the issuance of bonds and notes.....	372,426	-	372,426	-
Acquisition and construction of capital assets.....	(743,050)	(233,143)	(976,193)	-
Principal payments on bonds and notes.....	(749,629)	(1,925,500)	(2,675,129)	-
Special assessments.....	-	1,016,979	1,016,979	-
Interest expense.....	(279,704)	(827,304)	(1,107,008)	-
NET CASH FROM CAPITAL AND RELATED FINANCING ACTIVITIES.....	2,149,043	(1,968,968)	180,075	-
CASH FLOWS FROM INVESTING ACTIVITIES:				
Investment income.....	11,465	13,907	25,372	1,552
NET CHANGE IN CASH AND CASH EQUIVALENTS.....	3,798,168	179,113	3,977,281	333,280
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR.....	5,563,965	4,666,505	10,230,470	1,460,036
CASH AND CASH EQUIVALENTS AT END OF YEAR.....	\$ 9,362,133	\$ 4,845,618	\$ 14,207,751	\$ 1,793,316
RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH				
FROM OPERATING ACTIVITIES:				
Operating income (loss).....	\$ 1,212,268	\$ 1,452,298	\$ 2,664,566	\$ 380,983
Adjustments to reconcile operating income (loss) to net cash from operating activities:				
Depreciation.....	1,832,905	1,207,135	3,040,040	-
Changes in assets and liabilities:				
Water and sewer liens.....	(36,058)	(20,789)	(56,847)	-
User fees.....	13,239	(17,549)	(4,310)	-
Warrants payable.....	15,536	5,420	20,956	(8,255)
Accrued payroll.....	13,192	(1,135)	12,057	-
Other postemployment benefits.....	162,000	2,000	164,000	-
Liabilities due depositors.....	-	189	189	-
Accrued compensated absences.....	44,000	(25,000)	19,000	-
Workers' compensation.....	-	-	-	(41,000)
Total adjustments.....	2,044,814	1,150,271	3,195,085	(49,255)
NET CASH FROM OPERATING ACTIVITIES.....	\$ 3,257,082	\$ 2,602,569	\$ 5,859,651	\$ 331,728

See notes to basic financial statements.

FIDUCIARY FUNDS
STATEMENT OF NET POSITION

JUNE 30, 2014

	Pension Trust Fund (as of December 31, 2013)	Other Postemployment Benefit Trust Fund	Private Purpose Trust Funds	Agency Funds
ASSETS				
Cash and cash equivalents.....	\$ 647,109	\$ -	\$ 156,058	\$ 1,200,133
Investments:				
PRIT funds.....	108,682,108	2,708,978	-	-
Government sponsored enterprises.....	-	-	1,508,410	-
Receivables, net of allowance for uncollectibles:				
Intergovernmental.....	5,184	-	-	-
TOTAL ASSETS.....	109,334,401	2,708,978	1,664,468	1,200,133
LIABILITIES				
Liabilities due depositors.....	-	-	-	1,200,133
NET POSITION				
Restricted for pension benefits.....	109,334,401	-	-	-
Held in trust for OPEB benefits.....	-	2,708,978	-	-
Held in trust for other purposes.....	-	-	1,664,468	-
	\$ 109,334,401	2,708,978	\$ 1,664,468	\$ -

See notes to basic financial statements.

FIDUCIARY FUNDS
STATEMENT OF CHANGES IN NET POSITION

YEAR ENDED JUNE 30, 2014

	Pension Trust Fund (as of December 31, 2013)	Other Postemployment Benefit Trust Fund	Private Purpose Trust Funds
ADDITIONS:			
Contributions:			
Employer.....	\$ 5,814,431	\$ 1,402,440	\$ -
Employee.....	3,418,958	-	-
Total contributions.....	9,233,389	1,402,440	-
Net investment income (loss):			
Net change in fair value of investments.....	11,750,514	-	279,901
Interest.....	2,957,647	204,870	2,466
Total investment income (loss).....	14,708,161	204,870	282,367
Less: investment expense.....	(568,544)	-	-
Net investment income (loss).....	14,139,617	204,870	282,367
Intergovernmental.....	91,280	-	-
Transfers from other systems.....	687,989	-	-
TOTAL ADDITIONS.....	24,152,275	1,607,310	282,367
DEDUCTIONS:			
Administration.....	209,272	-	-
Transfers to other systems.....	489,496	-	-
Retirement benefits and refunds.....	11,006,431	-	-
Educational scholarships.....	-	-	44,694
TOTAL DEDUCTIONS.....	11,705,199	-	44,694
CHANGE IN NET POSITION.....	12,447,076	1,607,310	237,673
NET POSITION AT BEGINNING OF YEAR.....	96,887,325	1,101,668	1,426,795
NET POSITION AT END OF YEAR.....	\$ 109,334,401	\$ 2,708,978	\$ 1,664,468

See notes to basic financial statements.

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accompanying basic financial statements of the Town of Andover, Massachusetts (Town) have been prepared in accordance with accounting principles generally accepted in the United States of America (GAAP). The Governmental Accounting Standards Board (GASB) is the recognized standard-setting body for establishing governmental accounting and financial reporting principles. The significant accounting policies are described herein.

A. Reporting Entity

The Town is a municipal corporation that is governed by an elected Board of Selectmen (Board).

For financial reporting purposes, the Town has included all funds, organizations, agencies, boards, commissions and institutions. The Town has also considered all potential component units for which it is financially accountable as well as other organizations for which the nature and significance of their relationship with the Town are such that exclusion would cause the basic financial statements to be misleading or incomplete. As required by GAAP, these basic financial statements present the Town (the primary government) and its component units. One entity has been included as a component unit in the reporting entity, because of the significance of its operational and/or financial relationship.

Joint Venture

A joint venture is an organization (resulting from a contractual arrangement) that is owned, operated and governed by two or more participants as a separate and specific activity subject to joint control in which the participants retain an ongoing financial interest or ongoing financial responsibility. Joint control means that no single participant has the ability to unilaterally control the financial or operating policies of the joint venture.

The Town participates in the following joint venture with other municipalities to pool resources and share the costs, risks, and rewards of providing goods and services to venture participants directly, or for the benefit of the general public or specified recipients.

Greater Lawrence Regional Technical Vocational School (GLRTVS)

The GLRTVS is governed by a seven member school committee consisting of one elected representative from the Town. The Town is indirectly liable for the GLRTVS' debt and other expenditures and is assessed annually for its share of operating and capital costs. The Town does not have an equity interest in the GLRTVS. For the year ended June 30, 2014, the Town's assessment totaled \$330,974. Separate financial statements may be obtained by writing to the Treasurer of the GLRTVS at 57 River Road, Andover, MA 01810.

Component Unit Presented as a Fiduciary Fund – The following component unit is presented as a Fiduciary Fund of the primary government due to the nature and significance of the relationship between the Town and the component unit.

The Andover Contributory Retirement System (System) was established to provide retirement benefits to Town employees, the Andover Housing Authority employees, and their beneficiaries. The System is governed by a five-member board comprised of the Town Accountant (ex-officio), two members elected by the System's participants, one member appointed by the Town Manager and one member appointed by the other board members. The System is presented using the accrual basis of accounting and is reported as a pension trust fund in the fiduciary fund financial statements.

Availability of Financial Information for Component Units

The System did not issue a separate audited financial statement. The System issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth of Massachusetts' (Commonwealth) Public Employee Retirement Administration Commission (PERAC). That report may be obtained by contacting the System located at 36 Bartlet Street, Andover, Massachusetts 01810.

B. Government-Wide and Fund Financial Statements

Government-Wide Financial Statements

The government-wide financial statements (i.e., statement of net position and the statement of changes in net position) report information on all of the non-fiduciary activities of the primary government and its component units. *Governmental activities*, which are primarily supported by taxes and intergovernmental revenues, are reported separately from *business-type activities*, which are supported primarily by user fees and charges.

Fund Financial Statements

Separate financial statements are provided for governmental funds, proprietary funds, and fiduciary funds, even though fiduciary funds are excluded from the government-wide financial statements. Major individual governmental funds and major individual enterprise funds are reported as separate columns in the fund financial statements. Nonmajor funds are aggregated and displayed in a single column.

Major Fund Criteria

Major funds must be reported if the following criteria are met:

- If total assets and deferred outflows of resources, liabilities and deferred inflows of resources, revenues, or expenditures/expenses of an individual governmental or enterprise fund are at least 10 percent of the corresponding element (assets and deferred outflows of resources, liabilities and deferred inflows or resources, etc.) for all funds of that category or type (total governmental or total enterprise funds), *and*
- If the total assets and deferred outflows of resources, liabilities and deferred inflows of resources, revenues, or expenditures/expenses of the individual governmental fund or enterprise fund are at least 5 percent of the corresponding element for all governmental and enterprise funds combined.

Additionally, any other governmental or enterprise fund that management believes is particularly significant to the basic financial statements may be reported as a major fund.

Internal service funds and fiduciary funds are reported by fund type.

C. Measurement Focus, Basis of Accounting and Financial Statement Presentation

Government-Wide Financial Statements

The government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred. Real estate and personal property taxes are recognized as revenues in the year for which they are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

The statement of activities demonstrates the degree to which the direct expenses of a particular function or segment are offset by program revenues. Direct expenses are those that are clearly identifiable with a specific function or segment. Program revenues include the following:

- Charges to customers or applicants who purchase, use, or directly benefit from goods, services, or privileges provided by a given function or segment.
- Grants and contributions that are restricted to meeting the operational requirements of a particular function or segment.
- Grants and contributions that are restricted to meeting the capital requirements of a particular function or segment.

Taxes and other items not identifiable as program revenues are reported as general revenues.

For the most part, the effect of interfund activity has been removed from the government-wide financial statements. However, the effect of interfund services provided and used between functions is not eliminated as the elimination of these charges would distort the direct costs and program revenues reported for the functions affected.

Fund Financial Statements

Governmental fund financial statements are reported using the flow of current financial resources measurement focus and the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e., measurable and available). Measurable means the amount of the transaction can be determined and available means collectible within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures generally are recorded when the related liability is incurred, as under accrual accounting. However, debt service expenditures related to compensated absences, and claims and judgments, are recorded only when payment is due. General capital asset acquisitions are reported as expenditures in governmental funds. Issuance of long-term debt and acquisition under capital leases are reported as other financing sources.

Real estate and personal property tax revenues are considered available if they are collected within 60 days after year-end. Investment income is susceptible to accrual. Other receipts and tax revenues become measurable and available when the cash is received and are recognized as revenue at that time.

Entitlements and shared revenues are recorded at the time of receipt or earlier if the susceptible to accrual criteria is met. Expenditure driven grants recognize revenue when the qualifying expenditures are incurred and all other grant requirements are met.

The following major governmental funds are reported:

The *general fund* is the primary operating fund. It is used to account for all financial resources, except those that are required to be accounted for in another fund.

The *highway construction fund* is used to account for roadway improvements funded through the Massachusetts Department of Transportation.

The *school projects fund* is used to account for major school capital acquisition and construction projects. These projects will be funded through the issuance of long-term bonds and notes, state grants, and other available funds.

The nonmajor governmental funds consist of other special revenue, capital projects and permanent funds that are aggregated and presented in the *nonmajor governmental funds* column on the governmental funds financial statements. The following describes the general use of these fund types:

The *special revenue fund* is used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than permanent funds or capital projects.

The *capital projects fund* is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets of the governmental funds.

The *permanent fund* is used to account for and report financial resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the governmental programs.

Proprietary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting. Under this method, revenues are recorded when earned and expenses are recorded when the liabilities are incurred.

Proprietary funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with the proprietary funds principal ongoing operations. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

The following major proprietary funds are reported:

The *water enterprise fund* is used to account for the water activities.

The *sewer enterprise fund* is used to account for the sewer activities.

Additionally, the following proprietary fund type is reported:

The *internal service fund* is used to account for the financing of services provided by one department to other departments or governmental units. This fund is used to account for risk financing activities related to active employees' and retirees' health and life insurance, unemployment compensation, workers' compensation and general liability insurance.

Fiduciary fund financial statements are reported using the flow of economic resources measurement focus and use the accrual basis of accounting, except for agency funds which have no measurement focus. Fiduciary funds are used to account for assets held in a trustee capacity for others that cannot be used to support the governmental programs.

The following fiduciary fund types are reported:

The *pension trust fund* is used to account for the activities of the System, which accumulates resources to provide pension benefits to eligible retirees and their beneficiaries.

The *other postemployment benefit trust fund* accumulates resources to provide funding for future OPEB (other postemployment benefits) liabilities.

The *private-purpose trust fund* is used to account for trust arrangements that exclusively benefit individuals, private organizations, or other governments. Some of these trusts have donor restrictions and trustee policies that do not allow the endowment portion and any unrealized appreciation to be spent. The restrictions and trustee policies only allows the trustees to approve spending of the realized investment earnings. The Town's educational scholarships are accounted for in this fund.

The *agency fund* is used to account for assets held in a purely custodial capacity. The Town accounts for contractor's security deposits, local church deposits and receipts and disbursements on behalf of the Merrimack Valley Library Consortium in this fund.

D. Cash and Investments

Government-Wide and Fund Financial Statements

Cash and cash equivalents are considered to be cash on hand, demand deposits and short-term investments with an original maturity of three months or less from the date of acquisition. Investments are carried at fair value. The fair values were determined by the closing price for those securities traded on national stock exchanges and at the average bid-and-asked quotation for those securities traded in the over-the-counter market.

E. Accounts Receivable

Government-Wide and Fund Financial Statements

The recognition of revenue related to accounts receivable reported in the government-wide financial statements and the proprietary funds and fiduciary funds financial statements are reported under the accrual basis of accounting. The recognition of revenue related to accounts receivable reported in the governmental funds financial statements are reported under the modified accrual basis of accounting.

Real Estate, Personal Property Taxes, and Tax Liens

Real estate and personal property taxes are levied and based on values assessed on January 1st of every year. Assessed values are established by the Board of Assessor's for 100% of the estimated fair market value. Taxes are due on August 1st, November 1st, February 1st and May 1st and are subject to penalties and interest if they are not paid by the respective due date. Real estate and personal property taxes levied are recorded as receivables in the year of the levy.

Real estate tax liens are processed six months after the close of the valuation year on delinquent properties and are recorded as receivables in the year they are processed.

Tax liens may be subject to a foreclosure if the tax liens are not paid in accordance with the period required by the law (M.G.L. Ch.60, §50). Foreclosure proceedings are processed by the Treasurer or other tax lien custodian. Foreclosed properties can then be sold through advertised public auction or held for use by the Town.

Real estate receivables are secured via the tax lien process and are considered 100% collectible. Accordingly, an allowance for uncollectibles is not reported.

Personal property taxes cannot be secured through the lien process. The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

Motor Vehicle Excise

Motor vehicle excise taxes are assessed annually for each vehicle registered and are recorded as receivables in the year of the levy. The Commonwealth is responsible for reporting the number of vehicles registered and the fair values of those vehicles. The tax calculation is the fair value of the vehicle multiplied by \$25 per \$1,000 of value.

The allowance for uncollectibles is estimated based on historical trends and specific account analysis.

Water and Sewer User Fees

User fees are levied monthly based on individual meter readings and are subject to penalties and interest if they are not paid by the respective due date. Unbilled user fees are estimated at year-end and are recorded as revenue in the current period. Water and Sewer liens are processed in December of every year and are included as a lien on the property owner's tax bill. Water and Sewer charges and liens are recorded as receivables in the year of the levy.

Since the receivables are secured via the lien process, these accounts are considered 100% collectible and therefore do not report an allowance for uncollectibles.

Departmental and Other

Departmental and other receivables consist primarily of police details, fire details and ambulance receivables and are recorded as receivables in the year accrued. The allowance of uncollectibles is estimated based on historical trends and specific account analysis.

Special Assessments

Special assessments consist of sewer betterments levied on properties that have benefited by capital improvements to the Town's sewer system. The sewer betterment assessment is a one-time tax that can be paid in one lump sum or apportioned up to a maximum of twenty (20) years and is primarily designed to pay back all or a portion of the debt service associated with the sewer project.

Intergovernmental

Various federal and state grants for operating and capital purposes are applied for and received annually. For non-expenditure driven grants, receivables are recorded as soon as all eligibility requirements imposed by the provider have been met. For expenditure driven grants, receivables are recorded when the qualifying expenditures are incurred and all other grant requirements are met.

These receivables are considered 100% collectible and therefore do not report an allowance for uncollectibles.

F. Inventories

Government-Wide and Fund Financial Statements

Inventories are recorded as expenditures at the time of purchase. Such inventories are not material in total to the government-wide and fund financial statements, and therefore are not reported.

G. Capital Assets

Government-Wide and Proprietary Fund Financial Statements

Capital assets, which include land, buildings and improvements, machinery and equipment, vehicles, library books and infrastructure (e.g., roads, water mains, sewer mains, and similar items), are reported in the applicable governmental or business-type activity column of the government-wide financial statements, and the proprietary fund financial statements. Capital assets are recorded at historical cost, or at estimated historical cost, if actual historical cost is not available. Donated capital assets are recorded at the estimated fair market value at the date of donation. Except for the capital assets of the governmental activities column in the government-wide financial statements, construction period interest is capitalized on constructed capital assets.

All purchases and construction costs in excess of \$10,000 are capitalized at the date of acquisition or construction, respectively, with expected useful lives of greater than one year. Capital assets (excluding land and construction-in-progress) are depreciated on a straight-line basis. The estimated useful lives of capital assets are as follows:

<u>Capital Asset Type</u>	<u>Estimated Useful Life (in years)</u>
Buildings and building improvements.....	5-50
Machinery and equipment.....	3-20
Vehicles.....	5
Library books.....	10
Infrastructure.....	10-50

The cost of normal maintenance and repairs that do not add to the value of the assets or materially extend asset lives are not capitalized and are treated as expenses when incurred. Improvements are capitalized.

Governmental Fund Financial Statements

Capital asset costs are recorded as expenditures in the acquiring fund in the year of the purchase.

H. Deferred Outflows/Inflows of Resources

Government-Wide Financial Statements (Net Position)

In addition to assets, the statement of financial position will sometimes report a separate section for deferred outflows of resources. This separate financial statement element, *deferred outflows of resources*, represents a consumption of net position that applies to a future period(s) and so will *not* be recognized as an outflow of resources (expense/expenditure) until then. The Town has reported deferred charges on refunding as deferred outflows of resources in this category.

In addition to liabilities, the statement of financial position will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, *deferred inflows of resources*, represents an acquisition of net position that applies to a future period(s) and so will *not* be recognized as an inflow of resources (revenue) until that time. The Town does not have any items that qualify for reporting in this category.

Governmental Fund Financial Statements

In addition to liabilities, the governmental funds balance sheet will sometimes report a separate section for deferred inflows of resources. This separate financial statement element, *deferred inflows of resources*, represents assets that have been recorded in the governmental fund financial statements but the revenue is not available and so will *not* be recognized as an inflow of resources (revenue) until it becomes available. The Town has reported unavailable revenues from property taxes as deferred inflows of resources in this category.

I. Interfund Receivables and Payables

During the course of its operations, transactions occur between and within individual funds that may result in amounts owed between funds.

Government-Wide Financial Statements

Transactions of a buyer/seller nature between and within governmental funds and internal service funds are eliminated from the governmental activities in the statement of net position. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of net position as "internal balances".

Fund Financial Statements

Transactions of a buyer/seller nature between and within funds are *not* eliminated from the individual fund statements. Receivables and payables resulting from these transactions are classified as "Due from other funds" or "Due to other funds" on the balance sheet.

J. Interfund Transfers

During the course of its operations, resources are permanently reallocated between and within funds. These transactions are reported as transfers in and transfers out.

Government-Wide Financial Statements

Transfers between and within governmental funds and internal service funds are eliminated from the governmental activities in the statement of net position. Any residual balances outstanding between the governmental activities and business-type activities are reported in the statement of activities as "Transfers, net".

Fund Financial Statements

Transfers between and within funds are *not* eliminated from the individual fund statements and are reported as transfers in and transfers out.

K. Net Position and Fund Equity

Government-Wide Financial Statements (Net Position)

Net position is reported as restricted when amounts that are not available for appropriation or are legally restricted by outside parties for a specific future use. Net position has been “restricted for” the following:

“Permanent funds - expendable” represents the amount of realized and unrealized investment earnings of donor restricted trusts. The restrictions and trustee policies only allows the trustees to approve spending of the realized investment earnings.

“Permanent funds - nonexpendable” represents the endowment portion of donor restricted trusts that support governmental programs.

“Debt service” represents the amount accumulated for the future payment of general obligation bond principal and interest.

“Grants and gifts” represents assets that have restrictions placed on them from outside parties.

Sometimes the Town will fund outlays for a particular purpose from both restricted (e.g., restricted bond or grant proceeds) and unrestricted resources. In order to calculate the amounts to report as restricted – net position and unrestricted – net position in the government-wide and proprietary fund financial statements, a flow assumption must be made about the order in which the resources are considered to be applied. It is the Town’s policy to consider restricted – net position to have been depleted before unrestricted – net position is applied.

Fund Financial Statements (Fund Balances)

Governmental fund balances are classified as nonspendable, restricted, committed, assigned, or unassigned based on the extent to which the government is bound to honor constraints on the specific purposes for which amounts in those funds can be spent.

The governmental fund balance classifications are as follows:

“Nonspendable” fund balance includes amounts that cannot be spent because they are either not in spendable form or they are legally or contractually required to be maintained intact.

“Restricted” fund balance includes amounts subject to constraints placed on the use of resources that is either externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or that are imposed by law through constitutional provisions or enabling legislation.

“Committed” fund balance includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government’s highest level of decision-making authority. Town Meeting is the highest level of decision-making authority for the government that can, by adoption of an article, which constitutes the most binding restraint, prior to the end of the year, commit fund balance. Once adopted, the limitation imposed by the article remains in place until a similar action is taken to remove or revise the limitation.

“Assigned” fund balance includes amounts that are constrained by the Town’s intent to be used for specific purposes, but are neither restricted nor committed. The Board of Selectmen has by resolution authorized the Town Accountant to assign fund balance. The Board may also assign fund balance as it does when appropriating fund balance to cover a gap between estimated revenue and appropriations in the subsequent year’s budget. Unlike commitments, assignments generally only exist temporarily. In other words, an additional action does not normally have to be taken for the removal of an assignment.

“Unassigned” fund balance includes the residual classification for the general fund. This classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the general fund.

The Town’s spending policy is to spend restricted fund balance first, followed by committed, assigned and unassigned fund balance. Most governmental funds are designated for one purpose at the time of their creation. Therefore, any expenditure from the fund will be allocated to the applicable fund balance classifications in the order of the aforementioned spending policy. The general fund and certain other funds may have more than one purpose.

L. Long-term debt

Government-Wide and Proprietary Fund Financial Statements

Long-term debt is reported as liabilities in the government-wide and proprietary fund statement of net position. Material bond premiums and discounts are deferred and amortized over the life of the bonds using the effective interest method. Bonds payable are reported gross of the applicable bond premium or discount. Bond issuance costs are reported as deferred charges and amortized over the term of the related debt.

Governmental Fund Financial Statements

The face amount of governmental funds long-term debt is reported as other financing sources. Bond premiums and discounts, as well as issuance costs, are recognized in the current period. Bond premiums are reported as other financing sources and bond discounts are reported as other financing uses. Issuance costs, whether or not withheld from the actual bond proceeds received, are reported as general government expenditures.

M. Investment Income

Excluding the permanent funds, investment income derived from major and nonmajor governmental funds is legally assigned to the general fund unless otherwise directed by Massachusetts General Law (MGL).

N. Compensated Absences

Employees are granted vacation and sick leave in varying amounts based on collective bargaining agreements, state laws and executive policies. Compensated absence liabilities related to both governmental and business-type activities are normally paid from the funds reporting payroll and related expenditures. Compensated absences are reported in governmental funds only if they have matured.

Government-Wide and Proprietary Fund Financial Statements

Vested or accumulated vacation and sick leave are reported as liabilities and expensed as incurred.

Governmental Fund Financial Statements

Vested or accumulated vacation and sick leave, which will be liquidated with expendable available financial resources, are reported as expenditures and fund liabilities upon maturity of the liability.

O. Fund Deficits

The workers compensation fund has a deficit of \$194,335 that will be funded by future employer contributions.

P. Use of Estimates

Government-Wide and Fund Financial Statements

The preparation of basic financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure for contingent assets and liabilities at the date of the basic financial statements and the reported amounts of the revenues and expenditures/expenses during the year. Actual results could vary from estimates that were used.

Q. Total Column

Government-Wide Financial Statements

The total column presented on the government-wide financial statements represents consolidated financial information.

Fund Financial Statements

The total column on the fund financial statements is presented only to facilitate financial analysis. Data in this column is not the equivalent of consolidated financial information.

NOTE 2 - CASH AND INVESTMENTS

A cash and investment pool is maintained that is available for use by all funds. Each fund type's portion of this pool is displayed on the balance sheet as "Cash and Cash Equivalents". The deposits and investments of the trust funds are held separately from those of other funds.

Statutes authorize the investment in obligations of the U.S. Treasury, agencies, and instrumentalities, certificates of deposit (CD's), repurchase agreements, money market accounts, bank deposits and the State Treasurer's Investment Pool (Pool). The Treasurer may also invest trust funds in securities, other than mortgages or collateral loans, which are legal for the investment of funds of savings banks under the laws of the Commonwealth. In addition, there are various restrictions limiting the amount and length of deposits and investments.

The Pool meets the criteria of an external investment pool. The Pool is administered by the Massachusetts Municipal Depository Trust (MMDT), which was established by the Treasurer of the Commonwealth who serves as Trustee. The fair value of the position in the Pool is the same as the value of the Pool shares.

The System participates in the Pension Reserve Investment Trust (PRIT), which meets the criteria of an external investment pool. PRIT is administered by the Pension Reserves Investment Management Board, which was established by the Treasurer of the Commonwealth of Massachusetts who serves as Trustee. The fair value of the position in the PRIT is the same as the value of the PRIT shares.

Custodial Credit Risk – Deposits

In the case of deposits, this is the risk that in the event of a bank failure, the Town of Andover's deposits may not be returned to it. The Town's policy allows unlimited deposits in bank accounts or CD's (up to one year maturity) that are fully collateralized through a third party agreement. For uncollateralized bank accounts and CD's, deposits may not exceed Federal Deposit Insurance Corporation (FDIC) or other deposit insurance coverage unless the bank has received the highest bank rating as determined by a recognized bank rating firm.

These deposits will be limited to no more than 5% of an institution’s assets and no more than 10% of the Town’s cash. This percentage may be increased for not more than 30 days during times of heavy collection or in anticipation of large payments that will be made by the Town in the near future. CD’s will be purchased for no more than three months and will be reviewed frequently. The Town’s policy also allows unlimited investments in money market funds, which are allowed by statute and are considered to be liquid funds.

At year-end, the carrying amount of deposits totaled \$54,884,455 and the bank balance totaled \$56,714,625. Of the bank balance, \$1,711,310 was covered by Federal Depository Insurance and \$55,003,315 was exposed to custodial credit risk because it was uninsured and uncollateralized.

At December 31, 2013, the carrying amount of deposits for the Retirement System totaled \$647,109 and the bank balance totaled \$664,835. The bank balance was covered by Federal Depository Insurance and none of the funds were exposed to custodial credit risk.

As of June 30, 2014, the Town of Andover had the following investments:

Investment Type	Fair Value	Investment Maturities (in years)	
		Less Than 1	1 to 5
Debt Securities:			
Government agencies.....	\$ 365,053	\$ -	\$ 365,053
Government sponsored enterprises.....	9,699,208	2,530,627	7,168,581
Corporate bonds.....	1,445,949	1,445,949	-
Total debt securities.....	11,510,210	\$ 3,976,576	\$ 7,533,634
Other Investments:			
Money market mutual funds.....	1,106,476		
Equity securities.....	278,168		
Equity mutual funds.....	3,863,269		
MMDT.....	2,037,466		
Total investments.....	\$ 18,795,589		

Custodial Credit Risk – Investments

For an investment, this is the risk that, in the event of a failure by the counterparty, the Town will not be able to recover the value of its investments or collateral security that are in the possession of an outside party. Of the investments of \$365,053 in government agencies, \$9,699,208 in government sponsored enterprises, \$1,445,949 in corporate bonds and \$278,168 in equity securities, the Town has a custodial credit risk exposure of \$11,788,378 because the related securities are uninsured, unregistered and held by the counterparty. The Town’s policy requires all securities, not held directly by the Town, to be held in the Town’s name and tax identification number by a third party custodian approved by the Treasurer.

The System does not have any investments subject to custodial credit risk. The System does not have an investment policy for custodial credit risk.

Interest Rate Risk

The Town’s investment policy limits investment maturities to one year, except for the trust funds which are not limited, as a means of managing its exposure to fair value losses arising from increasing interest rates. The System does not have formal investment policies that limit investment maturities as a means of managing exposure to fair value losses arising from increasing interest rates.

As of December 31, 2013, the Retirement System had the following investments:

<u>Investment Type</u>	<u>Fair Value</u>
PRIT.....	\$ <u>108,682,108</u>

The Town participates in MMDT, which maintains a cash portfolio and a short-term bond fund with combined average maturities of approximately 3 months.

The System participates in PRIT. The effective weighted duration rate for PRIT investments ranged from .25 to 10.78 years.

Credit Risk

The Town’s investment policy limits investments in debt securities to United States Treasuries and Agency obligations, which carry a AA+ rating and other investments that must be in high grade securities, a high concentration of which must be rated A and above. Standard & Poor’s Investors Service rated the \$1,445,949 of corporate bonds AA+; \$2,037,466 of MMDT shares, \$1,106,476 of money market mutual funds and \$3,863,269 of equity mutual funds were unrated.

The Retirement System has not adopted a formal policy related to Credit Risk and \$108,682,108 of PRIT shares were unrated.

Concentration of Credit Risk

The Town will minimize the concentration of credit risk by diversifying the investment portfolio, so that the impact of potential losses from any one type of security or issuer will be minimized. No more than 5% of the Town’s investments are invested in any one issuer.

The System places no limit on the amount the System may invest in any one issuer. The System did not have any investments that were subject to concentration of credit risk.

NOTE 3 – RECEIVABLES

At June 30, 2014, receivables for the individual major and non-major governmental funds including the applicable allowances for uncollectible accounts are as follows:

	Gross Amount	Allowance for Uncollectibles	Net Amount
<u>Receivables:</u>			
Real estate and personal property taxes.....	\$ 2,012,309	\$ -	\$ 2,012,309
Real estate tax deferrals.....	203,024	-	203,024
Tax liens.....	1,315,129	-	1,315,129
Motor vehicle and other excise taxes.....	852,077	(227,431)	624,646
Departmental and other.....	534,710	(56,000)	478,710
Intergovernmental.....	11,576,630	-	11,576,630
Total.....	<u>\$ 16,493,879</u>	<u>\$ (283,431)</u>	<u>\$ 16,210,448</u>

At June 30, 2014, receivables for the water and sewer enterprise consist of the following:

	Gross Amount	Allowance for Uncollectibles	Net Amount
<u>Receivables:</u>			
Water user fees.....	\$ 2,882,166	\$ -	\$ 2,882,166
Sewer user fees.....	1,704,248	-	1,704,248
Water liens.....	53,397	-	53,397
Sewer liens.....	28,220	-	28,220
Sewer special assessments.....	9,073,837	-	9,073,837
Total.....	<u>\$ 13,741,868</u>	<u>\$ -</u>	<u>\$ 13,741,868</u>

Governmental funds report *deferred inflows of resources* in connection with receivables for revenues that are not considered to be available to liquidate liabilities of the current period. At the end of the current year, the various components of *deferred inflows of resources* reported in the governmental funds were as follows:

	General Fund	Other Governmental Funds	Total
<u>Receivable and other asset type:</u>			
Real estate and personal property taxes.....	\$ 1,447,186	\$ -	\$ 1,447,186
Real estate tax deferrals.....	203,024	-	203,024
Tax liens.....	1,315,129	-	1,315,129
Motor vehicle and other excise.....	624,646	-	624,646
Departmental.....	335,946	138,899	474,845
Intergovernmental.....	4,116,137	7,027,012	11,143,149
Tax foreclosure.....	225,826	-	225,826
Total.....	<u>\$ 8,267,894</u>	<u>\$ 7,165,911</u>	<u>\$ 15,433,805</u>

NOTE 4 – CAPITAL ASSETS

Capital asset activity for the year ended June 30, 2014, was as follows:

	Beginning Balance	Increases	Decreases	Ending Balance
Governmental Activities:				
<u>Capital assets not being depreciated:</u>				
Land.....	\$ 29,903,293	\$ -	\$ -	\$ 29,903,293
Construction in progress.....	21,503,493	2,377,794	(21,252,283)	2,629,004
Total capital assets not being depreciated.....	<u>51,406,786</u>	<u>2,377,794</u>	<u>(21,252,283)</u>	<u>32,532,297</u>
<u>Capital assets being depreciated:</u>				
Buildings and building improvements.....	140,038,634	42,103,432	-	182,142,066
Machinery and equipment.....	12,052,695	985,955	-	13,038,650
Land improvements.....	20,784,162	5,959,627	-	26,743,789
Infrastructure.....	37,993,549	1,414,462	-	39,408,011
Vehicles.....	6,039,861	549,546	-	6,589,407
Library books.....	6,807,770	330,998	-	7,138,768
Total capital assets being depreciated.....	<u>223,716,671</u>	<u>51,344,020</u>	<u>-</u>	<u>275,060,691</u>
<u>Less accumulated depreciation for:</u>				
Buildings and building improvements.....	(75,382,679)	(3,211,703)	-	(78,594,382)
Machinery and equipment.....	(8,355,235)	(990,950)	-	(9,346,185)
Land improvements.....	(5,767,714)	(1,021,599)	-	(6,789,313)
Infrastructure.....	(23,066,068)	(884,524)	-	(23,950,592)
Vehicles.....	(3,931,102)	(514,069)	-	(4,445,171)
Library books.....	(5,209,216)	(298,510)	-	(5,507,726)
Total accumulated depreciation.....	<u>(121,712,014)</u>	<u>(6,921,355)</u>	<u>-</u>	<u>(128,633,369)</u>
Total capital assets being depreciated, net.....	<u>102,004,657</u>	<u>44,422,665</u>	<u>-</u>	<u>146,427,322</u>
Total governmental activities capital assets, net.....	<u>\$ 153,411,443</u>	<u>\$ 46,800,459</u>	<u>\$ (21,252,283)</u>	<u>\$ 178,959,619</u>

	Beginning Balance	Increases	Decreases	Ending Balance
Water Business-Type Activities:				
<u>Capital assets not being depreciated:</u>				
Land.....	\$ 266,017	\$ -	\$ -	\$ 266,017
Construction in progress.....	-	404,671	-	404,671
Total capital assets not being depreciated.....	266,017	404,671	-	670,688
<u>Capital assets being depreciated:</u>				
Buildings and building improvements.....	40,000	-	-	40,000
Machinery and equipment.....	2,858,087	13,119	-	2,871,206
Land improvements.....	883,276	-	-	883,276
Infrastructure.....	81,341,770	729,931	-	82,071,701
Vehicles.....	282,173	-	(52,417)	229,756
Total capital assets being depreciated.....	85,405,306	743,050	(52,417)	86,095,939
<u>Less accumulated depreciation for:</u>				
Buildings and building improvements.....	(40,000)	-	-	(40,000)
Machinery and equipment.....	(840,515)	(120,615)	-	(961,130)
Land improvements.....	(94,821)	(23,395)	-	(118,216)
Infrastructure.....	(48,732,265)	(1,661,744)	-	(50,394,009)
Vehicles.....	(209,449)	(27,151)	52,417	(184,183)
Total accumulated depreciation.....	(49,917,050)	(1,832,905)	52,417	(51,697,538)
Total capital assets being depreciated, net.....	35,488,256	(1,089,855)	-	34,398,401
Total water business-type activities capital assets, net.....	\$ 35,754,273	\$ (685,184)	\$ -	\$ 35,069,089
	Beginning Balance	Increases	Decreases	Ending Balance
Sewer Business-Type Activities:				
<u>Capital assets not being depreciated:</u>				
Land.....	\$ 115,130	\$ -	\$ -	\$ 115,130
Construction in progress.....	34,526	-	(34,526)	-
Total capital assets not being depreciated.....	149,656	-	(34,526)	115,130
<u>Capital assets being depreciated:</u>				
Buildings and building improvements.....	1,281,181	40,639	-	1,321,820
Machinery and equipment.....	1,168,123	-	-	1,168,123
Infrastructure.....	53,044,805	159,654	-	53,204,459
Vehicles.....	280,765	67,376	-	348,141
Total capital assets being depreciated.....	55,774,874	267,669	-	56,042,543
<u>Less accumulated depreciation for:</u>				
Buildings and building improvements.....	(1,011,837)	(37,837)	-	(1,049,674)
Machinery and equipment.....	(300,694)	(57,513)	-	(358,207)
Infrastructure.....	(15,659,163)	(1,051,142)	-	(16,710,305)
Vehicles.....	(54,585)	(60,643)	-	(115,228)
Total accumulated depreciation.....	(17,026,279)	(1,207,135)	-	(18,233,414)
Total capital assets being depreciated, net.....	38,748,595	(939,466)	-	37,809,129
Total sewer business-type activities capital assets, net.....	\$ 38,898,251	\$ (939,466)	\$ (34,526)	\$ 37,924,259

Depreciation expense was charged to functions/programs of the primary government as follows:

Governmental Activities:

General government.....	\$ 331,525
Public safety.....	801,493
Education.....	3,948,897
Municipal services.....	1,330,413
Community services.....	139,607
Library.....	<u>369,420</u>

Total depreciation expense - governmental activities..... \$ 6,921,355

Business-Type Activities:

Water.....	\$ 1,832,905
Sewer.....	<u>1,207,135</u>

Total depreciation expense - business-type activities..... \$ 3,040,040

NOTE 5 – INTERFUND TRANSFERS

Interfund transfers for the year ended June 30, 2014, are summarized as follows:

Transfers Out:	Transfers In:		
	General Fund	Nonmajor Governmental Funds	Total
General Fund.....	\$ -	\$ 2,760,000	2,760,000 (1)
Nonmajor Governmental Funds.....	1,274,735	824,000	2,098,735 (2)
Water Enterprise Fund.....	1,154,422	15,000	1,169,422 (3)
Sewer Enterprise Fund.....	<u>453,395</u>	<u>15,000</u>	<u>468,395 (3)</u>
Total.....	<u>\$ 2,882,552</u>	<u>\$ 3,614,000</u>	<u>\$ 6,496,552</u>

- (1) Budgeted transfers to the capital projects fund for current year capital articles.
- (2) Budgeted transfers from the Wetland Filing Fees, Off Street Parking, Cable TV, and Verizon funds to the general fund. Also includes transfers from the C.D. Wood trust fund to the Elder Services Stabilization fund, a transfer from Off Street Parking Receipts to the Off Street capital projects fund, and a transfer from the Spring Grove Cemetery trust fund to the Spring Grove Cemetery maintenance fund.
- (3) Budgeted transfers of indirect costs to the general fund.

NOTE 6 – SHORT-TERM FINANCING

Short-term debt may be authorized and issued to fund the following:

- Current operating costs prior to the collection of revenues through issuance of revenue or tax anticipation notes (RANS or TANS).
- Capital project costs and other approved expenditures incurred prior to obtaining permanent financing through issuance of bond anticipation notes (BANS) or grant anticipation notes (GANS).

Short-term loans are general obligations and carry maturity dates that are limited by statute. Interest expenditures and expenses for short-term borrowings are accounted for in the general fund and enterprise funds, respectively.

Details related to the short-term debt activity for the year ended June 30, 2014, is as follows:

Governmental Funds				Balance at			Balance at
Type	Purpose	Rate (%)	Due Date	June 30, 2013	Renewed/ Issued	Retired/ Redeemed	June 30, 2014
BAN	Bancroft school.....	0.75	03/07/14	\$ -	\$ 12,000,000	\$ 12,000,000	\$ -

NOTE 7 - LONG-TERM DEBT

Under the provisions of Chapter 44, Section 10, Municipal Law authorizes indebtedness up to a limit of 5% of the equalized valuation. Debt issued in accordance with this section of the law is designated as being "inside the debt limit". In addition, however, debt may be authorized in excess of that limit for specific purposes. Such debt, when issued, is designated as being "outside the debt limit".

In prior years, certain general obligation bonds were defeased by placing the proceeds of bonds in an irrevocable trust to provide for all future debt service payments on the refunded bonds. Accordingly, the trust account's assets and liabilities for the defeased bonds are not included in the basic financial statements. At June 30, 2014, \$4,850,000 of bonds outstanding from the advance refunding transactions is considered defeased.

Details related to the outstanding indebtedness at June 30, 2014, and the debt service requirements are as follows:

Bonds Payable Schedule – Governmental Funds

Project	Maturities Through	Original Loan Amount	Interest Rate (%)	Outstanding at June 30, 2013	Issued	Redeemed	Outstanding at June 30, 2014
Public safety.....	2029	\$ 2,353,500	2.00 - 5.00	\$ 6,248,300	\$ -	\$ 840,500	\$ 5,407,800 (1)
School projects.....	2034	2,400,000	2.00 - 5.72	41,890,699	20,967,000	4,324,000	58,533,699 (1)
Municipal services.....	2034	700,000	2.75 - 5.13	11,221,000	500,000	1,130,000	10,591,000 (2)
Land acquisition.....	2034	505,000	3.50 - 5.98	5,242,100	775,000	415,000	5,602,100 (1)
Culture and recreation.....	2034	22,690,000	2.75 - 5.00	200,000	2,000,000	35,000	2,165,000 (1)
Total governmental bonds payable.....				64,802,099	24,242,000	6,744,500	82,299,599
Add: unamortized premium.....				3,294,934	2,200,184	469,811	5,025,307
Total governmental bonds payable, net.....				<u>\$ 68,097,033</u>	<u>\$ 26,442,184</u>	<u>\$ 7,214,311</u>	<u>\$ 87,324,906</u>

(1) Debt issued to finance Town capital expenditures.

(2) Debt issued to finance Town capital expenditures with the exception of \$1.7 million for landfill closure.

Debt service requirements for principal and interest for governmental bonds payable in future years are as follows:

Year	Principal	Interest	Total
2015.....	\$ 7,773,640	\$ 3,025,307	\$ 10,798,947
2016.....	7,697,019	2,755,680	10,452,699
2017.....	6,681,193	2,482,864	9,164,057
2018.....	5,741,825	2,252,835	7,994,660
2019.....	5,567,266	2,016,044	7,583,310
2020.....	5,232,716	1,806,474	7,039,190
2021.....	5,033,175	1,601,887	6,635,062
2022.....	4,598,643	1,402,104	6,000,747
2023.....	4,124,120	1,215,569	5,339,689
2024.....	3,704,608	1,052,287	4,756,895
2025.....	3,630,355	896,716	4,527,071
2026.....	3,545,612	742,519	4,288,131
2027.....	3,256,129	621,094	3,877,223
2028.....	3,086,657	506,885	3,593,542
2029.....	2,732,196	408,232	3,140,428
2030.....	2,427,745	323,138	2,750,883
2031.....	2,278,306	246,177	2,524,483
2032.....	2,113,878	175,517	2,289,395
2033.....	1,919,461	111,339	2,030,800
2034.....	1,155,055	45,000	1,200,055
Totals.....	<u>\$ 82,299,599</u>	<u>\$ 23,687,665</u>	<u>\$ 105,987,264</u>

Bonds Payable Schedule – Enterprise Funds

Project	Maturities Through	Original Loan Amount	Interest Rate (%)	Outstanding at June 30, 2013	Issued	Redeemed	Outstanding at June 30, 2014
Sewer projects.....	2033	\$ 200,000	2.75 - 5.00	\$ 23,004,850	\$ -	\$ 1,925,500	\$ 21,079,350 (1)
Water projects.....	2034	473,000	2.00 - 5.61	9,991,247	3,549,000	749,629	12,790,618 (1)
Total enterprise bonds payable.....				32,996,097	3,549,000	2,675,129	33,869,968
Add: unamortized premium.....				978,271	372,426	166,349	1,184,348
Total enterprise bonds payable, net.....				\$ 33,974,368	\$ 3,921,426	\$ 2,841,478	\$ 35,054,316

(1) Debt issued to finance Town capital expenditures.

Debt service requirements for principal and interest for enterprise fund bonds payable in future years are as follows:

Year	Principal	Interest	Total
2015.....	\$ 2,892,070	\$ 1,172,390	\$ 4,064,460
2016.....	2,878,563	1,073,733	3,952,296
2017.....	2,844,956	970,736	3,815,692
2018.....	2,825,004	872,424	3,697,428
2019.....	2,820,358	765,358	3,585,716
2020.....	2,855,819	654,108	3,509,927
2021.....	2,846,391	552,170	3,398,561
2022.....	2,767,076	451,836	3,218,912
2023.....	2,282,876	360,579	2,643,455
2024.....	2,053,792	287,503	2,341,295
2025.....	1,529,579	221,906	1,751,485
2026.....	1,430,987	166,449	1,597,436
2027.....	1,437,268	116,088	1,553,356
2028.....	822,238	75,161	897,399
2029.....	427,991	52,660	480,651
2030.....	270,000	38,460	308,460
2031.....	270,000	29,960	299,960
2032.....	245,000	21,406	266,406
2033.....	225,000	13,796	238,796
2034.....	145,000	5,800	150,800
Totals.....	\$ 33,869,968	\$ 7,902,524	\$ 41,772,492

The Commonwealth has approved school construction assistance. The assistance program, which is administered by the Massachusetts School Building Authority, provides resources for future debt service of general obligation school bonds outstanding. During 2014, \$1,551,000 of such assistance was received; \$4,245,000 will be received in future years. Of this amount, \$135,000 represents reimbursement of long-term interest costs, and \$4,116,000 represents reimbursement of approved construction costs. Accordingly, a \$4,116,000 intergovernmental receivable and corresponding deferred inflow of resources - unavailable revenue has been reported in the governmental fund financial statements. The unavailable revenue has been recognized as revenue in the conversion to the government-wide financial statements.

Beginning in 2005 the Commonwealth changed the method for funding the school building assistance program. Under the new program, the assistance is paid to support construction costs and reduce the total debt service of the Town. Through the end of 2014, the Town has recorded capital grant proceeds totaling \$13.0 million, from the MSBA, which is equal to 44% of approved construction costs submitted for reimbursement. The Town anticipates receiving an additional \$3.6 million of grant proceeds in 2015.

The Town is subject to various debt limits by statute and may issue additional general obligation debt under the normal debt limit. At June 30, 2014, the Town had the following authorized and unissued debt:

Purpose	Amount
Land acquisition.....	\$ 1,200,000
Landfill.....	7,570,000
Technology.....	500,000
Public works.....	500,000
School projects.....	8,677,678
Sewer projects.....	2,550,000
Water projects.....	1,640,000
Total.....	\$ <u>22,637,678</u>

Changes in Long-term Liabilities

During the year ended June 30, 2014, the following changes occurred in long-term liabilities:

	Beginning Balance	Additions	Reductions	Ending Balance	Due Within One Year
Governmental Activities:					
Long-term bonds payable.....	\$ 64,802,099	\$ 24,242,000	\$ (6,744,500)	\$ 82,299,599	\$ 7,773,640
Add: unamortized premium.....	3,294,934	2,200,184	(469,811)	5,025,307	663,194
Total bonds payable.....	68,097,033	26,442,184	(7,214,311)	87,324,906	8,436,834
Other postemployment benefits.....	52,029,000	5,542,000	-	57,571,000	-
Workers' compensation.....	339,000	27,000	(68,000)	298,000	30,000
Compensated absences.....	4,745,000	1,581,000	(1,491,000)	4,835,000	1,491,000
Landfill closure.....	14,442,000	502,000	(36,000)	14,908,000	117,000
Total governmental activity long-term liabilities.....	\$ <u>139,652,033</u>	\$ <u>34,094,184</u>	\$ <u>(8,809,311)</u>	\$ <u>164,936,906</u>	\$ <u>10,074,834</u>
Business-Type Activities:					
Long-term bonds payable.....	\$ 32,996,097	\$ 3,549,000	\$ (2,675,129)	\$ 33,869,968	\$ 2,892,070
Add: unamortized premium.....	978,271	372,426	(166,349)	1,184,348	196,917
Total bonds payable.....	33,974,368	3,921,426	(2,841,478)	35,054,316	3,088,987
Other postemployment benefits.....	1,159,000	164,000	-	1,323,000	-
Compensated absences.....	398,000	140,000	(121,000)	417,000	121,000
Total business-type activity long-term liabilities.....	\$ <u>35,531,368</u>	\$ <u>4,225,426</u>	\$ <u>(2,962,478)</u>	\$ <u>36,794,316</u>	\$ <u>3,209,987</u>

Internal service funds predominantly serve the governmental funds. Accordingly, the internal service fund's long-term liabilities are included as part of the governmental activities totals above and include accrued liabilities totaling \$298,000 for workers' compensation. Except for the amounts related to the internal service funds, the governmental activities long-term liabilities are generally liquidated by the general fund and the business-type activities long-term liabilities are generally liquidated by the applicable enterprise fund.

NOTE 8 – GOVERNMENTAL FUND BALANCE CLASSIFICATIONS

The Town has adopted GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. The intention of the GASB is to provide a more structured classification of fund balance and to improve the usefulness of fund balance reporting to the users of the Town's financial statements. The reporting standard establishes a hierarchy for fund balance classifications and the constraints imposed on the uses of those resources.

GASB 54 provides for two major types of fund balances, which are nonspendable and spendable. Nonspendable fund balances are balances that cannot be spent because they are not expected to be converted to cash or they are legally or contractually required to remain intact. Examples of this classification are prepaid items, inventories, and principal (corpus) of an endowment fund. The Town has reported principal portions of endowment funds as nonspendable.

In addition to the nonspendable fund balance, GASB 54 has provided a hierarchy of spendable fund balances, based on a hierarchy of spending constraints.

- Restricted: fund balances that are constrained by external parties, constitutional provisions, or enabling legislation.
- Committed: fund balances that contain self-imposed constraints of the government from its highest level of decision making authority.
- Assigned: fund balances that contain self-imposed constraints of the government to be used for a particular purpose.
- Unassigned: fund balance of the general fund that is not constrained for any particular purpose.

Massachusetts General Law Ch. 40 §5B allows for the establishment of Stabilization funds for one or more different purposes. The creation of a fund requires a two-thirds vote of the legislative body and must clearly define the purpose of the fund. Any change to the purpose of the fund along with any additions to or appropriations from the fund requires a two-thirds vote of the legislative body. At year-end, the balance of the general stabilization fund totaled \$6,216,413 and is reported as unassigned fund balance within the General Fund. During 2014, the Town established additional stabilization funds for elder services, landfill closure, and debt service which totaled \$700,000, \$1,002,237 and \$601,342, respectively. These stabilization funds have been reported as components of committed fund balance.

As of June 30, 2014, the governmental fund balances consisted of the following:

	General	School Projects	Nonmajor Governmental Funds	Total Governmental Funds
FUND BALANCES				
Nonspendable:				
Cemetery.....	\$ -	\$ -	\$ 870,109	\$ 870,109
Library.....	-	-	350,826	350,826
Town welfare/other.....	-	-	40,803	40,803
Restricted for:				
Town grants/other revolving.....	-	-	4,816,163	4,816,163
School grants/other revolving.....	-	-	2,981,524	2,981,524
School projects.....	-	3,346,767	-	3,346,767
School lunch.....	-	-	393,337	393,337
Road/drainage projects.....	-	-	3,349,523	3,349,523
Conservation.....	-	-	45,285	45,285
Youth Center.....	-	-	2,699,100	2,699,100
Municipal buildings.....	-	-	922,643	922,643
Other.....	-	-	3,560,071	3,560,071
Cemetery.....	-	-	227,375	227,375
Library.....	-	-	158,008	158,008
Town welfare/other.....	-	-	193,045	193,045
Debt service.....	978,024	-	-	978,024
Committed to:				
General government.....	35,947	-	-	35,947
Community services.....	15,231	-	-	15,231
Elder services stabilization.....	700,000	-	-	700,000
Landfill closure stabilization.....	1,002,237	-	-	1,002,237
Debt service stabilization.....	601,342	-	-	601,342
Assigned to:				
General government.....	236,771	-	-	236,771
Public safety.....	147,711	-	-	147,711
Education.....	424,478	-	-	424,478
Municipal services.....	220,454	-	-	220,454
Community services.....	17,194	-	-	17,194
Library.....	2,806	-	-	2,806
Property and liability insurance.....	500	-	-	500
Unassigned.....	14,603,525	-	-	14,603,525
TOTAL FUND BALANCES.....	\$ 18,986,220	\$ 3,346,767	\$ 20,607,812	\$ 42,940,799

NOTE 9 – RISK FINANCING

The Town is exposed to various risks of loss related to torts; theft of, damage to and destruction of assets; errors and omissions; and natural disasters for which the Town carries commercial insurance. In addition, the Town is self-insured for damages not covered by commercial insurance. The amount of claim settlements has not exceeded insurance coverage in any of the previous three years.

The Town participates in premium-based health care plans for its active employees and retirees. The Town is self-insured for its workers' compensation and unemployment compensation activities. Settlements have not exceeded coverage for each of the past three years. These activities are accounted for in the Town's internal service fund where revenues are recorded when earned and expenses are recorded when the liability is incurred. The incurred but not reported liability related to unemployment claims is immaterial and therefore not recorded.

Workers' Compensation

The Town participates in a Retrospective Rating Plan for which the Town employs a third party administrator. Workers' compensation claims are administered by the third party administrator and are funded on a pay-as-you-go basis from annual appropriations. The estimated future workers' compensation liability is based on history and injury type.

At June 30, 2014, the amount of the liability for workers' compensation claims totaled \$298,000. Changes in the reported liability since July 1, 2012, are as follows:

	Balance at Beginning of Year	Current Year Claims and Changes in Estimate	Claims Payments	Balance at Year-End	Current Portion
Year 2013.....	346,000	109,000	(116,000)	339,000	34,000
Year 2014.....	339,000	27,000	(68,000)	298,000	30,000

NOTE 10 – PENSION PLAN

Plan Description - The Town contributes to the System, a cost-sharing multiple-employer defined benefit pension plan administered by the Andover Contributory Retirement Board. Substantially all employees are members of the System, except for public school teachers and certain administrators who are members of the Massachusetts Teachers Retirement System, to which the Town does not contribute. Pension benefits and administrative expenses paid by the Teachers Retirement Board are the legal responsibility of the Commonwealth. The amount of these on-behalf payments totaled \$13,236,744 for the year ended June 30, 2014, and, accordingly, are reported in the general fund as intergovernmental revenues and pension expenditures.

The System provides retirement, disability and death benefits to plan members and beneficiaries. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the plan. Cost-of-living adjustments granted between 1981 and 1997 and any increase in other benefits imposed by the Commonwealth's state law during those years are borne by the Commonwealth and are deposited into the pension fund. Cost-of-living adjustments granted after 1997 must be approved by the Andover Contributory Retirement Board and are borne by the System. The System issues a publicly available unaudited financial report in accordance with guidelines established by the Commonwealth's PERAC. That report may be obtained by contacting the System located at 36 Bartlet Street, Andover, Massachusetts 01810.

At December 31, 2013, the System's membership consists of the following:

Active members.....	734
Inactive members.....	133
Disabled members.....	37
Retirees and beneficiaries currently receiving benefits.....	<u>370</u>
Total.....	<u><u>1,274</u></u>

Funding Policy - Plan members are required to contribute to the System at rates ranging from 5% to 11% of annual covered compensation. The Town is required to pay into the System its share of the system-wide actuarial determined contribution that is apportioned among the employers based on active current payroll. Administrative expenses are funded through investment earnings. The current and two preceding years

apportionment of the annual pension cost between the two employers required the Town to contribute 99%, respectively, of the total. Chapter 32 of the MGL governs the contributions of plan members and the Town.

Annual Pension Cost - The Town's contributions to the System for the years ended June 30, 2014, 2013, and 2012 were \$5,746,224, \$5,495,131, and \$5,085,067, respectively, which equaled its required contribution for each year. At June 30, 2014, the Town did not have a net pension obligation. The required contribution was determined as part of the January 1, 2012, actuarial valuation using the entry age normal actuarial cost method. The actuarial assumptions included a 7.75% investment rate of return and projected salary increases ranging from 7.00% decreasing to 4.75% after 9 years of service for group 1, ranging from 7.00% decreasing to 5.00% after 7 years of service for group 2, and ranging from 8.00% decreasing to 5.25% after 8 years for group 4 employees. The actuarial value of the System's assets is determined in accordance with the deferred recognition method. The System's unfunded actuarial accrued liability is being amortized as a level percentage of projected payrolls on an increasing basis. The remaining amortization period at June 30, 2014, was 26 years. The System is scheduled to be fully funded by 2040 which meets the MGL requirement of full funding. The Town's funded rate was 50% as of the most recent actuarial valuation.

**Schedule of Funding Progress
(Dollar amounts in thousands)**

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) Entry Age (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
01/01/12	\$ 95,692	\$ 192,534	\$ 96,842	50%	\$ 34,436	281%
01/01/10	92,289	167,447	75,158	55%	32,416	232%
01/01/07	99,953	136,899	36,946	73%	30,468	121%
01/01/04	81,431	104,232	22,801	78%	27,551	83%
01/01/01	69,752	86,928	17,176	80%	24,596	70%
01/01/99	59,350	76,915	17,565	77%	21,631	81%

Funding progress is reported based on the actuarial valuation performed by the System. The Town is responsible for approximately 99% of the unfunded liability.

The schedule of funding progress, presented as required supplementary information, following the notes to the basic financial statements, presents multiyear trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits. Additionally, the schedule of employer contributions, presented as required supplementary information, following the notes to the basic financial statements, presents multiyear trend information for required and actual contributions relating to the cost-sharing plan as a whole, of which the Town is one participating employer, as well as the Town's proportionate share of the plan's annual contributions. This information is designed to be helpful for understanding the scale of the information presented relative to the Town.

NOTE 11 – LANDFILL CLOSURE AND POSTCLOSURE CARE COSTS

State and federal laws and regulations require the Town to close its old landfill site when it stops accepting waste and to perform certain maintenance and monitoring functions at the site after closure. The Town had operated a solid waste landfill that ceased operations in 1973. The Town has reflected \$14.9 million as the estimate of the landfill closure liability at June 30, 2014, in the government-wide financial statements governmental activities.

This amount is based on estimates of what it would cost to perform all future closure and post closure care. Actual costs may be higher due to inflation, changes in technology, or changes in regulations.

NOTE 12 – POSTEMPLOYMENT BENEFITS OTHER THAN PENSIONS

Plan Description – The Town of Andover administers a single-employer defined benefit healthcare plan (“the Retiree Health Plan”). The plan provides lifetime healthcare insurance and life insurance for eligible retirees and their spouses through the Town’s group health and life insurance plans, which covers both active and retired members. Chapter 32B of the MGL assigns authority to establish and amend benefit provisions of the plan.

Benefit provisions are negotiated between the Town and the unions representing Town employees and are renegotiated each bargaining period. The Retiree Health Plan does not issue a publicly available financial report.

Funding Policy – Contribution requirements are also negotiated between the Town and union representatives. The required contribution is based on a pay-as-you-go financing requirement. The Town contributes a variable portion of the cost of current-year premiums, which varies by plan, for eligible retired plan members and their spouses. Plan members receiving benefits contribute the remaining portion of their premium costs.

The Commonwealth of Massachusetts passed legislation that has allowed the Town to establish the postemployment benefit trust fund to begin pre-funding its OPEB liabilities. During 2014, the Town contributed an additional \$1,402,000 to pre-fund future OPEB obligations.

Annual OPEB Cost and Net OPEB Obligation – The Town’s annual other postemployment benefit (OPEB) cost (expense) is calculated based on the annual required contribution of the employer (ARC), an amount actuarially determined in accordance with the parameters of GASB Statement 45. The ARC represents a level of funding that, if paid on an ongoing basis, is projected to cover the normal cost each year and amortize any unfunded actuarial liabilities (or funding excess) over a period not to exceed thirty years.

The components of the Town’s annual OPEB cost for the year, the amount actually contributed to the plan, and changes in the Town’s net OPEB obligation are summarized in the following table:

Annual required contribution.....	\$	12,030,000
Interest on net OPEB obligation.....		3,058,000
Adjustment to annual required contribution.....		<u>(2,372,000)</u>
Annual OPEB cost (expense).....		12,716,000
Contributions made.....		<u>(7,010,000)</u>
Increase in net OPEB obligation.....		5,706,000
Net OPEB obligation-beginning of year.....		<u>53,188,000</u>
Net OPEB obligation-end of year.....	\$	<u><u>58,894,000</u></u>

The Town's annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for 2014 was as follows:

Year Ended	Annual OPEB Cost	Percentage of Annual OPEB Cost Contributed	Net OPEB Obligation
6/30/2014	\$ 12,716,000	\$ 55%	\$ 58,894,000
6/30/2013	12,025,000	46%	53,188,000
6/30/2012	16,888,000	36%	46,656,000

Funded Status and Funding Progress – As of June 30, 2013, the most recent actuarial valuation date, the actuarial accrued liability for benefits totaled \$145.9 million. The Town funded \$1.1 million, which resulted in a funded ratio of 0.8%. The unfunded actuarial accrued liability for benefits totaled \$144.8 million and the covered payroll totaled \$87.6 million. Accordingly, the unfunded actuarial accrued liability was 165.3% of covered payroll.

Actuarial valuations of an ongoing plan involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The schedule of funding progress and employer contributions, presented as required supplementary information following the notes to the financial statements, presents multiyear trend information about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liabilities for benefits.

Actuarial Methods and Assumptions – Projections of benefits for financial reporting purposes are based on the substantive plan (the plan as understood by the employer and the plan members) and include the types of benefits provided at the time of each valuation and the historical pattern of sharing benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

In the June 30, 2013 actuarial valuation, actuarial liabilities were determined using the projected unit credit cost method. The actuarial assumptions included a 5.75% investment return assumption, which is based on the expected yield on the assets of the Town, calculated based on the funded level of the plan at the valuation date, an inflation rate of 3.75%, and an annual medical care inflation rate of 8.5% initially, graded to 5% over 7 years. The UAAL is being amortized over a 30-year period, using the level percentage of projected payroll method, on an open basis, with amortization payments increasing at 3.75% per year. The remaining amortization period at June 30, 2014 is 30 years.

NOTE 13 – COMMITMENTS

The Town has contracted with Allied Waste (formerly BFI) for refuse collection and hauling through June 30, 2015. The 2014 cost to the Town under the Allied contract is approximately \$949,000.

The Town has contracted with Integrated Paper for recycling collection and hauling through June 30, 2015. The 2014 cost to the Town under the Integrated Paper contract is approximately \$343,000.

The Town has entered into or is planning to enter into contracts totaling approximately \$49.5 million for the construction of the new Bancroft elementary school. The Town has expended approximately \$41.4 million as of June 30, 2014 towards completion of the project.

The Town has entered into or is planning to enter into contracts totaling approximately \$4.2 million for the construction of various water and sewer infrastructure projects.

NOTE 14 - CONTINGENCIES

The Town participates in a number of federal award programs. Although the grant programs have been audited in accordance with the provisions of the Single Audit Act Amendments of 1996 through June 30, 2014, these programs are still subject to financial and compliance audits. The amount, if any, of expenditures which may be disallowed by the granting agencies cannot be determined at this time, although it is expected such amounts, if any, to be immaterial.

Various legal actions and claims are pending. Litigation is subject to many uncertainties, and the outcome of individual litigated matters is not always predictable. Although the amount of liability, if any, at June 30, 2014, cannot be ascertained, management believes any resulting liability should not materially affect the financial position at June 30, 2014.

NOTE 15 – IMPLEMENTATION OF NEW GASB PRONOUNCEMENTS

During 2014, the following GASB pronouncements were implemented:

- GASB Statement #65, *Items Previously Reported as Assets and Liabilities*. The implementation of this pronouncement required certain items previously reported as assets and liabilities to be reported as deferred inflows and deferred outflows of resources. Additionally, the notes to the basic financial statements were modified to provide additional disclosures related to deferred inflows and deferred outflows of financial resources.
- GASB Statement #67, *Financial Reporting for Pension Plans*. The implementation of this pronouncement did not impact the basic financial statements.
- GASB Statement #70, *Accounting and Financial Reporting for Nonexchange Financial Guarantees*. The implementation of this pronouncement did not impact the basic financial statements.

The following GASB pronouncements will be implemented in future years:

- The GASB issued Statement #68, *Accounting and Financial Reporting for Pensions*, which is required to be implemented in 2015.
- The GASB issued Statement #69, *Government Combinations and Disposals of Government Operations*, which is required to be implemented in 2015.
- The GASB issued Statement #71, *Pension Transition for Contributions Made Subsequent to the Measurement Date*, which is required to be implemented simultaneously with GASB Statement #68 in 2015.

Management is currently assessing the impact the implementation of these pronouncements will have on the basic financial statements.

Required Supplementary Information

GENERAL FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -
BUDGET AND ACTUAL

YEAR ENDED JUNE 30, 2014

	Budgeted Amounts			Amounts Carried Forward To Next Year	Variance To Final Budget
	Original Budget	Final Budget	Actual Amounts		
REVENUES:					
Real estate and personal property taxes, net of tax refunds.....	\$ 116,524,697	\$ 116,524,697	\$ 116,871,680	\$ -	\$ 346,983
Tax liens.....	-	-	471,310	-	471,310
Motor vehicle excise taxes.....	4,550,000	4,550,000	5,082,290	-	532,290
Hotel/motel tax.....	1,407,000	1,407,000	1,496,945	-	89,945
Meals tax.....	527,500	527,500	506,658	-	(20,842)
Penalties and interest on taxes.....	400,000	400,000	554,802	-	154,802
Licenses and permits.....	1,679,000	1,679,000	1,990,689	-	311,689
Intergovernmental.....	12,235,726	12,235,726	12,656,677	-	420,951
Departmental and other.....	2,875,930	2,875,930	3,116,122	-	240,192
Investment income.....	35,000	35,000	67,401	-	32,401
TOTAL REVENUES.....	140,234,853	140,234,853	142,814,574	-	2,579,721
EXPENDITURES:					
Current:					
General government:					
Personal services.....	5,503,347	5,433,347	5,119,713	74,596	239,038
Other expenses.....	2,386,176	2,330,975	1,827,288	198,122	305,565
TOTAL.....	7,889,523	7,764,322	6,947,001	272,718	544,603
Public safety:					
Personal services.....	14,156,046	14,156,046	13,281,816	-	874,230
Other expenses.....	1,498,776	1,573,777	1,345,021	162,942	65,814
TOTAL.....	15,654,822	15,729,823	14,626,837	162,942	940,044
Education:					
Personal services.....	56,173,851	56,217,707	56,217,700	-	7
Other expenses.....	13,786,740	13,761,345	13,335,410	424,478	1,457
TOTAL.....	69,960,591	69,979,052	69,553,110	424,478	1,464
Municipal services:					
Personal services.....	4,882,097	4,882,097	4,727,340	-	154,757
Other expenses.....	5,476,774	5,875,313	5,592,830	220,454	62,029
TOTAL.....	10,358,871	10,757,410	10,320,170	220,454	216,786
Community services:					
Personal services.....	1,273,316	1,273,327	1,273,327	-	-
Other expenses.....	501,310	501,297	468,614	17,194	15,489
TOTAL.....	1,774,626	1,774,624	1,741,941	17,194	15,489

(Continued)

GENERAL FUND
SCHEDULE OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE -
BUDGET AND ACTUAL

YEAR ENDED JUNE 30, 2014

	Budgeted Amounts			Amounts Carried Forward To Next Year	Variance To Final Budget
	Original Budget	Final Budget	Actual Amounts		
Library:					
Personal services.....	1,915,603	1,915,604	1,915,604	-	-
Other expenses.....	620,000	619,999	607,984	2,806	9,209
TOTAL.....	2,535,603	2,535,603	2,523,588	2,806	9,209
Pension benefits.....	5,935,944	5,746,224	5,746,224	-	-
Property and liability insurance.....	680,653	780,373	777,873	500	2,000
Employee benefits.....	14,525,000	15,600,000	15,600,000	-	-
State and county charges.....	2,809,351	2,809,351	2,817,601	-	(8,250)
Debt service:					
Principal.....	6,769,500	6,744,500	6,744,500	-	-
Interest.....	2,483,686	2,446,092	2,296,280	-	149,812
TOTAL.....	9,253,186	9,190,592	9,040,780	-	149,812
TOTAL EXPENDITURES.....	141,378,170	142,667,374	139,695,125	1,101,092	1,871,157
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....	(1,143,317)	(2,432,521)	3,119,449	(1,101,092)	4,450,878
OTHER FINANCING SOURCES (USES):					
Premium from issuance of bonds and notes.....	-	-	773,354	-	773,354
Transfers in.....	2,182,552	2,182,552	2,182,552	-	-
Transfers out.....	(2,360,000)	(3,260,000)	(3,260,000)	-	-
TOTAL OTHER FINANCING SOURCES (USES)....	(177,448)	(1,077,448)	(304,094)	-	773,354
NET CHANGE IN FUND BALANCE.....	(1,320,765)	(3,509,969)	2,815,355	(1,101,092)	5,224,232
BUDGETARY FUND BALANCE, Beginning of year.....	8,409,748	8,409,748	8,409,748	-	-
BUDGETARY FUND BALANCE, End of year.....	\$ 7,088,983	\$ 4,899,779	\$ 11,225,103	\$ (1,101,092)	\$ 5,224,232

See notes to required supplementary information.

(Concluded)

Retirement System Schedule of Funding Progress and Employer Contributions

The Retirement System Schedule of Funding progress presents multiyear trend information relating to the cost-sharing plan as a whole, of which the Town is one participating employer, about whether the actuarial value of planned assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits.

The Retirement System Schedule of Employer Contributions presents multiyear trend information for required and actual contributions relating to the cost-sharing plan as a whole, of which the Town is one participating employer, as well as the Town's proportionate share of the plan's annual contributions.

ANDOVER CONTRIBUTORY RETIREMENT SYSTEM
SCHEDULE OF FUNDING PROGRESS AND EMPLOYER CONTRIBUTIONS

Schedule of Funding Progress
(Dollar Amounts Reported in Thousands)

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Liability (AAL) Entry Age Normal Cost (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
01/01/12	\$ 95,692	\$ 192,534	\$ 96,842	50%	\$ 34,436	281%
01/01/10	92,289	167,447	75,158	55%	32,416	232%
01/01/07	99,953	136,899	36,946	73%	30,468	121%
01/01/04	81,431	104,232	22,801	78%	27,551	83%
01/01/01	69,752	86,928	17,176	80%	24,596	70%
01/01/99	59,350	76,915	17,565	77%	21,631	81%
01/01/98	48,768	71,164	22,396	69%	20,700	108%

Schedule of Employer Contributions

Year Ended	System Wide			Town of Andover	
	Annual Required Contributions	Actual Contributions Made	Percentage Contributed	Actual Contributions Made	Town Contributions as a Percentage of System Wide Contributions
2014	\$ 5,814,431	\$ 5,814,431	100%	\$ 5,746,224	99%
2013	5,563,000	5,563,000	100%	5,495,131	99%
2012	5,151,000	5,151,000	100%	5,085,067	99%
2011	4,769,310	4,769,310	100%	4,712,555	99%
2010	4,634,088	4,634,088	100%	4,583,113	99%
2009	4,503,175	4,503,175	100%	4,458,594	99%
2008	4,384,052	4,384,052	100%	4,341,568	99%
2007	4,099,897	4,099,897	100%	4,058,898	99%
2006	3,910,205	3,910,205	100%	3,865,238	99%
2005	3,580,864	3,580,864	100%	3,545,055	99%

See notes to required supplementary information.

Other Postemployment Benefit Plan Schedules

The Schedule of Funding Progress compares, over time, the actuarial accrued liability for benefits with the actuarial value of accumulated plan assets.

The Schedule of Employer Contributions presents, over time, the ratio of the actual annual employer contributions to the annual required contribution.

The Schedule of Actuarial Methods and Assumptions presents factors that significantly affect the identification of trends in the amounts reported.

OTHER POSTEMPLOYMENT BENEFIT PLAN
SCHEDULE OF FUNDING PROGRESS AND EMPLOYER CONTRIBUTIONS

Schedule of Funding Progress

Actuarial Valuation Date	Actuarial Value of Assets (A)	Actuarial Accrued Liability (AAL) Projected Unit Credit (B)	Unfunded AAL (UAAL) (B-A)	Funded Ratio (A/B)	Covered Payroll (C)	UAAL as a Percentage of Covered Payroll ((B-A)/C)
6/30/2013	\$ 1,101,668	\$ 145,915,338	\$ 144,813,670	0.8%	\$ 87,599,000	165.3%
6/30/2011	704,000	215,258,000	214,554,000	0.3%	87,023,000	246.5%
6/30/2009	-	245,108,000	245,108,000	0.0%	80,768,000	303.5%

Schedule of Employer Contributions

Year Ended	Annual Required Contribution	Actual Contributions Made	Percentage Contributed
2014	\$ 12,030,000	\$ 7,010,000	58%
2013	11,423,000	5,493,000	48%
2012	16,523,000	6,075,000	37%
2011	15,439,000	5,879,000	38%
2010	19,029,000	5,548,000	29%
2009	18,051,000	5,363,000	30%

The Town implemented GASB Statement No. 45 for the year ended June 30, 2009. Information for prior years is not available.

See notes to required supplementary information.

OTHER POSTEMPLOYMENT BENEFIT PLAN
ACTUARIAL METHODS AND ASSUMPTIONS

Actuarial Methods:

Valuation date.....	June 30, 2013
Actuarial cost method.....	Projected unit credit
Amortization method.....	Payments increasing at 3.75%
Remaining amortization period.....	30 years open

Actuarial Assumptions:

Discount rate.....	5.75%
Medical/drug cost trend rate.....	8.5% graded to 5.0% over 7 years
Inflation rate.....	3.75%

Plan Membership:

Current retirees, beneficiaries, and dependents.....	941
Current active members.....	<u>944</u>
Total.....	<u><u>1,885</u></u>

See notes to required supplementary information.

NOTE A - STEWARDSHIP, COMPLIANCE AND ACCOUNTABILITY1. Budgetary Information

Municipal Law requires the adoption of a balanced budget that is approved by Town Meeting. The Town Manager presents an annual budget to the Board, which includes estimates of revenues and other financing sources and recommendations of expenditures and other financing uses. A majority vote at Town Meeting has full authority to amend and/or reject the budget or any line item.

Increases or transfers between and within departments subsequent to the approval of the annual budget, requires majority Board approval via a Town Meeting vote.

The majority of appropriations are non-continuing which lapse at the end of each year. Others are continuing appropriations for which the governing body has authorized that an unspent balance from a prior year be carried forward and made available for spending in the current year. These carry forwards are included as part of the subsequent year's original budget.

Generally, expenditures may not exceed the legal level of spending (salaries, expenses and capital) authorized for an appropriation account. However, the payment of debt service is statutorily required, regardless of whether such amounts are appropriated. Additionally, expenditures for disasters, natural or otherwise, and final judgments may exceed the level of spending authorized by two-thirds majority vote of the Board.

An annual budget is adopted for the general fund in conformity with the guidelines described above. The original 2014 approved budget authorized approximately \$143.7 million in appropriations and other amounts to be raised. During 2014, Town Meeting also approved supplemental appropriations totaling \$2.2 million. The purpose of the supplemental appropriations was to fund snow and ice removal, the purchase of land and building renovations for the Ballardvale fire station, and additional funding for the OPEB and general stabilization funds.

The Municipal Relief Act in accordance with MGL Chapter 44, Section 33B, allows the Board, with the concurrence of the Finance Committee, to transfer appropriations during the last two months of the year or during the first 15 days of the new year.

The Town Accountant's office has the responsibility to ensure that budgetary control is maintained. Budgetary control is exercised through the accounting system.

2. Budgetary - GAAP Reconciliation

For budgetary financial reporting purposes, the Uniform Municipal Accounting System basis of accounting (established by the Commonwealth) is followed, which differs from the GAAP basis of accounting. A reconciliation of budgetary-basis to GAAP-basis results for the general fund for the year ended June 30, 2014, is presented below:

Net change in fund balance - budgetary basis.....	\$ 2,815,355
<u>Perspective difference:</u>	
Activity of the stabilization fund recorded in the general fund for GAAP.....	1,271,376
<u>Basis of accounting differences:</u>	
Net change in recording 60-day receipts.....	181,386
Net change in recording tax refunds payable.....	(372,000)
Recognition of revenue for on-behalf payments.....	13,236,744
Recognition of expenditures for on-behalf payments.....	<u>(13,236,744)</u>
Net change in fund balance - GAAP basis.....	<u>\$ 3,896,117</u>

NOTE B – PENSION PLAN

The Town contributes to the System, a cost-sharing multiple-employer defined benefit pension plan administered by the Andover Contributory Retirement Board. Substantially all employees are members of the System, except for public school teachers and certain administrators who are members of the Massachusetts Teachers Retirement System, to which the Town does not contribute. Pension benefits and administrative expenses paid by the Teachers Retirement Board are the legal responsibility of the Commonwealth. The amount of these on-behalf payments totaled \$13,236,744 for the year ended June 30, 2014, and, accordingly, are reported in the general fund as intergovernmental revenues and pension expenditures.

The System provides retirement, disability and death benefits to plan members and beneficiaries. Chapter 32 of the MGL assigns authority to establish and amend benefit provisions of the plan. Cost-of-living adjustments granted between 1981 and 1997 and any increase in other benefits imposed by the Commonwealth’s state law during those years are borne by the Commonwealth and are deposited into the pension fund. Cost-of-living adjustments granted after 1997 must be approved by the Andover Contributory Retirement Board and are borne by the System.

Plan members are required to contribute to the System at rates ranging from 5% to 11% of annual covered compensation. The Town is required to pay into the System its share of the system-wide actuarial determined contribution that is apportioned among the employers based on active current payroll. Administrative expenses are funded through investment earnings. The current and two preceding years apportionment of the annual pension cost between the two employers required the Town to contribute 99%, respectively, of the total. Chapter 32 of the MGL governs the contributions of plan members and the Town.

At June 30, 2014, the Town did not have a net pension obligation. The required contribution was determined as part of the January 1, 2012, actuarial valuation using the entry age normal actuarial cost method. The actuarial assumptions included a 7.75% investment rate of return and projected salary increases ranging from 7.00% decreasing to 4.75% after 9 years of service for group 1, ranging from 7.00% decreasing to 5.00% after 7 years of service for group 2, and ranging from 8.00% decreasing to 5.25% after 8 years for group 4 employees. The actuarial value of the System's assets was determined in accordance with the deferred recognition method. The System's unfunded actuarial accrued liability is being amortized as a level percentage of projected payroll on an increasing basis. The remaining amortization period at June 30, 2014, was 26 years. The System is scheduled to be fully funded by 2040 which meets the MGL requirement of full funding. The Town's funded rate was 50% as of the last actuarial valuation.

The schedule of funding progress presents multiyear trend information relating to the cost-sharing plan as a whole, of which the Town is one participating employer, about whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits. Additionally, the schedule of employer contributions presents multiyear trend information for required and actual contributions relating to the cost-sharing plan as a whole, of which the Town is one participating employer, as well as the Town's proportionate share of the plan's annual contributions. This information is designed to be helpful for understanding the scale of the information presented relative to the Town.

NOTE C – OTHER POSTEMPLOYMENT BENEFITS

The Town administers a single-employer defined benefit healthcare plan ("The Retiree Health Plan"). The plan provides lifetime healthcare insurance and life insurance for eligible retirees and their spouses through the Town's group health and life insurance plans, which covers both active and retired members including teachers.

The Town currently finances its other postemployment benefits (OPEB) on a combined pre-funded and a pay-as-you-go basis. As a result, the funded ratio (actuarial value of assets expressed as a percentage of the actuarial accrued liability) is .8%. In accordance with Governmental Accounting Standards, the Town has recorded its OPEB cost equal to the actuarial determined annual required contribution (ARC) which includes the normal cost of providing benefits for the year and a component for the amortization of the total unfunded actuarial accrued liability of the plan.

The Schedule of Funding Progress and Employer Contributions presents multi-year trend information which compares, over time, the actuarial accrued liability for benefits with the actuarial value of accumulated plan assets.

Projections of benefits for financial reporting purposes are based on the substantive plan and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the employer and plan members to that point. The actuarial methods and assumptions used include techniques that are designed to reduce the effects of short-term volatility in actuarial accrued liabilities and the actuarial value of assets, consistent with the long-term perspective of the calculations.

The Schedule of Actuarial Methods and Assumptions presents factors that significantly affect the identification of trends in the amounts reported.

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Combining and Individual Fund Statements

Nonmajor Governmental Funds

Special Revenue Funds

Special revenue funds are used to account for specific revenues that are legally restricted to expenditure for particular purposes.

Town Grants/Other Revolving Funds – This fund is used to account for the non-school related activity of revolving funds established in accordance with MGL Chapter 44, Section 53E ½ and grant funds received from state and federal governments which are designated for specific programs.

School Grants/Other Revolving Funds – This fund is used to account for the school department's revolving funds established in accordance with MGL Chapter 44, Section 53E ½ and Chapter 71 and grant funds received from state and federal governments which are designated for specific programs.

School Lunch Fund – This fund is used to account for all cafeteria activities and is funded by user charges, federal and state grants and commodities received.

Capital Projects Funds

Capital projects funds are used to account for the acquisition and construction of major capital facilities other than those financed by proprietary funds and trust funds.

Road/Drainage Projects – This fund is used to account for road and drainage projects other than state funded highway projects. These projects will be funded through the issuance of long-term bonds and notes and other available funds.

Conservation Projects – This fund is used to account for major conservation capital acquisition and construction projects. These projects will be funded through the issuance of long-term bonds and notes and other available funds.

Youth Center – This fund is used to account for the construction of a new Cormier Youth Center. The project is being funded by the issuance of long-term bonds, private donations and other fund raising activities.

Municipal Buildings – This fund is used to account for major municipal building capital acquisition and construction projects. These projects will be funded through the issuance of long-term bonds and notes and other available funds.

Other Projects – This fund is used to account for smaller capital acquisition and construction projects. These projects will be funded through the issuance of long-term bonds and notes and other available funds.

Permanent Funds

Permanent funds are used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support governmental programs.

Cemetery – This fund is used to account for cemetery contributions and bequests in which the earnings may be expended for cemetery purposes.

Library Trust Funds – This fund is used to account for gifts, bequests and contributions in which the earnings may be expended for purposes specified by the donor in relation to library activities.

Town Welfare/Other Trust Funds – This fund accounts for all non-library and cemetery related contributions and bequests in which the earnings may be expended for purposes specified by the donor in relation to other Town activities.

**NONMAJOR GOVERNMENTAL FUNDS
COMBINING BALANCE SHEET**

JUNE 30, 2014

	Special Revenue Funds			
	Town Grants/ Other Revolving	School Grants/ Other Revolving	School Lunch	Sub-total
ASSETS				
Cash and cash equivalents.....	\$ 3,271,084	\$ 2,714,425	\$ 427,368	\$ 6,412,877
Investments.....	2,314,687	-	-	2,314,687
Departmental and other.....	142,764	-	-	142,764
Intergovernmental.....	-	433,481	-	433,481
TOTAL ASSETS.....	\$ 5,728,535	\$ 3,147,906	\$ 427,368	\$ 9,303,809
LIABILITIES				
Warrants payable.....	\$ 703,898	\$ 24,411	\$ 841	\$ 729,150
Accrued payroll.....	69,575	141,971	33,190	244,736
TOTAL LIABILITIES.....	773,473	166,382	34,031	973,886
DEFERRED INFLOWS OF RESOURCES				
Unavailable revenues.....	138,899	-	-	138,899
FUND BALANCES				
Nonspendable.....	-	-	-	-
Restricted.....	4,816,163	2,981,524	393,337	8,191,024
TOTAL FUND BALANCES.....	4,816,163	2,981,524	393,337	8,191,024
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES....	\$ 5,728,535	\$ 3,147,906	\$ 427,368	\$ 9,303,809

Capital Project Funds

Road/ Drainage Projects	Conservation	Youth Center	Municipal Buildings	Other	Sub-total
\$ 3,369,440	\$ 45,640	\$ 2,699,250	\$ 922,643	\$ 3,697,681	\$ 10,734,654
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
<u>\$ 3,369,440</u>	<u>\$ 45,640</u>	<u>\$ 2,699,250</u>	<u>\$ 922,643</u>	<u>\$ 3,697,681</u>	<u>\$ 10,734,654</u>
\$ 16,893	\$ 355	\$ -	\$ -	\$ 125,828	\$ 143,076
3,024	-	150	-	11,782	14,956
<u>19,917</u>	<u>355</u>	<u>150</u>	<u>-</u>	<u>137,610</u>	<u>158,032</u>
-	-	-	-	-	-
-	-	-	-	-	-
<u>3,349,523</u>	<u>45,285</u>	<u>2,699,100</u>	<u>922,643</u>	<u>3,560,071</u>	<u>10,576,622</u>
<u>3,349,523</u>	<u>45,285</u>	<u>2,699,100</u>	<u>922,643</u>	<u>3,560,071</u>	<u>10,576,622</u>
<u>\$ 3,369,440</u>	<u>\$ 45,640</u>	<u>\$ 2,699,250</u>	<u>\$ 922,643</u>	<u>\$ 3,697,681</u>	<u>\$ 10,734,654</u>

(Continued)

NONMAJOR GOVERNMENTAL FUNDS
COMBINING BALANCE SHEET

JUNE 30, 2014

	<i>Permanent Funds</i>				Total Nonmajor Governmental Funds
	Cemetery	Library	Town Welfare/ Other	Sub-total	
ASSETS					
Cash and cash equivalents.....	\$ 1,097,484	\$ 508,834	\$ 233,848	\$ 1,840,166	\$ 18,987,697
Investments.....	-	-	-	-	2,314,687
Departmental and other.....	-	-	-	-	142,764
Intergovernmental.....	-	-	-	-	433,481
TOTAL ASSETS.....	\$ 1,097,484	\$ 508,834	\$ 233,848	\$ 1,840,166	\$ 21,878,629
LIABILITIES					
Warrants payable.....	\$ -	\$ -	\$ -	\$ -	\$ 872,226
Accrued payroll.....	-	-	-	-	259,692
TOTAL LIABILITIES.....	-	-	-	-	1,131,918
DEFERRED INFLOWS OF RESOURCES					
Unavailable revenues.....	-	-	-	-	138,899
FUND BALANCES					
Nonspendable.....	870,109	350,826	40,803	1,261,738	1,261,738
Restricted.....	227,375	158,008	193,045	578,428	19,346,074
TOTAL FUND BALANCES.....	1,097,484	508,834	233,848	1,840,166	20,607,812
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND FUND BALANCES.....	\$ 1,097,484	\$ 508,834	\$ 233,848	\$ 1,840,166	\$ 21,878,629

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NONMAJOR GOVERNMENTAL FUNDS
 COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

YEAR ENDED JUNE 30, 2014

	<i>Special Revenue Funds</i>				
	Town Grants/ Other Revolving	School Grants/ Other Revolving	Youth Center/ Doherty School	School Lunch	Sub-total
REVENUES:					
Charges for services.....	\$ 273,643	\$ -	\$ -	\$ -	\$ 273,643
Fees.....	372,979	-	-	-	372,979
Intergovernmental.....	402,789	3,807,550	-	422,639	4,632,978
Departmental and other.....	3,222,354	2,487,031	-	1,878,414	7,587,799
Contributions.....	1,994,540	21,000	-	-	2,015,540
Investment income.....	41,678	-	-	-	41,678
TOTAL REVENUES.....	6,307,983	6,315,581	-	2,301,053	14,924,617
EXPENDITURES:					
Current:					
General government.....	746,149	-	-	-	746,149
Public safety.....	1,494,042	-	-	-	1,494,042
Education.....	-	6,515,550	-	2,277,251	8,792,801
Municipal services.....	216,500	-	-	-	216,500
Community services.....	1,150,077	-	-	-	1,150,077
Library.....	20,495	-	-	-	20,495
Capital outlay.....	1,819,382	-	-	-	1,819,382
TOTAL EXPENDITURES.....	5,446,645	6,515,550	-	2,277,251	14,239,446
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....	861,338	(199,969)	-	23,802	685,171
OTHER FINANCING SOURCES (USES):					
Issuance of bonds and notes.....	-	-	-	-	-
Transfers in.....	-	-	-	-	-
Transfers out.....	(2,092,735)	-	-	-	(2,092,735)
TOTAL OTHER FINANCING SOURCES (USES)...	(2,092,735)	-	-	-	(2,092,735)
NET CHANGE IN FUND BALANCES.....	(1,231,397)	(199,969)	-	23,802	(1,407,564)
FUND BALANCES AT BEGINNING OF YEAR.....	6,047,560	3,181,493	-	369,535	9,598,588
FUND BALANCES AT END OF YEAR.....	\$ 4,816,163	\$ 2,981,524	\$ -	\$ 393,337	\$ 8,191,024

Capital Project Funds

Road/ Drainage Projects	Conservation	Youth Center	Municipal Buildings	Other	Sub-total
\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
-	-	-	-	-	-
-	200	-	-	-	200
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	200	-	-	-	200
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
-	-	-	-	-	-
2,707,371	72,650	900	147,842	1,544,984	4,473,747
2,707,371	72,650	900	147,842	1,544,984	4,473,747
(2,707,371)	(72,450)	(900)	(147,842)	(1,544,984)	(4,473,547)
300,000	-	2,000,000	-	975,000	3,275,000
124,000	-	700,000	400,000	2,390,000	3,614,000
-	-	-	-	-	-
424,000	-	2,700,000	400,000	3,365,000	6,889,000
(2,283,371)	(72,450)	2,699,100	252,158	1,820,016	2,415,453
5,632,894	117,735	-	670,485	1,740,055	8,161,169
\$ 3,349,523	\$ 45,285	\$ 2,699,100	\$ 922,643	\$ 3,560,071	\$ 10,576,622

(Continued)

NONMAJOR GOVERNMENTAL FUNDS
 COMBINING STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES

YEAR ENDED JUNE 30, 2014

	<i>Permanent Funds</i>				Total Nonmajor Governmental Funds
	Cemetery	Library	Town Welfare/ Other	Sub-total	
REVENUES:					
Charges for services.....	\$ -	\$ -	\$ -	\$ -	\$ 273,643
Fees and rentals.....	-	-	-	-	372,979
Intergovernmental.....	-	-	-	-	4,633,178
Departmental and other.....	-	-	-	-	7,587,799
Contributions.....	16,860	-	-	16,860	2,032,400
Investment income.....	7,016	10,142	4,488	21,646	63,324
TOTAL REVENUES.....	23,876	10,142	4,488	38,506	14,963,323
EXPENDITURES:					
Current:					
General government.....	-	-	-	-	746,149
Public safety.....	-	-	-	-	1,494,042
Education.....	-	-	-	-	8,792,801
Public works.....	1,531	-	-	1,531	218,031
Human services.....	-	-	1,465	1,465	1,151,542
Library.....	-	14,366	-	14,366	34,861
Capital outlay.....	-	-	-	-	6,293,129
TOTAL EXPENDITURES.....	1,531	14,366	1,465	17,362	18,730,555
EXCESS (DEFICIENCY) OF REVENUES OVER (UNDER) EXPENDITURES.....	22,345	(4,224)	3,023	21,144	(3,767,232)
OTHER FINANCING SOURCES (USES):					
Issuance of bonds and notes.....	-	-	-	-	3,275,000
Transfers in.....	-	-	-	-	3,614,000
Transfers out.....	(6,000)	-	-	(6,000)	(2,098,735)
TOTAL OTHER FINANCING SOURCES (USES)...	(6,000)	-	-	(6,000)	4,790,265
NET CHANGE IN FUND BALANCES.....	16,345	(4,224)	3,023	15,144	1,023,033
FUND BALANCES AT BEGINNING OF YEAR.....	1,081,139	513,058	230,825	1,825,022	19,584,779
FUND BALANCES AT END OF YEAR.....	\$ 1,097,484	\$ 508,834	\$ 233,848	\$ 1,840,166	\$ 20,607,812

(Concluded)

Internal Service Funds

Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the government and to other government units, on a cost reimbursement basis.

Insurance Fund – This fund is used to account for the accumulation of costs associated with property and liability insurance.

Unemployment Compensation Fund – This fund is used to account for the accumulation of costs, and employee contributions associated with unemployment compensation.

Health Insurance Fund – This fund is used to account for the accumulation of costs, and employer and employee contributions associated with health insurance.

Worker's Compensation Fund – This fund is used to account for the accumulation of costs, and employer contributions associated with worker's compensation.

INTERNAL SERVICE FUNDS
COMBINING STATEMENT OF NET POSITION

JUNE 30, 2014

	<u>Insurance</u>	<u>Unemployment Compensation</u>	<u>Health Insurance</u>	<u>Worker's Compensation</u>	<u>Total Internal Service Funds</u>
ASSETS					
CURRENT:					
Cash and cash equivalents.....	\$ 178,604	\$ 59,446	\$ 1,451,601	\$ 103,665	\$ 1,793,316
LIABILITIES					
CURRENT:					
Warrants payable.....	-	-	1,545	-	1,545
Workers' compensation.....	-	-	-	30,000	30,000
Total current liabilities.....	-	-	1,545	30,000	31,545
NONCURRENT:					
Workers' compensation.....	-	-	-	268,000	268,000
TOTAL LIABILITIES.....	-	-	1,545	298,000	299,545
NET POSITION					
Unrestricted.....	\$ 178,604	\$ 59,446	\$ 1,450,056	\$ (194,335)	\$ 1,493,771

INTERNAL SERVICE FUNDS
COMBINING STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET POSITION

YEAR ENDED JUNE 30, 2014

	Insurance	Unemployment Compensation	Health Insurance	Worker's Compensation	Total Internal Service Funds
OPERATING REVENUES:					
Employee contributions	\$ -	\$ -	\$ 3,882,288	\$ -	\$ 3,882,288
Employer contributions	-	200,000	13,945,605	97,554	14,243,159
Intergovernmental.....	-	-	480,864	-	480,864
TOTAL OPERATING REVENUES	-	200,000	18,308,757	97,554	18,606,311
OPERATING EXPENSES:					
Employee benefits	-	155,814	18,010,932	27,447	18,194,193
Insurance.....	31,135	-	-	-	31,135
TOTAL OPERATING EXPENSES	31,135	155,814	18,010,932	27,447	18,225,328
OPERATING INCOME (LOSS).....	(31,135)	44,186	297,825	70,107	380,983
NONOPERATING REVENUES (EXPENSES):					
Investment income.....	374	148	1,030	-	1,552
CHANGE IN NET POSITION.....	(30,761)	44,334	298,855	70,107	382,535
NET POSITION AT BEGINNING OF YEAR.....	209,365	15,112	1,151,201	(264,442)	1,111,236
NET POSITION AT END OF YEAR.....	\$ 178,604	\$ 59,446	\$ 1,450,056	\$ (194,335)	\$ 1,493,771

INTERNAL SERVICE FUNDS
COMBINING STATEMENT OF CASH FLOWS

YEAR ENDED JUNE 30, 2014

	Insurance	Unemployment Compensation	Health Insurance	Worker's Compensation	Total Internal Service Funds
<u>CASH FLOWS FROM OPERATING ACTIVITIES:</u>					
Receipts from customers and users.....	\$ -	\$ -	\$ 3,882,288	\$ -	\$ 3,882,288
Receipts from interfund services provided.....	-	200,000	13,945,605	97,554	14,243,159
Receipts from other governments.....	-	-	480,864	-	480,864
Payments to vendors.....	(31,135)	-	-	-	(31,135)
Payments to employees.....	-	-	(92,706)	-	(92,706)
Payments for interfund services used.....	-	(155,814)	(17,926,481)	(68,447)	(18,150,742)
NET CASH FROM OPERATING ACTIVITIES.....	(31,135)	44,186	289,570	29,107	331,728
<u>CASH FLOWS FROM INVESTING ACTIVITIES:</u>					
Investment income.....	374	148	1,030	-	1,552
NET CHANGE IN CASH AND CASH EQUIVALENTS.....	(30,761)	44,334	290,600	29,107	333,280
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR.....	209,365	15,112	1,161,001	74,558	1,460,036
CASH AND CASH EQUIVALENTS AT END OF YEAR.....	\$ 178,604	\$ 59,446	\$ 1,451,601	\$ 103,665	\$ 1,793,316
<u>RECONCILIATION OF OPERATING INCOME (LOSS) TO NET CASH FROM OPERATING ACTIVITIES:</u>					
Operating income (loss).....	\$ (31,135)	\$ 44,186	\$ 297,825	\$ 70,107	\$ 380,983
Adjustments to reconcile operating income (loss) to net cash from operating activities:					
Changes in assets and liabilities:					
Warrants payable.....	-	-	(8,255)	-	(8,255)
Workers' compensation.....	-	-	-	(41,000)	(41,000)
Total adjustments.....	-	-	(8,255)	(41,000)	(49,255)
NET CASH FROM OPERATING ACTIVITIES.....	\$ (31,135)	\$ 44,186	\$ 289,570	\$ 29,107	\$ 331,728

Agency Fund

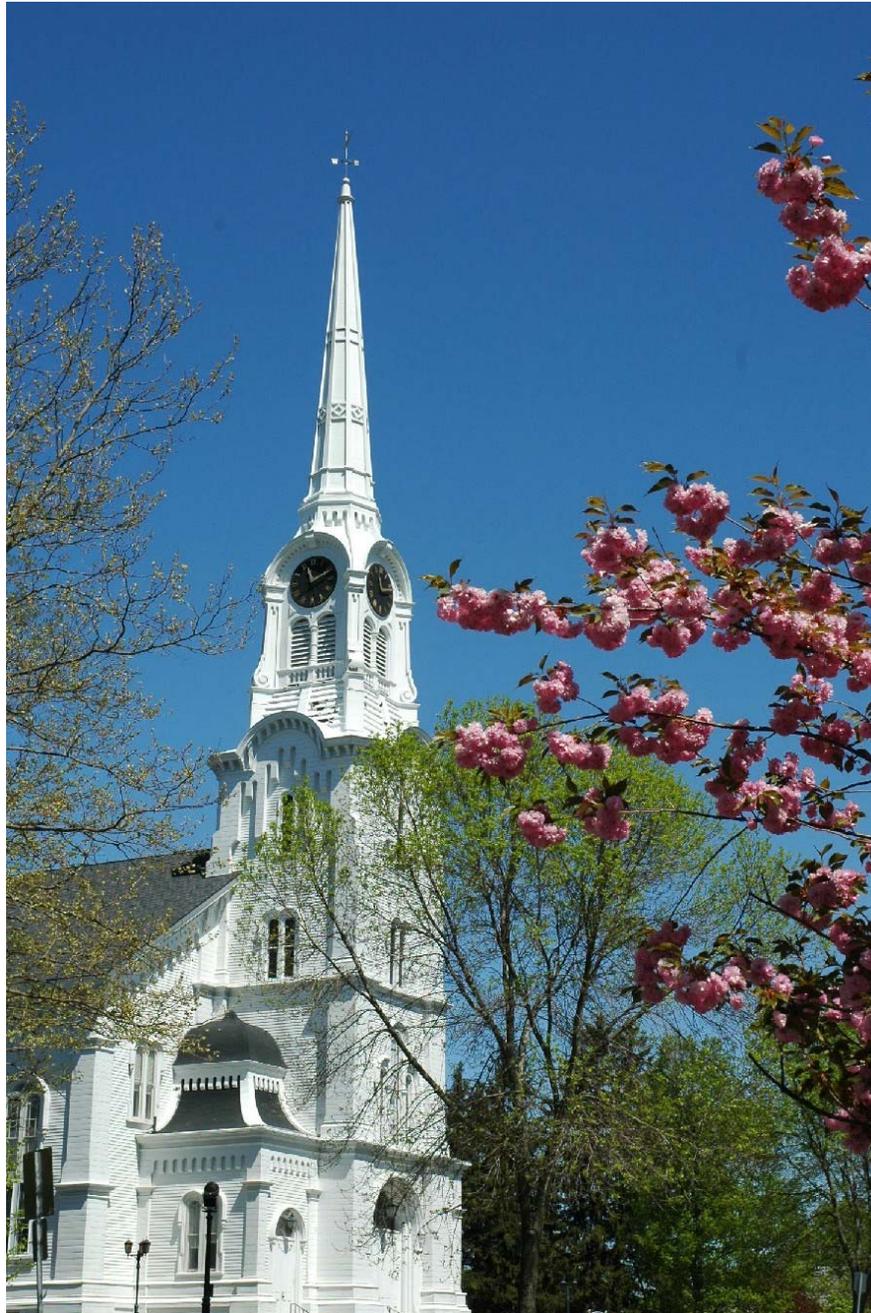
This fund is primarily used to account for contactors security deposits, local church deposits, and receipts and disbursements on behalf of the Merrimack Valley Library Consortium.

AGENCY FUND
STATEMENT OF CHANGES IN ASSETS AND LIABILITIES

YEAR ENDED JUNE 30, 2014

	<u>Beginning of Year</u>	<u>Additions</u>	<u>Deletions</u>	<u>End of Year</u>
ASSETS				
CURRENT:				
Cash and cash equivalents.....	\$ 761,222	\$ 1,979,078	\$ (1,540,167)	\$ 1,200,133
LIABILITIES				
Guaranteed deposits.....	\$ 62,936	\$ 559,733	\$ -	\$ 622,669
Other deposits.....	11,927	240	(232)	11,935
Merrimack Valley Library Consortium.....	57,443	200,293	(257,702)	34
Student Activities.....	628,916	1,218,812	(1,282,233)	565,495
TOTAL LIABILITIES.....	\$ 761,222	\$ 1,979,078	\$ (1,540,167)	\$ 1,200,133

Statistical Section



South Church

Statistical Section

This part of the comprehensive annual financial report presents detailed information as a context for understanding what the information in the financial statements, note disclosures, and required supplementary information says about the Town's overall financial health.

Financial Trends

- These schedules contain trend information to help the reader understand how the Town's financial performance and well-being have changed over time.

Revenue Capacity

- These schedules contain information to help the reader assess the Town's most significant local revenue source, the property tax.

Debt Capacity

- These schedules present information to help the reader assess the affordability of the Town's current levels of outstanding debt and the Town's ability to issue additional debt in the future.

Demographic and Economic Information

- These schedules offer demographic and economic indicators to help the reader understand the environment within which the Town's financial activities take place.

Operating Information

- These schedules contain service and infrastructure data to help the reader understand how the information in the Town's financial report relates to the services the Town provides and the activities it performs.

SOURCES: Unless otherwise noted, the information in these schedules is derived from the comprehensive annual financial reports for the relevant year.

Net Position By Component

Last Ten Years

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Governmental activities										
Net investment in capital assets.....	\$ 91,145,822	\$ 89,418,470	\$ 91,189,027	\$ 91,685,536	\$ 89,103,313	\$ 93,007,654	\$ 93,315,362	\$ 97,503,961	\$ 104,403,021	\$ 113,445,872
Restricted.....	4,426,387	4,032,029	4,610,472	5,039,470	3,395,370	3,796,181	3,976,293	6,194,838	9,250,406	10,224,044
Unrestricted.....	9,873,633	12,307,988	10,474,688	666,172	(11,182,850)	(25,064,804)	(33,596,579)	(42,544,729)	(46,622,291)	(49,559,677)
Total governmental activities net position.....	\$ 105,445,842	\$ 105,758,487	\$ 106,274,187	\$ 97,391,178	\$ 81,315,833	\$ 71,739,031	\$ 63,695,076	\$ 61,154,070	\$ 67,031,136	\$ 74,110,239
Business-type activities										
Net investment in capital assets.....	46,027,798	44,383,954	45,396,161	46,338,405	47,347,751	47,583,170	47,534,459	46,353,252	45,822,689	45,559,159
Unrestricted.....	13,264,116	15,604,638	14,824,192	13,060,062	20,682,749	18,915,881	18,241,146	18,385,626	18,388,810	18,186,228
Total business-type activities net position.....	\$ 59,291,914	\$ 59,988,592	\$ 60,220,353	\$ 59,398,467	\$ 68,030,500	\$ 66,499,051	\$ 65,775,605	\$ 64,738,878	\$ 64,211,499	\$ 63,745,387
Primary government										
Net investment in capital assets.....	137,173,620	133,802,424	136,585,188	138,023,941	136,451,064	140,590,824	140,849,821	143,857,213	150,225,710	159,005,031
Restricted.....	4,426,387	4,032,029	4,610,472	5,039,470	3,395,370	3,796,181	3,976,293	6,194,838	9,250,406	10,224,044
Unrestricted.....	23,137,749	27,912,626	25,298,880	13,726,234	9,499,899	(6,148,923)	(15,355,433)	(24,159,103)	(28,233,481)	(31,373,449)
Total primary government net position.....	\$ 164,737,756	\$ 165,747,079	\$ 166,494,540	\$ 156,789,645	\$ 149,346,333	\$ 138,238,082	\$ 129,470,681	\$ 125,892,948	\$ 131,242,635	\$ 137,855,626

Changes in Net Position

Last Ten Years

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Expenses										
Governmental activities:										
General government.....	\$ 6,116,927	\$ 6,370,915	\$ 7,135,773	\$ 7,001,802	\$ 7,435,711	\$ 7,853,717	\$ 7,849,705	\$ 9,579,841	\$ 9,997,575	\$ 10,707,991
Plant and facilities.....	5,663,229	5,971,059	6,312,238	5,369,831	5,647,761	5,610,304	5,868,634	6,301,667	-	-
Public safety.....	17,246,901	17,782,178	17,692,134	21,417,994	21,464,611	20,464,627	21,454,951	21,019,992	21,349,177	21,952,531
Education.....	72,624,199	79,034,278	85,198,802	89,739,079	109,409,021	109,285,301	109,991,085	110,530,908	111,484,537	115,458,917
Public works.....	9,038,654	7,405,556	9,257,382	16,215,311	7,993,148	7,086,407	8,104,996	6,671,929	-	-
Municipal services.....	-	-	-	-	-	-	-	-	14,475,054	14,788,432
Community services.....	2,806,626	2,833,581	3,082,209	3,196,831	3,401,157	3,410,882	3,473,959	3,547,165	3,497,572	3,589,067
Library.....	3,326,096	3,433,876	3,748,315	3,969,982	4,230,163	4,158,325	4,004,711	3,330,995	3,291,536	3,411,150
Interest.....	3,028,040	2,569,615	3,079,688	2,610,346	2,157,682	1,692,345	1,733,882	1,813,401	2,180,097	2,102,376
Total government activities expenses.....	119,850,672	125,401,058	135,506,541	149,521,176	161,739,254	159,561,908	162,481,923	162,795,898	166,275,548	172,010,464
Business-type activities:										
Water.....	5,279,568	5,522,811	5,837,589	6,152,545	6,533,573	5,423,483	6,143,129	6,459,218	6,363,699	6,950,526
Sewer.....	3,418,402	3,920,303	3,698,176	4,065,119	4,273,853	4,662,645	4,438,234	4,157,552	4,173,881	3,765,263
Total business-type activities expenses.....	8,697,970	9,443,114	9,535,765	10,217,664	10,807,426	10,086,128	10,581,363	10,616,770	10,537,580	10,715,789
Total primary government expenses.....	\$ 128,548,642	\$ 134,844,172	\$ 145,042,306	\$ 159,738,840	\$ 172,546,680	\$ 169,648,036	\$ 173,063,286	\$ 173,412,668	\$ 176,813,128	\$ 182,726,253
Program Revenues										
Governmental activities:										
Public safety charges for services.....	\$ 5,047,096	\$ 4,173,141	\$ 3,880,398	\$ 4,326,730	\$ 3,790,779	\$ 3,755,724	\$ 3,649,023	\$ 4,179,923	\$ 5,376,825	\$ 4,879,683
Education charges for services.....	3,221,619	3,303,391	3,556,254	3,891,867	3,869,698	4,159,428	4,447,671	4,406,316	4,533,644	4,594,367
Other charges for services.....	2,217,961	2,459,937	2,757,509	3,275,730	2,992,813	3,458,043	2,980,246	3,263,775	3,017,848	3,197,405
Education operating grants and contributions.....	16,723,671	16,421,600	18,485,493	20,831,731	23,010,714	24,013,602	24,783,904	25,611,406	26,139,620	26,031,266
Other operating grants and contributions.....	1,592,768	2,054,108	2,386,728	2,042,371	2,822,588	2,024,443	1,759,998	1,607,599	1,191,156	1,438,710
General government capital grant and contributions.....	211,662	63,731	12,105	-	-	-	259,600	-	-	-
Municipal services capital grant and contributions.....	601,504	826,869	2,579,033	776,474	1,033,675	1,062,707	1,378,068	-	1,553,595	1,774,179
Education capital grant and contributions.....	-	-	-	-	-	-	-	-	7,690,079	7,013,590
Other capital grant and contributions.....	-	-	-	-	10,992	-	-	2,310,588	458,700	1,984,863
Total government activities program revenues.....	29,616,281	29,302,777	33,657,520	35,144,903	37,531,259	38,473,947	39,258,510	41,379,607	49,961,467	50,914,063
Business-type activities:										
Water charges for services.....	5,948,163	6,135,750	6,026,114	6,624,742	6,557,656	6,107,981	7,539,658	6,974,207	7,244,362	7,405,049
Sewer charges for services.....	3,287,453	3,200,763	3,900,287	4,274,584	4,048,056	4,090,182	3,995,288	4,236,585	4,241,515	4,457,073
Other capital grant and contributions.....	3,270,890	2,706,471	1,838,804	158,190	10,798,240	229,534	41,759	-	42,339	-
Total business-type activities program revenues.....	12,506,506	12,042,984	11,765,205	11,057,516	21,403,952	10,427,697	11,576,705	11,210,792	11,528,216	11,862,122
Total primary government program revenues.....	\$ 42,122,787	\$ 41,345,761	\$ 45,422,725	\$ 46,202,419	\$ 58,935,211	\$ 48,901,644	\$ 50,835,215	\$ 52,590,399	\$ 61,489,683	\$ 62,776,185
Net (Expense)/Program Revenue										
Governmental activities.....	\$ (90,234,391)	\$ (96,098,281)	\$ (101,849,021)	\$ (114,376,273)	\$ (124,207,995)	\$ (121,087,961)	\$ (123,223,413)	\$ (121,416,291)	\$ (116,314,081)	\$ (121,096,401)
Business-type activities.....	3,808,536	2,599,870	2,229,440	839,852	10,596,526	341,569	995,342	594,022	990,636	1,146,333
Total primary government net (expense)/program revenue.....	\$ (86,425,855)	\$ (93,498,411)	\$ (99,619,581)	\$ (113,536,421)	\$ (113,611,469)	\$ (120,746,392)	\$ (122,228,071)	\$ (120,822,269)	\$ (115,323,445)	\$ (119,950,068)

(continued)

Changes in Net Position

Last Ten Years

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
General Revenues and other Changes in Net Position										
Governmental activities:										
Real estate and personal property taxes, net of tax refunds payable.....	\$ 80,128,940	\$ 85,467,543	\$ 89,517,870	\$ 93,240,977	\$ 96,597,993	\$ 100,368,252	\$ 103,594,344	\$ 107,658,022	\$ 110,652,457	\$ 116,416,632
Tax liens.....	169,769	137,894	160,701	188,869	316,513	416,598	352,839	231,426	420,138	127,902
Motor vehicle excise taxes.....	4,695,077	4,737,214	4,665,464	4,704,891	4,407,674	4,510,747	4,722,659	4,530,897	4,903,920	4,970,746
Hotel/motel tax.....	777,164	702,732	1,040,438	897,765	860,090	962,298	1,288,661	1,353,137	1,526,835	1,496,945
Meals tax.....	-	-	-	-	-	136,239	478,403	517,177	547,235	506,658
Penalties and interest on taxes.....	335,008	279,901	314,296	410,491	303,184	286,866	409,888	416,902	298,550	554,802
Grants and contributions not restricted to specific programs.....	1,857,933	2,016,691	2,558,873	2,558,964	2,502,913	2,083,892	2,070,906	2,005,649	2,099,507	2,193,507
Unrestricted investment income.....	493,590	955,407	1,603,144	1,434,652	1,005,941	550,684	315,873	273,240	74,364	164,538
Miscellaneous.....	75,167	53,440	344,265	328,707	144,381	-	217,576	249,261	139,881	105,957
Transfers.....	1,478,552	2,060,104	2,159,670	1,727,948	1,993,961	-	1,728,309	1,639,574	1,528,260	1,637,817
Total governmental activities.....	90,011,200	96,410,926	102,364,721	105,493,264	108,132,650	109,315,576	115,179,458	118,875,285	122,191,147	128,175,504
Business-type activities:										
Unrestricted investment income.....	45,977	156,912	161,991	66,210	29,468	14,785	9,521	8,825	10,245	25,372
Transfers.....	(1,478,552)	(2,060,104)	(2,159,670)	(1,727,948)	(1,993,961)	-	(1,728,309)	(1,639,574)	(1,528,260)	(1,637,817)
Total business-type activities.....	(1,432,575)	(1,903,192)	(1,997,679)	(1,661,738)	(1,964,493)	14,785	(1,718,788)	(1,630,749)	(1,518,015)	(1,612,445)
Total primary government general revenues and other changes in net position.....	\$ 88,578,625	\$ 94,507,734	\$ 100,367,042	\$ 103,831,526	\$ 106,168,157	\$ 109,330,361	\$ 113,460,670	\$ 117,244,536	\$ 120,673,132	\$ 126,563,059
Changes in Net Position										
Governmental activities.....	\$ (223,191)	\$ 312,645	\$ 515,700	\$ (8,883,009)	\$ (16,075,345)	\$ (11,772,385)	\$ (8,043,955)	\$ (2,541,006)	\$ 5,877,066	\$ 7,079,103
Business-type activities.....	2,375,961	696,678	231,761	(821,886)	8,632,033	356,354	(723,446)	(1,036,727)	(527,379)	(466,112)
Total primary government changes in net position.....	\$ 2,152,770	\$ 1,009,323	\$ 747,461	\$ (9,704,895)	\$ (7,443,312)	\$ (11,416,031)	\$ (8,767,401)	\$ (3,577,733)	\$ 5,349,687	\$ 6,612,991

** In fiscal 2013, the Town consolidated its plant and facilities and public works department's forming a new municipal services functional line-item.

(concluded)

Fund Balances, Governmental Funds

Last Ten Years

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
General Fund										
Reserved.....	\$ 1,436,861	\$ 1,860,571	\$ 2,694,727	\$ 1,370,990	\$ 491,022	\$ 1,208,156	\$ -	\$ -	\$ -	\$ -
Unreserved.....	7,747,231	7,529,898	4,549,236	3,691,825	3,015,527	3,250,042	-	-	-	-
Restricted.....	-	-	-	-	-	-	-	-	1,092,228	14,603,525
Committed.....	-	-	-	-	-	-	13,999	13,999	100,734	-
Assigned.....	-	-	-	-	-	-	817,053	2,197,122	1,181,371	18,986,220
Unassigned.....	-	-	-	-	-	-	8,106,788	10,772,493	12,715,770	-
Total general fund.....	\$ 9,184,092	\$ 9,390,469	\$ 7,243,963	\$ 5,062,815	\$ 3,506,549	\$ 4,458,198	\$ 8,937,840	\$ 12,983,614	\$ 15,090,103	\$ 33,589,745
All Other Governmental Funds										
Reserved.....	\$ 1,246,997	\$ 1,268,238	\$ 1,261,498	\$ 1,267,370	\$ 1,265,156	\$ 1,274,207	\$ -	\$ -	\$ -	\$ -
Unreserved, reported in:										
Special revenue funds.....	5,864,877	6,171,737	9,068,114	9,627,901	9,586,198	10,747,094	-	-	-	-
Capital projects funds.....	3,519,167	1,747,126	1,933,994	1,323,779	(996,668)	226,609	-	-	-	-
Permanent funds.....	210,462	363,604	434,628	440,998	423,353	497,686	-	-	-	-
Nonspendable.....	-	-	-	-	-	-	1,259,811	1,274,750	1,278,486	-
Restricted.....	-	-	-	-	-	-	8,296,921	13,319,927	19,275,015	-
Unassigned.....	-	-	-	-	-	-	-	(2,174,741)	-	-
Total all other governmental funds.....	\$ 10,841,503	\$ 9,550,705	\$ 12,698,234	\$ 12,660,048	\$ 10,278,039	\$ 12,745,596	\$ 9,556,732	\$ 12,419,936	\$ 20,553,501	\$ -

The Town implemented GASB 54 in fiscal year 2011, fund balances prior to fiscal year 2011 have been reported in the pre-GASB 54 format.

Changes in Fund Balances, Governmental Funds

Last Ten Years

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Revenues:										
Real estate and personal property taxes, net of tax refunds.....	\$ 80,108,798	\$ 85,233,515	\$ 89,296,522	\$ 93,215,670	\$ 96,792,126	\$ 100,472,493	\$ 103,357,190	\$ 107,820,244	\$ 110,384,336	\$ 116,681,066
Motor vehicle and other excise taxes.....	5,430,809	5,714,365	4,563,040	5,719,957	5,379,998	5,435,155	5,877,675	5,824,833	4,745,068	5,082,290
Intergovernmental.....	36,257,799	26,111,912	25,535,077	27,409,880	29,885,449	29,755,486	30,178,437	33,649,963	36,439,032	37,628,417
Departmental and other.....	11,228,315	10,075,153	12,333,309	12,437,475	11,448,429	12,460,238	13,073,732	14,524,170	16,343,246	18,403,347
Interest income.....	437,745	931,895	1,660,138	1,501,807	1,048,718	660,607	350,374	306,101	52,399	202,101
Total Revenue.....	133,463,466	128,066,840	133,388,086	140,284,789	144,554,720	148,783,979	152,837,408	162,125,311	167,964,081	177,997,221
Expenditures:										
General government.....	4,730,422	4,769,168	5,220,512	5,359,619	5,511,347	5,620,278	5,467,389	7,078,229	7,582,640	7,836,980
Plant and facilities.....	4,608,092	4,222,181	4,431,588	4,417,766	4,417,257	4,323,782	4,558,237	5,029,583	-	-
Public safety.....	13,597,144	13,682,564	13,571,517	16,457,065	16,121,617	15,013,636	15,740,379	15,373,742	15,961,083	16,120,879
Education.....	54,347,628	58,172,138	62,124,609	65,822,095	69,204,520	69,878,266	72,239,103	71,201,775	75,342,685	78,345,911
Public works.....	6,856,259	4,812,153	6,582,339	6,974,691	7,392,938	6,202,273	6,868,235	6,711,114	-	-
Municipal services.....	-	-	-	-	-	-	-	-	11,484,116	11,499,885
Community services.....	2,186,935	2,258,001	2,525,592	2,659,098	2,714,309	2,726,573	2,767,944	2,874,439	2,972,973	2,893,483
Library.....	2,431,694	2,547,324	2,674,266	2,697,413	2,729,703	2,659,866	2,656,682	2,547,398	2,532,582	2,558,449
Pension benefits.....	10,594,568	11,774,280	12,896,971	13,818,706	14,999,567	15,577,594	16,231,461	17,504,035	18,565,841	18,982,968
Property and liability insurance.....	834,889	744,326	762,947	657,483	562,014	485,701	734,996	827,013	717,613	777,873
Employee benefits.....	8,732,646	9,901,817	10,521,298	11,451,717	12,023,030	13,438,023	15,177,469	15,134,416	14,211,500	15,600,000
Claims and judgments.....	-	-	-	-	264,966	-	-	-	-	-
State and county charges.....	1,599,527	1,982,311	2,514,120	2,852,501	2,871,728	3,072,718	2,860,658	2,433,163	2,468,820	2,817,601
Capital outlay.....	5,275,759	6,707,917	5,210,089	7,856,215	7,547,507	5,717,723	7,213,849	7,729,883	22,004,956	32,305,218
Debt service:										
Principal.....	20,744,107	9,436,934	5,833,841	6,035,287	6,306,423	6,465,718	5,865,696	6,194,000	5,813,900	6,744,500
Interest.....	2,957,220	2,408,251	2,920,044	2,472,415	2,015,030	1,435,531	1,642,841	1,847,422	1,871,364	2,296,280
Total Expenditures.....	139,496,890	133,419,365	137,789,733	149,532,071	154,681,956	152,617,682	160,024,939	162,486,212	181,530,073	198,780,027
Excess of revenues over (under) expenditures.....	(6,033,424)	(5,352,525)	(4,401,647)	(9,247,282)	(10,127,236)	(3,833,703)	(7,187,531)	(360,901)	(13,565,992)	(20,782,806)
Other Financing Sources (Uses)										
Issuance of bonds and notes.....	3,500,000	2,208,000	3,243,000	5,300,000	4,195,000	5,566,000	6,750,000	5,366,000	20,555,000	24,242,000
Issuance of refunding bonds.....	7,140,205	-	-	-	-	7,936,000	-	4,564,700	3,423,300	-
Premium from issuance of bonds.....	79,123	-	-	-	-	-	-	239,602	1,657,247	2,200,184
Premium from issuance of refunding bonds.....	158,596	-	-	-	-	892,842	-	446,698	599,483	-
Payments to refunded bond escrow agent.....	(7,233,797)	-	-	-	-	(8,951,608)	-	(4,986,695)	(3,957,244)	-
Transfers in.....	4,131,313	6,794,187	6,779,004	5,465,620	4,963,045	3,737,067	3,711,992	3,242,238	4,889,060	6,496,552
Transfers out.....	(2,652,761)	(4,734,083)	(4,619,334)	(3,737,672)	(2,969,084)	(1,927,392)	(1,983,683)	(1,602,664)	(3,360,800)	(4,858,735)
Total other financing sources (uses).....	5,122,679	4,268,104	5,402,670	7,027,948	6,188,961	7,252,909	8,478,309	7,269,879	23,806,046	28,080,001
Net change in fund balance.....	\$ (910,745)	\$ (1,084,421)	\$ 1,001,023	\$ (2,219,334)	\$ (3,938,275)	\$ 3,419,206	\$ 1,290,778	\$ 6,908,978	\$ 10,240,054	\$ 7,297,195
Debt service as a percentage of noncapital expenditures.....	7.27% (a)	6.46% (a)	6.52%	6.01%	5.68%	5.38%	4.94%	5.28%	4.84%	5.44%

Notes:

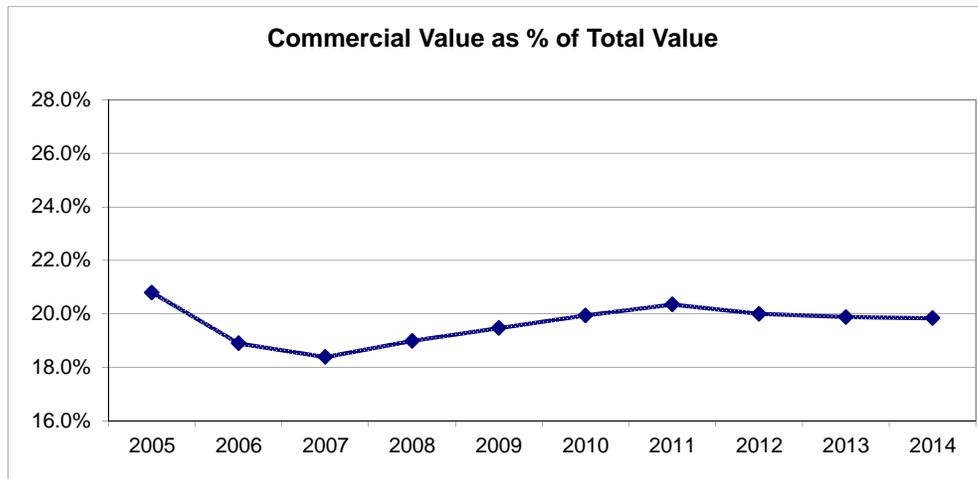
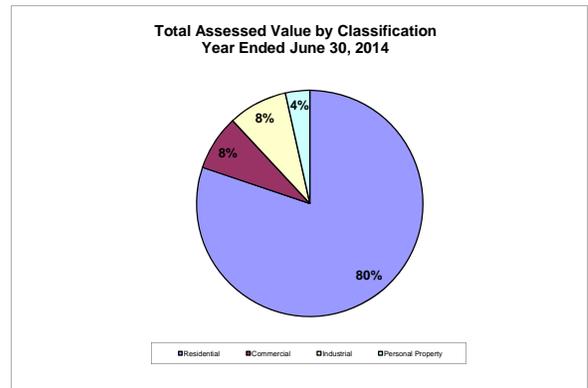
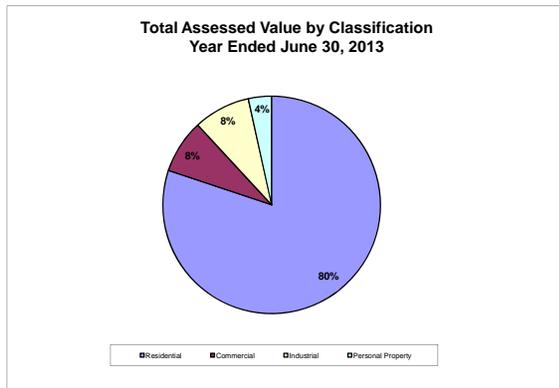
(a) - The FY05 and FY06 %'s have been adjusted to eliminate the effect of state school construction capital grants totaling \$15 million and \$3.8 million, respectively to pay down \$18.8 million in debt for both years.

** In fiscal 2013, the Town consolidated its plant and facilities and public works department's forming a new municipal services functional line-item.

Assessed Value and Actual Value of Taxable Property by Classification and Tax Rates

Last Ten Years

Year	Assessed and Actual Values and Tax Rates								
	Residential Value	Residential Tax Rate	Commercial Value	Industrial Value	Personal Property	Total Commercial Value	Commercial Tax Rate	Total Direct Rate	Total Town Value
2005	\$ 5,029,579,646	\$ 11.51	\$ 575,889,705	\$ 635,749,200	\$ 109,324,908	\$ 1,320,963,813	\$ 18.00	\$ 12.86	\$ 6,350,543,459
2006 (1)	\$ 5,519,162,801	\$ 11.40	\$ 556,557,746	\$ 635,623,100	\$ 94,200,625	\$ 1,286,381,471	\$ 17.95	\$ 12.64	\$ 6,805,544,272
2007	\$ 5,868,699,641	\$ 11.25	\$ 582,821,925	\$ 640,188,000	\$ 99,325,718	\$ 1,322,335,643	\$ 18.33	\$ 12.55	\$ 7,191,035,284
2008	\$ 5,815,988,951	\$ 11.69	\$ 585,151,793	\$ 642,310,600	\$ 136,301,731	\$ 1,363,764,124	\$ 19.13	\$ 13.10	\$ 7,179,753,075
2009 (1)	\$ 5,765,913,581	\$ 12.16	\$ 583,679,742	\$ 649,552,900	\$ 161,324,140	\$ 1,394,556,782	\$ 19.98	\$ 13.68	\$ 7,160,470,363
2010	\$ 5,473,846,761	\$ 13.19	\$ 566,418,366	\$ 624,853,500	\$ 172,538,617	\$ 1,363,810,483	\$ 21.33	\$ 14.81	\$ 6,837,657,244
2011	\$ 5,269,717,961	\$ 14.12	\$ 552,946,894	\$ 592,561,900	\$ 201,324,807	\$ 1,346,833,601	\$ 22.46	\$ 15.82	\$ 6,616,551,562
2012 (1)	\$ 5,438,632,321	\$ 14.15	\$ 547,695,778	\$ 578,692,200	\$ 233,484,947	\$ 1,359,872,925	\$ 23.54	\$ 16.03	\$ 6,798,505,246
2013	\$ 5,450,304,845	\$ 14.51	\$ 544,010,554	\$ 574,064,300	\$ 234,340,227	\$ 1,352,415,081	\$ 24.26	\$ 16.45	\$ 6,802,719,926
2014	\$ 5,483,302,185	\$ 15.18	\$ 541,616,314	\$ 578,490,500	\$ 237,117,137	\$ 1,357,223,951	\$ 25.25	\$ 17.18	\$ 6,840,526,136



(1) Revaluation year.
 Source: Assessor's Department, Town of Andover
 All property in the Commonwealth of Massachusetts is assessed at 100% of fair cash value.

Note: Chapter 59, Section 21C of the Massachusetts General Laws, known as "Proposition 2 1/2", imposes 2 separate limits on the annual tax levy of the Town. The primary limitation is that the tax levy cannot exceed 2 1/2 percent of the full and fair cash value. The secondary limitation is that the tax levy cannot exceed the maximum levy limit for the preceding fiscal year as determined by the State Commissioner of Revenue by more than 2 1/2 percent, subject to an exception for property added to the tax rolls and for certain substantial valuation increases other than as part of a general revaluation. The secondary limit may be exceeded in any year by a majority vote of the voters, however it cannot exceed the primary limitation.

Principal Taxpayers

Current Year and Nine Years Ago

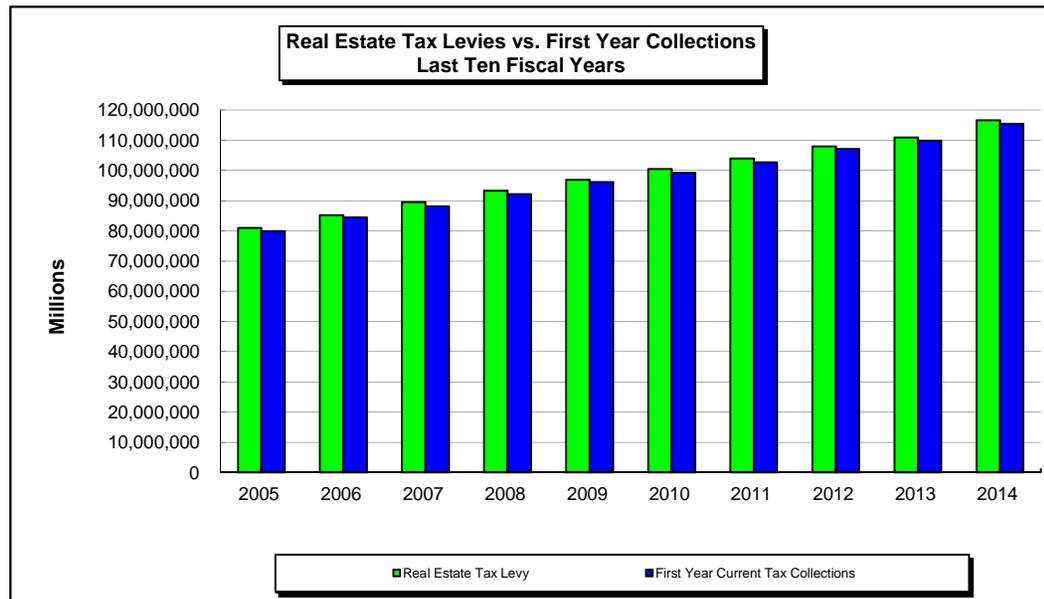
Name	Property Type	2014			2005		
		Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value	Assessed Valuation	Rank	Percentage of Total Taxable Assessed Value
Wyeth Genetics	Industrial	\$ 81,422,700	1	1.19%	\$ 100,429,515	1	1.58%
Transwestern Brickstone Square LLC (Andover Mills)	Commercial	\$ 71,174,700	2	1.04%	\$ 80,145,300	2	1.26%
Eisai Research Institute	Commercial	\$ 67,692,690	3	0.99%	\$ 34,885,827	9	0.55%
Raytheon	Industrial/Residential	\$ 60,440,750	4	0.88%	\$ 74,286,843	3	1.17%
Philips Electro No American Corp	Industrial	\$ 49,755,300	5	0.73%	\$ 59,887,800	4	0.94%
Navisite, Inc	Commercial/Industrial	\$ 41,536,470	6	0.61%	\$ -	-	-
RREEF America REIT Corp	Commercial/Industrial	\$ 39,400,300	7	0.58%	\$ -	-	-
One Hundred Minute Man	Industrial	\$ 39,156,300	8	0.57%	\$ -	-	-
Proctor + Gamble (Gillette)	Industrial	\$ 35,989,200	9	0.53%	\$ 35,851,941	8	0.56%
Verizon New England	Com/Utility	\$ 34,247,000	10	0.50%	\$ -	-	-
Lincoln Andover LLC (Putnam Investments)	Commercial	\$ -	-	-	\$ 38,397,941	7	0.60%
Andover Park Realty Trust	Commercial	\$ -	-	-	\$ 39,228,300	6	0.62%
BCIA Holdings	Office/Industrial	\$ -	-	-	\$ 53,953,300	5	0.85%
New England Business Center LLC	Industrial/Utility	\$ -	-	-	\$ 33,992,700	10	0.54%
Totals		<u>\$520,815,410</u>		<u>7.61%</u>	<u>\$551,059,467</u>		<u>8.68%</u>

Source: Official Statement for Sale of Bonds

Property Tax Levies and Collections

Last Ten Years

Year	(2) Total Tax Levy	Less Abatements & Exemptions	(2) Net Tax Levy	First Year Current Tax Collections	Percent of Net Levy Collected	Delinquent Tax Collections	Total Tax Collections	(3) Percent of Total Tax Collections to Net Tax Levy
2005	\$ 81,667,810	\$ 700,105	\$ 80,967,705	\$ 79,932,648	98.72%	\$ 767,568	\$ 80,700,216	99.67%
2006	(1) \$ 86,009,003	\$ 854,113	\$ 85,154,890	\$ 84,431,577	99.15%	\$ 809,483	\$ 85,241,060	100.10%
2007	\$ 90,261,283	\$ 754,410	\$ 89,506,873	\$ 88,153,719	98.49%	\$ 1,396,877	\$ 89,550,596	100.05%
2008	\$ 94,077,719	\$ 832,176	\$ 93,245,543	\$ 92,107,899	98.78%	\$ 1,017,380	\$ 93,125,279	99.87%
2009	(1) \$ 97,976,754	\$ 1,127,947	\$ 96,848,807	\$ 96,086,383	99.21%	\$ 1,580,496	\$ 97,666,879	100.84%
2010	\$ 101,290,116	\$ 822,806	\$ 100,467,310	\$ 99,241,767	98.78%	\$ 574,223	\$ 99,815,990	99.35%
2011	\$ 104,658,300	\$ 772,521	\$ 103,885,779	\$ 102,625,682	98.79%	\$ 976,570	\$ 103,602,252	99.73%
2012	(1) \$ 108,874,156	\$ 980,114	\$ 107,894,042	\$ 107,067,732	99.23%	\$ 846,936	\$ 107,914,668	100.02%
2013	\$ 111,893,513	\$ 985,564	\$ 110,907,949	\$ 109,842,289	99.04%	\$ 914,358	\$ 110,756,647	99.86%
2014	\$ 117,506,432	\$ 981,734	\$ 116,524,698	\$ 115,439,167	99.07%	\$ -	\$ 115,439,167	99.07%



(1) Revaluation year.

(2) Includes tax liens.

(3) If the actual abatements and exemptions are lower than the estimate, the actual collections can exceed the net levy.

Source: Assessor's Department, Town of Andover

Ratios of Outstanding Debt and General Bonded Debt

Last Ten Years

Year	U. S. Census Population	Personal Income	Assessed Value	Governmental Activities				
				General Obligation Bonds	Capital Leases	Per Capita	Percentage of Personal Income	Percentage of Assessed Value
2005	30,820	\$ 1,399,664,278	\$ 6,350,543,459	\$ 64,311,901	\$ -	\$ 2,087	4.59%	1.01%
2006	33,475	\$ 1,550,643,639	\$ 6,805,544,272	\$ 57,082,966	\$ -	\$ 1,705	3.68%	0.84%
2007	33,284	\$ 1,572,631,974	\$ 7,191,035,284	\$ 54,512,123	\$ -	\$ 1,638	3.47%	0.76%
2008	33,418	\$ 1,610,542,591	\$ 7,179,753,075	\$ 53,776,836	\$ -	\$ 1,609	3.34%	0.75%
2009	33,700	\$ 1,656,615,926	\$ 7,160,470,363	\$ 51,665,413	\$ -	\$ 1,533	3.12%	0.72%
2010	33,700	\$ 1,689,748,245	\$ 6,837,657,244	\$ 50,341,695	\$ -	\$ 1,494	2.98%	0.74%
2011	33,201	\$ 2,212,946,253	\$ 6,616,551,562	\$ 51,225,999	\$ -	\$ 1,543	2.31%	0.77%
2012	33,201	\$ 1,731,982,946	\$ 6,798,505,246	\$ 50,237,699	\$ -	\$ 1,513	2.90%	0.74%
2013	31,656	\$ 1,684,413,276	\$ 6,802,719,926	\$ 67,125,020	\$ -	\$ 2,120	3.99%	0.99%
2014	31,939	\$ 2,259,131,604	\$ 6,840,526,136	\$ 87,324,906	\$ -	\$ 2,734	3.87%	1.28%

Year	Business-type Activities (1)		Total Primary Government			
	General Obligation Bonds	Capital Leases	Total Debt Outstanding	Per Capita	Percentage of Personal Income	Percentage of Assessed Value
2005	\$ 29,851,101	\$ -	\$ 94,163,002	\$ 3,055	6.73%	1.48%
2006	\$ 27,072,035	\$ -	\$ 84,155,001	\$ 2,514	5.43%	1.24%
2007	\$ 34,974,512	\$ -	\$ 89,486,635	\$ 2,689	5.69%	1.24%
2008	\$ 41,495,469	\$ -	\$ 95,272,305	\$ 2,851	5.92%	1.33%
2009	\$ 40,949,009	\$ -	\$ 92,614,422	\$ 2,748	5.59%	1.29%
2010	\$ 37,567,707	\$ -	\$ 87,909,402	\$ 2,609	5.20%	1.29%
2011	\$ 35,602,018	\$ -	\$ 86,828,017	\$ 2,615	3.92%	1.31%
2012	\$ 33,731,282	\$ -	\$ 83,968,981	\$ 2,529	4.85%	1.24%
2013	\$ 33,435,605	\$ -	\$ 100,560,625	\$ 3,177	5.97%	1.48%
2014	\$ 35,054,316	\$ -	\$ 122,379,222	\$ 3,832	5.42%	1.79%

(1) Water and Sewer Funds

Source: Audited Financial Statements, U. S. Census, Division of Local Services

Direct and Overlapping Governmental Activities Debt

As of June 30, 2014

<u>Town of Andover, Massachusetts</u>	<u>Debt Outstanding</u>	<u>Estimated Percentage Applicable</u>	<u>Estimated Share of Overlapping Debt</u>
Debt repaid with property taxes			
Greater Lawrence Regional Vocational Technical School District.....	\$ 23,971,000	1.4%	\$ 330,800
Greater Lawrence Sanitary District.....	28,879,674	5.2%	1,513,295
Merrimack Valley Transit Authority.....			<u>152,939</u>
Subtotal, overlapping debt.....			<u>1,997,034</u>
Town direct debt.....			<u>87,324,906</u>
Total direct and overlapping debt.....			<u>\$ 89,321,940</u>

Methodologies used to calculate overlapping debt:

Greater Lawrence Regional Vocational Technical School District:

 The Town's overlap is based on pupil enrollment.

Greater Lawrence Sanitary District:

 The Town's overlap is based on the percent of wastewater received by the District.

Merrimack Valley Transit Authority:

 The Town's overlap is based on the proportion of the net cost incurred on routes within each member community.

Source: Official Statement for Sale of Bonds

Computation of Legal Debt Margin

Last Ten Years

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Equalized Valuation.....	\$ 6,525,840,900	\$ 7,353,584,000	\$ 7,353,584,000	\$ 7,757,246,000	\$ 7,757,246,000	\$ 7,757,246,000	\$ 7,405,664,700	\$ 7,292,906,600	\$ 7,292,906,600	\$ 7,120,772,800
Debt Limit -5% of Equalized Valuation.....	\$ 326,292,045	\$ 367,679,200	\$ 367,679,200	\$ 387,862,300	\$ 387,862,300	\$ 387,862,300	\$ 370,283,235	\$ 364,645,330	\$ 364,645,330	\$ 356,038,640
Less:										
Outstanding debt applicable to limit.....	59,455,259	59,278,195	61,905,809	67,551,997	67,875,220	66,300,155	67,504,073	65,805,248	67,161,942	68,448,149
Authorized and unissued debt.....	38,994,500	32,853,500	28,691,865	31,184,865	26,227,148	26,655,148	66,704,000	71,307,000	61,724,000	22,637,678
Legal debt margin.....	\$ 227,842,286	\$ 275,547,505	\$ 277,081,526	\$ 289,125,438	\$ 293,759,932	\$ 294,906,997	\$ 236,075,162	\$ 227,533,082	\$ 235,759,388	\$ 264,952,813
Total debt applicable to the limit as a percentage of debt limit.....	30.17%	25.06%	24.64%	25.46%	24.26%	23.97%	36.24%	37.60%	35.35%	25.58%

Source: Official Statement for Sale of Bonds

Demographic and Economic Statistics

Last Ten Years

Year	Population Estimates	Personal Income	Per Capita Personal Income	Median Age	Unemployment Rate
2005	30,820	\$ 1,399,664,278	\$ 45,414	39.5	4.0%
2006	33,475	\$ 1,550,643,639	\$ 46,322	39.5	4.1%
2007	33,284	\$ 1,572,631,974	\$ 47,249	39.5	4.1%
2008	33,418	\$ 1,610,542,591	\$ 48,194	39.5	4.0%
2009	33,700	\$ 1,656,615,926	\$ 49,158	39.5	6.7%
2010	33,700	\$ 1,689,748,245	\$ 50,141	39.5	6.9%
2011	33,201	\$ 2,212,946,253	\$ 66,653	39.5	6.2%
2012	33,201	\$ 2,257,205,178	\$ 67,986	39.5	4.9%
2013	31,656	\$ 2,195,210,050	\$ 69,346	39.5	4.9%
2014	31,939	\$ 2,259,131,604	\$ 70,733	39.5	4.9%

Source: U. S. Census, Division of Local Services, Executive Office of Labor and Workforce Development
 Median age is based on most recent census data.

Principal Employers (excluding Town)

Current Year and Nine Years Ago

Employer	Nature of Business	2014			2005		
		Employees	Rank	Percentage of Total Town Employment	Employees	Rank	Percentage of Total Town Employment
Raytheon Co & Endrock Associates	Missile Systems	4,750	1	16%	3,700	1	12%
Internal Revenue Services	Regional Service Center	3,500	2	12%	2,340	2	7%
Philips Medical	Medical Electronics	2,300	3	8%	2,200	3	7%
Pfizer	Biotechnology Research & Manufacturing	1,200	4	4%	1,400	6	4%
Putnam Investments	Mutual Funds	900	5	3%	1,800	4	6%
Vicor	Computer Equipment	850	6	3%	1,650	5	5%
Verizon	Communications	600	7	2%	905	8	3%
Philip Academy	Private School	555	8	2%	1,186	7	4%
Enterasys	Data Processing Services	500	9	2%	-	-	-
Hewlett Packard (Compaq)	Computer Equipment	500	10	2%	720	9	2%
Navisite	Internet Service Provider	-	-	-	600	10	2%

Source: Massachusetts Department of Workforce Development

Full-Time Equivalent Town Employees

Last Ten Years

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
<u>Full-Time Equivalents</u>										
Town.....	355	355	356	356	346	347	344	344	350	351
School.....	758	761	780	784	794	768	772	762	799	867
Total	<u>1,113</u>	<u>1,116</u>	<u>1,136</u>	<u>1,140</u>	<u>1,140</u>	<u>1,115</u>	<u>1,116</u>	<u>1,106</u>	<u>1,149</u>	<u>1,218</u>

Source: Finance Committee Report

Operating Indicators by Function/Program

Last Ten Calendar Years

Function/Program	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
General Government										
Population.....	30,820	33,475	33,284	33,418	33,700	33,700	33,201	33,201	31,656	31,942
Registered Voters, Annual Town Election.....	19,380	19,656	19,560	12,392	20,505	20,705	20,705	20,705	22,828	22,944
Town Clerk										
Births.....	272	258	321	249	257	220	220	220	206	239
Marriages.....	133	114	114	113	116	122	122	122	133	134
Deaths.....	260	290	279	290	274	233	233	233	229	255
Dogs licensed.....	2,230	2,400	2,365	2,493	2,580	2,469	2,469	2,469	2,527	2,468
Fishing & Hunting Licenses	265	266	300	300	248	244	244	244	-	-
Business Certificates.....	123	107	125	99	95	70	70	70	78	168
New Voter Registrations.....	931	1,501	1,320	1,735	927	1,296	1,296	1,296	2,433	960
Passport Applications.....	797	825	868	541	613	531	531	531	-	-
Public Safety										
Police										
Documented calls for police services.....	32,209	31,827	34,542	35,153	24,876	34,495	34,495	34,495	33,863	35,514
Arrests.....	578	622	635	694	536	496	496	496	412	420
Domestic Abuse.....	40	42	41	28	51	45	45	45	53	52
Vandalism.....	185	217	152	150	154	130	130	130	131	108
Larceny.....	458	353	343	487	381	257	257	257	313	329
Assaults.....	55	55	41	22	36	40	40	40	49	42
Breaking & Entering.....	69	60	61	61	75	73	73	73	50	50
Motor Vehicle accidents.....	1,007	971	1,057	899	903	924	924	924	847	850
Parking tickets issued.....	5,484	5,766	11,249	8,328	6,433	5,187	5,187	5,187	5,072	5,389
Total number of animal complaints.....	669	769	748	708	732	713	713	713	693	578
Fire										
Incidents										
Fires.....	1,279	1,159	979	1,077	1,070	923	923	923	766	690
EMS Calls.....	2,632	2,743	2,793	2,853	2,895	2,696	2,696	2,696	2,746	2,740
Motor Vehicle Accidents.....	265	279	301	241	263	255	255	255	288	308
Hazardous Conditions.....	227	258	253	246	308	280	280	280	312	276
False Alarms & False Calls.....	814	796	678	815	816	752	752	752	748	685
Miscellaneous Alarms.....	192	25	-	-	-	-	-	-	-	-
Good Intent Calls.....	141	130	117	133	150	126	126	126	129	93
Mutual Aid (Fire Calls).....	21	26	22	19	26	29	29	29	34	32
Ambulance Mutual Aid Calls.....	48	41	45	27	25	51	51	51	116	102

(continued)

Operating Indicators by Function/Program

Last Ten Calendar Years

Function/Program	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Fire Prevention Activities.....	1,730	1,658	1,158	1,299	1,202	939	939	939	945	1,754
Service Calls.....	2,421	2,159	2,366	2,222	2,090	408	408	408	499	425
Training.....	225	265	230	218	186	137	137	137	302	215
Co-Activation.....	57	77	77	132	131	141	141	141	130	146
Permits/certificates issued										
Smoke Detectors.....	1,038	718	558	442	446	450	450	450	574	575
Report Copies.....	57	62	58	64	71	60	60	60	48	58
Blasting Permits.....	44	9	4	1	0	2	2	2	-	2
Cutting/Welding Permits.....	24	18	-	33	20	31	31	31	31	34
Dumpster Permits.....	104	169	166	148	179	180	180	180	188	257
Fireworks Display Permits.....	1	2	1	2	2	1	1	1	2	3
Gunpowder Storage Permits.....	-	-	1	-	-	-	-	-	-	-
Liquid Gas Storage Permits.....	95	74	93	60	56	76	76	76	106	69
Flammable Liquid Storage Permits.....	9	34	15	109	27	47	47	47	47	46
Miscellaneous Permits.....	10	17	30	4	25	-	-	-	-	6
Open Air Burning Permits.....	437	517	435	326	489	519	519	519	365	255
Oil Burner Install Permits.....	110	127	131	148	117	147	147	147	100	113
Commercial Fire Alarm Systems.....	80	56	53	51	53	68	68	68	58	124
Special Suppression System Permits.....	9	10	8	12	-	2	2	2	6	13
Sprinkler Install Permits.....	69	66	59	63	47	72	72	72	90	64
Underground Tank Re-certification.....	10	8	3	16	4	18	18	18	14	19
Underground Tank Removals.....	41	49	56	93	54	58	58	58	91	67
Master Fire Alarm Boxes.....	20	20	-	-	-	-	-	-	-	-
Building Department										
Permits issued.....	1,284	1,487	1,270	1,288	1,191	1,345	1,345	1,345	1,252	1,652
Education										
Public school enrollment.....	6,026	6,018	5,939	6,127	6,171	6,121	6,121	6,121	6,262	6,110
Public Works										
Cemetery										
Lots sold.....	111	49	48	35	61	33	33	33	70	40
Interments/cremations.....	75	79	71	49	70	75	75	75	84	64

(continued)

Operating Indicators by Function/Program

Last Ten Calendar Years

Function/Program	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Human Services										
Board of Health										
Plan reviews.....	222	180	248	291	243	269	269	269	282	505
Inspections										
Restaurant	153	197	328	339	453	278	278	278	385	353
Environmental/Sanitary Code.....	194	240	386	388	346	322	322	322	418	403
Complaints investigated.....	277	202	-	-	114	138	138	138	101	98
Administrative Hearings.....	10	6	9	6	2	4	4	4	2	5
Court Actions.....	12	3	-	-	-	-	-	-	-	-
Council on Aging										
Home delivered meals served.....	26,520	28,776	30,521	25,479	17,794	25,589	25,589	25,589	21,012	22,764
Medical-van trips.....	1,785	1,785	-	-	1,082	1,399	1,399	1,399	1,502	1,352
Libraries										
Program attendance.....	8,131	16,110	14,356	5,855	16,429	16,664	16,664	16,664	17,016	22,570
Books & Periodicals.....	332,661	336,224	333,842	360,845	374,152	364,795	364,795	364,795	394,506	386,137
PC & Internet Use.....	50,757	54,454	52,508	62,828	67,362	76,124	76,124	76,124	65,780	53,965
Reference Questions.....	59,618	61,919	62,426	70,000	75,277	67,195	67,195	67,195	72,163	68,835
Non-Print Circulation.....	162,280	161,887	157,731	129,267	156,273	144,489	144,489	144,489	197,921	196,615
Sewer										
Service connections.....	5,850	5,850	6,100	6,100	6,200	6,200	6,200	6,200	6,200	6,200
Water										
Daily consumption (in million gallons).....	6.720	6.200	7.100	7.300	6.200	6.900	6.900	6.900	6.900	7.200

Source: Various Town Departments

(concluded)

Capital Asset Statistics by Function/Program

Last Ten Years

Function/Program	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
General Government										
Number of Buildings.....	16	16	16	16	16	16	16	16	16	16
Police										
Number of Stations.....	1	1	1	1	1	1	1	1	1	1
Fire										
Number of Stations.....	3	3	3	3	3	3	3	3	3	3
Education										
Number of elementary schools.....	6	6	6	6	6	6	6	6	6	6
Number of middle schools.....	3	3	3	3	3	3	3	3	3	3
Number of high schools.....	1	1	1	1	1	1	1	1	1	1
Public Works										
Water mains (miles).....	235	235	235	235	235	235	235	235	235	235
Fire hydrants.....	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300	2,300
Sanitary sewers (miles).....	146	146	146	146	146	146	146	146	146	146
Storm sewers (miles).....	80	80	80	80	80	80	80	80	80	80
Culture and Recreation										
Playgrounds.....	14	14	14	14	14	14	14	14	14	14
Parks.....	4	4	4	4	4	4	4	4	4	4
Playgrounds - Acreage.....	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Parks - Acreage.....	4.88	4.88	4.88	4.88	4.88	4.88	4.88	4.88	4.88	4.88
Public beaches.....	1	1	1	1	1	1	1	1	1	1
Ball fields.....	31	31	31	31	31	31	31	31	31	31
Tennis courts.....	10	10	10	10	10	10	10	10	10	10

Source: Various Town Departments

Computation of Levy Capacity and Unused Levy Capacity

Last Ten Years

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Levy Limit.....	\$ 82,285,046	\$ 86,010,409	\$ 87,189,479	\$ 94,111,774	\$ 97,209,952	\$ 101,350,979	\$ 104,729,225	\$ 109,075,475	\$ 112,609,324	\$ 117,859,068
Previous Levy.....	75,252,414	78,949,600	82,958,866	87,189,479	91,201,846	94,838,978	98,313,488	101,868,863	106,128,017	110,260,239
Legal Increase.....	1,881,310	1,973,740	2,073,972	2,179,737	2,280,046	2,370,974	2,457,837	2,546,722	2,653,200	2,756,506
New Growth.....	1,815,876	2,035,526	2,156,641	1,832,630	1,357,086	1,103,536	1,097,538	1,712,432	1,479,022	1,563,740
Debt Exclusion.....	<u>3,335,446</u>	<u>3,051,543</u>	<u>3,110,790</u>	<u>2,909,928</u>	<u>3,173,848</u>	<u>3,037,491</u>	<u>2,860,362</u>	<u>2,947,458</u>	<u>2,349,085</u>	<u>3,278,583</u>
Maximum Taxing Capacity...	<u>\$ 82,285,046</u>	<u>\$ 86,010,409</u>	<u>\$ 90,300,269</u>	<u>\$ 94,111,774</u>	<u>\$ 98,012,826</u>	<u>\$ 101,350,979</u>	<u>\$ 104,729,225</u>	<u>\$ 109,075,475</u>	<u>\$ 112,609,324</u>	<u>\$ 117,859,068</u>
Actual Levy.....	\$ 81,667,810	\$ 86,009,003	\$ 90,261,283	\$ 94,077,719	\$ 97,976,754	\$ 101,290,116	\$ 104,658,300	\$ 108,874,156	\$ 111,893,513	\$ 117,506,432
Unused Levy Capacity.....	\$ 617,236	\$ 1,406	\$ 38,986	\$ 34,055	\$ 36,072	\$ 60,863	\$ 70,925	\$ 201,319	\$ 715,811	\$ 352,636

Source: Assessor's Department, Town of Andover



World War II Memorial