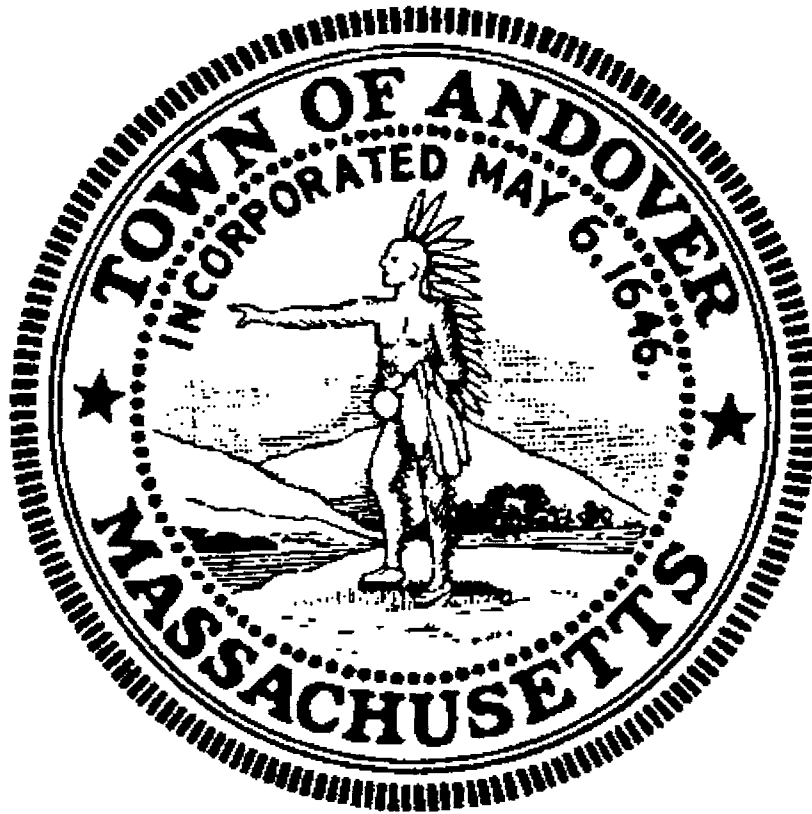


FINANCE COMMITTEE REPORT



2011
ANNUAL TOWN MEETING

ANNUAL TOWN MEETING

PLAN TO ARRIVE EARLY

All Town Meeting attendees must be checked into the meeting in the lobby of Andover High School on April 27th and 28th and in the lobby of the Collins Center on May 2nd and 3rd. Voters must check in at their precinct table. Visit the Town website at www.andoverma.gov and search for your precinct under the "E-Services" tab, then click "Precinct Search." To avoid delays at check in, please check your precinct prior to Town Meeting.

Voters: Only voters who registered by the deadline (April 7th) will be allowed to vote at this Town Meeting. Voters will receive a sticker that must be worn in a visible location on their person to vote.

Non-Voters: Non-voters may attend Town Meeting and will be seated in a special section. Non-voters must check in at the Town Clerk's table in the lobby to register before being seated. Please be aware that non-voters will not be seated until after 7:00 p.m. when they are voted admittance by the Meeting.

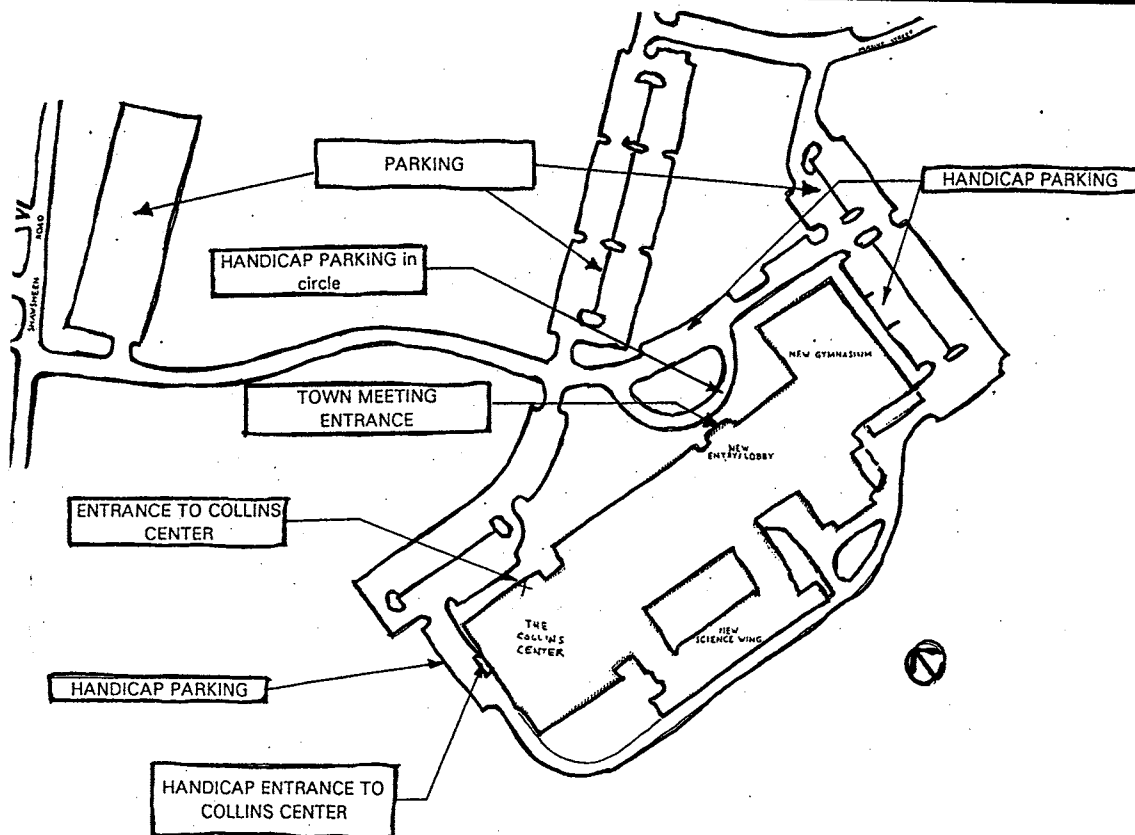
Children: Children may enter the meeting as non-voters. *See above.* Parents must attend small children during the meeting and sit with them in the designated non-voter section. Voters (with visible stickers) in the non-voters section may cast votes. Please notify the section counter if you are a voter in the non-voter section. No children or non-voters may sit in the registered voter sections.

Parking: There are four parking lots available:

1. West Middle School Lot
2. Main Lot at the High School
3. Lot beside the Field House
4. Collins Center Lot

Transportation: A shuttle bus will run from the parking lot on Red Spring Road and will make a loop through the West Middle School parking lot on nights one and two. Shuttle service will start at 6:15 P.M.

Handicap Parking: Handicap parking can be found on the side of the Collins Center as well as other areas of the parking lots.





TOWN OF ANDOVER

Town Offices
36 Bartlet Street
Andover, MA 01810
(978) 623-8200
www.andoverma.gov

April 1, 2011

To the Citizens of Andover:

Andover voters and taxpayers expect the Board of Selectmen, the School Committee and the Finance Committee to work together with Town and School administrators to develop a fiscally responsible, balanced budget to present to Town Meeting based on our best estimates of the revenues available within Proposition 2½.

The Board of Selectmen and School Committee did not vote budget recommendations in time for publication in this Finance Committee Report. At the last meeting of the budget balancing subcommittees of the three boards (March 28, 2011), the budget deficit was estimated to be \$941,322. The Board of Selectmen and School Committee did not want to take votes that might in any way be perceived as not working together to come up with an agreed upon solution to the problem.

The Finance Committee, however, has a responsibility to publish its recommendations on the budget and warrant articles prior to Town Meeting to give Andover voters sufficient time to review the numbers and think about the critical issues shaping our recommendations. Well-informed voters make better decisions. Our recommendations are based on the best information available to us at this time. In the weeks leading up to Town Meeting, revenue and expenditure estimates will be updated, any errors will be corrected, and policy makers will consider tradeoffs. The Finance Committee remains committed to working with the Board of Selectmen and School Committee to achieve a balanced budget for FY2012 that meets the needs of the whole community. If details of a budget balancing plan become available prior to Town Meeting, the Finance Committee will publish an addendum to this report on the Town's website.

In reality, most of the information presented in this document is not likely to change over the next month. We learned a lot as we reviewed departmental budgets over the last several weeks. As always, we were impressed with the professionalism and dedication of our Town and School employees. This report can only hit the highlights. The handouts for all of the departmental budget presentations are available on the Town of Andover's website www.town.andover.gov under "Town Spotlight".

We see signs that the economy is slowly improving. Local revenues appear to have stabilized. We are using the same number for property tax revenues from new growth as we did last year. While we see the potential for several large projects either in the planning stages or beginning construction, they are not likely to result in additional property taxes before FY2013. We are relying on the Governor's budget as the basis for estimating state aid. These are all estimates to be updated as new information becomes available. It is not unusual for significant changes to continue to occur after the budget is adopted by Town Meeting.

Taxing to Andover's Proposition 2½ levy limit results in a projected 3.4% or \$255 increase for the average residential property tax bill for FY2012. The Debt Exclusion for the new Bancroft Elementary School approved by the voters in January will not impact property tax bills until FY2013. **Your property tax bills are directly related to the spending votes of Town Meeting.**

The Finance Committee's Town and School operating budget recommendations are based on utilizing the full amount available within Proposition 2½. Our recommendations incorporate specific assumptions about state assessments and other expenditures not requiring Town Meeting approval, assumptions about estimated enterprise fund (water and sewer) budgets, assumptions about the amounts needed to cover fixed costs, and assumptions about how much to set aside for capital projects and other warrant articles. **The net result is a 2.42% or \$2,265,966 increase in the amount available for operating budgets for FY2012.** A reasonable starting point is proportionate increases for Town and Schools based on the budgets approved by last year's Town Meeting.

Having an additional 2.42% or \$768,226 available for the coming fiscal year for the Town departmental budgets would allow the Town Manager to balance his budget. The Town Manager is recommending a net reduction of 1.55 FTE's (full time equivalents) offsetting the addition of the new Chief Information Officer. Other expenses are essentially level funded. The Town Manager continues to take advantage of retirements and vacancies to reorganize operations and reduce costs. There is a management and organizational study underway for Plant and Facilities and Public Works, currently operating with interim directors. The Library is taking advantage of new patron self-checkout technology to eliminate 1.1 FTE's. To balance the budget, several positions must remain vacant.

The biggest change in the Town and School FY2012 budgets is the creation of a new Information Technology Department headed by the new Chief Information Officer who reports to both the Town Manager and Superintendent of Schools. The budget for the new department is included in the General Government appropriation. The responsibility for technology functions, the existing technology positions and the current technology funding for all Town and School departments have been shifted from the individual departmental budgets to the new IT Department with no budget increase for the first year. There are high expectations for this new department. Goals include operational efficiencies, reduced costs, and improved service levels.

A 2.42% increase means an additional \$1,497,700 for the School Department. Just funding the step and track increases required by contract for current School Department employees adds over \$1.1 to the School Budget, without any cost of living increase. There is no School Department Budget detail in this report, because the School Committee has not completed its deliberations. Without the detail, it is not possible to demonstrate how the Finance Committee's School Budget recommendation would affect staffing numbers and program offerings. We want you to know that the School Committee has been working very hard with their new Superintendent Dr. Marinel McGrath and Interim Business Manager Peter De Roeve to define their needs. It is a daunting task, further complicated by the reduction of Federal Stimulus funds and the uncertainty surrounding State Circuit Breaker funding. This Finance Committee Report includes a letter from the School Committee Chair outlining their issues and challenges.

Based on discussion at the March 28th meeting of the budget balancing subcommittees of the three boards, the Finance Committee is recommending that the additional funds then determined to be available for operating budgets over and above the 2.42% increase be added to the School Budget allocation rather than being split between Town and Schools. An additional \$156,544 was added to our School Budget recommendation because the Unemployment budget was recalculated based on an analysis of specific staffing changes proposed for FY2012 and we received new information reducing Andover's estimated assessment for the Greater Lawrence Regional Vocational Technical School.

It is all too easy to get so immersed in the details of crafting a budget balancing plan that we forget to report the good news. Andover retained its AAA bond rating from Standard and Poor's Municipal Credit Rating Service and received very favorable interest rates for its recent bond issue. Andover's strong professional management practices were cited in the report. Andover is beginning to address its long-term liability for health insurance for municipal retirees (OPEB). A trust fund for this purpose was established by vote of Town Meeting last spring, and an initial deposit was made. Article 30 in this year's warrant continues the effort.

While the cost of providing health insurance for Town and School employees is still increasing much faster than available revenues, Andover's 6.6% increase in premiums looks pretty good compared to the renewal rate increases being experienced by other Massachusetts communities. Representatives from all Town and School bargaining units and Town and School administrations continue to meet regularly to improve their understanding of health insurance options and look for additional cost saving opportunities. Whether or not the State legislature gives cities and towns authority to make changes in health insurance plans offered to employees and retirees, local efforts to slow the increase in health insurance costs will continue

All Town and School labor contracts expired June 30, 2010. Contract negotiations will be critical to the sustainability of the recommended budgets. Four of the seven Town bargaining units have agreed to a one-year contract for FY2011 with no changes and no cost of living increases: the Police Patrolmen, the Police Superior Officers, the Public Safety Communicators, and the Andover Independent Employees Association. These groups also made concessions that were critical to the Town being able to balance its FY2010 budget. The Town Manager hopes to be able to negotiate similar agreements with the other three labor groups.

The Finance Committee budget recommendations assume that no reserves will be used for operating budgets. Draining the Town's reserves to fund on-going operating costs only postpones inevitable cuts and makes Andover's overall financial situation that much worse the following year. Maintaining adequate reserves is critical to the financial stability of our community. Andover needs reserves to be able to absorb an unanticipated drop in revenues or a large unforeseen expenditure without having to resort to layoffs or service cuts. The high cost of this year's unusually snowy winter would have impacted the Town and School operating budgets for FY2012 if we did not have the Free Cash to provide a supplemental appropriation.

The Finance Committee will continue to advocate for a balanced budget that is based on realistic revenue and expenditure numbers, that is fiscally responsible, that is sustainable, that is affordable and that can provide the quality services expected by Andover residents. This can only be achieved with the cooperation of the other public officials and your support at Town Meeting.

Join us at Town Meeting beginning Wednesday, April 27, at 7PM and continuing Thursday, April 28, at 7PM, in the Richard J. Collins Field House at Andover High School. Town Meeting will continue Monday, May 2, in the Collins Center Auditorium if necessary.

The Finance Committee

The Finance Committee
Joanne F. Marden

Mary O'Donoghue
S. Jon Stumpf
Cynthia Milne
Margaret Kruse

Richard T. Howe
Mark Merritt
Paul Fortier
Gregory Rigby

**FINANCE COMMITTEE RECOMMENDATIONS
2011 ATM FINANCIAL ARTICLES**

ARTICLE/TITLE	ARTICLE AMOUNT	TAX LEVY/ GEN. FUND	FREE CASH/ STAB. FUND	BONDING	TRANS./ OTHER	FINANCE COMMITTEE RECOMMENDATIONS/ NOTES
4 FY-2012 Budget	\$137,471,951	\$137,471,951				Approval
5 FY-2012 Capital Projects Fund Appropriation	\$1,246,000	\$1,246,000				Approval
6 Budget Transfers	?					Report at Town Meeting
7 Supplemental Budget Appropriations	?					Report at Town Meeting
8 Free Cash	?					Report at Town Meeting
15 Transfer from Overlay Surplus	\$342,912				\$342,912	Approval
16 School Building Maintenance and Renovation	\$925,000			\$925,000		Approval
17 West Middle School Green Repairs	\$1,552,000			\$1,552,000		Approval
18 Municipal Services Facility	\$35,000		\$35,000			Approval
19 Conservation Land Acquisition Fund	\$200,000		\$25,000	\$200,000		Report at Town Meeting
21 Renewable Energy Facilities-Feasibility Study	\$25,000		\$25,000			Approval
23 DPW Vehicles	\$300,000			\$300,000		Approval
24 Town Bridge Evaluation & Repairs	\$100,000			\$100,000		Approval
25 Pearson Street Parking Lot	\$85,000			\$85,000		Approval
26 High Plain Road at Fish Brook Design and Engineering	\$75,000			\$75,000		Approval
27 Jerry Silverman Fireworks	\$12,000		\$12,000			Approval
28 Elderly/Disabled Transportation Program	\$12,000	\$12,000				Approval
30 Funding OPEB Trust Fund	\$400,000		\$300,000		\$100,000	Approval
33 Storm Drain Improvements	\$300,000			\$300,000		Approval
34 Town Building Maintenance and Renovation	\$500,000			\$500,000		Approval
36 Balmoral Fence & Masonry Repairs	\$125,000				\$125,000	Approval
38 Spring Grove Cemetery Maintenance	\$31,000				\$31,000	Approval
42 Water Distribution System Improvements	\$500,000			\$500,000		Approval
43 Water & Sewer Vehicles	\$70,000				\$70,000	Approval
44 WTP Variable Frequency Drive Pump	\$500,000			\$500,000		Approval

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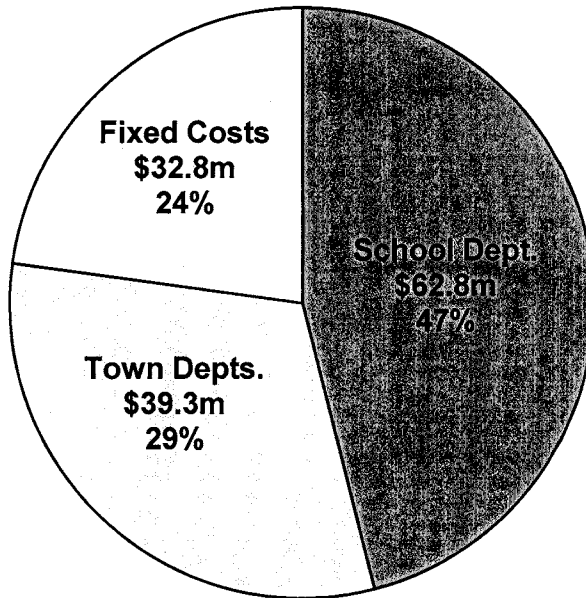
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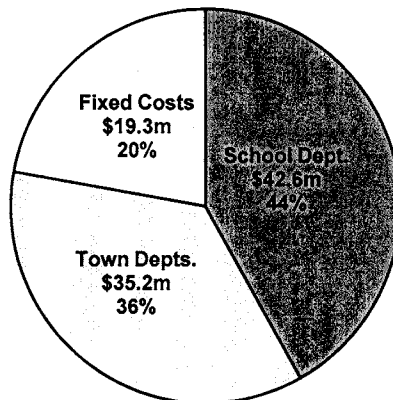
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10 Year Operating Budget Change

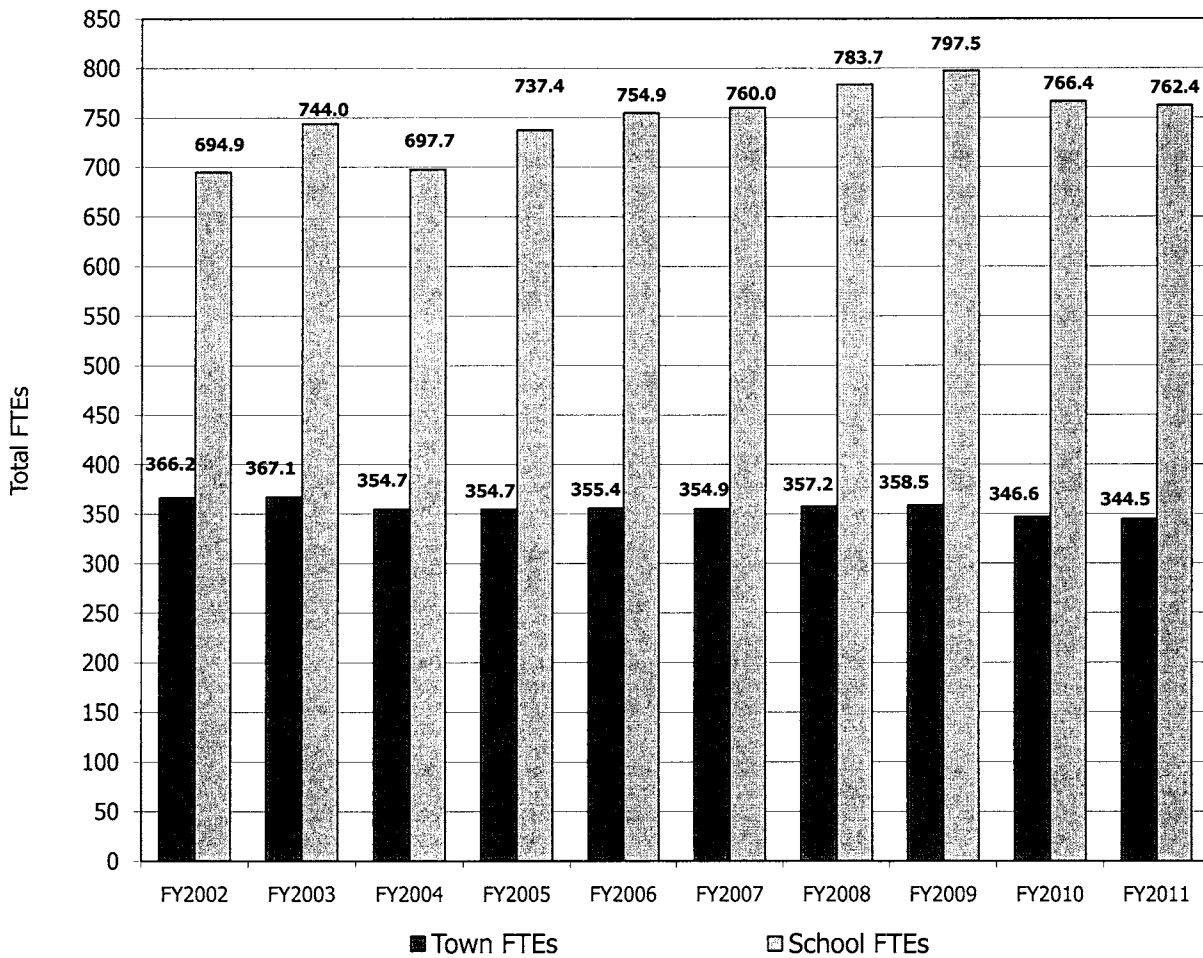
FY2012 (Finance Committee)
\$134,873,824



FY2002 (Budget)
\$97,138,599

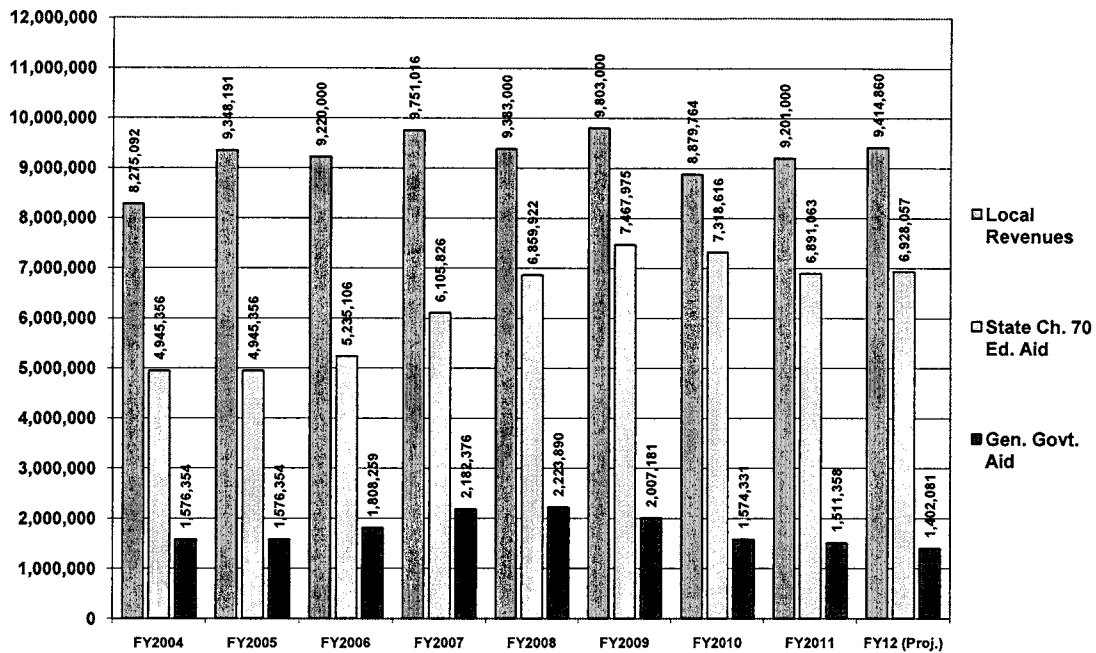


Town & School Employees (FTEs) FY2002 - FY2011



	Actual FY2002	Actual FY2003	Actual FY2004	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Budget FY2011	Total Change FY02-11
Town FTEs	366.2	367.1	354.7	354.7	355.4	354.9	357.2	358.5	346.6	344.5	(21.7)
School FTEs	694.9	744.0	697.7	737.4	754.9	760.0	783.7	797.5	766.4	762.4	67.5
Total FTEs	1,061.1	1,111.1	1,052.4	1,092.1	1,110.3	1,114.9	1,140.9	1,156.0	1,113.0	1,106.9	45.8

FY04-FY12 Changes in Major Revenues



Property Tax Growth Revenues

	<u>New Growth</u>	<u>Prior Year Levy Limit</u>	<u>% Increase From Growth</u>	<u>Prop 2 1/2 Increase</u>
FY2002	2,740,476	63,948,257	4.3%	6.8%
FY2003	2,292,720	68,287,439	3.4%	5.9%
FY2004	1,157,885	72,287,345	1.6%	4.1%
FY2005	1,814,183	75,252,414	2.4%	4.9%
FY2006	2,035,526	78,949,600	2.6%	5.1%
FY2007	2,156,641	82,958,866	2.6%	5.1%
FY2008	1,832,630	87,189,479	2.1%	4.6%
FY2009	1,357,086	91,201,846	1.5%	4.0%
FY2010	1,103,537	94,838,978	1.2%	3.7%
FY2011	1,097,538	98,313,489	1.1%	3.6%
FY2012	1,097,538	101,868,863	1.1%	3.6%

BUDGET AND TAX RATE SUMMARY	FINAL FY2009	FINAL FY2010	FINAL FY2011	FIN COM FY2012
<u>EXPENDITURES</u>				
Appropriations & Articles	134,309,458	132,409,866	136,128,816	140,157,951
Other Local Expenditures				
Tax Title Purposes	4,000	4,000	4,000	0
Final Court Judgments	63,205	201,761	0	0
Overlay/ Other Deficits	223,700	38,884	0	100,000
Other amounts	0	0	0	0
Revenue Offsets/Cherry Sheet	<u>73,068</u>	<u>62,671</u>	<u>61,280</u>	<u>65,349</u>
Total Other Local Expenditures	363,973	307,316	65,280	165,349
State and County Charges	2,873,157	3,079,417	2,926,555	2,460,857
Overlay Reserve for Abatements	<u>1,127,947</u>	<u>822,806</u>	<u>772,521</u>	<u>907,640</u>
TOTAL EXPENDITURES	\$138,674,535	\$136,619,405	\$139,893,172	\$143,691,797
<u>REVENUES and OTHER FUNDING SOURCES</u>				
Revenue from State				
Cherry Sheet Estimated Receipts	10,547,516	9,438,577	8,819,405	8,745,693
School Construction Assistance	<u>1,551,447</u>	<u>1,551,447</u>	<u>1,551,447</u>	<u>1,551,447</u>
Total from State	12,098,963	10,990,024	10,370,852	10,297,140
Revenue from Town				
General Local Revenue	9,803,000	8,879,764	9,201,000	9,414,860
Revenue for Specific Purposes-Offset Receipts	1,691,964	1,923,063	1,811,500	1,872,775
Water and Sewer Revenue	<u>13,526,502</u>	<u>12,774,627</u>	<u>12,242,028</u>	<u>12,119,113</u>
Total Local Receipts	25,021,466	23,577,454	23,254,528	23,406,748
Free Cash and Other Funding Sources				
Free Cash used for Warrant Articles	1,183,147	334,000	1,123,500	1,172,000
Other Available Funds	<u>1,597,496</u>	<u>292,163</u>	<u>485,992</u>	<u>432,264</u>
Total Free Cash and Other Funding Sources	2,780,643	626,163	1,609,492	1,604,264
Free Cash used for Operating Budget	580,000	0	0	0
Total Non-Property Tax Revenues and Other Funding Sources	40,481,072	35,193,641	35,234,872	35,308,152
Total Property Taxes	<u>98,193,463</u>	<u>101,425,764</u>	<u>104,658,300</u>	<u>108,383,645</u>
TOTAL REVENUES	138,674,535	136,619,405	139,893,172	143,691,797

VALUATIONS & TAX RATES	FINAL FY2009	FINAL FY2010	FINAL FY2011	EST FY2012
TOTAL VALUATION (IN THOUSANDS)	\$7,160,470	\$6,837,657	\$6,616,552	\$6,748,883
RESIDENTIAL TAX RATE	12.16	13.19	14.12	N/A
COMM, IND, PER PROP TAX RATE	19.98	21.33	22.46	N/A
EQUALIZED TAX RATE	13.71	14.83	15.82	16.06
WHERE REVENUES COME FROM				
STATE AID	8.72%	8.04%	7.41%	7.17%
LOCAL REVENUE	18.04%	17.26%	16.62%	16.29%
OTHER FUNDS	1.15%	0.21%	0.35%	0.30%
FREE CASH	1.27%	0.24%	0.80%	0.82%
PROPERTY TAXES	<u>70.81%</u>	<u>74.24%</u>	<u>74.81%</u>	<u>75.43%</u>
	100.00%	100.00%	100.00%	100.00%

TAX BILL HISTORY AND PROJECTION

AVERAGE SINGLE FAMILY ASSESSED VALUE AND TAX BILL							
<u>Fiscal Year</u>	<u>Tax Rate</u>	<u>Average Single Family Assessed Value</u>	<u>Average Single Family Tax Bill</u>	<u>Dollar Increase</u>	<u>Tax % Increase</u>	<u>Tax Within 2 1/2 Limit</u>	<u>Tax Due To Debt Exclusions</u>
FY2011	14.12	529,775	7,480	241	3.3%	7,276	204
FY2010	13.19	548,860	7,239	185	2.6%	7,022	217
FY2009	12.16	580,087	7,054	255	3.8%	6,825	229
FY2008	11.69	581,568	6,799	141	2.1%	6,589	210
FY2007	11.25	591,800	6,658	258	4.0%	6,429	229
FY2006	11.40	561,360	6,400	392	6.5%	6,173	227
FY2005	11.51	522,000	6,008	298	5.2%	5,763	245
FY2004	11.47	497,800	5,710	220	4.5%	5,428	282
FY2003	11.63	470,000	5,466	480	9.6%	5,211	255
FY2002	14.13	352,852	4,986	266	5.6%	4,784	202
FY2001	14.92	316,370	4,720	123	2.7%	4,579	141
FY2000	14.65	313,800	4,597	277	6.4%	4,471	126
FY1999	15.17	284,814	4,321	159	3.8%	4,188	133
FY1998	15.82	263,091	4,162	127	3.1%	4,020	142
FY1997	15.48	260,668	4,035	171	4.4%	3,845	190
FY1996	16.41	235,480	3,864	214	5.9%	3,695	169
FY1995	16.06	227,300	3,650	247	7.3%	3,518	132

Projected Average Single Family Tax Bill	Tax Due to Existing Debt Exclusions	Projected Average Single Family Tax Bill	% Increase	
<u>Within 2 1/2 Levy Limit</u>	<u>Exclusions</u>	<u>Tax Bill</u>	<u>% Increase</u>	
FY2012	7,530	205	7,735	3.4%

There are many variables affecting property tax rates and residential tax bills. The FY2012 projection shows what happens if the average residential property tax bill required to fund Town and School budgets within Proposition 2½ escalates at 3.5% per year – a reasonable estimate based on historical trends. A **3.4% increase** for the average residential property tax bill is projected for FY2012 based on the budget and warrant articles recommended for this Town Meeting. **These projections assume no override of Proposition 2½.** The Debt Exclusion approved in January 2011 for the new Bancroft Elementary School will not impact property tax bills until FY2013. Tax bill projections for FY2013 and beyond cannot be calculated until the project construction timetable is set and a projected debt schedule is available.

To give taxpayers reasonable estimates of how the decisions on the budgets and warrant articles will affect their tax bills, several critical variables are held constant, basically calculating the impact on future year’s tax bills by using the real numbers from FY2011. We have no reliable way of predicting the impact of any shift in the tax burden due to either the revaluation of property or the Board of Selectmen’s annual vote on tax classification.

Because the work of the Board of Assessors establishing property values is not complete until fall, because new growth cannot be certified until valuations are complete, and because the Board of Selectmen does not vote on tax classification until November, it is not possible to calculate the impact of Town Meeting decisions on individual tax bills prior to Town Meeting.

TAX BILL HISTORY AND PROJECTION

Projecting a percentage increase gives voters the ability to estimate the impact on their individual property tax bills by simply multiplying the projected percentage increase by their current year's (FY2010) property tax bill.

For Example:

If your property has an assessed value of \$500,000

Your FY2011 property tax bill is \$7,060 (500 X \$14.12 per thousand tax rate)

Multiply by .034 to estimate your FY2012 tax increase of \$240

Projecting the Property Tax Bill Impact of Warrant Articles Funded with General Fund Borrowing from Taxation

Most financial articles have Financial Impact boxes explaining the proposed financing of the expenditure. For the articles funded with general fund borrowing, the current plans for managing the debt are summarized. **The projects listed below to be voted at this year's Town Meeting will be funded within the revenues available to the Town of Andover within Proposition 2½. There is no increase in the total amount that can be taxed if any or all of these articles pass. They do not increase future tax bills. They do become fixed costs in future budgets.**

The calculation of the cost to the owner of the average valued residential property is included to provide some sense of the size of the proposed expenditure in relation to current budgets and tax bills. The actual FY2011 property tax levy and actual FY2011 average residential property tax bill were used to calculate the cost of each article to the taxpayer, basically showing the amount within the average tax bill that would have been needed to pay for the debt service this year, if the project had been approved by a prior Town Meeting. This table summarizes the information in the Financial Impact boxes.

<u>Article#</u>	<u>Project</u>	<u>Total Authorized</u>	<u>Length of Bond Issue</u>	<u>Annual Debt Service</u>	<u>Tax \$ Needed</u>
16	School Building Maintenance	\$925,000	15 Years	\$94,000	\$7
17	West Middle School Project	\$939,648	15 years	\$95,500	\$7
18	Municipal Services Facility	\$100,000	5 Years	\$22,500	\$2
19	Conservation Land Acquisition	\$200,000	20 Years	\$18,000	\$1
23	DPW Vehicles	\$300,000	10 Years	\$39,000	\$3
24	Town Bridge Evaluation	\$100,000	10 Years	\$13,000	\$1
25	Pearson Street Parking Lot	\$85,000	10 Years	\$11,000	\$1
26	High Plain Road Engr/Design	\$75,000	5 Years	\$17,000	\$1
33	Storm Drain Improvements	\$300,000	15 Years	\$30,500	\$2
34	Town Bldg Maint/Renovation	\$500,000	15 Years	\$51,000	\$4
36	Balmoral Fence & Masonry	<u>\$125,000</u>	10 Years	<u>\$16,000</u>	<u>\$1</u>
Totals		\$3,649,648		\$407,500	\$30

PROPOSITION 2½ AND ANDOVER

WHAT IS PROPOSITION 2½?

The **Property Tax Levy** is the total amount a community raises in real and personal property taxes. The levy is calculated by taking the total amount that the town is authorized to spend during the fiscal year (the sum of all appropriation votes of Town Meeting plus any state or county assessments or other bills the town must pay not requiring Town Meeting approval) and subtracting anticipated state and local revenues.

The **Levy Limit** is a restriction placed on the Tax Levy by a state law known as Proposition 2½. The town's Levy Limit is automatically increased 2½% each year. In addition, a community is allowed to increase its levy limit to reflect growth of its tax base due to development.

Calculation of Andover's Estimated FY2012 Levy Limit:

FY2011 Levy Limit	\$101,868,863
+ 2½%	2,546,722
+ Estimated Growth Revenues	1,097,538

FY2012 Estimated Levy Limit	\$105,131,123

Proposition 2½ limits the total a town is allowed to raise from property taxes. It is important to understand that the **Levy Limit** gets the 2½% increase. The Town's total revenues, the budgets, the tax rate, and the individual's tax bill can all increase by different percentages in the same fiscal year and still be within Proposition 2½. The following increases and decreases from FY2010 to FY2011 provide examples:

	<u>FY2009</u>	<u>FY2010</u>	<u>% INCREASES</u> <u>FY2009-FY2010</u>
Property Tax Levy Limit (but not debt exclusion)	\$98,313,489	\$101,868,863	+3.0%
Andover's Total Budget	\$139,893,173	\$144,079,797	+3.0%
Average Residential Tax Bill	\$7,239	\$7,480	+3.3%

A community does not have to tax up to its levy limit, but it cannot exceed its levy limit unless voters approve an override or exclusion. Andover has been in full compliance with Proposition 2½ since its enactment. For many years, Andover did not tax up to its levy limit. The budgets adopted by Town Meeting required property tax levies which were lower than the maximum allowed under the law. For the last 6 years Andover's property tax levy has been very close to its levy limit.

If Town Meeting votes to spend more than the Town can expect to collect in revenues, Proposition 2½ provides local options for increasing the Levy Limit by passing, by majority vote in an election, an override, capital outlay exclusion, or debt exclusion. **THE LEVY LIMIT CAN BE INCREASED ONLY BY POPULAR VOTE IN A REFERENDUM, NOT BY TOWN MEETING.** The State enforces Proposition 2½ by not allowing a Town to set its tax rate until it can prove that it has a balanced budget.

OVERRIDING PROPOSITION 2½

By passing an **OVERRIDE** a community can assess a specific amount of property taxes in addition to its Levy Limit. The ballot question can specify the use of these additional revenues for the first year. An override results in a permanent increase in the Levy Limit. It is intended for funding ongoing programs.

By passing a **DEBT EXCLUSION** a community can assess additional taxes to pay the debt service (principal and interest costs) for a specific capital project. The additional amount is added to the Levy Limit for the life of the debt only. Each year that a payment must be made for that project, the Levy Limit is first calculated as usual and then the extra amount from the debt exclusion is added. Unlike overrides, exclusions do not become part of the base used to calculate future years' levy limits.

By passing a **CAPITAL OUTLAY EXPENDITURE EXCLUSION** a community can assess additional taxes to pay for a specific project or major equipment purchase. The additional amount to pay for the project is added to the Levy Limit only for the year in which the project is undertaken. The amounts excluded for these one-time expenditures do not become part of the base. Capital outlay exclusions can only be used for expenditures which could be bonded.

THE OVERRIDE PROCESS

Increasing taxes to pay for additional services, projects, or purchases is a two-step process. A referendum is necessary to increase the Levy Limit so that the Town can collect the additional taxes. Town Meeting must vote to authorize the spending of any Town funds. From a legal standpoint, it doesn't matter which of these steps is taken first, but both must succeed. State laws dictate specific rules and procedures for each of these steps.

A 4/5 vote of the Board of Selectmen is required to place an override or exclusion question on the ballot. When scheduling an election, time must be allowed for legal notice requirements, printing of ballots, voter registration and absentee voting. There are specific requirements regarding the wording of ballot questions. If an annual Town Meeting votes an appropriation contingent on a successful referendum vote, the special election must take place before September 15.

PROPERTY TAX LEVY LIMIT HISTORY

<u>FISCAL YEAR</u>	<u>PROP 2 1/2 TAX LEVY LIMIT</u>	<u>ACTUAL TAX LEVY</u>	<u>EXCESS TAX LEVY CAPACITY</u>	<u>ADDITIONAL TAXES DEBT EXCLUSION</u>	<u>TOTAL TAX LEVY</u>	<u>% INC TOTAL TAX LEVY</u>
FY1999	57,141,225	56,300,062	841,163	1,781,412	58,081,474	5.3%
FY2000	60,382,095	60,045,919	336,176	1,693,184	61,739,103	5.6%
FY2001	63,948,257	62,987,152	961,105	1,944,273	64,931,425	5.2%
FY2002	68,287,439	66,994,778	1,292,661	2,835,792	69,830,570	7.5%
FY2003	72,287,345	72,287,194	151	3,543,906	75,831,100	8.6%
FY2004	75,252,414	75,251,662	752	3,912,678	79,164,340	5.0%
FY2005	78,949,600	78,332,364	617,236	3,335,446	81,667,810	3.2%
FY2006	82,958,866	82,957,460	1,406	3,051,543	86,009,003	5.3%
FY2007	87,189,479	87,150,494	38,985	3,110,789	90,261,283	4.9%
FY2008	91,201,846	91,167,791	34,055	2,909,928	94,077,719	4.2%
FY2009	94,838,978	94,802,906	36,072	3,173,848	97,976,754	4.1%
FY2010	98,313,489	98,252,625	60,864	3,037,491	101,290,11	3.4%
FY2011	101,868,863	101,747,938	70,925	2,860,362	104,658,300	3.3%
FY2012*	105,513,123	105,513,123	0	2,870,322	108,383,445	3.6%

* Projected based on budget and warrant article recommendations April 1, 2011

TAX GROWTH FROM CONSTRUCTION ACTIVITIES

<u>FISCAL YEAR</u>	<u>RESIDENTIAL/ OPEN SPACE</u>	<u>COMMERCIAL/ INDUSTRIAL</u>	<u>PERSONAL PROPERTY</u>	<u>NEW GROWTH FINAL</u>
2011	305,829	57,071	734,640	1,097,539
2010	271,613	109,918	722,005	1,103,536
2009	404,757	21,446	930,883	1,357,086
2008	772,937	328,929	730,764	1,832,630
2007	1,217,388	610,248	329,005	2,156,641
2006	1,575,860	259,077	200,589	2,035,526
2005	885,407	587,679	341,097	1,814,183
2004	735,038	59,129	363,718	1,157,885
2003	809,948	882,597	600,175	2,292,720
2002	1,089,553	1,396,472	254,451	2,740,476
2001	585,588	1,216,861	254,161	2,056,610
2000	796,122	868,534	147,683	1,812,339
1999	683,976	1,022,374	137,400	1,843,750
1998	572,272	765,295	168,429	1,505,996
1997	647,112	286,436	210,177	1,143,725
1996	746,467	103,211	90,038	939,716
1995	739,566	486,765	54,354	1,280,685

PROPOSITION 2 1/2 TAX LIMIT

CALCULATION OF FY2011 PROPERTY TAX LEVY LIMIT

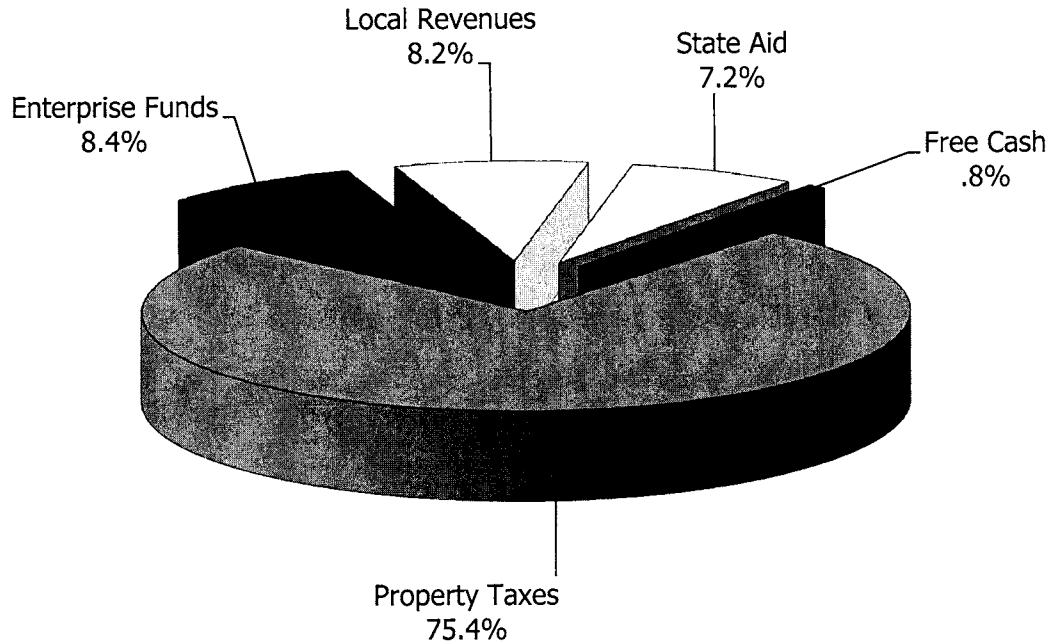
FY2010 TAX LEVY LIMIT	\$98,313,489	Beginning amount for FY2011
2.5% of FY2010 Levy Limit	2,457,837	
New Growth	<u>1,097,538</u>	Tax increase based on tax value of new construction as of 6/30/2010
FY2011 TAX LEVY LIMIT	\$101,868,863	FY2011 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus		
NET FY2011 EXEMPT DEBT SERVICE	<u>\$2,860,362</u>	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals		
FY2011 TOTAL TAX LEVY LIMIT	\$104,729,225	Maximum property taxes allowable for Fiscal Year 2011
Less		
FY2011 TAX LEVY	\$104,658,300	Amount of property taxes for Fiscal Year 2011
Equals		
FY2011 EXCESS TAX CAPACITY	\$70,925	Amount of additional taxes that could be raised within Proposition 2 1/2 limit

CALCULATION OF FY2012 PROPERTY TAX LEVY LIMIT

FY2011 TAX LEVY LIMIT	\$101,868,863	Beginning amount for FY2012
2.5% of FY2011 Levy Limit	2,546,722	
New Growth	<u>1,097,538</u>	Tax increase based on est tax value of new construction as of 6/30/2011
FY2012 TAX LEVY LIMIT	\$105,513,123	FY2011 tax limit prior to funds raised for Prop 2 1/2 exempt debt
Plus		
NET FY2012 EXEMPT DEBT SERVICE	<u>\$2,870,522</u>	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid
Equals		
FY2012 TOTAL TAX LEVY LIMIT	\$108,383,645	Estimated Maximum property taxes allowable for Fiscal Year 2011
Less		
FY2012 TAX LEVY	\$108,383,645	Estimated Amount of property taxes for Fiscal Year 2011
Equals		
FY2012 EXCESS TAX CAPACITY	\$0	Amount of additional taxes that could be raised within Proposition 2 1/2 limit

Proposition 2½ – A state law enacted in 1980, Proposition 2½ regulates local property tax administration and limits the amount of revenue a city or town may raise from local property taxes each year to fund town and school budgets.

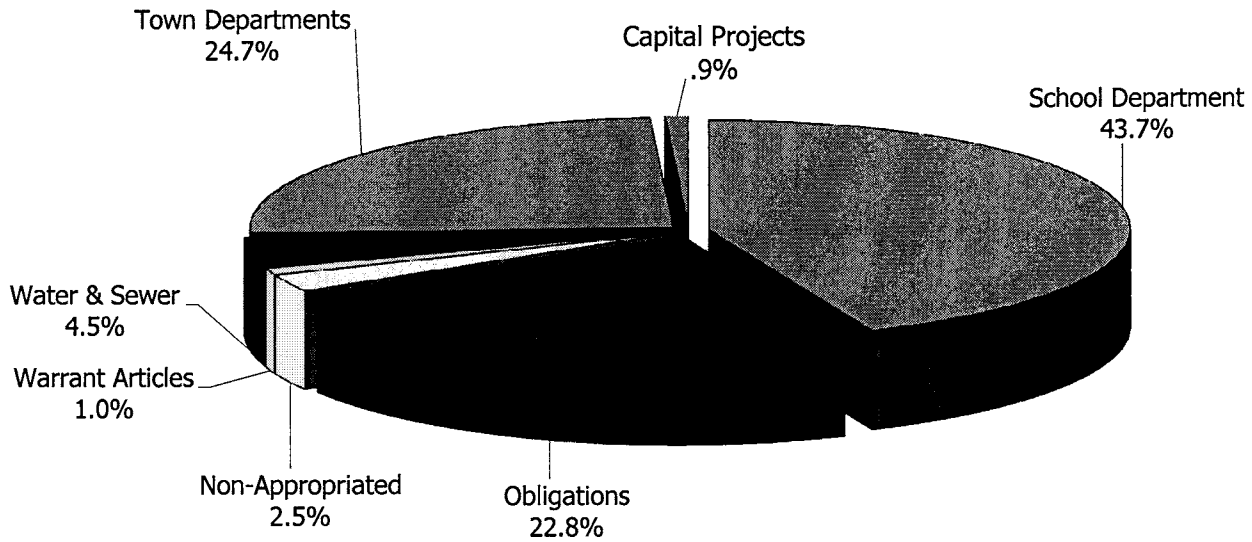
SOURCE OF FUNDS - FY2012 TOWN MEETING BUDGET



REVENUES

Property Taxes	\$108,383,645	75.4%
Enterprise Funds	\$12,119,113	8.4%
Local Revenues	\$11,719,899	8.2%
State Aid	\$10,297,140	7.2%
Free Cash	<u>\$1,172,000</u>	0.8%
	\$143,691,797	100.0%

USE OF FUNDS - FY2012 TOWN MEETING BUDGET

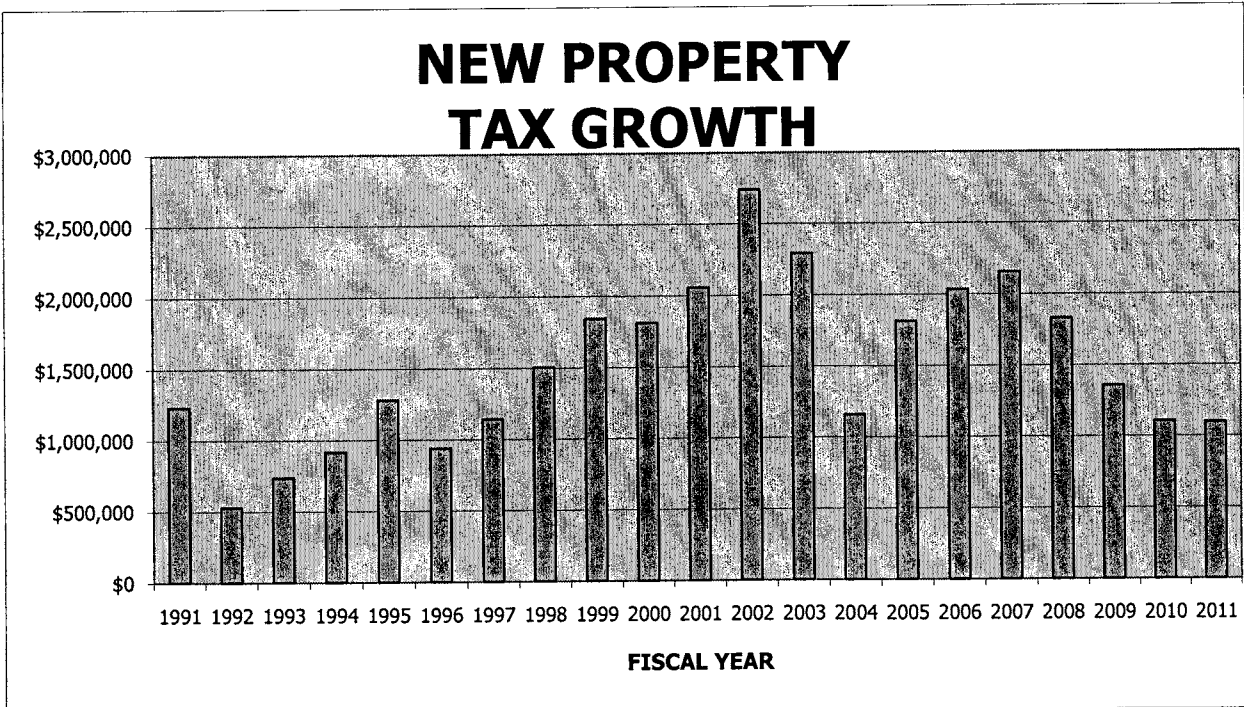


EXPENDITURES

School Department	\$62,784,577	43.7%
Obligations	\$32,758,875	22.8%
Non-Appropriated	\$3,598,846	2.5%
Warrant Articles	\$1,375,000	1.0%
Water & Sewer	\$6,419,188	4.5%
Town Departments	\$35,509,311	24.7%
Capital Projects	<u>\$1,246,000</u>	0.9%
	\$143,691,797	100.0%

INCREASE IN TAX LEVY LIMIT DUE TO NEW GROWTH

	Certified New Growth
1991	\$1,232,434
1992	\$527,435
1993	\$736,684
1994	\$914,145
1995	\$1,280,685
1996	\$939,716
1997	\$1,143,725
1998	\$1,505,996
1999	\$1,843,750
2000	\$1,812,339
2001	\$2,056,610
2002	\$2,740,476
2003	\$2,292,720
2004	\$1,157,885
2005	\$1,814,183
2006	\$2,035,526
2007	\$2,156,641
2008	\$1,832,630
2009	\$1,357,086
2010	\$1,103,536
2011	\$1,097,538



Fund Balances, Reserves, and Financial Stability

The Finance Committee believes that Andover should not rely on one time revenues such as Free Cash and the Stabilization Fund to balance this year's budget. These numbers, taken from Andover's Annual Town Audit Reports, show a pattern of spending exceeding revenues from FY2003 through FY2009. It is too early to determine whether the balance for FY2010 signals a reversal of this trend.

General Fund Balance

	General Fund <u>Balance</u>	% of General Fund <u>Revenues</u>	General Fund <u>Revenues</u>
June 30, 2010	4,458,198	3.3%	133,365,000
June 30, 2009	3,507,000	2.7%	129,356,000
June 30, 2008	5,063,000	4.0%	126,804,000
June 30, 2007	7,240,000	6.0%	121,432,000
June 30, 2006	9,390,000	7.9%	118,356,000
June 30, 2005	9,184,000	7.4%	123,092,000
June 30, 2004	10,778,000	10.3%	103,008,000
June 30, 2003	13,806,000	11.6%	101,636,000

An analysis of Available Funds shows a similar pattern of spending exceeding revenues. The following chart shows Free Cash, the Stabilization Fund, and the PA Gift Fund balances for the last 8 years. The last column shows the amount of Free Cash appropriated at the following spring's Town Meeting, not including transfers to the Stabilization Fund. In the past, Andover could rely on approximately \$1.5 million annually on average from its reserves to support operating budgets and provide supplemental funding for emergency or unanticipated expenditures. Andover's policy is to maintain the combined balance of Free Cash and the Stabilization Fund at 3%-7% of General Fund Revenues. The June 30, 2010 total is approximately 4.5%.

Available Funds

	Balance Stabilization <u>Fund</u>	Balance PA <u>Gift Account</u>	<u>Free Cash</u>	<u>Total</u>	<u>Free Cash Spent by Town Meeting</u>
June 30, 2010	4,433,000	0	1,610,000	6,043,000	
June 30, 2009	4,280,000	0	1,603,000	5,883,000	1,123,500
June 30, 2008	4,084,000	0	2,222,000	6,306,000	334,000
June 30, 2007	3,042,000	904,000	2,334,000	6,280,000	1,763,000
June 30, 2006	993,000	792,000	5,433,000	7,218,000	1,532,000
June 30, 2005	476,000	681,000	3,013,000	4,170,000	1,704,000
June 30, 2004	459,000	570,000	2,189,000	3,218,000	1,538,000
June 30, 2003	436,000	464,000	4,414,000	5,314,000	1,314,000

The Free Cash Balance as of June 30, 2006 included a one time increase of \$3,610,286 from NESWC. The balance would have dropped to just \$1.8 million without those funds. The Free Cash Balance as of June 30, 2004 was about \$1 million lower than expected due to a timing issue with the reporting of an expenditure in FY2004 and the associated revenue not recorded until FY2005.

EXPENDITURES BY TOWN FOR SCHOOL DEPARTMENT

<u>Categories</u>	<u>EXPENDED FY2008</u>	<u>EXPENDED FY2009</u>	<u>EXPENDED FY2010</u>	<u>BUDGET FY2011</u>
Finance and Administrative Services	135,017	150,864	154,968	155,959
Human Resources and Benefits	35,531	40,084	41,839	42,258
School Security	30,143	23,182	22,736	23,407
Heating of School Buildings (school offices)	14,787	15,485	23,654	24,837
School Utility Services (electricity, water, sewer, trash, recycling)	448,133	332,485	325,928	339,513
Maintenance of School Grounds (grounds, fields, snow, sweeping)	399,990	394,301	233,615	340,758
Maintenance of School Buildings (Plant and Facilities)	596,244	587,033	612,419	627,643
Maintenance of School Equipment (Plant and Facilities, Public Safety)	100,548	96,473	89,512	93,988
Extraordinary Maintenance (Plant and Facilities)	1,196,719	1,310,144	1,232,640	1,417,536
Employer Retirement Contributions	1,277,387	1,146,058	1,190,034	1,230,005
Insurance for Active Employees	6,732,000	7,260,806	7,740,634	8,359,885
Insurance for Retired School Employees	2,307,609	2,278,091	2,496,933	2,316,876
Other Non-Emp Insurance- Prop and Casualty	273,279	235,785	384,300	487,862
Short Term Interest	24,431	47,419	13,000	21,550
Long Term Debt Retirement/School Construction	2,745,204	2,700,739	2,641,156	2,671,043
Long Term Debt Service/School Construction	910,085	837,413	759,075	670,579
Long Term Debt Retirement/Education and Other	943,559	1,079,344	1,304,581	903,307
School Choice Tuition				
Tuition To Charter Schools				
Regional School Assessment	<u>384,434</u>	<u>361,223</u>	<u>494,915</u>	<u>484,924</u>
TOTAL	18,555,100	18,896,929	19,761,939	20,211,930

NOTES

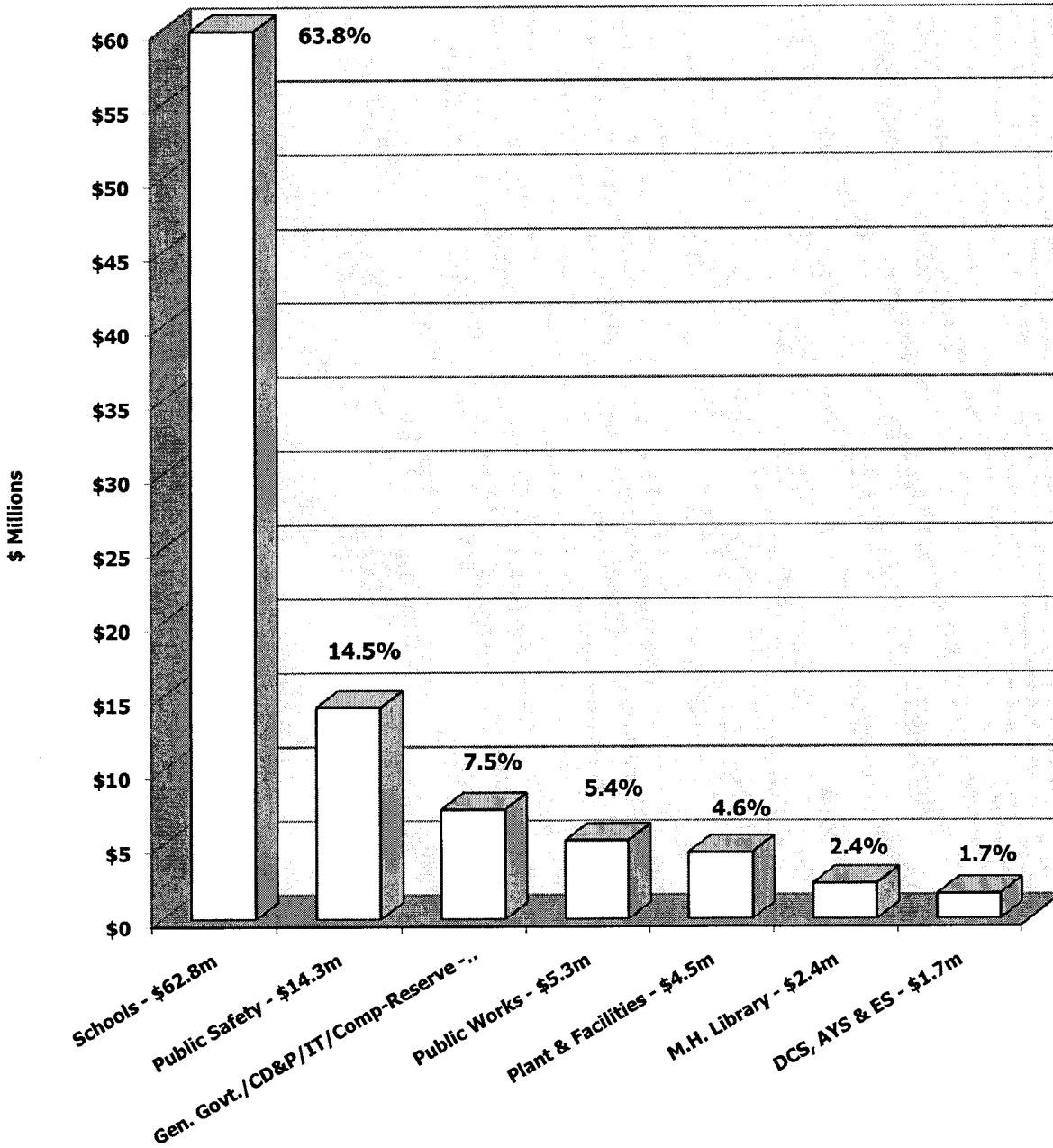
The above report is submitted at year end as a part of the School department End of Year Financial Report
This section reports expenditures for the School Department that are not included in the School Department budget.
Categories and some allocations are determined by DOE regulations and/or joint agreement for services to School department.

from: MASSACHUSETTS DEPARTMENT OF EDUCATION
END OF YEAR PUPIL AND FINANCIAL REPORT

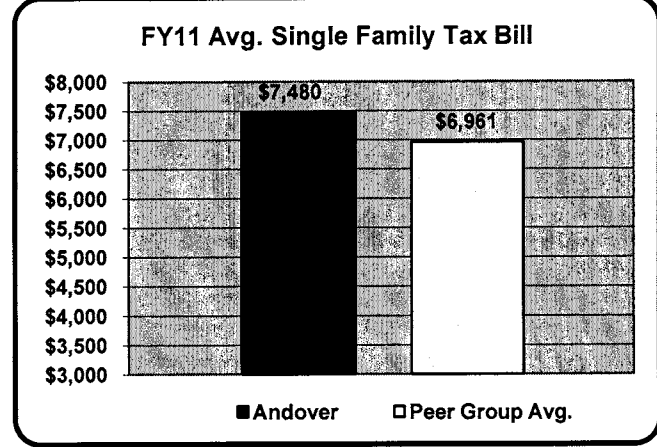
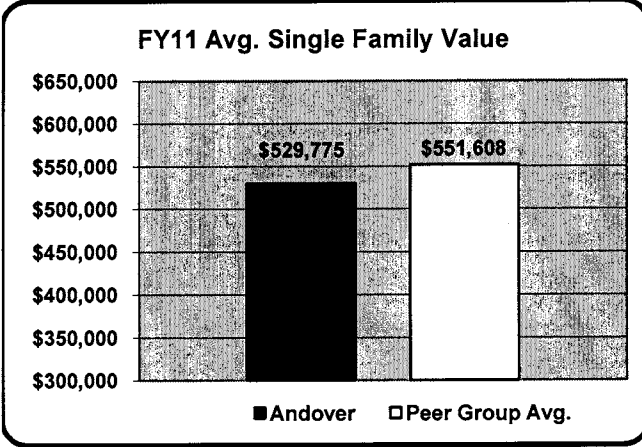
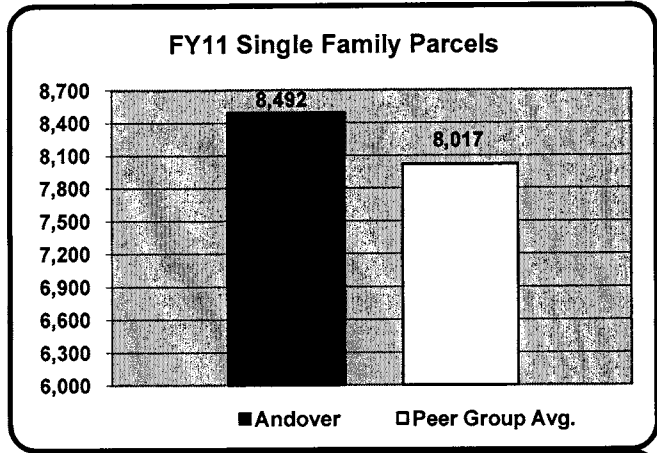
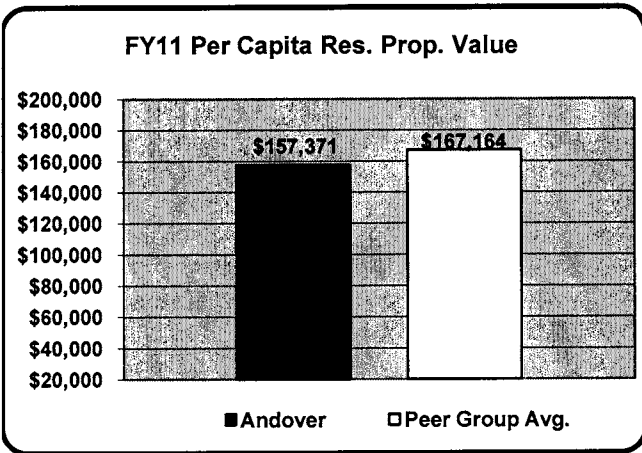
FY2012 Departmental Budgets - \$98.4 Million

Including Offset Revenues

(FINANCE COMMITTEE RECOMMENDED)



FY11 Comparative Residential Tax Information



Data Source: DOR/DLS Database

Note: The "Peer Group Avg." category represents the mean of the following Andover statistically comparable communities: Acton; Arlington; Belmont; Billerica; Braintree; Burlington; Chelmsford; Lexington; Natick; Needham; Newton; No. Andover; Norwood; Wellesley; and Winchester.

FY2011 Valuation Breakdown - Single Family Homes

Valuation Range (\$)	Number of Parcels	Percent of Total
\$0 to \$300,000	386	4.5%
\$300,001 to \$400,000	1,753	20.4%
\$400,001 to \$500,000	2,548	29.7%
\$500,001 to \$600,000	1,756	20.4%
\$600,001 to \$1,000,000	1,859	21.6%
\$1,000,001 and Up	290	3.4%
<i>Total</i>	<i>8,592</i>	<i>100.0%</i>

2011 ANNUAL TOWN MEETING

Wednesday, April 27, 2011

RICHARD J. COLLINS FIELD HOUSE

ANDOVER HIGH SCHOOL

CALL TO ORDER, 7:00 P.M.

OPENING PRAYER

PLEDGE OF ALLEGIANCE TO THE FLAG

ADMITTANCE OF NON-VOTERS

MOTION TO DISPENSE WITH READING OF WARRANT AND RETURN OF SERVICE BY TOWN COUNSEL

MOTION TO PERMIT MODERATOR TO REFER TO WARRANT ARTICLES BY NUMBER AND BY SUBJECT MATTER

ELECTION

ARTICLE 1. Results of the Annual Town Election on March 22, 2011: Moderator for one year, one Selectman for three years, one Selectman for two years, one School Committee member for three years and one member of the Andover Housing Authority for five years.

All of the above candidates are to be voted on one ballot. The polls will be open from seven o'clock A.M. to eight o'clock P.M.

After the final action on the preceding Article One, the said meeting shall stand adjourned by virtue of Chapter 39, Section 20 of the Massachusetts General Laws, to Wednesday, April 27, 2011 at seven o'clock P.M. in the Field House, Andover High School, Shawsheen Road, in said Andover, then and there to begin acting upon articles that follow in this warrant.

ELECTION NOT REQUIRED BY BALLOT

ARTICLE 2. To elect all other officers not required by law to be elected by ballot, or take any other action related thereto.

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The John Cornell Fuel Assistance Fund was established by Article 17 of the 1893 Annual Town Meeting. Five thousand dollars was left to the Town to be used for the needy and poor to purchase wood or coal. In 1995 the Trust documents were modified by the Probate Court of Massachusetts to permit the use of these funds for all types of fuel for heating, cooking or electrical purposes. Three trustees, chosen on a staggered basis, by vote at the Annual Town Meeting, administer the funds.

~~~~~

The BOARD OF SELECTMEN recommends approval.

On request of the Town Clerk

SALARIES OF ELECTED OFFICIALS

ARTICLE 3. To establish the salaries of the elected officers for the ensuing year, or take any other action related thereto.

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The 1998 Annual Town Meeting voted to establish the following salaries for elected officials effective July 1, 1999: \$1,500 for each member of the Board of Selectmen and the School Committee, and \$1,800 for each chairman. The Moderator is paid \$250 for the Annual Town Meeting and \$60 for each Special Town Meeting. These salaries are not specified by Town Bylaw, and therefore must be voted each year by Town Meeting.

~~~~~

The BOARD OF SELECTMEN recommends approval.

YES

The FINANCE COMMITTEE recommends approval.

NO

On request of the Town Clerk

THE BUDGET

ARTICLE 4. To see if the Town will vote to determine what sums of money the Town will raise and appropriate, including appropriations from available funds, to defray charges and expenses of the Town, including debt and interest, and to provide for a reserve fund for the Fiscal Year beginning July 1, 2011 and ending June 30, 2012, or take any other action related thereto.

There will be 12 motions on the Budget:

Public Safety	Unclassified Expenses
General Government including Community Development and Planning and Information Technology	Andover Public Schools
Public Works	Sewer
Plant and Facilities	Water
Library	Greater Lawrence Technical School
Community/Youth/Elder Services	Obligations

To make it easier for voters to follow the motions on the budget, the Finance Committee has printed the FY2012 OPERATING BUDGET on two pages. These motions represent the statutory appropriations. Increases or decreases in actual costs and changing priorities during the fiscal year can result in shifts of funds from one line to another within departmental budgets, but the totals cannot exceed the amounts voted by Town Meeting. The first three columns show the actual expenditures for FY2009 and FY2010 and the FY2011 Budget approved at last spring's Town Meeting. The last column shows the FY2012 Budget recommendations of the Finance Committee.

The Town Manager's Recommended Budget for FY2012 is available at the Town Offices, the Library, and on line at the Town of Andover's web site www.andoverma.gov. The information in the Finance Committee Report is the best available at the time of printing (April 1, 2011). There are always changes in the month prior to Town Meeting. Estimates of costs and revenues will be refined, additional information will become available, and boards and committees may change some of their recommendations. The Finance Committee looks forward to providing additional information in response to questions at Town Meeting. If significant new information becomes available prior to Town Meeting, the Finance Committee will publish an addendum to this report on the Town's website.

Because the Board of Selectmen and School Committee had not completed their reviews of the budgets and warrant articles and voted recommendations prior to the printing of this book, because revenue and expenditure numbers will be updated as new information becomes available, and because all three boards will continue to work on a plan to address the School Budget deficit, many of the numbers in this Finance Committee Report could change prior to Town Meeting. Handouts and slides at Town Meeting will be used to provide voters with final recommendations and the motions to be made for each line item.

**ARTICLE 4 TOWN MEETING - FY2012
OPERATING BUDGET**

LINE ITEM	DEPARTMENT	EXPENDED FY2009	EXPENDED FY2010	BUDGET FY2011	FIN COM REC FY2012
	PUBLIC SAFETY				
1	PERSONAL SERVICES	13,162,667	12,694,557	12,854,082	12,956,728
2	OTHER EXPENSES	<u>1,089,023</u>	<u>1,054,367</u>	<u>1,295,910</u>	<u>1,305,360</u>
	TOTAL	14,251,690	13,748,924	14,149,992	14,262,088
Includes \$287,264 - parking receipts, \$70,000 - detail fees, and \$1,000,000 - ambulance collections					
	GENERAL GOVERNMENT & COMMUNITY DEVELOPMENT (inc Town/School IT consolidation)				
3	PERSONAL SERVICES	3,837,266	4,093,513	4,237,482	5,370,989
4	OTHER EXPENSES	<u>1,426,276</u>	<u>1,303,662</u>	<u>1,395,358</u>	<u>1,540,301</u>
	TOTAL	5,263,542	5,397,175	5,632,840	6,911,290
Includes \$24,000 in receipts from wetland filing fees and \$54,088 water/sewer reserves.					
	PUBLIC WORKS				
5	PERSONAL SERVICES	1,801,973	1,642,763	1,628,398	1,663,249
6	OTHER EXPENSES	<u>4,214,599</u>	<u>3,409,293</u>	<u>3,582,800</u>	<u>3,682,302</u>
	TOTAL	6,016,572	5,052,056	5,211,198	5,345,551
	PLANT AND FACILITIES				
7	PERSONAL SERVICES	3,058,058	2,999,725	3,079,484	3,110,159
8	OTHER EXPENSES	<u>1,316,270</u>	<u>1,241,159</u>	<u>1,361,941</u>	<u>1,342,341</u>
	TOTAL	4,374,328	4,240,884	4,441,425	4,452,500
Includes \$68,475 in rental receipts; \$60,000 cemetery revenue					
	LIBRARY				
9	PERSONAL SERVICES	2,038,327	1,947,645	2,018,773	1,833,122
10	OTHER EXPENSES	<u>570,155</u>	<u>547,121</u>	<u>576,400</u>	<u>593,900</u>
	TOTAL	2,608,482	2,494,766	2,595,173	2,427,022
	COMMUNITY / YOUTH/ ELDER SERVICES				
11	PERSONAL SERVICES	1,289,985	1,182,174	1,220,987	1,216,381
12	OTHER EXPENSES	<u>418,688</u>	<u>438,183</u>	<u>437,619</u>	<u>444,479</u>
	TOTAL	1,708,673	1,620,357	1,658,606	1,660,860
Includes \$550,000 and \$55,000 in user fees and \$69,300 in grants					
	UNCLASSIFIED				
13	COMPENSATION FUND	inc above	0	0	250,000
14	RESERVE FUND	inc above	inc above	<u>200,000</u>	<u>200,000</u>
	TOTAL			200,000	450,000
	TOWN DEPTS				
	PERSONAL SERVICES	25,188,276	24,560,377	25,039,206	26,400,628
	OTHER EXPENSES	9,035,011	7,993,785	8,850,028	9,108,683
	<i>less budgeted Revenues</i>	<u>(2,094,507)</u>	<u>(2,058,984)</u>	<u>(2,144,364)</u>	<u>(2,238,127)</u>
	NET TOTAL	32,128,780	30,495,178	31,744,870	33,271,184

Detail of Available Funds for FY2012

Town FY2011 Budget	31,744,870
2.42% increase available	<u>768,226</u>
Town Base FY2012	32,513,096
plus School IT budget transferred to Town	<u>758,088</u>
FY2012 Budget based on available funds	33,271,184

**ARTICLE 4 TOWN MEETING - FY2012
OPERATING BUDGET**

LINE ITEM	DEPARTMENT	EXPENDED FY2009	EXPENDED FY2010	BUDGET FY2011	FIN COM REC FY2012
15	ANDOVER SCHOOL DEPT PERSONAL SERVICES	47,647,693	47,646,908	48,629,563	
16	OTHER EXPENSES	<u>11,358,226</u>	<u>12,300,848</u>	<u>13,258,858</u>	
	TOTAL	59,005,919	59,947,756	61,888,421	62,784,577

LINE ITEM	DEPARTMENT	EXPENDED FY2009	EXPENDED FY2010	BUDGET FY2011	FIN COM REC FY2012
17	SEWER PERSONAL SERVICES	366,354	382,104	437,503	416,740
18	OTHER EXPENSES	<u>1,929,802</u>	<u>1,793,650</u>	<u>1,995,244</u>	<u>2,122,500</u>
	TOTAL	2,296,156	2,175,754	2,432,747	2,539,240
Includes \$360,000 in sewer reserves					
19	WATER PERSONAL SERVICES	1,814,165	1,661,146	1,700,053	1,591,548
20	OTHER EXPENSES	<u>2,557,057</u>	<u>1,785,070</u>	<u>2,176,400</u>	<u>2,288,400</u>
	TOTAL	4,371,222	3,446,216	3,876,453	3,879,948
	SEWER and WATER TOTAL	6,667,378	5,621,970	6,309,200	6,419,188
	<i>less budgeted Revenues</i>	<u>(569,562)</u>	-	-	<u>(360,000)</u>
	NET TOTAL	6,097,816	5,621,970	6,309,200	6,059,188

21	OBLIGATIONS GR LAW TECH HS	361,223	494,915	484,924	444,503
22	DEBT SERVICE	13,200,921	13,107,947	12,002,493	12,112,692
23	GENERAL INSURANCE	567,722	485,701	640,500	661,613
24	UNEMPLOYMENT COMP.	100,000	150,000	204,000	100,000
25	RETIREMENT FUND	4,510,979	4,635,498	4,712,555	5,085,067
26	HEALTH INSURANCE FUND	<u>11,576,009</u>	<u>12,618,000</u>	<u>13,362,241</u>	<u>14,355,000</u>
	TOTAL	30,316,854	31,492,061	31,406,713	32,758,875
	FIXED TOTAL	30,316,854	31,492,061	31,406,713	32,758,875
	<i>less budgeted Revenues</i>	-	-	-	-
	NET TOTAL	30,316,854	31,492,061	31,406,713	32,758,875

	GRAND TOTAL	130,213,438	130,065,949	133,493,568	137,471,951
	<i>less budgeted Revenues</i>	<u>(2,664,069)</u>	<u>(2,215,226)</u>	<u>(2,144,364)</u>	<u>(2,598,127)</u>
	NET TOTAL	127,549,369	127,850,723	131,349,204	134,873,824

REVENUE AND EXPENDITURE PROJECTIONS

REVENUES	FY2011 TAX RECAP	FY2012 BUDGET
PROPERTY TAXES		
Prior year Tax Levy Limit	98,313,488	101,868,863
2.5% Increase	2,457,837	2,546,722
Certified New Growth	1,097,538	1,097,538
Excess Tax Levy Capacity	<u>(70,925)</u>	<u>0</u>
TOTAL	101,797,938	105,513,123
ADDITIONAL PROP 2 1/2 PROPERTY TAXES		
Debt Service Exclusion (Existing)	4,415,849	4,421,969
Debt Service Exclusion estimate (To be borrowed)	0	0
less Adjustment from prior year	(4,040)	0
Less State Reimbursement	<u>(1,551,447)</u>	<u>(1,551,447)</u>
TOTAL	2,860,362	2,870,522
STATE AID		
Chapter 70 Education Aid	6,891,063	6,928,057
Charter Tuition/Capital Assessment Reimbursement	14,920	5,103
School Construction Reimb SBAB	1,551,447	1,551,447
Reserve for Direct Expenditures	61,280	65,349
Police Career Incentive	30,354	36,138
Veterans Benefits	64,842	74,068
Vet, Blind, Surv Spouse Exempt	56,171	46,176
State Owned land	189,417	188,721
General Municipal Aid	<u>1,511,358</u>	<u>1,402,081</u>
TOTAL	10,370,852	10,297,140
GENERAL LOCAL REVENUES		
Motor Vehicle Excise	4,330,000	4,416,600
Licenses/Permits	1,423,000	1,423,000
Penalties/Interest	286,000	286,000
Fines	498,000	498,000
General Government	427,000	412,000
Fees	28,000	28,000
Investment Income	185,000	100,000
Meals Tax	360,000	480,000
Hotel/Motel Excise	1,260,000	1,375,400
Medicaid Reimbursement	227,000	214,000
Library	15,000	15,000
Miscellaneous/In Lieu of Tax	<u>162,000</u>	<u>166,860</u>
TOTAL	9,201,000	9,414,860
OFFSET LOCAL REVENUES		
Community Services	550,000	550,000
Elder Services	121,500	124,300
Municipal Facilities	55,000	68,475
Spring Grove Cemetery	60,000	60,000
Police Off-Duty Fee	70,000	70,000
Ambulance	<u>955,000</u>	<u>1,000,000</u>
TOTAL	1,811,500	1,872,775
ENTERPRISE FUNDS		
Water and Sewer	<u>12,242,028</u>	<u>12,119,113</u>
TOTAL	12,242,028	12,119,113
OTHER AVAILABLE FUNDS- BUDGET		
Off-Street Parking Fund (Operating Budget)	278,864	287,264
Cemetery Perpetual care interest income	34,000	0
CD&P Wetland fees	<u>20,000</u>	<u>24,000</u>
TOTAL	332,864	311,264
OTHER AVAILABLE FUNDS- ARTICLES		
Insurance Recovery Fund	78,129	0
Cemetery Perpetual care interest income	0	31,000
Off-Street Parking Fund	0	90,000
Wood Trust for Memorial	<u>75,000</u>	<u>0</u>
TOTAL	153,129	121,000
FREE CASH		
Operating budget	0	0
OPEB Liability	157,500	300,000
Other Articles	<u>966,000</u>	<u>872,000</u>
TOTAL	1,123,500	1,172,000
* GRAND TOTAL REVENUES *	139,893,173	143,691,797
INCREASE OVER PRIOR YEAR	2.40%	2.70%

<u>EXPENDITURES</u>	FY2011 TAX RECAP	FY2012 PROJECTED
<u>OBLIGATIONS</u>		
Retirement	4,712,555	5,089,188
Insurance/Unempl Comp	844,500	761,613
Health insurance	13,362,241	14,355,000
Retired Teachers Health Insurance Assessment	2,316,876	1,914,379
Other State Assessments	609,679	546,478
Overlay	772,521	925,000
GLTHS	484,924	444,503
Water and Sewer Operating Budget	6,309,200	6,419,188
Water/Sewer OPEB liability	100,620	100,000
Reserve for Direct Expenditures	61,280	65,349
Other Local Expenditures	<u>4,000</u>	<u>100,000</u>
TOTAL	29,578,396	30,720,698
<u>DEBT SERVICE</u>		
Existing Non-Exempt General Fund Debt	3,262,747	3,596,695
BAN Interest non-exempt	50,000	40,000
General Fund Bond Issue Expense	60,000	60,000
Existing Water and Sewer Debt	4,103,898	3,934,028
Water and sewer BAN interest/bond expense	110,000	60,000
Existing Exempt Debt - School and Public Safety Center	<u>4,415,849</u>	<u>4,421,969</u>
TOTAL	12,002,494	12,112,692
<u>Capital Projects Fund from taxation</u>		
Capital Projects Fund from taxation	<u>1,246,000</u>	<u>1,246,000</u>
TOTAL	1,246,000	1,246,000
<u>OFFSET/AVAILABLE FUNDS EXPENDITURES</u>		
Offset Local Revenues	1,811,500	1,872,775
Other Available Funds- Budget	<u>332,864</u>	<u>311,264</u>
TOTAL	2,144,364	2,184,039
<u>ARTICLES</u>		
Articles from free cash	1,123,500	1,172,000
Articles from Water/Sewer reserves	0	70,000
Articles from taxation	12,000	12,000
Other Available Funds	<u>153,129</u>	<u>121,000</u>
TOTAL	1,288,629	1,375,000
* TOTAL DEDUCTIONS *	46,259,883	47,638,429
BALANCE FOR TOWN & SCHOOL OPERATING BUDGET	93,633,290	96,053,368
<i>INCREASE FOR TOWN & SCHOOL OPERATING BUDGETS</i>		2,420,078
<i>% INCREASE OVER PRIOR YEAR</i>		2.58%

DEPARTMENT BUDGET HIGHLIGHTS & DETAIL

POLICE				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
Personal Services	6,330,773	6,616,361	6,827,435	6,552,662
Other Expenses	720,458	936,110	997,848	945,560
Total	7,051,231	7,552,471	7,825,283	7,498,222
Number of Employees	73	73	71.5	71.5
Offset Revenues	351,163	348,864	357,264	357,264

- Personal Services includes \$75,000 vacancy factor approximately equal to 1.5 FTE's.
- Transfer of 1 position to new Information Technology Department.
- Elimination of vacant technology position.
- Addition of part time records clerk.
- School Patrol Officer funded by Greater Lawrence Technical School.

FIRE RESCUE				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
Personal Services	6,363,784	6,237,721	6,726,007	6,404,066
Other Expenses	333,909	359,800	376,570	359,800
Total	6,697,693	6,597,521	7,102,577	6,763,866
Number of Employees	72	72	72	72
Offset Revenues	965,000	955,000	1,000,000	1,000,000

- Personal Services includes \$120,000 vacancy factor approximately equal to 2 FTE's.
- Reduced manning for ladder truck not restored.

DEPARTMENT BUDGET HIGHLIGHTS & DETAIL

GENERAL GOVT. / COMMUNITY DEVELOPMENT/IT DETAIL				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
TOWN MODERATOR				
Personal Services	370	250	250	250
SELECTMEN				
Personal Services	14,250	14,100	14,100	14,100
Other Expenses	11,119	12,419	12,419	12,419
TOWN MANAGER				
Personal Services	320,708	323,614	351,962	351,962
Other Expenses	17,915	17,915	16,915	16,915
COMM. on DISABILITIES				
Personal Services	1,000	800	800	800
Other Expenses	9,874	5,800	5,800	5,800
TOWN COUNSEL				
Other Expenses	356,749	325,000	350,000	350,000
FINANCE COMMITTEE				
Other Expenses	30,398	24,650	24,650	24,650
TOWN ACCOUNTANT				
Personal Services	410,998	420,480	433,243	433,243
Other Expenses	53,663	54,130	63,630	63,630
FINANCE AND BUDGET				
Personal Services	1,326,493	1,311,134	1,026,554	1,012,047
Other Expenses	238,761	280,242	217,152	213,652
TOWN CLERK				
Personal Services	286,730	322,627	313,262	313,262
Other Expenses	49,103	65,356	65,646	61,771
VETERANS SERVICES				
Personal Services	65,868	66,181	69,831	69,831
Other Expenses	80,596	80,346	89,346	89,346
PATRIOT/CIVIC/CELEB.	27,242	26,500	26,500	26,500
DAMAGES PERSONS/PROP.	0	2,000	2,000	2,000
EMPLOYEE BENEFITS				
Accumulated Benefits	329,198	400,000	400,000	400,000
Other Expenses	324,337	379,400	379,400	379,400
COMM. DEVELOPMENT				
Personal Services	1,387,898	1,378,296	1,380,203	1,380,203
Other Expenses	112,259	121,600	125,600	125,600
INFORMATION TECH.				
Personal Services	0	0	1,395,291	1,395,291
Other Expenses	0	0	168,618	168,618

DEPARTMENT BUDGET HIGHLIGHTS & DETAIL

GENERAL GOVT. / COMMUNITY DEVELOPMENT/IT				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
Personal Services	4,093,513	4,237,482	5,390,989	5,370,989
Other Expenses	1,303,662	1,395,358	1,350,558	1,540,301
Total	5,397,175	5,632,840	6,741,547	6,911,290
Number of Employees	51.2	50.6	65.2	65.2
Offset Revenues	6,000	20,000	24,000	78,088

- Creation of the new Town and School Information Department by merging 10 employees from the School Department Budget, 2 employees from the Library Budget, 1 from Public Safety, the GIS Coordinator from Water and Sewer, the 4.35 employees from the Town's old Information Services Division and adding a new Chief Information Officer.

PUBLIC WORKS DETAIL				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
ADMINISTRATION				
Personal Services	228,678	240,364	282,227	282,227
Other Expenses				
SOLID WASTE				
Personal Services	3,940	3,700	3,700	3,700
Other Expenses	1,757,821	1,856,050	1,934,552	1,934,552
HIGHWAY				
Personal Services	1,154,863	1,126,149	1,127,010	1,127,010
Other Expenses	1,408,960	1,480,200	1,528,700	1,528,700
STREET LIGHTING				
Electricity	234,089	240,000	240,000	240,000
ENGINEERING				
Personal Services	255,282	258,185	258,602	258,602
Other Expenses	8,423	6,550	6,550	6,550

DEPARTMENT BUDGET HIGHLIGHTS & DETAIL

PUBLIC WORKS				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
Personal Services	1,642,763	1,628,398	1,663,249	1,663,249
Other Expenses	3,409,293	3,582,800	3,682,302	3,682,302
Total	5,052,056	5,211,198	5,345,551	5,345,551
Number of Employees	20.6	20.6	21	21

PLANT & FACILITIES DETAIL				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
ADMINISTRATION				
Personal Services	426,794	451,641	487,362	474,428
Other Expenses	29,234	26,700	27,700	26,700
FACILITIES SERVICES				
Personal Services	498,439	495,249	514,515	494,540
Other Expenses	326,637	348,776	323,926	323,926
BUILDING MAINTENANCE				
Personal Services	415,851	437,633	442,667	442,667
Other Expenses	180,941	222,900	222,900	222,900
MECHANICAL/ELECTRICAL				
Personal Services	533,520	550,000	550,341	550,341
Other Expenses	287,915	311,665	331,665	311,665
PARKS AND GROUNDS				
Personal Services	443,200	462,078	462,446	462,446
Other Expenses	62,004	76,000	80,500	76,000
FORESTRY				
Personal Services	222,751	233,383	234,145	234,145
Other Expenses	60,334	38,250	40,300	38,250
SPRING GROVE CEMETERY				
Personal Services	206,358	181,241	183,335	183,335
Other Expenses	23,903	53,975	31,275	31,275
VEHICLE MAINTENANCE				
Personal Services	252,812	268,259	268,257	268,257
Other Expenses	271,056	282,375	311,625	311,625

DEPARTMENT BUDGET HIGHLIGHTS & DETAIL

PLANT AND FACILITIES				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
Personal Services	2,999,725	3,079,484	3,159,068	3,110,159
Other Expenses	1,241,159	1,361,941	999,891	1,342,341
Total	4,240,884	4,441,425	4,158,959	4,452,500
Number of Employees	50.1	49.1	50.4	50.4
Offset Revenues	137,000	149,000	128,475	128,475

LIBRARY				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
Personal Services	1,947,645	2,018,773	1,996,717	1,833,122
Other Expenses	547,121	576,400	623,900	593,900
Total	2,494,766	2,595,173	2,620,617	2,427,022
Number of Employees	29.7	28.7	27.6	25.6

- 2 FTE's moved to new Information Technology budget.
- 1.1 FTE reduction due to investment in patron self-checkout technology.
- Library no longer meets state certification standards.

COMMUNITY SERVICES				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
Personal Services	417,018	423,210	423,747	423,747
Other Expenses	237,345	240,057	240,342	240,342
Total	654,363	663,267	664,089	664,089
# 1 FTE Employees – Funded from G.F. Revenue	3	3	3	3
# Employees – Funded from Program Revenues	2	2	2	2
Offset Revenues	544,127	550,000	550,000	550,000

DEPARTMENT BUDGET HIGHLIGHTS & DETAIL

YOUTH SERVICES				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
Personal Services	231,834	263,655	290,297	266,797
Other Expenses	45,769	39,010	44,010	44,010
Total	277,603	302,665	334,307	310,807
# Employees – Funded from G.F. Revenue	3	3	3	3
# Employees – Funded from Program Revenues	1	1	1	1
Offset Revenues	13,760			

- 1 FTE vacant Program Assistant full-time position reduced to part-time .60 FTE.
- New part-time Office Assistant II position added .40 FTE.

ELDER SERVICES				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
Personal Services	533,322	534,122	525,837	525,837
Other Expenses	155,069	158,552	158,052	160,127
Total	688,391	692,674	683,889	685,964
# Employees – Funded from G.F. Revenue	9.5	9.5	9.3	9.3
# Employees – Funded from Program Revenues	2.1	2.1	2.1	2.1
Offset Revenues	134,552	121,500	124,300	124,300

- Addition of .20 FTE to Program Coordinator position to full-time.
- .45 FTE reduction to Office Assistant II position hours decreased to part-time.

COMMUNITY / YOUTH / ELDER SERVICES				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
Personal Services	1,182,174	1,220,987	1,239,881	1,216,381
Other Expenses	438,183	437,619	442,404	444,479
Total	1,620,357	1,658,606	1,682,285	1,660,860
# Employees – Funded from G.F. Revenue	15.5	15.5	15.5	15.5
# Employees – Funded from Program Revenues	5.1	5.1	5.1	5.1
Offset Revenues	692,439	671,500	674,300	674,300

DEPARTMENT BUDGET HIGHLIGHTS & DETAIL

UNCLASSIFIED				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
COMPENSATION FUND			250,000	250,000
RESERVE FUND		200,000	200,000	200,000
Total			450,000	450,000

The **Compensation Fund** is a set-aside funding source for negotiated salary adjustments for town department employees (School department employees' salary adjustments are included in the School Department budget). Transfers from this Compensation Fund appropriation require the approval of the Board of Selectmen. Once monies have been transferred to departmental budgets, the amount shown is \$0. There was no appropriation to the Compensation Fund for FY2010, because all contracts had been settled. There was no appropriation for the Compensation Fund for FY2011 even though all contracts expired June 30, 2010.

The **Reserve Fund** is a set-aside funding source for extraordinary or unforeseen expenditures in town department operating budgets. Transfers require approval of the Finance Committee. Funds transferred are shown as actual expenditures in departmental budgets. The annual appropriation for the Reserve Fund has been \$200,000 for many years. It was reduced to \$181,000 for FY2010 as part of a budget balancing plan.

DEPARTMENT BUDGET HIGHLIGHTS & DETAIL

Andover Public Schools

A proposed line item FY2012 budget and a letter from the School Committee outlining their goals for the coming year, explaining their needs and detailing staffing changes can be found on the pages that follow.

SCHOOL DEPARTMENT				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
Personal Services	47,646,908	48,629,563		
Other Expenses	12,346,527	13,258,858		
Total	59,993,435	61,888,421		62,784,577
Offset Revenues				
Number of Employees	768.4			
Number of Students	6,167	6,178	6,292	6,292

- The number of employees will not be known until the School Committee finishes its budget review and votes to recommend a FY2012 School Budget. The number of FTE's originally stated in the School Budget for FY2011 does not match the current actual count.
- 10 FTE's transferred to new Information Technology Department.
- The School Department has the authority to move money between the Personal Services line and the Other Expenses line during the fiscal year. Therefore, the Finance Committee is only recommending a total budget number. When this report went to press, the School Committee had not voted on a total budget.
- At the last meeting of the subcommittees of the Board of Selectmen, School Committee and Finance Committee working together to balance the budget, the School Budget number being used to calculate the deficit was \$63,725,899. **The estimated deficit as of April 1, 2011 was \$941,322.**

Calculation of the Finance Committee's Available Funds School Budget Recommendation:

FY2011 Approved Budget	\$61,888,421
+ 2.42% Increase Available	<u>1,497,700</u>
School Base for FY2012	\$63,386,121
Less School IT Budget transferred to Town	<u>758,088</u>
	\$62,628,033
Additional amount available due to reductions in budgets for unemployment and Vocational School Assessment applied 100% to the School Budget Deficit.	<u>156,544</u>
Finance Committee Recommendation (4/1/11)	\$62,784,577

ANDOVER PUBLIC SCHOOLS



36 Bartlet Street
Andover, MA 01810
(978) 623-8501
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SCHOOL COMMITTEE:

Dennis F. Forgue, Chair
Ann W. Gilbert, Secretary
David A. Bimbach
Paula Colby-Clements, Esq.
Richard J. Collins

Marinel D. McGrath, Ed.D
Superintendent of Schools
mmcgrath@aps1.net

April 2011

To the Citizens of Andover,

The Andover Public Schools, like school districts across the Commonwealth and throughout the nation, are facing daunting challenges. Among these are the following:

- Unfunded State and Federal mandates (No Child Left Behind, Special Education, recently passed Anti-Bullying Legislation, among others)
- Circuit Breaker (State reimbursement of out of district Special Education tuitions)
- Diminishing amounts of available local revenue for the entire community
- Annual increases in health insurance premiums
- Collective Bargaining agreements with unsustainable financial obligations
- Current and future loss of grants

Unfunded Mandates – Special Education costs now exceed \$21 million annually or approximately a third of the School's appropriated budget. Out-of District tuitions and transportation costs exceed \$8.5 million with state reimbursement of only \$1.3 million or 15.3%. These services are essential to ensuring that every child has the opportunity to succeed. It is not the services we provide, but the forced reliance on local funding that creates the challenge.

Circuit Breaker – Out of district special education tuitions average approximately \$77,000 per student and range from \$32,000 to over \$300,000. Andover is responsible for the first \$38,000 of the tuition; beyond that the State provides a proportion of reimbursement. Statute calls for a rate of 75% depending upon available funds. During the past two years the State reduced its funding to 40%, a reduction of \$1.3 million to Andover. The ARRA (Federal Stimulus) funds covered \$700,000 of that reduction. In FY12, the ARRA funds have expired leaving Andover to fund its share plus the reduction in state reimbursement.

Diminishing local revenue – The recession has resulted in a diminishing amount of new annual revenue growth. In the past, new commercial and residential development provided annual revenue increases ranging from 2% to 2.5% or more. During the past two years, this figure has shrunk significantly, creating additional pressures on both town and school operating budgets.

Health Care Premiums – Andover has made significant strides in reducing the cost of healthcare premium increases relative to other communities. Still, next year's premiums are projected to increase approximately 6.6% or \$800,000 town wide. This represents an enormous increase given the limits of Proposition 2.5, and puts additional pressure on both town and school operating budgets.

The mission of the Andover Public Schools, in partnership with the community, is to provide students with the knowledge, skills, and qualities required to be successful in a diverse society.

Collective Bargaining Agreements – We all want a model school district. Between the severe fiscal challenges we face and the rapidly-shifting demands of a global society, we need the ability to be more cost-effective and more nimble in the way we deliver education to our children. The School Committee, through the collective bargaining process, is working to create greater flexibility in our contract language so that our educators have more options available to them for delivering services that are creative and sustainable.

Current and future loss of grants – In FY12, the School Department must absorb the loss of \$943,000 in federal stimulus money, of which \$700,000 went to out of district SPED tuitions. At the end of next year, approximately \$875,000 more in State and Federal grants will expire. These grants are used to pay salaries and deliver programs currently in place today. The loss of these revenues creates a significant challenge for us now, and will place additional pressures on the School budget for FY13.

Let's get to the good news. With Dr. Marinel McGrath taking over as Superintendent on July 1st and Peter DeRoeve joining us as Interim Business Manager, we have seen marked changes in our budget process, transparency and accountability. We have a better understanding of our costs, and have set our sights on delivering services in a more cost-effective manner, while continuing to move forward educationally in every way possible. The challenge that the School Committee is embracing is to find ways to both innovate and control cost. To that end, information is being openly shared with the Finance Committee and Board of Selectman to both inform and help them understand the challenges faced by the School District.

At its March 30th meeting the Board of Selectman chose not to take a position on the School budget, sending a strong signal to the community that the budgeting and decision-making process is still in progress, and that we all must continue to work together to resolve the current deficit. The School Committee appreciates this support and cooperation.

As this letter is being written, the School Committee is seriously weighing the impact of a number of proposed budget reductions, including the reduction of eight special education teachers at Andover High School and guidance counselors at all three middle schools. At the same time, we are trying to assess what level of state funding will likely be available for Special Education Circuit Breaker reimbursement. The School Committee does not take any of these decisions lightly, and has therefore chosen to continue its process of careful consideration rather than vote on a final budget prematurely. We will continue to update the community as decisions are made.

Challenges create opportunity, and we commend our Superintendent and Leadership Team for seeking, at every turn, to find new ways of meeting our students' needs. What is most important, to all of us, is putting our children first. We are very fortunate to have talented, dedicated teachers and staff, a strong Leadership Team, and an evolving willingness to look at new ways of delivering education. As long as we are all rowing in a similar direction and continue to place the students first, Andover's school system has a bright and exciting future.

We will keep the community aware of efforts during the next month to resolve the current deficit. Prior to Town Meeting, the School Committee will vote a School Department budget for FY12 and make that information and supporting details available. We appreciate the support of the community, the Board of Selectman, and the Finance Committee as we navigate these very difficult waters.

Respectfully submitted,

Dennis Forgue

Dennis Forgue, Chair
Andover School Committee

The mission of the Andover Public Schools, in partnership with the community, is to provide students with the knowledge, skills, and quality required to be successful in a diverse society.

DEPARTMENT BUDGET HIGHLIGHTS & DETAIL

SEWER ENTERPRISE				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
Personal Services	382,104	483,154	489,435	416,740
Other Expenses	1,793,650	1,995,244	2,148,500	2,122,500
Total	2,175,754	2,478,398	2,637,935	2,539,240
Number of Employees	6.1	6.9	6.6	6.6
Offset Revenues				360,000

- .3 GIS position moved to IT budget along with sewer revenues to offset the cost.
- Sewer operations, indirect costs and debt service are funded entirely with sewer revenues.
- A 4% sewer rate increase is planned for FY2012.

WATER ENTERPRISE				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
Personal Services	1,661,146	1,700,053	1,683,592	1,591,548
Other Expenses	1,785,070	2,176,400	2,183,400	2,183,400
Total	3,446,216	3,876,453	3,866,992	3,774,948
Number of Employees	22.5	21.3	21.3	21.0
Offset Revenues				

- .3 GIS position moved to IT budget along with water revenues to offset the cost.
- Vacant positions of Water Resources Coordinator and Environmental Analyst were combined into a single position - Environmental Compliance Coordinator - in FY2011.
- A Water Meter Reader position was eliminated as a result of the meter replacement program, and two new positions were added: an Equipment Operator and a Junior Water Treatment Plant Operator.
- Water operations, indirect costs and debt service are funded entirely with water revenues.
- No water rate increase is planned for FY2012.

**FY2011
BUDGET**

**FY2012
BUDGET**

SEWER BUDGET and RATE PROJECTION

SEWER COSTS		
SEWER DIRECT COSTS		
Personal services	437,503	416,740
Ordinary Maint.	358,500	332,500
Capital Articles	0	35,000
Sewer Assessment	<u>1,743,455</u>	<u>1,790,000</u>
TOTAL DIRECT COSTS	2,539,458	2,574,240
INDIRECT COSTS		
Vehicle Maint.	35,020	23,266
DPW Admin.	48,509	34,836
Gen Admin. and Fin.	99,806	65,568
Information Technology	0	27,044
Maint. Admin	7,561	9,806
Motor Vehicle Ins.	4,181	18,614
Comprehensive Ins.	6,846	18,614
Workmen's Comp.	14,199	24,435
Retirement	83,279	64,820
Health Ins.	74,240	112,393
OPEB liability	100,620	0
Engineering	55,299	51,558
TOTAL INDIRECT COSTS	529,557	450,954
DEBT SERVICE		
Existing Debt	2,804,575	2,768,318
BAN Interest	<u>80,000</u>	<u>30,000</u>
TOTAL DEBT SERVICE	2,884,575	2,798,318
TOTAL COSTS	<u>5,953,590</u>	<u>5,823,512</u>
SEWER REVENUES		
SEWER USE RATES		
Sewer User Rates (Net from prior year)	3,549,761	3,656,254
Sewer use increase (assumes 1% growth/year)	106,493	36,563
Sewer Rate Change	<u>100.0%</u>	<u>104.0%</u>
PROJECTED SEWER USE COLLECTION	3,656,254	3,840,529
OTHER REVENUES		
Sewer liens	64,000	64,000
Committed interest	623,000	583,000
Interest income	5,000	5,000
Existing Sewer betterments	872,000	851,000
Misc Revenue	100,000	100,000
State rate relief grants	0	0
OTHER REVENUES	1,664,000	1,603,000
Transfer from Reserves	<u>100,620</u>	<u>395,000</u>
GRAND TOTAL REVENUES	5,420,874	5,838,529
SURPLUS/(DEFICIT)	-532,716	15,017
% self sufficient	91%	100%
New rate	3.09	3.21
Old rate	<u>3.09</u>	<u>3.09</u>
Rate increase	0.00	0.12
Reserve Fund Goal = 20% Sewer Fund	1,190,718	1,164,702
Starting Balance- Reserve Fund	2,768,684	2,135,348
Inc/ Dec in Reserve Fund	-633,336	-379,983
Ending Balance- Reserve Fund	2,135,348	1,755,365

**FY2011
BUDGET**

**FY2012
BUDGET**

WATER BUDGET and RATE PROJECTION

WATER COSTS:		
WATER Direct Costs:		
Personal services	1,700,053	1,591,548
Ordinary Maint.	2,176,400	2,288,400
Capital Articles	<u>0</u>	<u>35,000</u>
TOTAL DIRECT COSTS	3,876,453	3,914,948
INDIRECT COSTS		
Vehicle Maint.	50,000	17,979
DPW Admin.	91,532	104,002
Gen Admin. and Fin.	245,583	195,753
Information Technology	0	27,044
Maint. Admin	19,727	24,515
Motor Vehicle Ins.	12,099	5,435
Comprehensive Ins.	138,126	68,110
Workmen's Comp.	35,839	24,435
Retirement	288,024	229,817
Health Ins.	263,856	303,734
OPEB liability	0	100,000
Engineering	<u>44,587</u>	<u>84,120</u>
TOTAL INDIRECT COSTS	1,189,373	1,184,943
DEBT SERVICE		
Existing Debt	1,299,323	1,165,710
BANS	30,000	30,000
TOTAL DEBT SERVICE	1,329,323	1,195,710
GRAND TOTAL COSTS	<u>6,395,149</u>	<u>6,295,601</u>
WATER REVENUES		
WATER USE		
Water user rates (NET from prior year)	6,204,000	6,600,000
Water Use increase (assumes 1% growth/year)	62,040	66,000
Water Rate Change	<u>100.0%</u>	<u>100.0%</u>
PROJECTED WATER USE COLLECTION	6,266,040	6,666,000
OTHER REVENUES		
Service line fee	51,000	51,000
Water testing fee	15,000	15,000
Final reads	14,000	14,000
Water liens	87,000	87,000
Water connection	13,000	13,000
Backflow/Cross connection fee	24,000	24,000
Meter Installations	10,000	10,000
Fire flow test	6,000	6,000
Interest income	7,000	<u>7,000</u>
OTHER REVENUES	229,000	229,000
TRANSFER FROM RESERVES	<u>0</u>	<u>0</u>
GRAND TOTAL REVENUES	6,495,040	6,895,000
SURPLUS/(DEFICIT)		
	99,891	599,399
% Self sufficient	102%	110%
New rate	2.92	2.92
Old rate	<u>2.92</u>	<u>2.92</u>
Rate increase	0.00	0.00
Reserve Fund Goal = 20% Water Fund	1,279,030	1,259,120
Starting Balance- Reserve Fund	352,776	452,667
Inc/ Dec in Reserve Fund	<u>99,891</u>	<u>599,399</u>
Ending Balance- Reserve Fund	<u>452,667</u>	<u>1,052,066</u>

DEPARTMENT BUDGET HIGHLIGHTS & DETAIL

FIXED EXPENSES				
	ACTUAL FY2010	BUDGET FY2011	DEPT REQUEST FY2012	FINANCE COMMITTEE FY2012
GR. LAW. TECH ASSESSMENT	494,915	484,924	497,047	444,503
DEBT SERVICE	13,107,947	12,002,493	12,002,493	12,112,692
INSURANCE EXPENSE	485,701	640,500	661,613	661,613
UNEMPLOYMENT FUND	150,000	204,000	204,000	100,000
RETIREMENT FUND	4,635,498	4,712,555	5,085,067	5,085,067
HEALTH INSURANCE FUND	12,618,000	13,362,241	14,900,000	14,355,000
Offset Revenues				
TOTAL FIXED	31,492,061	31,406,713	33,350,220	32,758,875

Greater Lawrence Technical School Assessment

Andover's share of the cost of the Greater Lawrence Vocational Technical School.

Debt Service:

This is the appropriation for the annual principal and interest costs associated with various capital construction projects financed by borrowing. A detailed debt schedule can be found in the Annual Report. Principal and interest costs for the new Bancroft Elementary School approved with a Debt Exclusion are not included because it is expected that the first payments will not be due until FY2013.

Unemployment Fund:

The Town reimburses the state for actual unemployment claims paid to ex-employees of the Town. The requested FY2011 increase was based on FY2010 claims. Based on Town and School staffing plans for FY2012, an appropriation of \$100,000 to the Unemployment Fund should be adequate to cover anticipated claims.

Retirement Fund:

The Town's Contributory Retirement System uses an actuarially based funding schedule to determine pension appropriations. The funding schedule must be adopted by the Andover Contributory Retirement Board and approved by PERAC, a state agency.

Health Insurance Fund:

Costs continue to escalate due to increases in the number of subscribers, the increased costs of medical services and prescription drugs and the impact of State and Federal mandates. Andover's renewal rate increase of 6.6% compares very favorably with rate increases being experienced by other Massachusetts communities.

FY2011 CAPITAL PROJECTS FUND APPROPRIATION

ARTICLE 5. To see if the Town will vote to raise by taxation and appropriate the sum of \$1,963,000 for the purpose of funding the Fiscal Year 2012 appropriation for the Capital Projects Fund, or take any other action related thereto.

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Historically, the Capital Projects Fund was voted as part of the Plant and Facilities departmental budget. While it is still considered to be part of the FY2012 operating budget, the Capital Projects Fund is now voted in a separate warrant article. The Town’s auditors have recommended this approach so that any balance in the fund at the end of a fiscal year can be carried forward to finish projects not completed by year-end. The use of a separate warrant article will also make it easier to track projects and spending. The appropriation is from taxation. During the course of the year, these projects may change as a result of costs and priorities.

## FY2011 CAPITAL PROJECTS FUND RECOMMENDED BY TOWN MANAGER

| <u>Project Item</u>                   | <u>Amount</u>      |
|---------------------------------------|--------------------|
| Rec Park Softball Fencing             | \$10,000           |
| Town Technnology                      | \$75,000           |
| Self Check Technology                 | \$51,000           |
| Minor Sidewalk Repairs                | \$75,000           |
| Police Vehicle Replacement            | \$125,000          |
| Fire-Rescue Vehicle Replacement       | \$70,000           |
| Town Projects – Buildings             | \$150,000          |
| Town Projects – Mechanical Electrical | \$40,600           |
| Town Vehicles                         | \$129,000          |
| School Projects - Buildings           | \$240,400          |
| School Textbooks                      | \$120,000          |
| School Technology                     | <u>\$160,400</u>   |
| <b>Total Capital Projects Fund</b>    | <b>\$1,246,000</b> |

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The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

The SCHOOL COMMITTEE will make its recommendation at Town Meeting.

On request of the Town Manager

BUDGET TRANSFERS

ARTICLE 6. To see if the Town will vote to transfer from amounts previously appropriated at the 2010 Annual Town Meeting as authorized by MGL Chapter 44, Section 33B, or take any other action related thereto.

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This article authorizes the transfer of funds appropriated by the 2010 Town Meetings from certain departmental budgets with projected surpluses to other departments to cover costs not anticipated in preparation of the FY2011 Budget. A specific list of transfers will be presented to Town Meeting.

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The BOARD OF SELECTMEN will make its recommendation at Town Meeting. YES__

The FINANCE COMMITTEE will make its recommendation at Town Meeting. NO__

On request of the Town Manager as recommended by the Finance Director

SUPPLEMENTAL BUDGET APPROPRIATIONS

ARTICLE 7. To see if the Town will vote to transfer from available funds a sum of money to supplement appropriations voted at the April 2010 Annual Town Meeting, or take any other action related thereto.

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A specific list of supplemental appropriations will be presented to Town Meeting.

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The BOARD OF SELECTMEN will make its recommendation at Town Meeting. YES__

The FINANCE COMMITTEE will make its recommendation at Town Meeting. NO__

On request of the Town Manager as recommended by the Finance Director

FREE CASH

Free Cash is the term used for a community's funds that are available for appropriations. Free cash is generated when actual revenue collections are in excess of estimates, when expenditures are less than appropriations, or both. Free Cash must be certified by the Director of the Bureau of Accounts as of July 1 of each fiscal year upon submission of a community's balance sheet and cannot be appropriated until certified. Once Free Cash is certified, it is available for appropriation at the Annual or any Special Town Meeting. Free Cash may be used for any lawful municipal purpose and provides communities with the flexibility to fund additional appropriations after the tax rate has been set. Free cash balances do not necessarily carry over to the next July 1; the Director's certification expires on June 30 at the end of the fiscal year. Factors that affect Free Cash are: actual revenues and expenditures versus amounts budgeted as stated above; the amount of collections of property taxes (the less you collect, the less Free Cash you have); the amount spent in the previous year and deficits in the general fund and/or other funds.

The Free Cash balance is an important indicator of whether a town is living within its means. **A declining balance means that the Town is spending more on an annual basis than it is collecting in revenues.** Andover's policy is to maintain the combined balance of Free Cash and Stabilization Fund at 3% - 7% of General Fund revenues. Free Cash provides a reserve which can be tapped in case of emergency and provides enough cash in the bank to meet payrolls and pay the bills without having to borrow in anticipation of taxes. The 3% - 7% goal is a widely accepted measure of good financial standing and a factor in Andover's bond rating.

The Finance Committee bases its recommendations about the use of Free Cash on actual revenue collections and expenditure levels for the current fiscal year - whether projected surpluses could be counted on to replenish Free Cash to the desired level. The unexpected reduction in the Free Cash balance from the amount remaining after the 2004 Town Meeting to the amount certified as available for spending in 2005 was due to a timing issue in the reporting of an expenditure in FY2004 with the associated revenue not being recorded until FY2005. The amount shown as "spent" by Town Meeting in 2007 includes the transfer of \$2,000,000 to the Stabilization Fund.

FREE CASH HISTORY

<u>Year</u>	<u>Certified Free Cash Going Into Annual Town Meeting</u>	<u>Free Cash % of Budget</u>	<u>Amount Spent By Town Meeting</u>	<u>Amount Remaining After Town Meeting</u>
2000	3,652,583	4.3%	2,810,319	842,264
2001	3,829,165	4.2%	2,848,953	980,212
2002	3,767,004	4.0%	2,923,476	843,528
2003	3,340,240	3.5%	2,855,082	485,158
2004	4,413,574	4.5%	1,316,648	3,096,926
2005	2,188,732	2.1%	1,305,000	883,732
2006	3,013,073	2.5%	2,287,000	726,073
2007	5,432,796	4.4%	3,532,368	1,900,428
2008	2,333,996	1.9%	1,495,000	838,996
2009	2,221,828	1.8%	334,000	1,887,828
2010	1,602,874	1.3%	1,123,500	479,374
2011	1,609,894	1.2%		

FREE CASH

ARTICLE 8. To see what amount the Town will vote to permit the Assessors to use in free cash to reduce the Fiscal Year 2012 tax rate and to affect appropriations voted at the 2011 Annual Town Meeting, or take any other action related thereto.

The BOARD OF SELECTMEN recommends that no Free Cash be used for the FY2012 budget. YES ___

The FINANCE COMMITTEE recommends that no Free Cash be used for the FY2012 budget. NO ___

On request of the Town Manager as recommended by the Finance Director

UNEXPENDED APPROPRIATIONS

ARTICLE 9. To see what disposition shall be made of unexpended appropriations and free cash in the treasury, or take any other action related thereto.

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Unexpended balances in Special Article accounts are carried forward from year to year as contrasted with the budget account balances that are usually lapsed at the end of the fiscal year into Free Cash. When the purpose for which a Special Article appropriation was made has been accomplished, the balance remains in the account until it is either re-appropriated or lapsed into surplus revenue. In either case, a specific vote of the Town Meeting is required. The motion will list specific transfers.

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The BOARD OF SELECTMEN will make its recommendation at Town Meeting. YES ___

The FINANCE COMMITTEE will make its recommendation at Town Meeting. NO ___

On request of the Town Manager as recommended by the Finance Director

GENERAL HOUSEKEEPING ARTICLES

ARTICLE 10. To see if the Town will vote the following consent articles, or take any other action related thereto:

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These articles are general housekeeping articles that Town Meeting is asked to approve every year by law and are routinely voted without discussion. If Town Meeting approves these in a group vote, it will cut down on the number of votes required at Town Meeting. The Town Moderator will ask the Town Meeting voters if anyone would like to hold on a specific article and, if so, that article will be held out for discussion and a separate vote will be taken. Otherwise, there will be a single vote for 10A – 10G. There will be a separate motion for 10H because it requires a 2/3 vote.

~~~~~

GRANT PROGRAM AUTHORIZATION

10A. To see if the Town will vote to authorize the Board of Selectmen and/or the Town Manager to apply for, accept and enter into contracts from time to time for the expenditure of any funds allotted to Andover by the Commonwealth of Massachusetts or the U. S. Government under any State or Federal grant program, or take any other action related thereto.

~~~~~

This article authorizes Town Officials to apply for and to accept Federal or State grants requiring Town Meeting approval that might become available during the coming fiscal year. Without Town Meeting authorization, these grants could be lost or jeopardized due to the delay resulting from either having to call a special Town Meeting or wait for the next Annual Town Meeting for approval.

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The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

ROAD CONTRACTS

10B. To see if the Town will vote to authorize the Town Manager to enter into a contract with the Massachusetts Highway Department Commissioners or the Federal Government for the construction and maintenance of public highways in the Town of Andover for the ensuing year, or take any other action related thereto.

The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

On request of the Town Manager

TOWN REPORT

10C. To act upon the report of the Town officers or take any other action related thereto.

~~~~~

This article refers to the Annual Town Report prepared by the Town Manager. As the result of a bylaw passed by the 1984 Annual Town Meeting, a summary of the 2010 Annual Report has been included at the end of the Finance Committee Report.

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The BOARD OF SELECTMEN recommends approval. **YES**__

On request of the Town Manager

PROPERTY TAX EXEMPTIONS

10D. To see if the Town will vote to accept the provisions of Section 4, Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 to allow an additional property tax exemption for Fiscal Year 2012 for those persons who qualify for property tax exemptions under Massachusetts General Laws Chapter 59, Section 5, or take any other action related thereto.

~~~~~

Annually, Town Meeting has voted to adopt a state law providing for property tax exemptions for older citizens, surviving spouses, minor children of deceased parents, or the blind who meet specific income eligibility and/or medical requirements. This article would allow these exemptions to be increased, under certain conditions, to provide some protection from large increases in property taxes.

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The BOARD OF SELECTMEN recommends approval. **YES**__

The FINANCE COMMITTEE recommends approval. **NO**__

On request of the Board of Assessors

CONTRACTS IN EXCESS OF THREE YEARS

10E. To see if the Town will vote in accordance with the provisions of Massachusetts General Laws Chapter 30B, Section 12(b), to authorize the Town Manager or the Superintendent of Schools to solicit and award contracts for terms exceeding three years but no greater than five years, including any renewal, extension or option, provided in each instance the longer term is determined to be in the best interest of the Town by a vote of the Board of Selectmen or the School Committee, as appropriate, or take any other action related thereto.

~~~~~

Contracts for goods and services, which are entered into under the provisions of G.L. Ch.30B (The Uniform Procurement Act) cannot exceed three years unless authorized by Town Meeting. If an opportunity arises for a longer-term contract which is in the best interest of the Town, the opportunity may be lost if the Town has to wait until the next Town Meeting for approval of the contract. This article would authorize such contracts upon approval of the appropriate elected body.

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The BOARD OF SELECTMEN recommends approval. YES ___

The FINANCE COMMITTEE recommends approval. NO ___

On request of the Town Manager

ACCEPTING EASEMENTS

10F. To see if the Town will vote to authorize the Board of Selectmen and the School Committee to accept grants of easements for streets, water, drainage, sewer and utility purposes or any public purpose on terms and conditions the Board and the Committee deem in the best interests of the Town, or take any other action related thereto.

BOARD OF SELECTMEN recommends approval. YES ___

The FINANCE COMMITTEE recommends approval. NO ___

On request of the Town Manager

RESCINDING BOND AUTHORIZATIONS

10G. To see if the Town will vote to rescind unissued bond authorizations from prior Town Meetings, or take any other action related thereto.

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Sometimes, when financing plans are completed, it becomes evident that the Town has authorized more borrowing than will be needed for a project, and the authorization to borrow the additional funds can be rescinded. Borrowed balances can only be used for similar purposes with Town Meeting approval. **The following bond authorizations will be closed out: Article 34, 2005 Water Treatment Plant Improvements in the amount of \$548.00 and Article 48, 2002 Main Street Improvements in the amount of \$500.00**

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Requires a 2/3 vote

BOARD OF SELECTMEN recommends approval. YES ___

The FINANCE COMMITTEE recommends approval. NO ___

On request of the Finance Director

GRANTING EASEMENTS

ARTICLE 11. To see if the Town will vote to authorize the Board of Selectmen and the School Committee to grant easements for water, drainage, sewer and utility purposes or any public purpose on terms and conditions the Board and the Committee deem in the best interests of the Town, or take any other action related thereto.

Requires a 2/3 vote

The BOARD OF SELECTMEN recommends approval. YES ___
The FINANCE COMMITTEE recommends approval. NO ___

On request of the Town Manager

UNPAID BILLS

ARTICLE 12. To see if the Town will vote to transfer from available funds a sum of money to pay unpaid bills for which obligation was incurred in prior fiscal years, or take any other action related thereto.

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In order for a bill to be paid in the normal course of events, it must be submitted during the fiscal year in which the Town obligation was incurred or shortly thereafter. If this procedure is not followed by a vendor, the bill must be presented to a Town Meeting for its approval before payment. A four-fifth's majority vote is required for the bill to be paid.

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Requires a 4/5 vote

The BOARD OF SELECTMEN will make its recommendation at Town Meeting. YES ___
The FINANCE COMMITTEE will make its recommendation at Town Meeting. NO ___

On request of the Town Accountant

CHAPTER 90 AUTHORIZATIONS

ARTICLE 13. To see if the Town will vote to authorize the Town to acquire any necessary easements by gift, by purchase or by right of eminent domain for Chapter 90 Highway Construction or any other federal or state aid program for road or sidewalk improvements, or take any other action related thereto.

Requires a 2/3 vote

The BOARD OF SELECTMEN recommends approval. YES ___
The FINANCE COMMITTEE recommends approval. NO ___

On request of the Town Manager

REVOLVING ACCOUNTS

ARTICLE 14. To see if the Town will vote to authorize the following revolving funds for certain Town departments under Massachusetts General Laws, Chapter 44, Section 53E1/2 for the fiscal year beginning July 1, 2011, or take any other action related thereto:

Revolving Fund	Authorized to Spend	Use of Fund	Revenue Source	FY-2012 Expenditure Limit
A. Community Development & Planning Department	Division Heads	Advertising legal hearing notice expenses for permit applications	Applicant Fees	\$30,000
B. Memorial Hall Library-Lost/Damaged Materials	MHL Director	Replacement of lost/damaged library materials	Restitution payments/charges to borrower or patron	\$20,000
C. Health Clinic	Public Health Director	Clinic supplies and other expenses	Clinic participant fees	\$40,000
D. Division of Community Services	Community Services Director	Trips, ticket sales and special programs and activities	Participant fees	\$625,000
E. Division of Youth Services	Youth Services Director	All programs and activities expenses	Participant fees	\$400,000
F. Field Maintenance	Plant and Facilities Director	Field maintenance, upgrade and related expenses	Field rental fees	\$100,000
G. Division of Elder Services	Elder Services Director	Senior programs, classes and activities	Participant fees	\$200,000
H. Public Safety	Chief of Police	Maintenance and purchase of public safety radio and antennae equipment	Lease agreements for antenna users	\$50,000
I. Memorial Hall Library Audio/Visual	MHL Director	Purchase of audio/visual materials	Rental of audio/visual materials	\$40,000
J. School Photocopy Fees	School Dept.	Photocopy Center Costs	External Private Groups	\$20,000
K. Compost Program	Plant & Facilities Director	Offset Compost Monitoring and Cleanup Expenses	Permit fees, revenues from sale of compost	\$60,000
L. Solid Waste	DPW Director	Offset Trash & Recycling Costs	CRT, HHW & Trash fees	\$40,000
M. Stormwater Management	Planning Director	Consulting and Environmental Monitoring of Stormwater Management Applications and Permits	Applicant	\$30,000
N. Fire Rescue	Fire Chief	Training and Equipment	Service Fees	\$200,000

Town of Andover
Revolving Accounts
(M.G.L. CH. 44, § 53 E1/2)
As of 12/31/2010

	CD & P Legal Notices	CD & P Health Services Clinics	DCS Special Services	Youth Services	P & F Field Maintenance	Elder Services	Police Antenna Uses	Library Audio/ Visual	Library Lost/Damaged Materials	P & F Compost Program	School Photocopy Fees	DPW Solid Waste Fees	CD & P Stormwater Management	Fire Emergency Billing
	Acct 5550	Acct 5557	Acct 5552	Acct 5553	Acct 5622	Acct 5554	Acct 5653	Acct 5561	Acct 5631	Acct 5666	Acct 4510	Acct 5667	Acct 5668	Acct 5669
Balance														
6/30/2009	86,244	17,655	309,737	66,961	44,844	119,076	17,670	25,328	7,918	9,000	10,649	11,424	0	0
FY 2010 Receipts	138,008	29,502	500,616	246,929	66,171	143,612	11,965	27,702	6,569	21,453	4,176	11,496	10,980	0
FY 2010 Expenditures	133,614	22,606	442,471	285,257	80,390	98,867	3,984	38,977	3,974	899	14,000	0	0	0
Balance														
thru 6/30/2010	90,638	24,551	367,882	28,633	30,625	163,821	25,651	14,053	10,513	29,554	825	22,920	10,980	10,980
Receipts														
thru 12/31/2010	27,480	16,187	152,856	115,559	41,231	59,433	1,230	9,084	4,601	10,032	2,766	1,531	0	10,362
Expenditures														
thru 12/31/2010	31,110	14,310	288,928	111,466	12,325	59,763	0	8,864	628	4,000	0	0	0	0
Balance														
thru 12/31/2010	87,007	26,428	231,810	32,726	59,531	163,490	26,881	14,273	14,486	35,586	3,591	24,451	10,980	21,343

Spending Authorization Art. 14 - TM 2010	Y-T-D % Spent
\$140,000	22.22%
\$40,000	35.77%
\$605,000	47.76%
\$400,000	27.87%
\$100,000	12.32%
\$200,000	29.88%
\$50,000	0.00%
\$40,000	22.16%
\$20,000	3.14%
\$60,000	6.67%
\$20,000	0.00%
\$40,000	0.00%
\$30,000	0.00%
\$200,000	0.00%
\$200,000	0.00%
\$40,000	0.00%
\$30,000	0.00%
\$200,000	0.00%

~~~~~  
The Town Moderator will ask Town Meeting voters if anyone would like to hold on a specific revolving fund and, if so, that fund will be held out for discussion, and a separate vote will be taken. A revolving account allows fees and donations to be used for related expenses without a specific appropriation by Town Meeting. For example, activity fees collected from participants in Community Services programs are used for tickets, related trip expenses and other program costs. State law requires that Town Meeting vote annually on this type of revolving account setting a dollar limit and specifying who is authorized to make expenditures. In any fiscal year the limit on the amount that may be spent can be increased with the approval of both the Board of Selectmen and Finance Committee. The expenditure limits for Community Services has been increased to allow the expansion of programs funded with user fees and reduce the reliance on taxation.  
~~~~~

The BOARD OF SELECTMEN recommends approval. YES ___

The FINANCE COMMITTEE recommends approval. NO ___

On request of the Finance Director

TRANSFER FROM OVERLAY SURPLUS

ARTICLE 15. To see if the Town will vote to transfer a sum of money from Overlay Surplus and appropriate to various fiscal years Allowance for Abatements and Exemptions accounts, or take any other action related thereto.

~~~~~  
The overlay is an account that is established annually to fund anticipated property tax abatements, exemptions and uncollected taxes in that year. The overlay reserve is not established by the normal appropriation process, but included by the Board of Assessors when the tax rate is set. An overlay deficit occurs when the amount of overlay raised in a given year is insufficient to cover the abatements, exemptions and uncollected taxes for that year. Overlay deficits must be provided for in the next fiscal year. If the balance in the overlay account for a given year is in excess of the amount remaining to be collected or abated, then it can be transferred into an overlay surplus account. Overlay surplus may be appropriated for any lawful purpose.  
~~~~~

The BOARD OF SELECTMEN recommends approval. YES ___

The FINANCE COMMITTEE recommends approval. NO ___

The motion on Article 15 will transfer \$342,911.97 from Overlay Surplus and appropriate specific amounts to the following fiscal years Allowance for Abatements and Exemptions accounts. FY2010 \$242,911.97 and FY2011 \$100,000.00.

On request of the Finance Director

SCHOOL BUILDING MAINTENANCE AND RENOVATION

ARTICLE 16. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$925,000 for the purpose of paying costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and equipping various School buildings and roofs and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

~~~~~

Article 16 would fund a long list of repairs and improvements to School buildings and property, including major repairs to the West Middle School exterior parking areas, curbing, catch basins and pavement, exterior masonry repairs to school buildings, replacement of some aging school playground equipment to eliminate safety hazards, security system upgrades to aging equipment, replacement of 4,500 s.f. of remaining old roofing at West Elementary School, replacement of the Media Center carpet at Doherty Middle School, additional funds to replace one boiler at Sanborn School and replacement of the old gym sliding door at Doherty Middle School.

~~~~~

Requires a 2/3 vote

Financial Impact of Article 16

Approval

Town borrows \$925,000 to be repaid over 15 years.
No increase in FY2012 tax bill.
Peak year of debt service in FY2014 would require appropriation of \$94,000.
Would account for approximately \$7 of the FY2014 average residential property tax bill.

Disapproval

No change in FY2012 tax bill.
Money not needed in debt service in future years would be available within Proposition 2½ for other Town/School needs.

The BOARD OF SELECTMEN recommends approval.

YES__

The FINANCE COMMITTEE recommends approval.

NO__

On request of the Acting Plant and Facilities Director

WEST MIDDLE SCHOOL GREEN REPAIR PROGRAM

ARTICLE 17. To see if the Town will vote to appropriate, borrow or transfer from available funds, a sum of money to be expended under the direction of the Town Manager for the replacement of the roof and windows of the West Middle School building located at 70 Shawsheen Road, Andover, MA and as shown on Andover Assessor's Map 72, Lot 54. The proposed repair project would materially extend the useful life of the school and preserve an asset that otherwise is capable of supporting the required educational facility and for which the Town may be eligible for a school construction grant from the Massachusetts School Building Authority ("MSBA"). The MSBA's grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any project costs the Town incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town. Any grant that the Town may receive from the MSBA for the Project shall not exceed the lesser of (1) 39 percent (39%) of eligible, approved project costs, as determined by the MSBA, or (2) the total maximum grant amount determined by the MSBA.

~~~~~

Article 17 would fund \$1,540,407 for the replacement of approximately 68,000 s.f. of the old roofing system, which is more than 20 years old and the old gymnasium glass block and windows at West Middle School. This project has been approved for a 39% grant from the Massachusetts School Building Authority which will reimburse the Town up to \$600,759 of the total cost.

~~~~~

Requires a 2/3 vote

Financial Impact of Article 17	
<u>Approval</u>	<u>Disapproval</u>
Town borrows \$939,648 to be repaid over 15 years. No increase in FY2012 tax bill. Peak year of debt service in FY2014 would require appropriation of \$95,500. Would account for approximately \$7 of the FY2014 average residential property tax bill assuming a 39% reimbursement from the state for eligible costs.	No change in FY2012 tax bill. Money not needed in debt service in future years would be available within Proposition 2½ for other Town/School needs. Loss of State funding for this project.

The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

On request of the Acting Plant & Facilities Director

MUNICIPAL SERVICES FACILITY

ARTICLE 18. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$100,000 for the purpose of studying options for the location, development and financing of a Municipal Services Facility (Town Yard) and its associated programmatic space needs, or take any other action related thereto.

~~~~~

Article 18 would provide funding to continue the studies and engineering work to find a cost effective solution for a Municipal Service facility for Forestry, Highway, Water & Sewer, Parks & Grounds and Vehicle Maintenance divisions, the Town Fuel Depot and future space for the Plant & Facilities Department Building Maintenance operations. The Municipal Services Committee has solicited responses from property owners and needs additional funding to evaluate potential locations and gather renovation and construction cost estimates at these locations. The existing facilities at Lewis Street and other locations are inadequate and have serious structural limitations. It is expected that the motion on Article 18 will be for \$35,000 from Free Cash with the balance being taken from unspent funds in an old warrant article.

~~~~~

Requires a 2/3 vote

Financial Impact of Article 18	
<u>Approval</u> Reduces Free Cash balance by \$35,000. No FY2012 tax bill impact.	<u>Disapproval</u> \$35,000 available for spending by a future Town Meeting.

The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

The PLANNING BOARD recommends approval.

On request of the Town Yard Task Force

CONSERVATION LAND ACQUISITION FUND

ARTICLE 19. To see if the Town will vote to appropriate the sum of \$200,000 for the acquisition of 2.38 acres of land (23 Willard Circle, 0.90 acres – Map 123, Parcel 31 and 25 Willard Circle, 1.48 acres – Map 123, Parcel 30) for conservation purposes under the provisions of Chapter 40, Section 8C of the Massachusetts General Laws, to authorize the Board of Selectmen and Conservation Commission to acquire this land by gift, purchase or eminent domain, and that to raise this appropriation, the Treasurer, with the approval of the Board of Selectmen, is authorized to borrow said sum under and pursuant to Chapter 44, Section 7(3) of the General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefore, or to take any other action related thereto.

~~~~~

The Andover Conservation Commission seeks funding for the purchase of two parcels known as the Davis Parcels located near Foster's Pond. The two lots combined are roughly 2.38 acres in size. In addition, the property extends into Wilmington another 1.86 acres. The purchase of these lots under consideration would improve public access and protection of the pond and its surrounding woodlands - natural gems of Andover. This acquisition would offer all residents safe full access to the 120-acre Foster's Pond and the associated network of trails on the 47-acre Fosters Pond Reservation (managed by the Conservation Commission), the 170-acre Goldsmith Woodland (managed by AVIS) including the new 7.8 acre Fosters Pond Corporation easement and the recent 5-acre Andover Conservation acquisition. Together, these protected parcels stretch along the entire southeast side of Foster's Pond from Willard Circle to South Main Street. The purchase of these lots would complete protection of this outstanding public resource for outdoor recreation including canoeing, kayaking, fishing, hiking, dog-walking, bird-watching, picnicking, cross-country skiing, and camping and will ensure protection of the area's valuable wildlife habitat and local water supplies.

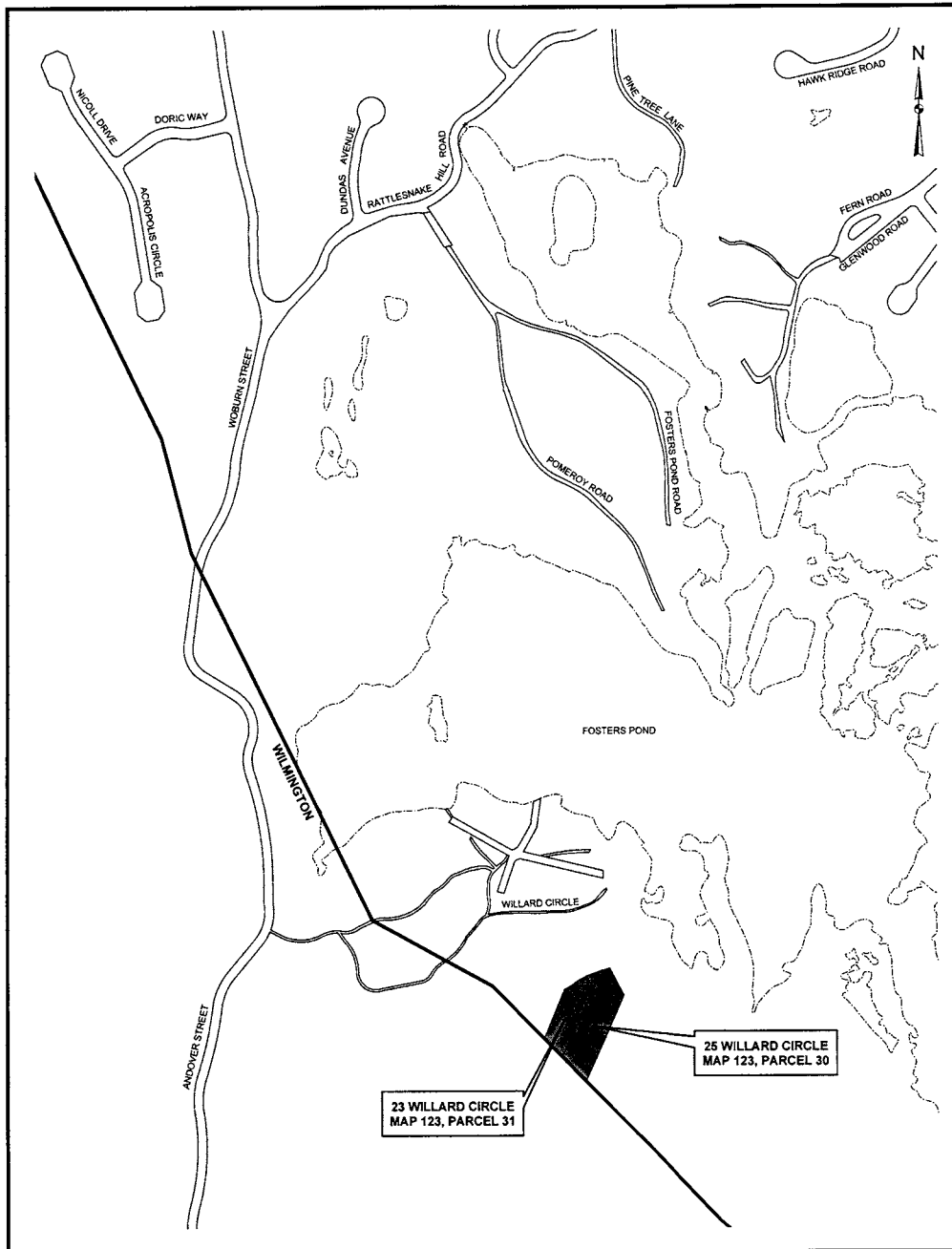
~~~~~

Requires a 2/3 vote

Financial Impact of Article 19	
<u>Approval</u>	<u>Disapproval</u>
Town borrows \$200,000 to be repaid over 20 years.	No change in FY2012 tax bill.
No increase in FY2012 tax bill.	Money not needed in debt service in future years
Peak year of debt service in FY2014 would require appropriation of \$18,000.	would be available within Proposition 2 ½ for other
Would account for approximately \$1 of the FY2014.	Town/School needs.

(Article 19 Map Next Page)

ARTICLE 19



The BOARD OF SELECTMEN will make its recommendation at Town Meeting. YES ___

The FINANCE COMMITTEE will make its recommendation at Town Meeting. NO ___

The PLANNING BOARD recommends approval.

The CONSERVATION COMMISSION recommends approval.

On request of the Conservation Commission

**GRANT APPLICATION FOR FOSTERS POND
CONSERVATION LAND**

ARTICLE 20. To see if the Town will vote to authorize the Treasurer to expend up to \$200,000 from the amount appropriated by vote upon Article 19 of the 2011 Annual Town Meeting to acquire the land near Fosters Pond as shown on Assessors' Map 123, Parcels 23 and 25, known as 23 and 25 Willard Circle, for conservation and open space purposes under the care, custody and control of the Andover Conservation Commission under the provisions of Chapter 40, Section 8C of the Massachusetts General Laws, and that the Town Manager be authorized to file on behalf of the Town of Andover any and all applications deemed necessary under the Self-Help Act (Massachusetts General Laws Chapter 132A, Section 11) or any other applications for funds in any way connected with the scope of this acquisition; and that the Town Manager, Board of Selectmen and Conservation Commission be authorized to enter into all agreements and execute any and all instruments, including permanent deed or conservation restrictions, in accordance with Massachusetts General Laws Chapter 184, on terms and conditions they deem to be in the best interest of the Town and as may be necessary on behalf of the Town of Andover to affect said purchase, or to take any other action related thereto.

~ ~ ~ ~ ~

The Town has an opportunity to apply for a reimbursement grant for this purchase. This LAND - Local Acquisitions for Natural Diversity Grant is awarded by the Executive Office of Energy and Environmental Affairs (EEA) and provides grant assistance to town conservation commissions for the acquisition of open space for conservation and passive recreation purposes (formerly the Self-Help Program). Lands acquired may include wildlife, habitat, trails, unique natural, historic or cultural resources, water resources, forest, and farm land. Compatible passive outdoor recreational uses such as hiking, fishing, hunting, cross-country skiing, bird observation and the like are encouraged. Access by the general public is required. Municipalities must have a current open space and recreation plan to apply, a Municipal vote is also required to seek funding under M.G.L. c. 132A, s. 11. In 2010, the Commission was awarded \$269,000 to go forward with the recent purchase of the Deloury property; it is the Commission's intent to pursue grant support for the Davis parcels as well.

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The BOARD OF SELECTMEN will make its recommendation at Town Meeting. YES ___

The FINANCE COMMITTEE will make its recommendation at Town Meeting. NO ___

The PLANNING BOARD recommends approval.

The CONSERVATION COMMISSION recommends approval.

On request of the Conservation Commission

RENEWABLE ENERGY FACILITIES – FEASIBILITY STUDY FOR MUNICIPAL LAND

ARTICLE 21. To see if the Town will vote to raise by taxation, borrowing or transfer from available funds and appropriate the sum of \$25,000 to conduct studies to determine the feasibility of locating solar energy or other renewable energy facilities on municipally owned properties, or take any other action related thereto.

~~~~~

The Andover Green Advisory Board, Planning Director and Acting Plant & Facilities Director have submitted this article to conduct studies to determine the feasibility of locating renewable energy facilities on municipally owned properties. Said studies will identify suitable parcels, and evaluate site constraints and limitations, while helping develop a business plan that will outline projected new revenue. The findings from these studies will help set the table for a subsequent Town Meeting where the Town may seek to advance renewable energy facilities on municipal land.

~~~~~

Financial Impact of Article 21	
<u>Approval</u> Reduces Free Cash balance by \$25,000. No FY2012 tax bill impact.	<u>Disapproval</u> \$25,000 available for spending by a future Town Meeting.

The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

The PLANNING BOARD recommends approval.

On the request of the Andover Green Advisory Board,
Acting Plant & Facilities Director and the Planning Director

LONG-TERM RENEWABLE ELECTRICITY CONTRACTS

ARTICLE 22. To see if the Town will vote to authorize the Town Manager to solicit and award contracts for purchasing electricity generated by solar energy facilities or other renewable resources, in accordance with the provisions of applicable Massachusetts General Laws, for terms exceeding three years but no greater than twenty years, including any renewal, extension or option, provided in each instance the longer term is determined to be in the best interest of the Town by a vote of the Board of Selectmen, or take any other action related thereto.

~~~~~  
Article 22 would allow the Town to sign longer term contracts for electricity purchases to take advantage of lower cost electricity generated by private entities using solar and or other renewable energy supplies.  
~~~~~

The BOARD OF SELECTMEN recommends approval. YES__

The FINANCE COMMITTEE recommends approval. NO__

The PLANNING BOARD recommends approval.

On the request of the Acting Plant & Facilities Director and the Andover Green Advisory Board

DPW VEHICLES

ARTICLE 23. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$300,000 for the purpose of purchasing Public Works vehicles, or to take any other action related thereto.

~~~~~  
The DPW currently has four Mack Dump Trucks that are anywhere between 11 and 16 years old. The disrepair of the chassis and engines are to the point where they are becoming cost prohibitive to maintain. The DPW is looking to replace two of these vehicles needed for year-round work. These vehicles are used for plowing/treating roads in winter, hauling loads of stone, gravel and loam and debris, hauling barrels, cones, and signs during weather emergencies, etc.  
~~~~~

Requires a 2/3 vote

Financial Impact of Article 23	
<u>Approval</u>	<u>Disapproval</u>
Town borrows \$300,000 to be repaid over 10 years.	No change in FY2012 tax bill.
No increase in FY2012 tax bill.	Money not needed in debt service in future years
Peak year of debt service in FY2012 would require appropriation of \$39,000.	would be available within Proposition 2½ for other
Would account for approximately \$3 of the FY2014 average residential property tax bill.	Town/School needs.

The BOARD OF SELECTMEN recommends approval. YES__

The FINANCE COMMITTEE recommends approval. NO__

On request of the Department of Public Works

TOWN BRIDGE EVALUATION & REPAIRS

ARTICLE 24. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$100,000 for the purpose of paying costs of bridge evaluation and repairs in the Town, or take any other action related thereto.

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Approval of Article 24 would provide funding for engineering necessary and repairs to Town owned bridges. Recent reports from MassDOT indicate minor deficiencies which will need to be evaluated and repaired on the Andover Street, Central Street and Essex Street Bridges over the Shawsheen River.

~~~~~

Requires a 2/3 vote

Financial Impact of Article 24	
<p><u>Approval</u> Town borrows \$100,000 to be repaid over 10 years. No increase in FY2012 tax bill. Peak year of debt service in FY2014 would require appropriation of \$13,000. Would account for approximately \$1 of the FY2014. average residential property tax bill</p>	<p><u>Disapproval</u> No change in FY2012 tax bill. Money not needed in debt service in future years would be available within Proposition 2½ for other Town/School needs.</p>

The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

On request of the Department of Public Works

PEARSON STREET PARKING LOT

ARTICLE 25. To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or by any combination and appropriate the sum of \$85,000 for the purpose of paying the costs of design and construction of a municipal parking lot at 16 and 18 Pearson Street, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

~~~~~

Approval of Article 25 would provide approximately 28 additional parking spaces for the Library and Public Safety Center on land acquired for this purpose.

~~~~~

Requires a 2/3 vote

(Article 25 Map Next Page)

Financial Impact of Article 25

Approval

Town borrows \$85,000 to be repaid over 10 years.
No increase in FY2012 tax bill.
Peak year of debt service in FY2014 would require appropriation of \$11,000.
Would account for less than \$1 of the FY2014 average residential property tax bill.

Disapproval

No change in FY2012 tax bill.
Money not needed in debt service in future years would be available within Proposition 2½ for other Town/School needs.

The BOARD OF SELECTMEN recommends approval.

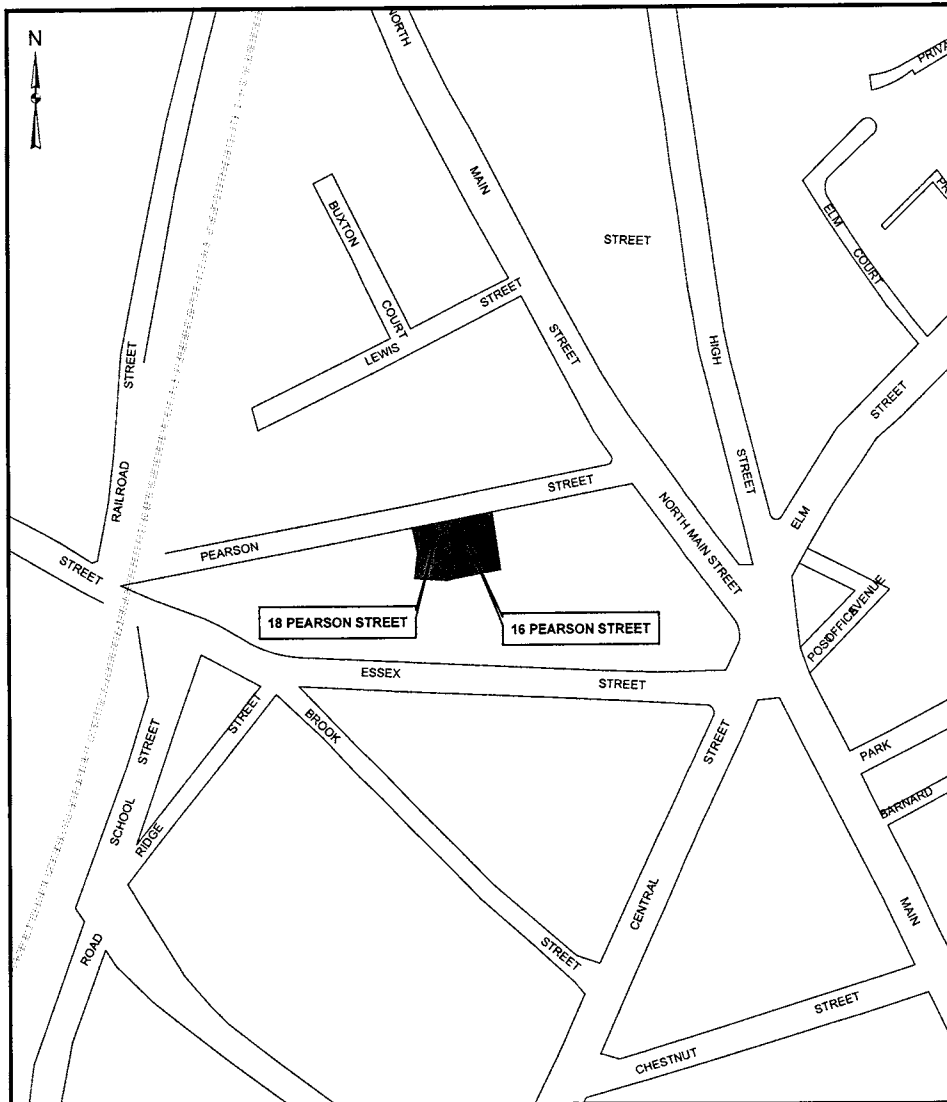
YES

The FINANCE COMMITTEE recommends approval.

NO

On request of the Department of Public Works

ARTICLE 25



HIGH PLAIN ROAD AT FISH BROOK DESIGN AND ENGINEERING

ARTICLE 26. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$75,000 for the purpose of paying design and engineering costs for drainage improvements on High Plain Road at Fish Brook, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

~ ~ ~ ~ ~

The additions of High Plain Elementary School and Wood Hill Middle School have increased traffic along a narrow section of High Plain Road. This section of road has been closed in the past due to flooding during very heavy prolonged periods of rain. Reconstruction would provide safer vehicular and pedestrian travel and keep the road passable during extreme flooding periods. Approval of this article would provide funding for design and engineering for this project.

~ ~ ~ ~ ~

Requires a 2/3 vote

Financial Impact of Article 26	
<p><u>Approval</u> Town borrows \$75,000 to be repaid over 5 years. No increase in FY2012 tax bill. Peak year of debt service in FY2014 would require appropriation of \$17,000. Would account for approximately \$1 of the FY2014 average residential property tax bill.</p>	<p><u>Disapproval</u> No change in FY2012 tax bill. Money not needed in debt service in future years would be available within Proposition 2½ for other Town/School needs.</p>

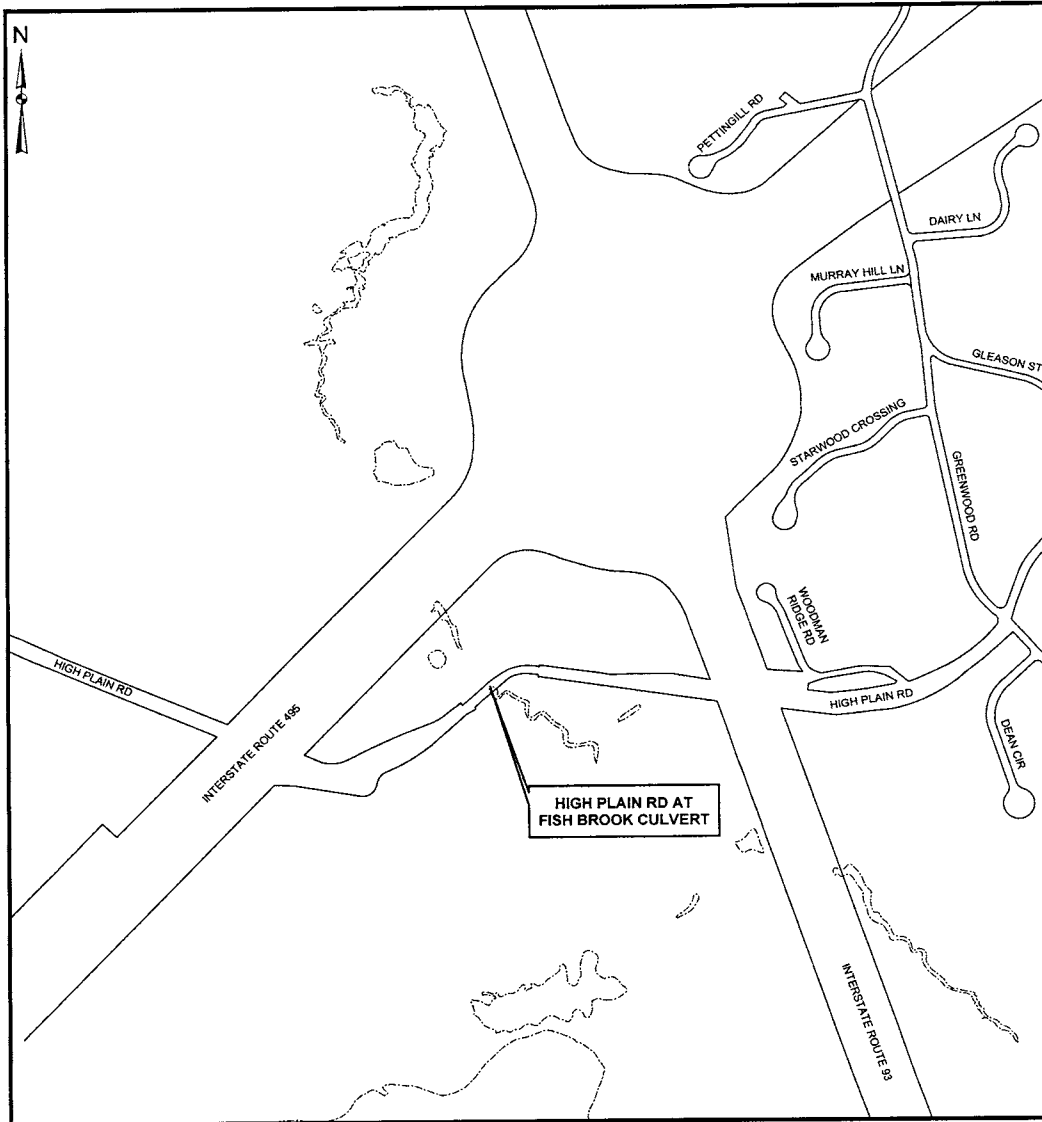
The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

On request of the Department of Public Works

(Article 26 Map Next Page)

ARTICLE 26



JERRY SILVERMAN FIREWORKS

ARTICLE 27. To see if the Town will provide funding in the amount of \$12,000 for the Jerry Silverman Fireworks Program as part of the Fourth of July festivities from available funds, or take any other action related thereto.

~~~~~  
The sum of \$12,000 is requested as the Town's contribution for the fireworks celebration on the evening of July 3<sup>rd</sup>. The fireworks are named in honor of Jerry Silverman who, for over fifty years, took it upon himself to raise the funds necessary for the Town's annual fireworks celebration from both private and public sources.  
~~~~~

Financial Impact of Article 27

Approval

Reduces Free Cash balance by \$12,000.
No FY2012 tax bill impact.

Disapproval

\$12,000 available for spending by a future Town Meeting.

The BOARD OF SELECTMEN recommends approval.

YES ___

The FINANCE COMMITTEE recommends approval.

NO ___

On request of the Town Manager

ELDERLY/DISABLED TRANSPORTATION PROGRAM

ARTICLE 28. To see if the Town will vote to appropriate and raise by taxation a sum not to exceed \$12,000 for the purpose of continuing to provide for an elderly and disabled transportation subsidy program, or take any other action related thereto.

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The Town provides certain transportation subsidies for our elderly citizens. These subsidies currently allow seniors 60 years of age and older and disabled persons to ride free on the MVRTA shuttle bus, and also provides transportation through a "call and ride" program called EZ-Trans. This article will continue to provide critical transportation benefits to our senior and disabled residents.

~~~~~

Financial Impact of Article 28

Approval

\$12,000 from taxation.
Included in projected FY2012 tax bill.

Disapproval

Increases excess levy capacity by \$12,000.
Reduces projected FY2012 tax bill by less than \$1.

The BOARD OF SELECTMEN recommends approval.

YES ___

The FINANCE COMMITTEE recommends approval.

NO ___

On request of the Council on Aging

INSURANCE RECOVERY TRANSFER

ARTICLE 29. To see if the Town will vote to transfer a sum of money from the Insurance Proceeds in Excess of \$20,000 Account and appropriate it to the Municipal Building/Insurance Fund, said sum being the amount received for insurance reimbursement, or take any other action related thereto.

To Be Withdrawn

FUNDING OPEB TRUST FUND

ARTICLE 30. To see what amount the Town will vote to transfer from Free Cash, Water Reserves, Sewer Reserves or available funds and appropriate to the Other Post Employment Benefit Trust Fund established under the provisions of Chapter 479 of the Acts of 2008, or take any other action related thereto.

~~~~~  
Other Post-Employment Benefits (OPEB) liability is the cost assigned to benefits other than pensions (typically health insurance and life insurance) earned by public employees and paid after retirement. While there is no requirement to fund the OPEB liability thus far, the Governmental Accounting Standards Board (GASB) Statement 45 requires that, through actuarial analysis, the dollar value of the unfunded OPEB liability be determined every two years, and reflected on the Town's financial statements. In Andover, an actuarial company conducted a valuation as of June 30, 2009 and estimated the Town's accrued liability for OPEB benefits of \$245.1 million. Last year the sum of \$ 258,119.80 was recommended to be transferred from Free Cash and sewer reserves to begin the funding of the OPEB Trust Fund established under Article 20.

~~~~~  
The BOARD OF SELECTMEN recommends approval in the amount of \$300,000 from Free Cash and \$100,000 from Water Reserves. YES ___

The FINANCE COMMITTEE recommends approval in the amount of \$300,000 from Free Cash and \$100,000 from Water Reserves. NO ___

On Request of the Finance Director

OFF STREET PARKING REQUIREMENTS – ZBA

ARTICLE 31. To see if the Town will vote to amend Article VIII, the Zoning By-law, Appendix A, Table 3 Section 5.1.4. Table of Off-Street Parking Requirements by deleting the following text:

C. Business and Commercial Uses	
3. Personal service establishment	General Business District: one parking space per 250 square feet of gross floor area on street level floor; one parking space per 350 square feet of gross floor area on other floors; and one parking space for each 600 square feet of gross floor area in basement level floors. Other Districts: one parking space per 250 square feet of gross floor area.
6. Establishment for the retail sale of merchandise	General Business District: one parking space per 250 square feet of gross floor area on street level floor; one parking space per 350 square feet of gross floor area on other floors; and one parking space for each 600 square feet of gross floor area in basement level floors. Other Districts: one parking space per 250 square feet of gross floor area
7. Convenience store	General Business District: one parking space per 250 square feet of gross floor area on street level floor; one parking space per 350 square feet of gross floor area on other floors; and one parking space for each 600 square feet of gross floor area in basement level floors. Other Districts: one parking space per 250 square feet of gross floor area.
12. Restaurants:	
a. Restaurant, sit-down	One parking space for each two seats, plus 1.5 parking spaces for each 2 employees
b. Restaurant, fast-food	One parking space for each 200 square feet of gross floor area
15. Business, professional or administrative office	One parking space for each 300 square feet of gross floor area.

and replacing it with:

C. Business and Commercial Uses	
3. Personal service establishment	General Business District and Mixed Use District: one parking space per 500 square feet of gross floor area on street level floor; one parking space per 600 square feet of gross floor area on other floors, including the basement level floors. Other Districts: one parking space per 250 square feet of gross floor area.

6. Establishment for the retail sale of merchandise	General Business District and Mixed Use District: one parking space per 600 square feet of gross floor area Other Districts: one parking space per 250 square feet of gross floor area
7. Convenience store	General Business District and Mixed Use District: one parking space per 500 square feet of gross floor area on street level floor; one parking space per 350 square feet of gross floor area on other floors; and one parking space for each 600 square feet of gross floor area in basement level floors. Other Districts: one parking space per 250 square feet of gross floor area.
12. Restaurants:	
a. Restaurant, sit-down	General Business District and Mixed Use District: one parking space per 500 square feet of gross floor area plus 1 parking space per 2 employees. Other Districts: One parking space for each two seats, plus 1.5 parking spaces for each 2 employees
b. Restaurant, fast-food	General Business District and Mixed Use District: one parking space per 500 square feet of gross floor area plus 1 parking space per 2 employees. Other Districts: One parking space for each 200 square feet of gross floor area
15. Business, professional or administrative office	General Business District: one parking space per 300 square feet of gross floor area on street level floor; one parking space per 500 square feet of gross floor area on other floors-including the basement level floors. All other districts: One parking space for each 300 square feet of gross floor area.

And further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws, or take any other action related thereto.

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The downtown General Business District in Andover is 48.91 acres and is 94% built-out (existing buildings and existing parking associated with those buildings). The Planning Board wants to continue to encourage vacant space to be filled and at the same time provide for some parking, but the *current* parking requirements are a hindrance to a new business looking to open in downtown. The current requirements are not suitable for a walkable, compact downtown environment. They are more suited to a suburban retail location. In a downtown such as Andover's, the parking requirements for a new business opening in an existing building (that cannot possibly create new parking) should be reasonable to accommodate employees and some customers when possible. The Planning Department reviewed the Institute of Transportation Engineers (ITE) and the Urban Land Institute (ULI) recommendations for parking, as well as other communities' downtown parking requirements. Based on the information gathered, and Andover's history of granting special permits, the Planning Board is proposing these changes to the parking requirements.

~~~~~  
Requires a 2/3 vote

The BOARD OF SELECTMEN recommends approval. YES ___

The PLANNING BOARD recommends approval. NO ___

On request of the Planning Board

STREET ACCEPTANCE

ARTICLE 32. To see if the Town will vote to accept and name as a public way any or all of the following street: Winterberry Lane:

Winterberry Lane, as shown on a plan approved by the Andover Planning Board entitled "SUBDIVISION PLAN OF LAND IN ANDOVER, MASS. ENTITLED WINTERBERRY LANE", dated September 17, 2008 (revised) and recorded in the Essex North District Registry of Deeds as Plan Number 16023, or take any other action related thereto.

The BOARD OF SELECTMEN recommends approval. YES ___

The PLANNING BOARD recommends approval. NO ___

On request of the Board of Selectmen

STORM DRAIN IMPROVEMENTS

ARTICLE 33. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$300,000 for the purpose of constructing and reconstructing surface drains and the payment of any and all other costs incidental and related thereto, or take any other action related thereto.

~~~~~  
Article 33 addresses the need to prevent further roadway deterioration and property damage and alleviate flooding in low areas of Town. Town Meeting has been appropriating \$300,000 every other year for storm drain improvements. Approval of this article would continue to provide the funds for making improvements and repairs as needed.

~~~~~  
Requires a 2/3 vote

Financial Impact of Article 33

Approval

Town borrows \$300,000 to be repaid over 15 years.
No increase in FY2012 tax bill.
Peak year of debt service in FY2014 would require appropriation of \$30,500.
Would account for approximately \$2 of the FY2014 average residential property tax bill.

Disapproval

No change in FY2012 tax bill.
Money not needed in debt service in future y would be available within Proposition 2½ for Town/School needs.

The BOARD OF SELECTMEN recommends approval. _____

The FINANCE COMMITTEE recommends approval. _____

On request of the Department of Public Works Director

TOWN BUILDING MAINTENANCE AND RENOVATIO

ARTICLE 34. To see if the Town will vote to raise by taxation, borrowing, or transfer fromable funds or by any combination and appropriate the sum of \$500,000 for the purpose of payints of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and ping various Town buildings and roofs and for the payment of all other costs incidental and relat or to take any other action related thereto.

~~~~~  
Article 34 would authorize funding for major Town projects including; \$130,000 for exterpairs and painting to the Old Town Hall windows, doors and trim, plus the installation of a video suance system; \$75,000 for ongoing exterior masonry repairs to the Town Offices building; \$90,000lace the old underground fuel tank at Memorial Hall Library; \$155,000 for major exterior masonryrs to Memorial Hall Library and the exterior sidewalks and masonry stairs and \$50,000 to replace noke detectors in Town buildings.

~~~~~  
Requires a 2/3 vote

Financial Impact of Article 34

Approval

Town borrows \$500,000 to be repaid over 15 years.
No increase in FY2012 tax bill.
Peak year of debt service in FY2014 would require appropriation of \$51,000.
Would account for approximately \$4 of the FY2014 average residential property tax bill.

Disapproval

No change in FY2012 tax bill.
Money not needed in debt service in future would be available within Proposition 2½ for Town/School needs.

The BOARD OF SELECTMEN recommends approval. S_____

The FINANCE COMMITTEE recommends approval. O_____

On request of the Acting Director of Plant and Facilities

DIMENSIONAL SPECIAL PERMIT HISTORIC PRESERVATION - ZBA

ARTICLE 35. To see if the Town will vote to amend the Zoning By-law, Article VIII, Section 7.9.6., Dimensional Special Permit Historic Preservation by deleting the text in the following subsections:

“5. The owner shall record at the Essex North District Registry of Deeds an historic preservation restriction in the form approved by the Zoning Board of Appeals, and approved and endorsed by the Massachusetts Historical Commission, in accordance with Chapter 184, Section 32, of the General Laws, which shall at a minimum provide for conditions under which alterations, additions or modifications may be made, and in the event of damage to the historic structure such that the historic structure cannot be repaired, the owner may rebuild on the lot, provided that the new dwelling does not contain more than the same interior floor area as the historic structure and meets one of the following requirements: (i) the new dwelling is placed in the existing footprint; or (ii) the new dwelling is built in conformity with the zoning side, front and rear setbacks in effect at the time of rebuilding. Any mortgagee shall subordinate its mortgage to this restriction.

6. When the decision of the Board of Appeals on the application for a dimensional special permit for historic preservation has become final, the applicant shall submit the plan upon which the decision is based to the Planning Board for certification as an approval not required plan pursuant to Chapter 81, Section 41P, of the General Laws. The notice of decision of the Board of Appeals, the approved and endorsed historic preservation restriction with any required mortgagee subordination, and the approval not required plan certified by the Planning Board shall be recorded concurrently at the Essex North District Registry of Deeds.”

and replacing it with:

“5. The owner shall record at the Essex North District Registry of Deeds an historic preservation restriction either in a form approved by the Zoning Board of Appeals, and approved and endorsed by the Massachusetts Historical Commission in accordance with Chapter 184, Section 32, of the General Laws, or in a form approved by the Zoning Board of Appeals, the Andover Preservation Commission and approved and endorsed by the Board of Selectmen, which shall, at a minimum, provide for conditions under which alterations, additions or modifications may be made, and in the event of damage to the historic structure such that the historic structure cannot be repaired, the owner may rebuild on the lot, provided that the new dwelling does not contain more than the same interior floor area as the historic structure and meets one of the following requirements: (i) the new dwelling is placed in the existing footprint; or (ii) the new dwelling is built in conformity with the zoning side, front and rear setbacks in effect at the time of rebuilding. Any mortgagee shall subordinate its mortgage to this restriction.

6. When the decision of the Board of Appeals on the application for a dimensional special permit for historic preservation has become final, the applicant shall submit the plan upon which the decision is based to the Planning Board for certification as an approval not required plan pursuant to Chapter 81, Section 41P, of the General Laws. The notice of decision of the Board of Appeals, the approved historic preservation restriction with any required mortgagee subordination, and the approval not required plan certified by the Planning Board shall be recorded concurrently at the Essex North District Registry of Deeds.”

And further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws, or take any other action related thereto.

~~~~~  
At the request of the Massachusetts Historical Commission, the Preservation Commission is asking to amend the zoning bylaw to allow for the alternative of a renewable term preservation restriction held by the Town of Andover, not requiring the approval of the Massachusetts Historical Commission, as a guarantee of public benefit under the Special Permit.

~~~~~  
Requires a 2/3 vote

The BOARD OF SELECTMEN recommends approval. YES ___

The PLANNING BOARD recommends approval. NO ___

On request of the Preservation Commission

BALMORAL FENCE & MASONRY REPAIRS

ARTICLE 36. To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or by any combination and appropriate the sum of \$125,000 for the purpose of paying costs of the Balmoral fence and masonry repairs, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

~~~~~  
Article 36 would fund \$125,000 for major repair work needed at the Town owned Balmoral Park on the corner of Balmoral Street and North Main Street. This includes the restoration and re-anchoring of the 85-year old wrought iron fence, major repairs to the stone wall along Balmoral Street, new code compliant stairs and handicap access to the Park. The repairs are needed to correct potential safety hazards.

~~~~~  
Requires a 2/3 vote

Financial Impact of Article 36	
<u>Approval</u>	<u>Disapproval</u>
Town borrows \$125,000 to be repaid over 10 years.	No change in FY2012 tax bill.
No increase in FY2012 tax bill.	Money not needed in debt service in future years
Peak year of debt service in FY2014 would require appropriation of \$16,000.	would be available within Proposition 2½ for other Town/School needs.
Would account for approximately \$1 of the FY2014 average residential property tax bill.	

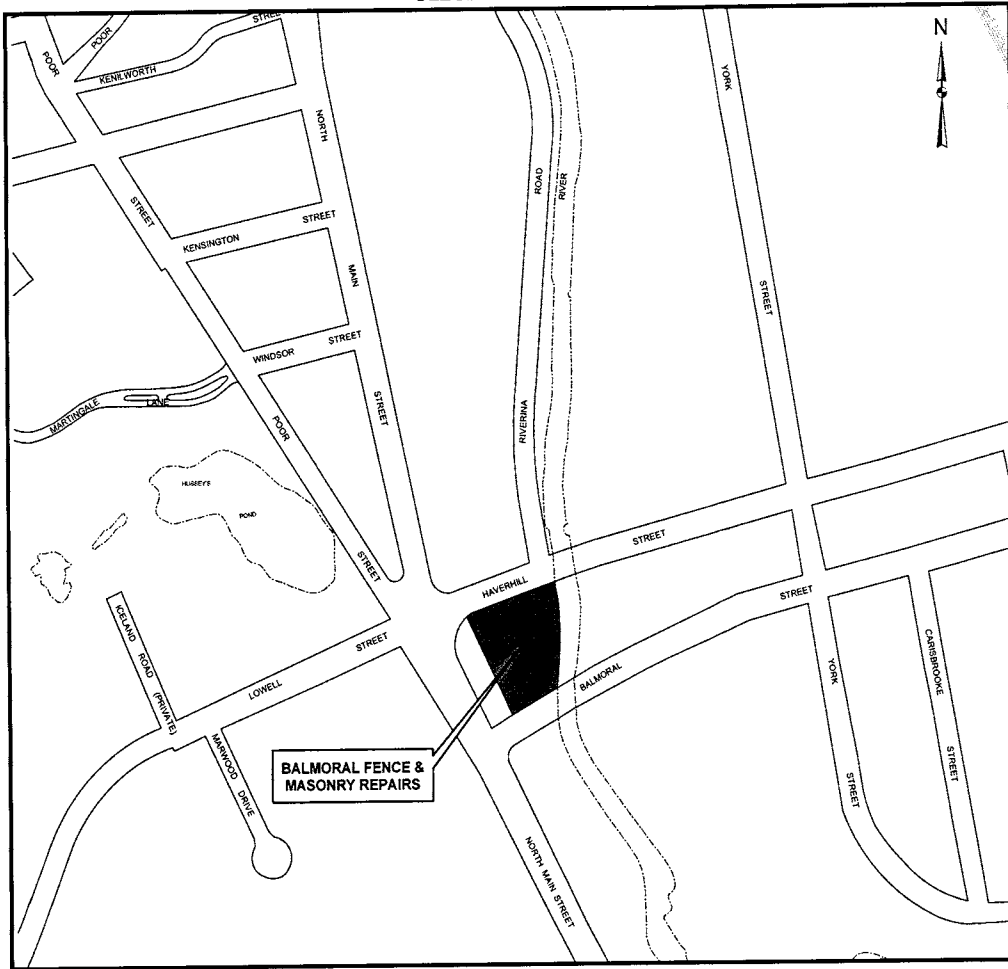
The BOARD OF SELECTMEN recommends approval. YES ___

The FINANCE COMMITTEE recommends approval. NO ___

On request of the Acting Plant and Facilities Director

(Article 36 Map Next Page)

ARTICLE 36



PARKING METER REPLACEMENT

ARTICLE 37. To see if the Town will vote to transfer the sum of \$90,000 from the Off-Street Parking Meter reserve account and appropriate the sum of \$90,000 for the purpose of installing and/or replacing parking meters including costs incidental and related thereto, or take any other action related thereto.

To Be Withdrawn

SPRING GROVE CEMETERY MAINTENANCE

ARTICLE 38. To see if the Town will vote to transfer the sum of \$45,000 from the Spring Grove Cemetery Perpetual Care reserve account and appropriate the sum of \$45,000 for the purpose of cemetery maintenance including costs incidental and related thereto, or take any other action related thereto.

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Article 38 would provide ongoing funding for Spring Grove Cemetery repairs including roadway paving, masonry work to the historic stone wall and support to the Cemetery Master Plan. Funding for this article comes from the cemetery reserve fund. The motion on Article 38 will be for \$31,000 from Cemetery reserves.

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The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

On request of the Acting Plant and Facilities Director

OPEN SPACE RESIDENTIAL DESIGN (OSRD) SPECIAL PERMIT - ZBA

ARTICLE 39. To see if the Town will vote to amend Article VIII, the Zoning By-law, by adding a new Section 7.7 to read as follows:

7.7 OPEN SPACE RESIDENTIAL DESIGN (OSRD) SPECIAL PERMIT

7.7.1 The Planning Board may grant a special permit to authorize the development and construction of an Open Space Residential Design (OSRD).

7.7.2 PURPOSE AND INTENT

The Purpose of this bylaw is:

1. To allow for greater flexibility and creativity in the design of residential developments;
2. To encourage the permanent preservation of open space, agricultural land, forestry land, wildlife habitat, other natural resources including aquifers, waterbodies and wetlands and significant archaeological natural features in a manner that is consistent with Andover's Master Plan;
3. To encourage a more efficient form of development that minimizes site disturbance, decreases the economic burden to the Town, consumes less open land and promotes conformity to existing topography and natural features ;
4. To further the goals and policies of the Town of Andover's Master Plan;
5. To conserve open space, scenic areas, views, streams, recreational opportunities and other community assets;
6. To promote efficiency and economy of street and utility layout; to lessen storm run-off, erosion and sedimentation normally associated with more conventional patterns of residential development; and to retain natural drainage courses and wetlands;

7.7.3 ELIGIBILITY

1. To be eligible for consideration as an OSRD:
 - a. The parcel(s) shall be located in the Residential Districts: SRB and SRC
 - b. The minimum parcel(s) area shall be five (5) acres.

2. Housing Types
 - a. Housing Units shall be Single Family detached units.
 - b. No common wall or multi- family structures shall be allowed.

7.7.4 DIMENSIONAL REQUIREMENTS

1. Frontage
 - a. The minimum frontage of any individual lot shall be one hundred feet measured at the street line.

2. Lot Area
 - a. All lots on an existing town or public way or lots abutting proposed major street of the development shall conform to the frontage and area requirements of the zoning district in which the development lies.
 - b. The lots located within the OSRD in no case shall have less than two-thirds (2/3) of the required lot size for the zoning district in which the development is located and shall meet the setback requirements of the district.

7.7.5 OPEN SPACE REQUIREMENTS:

1. A minimum of thirty percent (30%) of the development parcel(s) shall be Open Space.
2. No more than fifty percent (50%) of the designated open space may be comprised of wetlands.
3. Wastewater and stormwater management systems serving the OSRD may be located within the open space.
4. Ownership of Open Space. The Open Space land shall either be conveyed to the Town of Andover Conservation Commission or be conveyed to a non-profit organization, the principal purpose of which is the conservation of open space. In any case, where such land is not conveyed to the Town of Andover Conservation Commission, a restriction enforceable by the Town shall be recorded providing that such land shall be kept in its open and natural state and not built upon for residential use or developed for an accessory use except as provided for herein, such as wastewater and stormwater management systems serving the OSRD. In order to insure that the corporation, non-profit organization or trust will properly maintain the unsubdivided land or open space, an instrument(s) shall be recorded at the Essex North Registry of Deeds.

7.7.6 APPLICATON PROCESS

1. Preliminary Review

It is recommended that the applicant request a pre-application review at a regular business meeting of the Planning Board.

The purpose of a pre-application review is to introduce the proposed OSRD conceptually to the Planning Board at the earliest possible stage in the development, thereby minimizing the applicant's need for costly plan revisions. At the pre-application review, the applicant may outline the proposed

OSRD, seek preliminary feedback from the Planning Board and/or its technical experts, and set a timetable for submittal of a formal application.

7.7.7 PROCEDURES

1. Application

An application for a Special Permit for an OSRD shall include a Sketch Plan and Narrative, Yield Plan and an application for a Definitive Subdivision in accordance with the Rules and Regulations Governing the Subdivision of Land.

a. Sketch Plan and Narrative.

The Sketch Plan and Narrative shall be prepared by a multidisciplinary team of which members must include a certified Landscape Architect and a certified Civil Engineer, and shall show the following:

General features of the land;

Configurations of the lots, including locations and sizes (footprints) of the houses;

Examples and elevations of the home types;

Open space, and roadways;

A description of the neighborhood in which the parcel lies, including utilities and other public facilities and the local ecosystem, along with the impact of the proposed plan upon them; and

The information listed under the Definitive Subdivision requirements of the Rules and Regulations Governing the Subdivision of Land.

b. Yield Plan

The Basic Maximum Number of lots allowed in an OSRD development shall be derived from a Yield Plan. The Yield Plan shall show the maximum number of lots (or dwelling units) that could be placed upon the site under a conventional subdivision. The Yield Plan shall include the following:

Boundaries, North Point, locus plan, date, scale, legend, names of the record owner and applicant, existing and proposed lines of streets, ways, easements and any public areas, proposed system of drainage, including adjacent existing natural waterways, boundary lines of lots with areas and dimensions, contours of the land, vegetation, rock outcropping, wetlands, streams, drainage channels, stone walls and man-made structures.

The proponent shall have the burden of proving to the Board's satisfaction the Basic Maximum Number of lots (or dwelling units) resulting from the design and engineering specifications shown on the Yield Plan. In no case shall the total number of proposed lots exceed the number of lots which could be constructed under a conventional subdivision plan.

7.7.8 DESIGN STANDARDS

1. At the time of the application for a Special Permit for OSRD applicants are required to demonstrate to the Planning Board that the following Design Process was performed by a certified Landscape Architect and considered in determining the layout of proposed streets, house lots, and open space.

a. Step One: Identifying Sensitive Areas.

1. Wetland Areas: all land subject to regulation under applicable State, Federal or Municipal law such as wetlands, riverfront areas, and floodplains.

2. Environmentally Sensitive Areas (including unprotected elements of the natural landscape such as steep slopes, mature woodlands, prime farmland, meadows, wildlife habitats and cultural features such as historic and archeological sites and scenic views) shall be identified and delineated. The Potentially Developable Area will be identified and delineated. the Potentially Developable Area shall consist of land outside identified Sensitive Areas.

b. Step Two: Locating House Sites.

Locate the approximate sites of individual houses within the Potentially Developable Area and include the delineation of private yards and shared amenities, so as to reflect an integrated community,

c. Step Three: Aligning the Streets.

Align streets and driveways in order to access the house lots.

d. Step Four: Lot Lines.

Establish lot lines for each of the individual parcels and open space.

7.7.9 PUBLIC HEARING

After the opportunity for review by other boards has taken place, the Planning Board shall hold a hearing under this section, in conformity with the provisions of G.L. Chapter 40A, S9 and of the zoning bylaw and regulations of the Planning Board.

7.7.10 DECISION OF THE PLANNING BOARD

The Planning Board may grant a special permit for a OSRD if it determines that the design of the proposed OSRD meets the intent of section 7.1.2 and section 9.4 of this bylaw. In making this determination, the Board shall consider the recommendations obtained from other municipal Boards and Departments, as well as the following

1. Whether the OSRD achieves greater flexibility and creativity in the design of residential developments than a conventional plan;
2. Whether the OSRD promotes permanent preservation of open space, agricultural land forestry land, other natural resources including waterbodies and wetlands,
3. Whether the OSRD promotes a less sprawling and more efficient form of development that consumes less open land and better conforms to existing topography and natural features than a conventional subdivision;
4. Whether the OSRD will require less disturbance on the site than a conventional plan;
5. Whether the OSRD complies with the goals and policies of the open space/ master plan.
6. Whether the OSRD facilitates the construction and maintenance of streets, utilities, and public service in an economical and efficient manner.
7. Whether the OSRD and its supporting narrative documentation complies with all sections of this zoning bylaw.
8. Whether the granting of such a permit would be detrimental to the health, safety or welfare of the neighborhood or Town or inconsistent with the intent of the OSRD bylaw.

and further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws, or take any other action related thereto.

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The Planning Board has submitted this article to provide an alternative to conventional subdivision design for parcels of land that are 5 acres or more. The passage of this new section will not open up any additional land for development but will act as a tool to gain additional open space within the Town. This type of development will allow for minimizing land disturbance. As is the case currently, the Board will review each application on an individual basis for public access to the open space areas.

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Requires a 2/3 vote

The BOARD OF SELECTMEN recommends approval. YES

The PLANNING BOARD recommends approval. NO

The CONSERVATION COMMISSION recommends approval.

On request of the Planning Board

RIVER ROAD BUSINESS OVERLAY DISTRICT - ZBA

ARTICLE 40. To see if the Town will vote to amend Article VIII, the Zoning Bylaw, by (a) amending Section 2.2. Overlay Districts by adding “River Road Business Overlay District” at the end of Section 2.2; and (b) by amending Section 8.0 Special District Regulations of the Zoning Bylaw by adding the following new section “River Road Business Overlay District (RRBOD)” and Appendix A, map of the River Road Business Overlay District. The River Road Business Overlay District is an overlay district in the vicinity of River Road, Old River Road, and Campanelli as shown on a plan entitled “River Road Business Overlay District, as prepared by Cube 3 dated January 27, 2011” attached hereto as Appendix A. This map is hereby made a part of the Zoning By-Law and is on file in the Office of the Town Clerk.

“SECTION 8.7: RIVER ROAD BUSINESS OVERLAY DISTRICT (RRBOD)”

8.7.1 Purpose. It is the purpose of this Section to establish a River Road Business Overlay District (RRBOD) to encourage and authorize service-focused development along River Road adjacent and to the east of Route 93. This service-focused and mixed-use development in the district will be created by means of authorizing and combining a variety of building types and uses with conditions and safeguards to prevent detrimental effects and impacts upon neighboring land uses and upon the Town of Andover generally so as to provide currently non-existent conveniences and services to the underserved residents, business community, and commuters; to promote economic development; and increase the production of appropriately scaled and designed retail, mixed use, and multifamily development.

Other objectives of this Section are to:

1. To promote retail, and mixed use development that includes creation of the needed services to support the surrounding business and residents and to meet existing and anticipated area housing needs that will advance a ‘live-work’ scenario;

2. Promote the public health, safety, and welfare by residents, company employees and commuters to reduce travel time between needed amenities and home and work
3. To encourage principals of smart growth within the district. Some principals include:
 - Proximity to existing development and infrastructure
 - Mix and balance of uses
 - Site optimization and compactness
 - Accessibility and mobility choices
 - Community context and site design
 - Establishment of pedestrian connections to open space
 - Diversity
 - Re-use and re-development options
 - Process collaboration and predictability of decisions
4. Establish requirements, standards, and guidelines, and ensure predictable, fair and cost-effective development;
5. Establish development standards to allow high quality design and creative site planning;

8.7.2 Definitions. For purposes of this Section, the following definitions shall apply. All capitalized terms shall be defined in accordance with the definitions established under Section 10.0 or this Section 8.7.

Applicant: The individual or entity that submits a Project for Plan Approval.

As-of-right Project or Project: means a Retail, Office, Multifamily or Mixed Use development allowed hereunder without recourse to a special permit, variance, zoning amendment, or other form of zoning relief.

Design Standards: Standards adopted to assure the architectural qualities and appropriate density and scale of all Projects. See Section 8.7.9.

Dwelling Unit: One (1) or more rooms with cooking, living, sanitary and sleeping facilities arranged for the use of one (1) or more persons living together as a single housekeeping unit.

Mixed Use: Any Project containing a residential use and one (1) or more non-residential use(s), the same being permitted pursuant to Section 8.7.4.

Multifamily Dwelling: Dwelling containing four or more dwelling units.

Plan Approval: Standards and criteria which a Project in the RRBOD must meet under the procedures established herein and in the Enabling Laws.

Plan Approval Authority (PAA): For purposes of reviewing Project applications and issuing decisions on Projects within the RRBOD, the Plan Approval Authority (PAA), shall be the Planning Board. The PAA is authorized to approve a site plan to implement a Project.

Plan Review: The review procedure established by this Section 8.7 and administered by the Plan Approval Authority. As-of-right Principal and Accessory uses and Projects shall be subject to Plan Approval under this Section 8.7.

Site Plan: A plan depicting a proposed Project for all or a portion of the RRBOD and which is submitted to the Plan Approval Authority for its review and approval in accordance with provisions of this Bylaw.

Supermarket: a commercial retail establishment whose principal purpose is to sell a variety of day-to-day domestic, household or personal consumption provisions and packaged goods, including, but not limited to, the sale of all or one of the following items: household goods, meat or food products (prepared, raw, packaged and unpackaged) of all types, bakery goods, newspapers, printed materials, periodicals, pharmaceuticals, dairy products and beverages of every variety (including alcoholic beverages if properly licensed to do so) and all other products found in a typical large scale grocery store suitable for a family's entire shopping needs.

Zoning By-law: The Zoning By-law of the Town of Andover applicable to the geographic area in which the RRBOD is located as said By-law may from time to time be amended.

8.7.3 Overlay District. The RRBOD is an overlay district having a land area of approximately 75 acres, in the vicinity of River Road, Old River Road, and Campanelli as shown on a plan entitled "River Road Business Overlay District, as prepared by Cube 3 dated January 27, 2011 that is superimposed over the underlying zoning districts, as shown on Appendix A, attached hereto. This map is hereby made a part of the Zoning By-Law and is on file in the Office of the Town Clerk.

1. *Underlying Zoning.* The RRBOD is an overlay district superimposed on all underlying zoning districts. The Zoning By-law governing the underlying zoning district(s) shall remain in full force and effect except for Projects undergoing development pursuant to this Section 8.7. Within the boundaries of the RRBOD a developer may elect to develop a project in accordance with the Overlay District Zoning, or to develop a project in accordance with the requirements of the regulations for use, dimension and all other provisions of the Zoning By-law governing the underlying zoning district(s).

2. *Applicability of RRBOD.* An applicant seeking to develop property with the RRBOD may seek Plan Approval in accordance with the requirements of this Section 8.7. In such case, then notwithstanding anything to the contrary in this Zoning By-Law, such Plan Approval shall not be subject to any other provisions of this Zoning By-Law, including limitations upon the issuance of building permits for residential uses related to a rate of development or phased growth limitation or to a local moratorium on the issuance of such permits, or to building permit or dwelling unit limitations. When a building permit is issued for any Project approved in accordance with this Section 8.7, the provisions of the underlying zoning district(s) shall no longer be applicable to the land shown on the site plan which was submitted pursuant to Section 8.7 for such Project.

8.7.4 Permitted Uses

1. *Principal Uses.* The following uses are permitted as of right in the RRBOD. All other uses are prohibited:

- a. Retail;
- b. Mixed Use, which may contain a residential component;
- c. Municipal facilities;
- d. Multifamily Dwelling;
- e. Structured Parking Facilities;

f. Nonresidential uses, whether within a Mixed Use Project or not, in accordance with the following “Table of Non-residential Uses”:

Use	Permissions
<u>Institutional Uses</u>	
1. Philanthropic or charitable institution	BA
<u>Business and Commercial Uses</u>	
1. Private club not conducted for profit	Y
2. Personal service establishment	Y
3. Banking establishment	Y
4. Retail sales establishment	Y
5. Convenience store	Y
6. Non-exempt educational use	Y
7. Medical center or clinic	Y
8. Self-service laundry or dry-cleaning operation	Y
9. Restaurants	
a. Restaurant, sit down	Y
b. Restaurant, fast food	Y
10. Shop for custom work involving the manufacture of articles to be sold on the premises	Y
11. Indoor commercial recreation establishment	Y
12. Business, professional or administrative office	Y
13. Motel or hotel (see Section 4.1.5.1 of the Zoning By-Law)	Y
14. Commercial parking lot or garage	Y
15. Major non-residential project (see Sections 9.4 and 10.0 of the Zoning By-Law)	Y
16. Supermarket	Y

Nonresidential use of any building, structure or land within the RRBOD is prohibited except as permitted above. For the purposes of the “Table of Non-residential Uses,” the letter “Y” shall designate that a use requires Plan Approval, the letters “BA” shall designate that the use requires a special permit from the Board of Appeals and the letters “PB” shall designate that the use requires a special permit from the Planning Board.

2. *Accessory Uses.* Uses which are subordinate to, clearly incidental to, customary in connection with, and located in the same structure a Permitted Principal Use and which does not, in effect, constitute conversion of the Permitted Principal Use to a use not otherwise permitted in the RRBOD shall be permitted as of right.

8.7.5 Density.

1. *Residential.* Residential unit count permissible in the RRBOD is capped at 225 Dwelling Units.

2. *Nonresidential.* The total amount of nonresidential development in the RRBOD shall be capped at 500,000 square feet of Gross Floor Area, excluding any Municipal Structures and Structured Parking Facility(ies).

3. *Nonresidential - Retail*. No individual retail establishment shall exceed 50,000 square feet of Gross Floor Area without specific approval of the PAA.

4. *Multiple Buildings*. In the RRBOD more than one building may be erected on a single lot.

8.7.6 Dimensional Regulations.

1. Building Setback.

a. Buildings on the South side of River Road with a commercial use on the first floor shall be located directly at the 30'-0" front yard setback line. Sidewalk & Hardscape areas shall create direct pedestrian connections between the back of sidewalk and building edge. These will be primarily pedestrian zones and vehicles are excluded other than as required to provide access to the rear parking areas. A 20' 0" side yard setback shall apply, but no rear yard setback shall be required.

b. Buildings on the North side of River Road shall conform to a 30'-0" front yard setback.

c. Buildings to the east of Campanelli Drive shall conform to a 20'-0" side yard setback along the easterly boundary of the RRBOD.

d. No additional restrictions shall apply to front, side, and rear yard setbacks in the District.

2. Height. Building heights shall conform to and be measured according to the standards of the Andover Zoning Bylaws, with the following exceptions:

a. On the North side of River Road, the maximum allowed heights of all buildings in the district shall be 35 feet or 3 floors, whichever is less, above the adjacent public street within a distance of 90 feet back from the property line.

b. After 90 feet back from the property line on River Road and to the East of Campanelli Drive, the maximum allowed height shall be the maximum of 50 feet or 4 stories, whichever is less.

c. After 30 feet back from the property line on River Road and to the West of Campanelli Drive, the maximum allowed height shall be the maximum of 50 feet or 4 stories, whichever is less.

d. On the South side of River Road, the maximum allowed heights of all buildings in the district shall be 30 feet or 2 floors, whichever is less, above the adjacent public street.

e. When a building façade extends more than 100 feet across a grade that changes 10 feet or more in elevation, the maximum height shall be determined from the average grade across each 100 foot increment.

f. No additional restrictions shall apply to buildings fronting on Campanelli Drive, Old River Road, or to any new roads created within the district.

g. The height of any building in the Proposed Overlay District shall be the vertical distance measured from the average finished grade adjacent to said building (exclusive of basements) and the ceiling of the upper-most occupied space in the building in the case of flat roofs and in the case of buildings with pitched roofs, at the point at which the ceiling intersects the exterior portion of the buildings. The calculation of building height shall not apply to roof tanks and their supports, ventilating, air conditioning and similar service equipment, chimneys, railings, and other similar features of buildings which are in no way designed for

occupancy or use nor to the portion of a pitched roof above the intersection of the ceiling of the upper-most occupied space in the building.

3. *Coverage*. Maximum coverage in the Proposed Overlay District shall be 75% measured as to the total area of Developable Acres in the Proposed Overlay District.
4. *Parcel Size*. The minimum parcel size required for a Development Project shall be one half (1/2) acres.

8.7.7 Performance Standards

1. *Driveways*. The number of curb cuts on state roads and River Road shall be minimized.
2. *Interior Design*. Projects shall assure safe interior circulation within its site by allowing for the separation of pedestrian, bicycle and motor vehicle traffic.
3. *Noise*. Any Project in the RRBOD shall comply with 310 CMR 31.07, as may be amended.

8.7.8 Design Standards and Guidelines

1. *General*. In order to establish the RRBOD's architectural and site qualities, Projects shall comply with the Design Standards adopted by the PAA, except where a specific waiver is granted. The PAA may also adopt Design Guidelines which are intended to be applied flexibly as part of the Plan Approval process. The Design Standards and Guidelines may address the following features of the Project:

Architectural elements, including:

- a. Building height;
- b. Massing of buildings, building separation, building location and gateways to the RRBOD;
- c. Building façades;
- d. Storefront styles;
- e. Building materials and foundations;
- f. Doors and windows, primary entrances and secondary entrances;
- g. Awnings, canopies and marquees, if provided; and
- h. Signage.

Site elements, including:

- a. Lighting;
- b. Grading;
- c. Landscaping along roadways, foundations, and paved areas;
- d. Landscaped buffers and irrigation systems, if provided;
- e. Pedestrian and bicycle amenities, if provided;
- f. Sidewalks, pavement width and curb cuts;
- g. Utilities and service areas;
- h. Stormwater management;
- i. Design and construction;
- j. Surface parking and structured parking; and
- k. Project interconnection, where provided.

2. *Rules and Regulations.* The PAA may adopt, by majority vote, reasonable, Design Standards.

3. *Amendments.* Any amendment to the Design Standards or the PAA's rules and regulations imposing a mandatory design requirement must be objective and not subjective and may only address the scale and proportions of buildings, the alignment, width, and grade of streets and sidewalks, the type and location of infrastructure, the location of building and garage entrances, off street parking, the protection of significant natural site features, the location and design of on-site open spaces, exterior signs, and buffering in relation to adjacent properties. The Design Standards or the PAA's rules and regulations may be amended from time to time to contain graphics illustrating a particular standard, guideline or definition in order to make such standard, guideline or definition clear and understandable.

4. *Plan Approval.* An application for Plan Approval that has been submitted to the Town Clerk shall not be subject to any design standard or guideline that has not been approved by the PPA and filed with the Town Clerk.

8.7.9 Off-Street Parking and Loading Regulations.

1. *Off-Street Parking and Loading Requirements.* Any structure that is constructed, enlarged, or extended, or has a change of use which affects the computation of parking spaces, and any use of land established, or any existing use is changed, parking and loading spaces shall be meet the following requirements:

Residential uses	1.5 space per unit
Nonresidential uses	3 spaces per 1,000 sq. ft. of gross floor area

2. *Allowance.* The PAA may make an allowance for up to 15% reduction with shared parking.

3. *Computation of Spaces.* When the computation of required parking or loading spaces results in the requirement of fractional space, any fraction over one-half shall require one space.

4. *Location of Loading Spaces.* Any loading spaces required shall in all cases be on the same lot as the use they are intended to serve. In no case shall the required loading spaces be part of the area used to satisfy the parking requirements of this by-law.

8.7.10 Application for Plan Approval

Except as otherwise provided in this Section 8.7, the application requirements and content for Plan Review and Plan Approval shall conform to Sections 9.5.3 and 9.5.4 of the Zoning Bylaw. The Plan Review process encompasses the following:

1. *Pre-Application.* Prior to the submittal of a Plan Approval submission, a "Concept Plan" may be submitted to help guide the development of the definitive site plan for the proposed Project buildout and individual elements thereof. Such Concept Plan should reflect the following:

- a. Overall building envelope areas;
- b. Areas which shall remain undeveloped;
- c. General site improvements, groupings of buildings, and proposed land uses.

The Concept Plan is intended to be used as a tool for both the Applicant and the PAA to ensure that the proposed Project design will be consistent with the Design Standards and the other requirements of the RRBOD.

2. *Application.* An application for Plan Approval shall be submitted to the PAA on the form provided by the PAA. An application shall show the proposed buildout of the entire Project, whether the Project will be phased or not.

3. *Required Submittals.* The application for Plan Approval shall be accompanied by the following plans and documents:

a. Properly executed application form, a certified list of abutters and the costs of publication and notice to abutters of the public hearing on the application;

b. A filing fee in an amount established by the PAA and incorporated into the rules and regulations of the PAA relative to the application requirements for Plan Review and Plan Approval to cover Town administrative costs.

c. List of any requested waivers from the requirements of this Section 8.7, as limited under Section 8.7.13, including a detailed explanation/justification of the reason for such request.

d. A site plan, prepared by a registered professional architect, registered civil engineer or a professional landscape architect, drawn at a scale of one (1) inch equals forty (40) feet, containing the following information: (a) date; (b) North arrow; (c) name and address of the owner; (d) name and address of the designer; (e) locus plan; (f) lot lines and setbacks; (g) adjacent streets and ways; (h) owners and uses of abutting lots; (i) zoning district boundaries; (j) wetlands and wetlands buffers, as shown on maps entitled "Wetlands Areas of Andover, Massachusetts" available from the Conservation Commission; (k) all existing and proposed topography at two-foot intervals; (l) all test boring sites, keyed to accompanying documentation of results; (m) all existing and proposed buildings, structures, parking and loading areas (with dimensional notations), driveways, walkways, signs, fences and refuse collection areas; (n) all existing structures and/or pavement to be removed or demolished; (o) all utilities, including waterline locations, sewer line locations and profiles, and storm drainage systems; and (p) all areas designated as easements, conservation restriction areas or open space, if applicable, and any provision for pedestrian/bicycle accessways connecting to adjacent open space, neighborhoods, schools, recreation areas or transportation facilities and for alternative transit programs.

e. A separate plan drawn at the same scale, showing landscaping and lighting details.

f. Written statement detailing the size of the lot(s), the proposed use, parking calculations, building footprint coverage and calculations of volume of earth to be moved and removed.

g. A transportation plan, consisting of the following information:

(i) A plan showing the proposed parking, loading, traffic and pedestrian circulation within the site; access and egress points; and other features related to traffic generated by the proposed use. A minimum of two access and egress points are required for each Project.

(ii) A traffic study, prepared by a qualified traffic engineer, detailing the expected traffic impacts. The required traffic study shall substantially conform to the Institute of Transportation Engineers' "Traffic Access and Impact Studies for Site Development: A Recommended Practice," latest edition. The PAA shall approve the geographic scope and content of the study. In addition, the Applicant shall submit a Transportation Demand Management (TDM) plan tailored to the specific uses and the geographic location of the site.

(iii) Proposed mitigation measures, if any, including vehicle trip reduction from the Project.

8.7.11 Procedures.

1. *Filing.* An Applicant for Plan Approval shall file the application and all required submittals with the Town Clerk for certification of the date and time of filing, and shall also file forthwith twelve (12) copies of the application and the other required submittals with the PAA including notice of the date of filing with the Town Clerk.

2. *Circulation to Other Boards.* Upon receipt of the Application, the PAA shall immediately provide a copy of the application materials to the Board of Selectmen, Zoning Board of Appeals, Board of Health, Conservation Commission, Fire Department, Police Department, Inspector of Buildings, Department of Public Works, and other municipal officers, agencies or boards designated by the PAA for comment, and any such board, agency or officer shall provide any written comments within 30 days of its receipt of a copy of the plan and application for approval.

3. *Hearing.* The PAA shall hold a public hearing for which notice has been given as provided in G.L. Chapter 40A, Section 11. The decision of the PAA shall be made, and a written notice of the decision filed with the Town Clerk, within 120 days of the receipt of the application by the Town Clerk. The required time limits for such action may be extended by written agreement between the Applicant and the PAA, with a copy of such agreement being filed in the office of the Town Clerk. Failure of the PAA to take action within said 120 days or extended time, if applicable, shall be deemed to be an approval of the application and site plan.

4. *Peer Review.* In addition to the application fee, the Applicant shall be required to pay for reasonable consulting fees to provide peer review of the Plan Approval application. The amount of the peer review fees and the method and time of payment thereof shall be established by the PAA and be incorporated in the rules and regulations adopted by the PAA relative to the application requirements for Plan Review and Plan Approval. Such fees shall be held by the Town in a separate account and used only for expenses associated with the review of the application by outside consultants, including, but not limited to, attorneys, engineers, urban designers, housing consultants, planners, and others. Any surplus remaining after the completion of such review, including any interest accrued, shall be returned to the Applicant.

8.7.12 Decision

1. *Waivers.* Except where expressly prohibited herein, upon the request of the Applicant the Plan Approval Authority may waive dimensional and other requirements of Section 8.7, including the Design Standards, in the interests of design flexibility and overall project quality, and upon a finding of consistency of such variation with the overall purpose and objectives of

the RRBOB, or if it finds that such waiver will allow the Project to achieve the density, affordability, mix of uses, and/or physical character allowable under this Section.

2. *Plan Review.* An Application for Plan Approval shall be reviewed for consistency with the purpose and intent of this Section, and such Plan Review shall be construed as an as-of-right review and approval process as required by and in accordance with this Section 8.7.

3. *Plan Approval.* Plan Approval shall be granted by a simple majority where the PAA finds that:

- a. The Applicant has submitted the required fees and information as set forth herein or in the applicable PAA rules and regulations; and
- b. The proposed Project and site plan meet the requirements and standards set forth this Section 8.7, the applicable Design Standards and the PAA's rules and regulations, or a waiver has been granted therefrom;
- c. Extraordinary adverse potential impacts of the Project on nearby properties have been adequately mitigated by means of suitable conditions. The PAA may attach conditions to the Plan Approval decision that are necessary to insure substantial compliance with this Section or to mitigate any extraordinary adverse impacts of the Project on nearby properties; and
- d. For a Project subject to the Affordability requirements of this Section, written confirmation has been provided by the Monitoring Agent that all requirements of this Section have been satisfied,

4. *Plan Disapproval.* A site plan may be disapproved only where the PAA finds that:

- a. The Applicant has not submitted the required fees and information as set forth herein; or
- b. The Project and site plan do not meet the requirements and standards set forth this Section 8.7, or a waiver has not been granted therefrom; or
- c. It is not possible to adequately mitigate significant adverse project impacts on nearby properties by means of suitable conditions.

5. *Form of Decision.* All decisions of the PAA shall be by a majority vote of the members present and voting. The PAA shall issue to the Applicant a copy of its decision containing the name and address of the owner, identifying the land affected, and the plans that were the subject of the decision, and certifying that a copy of the decision has been filed with the Town Clerk and that all plans referred to in the decision are on file with the PAA. If twenty (20) days have elapsed after the decision has been filed in the office of the Town Clerk without an appeal having been filed or if such appeal, having been filed, is dismissed or denied, the Town Clerk shall so certify on a copy of the decision. A copy of the decision shall be provided to the Inspector of Buildings. A copy of the decision or application bearing such certification shall be recorded in the Essex North District Registry of Deeds and indexed in the grantor index under the name of the owner of record or recorded and noted on the owner's certificate of title. The fee for recording or registering shall be paid by the Applicant.

8.7.13 Change in Plans after Approval by PAA

1. *Minor Change.* After Plan Approval, an Applicant may be apply to make minor changes involving minor utility or building orientation adjustments, or minor adjustments to parking or other site details that do not affect the overall buildout or building envelope of the site, or provision of open space, or number of housing units. Such minor changes must be submitted to the PAA on redlined prints of the approved plan, reflecting the proposed change, and on application forms provided by the PAA. The PAA may authorize such changes at any regularly scheduled meeting, without the need to hold a public hearing. The PAA shall set forth any decision to approve or deny such minor change by motion and written decision, and provide a copy to the Applicant for filing with the Town Clerk. A copy of the decision shall be provided to the Inspector of Buildings and recorded in the Essex North District Registry of Deeds.

2. *Major Change.* Those changes deemed by the PAA to constitute a major change because of the nature of the change in relation to the prior approved plan, or because such change cannot be appropriately characterized as a minor change as described above, shall be processed by the PAA as a new application for Plan Approval pursuant to this Section.

8.7.14 Enforcement; Appeal. The provisions of the RRBOD shall be administered and enforced by the Zoning Enforcement Officer, except as otherwise provided herein. Any appeal arising out of action by the PPA regarding an application for Plan Approval decision for a Project shall be governed by G.L. c. 40A, §17.

8.7.15 Severability. If any provision of this Section 8.7 is found to be invalid by a court of competent jurisdiction, the remainder of Section 8.7 shall remain in full force. The invalidity of any provision of this Section 8.7 shall not affect the validity of the remainder of the Town's Zoning By-Law.

APPENDIX

A. MAP OF THE RRBOD

And further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws, or take any other action related thereto.

The following explanation was submitted by the petitioner:

A very common observation in Andover is that the residents and workers in the West Andover area have nowhere to go to obtain the typical services that homeowners, business people and employees readily enjoy in other parts of Andover. Taking Smart Growth seriously, this proposed Overlay District would encourage and authorize service-focused development along River Road adjacent and to the east of Route 93. The District would allow currently non-existent conveniences and services to be provided to the underserved residents, business community, and commuters by allowing appropriately scaled and designed retail, mixed use and multi-family development. Adoption of the District would allow Andover to demonstrate Smart Growth practices by allowing residents, workers and commuters to reduce their travel time between needed amenities, home and work. The Planning Board would continue to oversee Development in the District by means of Plan Review.

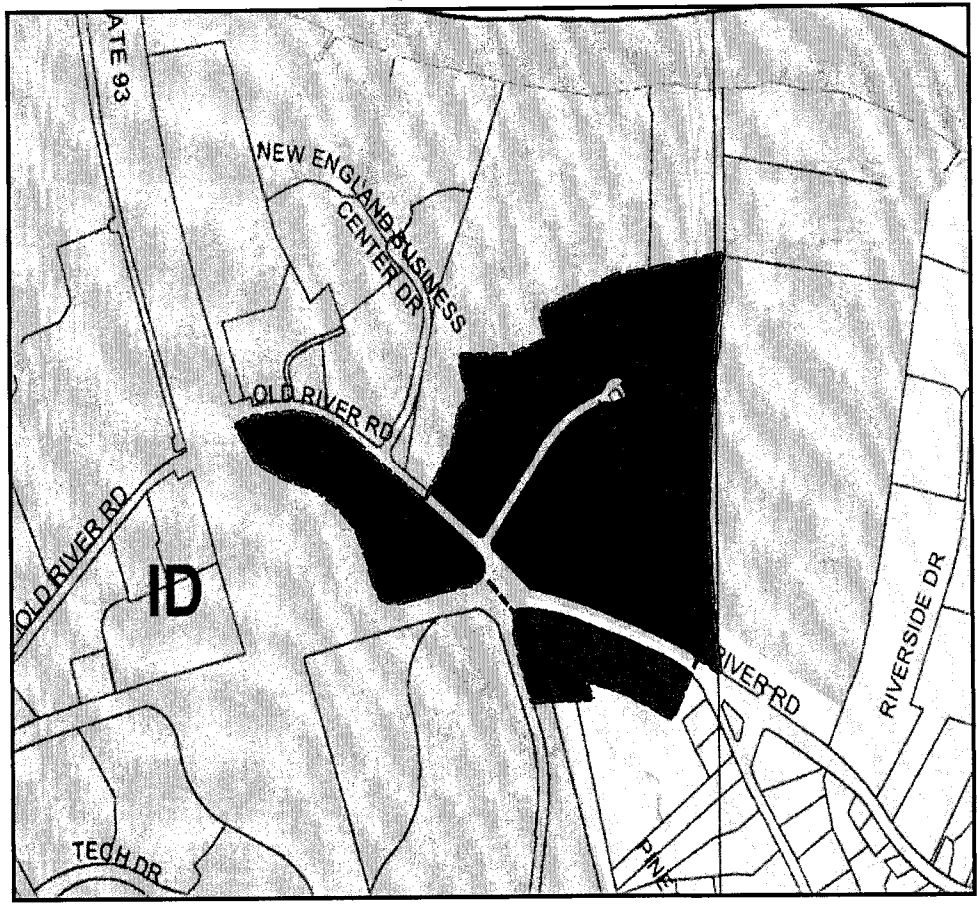
Requires a 2/3 vote

The BOARD OF SELECTMEN will make its recommendation at Town Meeting. YES

The PLANNING BOARD will make its recommendation at Town Meeting. NO

On petition of Mark E. Tully and others

ARTICLE 40



BANNERS IN THE GENERAL BUSINESS DISTRICT - GBA

ARTICLE 41. To see if the Town will vote to amend Article XII, Section 44, Banners in the General Business District, by changing the wording in subsection (2) e., from “A banner may only be hung from freestanding poles . . .” to “A banner may only hung from free-standing poles or between two buildings . . .”, or take any other action related thereto.

The following explanation was submitted by the petitioner:

Voters at the 2008 Town Meeting overwhelmingly approved the bylaw that allows a banner for the sole purpose of promoting major civic events. The crafting of the bylaw was the result of many hours of meetings with six different committees and research into thirty towns’ policies and regulations.

In 2008 there were no two buildings that faced each other across Main Street that would enable them to support a banner. Therefore we stipulated that the banner would be suspended between two freestanding poles. Last year the new owner of the former Kaps building, directly across from the Barnard building, erected a third story thus allowing the possibility of a banner that could be hung between two buildings. This amendment does not finalize the location of the banner. It simply gives the Selectmen the option of selecting the building-to-building configuration when they choose the location of the banner.

The BOARD OF SELECTMEN recommends approval. YES

The PLANNING BOARD recommends approval. NO

On petition of the Mark Spencer and others

WATER DISTRIBUTION SYSTEM IMPROVEMENTS

ARTICLE 42. To see if the Town will vote to raise by borrowing, or transfer from available funds or by any combination and appropriate the sum of \$500,000 for the purpose of paying costs of constructing, reconstructing or replacing water mains, including, but not limited to, all costs associated with land acquisition by eminent domain, or take any other action related thereto.

~~~~~  
The Water Division conducts this annual improvement program to properly maintain and upgrade the Town’s water distribution infrastructure. This program helps to prevent catastrophic failures, improve capacity, prevent water loss, provide adequate fire protection and improve overall water quality.

~~~~~  
Requires a 2/3 vote

Financial Impact of Article 42

Approval

Disapproval

Town borrows \$500,000 to be repaid over 20 years.
Debt Service funded with water user fees is included
in water rate projections.

The BOARD OF SELECTMEN recommends approval.

YES ___

The FINANCE COMMITTEE recommends approval.

NO ___

On request of the Department of Public Works

WATER & SEWER VEHICLES

ARTICLE 43. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$70,000 for the purpose of purchasing water and sewer vehicles, or to take any other action related thereto.

~~~~~  
The two vehicles scheduled for replacement are front line vehicles that are used on a daily basis for first response, emergency, both weather and flood and snow and ice maintenance.

**The BOARD OF SELECTMEN recommends approval.**

**YES** \_\_\_

**The FINANCE COMMITTEE recommends approval.**

**NO** \_\_\_

On request of the Department of Public Works

**WTP VARIABLE FREQUENCY DRIVE PUMP**

**ARTICLE 44.** To see if the Town will vote to raise by borrowing, or transfer from available funds or by any combination and appropriate the sum of \$500,000 for the purpose of paying costs of acquiring and installing a Variable Frequency Drive Pump at the Water Treatment Plant, or take any other action related thereto.

~~~~~  
Replacing the current 24 year old system would offer greater operational efficiencies between low winter demand and high summer production rates. Engineering estimates a 5% to 7% electrical savings in drive and motor operation. OEM spare part availability for the current system usually becomes problematic after the 25-year mark. This is the last phase of upgrading all Water Treatment Plant single speed motor control centers to high efficiency variable speed drives.

~~~~~  
*Requires a 2/3 vote*

**Financial Impact of Article 44**

Approval

Disapproval

Town borrows \$500,000 to be repaid over 10 years.  
Debt Service funded with water user fees is included  
in water rate projections.

**The BOARD OF SELECTMEN recommends approval.**

**YES** \_\_\_

**The FINANCE COMMITTEE recommends approval.**

**NO** \_\_\_

On request of the Department of Public Works

**ACCEPTANCE OF CH. 131, SECTION 27 & 28 OF  
THE ACTS OF 2010**

**ARTICLE 45.** To see if the Town will vote to accept the provisions of Chapter 131, Sections 27 and 28, of the Acts of 2010 to amend Massachusetts General Laws, Chapter 32, Section 101, to increase the benefit provided therein to \$9,000.00 per year, or take any other action related thereto.

~~~~~

Any member who was retired under Accidental Disability (for a work related injury resulting in a permanent disability) prior to 11/01/1996 did NOT have the opportunity to choose Option C (survivor's benefits). The law currently allows the Retirement Board to pay said survivor an annual allowance of \$6,000 (unless the member dies from the disability he/she was retired for – in which case his/her survivor would receive the *pension portion only* of the member's retirement allowance for the rest of his/her life).

Acceptance of this article would increase the survivor's benefit from \$6,000 annually to \$9,000. Please note that any member retired on or after 11/01/1996 was given the opportunity to choose Option C, so his/her survivor would NOT be entitled to this benefit.

In Andover, there are currently 8 members whose survivor's could be impacted by this article. If all 8 die of causes not related to his/her disability, their survivors would receive the increased amount of \$9,000, which would result in an additional \$24,000 maximum cost to the system annually (it would be less if the person's survivor pre-deceased him/her). This maximum assumes all members die in the same year, and do not die from the cause related to his/her disability.

~~~~~

**The BOARD OF SELECTMEN recommends approval.**

**YES** \_\_\_

**The FINANCE COMMITTEE recommends approval.**

**NO** \_\_\_

On request of the Andover Retirement Board

## BOW HUNTING BAN - GBA

**ARTICLE 46.** To see if the Town will vote to add a new Section 8 to the General Miscellaneous By-law as follows:

“Section 8: No person shall discharge or release an arrow from a bow or crossbow, or hunt or trap on any public property in the Town of Andover; provided, however, that the provisions of this By-law shall not apply to a law enforcement official in the performance of his or her duties, not a class in archery instruction or competition, nor the lawful defense of the person, family, or property of any citizen, nor when discharge has been specifically authorized by the Commonwealth on State-owned property. The Town of Andover shall post notices summarizing the contents of this By-law at selected entrances to Town conservation land in a manner that the Conservation Commission determines to be appropriate to carry out this By-law’s provisions.”

or take any other action related thereto.

**The following explanation was submitted by the petitioner:**

Financially there are a number of concerns for Andover to propose a Bow Hunting Ban on Town conservation land: 1) potential hunting incidents means increased liability to the Town, 2) statistical evidence shows vehicular accidents increase during deer-hunting season, 3) hunting is a drastic change from prior recreational use of Town conservation land and may negatively impact future donations for conservation land. No comprehensive feasibility study has been done by the Town of Andover to address these issues. Research shows a number of effective, inexpensive, passive options available to address concerns of de-forestation and Lyme disease. These options have not been adequately explored by the Town to determine what method(s) may be most effective and fiscally responsible.

**The BOARD OF SELECTMEN recommends disapproval.**

**YES** \_\_\_

**NO** \_\_\_

On petition of Deborah Day Cummings and others

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## POLITICAL SIGNS - ZBA

**ARTICLE 47.** To see if the Town will vote to amend Article VIII, the Zoning By-law, by deleting the contents of Section 5.2.7.1.d and replacing it with “Except for political signs in Section 5.2.7.2.c below, temporary signs may be installed or in place for a period not to exceed thirty (30) days unless otherwise specified in this Bylaw” and further that non-substantive changes to the numbering of this by-law be permitted in order that it be in compliance with the numbering format of the Andover Code of By-laws, or take any other action related thereto.

~~~~~

The Zoning Bylaw, Section 5.2.2.2.c. should be amended because the Massachusetts Attorney General stated in writing to another town that questioned the legitimacy of durational limits to signs, particularly as applied to pre-election political signs. This change is to clarify the existing language in order to make it clear that durational limits do not apply to political signs.

~~~~~

*Requires a 2/3 vote*

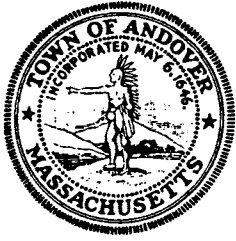
**The BOARD OF SELECTMEN recommends approval.** YES

**The PLANNING BOARD recommends approval.** NO

On request of the Planning Department

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**TOWN OF ANDOVER**  
**2010 ANNUAL REPORT SUMMARY**



# TOWN OF ANDOVER

Town Offices  
36 Bartlet Street  
Andover, MA 01810  
(978) 623-8200  
[www.andoverma.gov](http://www.andoverma.gov)

Dear Andover Citizens:

It has been my sincere pleasure and honor to serve again as Chairman of the Board of Selectmen in 2010. This past year has been one of continuing challenges, as well as some new opportunities. The Town continued to weather the prolonged economic downturn but not without some sacrifice and difficulty. The annual Budget was balanced once again through the hard work and cooperation of Andover's elected and appointed officials. Yet, even in these difficult times, there are many positive things happening and much to be thankful for in our community. Here are a few notable things that occurred in 2010.

In February, the Board of Selectmen re-appointed Buzz Stapczynski as Town Manager for another five-year term of office. The Board also re-negotiated the Town Manager's contract successfully eliminating and reducing a number of benefits that were part of previous contracts as well as initiating a new pay-for-performance component. Buzz has served Andover in an exemplary manner for over twenty years now. The Board is very happy to see him continue on with his tenure here in our great community.

The Board also welcomed Dr. Marinel D. McGrath who will serve as Andover's new Superintendent of Schools starting in July.

In March, the Town completed the process of developing a Town-wide Strategic Information Technology Plan. This process was facilitated by a citizen committee of IT professionals and conducted by BlumShapiro Consultants. The Town is now in the process of hiring its first Chief Information Officer (CIO). This new department head will report to both the Town Manager and the School Superintendent and is being funded from savings adding no additional cost from the prior year. The CIO will be working to implement the Town's Strategic Information Technology Plan. Our new CIO will also facilitate the convergence of all of the Town's decentralized information technology functions and staff currently dispersed within various departments into a single Town-wide IT Department. This major reorganization will allow the Town to leverage enhanced efficiencies and economies of scale in order to help reduce IT costs and provide a greater level of service.

I am also very happy to report that there has been significant progress in realizing a new I-93 Interchange. This new highway interchange has the potential to unlock hundreds of acres of currently landlocked and underutilized industrial land in the Lowell Junction area of town. It will also allow for the expansion of existing industry currently constrained by poor access to the interstate while adding new jobs to the area. In June, community leaders from Andover, Tewksbury and Wilmington completed the first draft of the land use vision for the redevelopment of the subject area through a Form-Based Code. This unified code will help

facilitate more efficient land utilization, provide opportunities for increased tax revenues and economic development while also helping to mitigate traffic congestion and protecting abutting residential neighborhoods.

In October, leaders from the three communities met with and briefed United States Secretary of Transportation Ray LaHood on the I-93 Tri-Town Development Project. During the meeting, representatives from each community reviewed project highlights and discussed their respective priorities for moving forward. At the end of the briefing, Secretary LaHood pledged his support for federal funding for the project if the three communities could ultimately come together on the plan.

The Lowell Junction Interchange Task Force subsequently held several facilitated discussions with the Board of Selectmen and Planning Board to discuss the next steps. During these meetings, the Task Force identified a series of off-site mitigation measures which are intended to improve both pedestrian and vehicular movement in the abutting residential neighborhoods. On January 24, 2011, the Board of Selectmen voted to support the inclusion of the latest interchange alternative depicting a tight diamond configuration, as an alternative in the Interchange Justification Report. In making their recommendation, the Board of Selectmen anticipated that off-site mitigation measures as identified by the Lowell Junction Interchange Task Force would be further evaluated and addressed as the Environmental Review Process moves forward. The Board remains optimistic that this important project will come to fruition.

On behalf of the Board of Selectmen, I thank you for making Andover one of the best places to live and work in Massachusetts and in all of New England. Please continue to stay involved in your community, your town and your government. Your voice and participation is critical for a healthy and vibrant Andover.

Respectfully submitted,



Alexander J. Vispoli, Chairman  
Andover Board of Selectmen

*The Town of Andover, more than a place to live, is a way of life.  
Its legacy of democracy shall be preserved. Each citizen should experience the  
treasures of nature, history, individual respect, neighborhood and learning.  
As resources and energy allow, each of these gifts from the past will be enriched in  
the present for those yet to be.*

*Vision Statement of the Board of Selectmen*



# TOWN OF ANDOVER

Town Offices  
36 Bartlet Street  
Andover, MA 01810  
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[www.andoverma.gov](http://www.andoverma.gov)

To the Honorable Board of Selectmen and Citizens of the Town of Andover,

The sun rose on May 31, 2010 with the purpose of making this day truly a Memorial Day. Andoverites gathered in The Park in front of The Andover Memorial Building to re-dedicate the newly renovated exterior and landscaping which was completed to be true to the original 1935 design. There were speeches, songs and prayers all to call to mind that this building and playstead were here to “recognize the wartime services of our Andover boys during the World War (1914 – 1918)”. It was a beautiful day befitting their service and sacrifice for our country.

The official business of the Town took place in late April at the Annual Town Meeting. Moderator Sheila Doherty presided over fifty-five warrant articles and Town Meeting members approved a budget of \$133,493,568. They also approved the creation of an Other Post Employment Benefits Trust Fund (OPEB) to begin addressing the Town’s liability for health insurance for municipal retirees. The accrued liability for OPEB is estimated to be \$245.1M by the Town’s actuary. Town Meeting not only approved this but it also funded it with the sum of \$258,119.80. The acquisition of 5.3 acres of forested waterfront property on Fosters Pond was approved. This will add to the forty-two acres of land already in the care and custody of the Conservation Commission along with one hundred and seventy acres of land known as the Bessie Goldsmith Woodlands under the land management of AVIS. These two hundred and seventeen acres of open space will provide nature lovers with access to Fosters Pond and the many recreational opportunities it provides the community.

Andover was designated a Green Community for achieving five clean energy benchmarks. This honor was awarded to only thirty-five municipalities. In order to become recognized as a Green Community, the Town had to adopt certain zoning policies and practices to encourage renewable energy uses and projects, establish a program to reduce energy use in the municipal buildings and agree to purchase only fuel efficient vehicles in certain cases.

The Town’s financial status received good news when Standard & Poor’s Municipal Credit Rating Service assigned its AAA bond rating to the community. This rating is based on Andover’s strong financial management practices and low overall debt burden. These factors combined with a diverse and stable high-end economic base enable Standard & Poor’s to award their highest investment grade bond rating.

Throughout the year, the School Building Committee was working on the replacement of the Bancroft Elementary School. They arrived at a preliminary design and cost estimates for a 680 student, K to five elementary school. A Special Town Meeting in December approved the \$44.7M project subject to a Proposition 2½ debt exemption vote in January, 2011.

The year 2010 can be called the year of transitions in both political and administrative positions. Senator Susan C. Tucker decided to retire after twenty-one years as a State Senator and Representative. Her career was dedicated to serving the needs of children and families. Barry R. Finegold was elected to become the new State Senator. His seat as State Representative was won by Paul Adams. James J. Lyons, Jr. replaced Barbara L'Italien as State Representative. In the Spring, Paula Colby-Clements was elected to replace Deb Silberstein who retired from the School Committee. Selectman Jerry Stabile was re-elected but chose to step down from the Board in the Summer. The Selectmen voted to have former Selectman John P. Hess replace him.


There were several administrative changes that are noteworthy. School Superintendent Dr. Claudia Bach retired and Dr. Marinel McGrath was appointed by the School Committee as the new Superintendent. Long-time Town Clerk Ms. Randall L. Hanson retired and Lawrence J. Murphy was appointed as the new Clerk. Joseph R. Piantedosi, Director of Plant and Facilities, retired in July and was retained as the Acting Director. John A. Petkus, Jr. retired as the Department of Public Works Director. John Bean was appointed to succeed him on an interim basis.

The Virginia Cole Community Service Award was presented to Alfred A. Koch and Edward J. Morrissey at the Annual Town Meeting. Mr. Koch was recognized for his many years of faithful service to the Boy Scouts, AVIS, Andover Historical Society and the Lawrence History Center. Mr. Morrissey was recognized for founding the Andover Hockey League, coaching Little League, serving as a volunteer Firefighter, as a member of the Ballardvale Historic District Commission and Cornell Trust Fund, the Clan McPherson Bagpipe Band and retiring as the Town's long-time Postmaster. Both gentlemen epitomize the spirit of the Virginia Cole Community Service Award.

As you can read, the year 2010 was one of remembrances, rededication and transition. It was also a year of leadership provided by the Board of Selectmen, numerous Department Heads, staff members and countless volunteers who serve the Town every day. Andover is a great place to live, to raise a family and to work because of the many hours these individuals dedicate to making Andover a quality community.

It is my honor to serve as your Town Manager.

Very truly yours,

  
Reginald S. Stapczynski  
Town Manager

TOWN OF ANDOVER, MASSACHUSETTS  
 RECAP OF GENERAL FUND - BUDGET- FUND LEVEL  
 FISCAL YEAR ENDED 06/30/2010

|                                   | RES FOR ENCUM | APPROP (ORIGINAL) | OFFSET RECEIPTS | RESERVE FUND | COMP FUND | OTHER ACCOUNTS | OTHER (STM)    | OTHER        | TOTAL AVAILABLE | EXPENDED       | RES FOR ENCUM | TRANS TO UNRE FD BL |
|-----------------------------------|---------------|-------------------|-----------------|--------------|-----------|----------------|----------------|--------------|-----------------|----------------|---------------|---------------------|
| <b>GENERAL GOVERNMENT</b>         |               |                   |                 |              |           |                |                |              |                 |                |               |                     |
| Personal Services                 | 0.00          | 3,984,278.00      |                 | 26,041.00    |           | 6,000.00       | (25,000.00)    | 300,000.00   | 4,291,319.00    | 4,095,401.11   | 195,908.75    | 9.14                |
| Other Expenses                    | 12,894.36     | 1,426,688.00      |                 | 16,869.88    |           |                | (60,000.00)    | (33,000.00)  | 1,363,452.24    | 1,303,884.79   | 53,192.37     | 6,375.08            |
|                                   | 12,894.36     | 5,410,966.00      | 0.00            | 42,910.88    | 0.00      | 6,000.00       | (85,000.00)    | 267,000.00   | 5,654,771.24    | 5,399,285.90   | 249,101.12    | 6,384.22            |
| <b>COMMUNITY SERVICES</b>         |               |                   |                 |              |           |                |                |              |                 |                |               |                     |
| Personal Services                 | 0.00          | 615,837.00        | 560,611.00      | 12,000.00    |           |                | (4,800.00)     | (9,000.00)   | 1,183,648.00    | 1,182,172.87   | 0.00          | 1,475.13            |
| Other Expenses                    | 14,914.48     | 327,342.00        | 125,452.00      |              |           |                | (11,200.00)    |              | 447,508.48      | 438,184.81     | 9,321.15      | 2.52                |
|                                   | 14,914.48     | 943,179.00        | 686,063.00      | 12,000.00    | 0.00      | 0.00           | (16,000.00)    | (9,000.00)   | 1,631,156.48    | 1,620,357.68   | 9,321.15      | 1,477.65            |
| <b>MUNICIPAL MAINTENANCE</b>      |               |                   |                 |              |           |                |                |              |                 |                |               |                     |
| Personal Services                 | 38,159.55     | 2,939,879.00      | 127,000.00      |              |           | 10,000.00      | (46,274.00)    |              | 3,068,764.55    | 2,999,956.24   | 34,814.00     | 33,994.31           |
| Other Expenses                    | 96,099.78     | 1,350,307.00      |                 |              |           |                | (22,726.00)    | (32,000.00)  | 1,391,819.37    | 1,243,434.58   | 145,492.99    | 2,891.80            |
|                                   | 134,259.33    | 4,290,186.00      | 127,000.00      | 0.00         | 0.00      | 10,000.00      | (69,000.00)    | (32,000.00)  | 4,460,583.92    | 4,243,390.82   | 180,306.99    | 36,886.11           |
| <b>PUBLIC SAFETY</b>              |               |                   |                 |              |           |                |                |              |                 |                |               |                     |
| Personal Services                 | 34,987.01     | 11,580,976.00     | 1,110,000.00    | 57,000.00    |           | 247,048.00     | (202,000.00)   | (30,000.00)  | 12,828,011.01   | 12,694,643.05  | 24,989.44     | 108,378.52          |
| Other Expenses                    | 62,812.62     | 1,243,997.00      |                 |              |           | 29,115.00      |                | (30,000.00)  | 1,305,924.62    | 1,055,125.94   | 219,909.95    | 30,888.73           |
|                                   | 97,799.63     | 12,824,973.00     | 1,110,000.00    | 57,000.00    | 0.00      | 276,163.00     | (202,000.00)   | (30,000.00)  | 14,133,935.63   | 13,749,768.99  | 244,999.39    | 139,267.25          |
| <b>DEPARTMENT OF PUBLIC WORKS</b> |               |                   |                 |              |           |                |                |              |                 |                |               |                     |
| Personal Services                 | 0.00          | 1,609,754.00      |                 | 67,000.00    |           |                | (21,500.00)    |              | 1,655,254.00    | 1,642,762.70   |               | 12,491.30           |
| Other Expenses                    | 47,147.32     | 3,632,250.00      |                 |              |           |                | (61,500.00)    | (85,000.00)  | 3,532,897.32    | 3,409,290.63   | 123,021.49    | 585.20              |
|                                   | 47,147.32     | 5,242,004.00      | 0.00            | 67,000.00    | 0.00      | 0.00           | (83,000.00)    | (85,000.00)  | 5,188,151.32    | 5,052,053.33   | 123,021.49    | 13,076.50           |
| <b>LIBRARY</b>                    |               |                   |                 |              |           |                |                |              |                 |                |               |                     |
| Personal Services                 | 5,461.12      | 2,052,489.00      |                 |              |           |                | (41,000.00)    |              | 2,016,950.12    | 1,947,645.14   | 26,500.00     | 42,804.98           |
| Other Expenses                    | 2,438.61      | 564,900.00        |                 |              |           |                |                | (13,000.00)  | 554,338.61      | 547,121.93     | 2,090.76      | 5,125.92            |
|                                   | 7,899.73      | 2,617,389.00      | 0.00            | 0.00         | 0.00      | 0.00           | (41,000.00)    | (13,000.00)  | 2,571,288.73    | 2,494,767.07   | 28,590.76     | 47,930.90           |
| <b>SCHOOL</b>                     |               |                   |                 |              |           |                |                |              |                 |                |               |                     |
| Personal Services                 | 0.00          | 47,484,553.00     |                 |              |           | 45,367.87      | 116,987.00     |              | 47,646,907.87   | 47,646,907.87  |               | 0.00                |
| Other Expenses                    | 157,709.58    | 12,948,605.00     |                 |              |           | (45,367.87)    | (821,987.00)   | 650,000.00   | 12,888,959.71   | 12,300,848.47  | 203,388.26    | 384,722.98          |
|                                   | 157,709.58    | 60,433,158.00     | 0.00            | 0.00         | 0.00      | 0.00           | (705,000.00)   | 650,000.00   | 60,535,867.58   | 59,947,756.34  | 203,388.26    | 384,722.98          |
| <b>UNCLASSIFIED</b>               |               |                   |                 |              |           |                |                |              |                 |                |               |                     |
| Compensation Fund                 | 0.00          | 200,000.00        |                 | (178,910.88) |           |                | (19,000.00)    |              | 2,089.12        | 0.00           | 0.00          | 2,089.12            |
| Reserve Fund                      | 0.00          | 200,000.00        | 0.00            | (178,910.88) | 0.00      | 0.00           | (19,000.00)    | 0.00         | 2,089.12        | 0.00           | 0.00          | 2,089.12            |
| <b>FIXED EXPENSES</b>             |               |                   |                 |              |           |                |                |              |                 |                |               |                     |
| GLRVTHS                           | 0.00          | 494,553.00        |                 |              |           |                | 362.00         |              | 494,915.00      | 494,915.00     |               | 0.00                |
| Debt Service                      | 0.00          | 13,312,391.00     |                 |              |           |                |                |              | 13,312,391.00   | 13,107,945.33  | 1,500.00      | 202,945.67          |
| Insurance                         | 0.00          | 640,500.00        |                 |              |           |                |                |              | 640,500.00      | 485,700.90     | 154,400.00    | 399.10              |
| Health Insurance Fund             | 0.00          | 12,550,000.00     |                 |              |           |                | (110,000.00)   | 200,000.00   | 12,640,000.00   | 12,634,488.00  | 1,441.00      | 4,071.00            |
| Unemployment Comp                 | 0.00          | 100,000.00        |                 |              |           |                |                | 50,000.00    | 150,000.00      | 150,000.00     |               | 0.00                |
| Retirement                        | 0.00          | 4,635,498.00      |                 |              |           |                |                |              | 4,635,498.00    | 4,635,498.00   |               | 0.00                |
|                                   | 0.00          | 31,732,942.00     | 0.00            | 0.00         | 0.00      | 0.00           | (109,638.00)   | 250,000.00   | 31,873,304.00   | 31,508,547.23  | 157,341.00    | 207,415.77          |
|                                   | 472,624.43    | 123,694,797.00    | 1,923,063.00    | 0.00         | 0.00      | 292,163.00     | (1,329,638.00) | 998,000.00   | 126,051,148.02  | 124,015,927.36 | 1,195,970.16  | 839,250.50          |
| <b>SEWER SYSTEM</b>               |               |                   |                 |              |           |                |                |              |                 |                |               |                     |
| Personal Services                 | 0.00          | 406,828.00        |                 |              |           |                | (8,715.00)     |              | 398,113.00      | 382,103.43     | 32,333.00     | 16,009.57           |
| Other Expenses                    | 198,018.31    | 1,938,253.00      |                 |              |           |                |                | 54,620.00    | 2,190,891.31    | 1,894,268.06   | 32,333.00     | 264,290.25          |
|                                   | 198,018.31    | 2,345,081.00      | 0.00            | 0.00         | 0.00      | 0.00           | (8,715.00)     | 54,620.00    | 2,389,004.31    | 2,276,371.49   | 32,333.00     | 280,299.82          |
| <b>WATER DEPARTMENT</b>           |               |                   |                 |              |           |                |                |              |                 |                |               |                     |
| Personal Services                 | 0.00          | 1,891,715.00      |                 |              |           |                | (167,000.00)   |              | 1,724,715.00    | 1,661,145.78   | 2,168.26      | 61,400.96           |
| Other Expenses                    | 10,985.82     | 2,659,400.00      |                 |              |           |                | (483,000.00)   | (52,000.00)  | 2,135,385.82    | 1,785,476.12   | 52,558.32     | 297,351.38          |
|                                   | 10,985.82     | 4,551,115.00      | 0.00            | 0.00         | 0.00      | 0.00           | (650,000.00)   | (52,000.00)  | 3,860,100.82    | 3,446,621.90   | 54,726.58     | 358,752.34          |
|                                   | 209,004.13    | 6,896,196.00      | 0.00            | 0.00         | 0.00      | 0.00           | (658,715.00)   | 2,620.00     | 6,449,105.13    | 5,722,993.39   | 87,059.58     | 639,052.16          |
|                                   | 681,628.56    | 130,590,993.00    | 1,923,063.00    | 0.00         | 0.00      | 292,163.00     | (1,988,353.00) | 1,000,620.00 | 132,500,253.15  | 129,738,920.75 | 1,283,029.74  | 1,476,302.66        |
| <b>GRAND TOTAL</b>                |               |                   |                 |              |           |                |                |              |                 |                |               |                     |

**Town of Andover  
General Fund Special Articles  
Fiscal Year Ending June 30, 2010**

| ARTICLE<br>NUMBER  | ARTICLE<br>TITLE           | CONTINUED<br>APPROPRIATION | OTHER<br>ACCOUNTS | APPROPRIATION | TRANS<br>FROM OTHER | TOTAL<br>AVAILABLE | EXPENDED   | OFU  | ENCUMB    | CONTINUED<br>APPROPRIATION |
|--------------------|----------------------------|----------------------------|-------------------|---------------|---------------------|--------------------|------------|------|-----------|----------------------------|
| ANNUAL             | UNPAID BILLS               | 0.00                       |                   |               |                     | 0.00               |            |      |           | 0.00                       |
| ANNUAL             | FIREWORKS FUND             | 10,000.00                  |                   | 12,000.00     |                     | 22,000.00          | 10,000.00  |      |           | 12,000.00                  |
|                    |                            | 10,000.00                  | 0.00              | 12,000.00     | 0.00                | 22,000.00          | 10,000.00  | 0.00 | 0.00      | 12,000.00                  |
| ART 21, 2010       | OPEB LIABILITY             | 0.00                       |                   | 157,500.00    |                     | 157,500.00         | 157,500.00 |      |           | 0.00                       |
|                    |                            | 0.00                       | 0.00              | 157,500.00    | 0.00                | 157,500.00         | 157,500.00 | 0.00 | 0.00      | 0.00                       |
| ART 57, 1995       | WETLAND BYLAW              | 1,461.19                   |                   |               |                     | 1,461.19           |            |      |           | 1,461.19                   |
|                    |                            | 1,461.19                   | 0.00              |               | 0.00                | 1,461.19           | 0.00       | 0.00 | 0.00      | 1,461.19                   |
| ART 39, 2005       | ELDERLY DISABLED TRANSPORT | 477.16                     |                   |               |                     | 477.16             |            |      |           | 477.16                     |
| ART 16, 2008       | ELDERLY DISABLED TRANSPORT | 230.50                     |                   |               |                     | 230.50             | 230.50     |      |           | 0.00                       |
| ART 21, 2008       | ELDERLY DISABLED TRANSPORT | 6,000.00                   |                   |               |                     | 6,000.00           | 1,104.50   |      | 4,895.50  | 0.00                       |
| ART 28, 2008       | ELDERLY DISABLED TRANSPORT |                            |                   | 12,000.00     |                     | 12,000.00          | 4,709.00   |      | 7,291.00  | 0.00                       |
|                    |                            | 6,707.66                   | 0.00              | 12,000.00     | 0.00                | 18,707.66          | 6,044.00   | 0.00 | 12,186.50 | 477.16                     |
| ART 45, 1982       | WAR MEMORIAL               | 89.63                      |                   |               |                     | 89.63              |            |      |           | 89.63                      |
|                    |                            | 89.63                      | 0.00              | 0.00          | 0.00                | 89.63              | 0.00       | 0.00 | 0.00      | 89.63                      |
| TOTAL GENERAL FUND |                            | 18,258.48                  | 0.00              | 181,500.00    | 0.00                | 199,758.48         | 173,544.00 | 0.00 | 12,186.50 | 14,027.98                  |

TOWN OF ANDOVER  
 CAPITAL PROJECT FUNDS  
 FISCAL YEAR ENDING JUNE 30, 2010

| DESCRIPTION                                | 07/01/09<br>Balance | ENCUMB     | LTBOND<br>PROCEEDS | OFS          | TOTAL<br>AVAILABLE | TOTAL<br>EXP | OFU  | 06/30/10<br>BALANCE | MEMO<br>BANS |
|--------------------------------------------|---------------------|------------|--------------------|--------------|--------------------|--------------|------|---------------------|--------------|
| ART 44 96 MID SCH ROOF ROOF                | 65.42               |            |                    |              | 65.42              |              |      | 65.42               |              |
| ART 09 00 MIDDLE ELEM SCHOOL               | 12,989.20           | 3,257.00   |                    |              | 16,246.20          | 26.64        |      | 16,219.56           |              |
| ART 12 02 WEST EL ASBESTOS                 | 5,809.29            |            |                    |              | 5,809.29           | 5,809.29     |      | 0.00                |              |
| ART 29 04 COLLINS HVC                      | 4,074.64            |            |                    |              | 4,074.64           | 4,074.64     |      | 0.00                |              |
| ART 11 05 SCHOOL BUILDING REP/IMP          | 294,339.10          | 14,363.00  |                    |              | 308,702.10         | 188,225.28   |      | 120,476.82          |              |
| ART 17 06 SCHOOL ROOF REPLACEMENTS         | 19,685.06           |            |                    |              | 19,685.06          | 10,381.06    |      | 9,304.00            |              |
| ART 46 06 SCHOOL HVAC REPLACEMENTS         | 3,720.88            |            |                    |              | 3,720.88           | 293.74       |      | 3,427.14            |              |
| ART 9-1 07 BANCROFT/WEST EL                | 19,530.98           |            |                    |              | 19,530.98          |              |      | 19,530.98           |              |
| ART 15 07 SCHOOL ROOF REPLACE              | -1,285,166.62       | 1,320.00   | 1,500,000.00       |              | 216,153.38         | 214,833.38   |      | 1,320.00            |              |
| ART 28 07 SCHOOL BUILDING MAINTENANCE      | -237,065.77         | 17,185.00  | 300,000.00         |              | 80,129.23          | 304,583.70   |      | -224,464.47         | 300,000.00   |
| ART 29 08 LOVELY FIELD RENOVATIONS         | 842.00              |            |                    |              | 842.00             |              |      | 842.00              |              |
| ART 24, 08 BANCROFT FEASIBILITY STUDY      | -12,141.00          |            | 300,000.00         |              | 287,858.00         | 281,660.95   |      | 6,198.05            | 810,000.00   |
| ART 27, 08 SCHOOL BLDG MAINT/RENOV         | -345,849.54         | 36,276.66  | 1,000,000.00       |              | 690,427.12         | 1,418,744.63 |      | -728,317.51         |              |
| ART 20-1 94 SCHOOL BUILDING                | 0.28                |            |                    |              | 0.28               | 0.28         |      | 0.00                |              |
| ART 56 09 SCHOOL BLDG MAINT/REPAIR         | 0.00                |            |                    |              | 0.00               | 606,010.97   |      | -606,010.97         | 850,000.00   |
| ART 58 09 VET'S WAR MEMORIAL AUDITORIUM    | 0.00                |            |                    |              | 0.00               |              |      | 0.00                |              |
| ART 59 09 FEASIBILITY STUDY BANCROFT SCH   | 0.00                |            |                    |              | 0.00               | 14,532.00    |      | -14,532.00          | 195,000.00   |
| ART 41, 10 SCHOOL MAINT & RENOVATION       | 0.00                |            |                    |              | 0.00               | 2,500.00     |      | -2,500.00           |              |
| TOTAL SCHOOL                               | -1,519,156.08       | 72,401.66  | 3,100,000.00       | 0.00         | 1,653,245.58       | 3,051,686.56 | 0.00 | -1,398,440.98       | 2,155,000.00 |
| ART 5 2004 2005 CIP (Effective 07/01/2004) | 8,864.03            |            |                    |              | 8,864.03           | 8,864.00     |      | 0.03                |              |
| ART 5 2005 2006 CIP (Effective 07/01/2005) | 68,812.45           | 3,959.00   |                    |              | 72,771.45          | 70,935.89    |      | 1,835.56            |              |
| ART 5 2006 2007 CIP (Effective 07/01/2006) | 115,237.27          | 800.00     |                    |              | 116,037.27         | 96,499.59    |      | 19,537.68           |              |
| ART 5 2007 2008 CIP (Effective 07/01/2007) | 221,200.97          |            |                    |              | 221,200.97         | 118,271.93   |      | 102,929.04          |              |
| ART 8 2008 2009 CIP (Effective 07/01/2008) | 537,498.38          | 101,400.00 |                    |              | 638,898.38         | 313,915.43   |      | 324,983.95          |              |
| ART 5 2009 2010 CIP (Effective 07/01/2009) | 951,614.10          | 106,159.00 |                    | 1,246,000.00 | 2,303,773.10       | 1,078,369.77 |      | 776,117.07          |              |
| TOTAL CONSERVATION                         |                     |            | 0.00               |              |                    |              |      | 1,225,403.33        | 0.00         |
| ART 32-2 00 CONSERV MAINT/IMP              | 14,851.84           |            |                    |              | 14,851.84          | 2,655.21     |      | 12,196.63           |              |
| ART 12 01 LAND ACQ LOWELL JCT ROAD         | -16,701.04          | 3,156.00   |                    |              | -13,545.04         |              |      | -13,545.04          | 100,000.00   |
| ART 23 02 CONSERVATION FUND                | 57,705.10           |            |                    |              | 57,705.10          | 950.00       |      | 56,755.10           |              |
| ART 51 07 ACQ BLANCHARD ST                 | 69,710.00           |            |                    |              | 69,710.00          |              |      | 69,710.00           |              |
| TOTAL CONSERVATION                         | 125,565.90          | 3,156.00   | 0.00               | 0.00         | 128,721.90         | 3,605.21     | 0.00 | 125,116.69          | 100,000.00   |
| ART 44 99 LANDFILL CLOSURE                 | -218,658.34         |            |                    |              | -218,658.34        | 319,424.64   |      | -538,082.98         | 600,000.00   |
| ART 43 06 LANDFILL CAP LEDGE ROAD          | -410,100.00         | 5,963.90   | 500,000.00         |              | 95,863.90          |              |      | 95,863.90           |              |
| ART 31 08 LEDGE ROAD LANDFILL CLOSURE      | 0.00                |            |                    |              | 0.00               |              |      | 0.00                |              |
| TOTAL LAND FILL STUDY                      | -628,758.34         | 5,963.90   | 500,000.00         | 0.00         | -122,794.44        | 319,424.64   | 0.00 | -442,219.08         | 600,000.00   |

TOWN OF ANDOVER  
 CAPITAL PROJECT FUNDS  
 FISCAL YEAR ENDING JUNE 30, 2010

| DESCRIPTION                                   | 07/01/09<br>Balance | ENCUMB     | LTBOND<br>PROCEEDS | OFS       | TOTAL<br>AVAILABLE | TOTAL<br>EXP | OFU  | 06/30/10<br>BALANCE | MEMO<br>BANS |
|-----------------------------------------------|---------------------|------------|--------------------|-----------|--------------------|--------------|------|---------------------|--------------|
| ART 74 99 MAIN ST. STREETS/CAPE               | -48,717.45          |            | 224,000.00         |           | 175,282.55         | 54,899.63    |      | 120,382.92          |              |
| ART 48 02 MAIN ST IMPROVEMENTS                | -88,376.00          |            | 289,000.00         |           | 180,624.00         | 160,201.98   |      | 20,422.02           |              |
| TOTAL OTHER                                   | -137,093.45         | 0.00       | 493,000.00         | 0.00      | 355,906.55         | 215,101.61   | 0.00 | 140,804.94          | 0.00         |
| ART 56 97 PUBLIC SAFETY                       | 23.46               |            |                    |           | 23.46              |              |      | 23.46               |              |
| ART 47 99 PUB SAF ANTENNAS                    | 3,920.50            |            |                    |           | 3,920.50           |              |      | 3,920.50            |              |
| ART 10-1 02 PUBLIC SAFETY ADDL CONTINGENCY    | 355.01              | 18,163.00  |                    |           | 18,518.01          | 18,163.00    |      | 355.01              |              |
| ART 34-3 02 REVERSE 911                       | 726.30              |            |                    |           | 726.30             |              |      | 726.30              |              |
| TOTAL PUBLIC SAFETY                           | 5,025.27            | 18,163.00  | 0.00               | 0.00      | 23,188.27          | 18,163.00    | 0.00 | 5,025.27            | 0.00         |
| ART 24 97 SENIOR CITIZEN                      | 21,164.74           |            |                    |           | 21,164.74          | 19,007.67    |      | 2,157.07            |              |
| ART 32 01 TOWN/SCHOOL PROJECTS                | 16,571.22           |            |                    |           | 16,571.22          | 10,386.00    |      | 6,185.22            |              |
| ART 33-5 01 WEST FIRE STATION - LONG TERM     | 39,352.93           |            |                    |           | 39,352.93          | 8,838.80     |      | 30,514.13           |              |
| ART 28-1 02 TOWN BUILDING IMPROVEMENTS        | 35,648.62           | 11,830.00  |                    |           | 47,478.62          | 26,777.78    |      | 20,700.84           |              |
| ART 32 04 SENIOR CTR PLANS                    | 1,715.75            |            |                    |           | 1,715.75           |              |      | 1,715.75            |              |
| ART 46 06 TOWN HVAC REPLACEMENT               | 10,249.75           |            |                    |           | 10,249.75          |              |      | 10,249.75           |              |
| ART 48 06 LAND TRANSFER BUXTON CT             | 200.00              |            |                    |           | 200.00             |              |      | 200.00              |              |
| ART 27 07 TOWN BLDG RENOVATION                | -367,125.56         | 61,394.44  | 400,000.00         |           | 94,268.88          | 52,603.01    |      | 41,665.87           |              |
| ART 44 08 WM WOOD MEMORIAL                    | 156,707.03          | 2,000.00   |                    | 75,000.00 | 233,707.03         | 149,824.70   |      | 83,882.33           |              |
| ART 49 08 PARKS & GROUNDS BUILDING            | 276,691.00          |            |                    |           | 276,691.00         |              |      | 276,691.00          |              |
| ART 28 08 TOWN BLDG RENOVATION                | 72,031.00           | 79,489.00  |                    |           | 151,520.00         | 86,373.07    |      | 65,146.93           |              |
| ART 36 08 FIRE DPW VEHICLES                   | -973,000.00         | 40,832.00  | 973,000.00         |           | 40,832.00          | 33,071.00    |      | 7,761.00            |              |
| ART 48 08 REC PARK LIGHTING                   | -100,000.00         |            | 100,000.00         |           | 0.00               |              |      | 0.00                |              |
| ART 16 09 TOWN YARD LEWIS T                   | 30,000.00           |            |                    |           | 30,000.00          | 27,499.95    |      | 2,500.05            |              |
| ART 17 09 CAMPENILLI DRIVE (RIGHT OF REFUSAL) | 27,255.00           |            |                    |           | 27,255.00          |              |      | 27,255.00           |              |
| ART 18 09 SITE EVALUATION TOWN YARD           | 20,000.00           |            |                    |           | 20,000.00          |              |      | 20,000.00           |              |
| ART 48 2009 INSTALL/REPLACE PARK METERS       | 23,890.67           |            |                    |           | 23,890.67          | 23,890.67    |      | 0.00                |              |
| ART 34 2009 BVALLE FIRE REPLACEMENT           | 0.00                |            |                    |           | 0.00               |              |      | 0.00                |              |
| ART 55 09 TOWN BLDG MAINT/IMPROVE             | -9,750.00           | 9,750.00   |                    |           | 0.00               | 212,402.10   |      | -212,402.10         | 650,000.00   |
| ART 57 09 BLANCHARD ST BALLFIELDS             | -5,000.00           | 5,000.00   |                    |           | 0.00               | 43,735.80    |      | -43,735.80          | 100,000.00   |
| TOTAL MUNI BUILDING                           | -723,397.85         | 210,295.44 | 1,473,000.00       | 75,000.00 | 1,034,997.59       | 694,410.55   | 0.00 | 340,487.04          | 750,000.00   |

TOWN OF ANDOVER  
 CAPITAL PROJECT FUNDS  
 FISCAL YEAR ENDING JUNE 30, 2010

| DESCRIPTION                           | 07/01/09<br>Balance | ENCUMB     | LTBOND<br>PROCEEDS | OFS          | TOTAL<br>AVAILABLE | TOTAL<br>EXP | OFU  | 06/30/10<br>BALANCE | MEMO<br>BANS |
|---------------------------------------|---------------------|------------|--------------------|--------------|--------------------|--------------|------|---------------------|--------------|
| ART 65-1 98 STORM DRAINAGE            | 31,993.16           |            |                    |              | 31,993.16          | 4,653.00     |      | 27,340.16           |              |
| ART 30 97 ROAD IMPROVEMENT            | 127.97              |            |                    |              | 127.97             |              |      | 127.97              |              |
| ART 46-3 99 TOWN CAPITAL              | 8,419.06            |            |                    |              | 8,419.06           | 7,732.82     |      | 686.24              |              |
| ART 88 99 IMPROVE ESSEX/PEARSON       | 3,500.00            |            |                    |              | 3,500.00           |              |      | 3,500.00            |              |
| ART 83 99 SALEM ST SIDEWALK           | 46,482.27           |            |                    |              | 46,482.27          |              |      | 46,482.27           |              |
| ART 64 98 SIDEWALK IMP                | 213.22              |            |                    |              | 213.22             |              |      | 213.22              |              |
| ART 54 00 LINCOLN CIRCLE/LILLIAN TER  | 9,173.99            |            |                    |              | 9,173.99           |              |      | 9,173.99            |              |
| ART 68 00 SIDEWALK RESTORATION        | 44,333.77           |            |                    |              | 44,333.77          |              |      | 44,333.77           |              |
| ART 70 00 SIDEWALK CHESTNUT ST        | 71,174.95           |            |                    |              | 71,174.95          |              |      | 71,174.95           |              |
| ART 22 01 SIDEWALK CROSS HIGH PLAIN   | 10,427.37           |            |                    |              | 10,427.37          |              |      | 10,427.37           |              |
| ART 28 01 ACQ SMITHSHIRE EST          | 56,946.18           |            |                    |              | 56,946.18          |              |      | 56,946.18           |              |
| ART 33-1 01 GIS                       | 106.79              |            |                    |              | 106.79             |              |      | 106.79              |              |
| ART 44-1 02 HYDRANT REPLACEMENT       | 1,309.80            |            |                    |              | 1,309.80           |              |      | 1,309.80            |              |
| ART 44-2 02 GIS                       | 41,696.06           |            |                    |              | 41,696.06          | 1,385.00     |      | 40,311.06           |              |
| ART 33 05 MORaine ST                  | 6,152.90            |            |                    |              | 6,152.90           |              |      | 6,152.90            |              |
| ART 51 05 SIDEWALK RECONSTRUCTION     | 53,311.06           |            |                    |              | 53,311.06          |              |      | 53,311.06           |              |
| ART 54 05 BRIDGE RECONSTRUCTION       | 0.00                | 207.64     |                    |              | 207.64             | 207.64       |      | 0.00                |              |
| ART 9-2 07 BRIDGE REPAIRS             | 27,629.51           | 4,403.56   |                    |              | 32,033.07          | 28,459.46    |      | 3,573.61            |              |
| ART 38 07 ACQUIRE GRANLI DRIVE        | 1,850.00            |            |                    |              | 1,850.00           | 11.42        |      | 1,838.58            |              |
| ART 39 07 PEDESTRIAN FOOT BRIDGE      | 15,000.00           |            |                    |              | 15,000.00          |              |      | 15,000.00           |              |
| ART 52 07 BRIDGE REPAIRS              | 0.00                |            |                    |              | 0.00               |              |      | 0.00                | 100,000.00   |
| ART 2A 07 ACQ 16 PEARSON ST           | 28,141.25           |            |                    |              | 28,141.25          | 238.05       |      | 27,903.20           |              |
| ART 3A 07 ACQ 18 PEARSON ST           | 28,295.00           |            |                    |              | 28,295.00          |              |      | 28,295.00           |              |
| ART 4A 07 ACQ 37 PEARSON ST           | 27,393.41           |            |                    |              | 27,393.41          |              |      | 27,393.41           |              |
| ART 32 08 BRIDGE REPAIRS              | -41,200.00          | 41,200.00  |                    |              | 0.00               | 92,831.00    |      | 54,000.00           | 300,000.00   |
| ART 52 10 REPAIRS TO PUBLIC WAYS      | -5,650.25           |            |                    | 54,000.00    | 54,000.00          |              |      | 54,000.00           |              |
| ART 50 08 STORM DRAINAGE IMPROVEMENTS | 466,827.47          | 45,811.20  | 0.00               |              | 566,638.67         | 138,127.00   |      | -143,777.25         | 280,000.00   |
| TOTAL ROAD/STORM DRAIN                | -1,459,372.98       | 461,950.20 | 5,566,000.00       | 1,375,000.00 | 5,943,577.22       | 336,959.90   | 0.00 | 229,678.77          | 680,000.00   |
| TOTAL NON ENTERPRISE                  |                     |            |                    |              |                    | 5,717,721.24 | 0.00 | 225,655.98          | 4,285,000.00 |

TOWN OF ANDOVER  
 CAPITAL PROJECT FUNDS  
 FISCAL YEAR ENDING JUNE 30, 2010

| DESCRIPTION                               | 07/01/09<br>Balance | ENCUMB       | LTBOND<br>PROCEEDS | OFS          | TOTAL<br>AVAILABLE | TOTAL<br>EXP | OFU        | 06/30/10<br>BALANCE | MEMO<br>BANS |
|-------------------------------------------|---------------------|--------------|--------------------|--------------|--------------------|--------------|------------|---------------------|--------------|
| ART 31 98 SEWER PLANS- SO                 | 188,964.13          |              |                    |              | 188,964.13         |              |            | 188,964.13          |              |
| ART 34 98 SEWER PLN ROGERS                | 32,528.44           |              |                    |              | 32,528.44          |              |            | 32,528.44           |              |
| ART 42 99 ROGERS BROOK SEWER              | 26,516.30           |              |                    |              | 26,516.30          |              |            | 26,516.30           |              |
| ART 41 99 SEWER CONST MAIN ST             | 84,744.96           |              |                    |              | 84,744.96          |              |            | 84,744.96           |              |
| ART 44-3 02 SANITARY SEWER INFILTRATION   | 185,654.89          |              |                    |              | 185,654.89         | 22,191.33    |            | 163,463.56          |              |
| ART 25 04 SEWER METER                     | 0.00                | 611,780.49   |                    |              | 611,780.49         | 335,746.45   |            | 276,034.04          |              |
| ART 2A 04 SOUTH MAIN STREET AREA SEWER    | 341,844.44          |              |                    |              | 341,844.44         |              |            | 341,844.44          |              |
| ART 32 06 SEWER METER                     | 315,304.44          |              |                    |              | 315,304.44         |              |            | 315,304.44          |              |
| ART 33 06 REPAIR/REPLACE SANITARY SEWER   | 82,457.51           |              |                    |              | 82,457.51          | 58,367.74    |            | 24,089.77           |              |
| ART 36 07 DASCOMB/SGOOD SEWER             | 61,203.20           |              |                    |              | 61,203.20          | 15,945.56    |            | 45,257.64           |              |
| ART 41 07 KIRKLAND ST SEWER (BETTERMENTS) | 89,343.90           |              |                    |              | 89,343.90          | 49,641.25    |            | 39,702.65           |              |
| ART 64 07 SHAWSHEEN PUMP STATION          | 200,000.00          |              |                    |              | 200,000.00         | 32,510.86    |            | 167,489.14          |              |
| ART 33 08 SHAWSHEEN RIVER OUTFALL SEWER   | 1,500,000.00        |              |                    |              | 1,500,000.00       | 1,405,437.70 |            | 94,562.30           | 300,000.00   |
| TOTAL SEWER                               | 3,108,562.21        | 611,780.49   | 0.00               | 0.00         | 3,720,342.70       | 1,919,840.89 | 0.00       | 1,800,501.81        | 300,000.00   |
| ART 27 96 REPAINT WATER                   | 37,862.97           |              |                    |              | 37,862.97          |              |            | 37,862.97           |              |
| ART 30 00 WATER MAIN DISTRIBUTION         | 3,308.41            |              |                    |              | 3,308.41           |              |            | 3,308.41            |              |
| ART 42 02 WATER PLANT DESIGN              | 16,231.48           |              |                    |              | 16,231.48          | 9,052.87     |            | 7,178.61            |              |
| ART 18 03 WATER STORAGE TANK REHAB        | 80,000.00           |              |                    |              | 80,000.00          |              |            | 80,000.00           |              |
| ART 20 03 WATER PLANT IMPROVEMENTS        | 460,020.05          | 44,131.00    |                    |              | 504,151.05         | 44,131.00    |            | 460,020.05          |              |
| ART 25 04 WATER METERS                    | 42,104.37           | 147,105.55   |                    |              | 189,209.92         | 179,544.99   |            | 9,664.93            |              |
| ART 34 05 WATER PLANT IMPROVE             | 1,657.66            |              |                    |              | 1,657.66           |              |            | 1,657.66            |              |
| ART 36 05 WATER DISTRIBUTION IMPROVEMENTS | 42,878.38           | 42,900.00    |                    |              | 85,778.38          | 42,641.35    |            | 43,137.03           |              |
| ART 41 05 FISH BROOK PUMPING STATION      | 9,138.00            | 7,035.89     |                    |              | 16,173.89          |              |            | 16,173.89           |              |
| ART 55 05 HAGGERTS/FISHBROOK SALT ST      | 756.86              |              |                    |              | 756.86             |              |            | 756.86              |              |
| ART 31 06 WATER MAIN REPLACEMENT          | 487,270.00          |              |                    |              | 487,270.00         | 70,661.20    |            | 416,608.80          |              |
| ART 32 06 WATER METERS                    | 684,695.56          |              |                    |              | 684,695.56         | 532,958.35   |            | 151,737.21          |              |
| ART 35 07 WATER VEHICLE REPLACEMENT       | 164.65              |              |                    |              | 164.65             |              |            | 164.65              |              |
| ART 46 07 WATER DISTRIBUTION              | 500,000.00          |              |                    |              | 500,000.00         |              |            | 500,000.00          |              |
| ART 47 07 WATER PLANT PUMPS               | 93,538.20           | 48,838.00    |                    |              | 142,376.20         | 70,247.00    |            | 72,129.20           |              |
| ART 54 07 SALT BALANCE STUDY              | 15,917.64           | 4,700.00     |                    |              | 20,617.64          | 6,041.22     |            | 14,576.42           |              |
| ART 12 08 FISHBROOK PUMPING STATION       | 30,580.49           | 6,395.50     |                    |              | 36,975.99          | 11,022.66    |            | 25,953.33           |              |
| ART 29 09 WATER MAIN CONST/RECONST        | 500,000.00          |              |                    |              | 500,000.00         | 507.50       | 400,000.00 | 99,492.50           |              |
| ART 30 09 WATER SUPPLY IMPROVEMENTS       | 250,000.00          |              |                    |              | 250,000.00         |              |            | 250,000.00          |              |
| ART 65 09 WATER PLANT ROOF REPLACE        | 650,000.00          |              |                    |              | 650,000.00         | 368,713.05   |            | 281,286.95          |              |
| TOTAL WATER                               | 3,906,124.72        | 301,105.94   | 0.00               | 0.00         | 4,207,230.66       | 1,335,521.19 | 400,000.00 | 2,471,709.47        | 0.00         |
| TOTAL WATER AND SEWER                     | 7,014,686.93        | 912,886.43   | 0.00               | 0.00         | 7,927,573.36       | 3,255,362.08 | 400,000.00 | 4,272,211.28        | 300,000.00   |
| GRAND TOTAL                               | 5,555,313.95        | 1,374,836.63 | 5,566,000.00       | 1,375,000.00 | 13,871,150.58      | 8,973,083.32 | 400,000.00 | 4,498,067.26        | 4,585,000.00 |

**TOWN OF ANDOVER, MASSACHUSETTS  
BALANCE SHEET  
June 30, 2010**

|                                 | GENERAL FUND  | ENTERPRISE |               |              | CAPITAL PROJECT | SPECIAL REVENUE | INTERNAL SERVICE FD | EXPENDABLE TRUST | LT DEBT       | GRAND TOTAL    |
|---------------------------------|---------------|------------|---------------|--------------|-----------------|-----------------|---------------------|------------------|---------------|----------------|
|                                 |               | WATER      | SEWER         |              |                 |                 |                     |                  |               |                |
| <b>ASSETS</b>                   |               |            |               |              |                 |                 |                     |                  |               |                |
| Cash and Equivalents            | 10,604,384.24 | 479,234.60 | 2,839,442.92  | 9,262,065.97 | 4,489,259.70    | 780,300.92      | 7,826,457.46        |                  |               | 36,281,145.81  |
| Property Taxes                  | 307,896.46    |            |               |              |                 |                 |                     |                  |               | 307,896.46     |
| Personal Property               | 1,426,457.41  |            |               |              |                 |                 |                     |                  |               | 1,426,457.41   |
| Real Estate                     | 733,070.06    |            |               |              |                 |                 |                     |                  |               | 733,070.06     |
| Motor Vehicle Excise            |               |            |               |              |                 |                 |                     |                  |               |                |
| User Fees                       |               | 489,985.61 | 458,258.44    |              |                 |                 |                     |                  |               | 948,244.05     |
| Special Assessments             | 1,237,434.20  | 1,558.62   | 12,605,860.71 |              |                 |                 |                     |                  |               | 12,607,419.33  |
| Tax Liens                       | 134,561.88    | 17,864.15  | 12,367.87     |              |                 |                 |                     |                  |               | 1,267,666.22   |
| Deferred Tax                    |               |            | 731,354.11    |              |                 |                 |                     |                  |               | 731,354.11     |
| Tax Foreclosure                 | 250,160.38    |            |               |              |                 |                 |                     |                  |               | 250,160.38     |
| Due from other Governments      | 0.00          |            |               |              | 181,395.00      |                 |                     |                  |               | 181,395.00     |
| Other Receivables               | 498,659.42    |            |               |              | 67,941.25       |                 |                     |                  |               | 566,600.67     |
| Total Cash & Receivables        | 15,192,624.05 | 988,642.98 | 16,647,284.05 | 9,262,065.97 | 4,738,595.95    | 780,300.92      | 7,826,457.46        | 0.00             |               | 55,435,971.38  |
| <b>Other Assets</b>             |               |            |               |              |                 |                 |                     |                  |               |                |
| Amounts to be Provided for:     |               |            |               |              |                 |                 |                     |                  |               | 0.00           |
| Long Term Debt                  |               |            |               |              |                 |                 |                     |                  | 87,909,402.00 | 87,909,402.00  |
| Total Assets                    | 15,192,624.05 | 988,642.98 | 16,647,284.05 | 9,262,065.97 | 4,738,595.95    | 780,300.92      | 7,826,457.46        | 87,909,402.00    |               | 143,345,373.38 |
| <b>LIABILITIES AND RESERVES</b> |               |            |               |              |                 |                 |                     |                  |               |                |
| Warrants Payable                | 2,506,838.07  | 53,586.45  | 25,376.57     | 178,998.71   | 270,577.89      | 34,159.91       |                     |                  |               | 3,069,537.60   |
| Accrued Payroll                 | 2,750,302.58  | 18,145.20  | 4,482.07      |              | 65,639.35       |                 |                     |                  |               | 2,838,569.20   |
| Property Taxes Paid in Advance  | 74,324.97     |            |               |              |                 |                 |                     |                  |               | 74,324.97      |
| Liabilities Due Depositors      | 350,545.47    |            | 8,566.54      |              |                 |                 |                     |                  |               | 359,112.01     |
| Accrued Payroll Withholdings    | (184.80)      |            |               |              |                 |                 |                     |                  |               | (184.80)       |
| Reserve for Abatements          | 1,768,150.74  |            |               |              | 67,941.25       |                 |                     |                  |               | 1,768,150.74   |
| Deferred Revenue                | 2,745,448.98  | 509,408.38 | 13,807,841.13 |              |                 |                 |                     |                  |               | 17,130,639.74  |
| Bond Anticipation Notes Payable |               |            |               | 4,585,000.00 |                 |                 |                     |                  |               | 4,585,000.00   |
| Repayment of Long Term Debt     |               |            |               |              |                 |                 |                     | 87,909,402.00    |               | 87,909,402.00  |
| Total Liabilities               | 10,195,426.01 | 581,140.03 | 13,846,266.31 | 4,763,998.71 | 404,158.49      | 34,159.91       | 0.00                | 87,909,402.00    |               | 117,734,551.46 |
| <b>Fund Balances</b>            |               |            |               |              |                 |                 |                     |                  |               |                |
| Unreserved                      | 3,749,441.28  | 352,776.37 | 2,768,684.74  | 4,498,067.26 | 4,334,437.46    | 746,141.01      | 7,826,457.46        |                  |               | 24,276,005.58  |
| Reserved for:                   |               |            |               |              |                 |                 |                     |                  |               |                |
| Continued Appropriations        | 14,027.98     |            |               |              |                 |                 |                     |                  |               | 14,027.98      |
| Encumbrances                    | 1,208,156.46  | 54,726.58  | 32,333.00     |              |                 |                 |                     |                  |               | 1,295,216.04   |
| Reserve for Debt Service        | 25,572.32     |            |               |              |                 |                 |                     |                  |               | 25,572.32      |
| Total Fund Balances             | 4,997,198.04  | 407,502.95 | 2,801,017.74  | 4,498,067.26 | 4,334,437.46    | 746,141.01      | 7,826,457.46        | 0.00             |               | 25,610,821.92  |
| Total Liab. & Fund Balance      | 15,192,624.05 | 988,642.98 | 16,647,284.05 | 9,262,065.97 | 4,738,595.95    | 780,300.92      | 7,826,457.46        | 87,909,402.00    |               | 143,345,373.38 |

**TOWN OF ANDOVER, MASSACHUSETTS  
COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES  
ALL GOVERNMENTAL FUND TYPES AND EXPENDABLE TRUST FUNDS  
FOR THE FISCAL YEAR ENDING 6/30/2010**

|                                             | General Fund   | Water<br>Enterprise | Sewer<br>Enterprise | Proprietary Fund Type<br>Capital<br>Projects | Special<br>Revenue | Internal<br>Service | Fund Type<br>Expendable<br>Trust | Total<br>(Memorandum<br>Only) |
|---------------------------------------------|----------------|---------------------|---------------------|----------------------------------------------|--------------------|---------------------|----------------------------------|-------------------------------|
| <b>Revenues:</b>                            |                |                     |                     |                                              |                    |                     |                                  |                               |
| Motor Vehicle Excise                        | 4,472,856.38   |                     |                     |                                              |                    |                     |                                  | 4,472,856.38                  |
| Other Excise                                | 962,298.00     |                     |                     |                                              |                    |                     |                                  | 962,298.00                    |
| Penalties and Interest on Taxes and Excises | 286,865.28     |                     |                     |                                              |                    |                     |                                  | 286,865.28                    |
| Payments in Lieu of Taxes                   | 156,425.14     |                     |                     |                                              |                    |                     |                                  | 156,425.14                    |
| Fees                                        | 28,314.00      |                     |                     |                                              |                    |                     |                                  | 28,314.00                     |
| Charges for Services - Water                | 0.00           | 6,204,217.41        |                     |                                              |                    |                     |                                  | 6,204,217.41                  |
| Charges for Services - Sewer                | 0.00           |                     | 3,549,761.25        |                                              | 5,696,180.72       |                     |                                  | 3,549,761.25                  |
| Departmental Revenue - School               | 227,785.00     |                     |                     |                                              |                    |                     |                                  | 227,785.00                    |
| Departmental Revenue - Library              | 16,890.77      |                     |                     |                                              |                    |                     |                                  | 16,890.77                     |
| Other Departmental Revenue                  | 1,035,724.68   |                     |                     |                                              | 3,480,091.69       |                     |                                  | 4,669,232.15                  |
| Utility Liens                               | 0.00           | 87,179.39           |                     |                                              |                    |                     |                                  | 87,179.39                     |
| Licenses and Permits                        | 1,518,199.28   |                     | 64,245.35           |                                              |                    |                     |                                  | 1,582,444.63                  |
| Special Assessments                         | 0.00           |                     |                     |                                              |                    |                     |                                  | 0.00                          |
| Fines and Forfeits                          | 489,430.50     | 1,489.62            | 1,842,016.86        |                                              |                    |                     |                                  | 1,518,199.28                  |
| Investment Income                           | 185,813.63     |                     |                     |                                              |                    |                     |                                  | 185,813.63                    |
| Misc Non Recurring                          | 140,408.32     | 691.65              | 14,092.91           |                                              | 9,289.16           | 2,491.40            | 22,245.77                        | 140,408.32                    |
| Other                                       |                |                     |                     |                                              |                    |                     |                                  |                               |
| Intergovernmental                           | 10,984,162.00  |                     | 100,619.80          |                                              | 6,582,745.64       |                     |                                  | 11,667,527.44                 |
| Real/Personal Property Taxes                | 100,294,961.95 |                     |                     |                                              |                    |                     |                                  | 100,294,961.95                |
| Tax Titles                                  | 111,980.21     |                     |                     |                                              |                    |                     |                                  | 111,980.21                    |
| Offset                                      |                |                     |                     |                                              |                    |                     |                                  |                               |
| DCS                                         | 544,900.44     |                     |                     |                                              |                    |                     |                                  | 544,900.44                    |
| AYS                                         | 13,760.00      |                     |                     |                                              |                    |                     |                                  | 13,760.00                     |
| Elder Services                              | 134,552.45     |                     |                     |                                              |                    |                     |                                  | 134,552.45                    |
| Rentals                                     | 64,533.65      |                     |                     |                                              |                    |                     |                                  | 64,533.65                     |
| Off Duty Admin Fee                          | 56,858.24      |                     |                     |                                              |                    |                     |                                  | 56,858.24                     |
| Cemetery Internment Fees                    | 60,151.00      |                     |                     |                                              |                    |                     |                                  | 60,151.00                     |
| Ambulance Fees                              | 965,977.77     |                     |                     |                                              |                    |                     |                                  | 965,977.77                    |
| Trust Fund and other                        | 0.00           |                     |                     |                                              |                    | 4,480,451.71        | 299,040.31                       | 4,789,492.02                  |
|                                             | 122,761,848.69 | 6,447,013.95        | 5,570,736.17        | 0.00                                         | 15,768,307.21      | 4,482,943.11        | 321,286.08                       | 155,362,135.11                |

**TOWN OF ANDOVER, MASSACHUSETTS  
COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES  
ALL GOVERNMENTAL FUND TYPES AND EXPENDABLE TRUST FUNDS  
FOR THE FISCAL YEAR ENDING 6/30/2010**

| Expenditures                 | General Fund          | Water Enterprise    | Sewer Enterprise    | Proprietary Fund Type Capital Projects | Special Revenue      | Internal Service     | Fund Type Expendable Trust | Total (Memorandum Only) |
|------------------------------|-----------------------|---------------------|---------------------|----------------------------------------|----------------------|----------------------|----------------------------|-------------------------|
| General Government           | 5,409,285.90          |                     |                     |                                        | 4,633,957.68         |                      | 24,593.16                  | 10,067,836.74           |
| Community Service            | 1,626,401.68          |                     |                     |                                        |                      |                      |                            | 1,626,401.68            |
| Municipal Maintenance        | 4,243,390.82          |                     |                     |                                        |                      |                      |                            | 4,243,390.82            |
| Public Safety                | 13,749,768.99         |                     |                     |                                        |                      |                      |                            | 13,749,768.99           |
| Water Enterprises            | 0.00                  | 3,446,621.90        |                     |                                        |                      |                      |                            | 3,446,621.90            |
| Sewer Enterprise             | 0.00                  |                     | 2,175,751.49        |                                        |                      |                      |                            | 2,175,751.49            |
| Public Works                 | 5,052,053.33          |                     |                     | 8,973,083.32                           |                      |                      |                            | 14,025,136.65           |
| Library                      | 2,494,767.07          |                     |                     |                                        |                      |                      |                            | 2,494,767.07            |
| School                       | 60,442,671.34         |                     |                     |                                        |                      |                      |                            | 70,895,448.62           |
| Insurance                    | 485,700.90            |                     |                     |                                        | 10,452,777.28        | 17,102,069.21        |                            | 17,587,770.11           |
| Health Insurance             | 16,488.00             |                     |                     |                                        |                      |                      |                            | 16,488.00               |
| Debt Service                 | 13,112,114.67         |                     |                     |                                        |                      | 286,408.17           |                            | 13,112,114.67           |
| Unemployment Comp            | 0.00                  |                     |                     |                                        |                      |                      |                            | 0.00                    |
| Retirement                   | 4,635,498.00          |                     |                     |                                        |                      |                      |                            | 4,635,498.00            |
| State and County Assessments | 3,072,718.00          |                     |                     |                                        |                      |                      |                            | 3,072,718.00            |
|                              | <u>114,340,858.70</u> | <u>3,446,621.90</u> | <u>2,175,751.49</u> | <u>8,973,083.32</u>                    | <u>15,086,734.96</u> | <u>17,388,477.38</u> | <u>24,593.16</u>           | <u>161,436,120.91</u>   |

**Other Financing Sources (Uses)**

|                                                                                              |                       |                       |                       |                     |                     |                      |                     |                      |
|----------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|---------------------|---------------------|----------------------|---------------------|----------------------|
| Short Term Debt Buy Down                                                                     |                       |                       |                       |                     |                     |                      |                     |                      |
| Transfer to Building Insurance Trust Fund                                                    |                       |                       |                       |                     |                     |                      |                     |                      |
| Art 09, 2010 Fiscal 2010 CIP                                                                 | (1,246,000.00)        |                       |                       | 1,246,000.00        |                     |                      |                     | 0.00                 |
| Water Deficit Raised on Recap                                                                | (24,600.99)           |                       |                       |                     |                     |                      |                     | 0.00                 |
| Water Indirect Costs                                                                         | 2,992,889.00          |                       |                       |                     |                     |                      |                     | 0.00                 |
| Sewer Indirect Costs                                                                         | 3,437,014.50          |                       | (3,437,014.50)        |                     |                     |                      |                     | 0.00                 |
| STM Art 8, Oct 2009                                                                          | 0.00                  |                       |                       | (400,000.00)        |                     |                      |                     | 0.00                 |
| Long Term Debt                                                                               | 0.00                  |                       |                       | 5,566,000.00        |                     |                      |                     | 5,566,000.00         |
| Article 52, 2010 (6216) From Free Cash                                                       | (54,000.00)           |                       |                       | 54,000.00           |                     |                      |                     | 0.00                 |
| Health Insurance Appropriation                                                               | (12,618,000.00)       |                       |                       |                     |                     | 12,618,000.00        |                     | 0.00                 |
| Unemployment Comp Appropriation                                                              | (150,000.00)          |                       |                       |                     |                     | 150,000.00           |                     | 0.00                 |
| Funding of OPEB 45                                                                           | (157,500.00)          |                       |                       |                     |                     |                      | 258,120.00          | 0.00                 |
| Article 44, 2008 ((6)199) From Trust                                                         | 0.00                  |                       |                       | 75,000.00           |                     |                      |                     | 0.00                 |
| Receipts Reserved - Wetland Filing                                                           | 6,000.00              |                       |                       |                     |                     |                      |                     | 0.00                 |
| Receipts Reserved - Parking Receipts                                                         | 276,163.00            |                       |                       |                     |                     |                      |                     | 0.00                 |
| From Perpetual Cares                                                                         | 10,000.00             |                       |                       |                     |                     |                      |                     | 0.00                 |
|                                                                                              | <u>(7,528,034.49)</u> | <u>(2,568,288.01)</u> | <u>(3,537,634.50)</u> | <u>6,541,000.00</u> | <u>(360,291.02)</u> | <u>12,846,128.02</u> | <u>(10,000.00)</u>  | <u>5,566,000.00</u>  |
| Excess (Deficiency) of Revenues over (Under) expenditures and other Financing Sources (Uses) | 892,955.50            | 432,103.94            | (142,649.82)          | (2,432,083.32)      | 321,281.23          | (49,406.25)          | 469,812.92          | (507,985.60)         |
| Fund Balance July 1, 2009                                                                    | 4,104,242.54          | (24,600.99)           | 2,943,667.56          | 6,930,150.58        | 4,013,156.23        | 795,547.26           | 7,356,644.54        | 26,118,807.72        |
| Fund Balance June 30, 2010                                                                   | <u>4,987,198.04</u>   | <u>407,502.95</u>     | <u>2,801,017.74</u>   | <u>4,498,067.26</u> | <u>4,334,437.46</u> | <u>746,141.01</u>    | <u>7,826,457.46</u> | <u>25,610,821.92</u> |

**TOWN OF ANDOVER**  
**SPECIAL REVENUE/GRANTS ROLLFORWARDS**  
**FISCAL YEAR ENDING JUNE 30, 2010**

| FUND/TITLE                                 | Balance<br>06/30/09 | Encumbrance | Intergovernmental | Interest | Depart-<br>Mental | Total<br>Available | Total<br>Expenditures | Total<br>OFS/OFU | Balance<br>06/30/10 |
|--------------------------------------------|---------------------|-------------|-------------------|----------|-------------------|--------------------|-----------------------|------------------|---------------------|
| <b>ELECTION OT GRANT</b>                   | 5,438.64            |             | 33,222.00         |          |                   | 38,660.64          | 35,323.50             | 0.00             | 3,337.14            |
| <b>STATE GENERAL GOVERNMENT GRANTS</b>     | 5,438.64            | 0.00        | 33,222.00         | 0.00     | 0.00              | 38,660.64          | 35,323.50             | 0.00             | 3,337.14            |
| CHILD PASSENGER SAFETY GRANT               | -8.75               |             |                   |          |                   | -8.75              | -8.75                 | 0.00             | 0.00                |
| FIREFIGHTER SAFETY EQUIPMENT               | 10,992.00           |             |                   |          |                   | 10,992.00          | 10,992.00             | 0.00             | 0.00                |
| FY03 TRAFFIC ENFORCEMENT                   | -3,755.73           |             | 15,000.00         |          |                   | 11,265.39          | 15,021.12             | 0.00             | -3,755.73           |
| FY03 COMMUNITY POLICING                    | 493.52              |             |                   |          |                   | 493.52             | 403.33                | 0.00             | 90.19               |
| REGIONAL EMERG RESPONSE PLAN               | -137.29             | 369.87      |                   |          |                   | 232.58             | 434.94                | 0.00             | -202.36             |
| FEMA COM EMERG MGMT                        | 1,493.00            |             | 706.50            |          |                   | 1,493.00           | 0.00                  | 0.00             | 1,493.00            |
| BULLET VEST PARTNERSHIP                    | 5,619.47            |             |                   |          |                   | 6,325.97           | 706.50                | 0.00             | 5,619.47            |
| SETB TRAINING                              | 658.42              |             |                   |          |                   | 658.42             | 0.00                  | 0.00             | 658.42              |
| STUDENT AWARE OF FIRE EDUCATION            | 7,428.83            |             | 5,900.00          |          |                   | 13,328.83          | 9,403.74              | 0.00             | 3,925.09            |
| RESOURCE OFFICER GLTS                      |                     |             | 67,000.00         |          |                   | 67,000.00          | 67,000.00             | 0.00             | 0.00                |
| FY09 REG EMERG PREPARDNESS                 | 39,623.50           |             | 110,115.00        |          |                   | 149,738.50         | 109,227.86            | 8,188.21         | 32,322.43           |
| FEMA COM EMERG MGMT                        | 2,500.00            |             |                   |          |                   | 2,500.00           | 0.00                  | 0.00             | 2,500.00            |
| FY09 911 PSAP SUPPORT                      | -55,764.80          |             | 124,189.04        |          |                   | 68,424.24          | 70,622.92             | 0.00             | -2,198.68           |
| DEPARTMENT TRAINING GRANT                  |                     |             | 8,190.84          |          |                   | 8,190.84           | 12,050.50             | 0.00             | -3,859.66           |
| FY09 JAG                                   | 6,733.81            |             | 97,998.29         |          |                   | 97,998.29          | 97,998.29             | 0.00             | -13,236.12          |
| FIRE STAFF CDFA 84.39A                     | 300.00              |             | 8,022.12          |          |                   | 14,755.93          | 204.95                | 0.00             | 14,550.98           |
| DISASTER REIMBURSEMENTS                    |                     |             |                   |          |                   | 300.00             | 0.00                  | 0.00             | 300.00              |
| ALTERNATIVE SENTENCING                     |                     |             |                   |          |                   |                    |                       |                  |                     |
| <b>STATE PUBLIC SAFETY GRANTS</b>          | 16,197.10           | 369.87      | 437,121.79        | 0.00     | 0.00              | 453,688.76         | 407,293.52            | 8,188.21         | 38,207.03           |
| CHAPTER 90                                 | -1,670.00           |             | 907,632.39        |          |                   | 905,962.39         | 935,538.24            | 0.00             | -29,575.85          |
| PWED G-9403                                | -55,921.65          | 55,921.65   |                   |          |                   | 0.00               | 0.00                  | 55,921.65        | -55,921.65          |
| PWED                                       | 92,577.83           |             |                   | 448.30   |                   | 93,026.13          | 0.00                  | 0.00             | 93,026.13           |
| <b>STATE PUBLIC WORKS GRANTS</b>           | 34,986.18           | 55,921.65   | 907,632.39        | 448.30   | 0.00              | 998,988.52         | 935,538.24            | 55,921.65        | 7,528.63            |
| CEMETERY SALE OF LOTS FUND                 | 5,227.33            |             |                   |          |                   | 5,227.33           | 0.00                  | 0.00             | 5,227.33            |
| SALE OF REAL ESTATE                        | 18,870.00           |             |                   |          |                   | 18,870.00          | 0.00                  | 0.00             | 18,870.00           |
| INSURANCE/DAMAGE PROCEEDS > \$20,000       | 69,073.00           |             |                   |          | 9,055.02          | 78,128.02          | 0.00                  | 78,128.02        | 0.00                |
| WETLAND FILING FEES                        | 140,953.56          |             |                   |          | 27,725.00         | 168,678.56         | 0.00                  | 6,000.00         | 162,678.56          |
| OFF STREET PARKING                         | 124,548.04          |             |                   |          | 238,606.92        | 363,154.96         | 0.00                  | 276,163.00       | 86,991.96           |
| <b>RECEIPTS RESERVED FOR APPROPRIATION</b> | 358,671.93          | 0.00        | 0.00              | 0.00     | 275,386.94        | 634,058.87         | 0.00                  | 360,291.02       | 273,767.85          |
| TOWN DAMAGE RESTITUTION                    | 25,712.43           |             |                   |          |                   | 25,712.43          | 0.00                  | 0.00             | 25,712.43           |
| FRONTAGE ROAD                              | 3,855.66            |             |                   |          |                   | 3,855.66           | 0.00                  | 0.00             | 3,855.66            |
| PUBLIC SAFETY DAMAGE REST                  | 7,113.83            |             |                   |          | 220.00            | 7,333.83           | 0.00                  | 0.00             | 7,333.83            |
| PUBLIC WORKS DAMAGE REST                   | 25,908.99           | 23,415.00   |                   |          | 21,799.88         | 71,123.87          | 25,329.50             | 0.00             | 45,794.37           |
| RECYCLABLE BATTERY PROGRAM                 | 1,253.84            |             |                   |          |                   | 1,253.84           | 0.00                  | 0.00             | 1,253.84            |
| LOST/DAMAGED BOOKS                         | 7,918.73            |             |                   |          | 6,568.54          | 14,487.27          | 3,974.04              | 0.00             | 10,513.23           |
| P&F DAMAGE RESTITUTION                     | -8,904.22           |             |                   |          | 111,602.00        | 102,697.78         | 100,191.79            | 0.00             | 2,505.99            |
| <b>OTHER REVOLVING FUNDS</b>               | 62,859.26           | 23,415.00   | 0.00              | 0.00     | 140,190.42        | 226,464.68         | 129,495.33            | 0.00             | 96,969.35           |

**TOWN OF ANDOVER  
SPECIAL REVENUE/GRANTS ROLLFORWARDS  
FISCAL YEAR ENDING JUNE 30, 2010**

| FUND/TITLE                        | Balance<br>06/30/09 | Encumbrance | Intergovernmental | Interest | Depart-<br>Mental | Total<br>Available | Total<br>Expenditures | Total<br>OFS/OFU | Balance<br>06/30/10 |
|-----------------------------------|---------------------|-------------|-------------------|----------|-------------------|--------------------|-----------------------|------------------|---------------------|
| HEALTHY COMMUNITY                 | 10,894.78           | 16,986.43   | 94,166.00         |          |                   | 122,047.21         | 83,833.52             | 12,357.34        | 25,856.35           |
| RECYCLE INCENTIVE                 | 25,938.79           |             |                   |          |                   | 25,938.79          | 0.00                  | 0.00             | 25,938.79           |
| NEW HORIZONS FOR YOUTH            | 1,706.34            |             |                   |          |                   | 1,706.34           | 337.85                | 0.00             | 1,368.49            |
| FY03 COA FORMULA GRANT            | -168.00             |             | 35,315.00         |          |                   | 35,147.00          | 35,306.00             | 0.00             | -159.00             |
| LAHEY CLINIC NUTRITION GRANT      | 5,294.73            |             |                   |          |                   | 5,294.73           | 0.00                  | 0.00             | 5,294.73            |
| GREATER RIVER VALLEY MRC          | 2,845.78            |             | 22,785.00         |          |                   | 25,630.78          | 22,771.16             | 2,556.31         | 303.31              |
| ENERGY EDUCATION ELDER SERVICES   | 1,141.10            |             |                   |          |                   | 1,141.10           | 0.00                  | 0.00             | 1,141.10            |
| MASS RURAL TRANSIT ASST PROG      | -125.00             |             |                   |          | 632.24            | 507.24             | 507.24                | 0.00             | 0.00                |
| D TECH ASSIST GRANT               | 100,000.00          |             |                   |          |                   | 100,000.00         | 89,872.00             | 0.00             | 10,128.00           |
| CLEAN ENERGY CHOICE               | 7,661.45            |             | 38,025.70         |          |                   | 38,025.70          | 36,050.00             | 0.00             | 1,975.70            |
| ARTS LOTTERY COUNCIL              | 973.30              |             | 5,520.00          |          |                   | 13,181.45          | 7,411.13              | 0.00             | 5,770.32            |
| RIGHT TO KNOW                     | -124.98             |             |                   |          |                   | 973.30             | 0.00                  | 0.00             | 973.30              |
| COMM CTR ELDER NUTRITION          | 6,098.09            | 2,544.90    |                   |          | 5,000.00          | 13,642.99          | 7,068.58              | 0.00             | 6,574.41            |
| NAT ASSN CNTY/CITY HEALTH OF      | 1,000.00            |             |                   |          |                   | 1,000.00           | 0.00                  | 0.00             | 1,000.00            |
| SECONDHAND SMOKE INITIATIVE       | 98,382.41           |             | 208,213.00        |          |                   | 208,213.00         | 81,759.52             | 0.00             | 126,453.48          |
| PUBLIC HEALTH EMERGENCY           | 2,582.41            |             |                   |          | 18,183.11         | 116,565.52         | 16,287.19             | 0.00             | 100,278.33          |
| LIBRARY AID CH 78 SEC 19A         | 264,101.20          | 19,531.33   | 404,024.70        | 0.00     | 41,666.60         | 729,323.83         | 381,204.19            | 14,913.65        | 333,205.99          |
| LIBRARY AID CH 139                | 0.00                |             |                   |          |                   | 1,410,973.00       | 1,236,425.87          | 15,570.27        | 158,976.86          |
| <b>OTHER STATE GRANTS</b>         | 54,459.72           | 2,979.90    | 1,410,973.00      |          |                   | 57,439.62          | 57,439.62             | 0.00             | 0.00                |
| SPED ENTITLEMENT                  | 0.00                |             |                   |          |                   | 23,412.60          | 23,412.60             | 0.00             | 0.00                |
| SPED ENTITLEMENT                  | 0.00                |             | 23,412.60         |          |                   | 267.63             | 267.63                | 0.00             | 0.00                |
| EARLY CHILDHOOD ALLOCATION        | 267.63              |             |                   |          |                   | 6,603.09           | 6,603.09              | 0.00             | 0.00                |
| EARLY CHILDHOOD ALLOCATION        | 5,000.00            | 1,603.09    |                   |          |                   | 971,989.00         | 1,373,364.00          | 0.00             | -401,375.00         |
| SPED IMPROVEMENT                  | 0.00                |             | 971,989.00        |          |                   | 16,708.00          | 16,708.00             | 0.00             | 0.00                |
| CIRCUIT BREAKER                   | 0.00                |             | 16,708.00         |          |                   | 4,055.82           | 4,055.82              | 0.00             | 0.00                |
| DRUG FREE SCHOOLS                 | 4,055.82            |             |                   |          |                   | 4,122.00           | 4,122.00              | 0.00             | 0.00                |
| TITLE I READING                   | 0.00                |             | 4,122.00          |          |                   | 0.00               | 561.30                | 3,383.00         | -3,944.30           |
| TECH LITENHANCED ED               | 0.00                |             |                   |          |                   | 79,565.60          | 79,565.60             | 0.00             | 0.00                |
| Tech DATA DRIVEN DECISIONS        | 68,741.60           |             | 10,824.00         |          |                   | 199,278.00         | 186,761.96            | 0.00             | 12,516.04           |
| Tech DATA DRIVEN DECISIONS        | 0.00                |             | 199,278.00        |          |                   | 111,764.00         | 93,126.95             | 4,620.00         | 14,017.05           |
| TITLE 1                           | 0.00                |             | 111,764.00        |          |                   | 7,772.00           | 7,772.00              | 0.00             | 0.00                |
| PROFESSIONAL DEVELOPMENT          | 7,772.00            |             |                   |          |                   | 13,700.00          | 12,449.20             | 0.00             | 1,250.80            |
| PROF DEB TEACHER QUALITY 140      | 0.00                |             | 13,700.00         |          |                   | 300.00             | 300.00                | 0.00             | 0.00                |
| ACADEMIC SUPPORT                  | 0.00                | 300.00      |                   |          |                   | 271,780.67         | 275,561.51            | 715.00           | -4,485.84           |
| ACADEMIC SUPPORT                  | 0.00                |             | 271,780.67        |          |                   | 10,996.73          | 10,996.73             | 0.00             | 0.00                |
| CAROL WHITE PHYS ED               | 10,996.73           |             |                   |          |                   | 103,320.00         | 101,265.00            | 2,055.00         | 0.00                |
| ESSENTIAL SCHOOL HEALTH SERV      | 103,320.00          | 10,996.73   | 103,320.00        |          |                   | 943,647.00         | 891,448.61            | 12,734.15        | 39,464.24           |
| ESSENTIAL SCHOOL HEALTH SERV YR 2 | 943,647.00          |             | 943,647.00        |          |                   | 34,843.60          | 34,843.60             | 0.00             | 0.00                |
| ARRA - IDEA 760                   | 34,843.60           |             |                   |          |                   | 310,270.32         | 325,047.65            | 52,626.30        | -67,403.63          |
| ARRA EARLY CHILDHOOD 762          | -32,456.20          | 1,061.00    | 341,665.52        |          |                   | 22,880.07          | 22,880.07             | 0.00             | 0.00                |
| LEADERSHIP IN AMERICA             | 21,715.99           | 1,164.08    |                   |          |                   |                    |                       |                  |                     |
| STEM ENGINEERING GRANT            |                     |             |                   |          |                   |                    |                       |                  |                     |

**TOWN OF ANDOVER  
SPECIAL REVENUE/GRANTS ROLLFORWARDS  
FISCAL YEAR ENDING JUNE 30, 2010**

| FUND/TITLE                              | Balance<br>06/30/09 | Encumbrance | Intergovernmental | Interest | Dept-<br>Mental | Total<br>Available | Total<br>Expenditures | Total<br>OFS/OFU | Balance<br>06/30/10 |
|-----------------------------------------|---------------------|-------------|-------------------|----------|-----------------|--------------------|-----------------------|------------------|---------------------|
| STEM ENGINEERING YR2                    | 131,594.00          |             |                   |          |                 | 131,594.00         | 86,747.98             | 11,637.50        | 33,208.52           |
| REVOLVING FUNDS EDUCATION               | 281,150.56          | 18,104.80   | 4,458,027.39      | 0.00     | 0.00            | 4,737,282.75       | 4,851,728.79          | 103,341.22       | -217,785.26         |
| ATHLETIC REVOLVING                      | 20,464.04           | 17.50       |                   |          | 416,501.60      | 436,983.14         | 365,191.55            | 1,515.42         | 70,278.17           |
| REVOLVING FUNDS ATHLETIC                | 20,464.04           | 17.50       | 0.00              | 0.00     | 416,501.60      | 436,983.14         | 365,191.55            | 1,515.42         | 70,278.17           |
| CH44 SEC 53E 1/2 LEGAL NOTICES          | 86,244.10           |             |                   |          | 138,008.09      | 224,252.19         | 133,614.27            | 0.00             | 90,637.92           |
| CH44 SEC 53E 1/2 DCS REVOLVING          | 309,734.79          |             |                   |          | 500,615.89      | 810,350.68         | 442,470.63            | 0.00             | 367,880.05          |
| CH44 SEC 53E 1/2 YOUTH SERVICES         | 66,960.87           |             |                   |          | 246,929.27      | 313,890.14         | 285,257.41            | 0.00             | 28,632.73           |
| CH44 SEC 53E 1/2 ELDER SERVICES         | 119,075.15          |             |                   |          | 143,611.87      | 262,687.02         | 98,867.10             | 7,352.00         | 156,467.92          |
| CH44 SEC 53E 1/2 TITLE V HEALTH CLINICS | 17,655.13           |             |                   |          | 29,502.35       | 47,157.48          | 22,605.76             | 0.00             | 24,551.72           |
| CH44 SEC 53E 1/2 LIBRARY AUDIO/VISUAL   | 25,328.35           |             |                   |          | 27,702.00       | 53,030.35          | 38,976.63             | 0.00             | 14,063.72           |
| CH44 SEC 53E 1/2 FIELDS REVOLVING       | 43,213.98           |             |                   |          | 66,171.00       | 111,014.98         | 80,389.90             | 0.00             | 30,625.08           |
| CH44 SEC 53E 1/2 POLICE ANTENNEA        | 17,669.72           | 1,630.00    |                   |          | 11,964.98       | 29,634.70          | 3,984.19              | 0.00             | 25,650.51           |
| CH 44 SEC 53E 1/2 SOLID WASTE           | 9,000.00            |             |                   |          | 21,452.50       | 30,452.50          | 899.04                | 0.00             | 29,553.46           |
| CH44 SEC 53E 1/2 DPW CRT/HHW            | 11,424.00           |             |                   |          | 11,496.00       | 22,920.00          |                       | 0.00             | 22,920.00           |
| CH44 SEC 53E 1/2 FIRE                   |                     |             |                   |          | 10,980.36       | 10,980.36          | 0.00                  | 0.00             | 10,980.36           |
| REVOLVING CHAPTER 44 53 E 1/2           | 706,306.09          | 1,630.00    | 0.00              | 0.00     | 1,208,434.31    | 1,916,370.40       | 1,107,064.93          | 7,352.00         | 801,953.47          |
| AGENCY ACCOUNTS                         |                     |             |                   |          |                 |                    |                       |                  |                     |
| MEALS TAX CAFETERIA                     | 556.53              |             |                   |          | 3,006.52        | 3,563.05           | 2,956.85              | 0.00             | 606.20              |
| FISHING LICENSES TO STATE               | 0.00                |             |                   |          | 6,631.75        | 6,631.75           | 6,631.75              | 0.00             | 0.00                |
| POLICE OFF DUTY                         | -80,522.80          |             |                   |          | 827,701.55      | 747,178.75         | 815,120.00            | 0.00             | -67,941.25          |
| FIRE OFF DUTY                           | -3,320.00           |             |                   |          | 52,032.50       | 48,712.50          | 54,782.50             | 0.00             | -6,070.00           |
| FIREARMS PERMITS                        | 0.00                |             |                   |          | 6,975.00        | 6,975.00           | 6,975.00              | 0.00             | 0.00                |
| AMBULANCE AGENCY ACCOUNTS               | 84.19               |             |                   |          | 36,138.81       | 36,223.00          | 32,917.12             | 0.00             | 3,305.88            |
| MEALS TAX ELDER SERVICES                | 84.09               |             |                   |          | 1,678.52        | 1,762.61           | 1,678.79              | 0.00             | 83.82               |
|                                         | -83,117.99          | 0.00        | 0.00              | 0.00     | 934,164.65      | 851,046.66         | 921,062.01            | 0.00             | -70,015.35          |

TOWN OF ANDOVER  
SPECIAL REVENUE/GRANTS ROLLFORWARDS  
FISCAL YEAR ENDING JUNE 30, 2010

| FUND/TITLE                                      | Balance<br>06/30/09 | Encumbrance     | Intergovernmental | Interest    | Depart-<br>Mental   | Total<br>Available  | Total<br>Expenditures | Total<br>OFS/OFU | Balance<br>06/30/10 |
|-------------------------------------------------|---------------------|-----------------|-------------------|-------------|---------------------|---------------------|-----------------------|------------------|---------------------|
| CORPORATE GRANTS                                | 14,045.11           | 321.62          | 22,978.75         |             | 14,720.73           | 37,345.48           | 30,589.55             | 0.00             | 6,755.93            |
| OTHER GIFTS AND GRANTS                          | 2,547.44            |                 |                   |             |                     | 17,268.17           | 8,457.50              | 0.00             | 8,810.67            |
| ENGINEERING GRANT                               | 2.24                | 1,189.63        |                   |             |                     | 1,191.87            | 1,191.87              | 0.00             | 0.00                |
| GEMS GRANT                                      | 9,410.06            | 200.00          |                   |             | 9,350.00            | 18,960.06           | 6,714.83              | 3,235.88         | 9,009.35            |
| EARLY CHILDHOOD REV                             | 14,909.81           |                 |                   |             | 118,312.58          | 133,222.39          | 128,165.58            | 0.00             | 5,056.81            |
| SCHOOL DAMAGE Ch 55 sec 53 1/2                  | 6,658.58            |                 |                   |             |                     | 6,658.58            | 2,143.31              | 0.00             | 4,515.27            |
| COMMUNITY A.S.K. REVOLVING                      | 2,252.09            |                 |                   |             | 7,479.00            | 2,252.09            | 0.00                  | 0.00             | 2,252.09            |
| PARENT TO PARENT REVOLVING                      | 13,260.46           |                 |                   |             |                     | 20,739.46           | 4,917.63              | 500.00           | 15,321.83           |
| ANDOVER C.A.R.E.S.                              | 3,815.33            |                 |                   |             |                     | 3,815.33            | 0.00                  | 0.00             | 3,815.33            |
| ALL DAY KINDERGARTEN                            | 326,897.87          |                 |                   |             | 998,312.79          | 1,325,210.66        | 970,560.56            | 47.77            | 354,602.33          |
| EXTRA CURRICULAR REV                            | 60,679.38           |                 |                   |             | 168,665.34          | 229,344.72          | 155,600.13            | 0.00             | 73,744.59           |
| INSTRUMENTAL MUSIC REVOLVING                    | 11,395.71           |                 |                   |             | 12,415.00           | 23,810.71           | 10,481.25             | 0.00             | 13,329.46           |
| FINE ARTS                                       | 4,583.77            |                 |                   |             | 49,534.24           | 54,118.01           | 30,572.75             | 0.00             | 23,545.26           |
| PHYS ED REVOLVING                               | 2,194.67            |                 |                   |             | 2,500.00            | 4,694.67            | 0.00                  | 0.00             | 4,694.67            |
| AIRS                                            | 17,484.77           |                 |                   |             | 360.02              | 17,844.79           | 279.49                | 0.00             | 17,565.30           |
| LOST BOOKS                                      | 37,857.05           | 1,236.27        |                   |             | 4,691.26            | 43,784.58           | 3,319.97              | 0.00             | 40,464.61           |
| COLLINS CTR REVOLVING                           | 41,593.47           | 5,063.69        |                   |             | 159,256.50          | 205,913.66          | 207,013.84            | 270.00           | -1,370.18           |
| OUTSIDE ACTIVITIES REV                          | 76,134.62           | 1,243.34        |                   |             | 147,291.18          | 224,669.14          | 140,204.16            | 0.00             | 84,464.98           |
| AND/LAW COLLAB. REV.                            | 1,472.26            |                 |                   |             |                     | 1,472.26            | 0.00                  | 0.00             | 1,472.26            |
| TRANSPORTATION REVOLVING                        | 71,743.21           |                 |                   |             | 447,325.00          | 519,068.21          | 406,756.03            | 0.00             | 112,312.18          |
| COPY CENTER REVOLVING (Ch 44 Sec 53 E 1/2)      | 10,649.61           |                 |                   |             | 4,175.85            | 14,825.46           | 14,000.00             | 0.00             | 825.46              |
| BANCROFT GIFTS AND DONATIONS                    | 0.02                |                 |                   |             |                     | 0.02                | 0.00                  | 0.00             | 0.02                |
| SANBORN GIFTS AND GRANTS                        | 17,333.83           |                 |                   |             | 3,250.00            | 20,583.83           | 4,863.90              | 0.00             | 15,719.93           |
| SOUTH SCHOOL GIFTS AND GRANTS                   | 1,058.92            |                 |                   |             | 28,250.00           | 29,308.92           | 5,640.00              | 0.00             | 23,668.92           |
| WEST ELEM GIFTS AND GRANTS                      | 23,543.54           |                 |                   |             |                     | 23,543.54           | 23,543.52             | 0.00             | 0.02                |
| HIGH PLAIN GIFTS AND GRANTS                     | 1,368.48            |                 |                   |             | 2,818.40            | 4,186.88            | 2,582.45              | 158.64           | 1,445.79            |
| WOOD HILL GIFTS AND GRANTS                      | 920.19              |                 |                   |             | 4,280.00            | 5,200.19            | 3,597.00              | 0.00             | 1,603.19            |
| DMS ENGINEERING GIFTS AND GRANTS                | 3,432.56            |                 |                   |             | 5,912.00            | 9,344.56            | 7,889.32              | 0.00             | 1,655.24            |
| WEST MIDDLE GIFTS AND GRANTS                    | 1,375.71            |                 |                   |             | 2,705.94            | 4,081.65            | 2,334.73              | 0.00             | 1,746.92            |
| GUIDANCE SERVICES                               | 1,002.00            |                 |                   |             | 142,892.67          | 143,894.67          | 138,431.11            | 0.00             | 5,463.56            |
| STUDENT ACTIVITY MGL 71/47                      | 407,826.76          |                 |                   |             | 1,102,821.95        | 1,510,648.71        | 962,270.15            | 0.00             | 548,378.56          |
| <b>OTHER SPECIAL REVENUE FUNDS EDUCATION</b>    | <b>1,187,449.52</b> | <b>9,254.55</b> | <b>22,978.75</b>  | <b>0.00</b> | <b>3,437,320.45</b> | <b>4,657,003.27</b> | <b>3,271,920.63</b>   | <b>4,212.29</b>  | <b>1,380,870.35</b> |
| FOOD SERVICES                                   | 21,766.03           |                 | 319,738.62        |             | 1,842,358.67        | 2,183,863.32        | 1,963,938.31          | 0.00             | 219,925.01          |
| <b>OTHER SPECIAL REVENUE FUNDS SCHOOL LUNCH</b> | <b>21,766.03</b>    | <b>0.00</b>     | <b>319,738.62</b> | <b>0.00</b> | <b>1,842,358.67</b> | <b>2,183,863.32</b> | <b>1,963,938.31</b>   | <b>0.00</b>      | <b>219,925.01</b>   |

TOWN OF ANDOVER  
SPECIAL REVENUE/GRANTS ROLLFORWARDS  
FISCAL YEAR ENDING JUNE 30, 2010

| FUND/TITLE                             | Balance<br>06/30/09 | Encumbrance       | Intergovernmental   | Interest        | Depart-<br>Mental   | Total<br>Available   | Total<br>Expenditures | Total<br>OFS/OFU  | Balance<br>06/30/10 |
|----------------------------------------|---------------------|-------------------|---------------------|-----------------|---------------------|----------------------|-----------------------|-------------------|---------------------|
| PREMIUM ON BOND ISSUE                  | 0.00                |                   |                     |                 | 124,595.11          | 124,595.11           | 0.00                  | 0.00              | 0.00                |
| VETERAN'S SERVICES GIFTS               | 3,147.07            |                   |                     |                 | 3,000.00            | 6,147.07             | 1,200.00              | 0.00              | 4,947.07            |
| CABLE TV COMMUNITY ACCESS              | 361,688.80          |                   |                     |                 | 378,930.10          | 740,618.90           | 229,389.16            | 0.00              | 511,229.74          |
| CABLE TV VERIZON                       | 43,111.80           |                   |                     |                 | 227,825.35          | 270,937.15           | 125,059.36            | 0.00              | 145,877.79          |
| GIFT - FIREWORKS                       | 0.00                |                   |                     |                 | 9,842.06            | 1,262.84             | 0.00                  | 0.00              | 8,579.22            |
| SHED CONTRIBUTIONS                     | 7,263.81            |                   |                     |                 | 7,263.81            | 0.00                 | 0.00                  | 0.00              | 7,263.81            |
| OLD TOWN HALL RESTORATION              | 468.78              |                   |                     |                 | 468.78              | 0.00                 | 0.00                  | 0.00              | 468.78              |
| TOWN GIFT & DONATIONS                  | 10,556.92           |                   |                     |                 | 11,049.92           | 0.00                 | 0.00                  | 0.00              | 11,049.92           |
| CONSERVATION GIFT                      | 3,439.69            |                   |                     |                 | 5,464.69            | 685.85               | 0.00                  | 0.00              | 4,778.84            |
| CONSERVATION TRAIL ACCOUNT             | 334.85              |                   |                     |                 | 515.17              | 848.88               | 0.00                  | 0.00              | -333.71             |
| DCS-GIFT                               | 5,825.31            |                   |                     |                 | 6,358.31            | 0.00                 | 0.00                  | 0.00              | 6,358.31            |
| YOUTH SERVICES GIFTS/CONTRIBUTIONS     | 123,253.04          |                   |                     |                 | 21,674.83           | 144,927.87           | 19,815.26             | 0.00              | 125,112.61          |
| COA SENIOR CONNECTIONS                 | 60,029.33           | 165.22            |                     |                 | 106,818.00          | 167,012.55           | 90,419.65             | 0.00              | 76,592.90           |
| COA SCHOLARSHIPS                       | 3,289.25            |                   |                     |                 | 3,289.25            | 0.00                 | 0.00                  | 0.00              | 3,289.25            |
| LIBRARY GIFTS & DONATIONS              | 34,355.56           | 8,185.00          |                     |                 | 3,175.00            | 45,715.56            | 13,221.26             | 0.00              | 32,494.30           |
| HOME FOR THE AGED GIFT                 | 40,345.72           |                   |                     | 1,428.72        |                     | 41,774.44            | 4,369.00              | 0.00              | 37,405.44           |
| DPW ADMIN GIFT                         |                     | 186.11            |                     |                 |                     | 186.11               | 0.00                  | 186.11            | 0.00                |
| CHOLESTEROL SCREENING                  | 350.76              |                   |                     |                 | 350.76              | 0.00                 | 0.00                  | 0.00              | 350.76              |
| A17 2007 ACCUM BENEFITS                | 97,143.26           |                   |                     |                 | 97,143.26           | 97,143.26            | 0.00                  | 0.00              | 0.00                |
| POLICE GIFTS AND DONATIONS             | 6,305.23            |                   |                     |                 | 6,305.23            | 0.00                 | 0.00                  | 0.00              | 6,305.23            |
| ANDOVER HOUSING PARTNERSHIP GIFT       | -2,389.00           |                   |                     |                 | -2,389.00           | 0.00                 | 0.00                  | 0.00              | -2,389.00           |
| LOWELL ST/SHAWSHOEN TRAFFIC MITIGATION | 5,000.00            |                   |                     |                 | 5,000.00            | 0.00                 | 0.00                  | 0.00              | 5,000.00            |
| SHINGLES PREV VACCINATION              | 2,322.14            |                   |                     |                 | 2,322.14            | 0.00                 | 0.00                  | 0.00              | 2,322.14            |
| COMMUNITY CTR ELDER NUTRITION          | 1,256.61            |                   |                     |                 | 1,157.00            | 2,413.61             | 0.00                  | 0.00              | 2,413.61            |
| TIMOTHY HORNE - GIFT AYS               | 162,373.29          |                   |                     | 5,711.64        |                     | 168,084.93           | 8,906.84              | 0.00              | 159,178.09          |
| MAIN ST UPKEEP GIFT                    | 50,630.42           |                   |                     | 1,700.50        |                     | 52,330.92            | 59.49                 | 0.00              | 52,271.43           |
| <b>OTHER SPECIAL REVENUE FUNDS</b>     | <b>1,020,102.64</b> | <b>8,536.33</b>   | <b>0.00</b>         | <b>8,840.86</b> | <b>880,248.77</b>   | <b>1,917,728.60</b>  | <b>716,975.96</b>     | <b>186.11</b>     | <b>1,200,566.53</b> |
|                                        | <b>3,876,375.20</b> | <b>136,781.03</b> | <b>6,582,745.64</b> | <b>9,289.16</b> | <b>9,176,272.41</b> | <b>19,781,463.44</b> | <b>15,086,734.96</b>  | <b>555,921.57</b> | <b>4,138,806.91</b> |

**TRUST-CEMETERY -SPECIAL FUNDS  
IN CUSTODY OF THE TOWN TREASURER  
FISCAL YEAR ENDING JUNE 30, 2010**

| FUND                                    | PRINCIPAL  | BALANCE<br>July 1, 2009 | DEPOSITS      | OTHER        | INCOME         | DRAWN         | BALANCE<br>June 30, 2010 |
|-----------------------------------------|------------|-------------------------|---------------|--------------|----------------|---------------|--------------------------|
| STABILIZATION                           |            | 4,279,569.99            |               |              | 153,570.71     |               | 4,433,140.70             |
| C.D. WOOD                               |            | 1,224,116.55            |               |              | 44,374.11      | 75,000.00     | 1,193,490.66             |
| OPEB ART 21, 2010                       |            |                         | 258,120.00    |              |                |               | 258,120.00               |
| ESTATE S.P. WHITE                       | 5,766.63   | 16,151.88               |               |              | 70.88          |               | 16,222.76                |
| POLICE DRUG ACCOUNT                     |            | 23,102.95               | 6,919.00      |              | 10.96          | 10,308.80     | 19,724.11                |
| TOWN 400TH CELEBRATION                  |            | 9,061.91                |               |              | 327.32         |               | 9,389.23                 |
| J. GREELEY                              | 5,000.00   | 7,489.89                |               |              | 271.44         |               | 7,761.33                 |
| MARGARET G. TOWLE<br>MARGARET G. TOWLE  | 345,825.50 | 345,825.50<br>89,647.67 |               |              | 15,531.63      | 10,864.61     | 345,825.50<br>94,314.69  |
| JOHN CORNELL                            | 5,000.00   | 51,571.94               | 1,430.00      |              | 1,859.42       | 1,700.00      | 53,161.36                |
| DAVID & LUCY SHAW                       | 10,000.00  | 48,535.74               |               |              | 1,754.02       |               | 50,289.76                |
| W.L. RAYMOND                            | 7,845.81   | 54,955.25               |               |              | 1,986.45       |               | 56,941.70                |
| A.J. LINCOLN                            | 5,000.00   | 23,688.90               |               |              | 103.96         |               | 23,792.86                |
| E.I. RAYMOND                            | 1,302.77   | 2,976.92                |               |              | 107.57         |               | 3,084.49                 |
| TAYLOR                                  | 300.00     | 2,104.63                |               |              | 76.04          |               | 2,180.67                 |
| SPRING GROVE                            | 932,825.77 | 940,606.07              | 29,329.00     |              | 50,844.26      | 10,000.00     | 1,010,779.33             |
| SPRING GROVE FLOWERS                    |            | 35,656.58               |               |              | 1,293.57       | 1,475.00      | 35,475.15                |
| EMILINE LINCOLN<br>EMMA J. LINCOLN      | 1,000.00   | 2,027.14<br>1,110.56    |               |              | 73.24<br>40.14 |               | 2,100.38<br>1,150.70     |
| CONSERVATION FUND                       |            | 66,124.57               |               |              | 2,389.70       |               | 68,514.27                |
| SMART                                   | 1,000.00   | 15,776.04               |               |              | 570.20         | 15.00         | 16,331.24                |
| FARRINGTON                              |            | 1,963.38                |               |              | 71.00          | 15.00         | 2,019.38                 |
| BALLARDVALE                             |            | 1,398.29                |               |              | 50.59          | 25.00         | 1,423.88                 |
| ALLEN                                   | 200.00     | 251.84                  |               |              | 9.16           | 15.00         | 246.00                   |
| EMS BELL LIBRARY TRUST                  |            | 58,415.93               |               |              | 2,115.65       |               | 60,531.58                |
| ELDERLY TAXATION FUND                   |            | 12,627.19               |               |              | 1,300.58       |               | 13,927.77                |
| MUNICIPAL AFFORDABLE HOUSING            |            | 7,976.78                | 2,488.35      |              | 345.44         |               | 10,810.57                |
| DRAPER                                  |            | 17,451.25               |               |              | 630.69         |               | 18,081.94                |
| RICHARDSON                              | 1,000.00   | 1,533.15                |               |              | 57.53          |               | 1,590.68                 |
| A & AV LINCOLN                          | 1,000.00   | 1,153.08                |               |              | 41.36          |               | 1,194.44                 |
| RAFTON (INTEREST)<br>RAFTON (PRINCIPAL) |            | 598.50<br>4,659.01      | 253.96        |              | 171.21         |               | 598.50<br>5,084.18       |
| CONROY                                  |            | 1,772.92                |               |              | 64.08          |               | 1,837.00                 |
| AMERICAN LEGION                         |            | 1,307.29                |               |              | 47.26          |               | 1,354.55                 |
| CHRIS MAYNARD BOOKS                     |            | 4,640.17                | 500.00        |              | 176.86         | 174.75        | 5,142.28                 |
| HOLT                                    |            | 795.07                  |               |              | 28.74          |               | 823.81                   |
|                                         |            | 7,356,644.53            | 299,040.31    | 0.00         | 280,365.77     | 109,593.16    | 7,826,457.45             |
| <b>INTERNAL SERVICE FUNDS</b>           |            |                         |               |              |                |               |                          |
| INSURANCE                               |            | 164,306.98              | 78,128.02     |              | 1,022.85       | 1,300.00      | 242,157.85               |
| UNEMPLOYMENT COMPENSATION               |            | 225,074.55              | 150,000.00    |              | 929.13         | 286,408.17    | 89,595.51                |
| TOWN INSURANCE HEALTH                   |            | 286,386.33              | 13,041,349.77 | 4,067,101.94 | 539.42         | 16,993,167.21 | 402,210.25               |
| WORKERS COMPENSATION                    |            | 119,779.41              |               |              |                | 107,602.00    | 12,177.41                |
| <b>TOTAL INTERNAL SERVICE FUNDS</b>     |            | 795,547.27              | 13,269,477.79 | 4,067,101.94 | 2,491.40       | 17,388,477.38 | 746,141.02               |
| <b>GRAND TOTAL ALL TRUST FUNDS</b>      |            | 8,152,191.80            | 13,568,518.10 | 4,067,101.94 | 282,857.17     | 17,498,070.54 | 8,572,598.47             |

**TOWN OF ANDOVER, MASSACHUSETTS  
ANALYSIS OF BONDS AUTHORIZED AND OUTSTANDING  
DECEMBER 31, 2010**

| ARTICLE                                  | PROJECT NAME                       | TOTAL<br>AUTHORIZATION | AUTHORIZATION<br>JULY 01, 2009 | NEW<br>AUTHORIZATION | BONDING             | AUTHORIZATION<br>DECEMBER 31, 2010 | BANS<br>OUTSTANDING<br>DUE 2/25/2011 |
|------------------------------------------|------------------------------------|------------------------|--------------------------------|----------------------|---------------------|------------------------------------|--------------------------------------|
| <b>SEWER ENTERPRISE</b>                  |                                    |                        |                                |                      |                     |                                    |                                      |
| ART 2A 2004                              | SOUTH MAIN AREA SEWERS             | 2,500,000.00           | 1,000,000.00                   |                      |                     | 1,000,000.00                       |                                      |
| ART 33 2006                              | REPAIR/REPLACEMENT SANITARY SEWER  | 500,000.00             | 150,000.00                     |                      |                     | 150,000.00                         |                                      |
| ART 64 2007                              | SHAWSHEEN PUMPING STATION          | 750,000.00             | 550,000.00                     |                      |                     | 550,000.00                         |                                      |
| ART 33 2008                              | SHAWSHEEN RIVER OUTFALL SEWER      | 4,000,000.00           | 2,500,000.00                   |                      |                     | 2,500,000.00                       | 300,000.00                           |
| ART 51 2008                              | SEWER MAIN CONSTRUCTION & RECONST  | 500,000.00             | 500,000.00                     |                      |                     | 500,000.00                         |                                      |
| ART 32 2010                              | SEWER MAIN CONST & RECONST         |                        |                                | 500,000.00           |                     | 500,000.00                         |                                      |
| ART 46 2010                              | SEWER LINE EXT - LINCOLN ST        |                        |                                | 225,000.00           |                     | 225,000.00                         |                                      |
|                                          |                                    | <u>8,250,000.00</u>    | <u>4,700,000.00</u>            | <u>725,000.00</u>    | <u>0.00</u>         | <u>5,425,000.00</u>                | <u>300,000.00</u>                    |
| <b>WATER ENTERPRISE</b>                  |                                    |                        |                                |                      |                     |                                    |                                      |
| ART 34 2005                              | WATER TREAT PLANT IMPROVEMENTS     | 1,833,365.00           | 648.00                         |                      |                     | 648.00                             |                                      |
| ART 31 2010                              | WATER MAIN CONST & RECONST         |                        |                                | 500,000.00           |                     | 500,000.00                         |                                      |
| ART 33 2020                              | WATER TREAT PLANT GAC REPLACE      |                        |                                | 1,000,000.00         |                     | 1,000,000.00                       |                                      |
| ART 34 2010                              | WATER TREAT PLANT - HVAC & EQUIP   |                        |                                | 250,000.00           |                     | 250,000.00                         |                                      |
|                                          |                                    | <u>1,833,365.00</u>    | <u>648.00</u>                  | <u>1,750,000.00</u>  | <u>0.00</u>         | <u>1,750,648.00</u>                | <u>0.00</u>                          |
| <b>TOTAL ENTERPRISE FUNDS</b>            |                                    | <u>10,083,365.00</u>   | <u>4,700,648.00</u>            | <u>2,475,000.00</u>  | <u>0.00</u>         | <u>7,175,648.00</u>                | <u>300,000.00</u>                    |
| <b>GENERAL GOVERNMENT</b>                |                                    |                        |                                |                      |                     |                                    |                                      |
| <b>LANDFILL CLOSURE</b>                  |                                    |                        |                                |                      |                     |                                    |                                      |
| ART 44 1999                              | LANDFILL CLOSURE                   | 2,200,000.00           | 1,700,000.00                   |                      |                     | 1,700,000.00                       | 600,000.00                           |
| ART 43 2006                              | LANDFILL CAP/LEDGE ROAD            | 500,000.00             | 500,000.00                     |                      | 500,000.00          | 0.00                               |                                      |
| ART 31 2008                              | LAND FILL CLOSURE                  | 7,370,000.00           | 7,370,000.00                   |                      |                     | 7,370,000.00                       |                                      |
|                                          |                                    | <u>10,070,000.00</u>   | <u>9,570,000.00</u>            | <u>0.00</u>          | <u>500,000.00</u>   | <u>9,070,000.00</u>                | <u>600,000.00</u>                    |
| <b>SCHOOL</b>                            |                                    |                        |                                |                      |                     |                                    |                                      |
| ART 15 2007                              | SCHOOL ROOF REPLACEMENT            | 2,980,000.00           | 1,500,000.00                   |                      | 1,500,000.00        | 0.00                               |                                      |
| ART 28 2007                              | SCHOOL BUILDING MAINT/IMPROVE      | 1,065,000.00           | 600,000.00                     |                      | 300,000.00          | 300,000.00                         | 300,000.00                           |
| ART 24 2008                              | FEASIBILITY STUDY BANCROFT SCHOOL  | 300,000.00             | 300,000.00                     |                      | 300,000.00          | 0.00                               |                                      |
| ART 27 2008                              | SCHOOL BUILDING RENOVATION         | 1,810,000.00           | 1,810,000.00                   |                      | 1,000,000.00        | 810,000.00                         | 810,000.00                           |
| ART 56 2009                              | SCHOOL BLDG RENOVATION             |                        | 850,000.00                     |                      |                     | 850,000.00                         | 850,000.00                           |
| ART 59 2009                              | BANCROFT FEASIBILITY STUDY         |                        | 525,000.00                     |                      |                     | 525,000.00                         | 195,000.00                           |
| ART 41 2010                              | SCHOOL BLDG MAINT & RENOVATION     |                        |                                | 2,525,000.00         |                     | 2,525,000.00                       |                                      |
| ART 2A 2011                              | BANCROFT SCHOOL REPLACEMENT        |                        |                                | 43,835,000.00        |                     | 43,835,000.00                      |                                      |
|                                          |                                    | <u>6,155,000.00</u>    | <u>5,585,000.00</u>            | <u>46,360,000.00</u> | <u>3,100,000.00</u> | <u>48,845,000.00</u>               | <u>2,155,000.00</u>                  |
| <b>ROAD AND DRAINAGE</b>                 |                                    |                        |                                |                      |                     |                                    |                                      |
| ART 74 1999                              | MAIN STREET STREETSCAPE            | 304,000.00             | 224,000.00                     |                      | 224,000.00          | 0.00                               |                                      |
| ART 12 2001                              | LAND ACQUISITION LOWELL JCT RD     | 2,000,000.00           | 900,000.00                     |                      |                     | 900,000.00                         | 100,000.00                           |
| ART 48 2002                              | MAIN STREET IMPROVEMENTS           | 269,500.00             | 269,500.00                     |                      | 269,000.00          | 500.00                             |                                      |
| ART 52 2007                              | BRIDGE REPAIRS                     | 100,000.00             | 100,000.00                     |                      |                     | 100,000.00                         | 100,000.00                           |
| ART 32 2008                              | BRIDGE REPAIRS                     | 600,000.00             | 600,000.00                     |                      |                     | 600,000.00                         | 300,000.00                           |
| ART 50 2008                              | STORM DRAINAGE CONSTRUCTION & IMP  | 380,000.00             | 280,000.00                     |                      |                     | 280,000.00                         | 280,000.00                           |
|                                          |                                    | <u>3,653,500.00</u>    | <u>2,373,500.00</u>            | <u>0.00</u>          | <u>493,000.00</u>   | <u>1,880,500.00</u>                | <u>780,000.00</u>                    |
| <b>CONSERVATION AND LAND ACQUISITION</b> |                                    |                        |                                |                      |                     |                                    |                                      |
| ART 23 2002                              | CONSERVATION FUND                  | 1,500,000.00           | 400,000.00                     |                      |                     | 400,000.00                         |                                      |
| ART 55 2010                              | CONSERVATION LAND - FOSTERS POND   |                        |                                | 480,000.00           |                     | 480,000.00                         |                                      |
|                                          |                                    | <u>1,500,000.00</u>    | <u>400,000.00</u>              | <u>480,000.00</u>    | <u>0.00</u>         | <u>880,000.00</u>                  | <u>0.00</u>                          |
| <b>TOWN BUILDINGS</b>                    |                                    |                        |                                |                      |                     |                                    |                                      |
| ART 27 2007                              | TOWN BUILDING MAINT/IMPROVE        | 955,000.00             | 700,000.00                     |                      | 400,000.00          | 300,000.00                         |                                      |
| ART 48 2008                              | RECREATION PARK BALLFIELD LIGHTING | 100,000.00             | 100,000.00                     |                      | 100,000.00          | 0.00                               |                                      |
| ART 34 2009                              | BALLARDVALE FIRE STATION STUDY     |                        | 100,000.00                     |                      |                     | 100,000.00                         |                                      |
| ART 55 2009                              | TOWN BUILDING RENOVATION           |                        | 650,000.00                     |                      |                     | 650,000.00                         | 650,000.00                           |
| ART 57 2009                              | BLANCHARD ST BALLFIELDS            |                        | 425,000.00                     |                      |                     | 425,000.00                         | 100,000.00                           |
| ART 58 2009                              | VETERANS MEMORIAL AUDITORIUM       |                        | 650,000.00                     |                      |                     | 650,000.00                         |                                      |
| ART 42 2010                              | TOWN BLDG MAINT & RENOVATION       |                        |                                | 163,000.00           |                     | 163,000.00                         |                                      |
| ART B1 2010                              | ACQUIRE BLANCHARD ST PROPERTY      |                        |                                | 290,000.00           |                     | 290,000.00                         |                                      |
|                                          |                                    | <u>1,055,000.00</u>    | <u>2,625,000.00</u>            | <u>453,000.00</u>    | <u>500,000.00</u>   | <u>2,578,000.00</u>                | <u>750,000.00</u>                    |
| <b>MISCELLANEOUS</b>                     |                                    |                        |                                |                      |                     |                                    |                                      |
| ART 36 2008                              | FIRE PUMPER TRUCK/DPW TRUCKS       | 440,000.00             | 973,000.00                     |                      | 973,000.00          | 0.00                               |                                      |
| ART 30 2010                              | FIRE RESCUE AMBULANCE              |                        |                                | 225,000.00           |                     | 225,000.00                         |                                      |
| ART 40 2010                              | DPW VEHICLES                       |                        |                                | 126,000.00           |                     | 126,000.00                         |                                      |
|                                          |                                    | <u>440,000.00</u>      | <u>973,000.00</u>              | <u>351,000.00</u>    | <u>973,000.00</u>   | <u>351,000.00</u>                  | <u>0.00</u>                          |
| <b>TOTAL GENERAL GOVERNMENT</b>          |                                    | <u>22,873,500.00</u>   | <u>21,526,500.00</u>           | <u>47,844,000.00</u> | <u>5,566,000.00</u> | <u>63,804,500.00</u>               | <u>4,285,000.00</u>                  |
| <b>GRAND TOTAL</b>                       |                                    | <u>32,956,865.00</u>   | <u>26,227,148.00</u>           | <u>50,119,000.00</u> | <u>5,566,000.00</u> | <u>70,780,148.00</u>               | <u>4,585,000.00</u>                  |

**TOWN OF ANDOVER, MASSACHUSETTS  
DETAIL DEBT SCHEDULE BY FISCAL YEAR  
AS OF JULY 01, 2010**

| ISSUE                             | ARTICLE        | 2011                | 2012                | 2013                | 2014                | 2015-2019            | 2020-2024           | 2025-2029           | TOTAL                |
|-----------------------------------|----------------|---------------------|---------------------|---------------------|---------------------|----------------------|---------------------|---------------------|----------------------|
| <b>SCHOOL</b>                     |                |                     |                     |                     |                     |                      |                     |                     |                      |
| EXEMPT ADVANCE REFUNDING          | ART 20-1, 1994 | 771,213.40          | 742,884.02          | 746,678.57          | 715,519.19          | 1,941,157.58         | 0.00                | 0.00                | 4,917,452.76         |
| EXEMPT ADVANCE REFUNDING          | ART 20-2, 1994 | 62,478.31           | 60,470.19           | 57,437.06           | 54,880.81           | 149,048.67           | 0.00                | 0.00                | 384,315.04           |
| SCHOOL BONDS EXEMPT               | ART 19, 1999   | 133,250.00          | 0.00                | 0.00                | 0.00                | 0.00                 | 0.00                | 0.00                | 133,250.00           |
| SCHOOL BONDS EXEMPT               | ART 19, 1999   | 43,097.50           | 168,192.50          | 162,412.50          | 158,506.25          | 693,412.50           | 117,875.00          | 0.00                | 1,343,496.25         |
| SCHOOL BONDS -SEWER               | ART 9, 2000    | 170,000.00          | 163,400.00          | 0.00                | 0.00                | 0.00                 | 0.00                | 0.00                | 333,400.00           |
| SCHOOL BONDS EXEMPT               | ART 9, 2000    | 54,622.50           | 54,622.50           | 209,267.50          | 202,393.75          | 893,437.50           | 291,900.00          | 0.00                | 1,706,243.75         |
| SCHOOL BONDS EXEMPT               | ART 9, 2000    | 535,062.50          | 521,718.75          | 508,112.50          | 494,287.50          | 2,258,637.50         | 1,533,043.75        | 0.00                | 5,850,862.50         |
| ADV REF 94/95 LOANS               | VARIOUS        | 1,066,852.73        | 1,172,802.50        | 1,120,970.00        | 1,068,270.00        | 1,974,910.00         | 0.00                | 0.00                | 6,393,805.23         |
| ADV REF 94/95 LOANS               | VARIOUS        | 500,025.00          | 470,812.50          | 0.00                | 0.00                | 0.00                 | 0.00                | 0.00                | 970,837.50           |
| MIDDLE/EL SCHOOL                  | ART 9, 2000    | 224,925.00          | 229,687.50          | 224,262.50          | 218,837.50          | 1,080,687.50         | 923,325.00          | 313,031.25          | 3,214,756.25         |
| <b>TOTAL SCHOOL</b>               |                | <b>3,551,526.94</b> | <b>3,584,590.46</b> | <b>3,029,140.63</b> | <b>2,912,695.00</b> | <b>8,991,291.25</b>  | <b>2,866,143.75</b> | <b>313,031.25</b>   | <b>25,248,419.28</b> |
| <b>PUBLIC SAFETY</b>              |                |                     |                     |                     |                     |                      |                     |                     |                      |
| PUBLIC SAFETY CENTER              | ART 16, 1999   | 307,500.00          | 0.00                | 0.00                | 0.00                | 0.00                 | 0.00                | 0.00                | 307,500.00           |
| PUBLIC SAFETY CENTER              | ART 16, 1999   | 111,010.00          | 403,565.00          | 392,675.00          | 378,537.50          | 1,661,112.50         | 557,650.00          | 0.00                | 3,504,540.00         |
| PUBLIC SAFETY CENTER              | ART 40, 2001   | 10,825.00           | 10,412.50           | 0.00                | 0.00                | 0.00                 | 0.00                | 0.00                | 21,237.50            |
| PUBLIC SAFETY CENTER              | ART 40, 2001   | 4,123.76            | 4,123.76            | 14,466.26           | 14,138.13           | 62,483.75            | 31,850.00           | 0.00                | 131,185.66           |
| PUBLIC SAFETY CENTER              | ART 16, 1999   | 260,312.50          | 250,206.25          | 0.00                | 0.00                | 0.00                 | 0.00                | 0.00                | 510,518.75           |
| PUBLIC SAFETY CENTER              | ART 16, 1999   | 95,747.50           | 95,747.50           | 337,565.00          | 323,498.75          | 1,457,482.50         | 732,175.00          | 0.00                | 3,042,216.25         |
| PUBLIC SAFETY CENTER              | ART 10-1, 2002 | 30,406.25           | 29,437.50           | 28,468.75           | 27,500.00           | 52,000.00            | 0.00                | 0.00                | 167,812.50           |
| PUBLIC SAFETY CENTER              | ART 10-1, 2002 | 7,531.26            | 7,356.26            | 7,181.26            | 7,006.26            | 32,325.05            | 27,484.39           | 0.00                | 88,884.48            |
| PUBLIC SAFETY CENTER              | ART 10-1, 2002 | 37,064.26           | 36,539.38           | 35,986.88           | 35,406.76           | 166,923.00           | 140,621.88          | 109,835.94          | 562,378.10           |
| PUBLIC SAFETY CENTER              | ART 10-1, 2002 | 864,520.53          | 837,378.15          | 816,343.15          | 786,087.40          | 3,432,326.80         | 1,489,781.27        | 109,835.94          | 8,336,273.24         |
| <b>PUBLIC SAFETY CENTER</b>       |                | <b>4,416,047.47</b> | <b>4,421,968.61</b> | <b>3,845,483.78</b> | <b>3,698,782.40</b> | <b>12,423,618.05</b> | <b>4,355,925.02</b> | <b>422,867.19</b>   | <b>33,584,692.52</b> |
| <b>PUBLIC SERVICE ENTERPRISES</b> |                |                     |                     |                     |                     |                      |                     |                     |                      |
| <b>WATER DEBT</b>                 |                |                     |                     |                     |                     |                      |                     |                     |                      |
| WATER DIST IMPROVEMENT            | ART 24, 1996   | 128,850.00          | 125,400.00          | 121,800.00          | 0.00                | 0.00                 | 0.00                | 0.00                | 376,050.00           |
| MAIN ST WATER DIST                | ART 30, 2000   | 100,937.50          | 97,018.75           | 0.00                | 0.00                | 0.00                 | 0.00                | 0.00                | 197,956.25           |
| ADV REF 94/95 LOANS               |                | 118,285.88          | 0.00                | 0.00                | 0.00                | 0.00                 | 0.00                | 0.00                | 118,285.88           |
| ADV REF 94/95 LOANS               |                | 34,649.41           | 0.00                | 0.00                | 0.00                | 0.00                 | 0.00                | 0.00                | 34,649.41            |
| WATER TREATMENT PLANT             | ART 42, 2002   | 75,568.74           | 73,818.74           | 72,068.74           | 70,349.98           | 323,731.20           | 249,783.75          | 0.00                | 865,321.15           |
| WATER SYSTEM                      | ART 20, 2003   | 153,312.50          | 149,812.50          | 146,312.50          | 142,875.00          | 658,337.50           | 555,075.00          | 0.00                | 1,805,725.00         |
| WATER MAINS                       | ART 43, 2002   | 39,471.87           | 38,612.50           | 37,737.50           | 36,837.50           | 169,925.00           | 144,131.25          | 25,556.25           | 492,271.87           |
| WATER SYSTEM                      | ART 20, 2008   | 82,325.00           | 80,325.00           | 78,325.00           | 76,325.00           | 351,962.50           | 304,425.00          | 159,000.00          | 1,132,687.50         |
| WATER PLANT (WPAT)                | ART 34, 2005   | 283,576.52          | 283,575.78          | 283,575.84          | 283,576.01          | 1,417,879.56         | 1,417,879.66        | 850,728.26          | 4,820,791.63         |
| WATER PLANT (WPAT)                | ART 34, 2005   | 38,370.69           | 38,370.24           | 38,370.97           | 38,370.66           | 191,852.63           | 191,852.06          | 191,852.94          | 729,040.19           |
| WATER SYSTEM                      | ART 20, 2003   | 124,031.26          | 121,406.26          | 118,781.26          | 116,156.26          | 540,187.55           | 457,978.14          | 303,056.25          | 1,781,596.98         |
| WATER SYSTEM                      | ART 34, 2005   | 83,500.00           | 81,750.00           | 80,000.00           | 78,250.00           | 364,187.50           | 315,781.25          | 216,468.75          | 1,219,937.50         |
| WATER SYSTEM                      | ART 41, 2005   | 6,350.00            | 6,175.00            | 6,000.00            | 5,825.00            | 21,518.75            | 0.00                | 0.00                | 45,868.75            |
| WATER SYSTEM                      | ART 34, 2005   | 30,093.76           | 29,500.00           | 23,875.00           | 23,350.00           | 87,600.00            | 0.00                | 0.00                | 194,418.76           |
| <b>TOTAL WATER</b>                |                | <b>1,299,323.13</b> | <b>1,125,764.77</b> | <b>1,006,846.81</b> | <b>871,915.41</b>   | <b>4,127,182.19</b>  | <b>3,636,906.11</b> | <b>1,746,662.45</b> | <b>13,814,600.87</b> |

TOWN OF ANDOVER, MASSACHUSETTS  
 DETAIL DEBT SCHEDULE BY FISCAL YEAR  
 AS OF JULY 01, 2010

| ISSUE                                      | ARTICLE        | 2011                | 2012                | 2013                | 2014                | 2015-2019            | 2020-2024            | 2025-2029           | TOTAL                |
|--------------------------------------------|----------------|---------------------|---------------------|---------------------|---------------------|----------------------|----------------------|---------------------|----------------------|
| <b>SEWER</b>                               |                |                     |                     |                     |                     |                      |                      |                     |                      |
| SEWER SO MAIN ST (Betterment)              | ART 41, 1999   | 265,625.00          | 255,312.50          | 0.00                | 0.00                | 0.00                 | 0.00                 | 0.00                | 520,937.50           |
| SEWER SO MAIN ST (Betterment)              | ART 41, 1999   | 104,968.73          | 100,884.98          | 350,059.88          | 338,187.49          | 1,516,387.50         | 769,525.00           | 0.00                | 3,180,013.68         |
| SEWER FOREST HILLS (Betterment)            | ART 13, 2000   | 180,625.00          | 173,612.50          | 0.00                | 0.00                | 0.00                 | 0.00                 | 0.00                | 354,237.50           |
| SEWER FOREST HILLS (Betterment)            | ART 13, 2000   | 72,867.51           | 72,723.76           | 238,053.76          | 230,188.13          | 1,027,183.75         | 520,025.00           | 0.00                | 2,161,041.91         |
| SEWER SO MAIN ST (Betterment)              | ART 41, 1999   | 305,750.00          | 298,125.00          | 290,350.00          | 282,450.00          | 1,290,650.00         | 876,025.00           | 0.00                | 3,343,350.00         |
| SEWER ROGERS BROOK (Betterment)            | ART 42, 1999   | 76,437.50           | 74,531.25           | 72,587.50           | 70,612.50           | 322,662.50           | 219,006.25           | 0.00                | 835,837.50           |
| SEWER SO MAIN ST (Betterment)              | ART 41, 1999   | 229,968.75          | 224,718.75          | 219,468.75          | 214,312.50          | 987,506.25           | 832,612.50           | 0.00                | 2,708,587.50         |
| SEWER ROGERS BROOK (Betterment)            | ART 42, 1999   | 248,508.38          | 243,084.38          | 237,659.38          | 232,331.26          | 1,074,798.15         | 1,137,903.75         | 0.00                | 3,174,286.30         |
| SEWER SO MAIN ST (Betterment)              | ART 41, 1999   | 157,887.50          | 154,450.00          | 150,950.00          | 147,350.00          | 679,700.00           | 576,525.00           | 102,225.00          | 1,969,087.50         |
| SEWER SO MAIN ST (Betterment)              | ART 2A, 2004   | 82,325.00           | 80,325.00           | 78,325.00           | 76,325.00           | 351,962.50           | 304,425.00           | 159,000.00          | 1,132,687.50         |
| SEWER SO MAIN ST (Betterment)              | ART 41, 1999   | 330,317.50          | 332,117.50          | 313,917.50          | 305,917.50          | 1,423,811.25         | 1,217,700.00         | 636,000.00          | 4,559,781.25         |
| SEWER SO MAIN ST (Betterment)              | ART 35, 2004   | 105,637.50          | 103,362.50          | 101,087.50          | 93,900.00           | 378,025.00           | 378,937.50           | 259,762.50          | 1,479,712.50         |
| SEWER SO MAIN ST (Betterment)              | ART 41, 1999   | 383,781.20          | 355,906.20          | 353,293.70          | 360,331.20          | 1,636,337.25         | 1,390,796.73         | 934,056.19          | 5,414,502.47         |
| SEWER SO MAIN ST (Betterment)              | ART 2A, 2004   | 41,750.00           | 40,875.00           | 40,000.00           | 39,125.00           | 182,093.75           | 157,890.66           | 108,234.40          | 609,968.81           |
| SEWER                                      | ART 33, 2006   | 32,112.50           | 31,637.50           | 31,137.50           | 30,612.50           | 143,912.50           | 100,575.02           | 84,843.78           | 454,831.30           |
| SEWER SHAWSHEEN OUTFALL                    | ART 33, 2007   | 128,250.00          | 126,468.76          | 124,593.76          | 122,625.00          | 578,812.50           | 502,875.02           | 424,218.78          | 2,007,843.82         |
| SEWER - DASCOMB ROAD (Betterment)          | ART 36, 2007   | 17,100.00           | 16,862.50           | 16,612.50           | 16,350.00           | 77,175.00            | 67,050.00            | 56,562.50           | 267,712.50           |
| SEWER KIRKLAND ROAD (Betterment)           | ART 41, 2007   | 23,562.50           | 23,206.26           | 22,831.26           | 22,437.50           | 105,325.00           | 67,050.00            | 56,562.50           | 320,975.02           |
| SEWER SAWSHEEN PUMP STATION                | ART 64, 2007   | 17,100.00           | 16,862.50           | 16,612.50           | 16,350.00           | 77,175.00            | 67,050.00            | 56,562.50           | 267,712.50           |
| <b>TOTAL SEWER</b>                         |                | <b>2,804,575.57</b> | <b>2,725,066.84</b> | <b>2,657,540.59</b> | <b>2,589,405.58</b> | <b>11,912,517.90</b> | <b>9,185,972.43</b>  | <b>2,878,028.15</b> | <b>34,763,107.06</b> |
| <b>TOTAL PUBLIC SERVICE ENTERPRISES</b>    |                | <b>4,103,898.70</b> | <b>3,850,831.61</b> | <b>3,664,387.40</b> | <b>3,471,320.99</b> | <b>16,039,700.09</b> | <b>12,822,878.54</b> | <b>4,624,690.60</b> | <b>48,677,707.93</b> |
| <b>GENERAL FUND NON-EXEMPT SCHOOL DEBT</b> |                |                     |                     |                     |                     |                      |                      |                     |                      |
| MID SCHOOL ROOF ADV REF                    | ART 44, 1996   | 10,256.76           | 9,756.76            | 0.00                | 0.00                | 0.00                 | 0.00                 | 0.00                | 20,013.52            |
| H/S RENOVATION                             | ART 23, 1996   | 85,900.00           | 83,600.00           | 81,200.00           | 79,000.00           | 0.00                 | 0.00                 | 0.00                | 250,700.00           |
| SCHOOL BUILDINGS                           | ART 28-2, 2002 | 81,568.75           | 79,398.75           | 77,228.75           | 75,097.50           | 340,744.25           | 0.00                 | 0.00                | 654,038.00           |
| WEST EL - ASBESTOS                         | ART 12, 2002   | 131,562.50          | 128,062.50          | 124,562.50          | 121,125.00          | 549,587.50           | 0.00                 | 0.00                | 1,054,900.00         |
| COLLINS CTR HVAC                           | ART 29, 2004   | 47,568.75           | 46,212.50           | 44,856.25           | 43,500.00           | 196,500.00           | 20,400.00            | 0.00                | 399,037.50           |
| SCHOOL RENOVATIONS                         | ART 11, 2005   | 81,425.00           | 79,487.50           | 77,550.00           | 75,612.50           | 348,062.50           | 297,575.00           | 104,343.75          | 1,064,056.25         |
| SCHOOL SAFETY                              | ART 12, 2005   | 56,100.00           | 0.00                | 0.00                | 0.00                | 0.00                 | 0.00                 | 0.00                | 56,100.00            |
| WEST EL - ASBESTOS                         | ART 12, 2002   | 16,065.00           | 15,665.00           | 15,265.00           | 14,865.00           | 68,392.50            | 58,885.00            | 20,800.00           | 209,937.50           |
| SCHOOL HVAC                                | ART 46, 2006   | 19,257.50           | 18,802.50           | 18,347.50           | 17,892.50           | 83,406.25            | 60,436.25            | 0.00                | 218,142.50           |
| WEST EL - ASBESTOS                         | ART 12, 2002   | 12,768.76           | 12,418.76           | 12,068.76           | 11,718.76           | 31,325.05            | 21,584.39            | 0.00                | 96,971.98            |
| SCHOOL RENOVATIONS                         | ART 17, 2006   | 27,431.26           | 26,731.26           | 26,031.26           | 25,331.26           | 93,975.05            | 64,753.14            | 0.00                | 259,340.73           |
| SCHOOL RENOVATIONS                         | ART 11, 2005   | 50,337.50           | 49,112.50           | 47,887.50           | 46,662.50           | 209,468.75           | 129,506.25           | 0.00                | 532,975.00           |
| SCHOOL RENOVATIONS                         | ART 17, 2006   | 76,273.76           | 75,181.26           | 74,031.26           | 72,823.76           | 343,073.80           | 291,881.28           | 199,687.52          | 1,132,952.64         |
| SCHOOL ROOF                                | ART 17, 2007   | 129,840.00          | 127,987.50          | 126,037.50          | 123,990.00          | 584,265.00           | 514,525.00           | 331,500.00          | 1,938,145.00         |
| SCHOOL RENOVATIONS                         | ART 28, 2007   | 41,218.76           | 40,625.00           | 40,000.00           | 39,343.76           | 185,281.30           | 159,968.78           | 99,406.26           | 605,843.86           |
| LOVELY FIELD RENOVATIONS                   | ART 29, 2008   | 31,812.50           | 31,218.76           | 30,593.76           | 29,937.50           | 128,500.00           | 0.00                 | 0.00                | 252,062.52           |
| SCHOOL ROOF                                | ART 15, 2007   | 137,700.00          | 135,400.00          | 133,000.00          | 130,500.00          | 603,800.00           | 516,400.00           | 417,600.00          | 2,074,400.00         |
| SCHOOL REMODELING                          | ART 28, 2007   | 31,337.50           | 30,762.50           | 30,162.50           | 29,597.50           | 113,962.50           | 97,575.00            | 82,500.00           | 410,918.75           |
| BANCROFT FEASIBILITY                       | ART 24, 2008   | 82,968.75           | 80,812.50           | 78,562.50           | 76,218.75           | 0.00                 | 0.00                 | 0.00                | 318,562.50           |
| SCHOOL REPAIRS                             | ART 27, 2008   | 93,418.75           | 91,837.50           | 90,187.50           | 88,468.75           | 408,962.50           | 330,375.00           | 275,000.00          | 1,378,150.00         |
| <b>TOTAL SCHOOL</b>                        |                | <b>1,244,811.80</b> | <b>1,163,073.05</b> | <b>1,127,572.54</b> | <b>1,007,881.29</b> | <b>4,289,206.95</b>  | <b>2,563,865.09</b>  | <b>1,530,837.53</b> | <b>12,927,248.25</b> |

**TOWN OF ANDOVER, MASSACHUSETTS  
DETAIL DEBT SCHEDULE BY FISCAL YEAR  
AS OF JULY 01, 2010**

| ISSUE                                | ARTICLE        | 2011                 | 2012                 | 2013                 | 2014                | 2015-2019            | 2020-2024            | 2025-2029           | TOTAL                 |
|--------------------------------------|----------------|----------------------|----------------------|----------------------|---------------------|----------------------|----------------------|---------------------|-----------------------|
| <b>STREET</b>                        |                |                      |                      |                      |                     |                      |                      |                     |                       |
| ROAD BONDS LINCOLN CR                | ART 54, 2000   | 20,500.00            | 0.00                 | 0.00                 | 0.00                | 0.00                 | 0.00                 | 0.00                | 20,500.00             |
| RED SPRING ROAD BRIDGE               | ART 25, 2003   | 50,389.38            | 48,842.50            | 47,267.50            | 40,740.00           | 0.00                 | 0.00                 | 0.00                | 187,239.38            |
| MORaine STREET                       | ART 33, 2005   | 10,187.50            | 0.00                 | 0.00                 | 0.00                | 0.00                 | 0.00                 | 0.00                | 10,187.50             |
| CHESTNUT SIDEWALK                    | ART 51, 2005   | 179,800.00           | 163,200.00           | 0.00                 | 0.00                | 0.00                 | 0.00                 | 0.00                | 343,000.00            |
| BRIDGE CONSTRUCTION                  | ART 54, 2005   | 22,765.00            | 27,065.00            | 26,265.00            | 25,465.00           | 78,592.50            | 58,885.00            | 20,800.00           | 259,837.50            |
| HIGHWAY                              | ART 74, 1999   | 5,262.50             | 5,087.50             | 0.00                 | 0.00                | 0.00                 | 0.00                 | 0.00                | 10,350.00             |
| STORM DRAINS                         | ART 50, 2008   | 8,550.00             | 8,431.26             | 8,306.26             | 8,175.00            | 38,587.50            | 33,525.02            | 28,281.28           | 133,856.32            |
| HIGHWAY                              | ART 74, 1999   | 64,898.75            | 59,262.50            | 57,612.50            | 55,893.75           | 0.00                 | 0.00                 | 0.00                | 237,667.50            |
| MAIN ST DEVELOPMENT                  | ART 48, 2002   | 43,442.50            | 38,525.00            | 37,625.00            | 36,687.50           | 160,300.00           | 0.00                 | 0.00                | 316,580.00            |
| <b>TOTAL STREET</b>                  |                | <b>405,795.63</b>    | <b>350,413.76</b>    | <b>177,076.26</b>    | <b>166,961.25</b>   | <b>277,480.00</b>    | <b>92,410.02</b>     | <b>49,081.28</b>    | <b>1,519,218.20</b>   |
| <b>MUNICIPAL FACILITIES</b>          |                |                      |                      |                      |                     |                      |                      |                     |                       |
| HML ADVANCE REFUNDING                | ART 45, 1996   | 20,513.53            | 19,513.53            | 0.00                 | 0.00                | 0.00                 | 0.00                 | 0.00                | 40,027.06             |
| SENIOR CENTER                        | ART 24, 2000   | 51,250.00            | 0.00                 | 0.00                 | 0.00                | 0.00                 | 0.00                 | 0.00                | 51,250.00             |
| TOWN/SCHOOL BLDG PROJECTS            | ART 26, 2000   | 85,000.00            | 81,700.00            | 0.00                 | 0.00                | 0.00                 | 0.00                 | 0.00                | 166,700.00            |
| DPW BUILDINGS                        | ART 39, 2001   | 31,875.00            | 30,637.50            | 0.00                 | 0.00                | 0.00                 | 0.00                 | 0.00                | 62,512.50             |
| PUBLIC BUILDINGS                     | ART 28-1, 2002 | 10,525.00            | 10,245.00            | 9,965.00             | 9,690.00            | 43,967.00            | 0.00                 | 0.00                | 84,392.00             |
| BRIDGES/BUILDINGS                    | ART 32, 2001   | 98,671.88            | 96,046.88            | 93,421.88            | 90,843.76           | 412,190.65           | 0.00                 | 0.00                | 791,175.05            |
| TOWN HVAC                            | ART 46, 2006   | 24,730.00            | 24,135.00            | 23,540.00            | 22,945.00           | 104,543.75           | 69,070.00            | 0.00                | 268,963.75            |
| TOWN BUILDING RENOVATION             | ART 27, 2007   | 23,700.00            | 23,343.76            | 22,968.76            | 22,575.00           | 106,012.50           | 81,031.26            | 44,375.00           | 324,006.28            |
| TOWN BUILDING RENOVATION             | ART 28, 2007   | 25,212.50            | 24,856.26            | 24,481.26            | 24,087.50           | 113,575.00           | 98,387.52            | 72,875.02           | 383,475.06            |
| PUBLIC SAFETY (NON EXEMPT PORTION)   | ART 10, 2002   | 6,540.76             | 6,448.12             | 6,350.62             | 6,248.26            | 29,457.00            | 24,815.64            | 19,382.80           | 99,243.20             |
| TOWN BUILDINGS                       | ART 27, 2007   | 40,156.25            | 39,437.50            | 38,687.50            | 37,906.25           | 151,950.00           | 130,100.00           | 110,000.00          | 548,237.50            |
| <b>TOTAL MUNICIPAL FACILITIES</b>    |                | <b>418,174.92</b>    | <b>356,363.56</b>    | <b>219,415.02</b>    | <b>214,295.77</b>   | <b>961,695.90</b>    | <b>403,404.42</b>    | <b>246,632.82</b>   | <b>2,819,992.40</b>   |
| <b>PUBLIC SAFETY</b>                 |                |                      |                      |                      |                     |                      |                      |                     |                       |
| ADV REF 94/95                        | ART 31, 2004   | 19,801.98            | 0.00                 | 0.00                 | 0.00                | 0.00                 | 0.00                 | 0.00                | 19,801.98             |
| FIRE TRUCK                           | ART 37, 2006   | 48,050.00            | 46,825.00            | 40,687.50            | 39,637.50           | 181,950.00           | 95,306.25            | 0.00                | 478,475.00            |
| FIRE TRUCK                           |                | 122,286.98           | 99,885.00            | 92,347.50            | 89,857.50           | 410,230.00           | 136,126.25           | 0.00                | 950,733.23            |
| <b>TOTAL PUBLIC SAFETY</b>           |                |                      |                      |                      |                     |                      |                      |                     |                       |
| <b>LAND ACQUISITION</b>              |                |                      |                      |                      |                     |                      |                      |                     |                       |
| LAND ACQUISITION                     | ART 19, 2001   | 15,937.50            | 15,318.75            | 0.00                 | 0.00                | 0.00                 | 0.00                 | 0.00                | 31,256.25             |
| LAND ACQUISITION                     | ART 23, 2002   | 78,943.75            | 77,225.00            | 75,475.00            | 73,675.00           | 339,850.00           | 288,262.50           | 51,112.50           | 984,543.75            |
| LAND ACQUISITION                     | ART 32, 2000   | 121,995.00           | 119,245.00           | 116,445.00           | 113,565.00          | 503,742.50           | 421,268.75           | 25,556.25           | 1,421,817.50          |
| LAND ACQUISITION                     | ART 12, 2001   | 94,840.00            | 92,440.00            | 90,040.00            | 87,840.00           | 397,697.50           | 323,867.50           | 114,400.00          | 1,200,925.00          |
| LAND ACQUISITION                     | ART 23, 2002   | 12,600.00            | 12,200.00            | 11,800.00            | 11,400.00           | 31,800.00            | 0.00                 | 0.00                | 79,800.00             |
| LAND ACQUISITION                     | ART 3A, 2007   | 39,906.26            | 39,031.26            | 38,156.26            | 37,281.26           | 172,875.05           | 143,771.89           | 63,700.00           | 534,721.98            |
| 16 PEARSON ST                        | ART 4A, 2007   | 32,575.00            | 31,875.00            | 31,175.00            | 30,475.00           | 141,550.00           | 122,187.50           | 63,700.00           | 453,537.50            |
| 37 PEARSON ST                        | ART 5A, 2007   | 46,331.26            | 45,281.26            | 44,231.26            | 43,181.26           | 176,937.55           | 152,734.39           | 79,625.01           | 588,321.99            |
| 15 BLANCHARD ST                      | ART 51, 2007   | 175,350.00           | 171,675.00           | 168,000.00           | 164,325.00          | 764,793.75           | 663,140.66           | 454,584.40          | 2,561,868.81          |
| <b>TOTAL LAND ACQUISITION</b>        |                | <b>618,478.77</b>    | <b>604,291.27</b>    | <b>575,322.52</b>    | <b>561,542.52</b>   | <b>2,529,246.35</b>  | <b>2,115,233.19</b>  | <b>852,678.16</b>   | <b>7,856,792.78</b>   |
| <b>OTHER</b>                         |                |                      |                      |                      |                     |                      |                      |                     |                       |
| PARK ADVANCE REFUNDING               | ART 47, 1996   | 10,256.76            | 9,756.76             | 0.00                 | 0.00                | 0.00                 | 0.00                 | 0.00                | 20,013.52             |
| LANDFILL CLOSURE                     | ART 44, 1999   | 45,462.50            | 44,262.50            | 38,162.50            | 37,162.50           | 170,981.25           | 147,212.50           | 52,000.00           | 535,243.75            |
| LANDFILL PLANS                       | ART 43, 2006   | 182,237.50           | 172,425.00           | 167,475.00           | 0.00                | 0.00                 | 0.00                 | 0.00                | 522,137.50            |
| DEPARTMENTAL EQUIPMENT               | ART 02, 2008   | 160,810.00           | 154,175.00           | 145,500.00           | 141,750.00          | 518,700.00           | 0.00                 | 0.00                | 1,120,935.00          |
| REC PARK LIGHTING                    | ART 48, 2008   | 18,431.25            | 18,000.00            | 12,825.00            | 12,312.50           | 55,475.00            | 0.00                 | 0.00                | 116,843.75            |
| <b>TOTAL OTHER</b>                   |                | <b>417,198.01</b>    | <b>398,619.26</b>    | <b>363,762.50</b>    | <b>191,225.00</b>   | <b>745,156.25</b>    | <b>147,212.50</b>    | <b>52,000.00</b>    | <b>2,315,173.52</b>   |
| <b>TOTAL GENERAL FUND NON-EXEMPT</b> |                | <b>3,226,746.11</b>  | <b>2,972,645.89</b>  | <b>2,555,496.34</b>  | <b>2,231,763.33</b> | <b>9,213,015.45</b>  | <b>5,458,251.47</b>  | <b>2,731,229.79</b> | <b>28,399,148.38</b>  |
| <b>GRAND TOTAL</b>                   |                | <b>11,746,692.28</b> | <b>11,245,446.11</b> | <b>10,065,367.52</b> | <b>9,401,866.72</b> | <b>37,676,333.59</b> | <b>22,637,055.03</b> | <b>7,778,787.58</b> | <b>110,551,548.83</b> |

## FREE CASH and FUND BALANCES

| <u>FISCAL YEAR (as of)</u> | <u>GENERAL FUND<br/>FREE CASH</u> | <u>WATER FUND<br/>FUND BALANCE</u> | <u>SEWER FUND<br/>FUND BALANCE</u> | <u>STABILIZATION<br/>FUND</u> |
|----------------------------|-----------------------------------|------------------------------------|------------------------------------|-------------------------------|
| July 1, 2010               |                                   |                                    |                                    |                               |
| July 1, 2009               | 1,602,874                         | (35,586)                           | 2,745,649                          | 4,279,570                     |
| July 1, 2008               | 2,221,828                         | 1,162,084                          | 351,713                            | 4,084,109                     |
| July 1, 2007               | 2,333,996                         | 1,738,847                          | 663,474                            | 3,041,519                     |
| July 1, 2006               | 5,432,796                         | 2,561,084                          | 212,573                            | 993,076                       |
| July 1, 2005               | 3,013,073                         | 2,773,009                          | (461,755)                          | 475,508                       |
| July 1, 2004               | 2,188,732                         | 3,761,283                          | 169,588                            | 458,853                       |
| July 1, 2003               | 4,413,574                         | 4,339,209                          | 994,912                            | 435,772                       |
| July 1, 2002               | 3,340,240                         | 3,714,489                          | 814,025                            | 997,441                       |
| July 1, 2001               | 3,767,004                         | 3,463,714                          | 1,221,279                          | 880,105                       |
| July 1, 2000               | 3,829,325                         | 3,648,615                          | 1,125,977                          | 782,412                       |
| July 1, 1999               | 3,652,583                         | 1,693,570                          | 639,164                            | 1,790,548                     |

### NOTES

July 1, 2008 Stabilization Fund increased by \$913,953 transfer from PA Gift Account.

July 1, 2006 Free Cash included NESWC return of \$3,610,286.

Stabilization Fund was reduced by \$600,000 for use in the FY2003 Budget.

## **TOWARD A BETTER UNDERSTANDING OF TOWN MEETING**

Town Meeting participation demands a commitment of time, energy, effort, imagination, a sense of humor, intelligence, a dose of common sense, fair play, and a deep appreciation of self-government - rare commodities, perhaps, but if they can't be found at Town Meeting, where are we to look?

### **WHY TOWN MEETING**

Town Meeting is the legislative and policy making body of the Town. It convenes, at least annually at the time and place designated by the Selectmen. It considers and adopts an operating budget, and considers other matters which require Town Meeting action such as zoning changes, street acceptances, by-law additions and amendments, or any other matter which affects the Town.

### **TOWN MEETING PROCEDURES**

Town By-Laws specify few procedures. The Town Meeting Improvements Study Committee has reviewed the most common procedures used in the past and suggest the following:

**ARTICLES** - All articles presented for consideration must be moved and seconded. A voter may be recognized by standing and saying "Mr. Moderator" or "Madam Moderator". Before making any remarks the speaker must give name and address. All articles shall be taken up in the order in which they appear in the warrant.

**BUDGET** - Questions on the budget are encouraged. A voter may address the Moderator on any line item in the finance committee report. Amendments can be offered and will be voted on individually.

**PRO & CON MICROPHONES** - The moderator will introduce the use of pro and con microphones for articles that the Moderator judges may benefit from this procedure.

**AMENDMENTS & MOTIONS** - Amendments must be presented to the Moderator in writing (three copies). After discussion on the amendment the Moderator calls for a vote on the amendment only. If passed the original motion as amended is voted upon. Amendments to amendments are usually ruled out of order. Motions or amendments which differ materially from that printed in the warrant must be given to the voters in writing at the time of consideration, or shown on a screen readable by all voters. Motions to table are used rarely.

**VOTING REQUIREMENTS** - Most motions require a majority vote to carry. The Moderator will clarify the type of vote needed to pass an article as the meeting moves along. All bonding articles, zoning articles and eminent domain considerations require a 2/3 vote.

**DECLARING THE VOTE** - The Moderator may decide the sense of the meeting by a voice vote. If in doubt, or, if the decision is questioned, a standing vote may be called for. A voter may request a standing vote.

**PRIVILEGED MOTIONS** - A speaker may be interrupted only for a point of order, a question of the legality of a motion, or a question to clarify information.

**PREVIOUS QUESTION, RECONSIDERATION, AND DISPLAY** - Previous question is a formal motion which, if passed, cuts off debate. The motion is not debatable. It is allowed when in the Moderator's judgment the matter has been adequately discussed. Reconsideration is rarely used and only to correct an oversight or an illegality. Voters who wish to show slides or present other visual material should make arrangements before the meeting. The Town Clerk or Town Manager can advise. An ombudsman is present to assist voters in wording amendments or to answer questions on procedures.

**ADJOURN/DISSOLVE** - A meeting may adjourn to a later time and a different place, but when a meeting is dissolved it is finished. A meeting may not be dissolved until every article in the warrant has been acted upon.

## TOWN MEETING MEMBERS

All registered voters may participate in Andover's Open Town Meeting. Participants display prominently ribbons or badges which are given out at the beginning of the meeting and returned at its conclusion.

The business of the meeting is contained in the warrant (warning) and includes all matters on which the Town must act. Articles are inserted in the warrant by the Board of Selectmen and by Citizen Petition. The order is determined by the Selectmen.

**THE MODERATOR** - presides over and conducts the meeting. This is an elected position.

**TOWN CLERK** - Is the chief election official, custodian of the Town's records, and recording secretary of the meeting.

**BOARD OF SELECTMEN** - (5) Elected policy making body, appoints Town Manager and compiles the warrant.

**TOWN MANAGER** - Appointed by the Board of Selectmen, the Manager prepares the budget and submits it to the Selectmen and the Finance Committee on or before a date certain. A voter may direct questions to the Manager relating to the budget or to warrant articles.

**FINANCE DIRECTOR** - Has primary responsibility for the budget, reports to the Town Manager, and is an information resource at the meeting.

**FINANCE COMMITTEE** - (9) Appointed by the Moderator, it reviews the budget, makes recommendations on all financial matters, prepares and distributes to all Andover households a printed report of its recommendations and other relevant information, to assist Town Meeting in making final decisions.

**SCHOOL COMMITTEE** - (5) Elected and responsible for the operation of the educational system, prepares the school budget, appoints the Superintendent, and defines educational philosophy and policy.

**SUPERINTENDENT OF SCHOOLS** - Chief executive officer for implementing school committee policy and directives.

**TOWN COUNSEL** - Chief legal officer and legal advisor to the Town Meeting.

**PLANNING BOARD** - (5) Appointed by the Manager with the approval of the Board of Selectmen, it advises Town Meeting on a range of planning and zoning matters.

**CONSERVATION COMMISSION** - (7) Appointed by the Manager as custodian of Town owned conservation land. It recommends land acquisitions to the Meeting.

**GREATER LAWRENCE TECHNICAL SCHOOL** - (1) Member elected as Andover representative to that school's committee. Explains Andover's share of operating costs.

**STATUTORY CONSTRAINTS ON TOWN MEETING**  
**(Refer to Chapter 39 of the General Laws for Precise Wording)**

The annual Town Meeting shall be held in February, March, April, or May.

The Selectmen shall insert in the warrant all articles requested in writing by ten or more registered voters. The warrant shall be published and posted at least seven days before the meeting stating the time and the place of the meeting and the subjects to be acted on.

The Town may by by-law establish the number of voters to constitute a quorum.

A Moderator must be elected to preside over the meeting, regulate proceedings, decide all questions of order, and make public declaration of all votes. If a vote is questioned by seven or more voters, statute requires a standing vote. If the statutes require a standing vote the count shall be taken and the result shall be recorded by the Clerk. If the vote is unanimous the count need not be taken and the Clerk shall so record it.

No person shall address a Town Meeting without leave of the Moderator and all persons shall, at the request of the Moderator, be silent.

**BY-LAW CONSTRAINTS ON TOWN MEETING**

**MEETINGS** - The annual Town Meeting for the election of officers shall be held on the fourth Tuesday in March, each year. Andover has regularly adjourned its Town Meeting after the election to a later time for consideration of the rest of the Warrant. Special Town Meetings may be held at such times and places as the Selectmen may designate. Any meeting may be adjourned from time to time to any place in the Town.

**WARRANTS** - Attested copies of the Warrant shall be posted in or on the Town Hall and in at least one newspaper of general circulation within the Town fourteen days or more before the date of the meeting. The warrant for insertion of articles shall be open for not fewer than thirty-five consecutive calendar days, but the Selectmen may reopen the warrant if required.

**ANNUAL TOWN REPORT** - At least seven days before the annual meeting the Town Manager shall make available to all registered voters an annual report. A summary of the report shall be delivered to each Andover household at least seven days before the Annual Meeting, or may be included in the Finance Committee's Report.

**VOTE BY BALLOT** - A motion for a secret ballot is in order and requires approval of 25% of those voting.

**ADMISSION OF OTHER THAN REGISTERED VOTERS** - Only residents who are registered voters are allowed in the voting sections of Town Meeting. Unregistered voters and non residents may request admission by submitting their names and addresses to the Moderator through election officials at the entrance of Town Meeting. They may be admitted by a majority vote of those present. The Moderator shall designate a place set apart from the general assembly where such persons may sit. The Moderator shall also set apart a space where accredited representatives of the press shall sit.

**DISCLOSURE OF INTEREST** - Any person having a monetary or equitable interest in any matter under discussion at any Town Meeting or employed by another having such as interest shall disclose the fact before speaking thereon.

**TWO-THIRDS VOTE** – On matters requiring a two-thirds vote by statute, a count need not be taken unless the vote so declared is immediately questioned by seven or more voters as provided in General Laws Chapter 39. Section 15. Before considering another warrant article the Moderator shall ask if the two-thirds vote is questioned.



# Andover Talent Bank Form

Town Manager's Office, Town Offices, 36 Bartlet Street, Andover, MA 01810

Date \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Home Telephone \_\_\_\_\_

Business Telephone \_\_\_\_\_

E-mail Address \_\_\_\_\_

The Andover Talent Bank is a means of identifying residents who are interested in serving the community on a Town committee, board, commission or task force.

There are currently twenty-seven committees, boards or commissions appointed with terms ranging from one to five years. Please check the committee, board or commission you are interested in. If you are interested in more than one, rank your interests accordingly.

Return this form by mail to the above address, fax it to 978- 623-8240 or e-mail it to [manager@andoverma.gov](mailto:manager@andoverma.gov).

| <u>Committee</u>                            | <u>Members</u>                                                                       | <u>Term</u>                    | <u>Committee</u>                                  | <u>Members</u>                                                                          | <u>Term</u>                   |
|---------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------|---------------------------------------------------|-----------------------------------------------------------------------------------------|-------------------------------|
| <b><u>Appointed by the Town Manager</u></b> |                                                                                      |                                |                                                   |                                                                                         |                               |
| Audit Committee                             | Five                                                                                 | 3yrs <input type="checkbox"/>  | Information Technology Committee                  | Seven                                                                                   | 3yrs <input type="checkbox"/> |
| Board of Assessors                          | Three                                                                                | 3yrs <input type="checkbox"/>  | Lowell Jct. Interchange Task Force                | Five                                                                                    | 3yrs <input type="checkbox"/> |
| Ballardvale Historic District Commission    | Seven (reg) 3yrs <input type="checkbox"/><br>Two (alt) 3yrs <input type="checkbox"/> |                                | Memorial Hall Library Trustees                    | Seven                                                                                   | 3yrs <input type="checkbox"/> |
| Cable Advisory Committee                    | Five                                                                                 | 3yrs <input type="checkbox"/>  | Patriotic Holiday Committee                       | Nine                                                                                    | 1yr <input type="checkbox"/>  |
| Commission on Disability                    | Nine                                                                                 | 3yrs <input type="checkbox"/>  | Planning Board                                    | Five 5yrs <input type="checkbox"/><br>One (assoc.) 5yrs <input type="checkbox"/>        |                               |
| Conservation Commission                     | Seven                                                                                | 3yrs <input type="checkbox"/>  | Preservation Commission                           | Seven                                                                                   | 3yrs <input type="checkbox"/> |
| Council on Aging                            | Fifteen                                                                              | 3yrs <input type="checkbox"/>  | Recycling Committee                               | Seven                                                                                   | 3yrs <input type="checkbox"/> |
| Cultural Council                            | Seven                                                                                | 3yrs <input type="checkbox"/>  | Scholarship Committee                             | Nine                                                                                    | 1yr <input type="checkbox"/>  |
| Design Review Board                         | Five                                                                                 | 3yrs <input type="checkbox"/>  | School Building Committee                         | Seven                                                                                   | 3yrs <input type="checkbox"/> |
| Elderly Tax Aid Committee                   | Five                                                                                 | 3yrs <input type="checkbox"/>  | Spring Grove Cemetery Trustees                    | Five                                                                                    | 3yrs <input type="checkbox"/> |
| Green Advisory Board                        | Nine                                                                                 | 3yrs <input type="checkbox"/>  | TRIAD Council                                     | Twenty                                                                                  | 3yrs <input type="checkbox"/> |
| Board of Health                             | Three                                                                                | 3 yrs <input type="checkbox"/> | Towle Fund Trustees                               | Three                                                                                   | 3yrs <input type="checkbox"/> |
| Housing Partnership Committee               | Nine                                                                                 | 3yrs <input type="checkbox"/>  | <b><u>Appointed by the Town Moderator</u></b>     |                                                                                         |                               |
| Housing Trust Fund Board of Trustees        | Six                                                                                  | 3yrs <input type="checkbox"/>  | Finance Committee                                 | Nine                                                                                    | 3yrs <input type="checkbox"/> |
|                                             |                                                                                      |                                | <b><u>Appointed by the Board of Selectmen</u></b> |                                                                                         |                               |
|                                             |                                                                                      |                                | Zoning Board of Appeals                           | Five (reg) 3yrs <input type="checkbox"/><br>Four (assoc.) 3yrs <input type="checkbox"/> |                               |



# *Andover Talent Bank Form*

Town Manager's Office, Town Offices, 36 Bartlet Street, Andover, MA 01810

## **Time available**

Many of these committees/boards/commissions meet at least twice per month and may meet more often prior to Town Meeting. Please circle below the time you have available for meetings and indicate any limitations you have on your time commitment.

One meeting per month

Two meetings per month

Three meetings per month

## **Interest/Education**

Please detail your areas of special interest and/or education:

## **Employer/Position**

Because of conflict of interest problems with certain positions, please list your current employer and your position with that employer:

## **Skills/Expertise**

Please indicate any special skill or expertise that you would consider volunteering to the Town:

# TOWN OF ANDOVER

## TOWN MEETING PROCEDURE AT A GLANCE

| To do this...                                                         | You say this.....                                        | May you Interrupt Speaker? | Must you Be Seconded? | Is the Motion Debatable? | What vote is required?          |
|-----------------------------------------------------------------------|----------------------------------------------------------|----------------------------|-----------------------|--------------------------|---------------------------------|
| Request Information                                                   | Point of Information                                     | Yes                        | No                    | No                       | No Vote                         |
| Complain about noise, sound, general room conditions, etc....         | Point of Privilege                                       | Yes                        | No                    | No                       | No vote                         |
| Object to procedure or personal affront                               | Point of order                                           | Yes                        | No                    | No                       | No vote<br>Chair decides        |
| Introduce Business<br><i>(a primary motion)</i>                       | I move that.....                                         | No                         | Yes                   | Yes                      | Majority                        |
| Ask for a vote count to verify a vote                                 | I call for a standing count...                           | No                         | No                    | No                       | No Vote                         |
| Amend a motion                                                        | I move to amend this motion                              | No                         | Yes                   | Yes                      | Majority                        |
| End Debate<br><i>Can be denied by Moderator at his/her discretion</i> | I move the question                                      | No                         | Yes                   | No                       | 2/3 vote                        |
| Reconsider something already disposed of                              | Meeting only reconsiders a vote if an error has occurred |                            |                       |                          | Chair corrects with proper vote |
| Recess the meeting                                                    | I move that we recess until.....                         | No                         | Yes                   | No                       | Majority                        |
| Adjourn the meeting                                                   | I move we adjourn                                        | No                         | Yes                   | No                       | Majority                        |

*Town of Andover  
36 Bartlet Street  
Andover, MA 01810*

US POSTAGE  
PAID  
ANDOVER, MA  
PERMIT NO. 41

**\*\*\*\*ECRWSS  
RESIDENTIAL CUSTOMER  
ANDOVER, MA 01810**

***PLEASE BRING THIS REPORT WITH YOU TO TOWN MEETING***

**Wednesday, April 27, 2011  
7:00 P.M.**

**RICHARD J. COLLINS FIELD HOUSE  
ANDOVER HIGH SCHOOL**