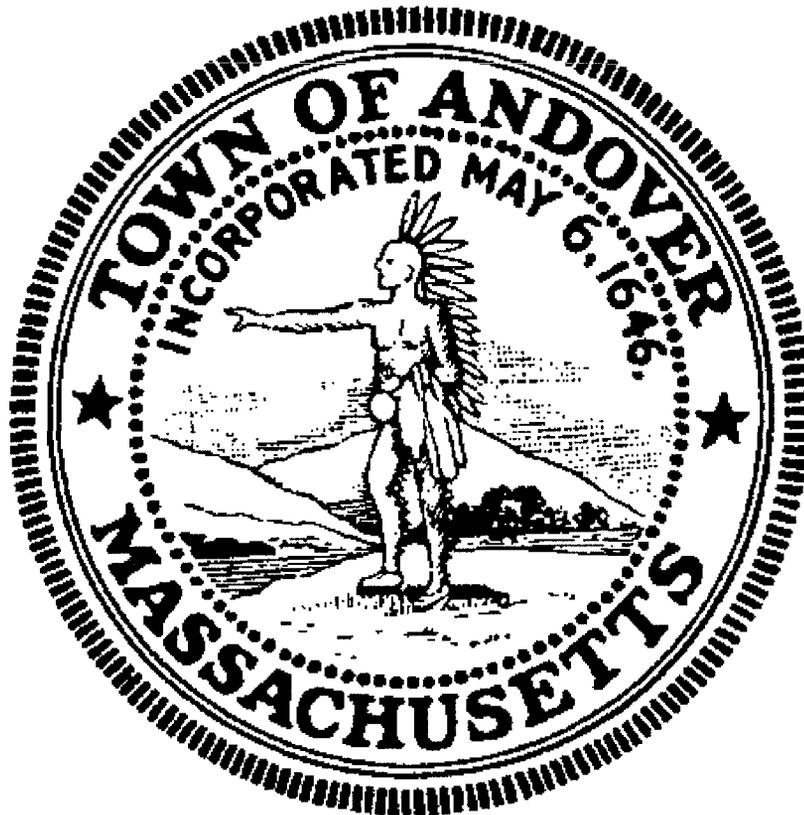


FINANCE COMMITTEE REPORT



2012
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 30th and May 1st and in the lobby of the Collins Center on May 7th and 8th. 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 10th) 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

To the Citizens of Andover:

April 2, 2012

The Finance Committees' goal is Town Meeting approval of a balanced budget that is fiscally responsible and which provides sustainable funding for Town and School services at a reasonable cost to the taxpayers.

The Finance Committee has worked closely with the Board of Selectmen, the School Committee, and Town and School administrators to **present a balanced budget**. The Board of Selectmen and Finance Committee voted to recommend approval of an FY2013 Operating Budget total of \$140,757,370 which includes **\$34,152,329 for Town Departments and \$65,864,399 for the School Department**. Leading up to the writing of this letter, there was a difference between the School Committee budget request and the Town Manager's recommendation based upon available revenue. While the School Committee has not yet voted, an agreement was made and a balanced budget is expected to be presented to Town Meeting.

A new Town Yard will be presented in Articles 18 and 19. These articles provide \$18,500,000 for the acquisition, design and construction of a new Town Yard at 5 Campanelli Drive. Our current Town Yard is located downtown at the existing Lewis Street facility and houses various Plant and Facilities/Department of Public Works divisions and includes the fuel depot. These divisions support all Town and School vehicles, equipment, buildings, fields, lawn areas, roadways, water mains and sewers. Exempt borrowing would provide funding for the new project and would add approximately \$106 to the average single family residential tax bill.

Additions, extensions and updates to Town and School **technology** infrastructure will be presented in Article 22. This proposal will include data, video, wireless and network capacity, telecommunications infrastructure, as well as a "refresh" of older hardware devices and provide resources for the digital classrooms. Special Dedicated Funds, specifically Cable Franchise Fees the Town already collects from cable providers, will provide funding for this proposal.

A Tax Increment Financing (TIF) plan will be presented in Article 34. A TIF is an economic tool that promotes redevelopment by use of public/private partnerships. This article authorizes the Board of Selectmen to reach an agreement with a property owner, obtain necessary approvals, and implement the TIF. A key component of a TIF agreement is a reduction in new property taxes for a period of time.

In addition to items noted above, below is an executive summary, followed by more detailed information, concerning warrant articles and other data that will be presented to voters at the Town Meeting beginning Monday, April 30th.

EXECUTIVE SUMMARY

Good news

A number of items have occurred that have been positive for the Town of Andover from a financial perspective. In the Fall of 2011 the revenue from Property Taxes and **Certified New Growth** came in **\$500,000** higher than anticipated. In December 2011 the Town issued **new borrowing/refinancing** of \$2,000,000 short term debt at a rate of 0.346% and \$18,000,000 long term debt at a rate of 1.877%.

This refinancing will **save \$1,378,000** over the next ten years or approximately \$138,000 per year. Also, the State passed **Health Insurance Reform** legislation that gave Andover the authority to make changes in health insurance plans offered to employees and retirees. As a result, the FY2013 **Health Insurance** budget amount is **\$564,500 less** than FY2012. Obviously a reduction in health insurance cost is good especially when the past two years have seen increases of 5.2% and 8%.

Revenue

Total Revenue is forecast to be **\$146,715,145** in FY2013 or **\$2,305,316 more** than FY2012. Property Taxes represent the single largest source of revenue. Based on the Governor's most recent State budget **State Aid** is projected to be **\$421,292 more** than FY2012. Additional Chapter 70 education aid represents the bulk of the increase in State Aid. **General Local Revenues** are forecast to **increase \$155,626** over FY2012.

Expenses

Total Expenses are forecast to be **\$146,715,145** in FY2013. The **Town Departments, net of offset revenues, total \$34,152,329** or an increase of \$881,145 (2.6%), as adjusted for the \$500,000 appropriated at the December, 2011 Special Town Meeting. The **School Department totals \$65,864,399** or an increase of \$2,579,822 (4.1%). **Debt Service** is forecast to be \$11,585,101 or **\$527,591 less** in FY2013 versus FY2012. **Health Insurance** is forecast to be \$13,790,500 or **\$564,500 less** in FY2013 versus FY2012. For the first time **Other Post Employment Benefits (OPEB)** of **\$300,000** will be funded out of Article 4 Operating Budget in FY2013.

Andover's labor contracts are based upon fifteen (15) separate collective bargaining agreements, eight (8) for School employees and seven (7) for Town employees. Of the seven Town unions, three have agreed to a one-year contract for FY2012; the Police Patrolmen, the Police Superior Officers, and the Public Safety Communicators. While no contract settlements have been reached to cover FY2013, money has been set aside within the FY2013 operating budget to cover anticipated settlements. This year's Finance Committee report includes a page showing the status of each labor contract and other data.

Capital Improvement Program (CIP)

The General Fund Revenue portion of the CIP, Article 5 (i.e.: "**Pay- As- You- Go**"), is recommended as \$2,020,000 in FY2013. The amount in FY2012 and FY2011 was \$1,246,000 and these amounts were lowered in order to balance the budget. While this year's amount is a significant increase over prior years, it is still below our goal of 2% of General Fund budget, a goal that we should continue trending towards due to the important nature of these CIP projects. Projects/items covered under this article are generally \$15,000 or more with a useful life of at least five (5) years.

Other

Article 8 provides **\$232,000 for the Stabilization Fund**. This money was available, in part, as a result of the lower funding needed for Health Insurance. The Stabilization Fund is considered part of the Town's reserves and is set aside for unanticipated or non-recurring items. Maintaining adequate reserves is critical to the financial stability of our community. As a result of budget variances, it is important for the Town to have sufficient reserves available to have the ability to absorb an unanticipated drop in revenues or a large unforeseen expenditure, without layoffs or service cuts.

The operating budget recommendations under Article 4 plus the \$232,000 recommended under Article 8 to the Stabilization Fund are based upon utilizing the full tax levy available within Proposition 2½. These 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. Taxing to Andover's Proposition 2½ levy limit results in a projected 2.9% or \$222 increase for the average residential property tax bill. The full impact of the Debt Exclusion for the new Bancroft Elementary School approved by voters in January 2011 is not anticipated to impact property tax bills in FY2013.

The Town Departments include **no new positions** and two are recommended to be eliminated. Additionally, two Information Technology positions will be moved from the Town, back to the School Department. The School Department includes 33.83 new FTEs (Full Time Equivalent) to be funded by the Operating Budget. Of these, 13.94 are new hires. The remaining 19.89 FTEs are already in the system, but were previously funded by Federal Stimulus grants. They will now need to be covered under the School Operating Budget as the grant money will no longer be available in FY2013.

Health Insurance is recommended at \$13,790,500 in FY2013 versus \$14,355,000 in FY2012 or a **decrease of \$564,500 (3.9%)**. The State enacted Health Insurance Reform legislation in the summer of 2011 that allowed the Town, after the Board of Selectmen voted to accept Massachusetts General Law, Chapter 32B, Section 21-23, to engage in discussions with the unions on the subject of health insurance plan design outside of the collective bargaining process. This process is expected to result in significantly lower health insurance costs.

Other Post Employment Benefits (OPEB) Fund is recommended at \$300,000 as a separate line item in the Operating Budget, Article 4. FY2013 is the first year funding for OPEB has been recommended from the Operating Budget. In prior years funding was provided from Free Cash and water/sewer reserves. The OPEB liability is, primarily, the cost assigned to health benefits earned by public employees and paid after retirement. This benefit is in addition to pension benefits. While there is no requirement to fund the OPEB liability at this time, Government Accounting Standards Board (GASB) Statement 45 requires that the dollar value of the unfunded OPEB liability be determined every two years. As of June 30, 2011 the unfunded OPEB liability was estimated to be \$214,554,000.

Town Departments continue to pursue opportunities for cost savings. One example is the new **Information Technology Department** and our new Chief Information Officer, who reports to both the Town Manager and Superintendent of Schools, have worked together on Article 22. This article will provide the infrastructure and hardware/software Town employees need to work more efficiently and effectively.

Town Meeting is all about holding public officials accountable. Having to obtain Town Meeting approval for their budgets forces department heads to disclose and document how they have utilized the monies previously approved for their operations and to explain their spending plans for the coming fiscal year. Budget votes are not just symbolic or philosophical; they authorize the exact amount that can be spent on Town and School services.

Please join us at Town Meeting beginning Monday, April 30th, at 7:00 P.M. and continuing Tuesday, May 1st, at 7:00 P.M. in the Richard J. Collins Field House at Andover High School. Town Meeting will continue Wednesday, May 2nd, in the Collins Center Auditorium if necessary. Your participation is important!

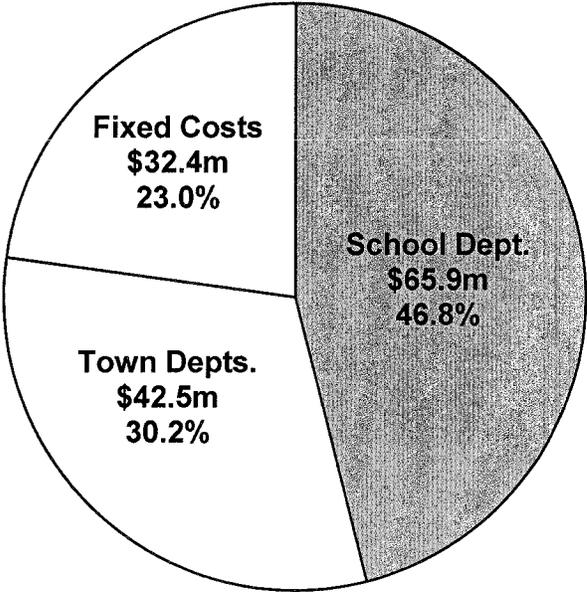
The Finance Committee
S. Jon Stumpf, Chairman

Mary O'Donoghue
Mark Merritt
Greg Rigby
Greg Serrao

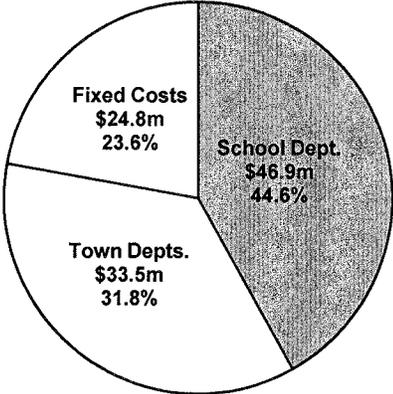
Joanne Marden
Paul Fortier
Margaret Kruse
Linn Anderson

10 Year Operating Budget Change

FY2013 (Finance Committee)
\$140,757,370



FY2003 (Budget)
\$105,178,162



**FINANCE COMMITTEE RECOMMENDATIONS
2012 ATM FINANCIAL ARTICLES**

ARTICLE/TITLE	ARTICLE AMOUNT	TAX LEVY/ GEN. FUND	FREE CASH/ STAB. FUND	BONDING	TRANS./ OTHER	FINANCE COMMITTEE RECOMMENDATIONS/ NOTES
4 FY-2013 Budget	\$140,757,370	\$ 140,757,370				Approval
5 FY-2013 Capital Projects Fund Appropriation	\$ 2,020,000	\$ 2,020,000				Approval
6 Budget Transfers	?					Report at Town Meeting
7 Supplemental Budget Appropriations	?					Report at Town Meeting
8 Stabilization	\$ 232,000	\$ 232,000				Approval
14 Jerry Silverman Fireworks	\$ 12,000	\$ 12,000				Approval
16 Elderly/Disabled Transportation Program	\$ 8,000	\$ 8,000				Approval
17 Insurance Recovery Transfer	\$ 24,694				\$ 24,694	Approval
18 Town Yard - Acquisition 5 Campanelli Dr - Design & Con	\$ 18,250,000			\$18,250,000		Report at Town Meeting
19 Town Yard - Acquisition of 65 River Rd	\$ 250,000			\$ 250,000		Report at Town Meeting
20 Support for Civic Events	\$ 4,000	\$ 4,000				Approval
21 Spring Grove Cemetery	\$ 15,000				\$ 15,000	Approval
22 Tech Infrastructure, Connectivity, Hardware & Telecom Equip	\$ 2,500,000			\$ 2,500,000		Approval
23 Town Playground & Replacements	\$ 200,000			\$ 200,000		Approval
24 Town Building & Facility Maintenance	\$ 400,000			\$ 400,000		Approval
25 School Building Maintenance & Renovation	\$ 1,000,000			\$ 1,000,000		Approval
28 Balmoral Fence & Masonry Repairs	\$ 125,000			\$ 125,000		Approval
30 Lease of Land at 126 Tewksbury St for Solar Facilities						Report at Town Meeting
31 Fire Communications Upgrades	\$ 200,000			\$ 200,000		Approval
33 DPW Vehicles	\$ 300,000			\$ 300,000		Report at Town Meeting
34 Tax Increment Financing Plan						Report at Town Meeting
35 Major Water Main Replacement	\$ 1,439,000			\$ 1,439,000		Approval
36 WTP Filter Backwash Discharge Tank	\$ 300,000			\$ 300,000		Approval
37 Sewer Infrastructure Maintenance Vehicle	\$ 250,000			\$ 250,000		Approval
38 West Middle School Repair	\$ 530,000			\$ 530,000		Approval
39 Increase Benefits to Retiree Spouses						Approval
42 High Plain Rd at Fishbrook Improvements	\$ 1,100,000			\$ 1,100,000		Approval
43 Water Distribution Maintenance	\$ 500,000			\$ 500,000		Approval
44 Payment Option for Obligations						Disapproval

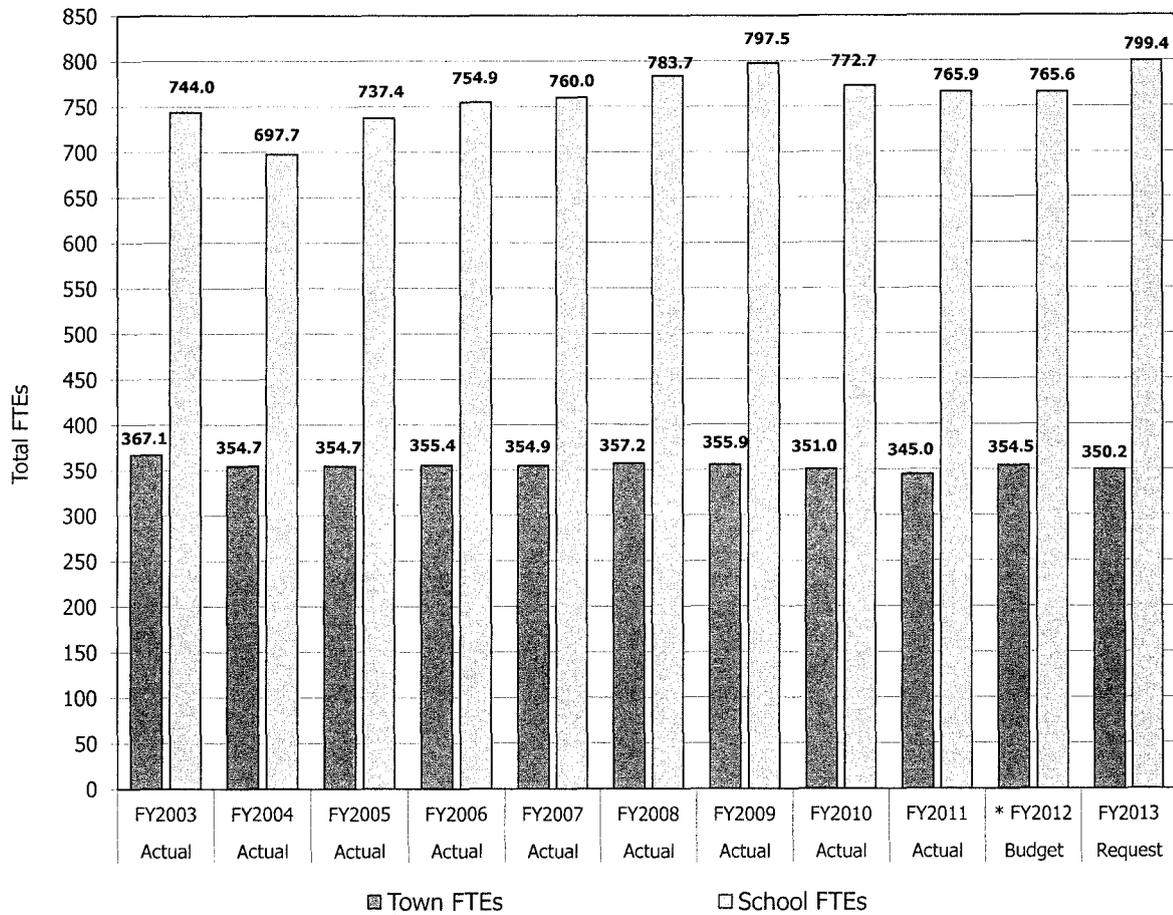
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Town & School Employees (FTEs) FY2003 - FY2012



	Actual FY2003	Actual FY2004	Actual FY2005	Actual FY2006	Actual FY2007	Actual FY2008	Actual FY2009	Actual FY2010	Actual FY2011	Budget * FY2012	Request FY2013	Change FY12-13
Town FTEs	367.1	354.7	354.7	355.4	354.9	357.2	355.9	351.0	345.0	354.5	350.2	(4.3)
School FTEs	744.0	697.7	737.4	754.9	760.0	783.7	797.5	772.7	765.9	765.6	799.4	33.9
Total FTEs	1,111.1	1,052.4	1,092.1	1,110.3	1,114.9	1,140.9	1,153.4	1,123.7	1,110.8	1,120.1	1,149.6	29.5

* 10 School IT FTEs transferred to Town in FY12

Town of Andover Employee Unions and Associations

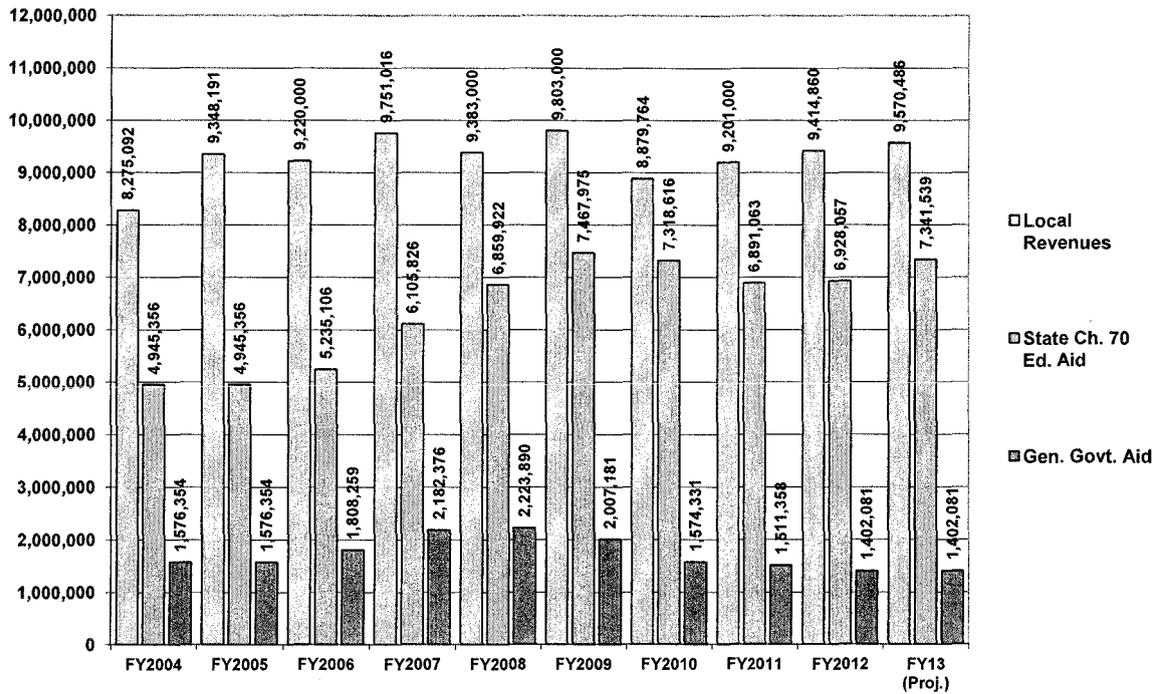
Status of Collective Bargaining Settlements as of March, 2012

<u>Formal Bargaining Unit or Association</u>	<u>Members</u>	<u>Contract Expiration</u>	<u>Contract Settlements / % Wage Increases</u>			
			<u>FY2011</u>	<u>FY2012</u>	<u>FY2013</u>	<u>FY2014</u>
Andover Education Association	530	8/31/2010	No	No	No	No
Andover Assistants Organization	222	8/31/2010	No	No	No	No
Andover School Custodians, SEIU, Local 888	37	6/30/2010	No	No	No	No
Andover Cafeteria Employees, SEIU, Local 888	34	6/30/2010	No	No	No	No
Andover Educational Secretaries Association	27	6/30/2010	No	No	No	No
School Independent Employees Association	23	6/30/2010	No	No	No	No
Andover Administrators Association	21	6/30/2010	No	No	No	No
Andover Licensed Practical Nurses Association	3	6/30/2010	No	No	No	No
Andover Independent Employees Association	134	6/30/2011	Yes/0.0%	No	No	No
International Assoc. of Firefighters, AFL-CIO, Local 1658	66	6/30/2011	Yes/0.0%	No	No	No
AFSCME, Council 93, Local 1704, AFL-CIO	61	6/30/2011	Yes/0.0%	No	No	No
Andover Police Patrolmens Union, NEPBA, Local 9	38	6/30/2012	Yes/0.0%	Yes/1.5%	No	No
Andover Police Superior Officers Assoc., NEPBA, Local 9	14	6/30/2012	Yes/0.0%	Yes/1.5%	No	No
Andover Public Safety Communicators, NEPBA, Local 9	10	6/30/2012	Yes/0.0%	Yes/1.5%	No	No
Andover Town Department Heads	7	6/30/2011	Yes/0.0%	No	No	No

The School Employee Agreements may be viewed at: www.aps1.net/index.aspx?NID=400

The Town Employee Agreements may be viewed at: www.andoverma.gov/selectmen

FY04 - FY13 Changes in Major Revenues



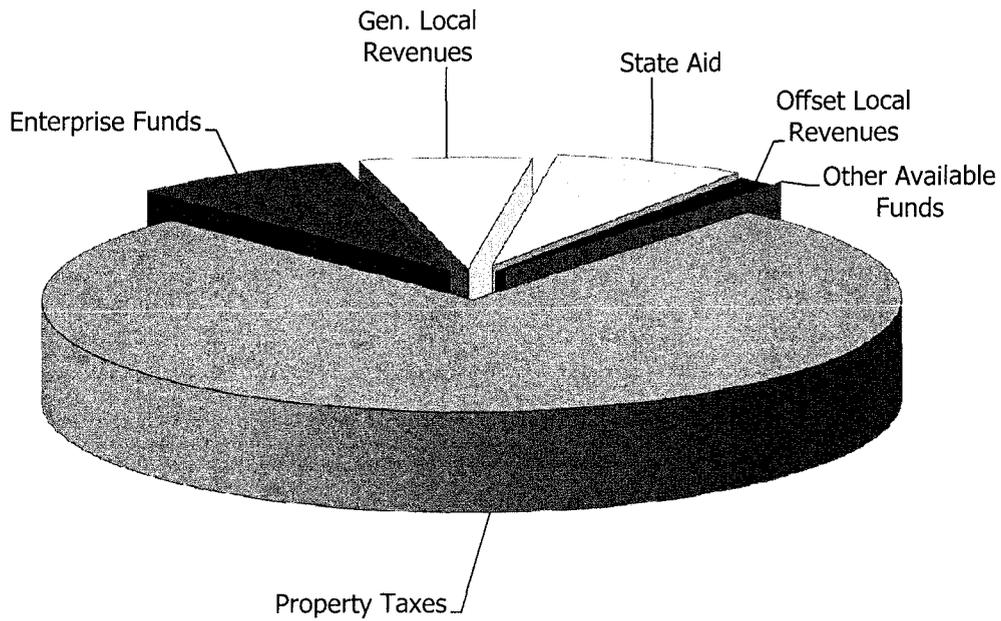
Property Tax Growth Revenue

	<u>New Growth</u>	<u>Prior Year Levy Limit</u>	<u>% Increase From Growth</u>	<u>Prop 2 1/2 Increase</u>
FY2012	1,712,432	101,868,863	1.1%	3.6%
FY2011	1,097,538	98,313,489	1.1%	3.6%
FY2010	1,103,537	94,838,978	1.2%	3.7%
FY2009	1,357,086	91,201,846	1.5%	4.0%
FY2008	1,832,630	87,189,479	2.1%	4.6%
FY2007	2,156,641	82,958,866	2.6%	5.1%
FY2006	2,035,526	78,949,600	2.6%	5.1%
FY2005	1,814,183	75,252,414	2.4%	4.9%
FY2004	1,157,885	72,287,345	1.6%	4.1%
FY2003	2,292,720	68,287,439	3.4%	5.9%
FY2002	2,740,476	63,948,257	4.3%	6.8%

BUDGET AND TAX RATE SUMMARY	FINAL FY2010	FINAL FY2011	FINAL FY2012	FIN COM FY2013
<u>EXPENDITURES</u>				
Appropriations & Articles	132,409,866	136,128,816	140,905,913	143,073,064
Other Local Expenditures				
Tax Title Purposes	4,000	4,000	0	0
Final Court Judgments	201,761	0	0	0
Overlay/ Other Deficits	38,884	0	32,363	0
Other amounts	0	0	0	50,000
Revenue Offsets/Cherry Sheet	<u>62,671</u>	<u>61,280</u>	<u>65,349</u>	<u>64,413</u>
Total Other Local Expenditures	307,316	65,280	97,712	114,413
State and County Charges	3,079,417	2,926,555	2,426,090	2,484,206
Overlay Reserve for Abatements	<u>822,806</u>	<u>772,521</u>	<u>980,114</u>	<u>1,043,462</u>
TOTAL EXPENDITURES	\$136,619,405	\$139,893,172	\$144,409,829	\$146,715,145
<u>REVENUES and OTHER FUNDING SOURCES</u>				
Revenue from State				
Cherry Sheet Estimated Receipts	9,438,577	8,819,405	8,713,708	9,135,000
School Construction Assistance	<u>1,551,447</u>	<u>1,551,447</u>	<u>1,551,446</u>	<u>1,551,446</u>
Total from State	10,990,024	10,370,852	10,265,154	10,686,446
Revenue from Town				
General Local Revenue	8,879,764	9,201,000	9,414,860	9,570,486
Revenue for Specific Purposes-Offset Receipts	1,923,063	1,811,500	1,872,775	1,971,255
Water and Sewer Revenue	<u>12,774,627</u>	<u>12,242,028</u>	<u>12,119,113</u>	<u>12,104,455</u>
Total Local Receipts	23,577,454	23,254,528	23,406,748	23,646,196
Free Cash and Other Funding Sources				
Free Cash used for Warrant Articles	334,000	1,123,500	992,000	0
Other Available Funds	<u>292,163</u>	<u>485,992</u>	<u>871,771</u>	<u>39,694</u>
Total Free Cash and Other Funding Sources	626,163	1,609,492	1,863,771	39,694
Free Cash used for Operating Budget	0	0	0	0
Total Non-Property Tax Revenues and Other Funding Source	35,193,641	35,234,872	35,535,673	34,372,336
Total Property Taxes	<u>101,425,764</u>	<u>104,658,300</u>	<u>108,874,156</u>	<u>112,342,809</u>
TOTAL REVENUES	136,619,405	139,893,172	144,409,829	146,715,145

VALUATIONS & TAX RATES	FINAL FY2010	FINAL FY2011	FINAL FY2012	EST FY2013
TOTAL VALUATION (IN THOUSANDS)	\$6,837,657	\$6,616,552	\$6,798,505	\$6,934,475
RESIDENTIAL TAX RATE	13.19	14.12	14.15	N/A
COMM, IND, PER PROP TAX RATE	21.33	22.46	23.54	N/A
EQUALIZED TAX RATE	14.83	15.82	16.01	16.20
WHERE REVENUES COME FROM				
STATE AID	8.04%	7.41%	7.11%	7.28%
LOCAL REVENUE	17.26%	16.62%	16.21%	16.12%
OTHER FUNDS	0.21%	0.35%	0.60%	0.03%
FREE CASH	0.24%	0.80%	0.69%	0.00%
PROPERTY TAXES	<u>74.24%</u>	<u>74.81%</u>	<u>75.39%</u>	<u>76.57%</u>
	100.00%	100.00%	100.00%	100.00%

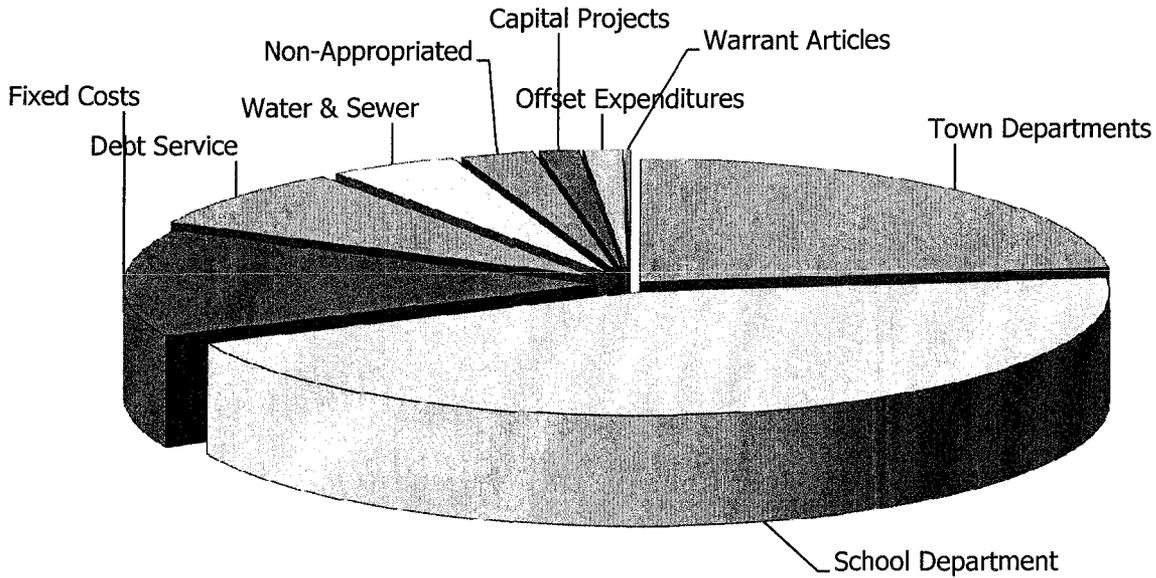
SOURCES OF FUNDS - FY2013



FY13 REVENUES

Property Taxes	\$112,342,808	76.6%
Enterprise Funds	\$12,104,455	8.3%
Gen. Local Revenues	\$9,570,486	6.5%
State Aid	\$10,686,447	7.3%
Offset Local Revenues	\$1,971,255	1.3%
Other Available Funds	<u>\$39,694</u>	0.0%
	\$146,715,145	100.0%

USES OF FUNDS - FY2013



FY13 EXPENSES

Town Departments	\$34,152,329	23.3%
School Department	\$65,864,399	44.9%
Fixed Costs/Obligations	\$20,803,973	14.2%
Debt Service	\$11,585,101	7.9%
Water & Sewer	\$6,380,313	4.3%
Non-Appropriated	\$3,642,081	2.5%
Capital Projects	\$2,020,000	1.4%
Offset Expenditures	\$1,971,255	1.3%
Warrant Articles	\$295,694	0.2%
	\$146,715,145	100.0%

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 2½ Limit</u>	<u>Tax Due To Debt Exclusions</u>
FY2012	14.15	550,129	7,786	306	4.1%	7,575	211
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

<u>Projected Tax Within 2½ Levy Limit</u>	<u>Tax Due to Existing Debt Exclusions</u>	<u>Projected Average Single Family Tax Bill</u>	<u>% Increase</u>
FY2013 7,840	168	8,008	2.9%

There are many variables affecting property tax rates and residential tax bills. This box 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 **2.9% increase** for the average residential property tax bill is projected for FY2013 based on the budget and warrant articles recommended for this Town Meeting. **These projections do not include the additional debt exclusion already approved for the new Bancroft Elementary School or the one being proposed for the new Town Yard.** These Debt Exclusions are expected to increase property tax bills for FY2014 and many years beyond. Property tax bill projections for those future years cannot be calculated until the project construction timetables are set and projected debt schedules are 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 FY2012. 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.

TAX BILL HISTORY AND PROJECTION

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 exact impact of Town Meeting decisions on individual tax bills prior to Town Meeting. Projecting an estimated 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 (FY2012) property tax bill.

For Example:

If your property has an assessed value of \$500,000 your FY2012 property tax bill is \$7,075 (500 X \$14.15 per thousand tax rate).

Multiply by .029 to estimate your FY2013 tax increase of \$205.

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 FY2012 property tax levy and actual FY2012 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>
23	Town Playgrounds	\$200,000	10 Years	\$25,000	\$2
24	Town Building Maintenance	\$400,000	15 years	\$39,000	\$3
25	School Building Maintenance	\$1,000,000	10 Years	\$80,000	\$7
28	Balmoral Fence	\$125,000	10 Years	\$16,000	\$1
32	Fire Communications	\$200,000	5 Years	\$44,000	\$3
34	DPW Vehicles	\$300,000	10 Years	\$39,000	\$3
39	West Middle School	\$530,000	20 Years	\$42,000	\$3
44	High Plain Road	<u>\$1,100,000</u>	10 Years	<u>\$138,000</u>	<u>\$10</u>
	Total:	\$3,855,000		\$423,000	\$32

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.

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 property tax bill can all increase by different percentages in the same fiscal year and still be within Proposition 2½.

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. In recent 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.

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. 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. State law establishes specific requirements regarding the wording of ballot questions.

PROPERTY TAX LEVY LIMIT HISTORY

<u>FISCAL YEAR</u>	<u>PROP 2½ 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>
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	101,290,116	3.4%
FY2011	101,868,863	101,747,938	70,925	2,860,362	104,658,300	3.3%
FY2012	106,128,017	105,926,697	201,320	2,947,458	108,874,155	4.0%
FY2013*	110,081,219	110,081,219	0	2,349,085	112,430,304	3.3%

* Projected based on budget and warrant article recommendations April 2, 2012

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>1,712,432</u>	Tax increase based on est tax value of new construction as of 6/30/2011.
FY2012 TAX LEVY LIMIT	\$106,128,017	FY2012 tax limit prior to funds raised for Prop 2 1/2 exempt debt.
Plus		
NET FY2012 EXEMPT DEBT SERVICE	<u>\$2,947,458</u>	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid.
Equals		
FY2012 TOTAL TAX LEVY LIMIT	\$109,075,475	Estimated Maximum property taxes allowable for Fiscal Year 2012.
Less		
FY2012 TAX LEVY	\$108,874,155	Estimated Amount of property taxes for Fiscal Year 2012.
Equals		
FY2012 EXCESS TAX CAPACITY	\$201,320	Amount of additional taxes that could be raised within Proposition 2 1/2 limit.
CALCULATION OF FY2013 PROPERTY TAX LEVY LIMIT		
FY2012 TAX LEVY LIMIT	\$106,128,017	Beginning amount for FY2013.
2.5% of FY2012 Levy Limit	2,653,200	
New Growth	<u>1,300,000</u>	Tax increase based on est. tax value of new construction as of 6/30/2012.
FY2012 TAX LEVY LIMIT	\$110,081,219	FY2013 tax limit prior to funds raised for Prop 2 1/2 exempt debt.
Plus		
NET FY2013 EXEMPT DEBT SERVICE	<u>\$2,349,085</u>	Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid.
Equals		
FY2013 TOTAL TAX LEVY LIMIT	\$112,430,304	Estimated Maximum property taxes allowable for Fiscal Year 2013.
Less		
FY2013 TAX LEVY	\$112,430,304	Estimated Amount of property taxes for Fiscal Year 2013.
Equals		
FY2013 EXCESS TAX CAPACITY	\$0	Amount of additional taxes that could be raised within Proposition 2 1/2 limit.

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

Year	Certified Free Cash Going Into Annual Town Meeting	Free Cash % of Budget	Amount Spent By Town Meeting	Amount Remaining After Town Meeting
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%	1,385,000	803,732
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%	1,763,147	570,849
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%	992,000	617,894
2012	1,239,055	0.9%	0	1,239,055

FREE CASH and FUND BALANCES

<u>FISCAL</u> <u>YEAR (as of)</u>	<u>GENERAL FUND</u> <u>FREE CASH</u>	<u>WATER FUND</u> <u>BALANCE</u>	<u>SEWER FUND</u> <u>BALANCE</u>	<u>STABILIZATION</u> <u>FUND</u>	<u>OPEB</u> <u>FUND</u>
July 1, 2011	1,239,055	965,843	2,029,895	4,599,359	704,009
July 1, 2010	1,609,894	352,776	2,768,684	4,433,140	258,120
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	-

NOTES

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

July 1, 2006 Free Cash included NESWC return of \$3,810,286.

July 1, 2007 Stabilization Fund increased by \$2,000,000 transfer from Free Cash.

July 1, 2006 Stabilization Fund increased by \$500,000 transfer from Free Cash.

July 1, 2003 Stabilization Fund reduced by \$600,000 for FY2003 Budget.

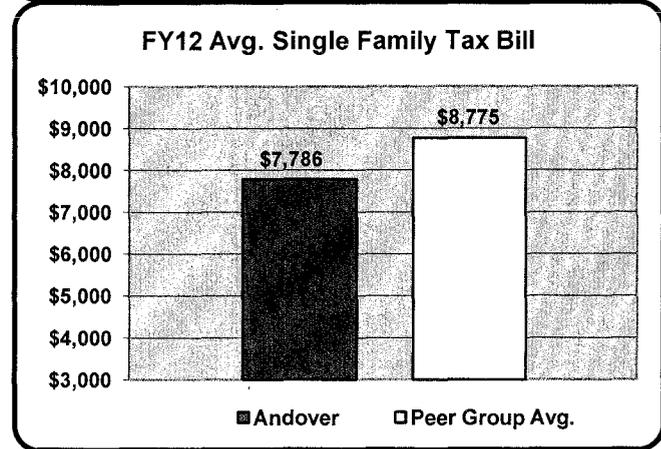
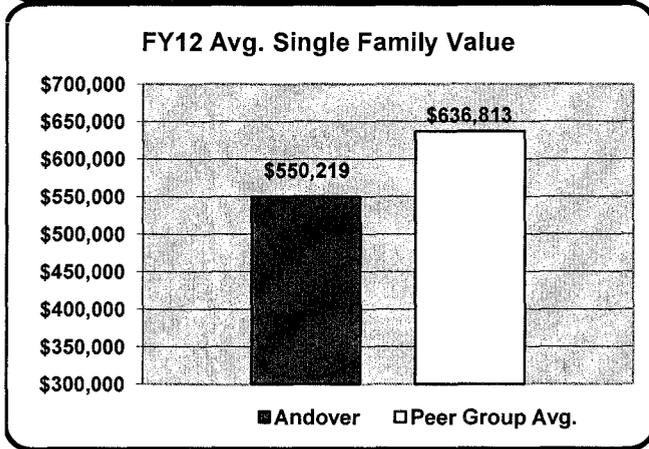
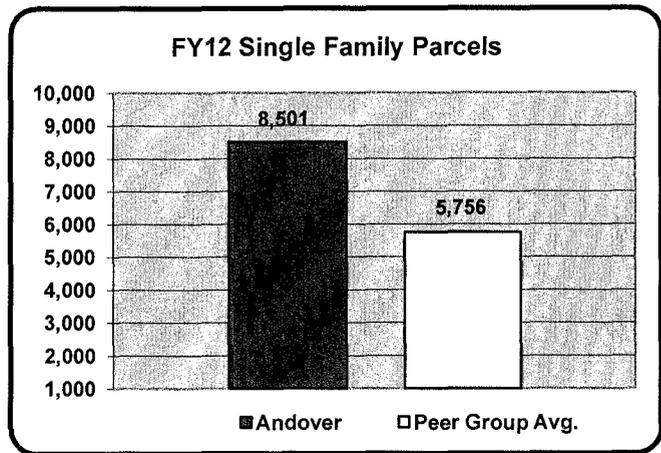
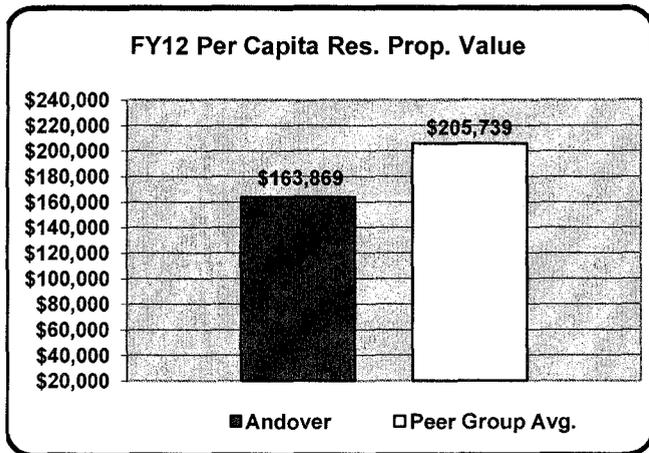
OPEB Fund established by April, 2010 Annual Town Meeting.

Free Cash and Stabilization Fund as a % of General Fund Revenues

	<u>Free Cash</u>	<u>Stabilization</u> <u>Fund</u>	<u>Total</u>	<u>General Fund</u> <u>Revenues</u>	<u>Reserves as a</u> <u>% of Revenues</u>
June 30, 2011	1,239,000	4,599,000	5,838,000	137,195,000	4.3%
June 30, 2010	1,610,000	4,433,000	6,043,000	133,365,000	4.5%
June 30, 2009	1,603,000	4,498,000	6,101,000	129,356,000	4.7%
June 30, 2008	2,222,000	4,167,000	6,389,000	126,804,000	5.0%
June 30, 2007	2,334,000	3,042,000	5,376,000	121,432,000	4.4%
June 30, 2006	5,433,000	993,000	6,426,000	118,356,000	5.4%
June 30, 2005	3,103,000	476,000	3,579,000	123,092,000	2.9%
June 30, 2004	2,189,000	459,000	2,648,000	103,008,000	2.6%
June 30, 2003	4,414,000	436,000	4,850,000	101,636,000	4.8%

Andover's policy is to maintain the combined balance of Free Cash and the Stabilization Fund at 3%-7% of General Fund Revenues.

FY12 Comparative Residential Tax Information



Data Source: DOR/DLS Database

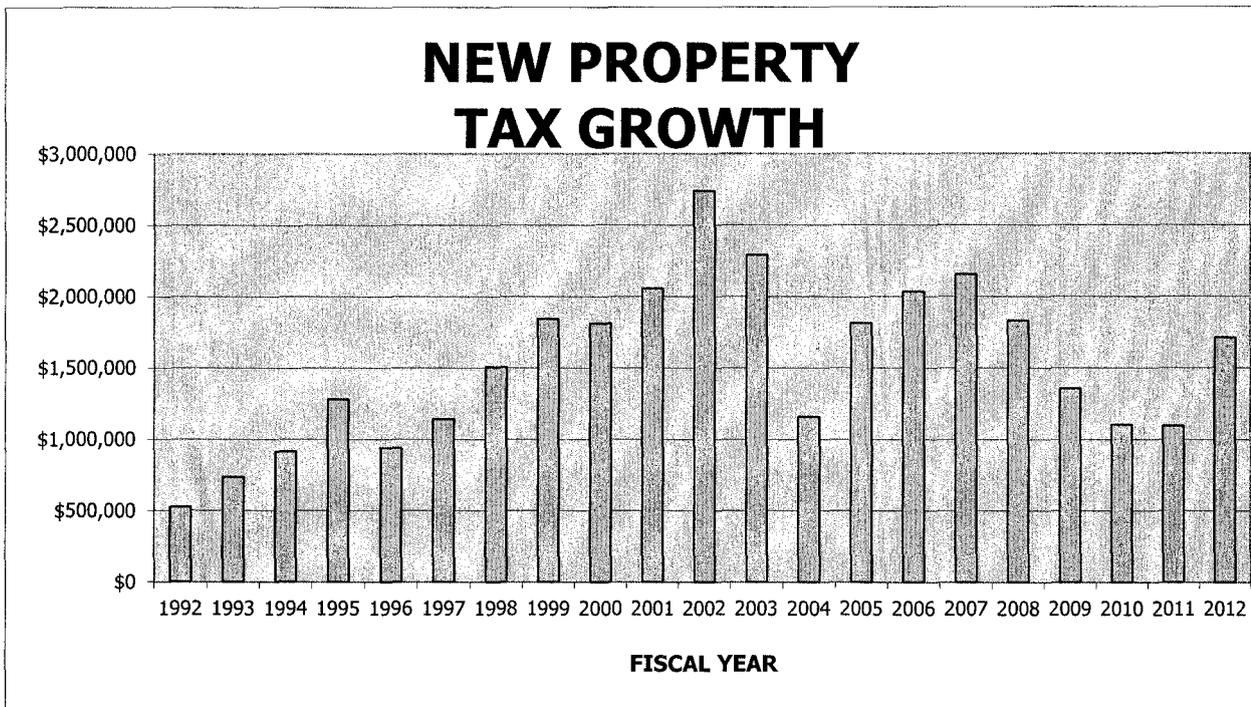
Note: The "Peer Group Average" category consists of data from the following 19 Andover comparable "AAA" rated suburbs: Acton; Arlington; Barnstable; Bedford; Belmont; Canton; Concord; Duxbury; Hingham; Lexington; Marblehead; Natick; Needham; Norwell; Sudbury; Wayland; Wellesley Westword; and Winchester.

FY2012 Valuation Breakdown - Single Family Homes

Valuation Range (\$)	Number of Parcels	Percent of Total
\$0 to \$300,000	298	3.5%
\$300,001 to \$400,000	1,564	18.2%
\$400,001 to \$500,000	2,482	28.9%
\$500,001 to \$600,000	1,823	21.2%
\$600,001 to \$1,000,000	2,087	24.3%
\$1,000,001 and Up	345	4.0%
<i>Total</i>	8,599	100.0%

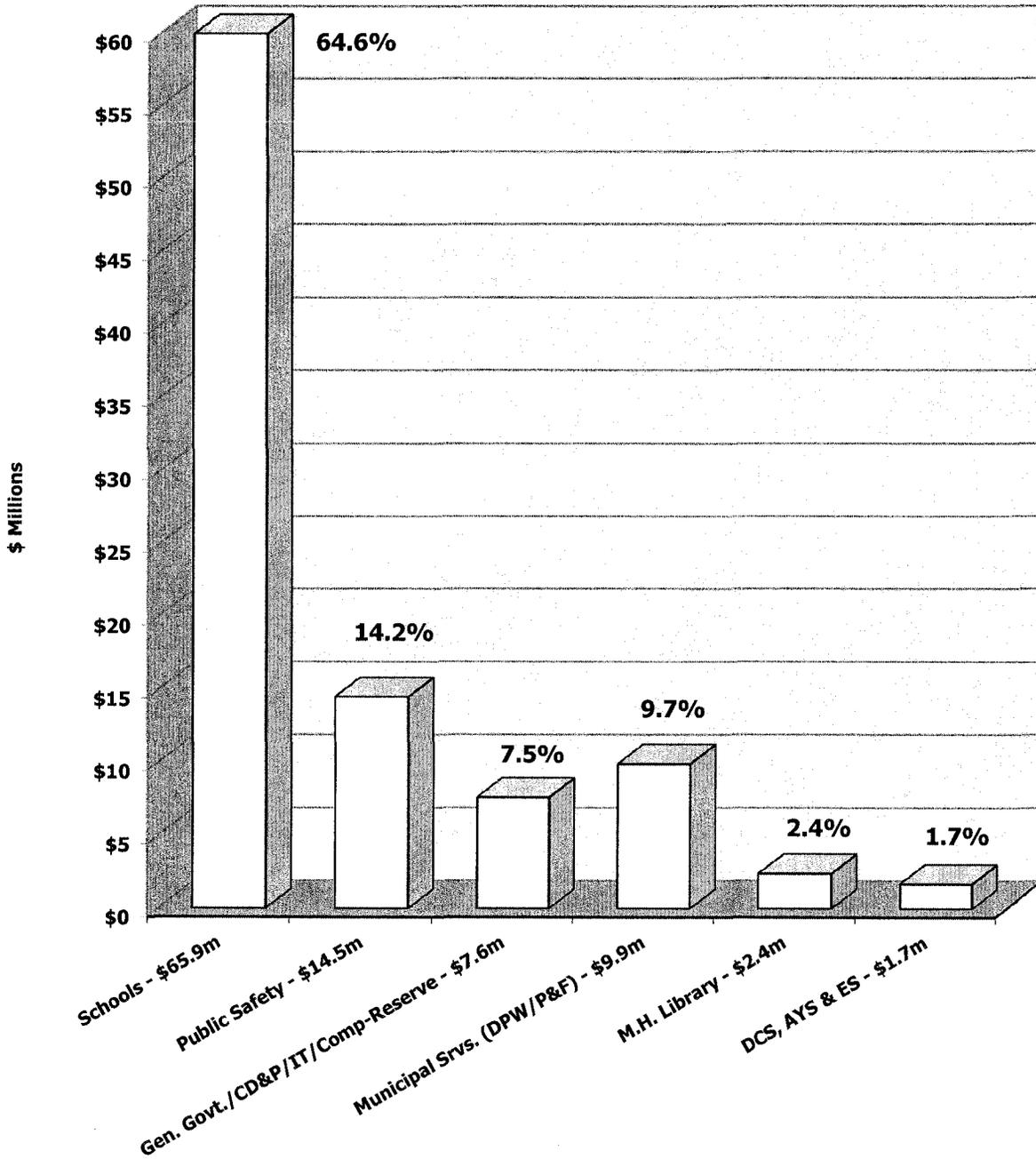
INCREASE IN TAX LEVY LIMIT DUE TO NEW GROWTH

	Certified New Growth
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
2012	\$1,712,432



FY2013 Departmental Budgets - \$102 Million Including Offset Revenues

(FINANCE COMMITTEE RECOMMENDED)



2012 ANNUAL TOWN MEETING

Monday, April 30, 2012

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. Annual Town Election: Moderator for one year, two Selectmen for three years, two School Committee members for three years, Greater Lawrence Regional Vocational Technical School District Committee member for three years, two Punchard Free School Trustees for three years, two Punchard Free School Trustees for two years and one Punchard Free School Trustee for one year.

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 Monday, April 30, 2012 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.

~~~~~

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 administer the funds. They are chosen on a staggered basis, by vote at the Annual Town Meeting.

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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, 2012 and ending June 30, 2013, or take any other action related thereto.

There will be 11 motions on the Budget:

- | | |
|--------------------------------|-----------------------------------|
| Public Safety | Andover Public Schools |
| General Government | Water |
| Municipal Services | Sewer |
| Library | Greater Lawrence Technical School |
| Community/Youth/Elder Services | Obligations |
| Unclassified Expenses | |

To make it easier for voters to follow the motions on the budget, the Finance Committee has printed the FY2013 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 FY2010, FY2011 and the FY2012 Budget voted by last spring's Town Meeting. The last column shows the FY2013 Budget recommendations of the Board of Selectmen and Finance Committee.

The Town Manager's Recommended Budget for FY2013 is available at the Town Offices, the Library, and on line at the Town of Andover's web site www.andoverma.gov. The departmental budget presentations can also be found on the Town's website as well as a number of other reports containing valuable background information for both the budgets and warrant articles for this year's Town Meeting.

The information in the Finance Committee Report is the best available at the time of printing. 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 will change some of their recommendations. If there are significant changes in the weeks leading up to Town Meeting, the Finance Committee can provide voters with updates on the Town of Andover website and prepare slides and handouts for Town Meeting. The Finance Committee looks forward to providing additional information in response to questions at Town Meeting.

Finance Committee Recommendations

Article 4 Budget Appropriations	\$140,757,370
Article 5 Capital Projects	2,020,000
Other Warrant Articles	63,694
Stabilization Fund	232,000
Non-Appropriated Costs	<u>3,642,081</u>
Total FY2013 Budget	\$146,715,145

**ARTICLE 4 TOWN MEETING - FY2013
OPERATING BUDGET**

LINE ITEM	DEPARTMENT	EXPENDED FY2010	EXPENDED FY2011	BUDGET FY2012	FINCOM BD OF SELECTMEN FY2013
	PUBLIC SAFETY				
1	PERSONAL SERVICES	12,694,557	12,884,777	12,956,728	13,153,753
2	OTHER EXPENSES	<u>1,054,367</u>	<u>1,135,191</u>	<u>1,305,360</u>	<u>1,395,994</u>
	TOTAL	13,748,924	14,019,969	14,262,088	14,549,747
Includes \$35,000 - parking receipts, \$70,000 - detail fees, and \$1,025,000 - ambulance collections					
	GENERAL GOVERNMENT & COMMUNITY DEVELOPMENT (inc Town/School IT consolidation)				
3	PERSONAL SERVICES	4,093,513	4,056,823	5,370,989	5,226,908
4	OTHER EXPENSES	<u>1,303,662</u>	<u>1,364,250</u>	<u>1,540,301</u>	<u>1,649,751</u>
	TOTAL	5,397,175	5,421,073	6,911,290	6,876,659
Includes \$24,000 in receipts from wetland filing fees and \$54,780 water/sewer reserves.					
	MUNICIPAL SERVICES				
5	PERSONAL SERVICES	4,642,488	4,649,482	4,773,408	4,714,026
6	OTHER EXPENSES	<u>4,650,452</u>	<u>5,268,262</u>	<u>5,024,643</u>	<u>5,203,713</u>
	TOTAL	9,292,940	9,917,744	9,798,051	9,917,739
Includes \$68,475 in rental receipts; \$42,000 cemetery revenue					
	LIBRARY				
7	PERSONAL SERVICES	1,947,645	1,951,919	1,833,122	1,828,689
8	OTHER EXPENSES	<u>547,121</u>	<u>575,496</u>	<u>593,900</u>	<u>603,900</u>
	TOTAL	2,494,766	2,527,415	2,427,022	2,432,589
	COMMUNITY / YOUTH/ ELDER SERVICES				
9	PERSONAL SERVICES	1,182,174	1,209,857	1,216,381	1,207,365
10	OTHER EXPENSES	<u>438,183</u>	<u>434,094</u>	<u>444,479</u>	<u>439,485</u>
	TOTAL	1,620,357	1,643,951	1,660,860	1,646,850
Includes \$536,000 and \$55,000 in user fees and \$61,000 in grants					
11	UNCLASSIFIED COMPENSATION FUND	inc above	0	250,000	500,000
12	RESERVE FUND	inc above	inc above	<u>700,000</u>	<u>200,000</u>
	TOTAL			950,000	700,000
	TOWN DEPTS				
	PERSONAL SERVICES	24,560,377	24,752,859	26,400,628	26,630,741
	OTHER EXPENSES	7,993,785	8,777,293	9,608,683	9,492,843
	<i>less budgeted Revenues</i>	<u>(2,058,984)</u>	<u>(2,144,364)</u>	<u>(2,238,127)</u>	<u>(1,971,255)</u>
	NET TOTAL	30,495,178	31,385,788	33,771,184	34,152,329

Detail of Available Funds for FY2013

Town FY2012 Budget	33,271,184
3.10% increase available	<u>1,031,145</u>
Town Base FY2013	34,302,329
Less Town IT budget transferred to School	<u>(150,000)</u>
FY2013 Budget based on available funds	34,152,329
Difference	-

**ARTICLE 4 TOWN MEETING - FY2013
OPERATING BUDGET**

LINE ITEM	DEPARTMENT	EXPENDED FY2010	EXPENDED FY2011	BUDGET FY2012	FINCOM BD OF SELECTMEN FY2013
	ANDOVER SCHOOL DEPT				
13	PERSONAL SERVICES	47,646,908	48,429,608	49,176,074	52,522,838
14	OTHER EXPENSES	<u>12,300,848</u>	<u>13,458,813</u>	<u>13,608,503</u>	<u>13,341,561</u>
	TOTAL	59,947,756	61,888,421	62,784,577	65,864,399

LINE ITEM	DEPARTMENT	EXPENDED FY2010	EXPENDED FY2011	BUDGET FY2012	FINCOM BD OF SELECTMEN FY2013
	SEWER				
15	PERSONAL SERVICES	382,104	420,887	416,740	431,203
16	OTHER EXPENSES	<u>1,793,650</u>	<u>1,763,561</u>	<u>2,075,955</u>	<u>2,124,705</u>
	TOTAL	2,175,754	2,184,448	2,492,695	2,555,908
Includes \$307,000 in sewer reserves					
	WATER				
17	PERSONAL SERVICES	1,661,146	1,430,589	1,591,548	1,496,505
18	OTHER EXPENSES	<u>1,785,070</u>	<u>2,004,441</u>	<u>2,288,400</u>	<u>2,327,900</u>
	TOTAL	3,446,216	3,435,030	3,879,948	3,824,405
	SEWER and WATER TOTAL	5,621,970	5,619,478	6,372,643	6,380,313
	<i>less budgeted Revenues</i>	-	-	<u>(360,000)</u>	-
	NET TOTAL	5,621,970	5,619,478	6,012,643	6,380,313

	OBLIGATIONS				
19	GR LAW TECH HS	494,915	484,694	444,503	455,616
20	DEBT SERVICE	13,107,946	11,816,622	12,112,692	11,585,101
21	GENERAL INSURANCE	485,701	734,996	661,613	661,613
22	UNEMPLOYMENT COMP.	150,000	204,000	100,000	100,000
23	RETIREMENT FUND	4,635,498	4,712,555	5,085,067	5,496,244
24	HEALTH INSURANCE FUND	12,618,000	13,640,000	14,355,000	13,790,500
25	OPEB FUND	-	-	-	300,000
	TOTAL	31,492,060	31,592,867	32,758,875	32,389,074
	FIXED TOTAL	31,492,060	31,592,867	32,758,875	32,389,074
	<i>less budgeted Revenues</i>	-	-	-	-
	NET TOTAL	31,492,060	31,592,867	32,758,875	32,389,074

	GRAND TOTAL	129,615,948	132,630,918	137,925,406	140,757,370
	<i>less budgeted Revenues</i>	<u>(2,058,984)</u>	<u>(2,144,364)</u>	<u>(2,598,127)</u>	<u>(1,971,255)</u>
	NET TOTAL	127,556,964	130,486,554	135,327,279	138,786,115

REVENUE AND EXPENDITURE PROJECTIONS		
3/28/12		
REVENUES	FY2012	FY2013
	RECAP	PROJECTED
PROPERTY TAXES		
Prior year Tax Levy Limit	101,868,863	106,128,017
2.5% Increase	2,546,722	2,653,200
Certified New Growth	1,712,432	1,300,000
Excess Tax Levy Capacity	(201,320)	(87,494)
TOTAL	105,926,697	109,993,723
ADDITIONAL PROP 2 1/2 PROPERTY TAXES		
Debt Service Exclusion (Existing)	4,502,781	3,900,532
Debt Service Exclusion estimate (To be borrowed)	-	-
Less Adjustment from prior year	(3,876)	-
Less State Reimbursement	(1,551,447)	(1,551,447)
TOTAL	2,947,458	2,349,085
STATE AID		
Chapter 70 Education Aid	6,928,057	7,341,539
Charter Tuition/Capital Assessment Reimbursement	1,786	9,159
School Construction Reimb SBAB	1,551,447	1,551,447
Reserve for Direct Expenditures (C/S Offsets)	65,349	64,413
Police Career Incentive	-	-
Veterans Benefits	74,068	77,538
Vet, Blind, Surv Spouse Exempt	46,176	44,016
State Owned land	196,191	196,254
General Municipal Aid	1,402,081	1,402,081
TOTAL	10,265,155	10,686,447
GENERAL LOCAL REVENUES		
Motor Vehicle Excise	4,500,000	4,590,000
Licenses/Permits	1,450,000	1,450,000
Penalties/Interest	286,000	286,000
Fines	440,000	440,000
General Government	450,000	450,000
Fees	28,000	28,000
Investment Income	70,000	70,000
Meals Tax	480,000	489,600
Hotel/Motel Excise	1,280,000	1,331,200
Medicaid Reimbursement	257,000	257,000
Library	13,000	13,000
Miscellaneous/In Lieu of Tax	160,860	165,686
TOTAL	9,414,860	9,570,486
OFFSET LOCAL REVENUES		
Community Services	550,000	536,000
Elder Services	124,300	116,000
Municipal Facilities	68,475	68,475
Spring Grove Cemetery	60,000	42,000
Police Off-Duty Fee	70,000	70,000
Ambulance	1,000,000	1,025,000
TOTAL	1,872,775	1,857,475
ENTERPRISE FUNDS		
Water and Sewer	12,119,113	12,104,455
TOTAL	12,119,113	12,104,455
OTHER AVAILABLE FUNDS- BUDGET		
Off-Street Parking Fund (Operating Budget)	287,264	35,000
Cemetery Perpetual care interest income	-	-
CD&P Wetland fees	24,000	24,000
TOTAL	311,264	59,000
OTHER AVAILABLE FUNDS- ARTICLES		
Insurance Recovery Fund	-	-
Cemetery Perpetual Care interest income	31,000	15,000
Insurance Recovery Fund	-	24,694
Water/Sewer GIS	-	54,780
Wood Trust for Memorial	-	-
TOTAL	31,000	94,474
FREE CASH		
Operating Budget	-	-
OPEB Liability	300,000	-
Other Articles	692,000	-
TOTAL	992,000	-
* GRAND TOTAL REVENUES *	143,880,322	146,715,145
INCREASE OVER PRIOR YEAR	2.90%	2.00%

EXPENDITURES	FY2012	FY2013
	RECAP	PROJECTED
OBLIGATIONS		
Retirement	5,085,067	5,496,244
Insurance/Unempl Comp	761,613	761,613
Health insurance	14,355,000	13,790,500
Retired Teachers Health Insurance Assessment	1,914,379	1,954,609
Other State Assessments	511,711	529,597
Overlay	980,114	1,043,462
OPEB	0	300,000
GLTHS	444,503	455,616
Water and Sewer Operating Budget	6,372,643	6,380,313
Water/Sewer OPEB liability	100,000	0
Reserve for Direct Expenditures	65,349	64,413
Other Local Expenditures (Deficits to be Raised)	32,363	50,000
TOTAL	30,622,742	30,826,366
DEBT SERVICE		
Existing Non-Exempt General Fund Debt	3,515,883	3,648,562
Appropriated/Not Borrowed Non- Exempt General Fund		
New General Fund CIP PROJECTS		-
BAN Interest non-exempt	40,000	80,000
General Fund Bond Issue Expense	60,000	105,000
Existing Water and Sewer Debt	3,934,028	3,786,008
Appropriated/Not Borrowed Water and Sewer debt		-
New Water and Sewer CIP PROJECTS		-
Water and sewer BAN interest/bond expense	60,000	65,000
New Exempt Debt		-
Existing Exempt Debt - School and Public Safety Center	4,502,781	3,900,532
TOTAL	12,112,692	11,585,102
Capital Projects Fund from taxation		
Capital Projects Fund from taxation	1,246,000	2,020,000
TOTAL	1,246,000	2,020,000
OFFSET/AVAILABLE FUNDS EXPENDITURES		
Offset Local Revenues	1,872,775	1,857,475
Water/Sewer GIS Salary	54,088	54,780
Other Available Funds- Budget	311,264	59,000
TOTAL	2,238,127	1,971,255
ARTICLES		
Articles from free cash	992,000	-
Articles from Water/Sewer reserves	70,000	-
Articles from taxation	12,000	256,000
Other Available Funds	31,000	39,694
TOTAL	1,105,000	295,694
* TOTAL DEDUCTIONS *	47,324,561	46,698,417
BAL. FOR TOWN & SCHOOL OPERATING BUDGETS	96,555,761	100,016,727
\$ INCREASE FOR TOWN & SCHOOL OPERATING BUD	2,922,471	3,460,966
% INCREASE OVER PRIOR YEAR	3.12%	3.58%

STAFFING CHANGES

	Actual FY2010	Actual FY2011	Budget FY2012	Recommended FY2013
Public Safety	145	145	143.5	143.5
General Government	51.2	50.6	65.4	63.4
Public Works	20.6	20.6	21.0	21.0
Plant & Facilities	50.1	49.1	49.1	48.1
Library	29.7	28.7	25.6	25.6
Community/Youth Elder	15.5	15.5	15.3	15.1
Total Town	312.1	309.5	319.9	316.7
Schools	766.4	765.9	765.6	799.4
Water	22.5	21.3	21.0	20.0
Sewer	6.1	6.9	6.9	6.6
Total Enterprise	28.6	28.2	27.9	26.6

CREATION OF INFORMATION TECHNOLOGY DEPARTMENT

- Information Technology Department added to General Government FY2012.
- 10 School FTEs transferred to Town (General Government) to create new department FY2012.
- 2 Transferred back to School Department FY2013.
- New CIO added FY2012.
- Other positions transferred to IT: 2 Library, 1 Public Safety, 4.4 from Town's old Information Services Division and GIS Coordinator from Water and Sewer.

TOWN DEPARTMENTS

- No new positions added to Town Departments for FY2013. Two positions eliminated: one in Cemetery and one from the Water Department.
- In addition to positions listed above, there are 5 FTEs funded with user fees from revolving accounts: 2 Community Services, 1 Youth Services and 2 Elder Services. 1.8 Retirement administrative positions are funded in their Retirement Fund.
- Full funding restored to Police and Fire for FY2013 – No vacancy factors.

SCHOOL DEPARTMENT

- In addition to positions shown above, School Department plans to fund 35 FTEs with grants and 54.5 from revolving funds in FY2013.
- Increase in School Department FTEs from FY2012 to FY2013 includes transfer of 20 from grant funding to regular budget and the two transferred back from the IT Department.

DEPARTMENT BUDGET HIGHLIGHTS AND DETAIL

POLICE				
	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	FINANCE COMMITTEE BOARD OF SELECTMEN FY2013
Personal Services	6,330,773	6,364,104	6,552,662	6,597,656
Other Expenses	720,458	779,782	945,560	997,794
Total	7,051,231	7,143,886	7,498,222	7,595,450
Number of Employees	73.0	73.0	71.5	71.5
Offset Revenues	333,021	348,864	357,264	105,000

FIRE RESCUE				
	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	FINANCE COMMITTEE BOARD OF SELECTMEN FY2013
Personal Services	6,363,784	6,520,674	6,404,066	6,556,097
Other Expenses	333,909	355,409	359,800	398,200
Total	6,697,693	6,876,083	6,763,866	6,954,297
Number of Employees	72.0	72.0	72.0	72.0
Offset Revenues	965,977	955,000	1,000,000	1,025,000

DEPARTMENT BUDGET HIGHLIGHTS AND DETAIL

GENERAL GOVERNMENT/COMMUNITY DEVELOPMENT/IT DETAIL				
	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	FINANCE COMMITTEE BOARD OF SELECTMEN FY2013
TOWN MODERATOR				
Personal Services	370	310	250	250
BOARD OF SELECTMEN				
Personal Services	14,250	13,964	14,100	14,500
Other Expenses	11,119	10,142	12,419	11,699
TOWN MANAGER				
Personal Services	320,708	337,212	351,962	353,670
Other Expenses	9,561	11,523	16,915	16,915
COMMISSION ON DISABILITIES				
Personal Services	1,000	800	800	800
Other Expenses	9,874	2,761	5,800	5,800
TOWN COUNSEL				
Other Expenses	356,749	385,407	350,000	376,500
FINANCE COMMITTEE				
Other Expenses	30,398	23,975	24,650	24,650
TOWN ACCOUNTANT				
Personal Services	410,998	423,790	433,243	430,210
Other Expenses	53,663	54,489	63,630	66,580
FINANCE AND BUDGET				
Personal Services	955,434	923,938	1,012,047	983,812
Other Expenses	167,218	173,244	213,652	255,246
TOWN CLERK				
Personal Services	286,730	331,248	313,262	327,949
Other Expenses	49,103	59,724	61,771	73,981
VETERANS SERVICES				
Personal Services	65,868	69,080	69,831	71,148
Other Expenses	80,596	95,088	89,346	96,425
PATRIOTIC CIVIC CELEBRATION	27,242	25,158	26,500	26,500
DAMAGES TO PERSONS & PROPERTY	-	-	2,000	2,000
EMPLOYEE BENEFITS				
Accumlated Benefits	329,198	381,798	400,000	400,000
Other Expenses	324,337	322,079	379,400	385,200
COMMUNITY DEVELOPMENT/PLANNING				
Personal Services	1,387,898	1,339,224	1,380,203	1,373,398
Other Expenses	112,259	133,120	125,600	119,700
INFORMATION TECHNOLOGY				
Personal Services	321,059	235,459	1,395,291	1,271,171
Other Expenses	71,543	69,133	168,618	188,555
TOTAL				
Personal Services	4,093,513	4,056,823	5,370,989	5,226,908
Other Expenses	1,303,662	1,364,250	1,540,301	1,649,751
Total	5,397,175	5,421,073	6,911,290	6,876,659
Number of Employees	51.2	50.6	65.4	63.4
Offset Revenues	6,000	20,000	78,088	78,780

DEPARTMENT BUDGET HIGHLIGHTS AND DETAIL

PUBLIC WORKS				
	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	FINANCE COMMITTEE BOARD OF SELECTMEN FY2013
ADMINISTRATION				
Personal Services	228,678	146,578	273,937	247,168
SOLID WASTE				
Personal Services	3,940	2,372	3,700	5,600
Other Expenses	1,757,821	1,773,987	1,934,552	1,993,563
HIGHWAY				
Personal Services	907,535	857,433	947,010	938,417
Other Expenses	427,870	413,790	434,200	485,075
SNOW & ICE				
Personal Services	247,328	302,458	180,000	198,000
Other Expenses	981,090	1,633,913	1,067,000	1,049,000
STREET LIGHTING				
Electricity	234,089	228,084	240,000	240,000
ENGINEERING				
Personal Services	255,282	259,841	258,602	258,602
Other Expenses	8,423	6,639	6,550	31,800
TOTAL				
Personal Services	1,642,763	1,568,682	1,663,249	1,647,787
Other Expenses	3,409,293	4,056,413	3,682,302	3,799,438
Total	5,052,056	5,625,095	5,345,551	5,447,225
Number of Employees	20.6	20.6	21.0	21.0

DEPARTMENT BUDGET HIGHLIGHTS AND DETAIL

PLANT & FACILITIES				
	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	FINANCE COMMITTEE BOARD OF SELECTMEN FY2013
ADMINISTRATION				
Personal Services	426,794	464,985	474,428	444,107
Other Expenses	29,234	29,077	26,700	35,900
FACILITIES SERVICES				
Personal Services	498,439	482,124	494,540	497,072
Other Expenses	326,637	309,366	323,926	316,560
BUILDING MAINTENANCE				
Personal Services	415,851	438,973	442,667	464,369
Other Expenses	180,076	172,410	222,900	216,700
MECHANICAL/ELECTRICAL				
Personal Services	533,520	548,631	550,341	559,725
Other Expenses	287,915	281,447	311,665	317,665
PARKS AND GROUNDS				
Personal Services	443,200	474,386	462,446	463,729
Other Expenses	62,004	66,158	76,000	76,500
FORESTRY				
Personal Services	222,751	228,847	234,145	234,427
Other Expenses	60,334	19,580	38,250	38,250
SPRING GROVE CEMETERY				
Personal Services	206,358	174,500	183,335	133,351
Other Expenses	23,903	31,802	31,275	76,775
VEHICLE MAINTENANCE				
Personal Services	252,812	268,353	268,257	269,459
Other Expenses	271,056	303,560	311,625	325,925
TOTAL				
Personal Services	2,999,725	3,080,800	3,110,159	3,066,239
Other Expenses	1,241,159	1,213,399	1,342,341	1,404,275
Total	4,240,884	4,294,199	4,452,500	4,470,514
Number of Employees	50.1	49.1	49.1	48.1
Offset Revenues	134,685	149,000	128,475	110,475

DEPARTMENT BUDGET HIGHLIGHTS AND DETAIL

COMMUNITY SERVICES				
	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	FINANCE COMMITTEE BOARD OF SELECTMEN FY2013
Personal Services	417,018	423,210	423,747	429,363
Other Expenses	237,345	237,808	240,342	233,120
Total	654,363	661,018	664,089	662,483
Number of Employees funded from GF	3	3	3	3
Number of Employees funded from Programs	2	2	2	2
Offset Revenues	544,900	550,000	550,000	536,000

YOUTH SERVICES				
	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	FINANCE COMMITTEE BOARD OF SELECTMEN FY2013
Personal Services	231,834	263,286	266,797	273,611
Other Expenses	45,769	39,010	44,010	44,010
Total	277,603	302,296	310,807	317,621
Number of Employees funded from GF	3	3	3	3
Number of Employees funded from Programs	1	1	1	1
Offset Revenues	13,760			

ELDER SERVICES				
	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	FINANCE COMMITTEE BOARD OF SELECTMEN FY2013
Personal Services	533,322	523,362	525,837	504,391
Other Expenses	155,069	157,275	160,127	162,355
Total	688,391	680,637	685,964	666,746
Number of Employees funded from GF	3	3	3	3
Number of Employees funded from Programs	1	1	1	1
Offset Revenues	134,552	121,500	124,300	116,000

COMMUNITY/YOUTH/ELDER SERVICES				
	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	FINANCE COMMITTEE BOARD OF SELECTMEN FY2013
Personal Services	1,182,174	1,209,857	1,216,381	1,207,365
Other Expenses	438,183	434,094	444,479	439,485
Total	1,620,357	1,643,951	1,660,860	1,646,850
Number of Employees funded from GF	9	9	9	9
Number of Employees funded from Programs	4	4	4	4
Offset Revenues	693,212	671,500	674,300	652,000

DEPARTMENT BUDGET HIGHLIGHTS & DETAIL

LIBRARY				
	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	FINANCE COMMITTEE BOARD OF SELECTMEN FY2013
Personal Services	1,947,645	1,951,919	1,833,122	1,828,689
Other Expenses	547,121	575,496	593,900	603,900
Total	2,494,766	2,527,415	2,427,022	2,432,589
Number of Employees	29.7	28.7	25.6	25.6

UNCLASSIFIED				
	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	FINANCE COMMITTEE BOARD OF SELECTMEN FY2013
Compensation Fund	-	-	250,000	500,000
Reserve Fund	-	-	700,000	200,000
Total	-	-	950,000	700,000

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. Once monies have been transferred to departmental budgets the amount shown is \$0. In addition to the \$200,000 approved for FY2012, \$500,000 was appropriated to the Reserve Fund by the December 5, 2011 Special Town Meeting.

DEPARTMENT BUDGET HIGHLIGHTS & DETAIL

SCHOOL DEPARTMENT				
	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	FINANCE COMMITTEE BOARD OF SELECTMEN FY2013
Personal Services	47,646,908	48,429,608	49,176,074	52,522,838
Other Expenses	12,300,848	13,458,813	13,608,503	13,341,561
Total	59,947,756	61,888,421	62,784,577	65,864,399
Number of Employees	766.4	765.9	765.6	799.4
Number of Students	6,167	6,178	6,206	6,208

Calculation of FY2013 School Budget Recommendation

FY2012 Approved School Budget	\$62,784,577
Anticipated transfer of \$500,000 from Reserve Fund	500,000
FY2012 Base	<u>\$63,284,577</u>
Town Manager's recommended 3.1% increase based on available revenues	1,961,821
Transfer of 2 IT positions back to School Department	150,000
Total recommended in Town Manager's original budget	<u>\$65,396,399</u>
Additional increase due to reduction in Health Insurance	468,000
Recommended FY2013 School Department Budget	<u>\$65,864,399</u>

ANDOVER PUBLIC SCHOOLS



36 Bartlet Street
Andover, MA 01810
(978) 623-8501
FAX (978) 623-8505

SCHOOL COMMITTEE:

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

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

April 2012

To the Citizens of Andover,

In November 2012, the School Committee voted to adopt the Andover Public Schools Strategic Plan. This document reflects a long collaborative process--many months in the making--of building a roadmap for the future of our school system. With the help and guidance of administrators, teachers, parents, students, and community members, we now have a framework to guide our collective thinking each time we make a decision as to how to allocate resources in the best interests of our students.

Our budget process begins with the assumption that the school district will meet its contractual obligations, as well as all federal, state, and locally-mandated regulations. For Fiscal Year 2013, we have also built in a number of improvements to our programs, each of which stems directly from the Strategic Plan. Among these are the following:

- Grade 6-12 Program Advisors in World Languages and Science
- High School Resource Officer
- High School Media Assistant
- Grade Pre-K-12 Director of Digital Learning
- Social Worker positions restored at all Middle Schools
- Year 2 of one-to-one student iPad initiatives at all levels
- Focused staff development programs in the areas of technology-supported learning; data analysis and data team development; student assessment; and tiered instruction
- Collaborative Digital Curriculum Mapping and Development, through a grant with Bedford and Burlington; this will move our district toward the adoption of textless curriculum
- In-District Special Education Continuation and Expansion Programs in the following areas:
 - Grades 3-5 Language Disabilities Program
 - Grades 9-12 Excel Program Expansion
 - Post-Grade 12 Excel Program for 18-22 year olds (collaborative program with North Andover and Northern Essex Community College)

In addition, Warrant Article 22 provides for a tax-neutral, \$2.5 million bond to be repaid entirely from the Cable Franchise Access account. This funding will provide for a substantial and much-needed infusion of technology upgrades throughout our town and school departments, including the implementation of full wireless capability and improved network speeds at all ten of our schools. Article 22 also provides the funding for the "Digital Classroom Initiative," a project that earmarks funding for, among other things,

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.

digital display systems and updated computing devices for all classroom teachers. We are very excited about this initiative and will have in place a Director of Digital Learning to lead the effort, as well as a fully-funded staff and curriculum development plan to support the rollout of this technology.

Our FY13 Recommended Budget, as presented to the Triboard on March 7th, is \$867,584 higher than the Town Manager's original allocation to the schools. However, at the time of this writing, the School Department is projecting that we will end the current fiscal year with savings of approximately \$400,000 in our out-of-district special education tuition costs, AND that our out-of-district tuition costs for next year will be lower than originally forecast (based on actual and pending student placements). This is indicative of the outstanding work being done by our entire special education department, as well as the strong investment Andover has made in recent years to develop in-house programs that have, at this point, significantly reduced the number of students who must leave our district to receive special education services.

As a result of these savings, the School Committee, with the support and cooperation of the Finance Committee and Board of Selectmen, intends to do two things: (1) reduce its FY13 Recommended Budget request by \$399,584, and (2) roll forward our projected current-year savings of \$400,000 in our out-of-district special education account into a newly-created Out-of-District Tuition Reserve. This reserve fund will be used solely to defray unforeseen out-of-district special education costs. Our intention is to continue to build this reserve in any year that ends with savings in the out-of-district account; this way, in years when we may be hit with unforeseen costs, we will now have a buffer to cover them.

The anticipated reduction of our FY13 Recommended Budget by \$399,584 leaves a remaining gap of \$468,000 between the School Department request and the Town Manager's allocation. However, collaborative discussions over the last few weeks between the School Committee, Board of Selectmen, and Finance Committee have lead to an agreement that would allocate \$468,000 in projected FY13 health insurance savings to the School Department. Therefore, between the time of this writing and Town Meeting, the School Committee anticipates voting a revised FY13 Budget in the amount of \$65,864,399, an increase of 4.1% over our FY12 approved budget.

The FY13 School Budget is the result of many thoughtful, often difficult discussions, considerations, and deliberations by all involved in the process. We thank, first and foremost, Superintendent Marinel D. McGrath and her entire Leadership Team for the time, teamwork and creativity they invested in examining every program to determine the best possible allocation of available funds. We also thank the Town Manager and his staff, as well as the members of the Board of Selectmen and Finance Committee, for their cooperation and support throughout the budget the process. Above all, we thank the community for its ongoing support of the Andover Public Schools.

Respectfully Submitted,



Ann W. Gilbert, 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 AND DETAIL

SEWER ENTERPRISE				
	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	FINANCE COMMITTEE BOARD OF SELECTMEN FY2013
Personal Services	382,104	420,887	416,740	431,203
Other Expenses	1,793,650	1,763,561	2,075,955	2,124,705
Total	2,175,754	2,184,448	2,492,695	2,555,908
Number of Employees	6.1	6.9	6.9	6.6
Offset Revenues	-	-	360,000	307,000

WATER ENTERPRISE				
	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	FINANCE COMMITTEE BOARD OF SELECTMEN FY2013
Personal Services	1,661,146	1,430,589	1,591,548	1,496,505
Other Expenses	1,785,070	2,004,441	2,288,400	2,327,900
Total	3,446,216	3,435,030	3,879,948	3,824,405
Number of Employees	22.5	21.3	21.0	20.0
Offset Revenues	-	-	-	-

DEPARTMENT BUDGET HIGHLIGHTS & DETAIL

FIXED EXPENSES				
	ACTUAL FY2010	ACTUAL FY2011	BUDGET FY2012	FINANCE COMMITTEE BOARD OF SELECTMEN FY2013
GR LAW TECH ASSESSMENT	494,915	484,694	444,503	455,616
DEBT SERVICE	13,107,946	11,816,622	12,112,692	11,585,101
INSURANCE EXPENSE	485,701	734,996	661,613	661,613
UNEMPLOYMENT FUND	150,000	204,000	100,000	100,000
RETIREMENT FUND	4,635,498	4,712,555	5,085,067	5,496,244
HEALTH INSURANCE FUND	12,618,000	13,640,000	14,355,000	13,790,500
OPEB FUND	-	-	-	300,000
Offset Revenues	-	-	-	-
TOTAL FIXED EXPENSES	31,492,060	31,592,867	32,758,875	32,389,074

Greater Lawrence Technical School Assessment

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

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 FY2013, 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:

Andover is currently engaged in the process established by the Health Insurance Reform Legislation enacted last summer. This law allows the Town to work with the unions on health insurance plan design changes outside the collective bargaining process. Current estimates of anticipated cost savings due to proposed plan design changes result in a reduction of the recommended FY2013 Health Insurance appropriation.

OPEB Fund

Local governments are required to measure and report their liabilities for **Other than pension Post-Employment Benefits – OPEB**. The promise of health insurance coverage in retirement has long been part of the compensation communities offered to attract and retain qualified employees. Traditionally these benefits have been funded on a pay as you go basis with the costs recognized when paid. GASB 45 requires that government employers recognize the cost of future benefits when the services are rendered and report the actuarial liability of future costs on their financial statements. There is no current requirement to fund OPEB. For the last two years Andover has made appropriations from reserves to take the first small steps toward funding OPEB. This year OPEB funding is being built into the budget with an appropriation of \$300,000.

Debt Service

The Debt Service appropriation provides funding for the principal and interest costs associated with capital projects approved by prior Town Meetings. Borrowing allows payments for major infrastructure improvements or large equipment purchases to be spread over multiple years to make them more affordable and require that future taxpayers, who benefit from the use of the asset, pay a share of the cost. State law defines the purposes for which a town can borrow and sets a maximum maturity for each type of project.

When Town Meeting approves a project funded by borrowing, the cash needed for engineering, design, and construction is usually financed with temporary borrowing (BANS - Bond Anticipation Notes) until the BANS are converted to permanent financing. A traditional municipal debt schedule has equal principal payments with the interest on the balance declining each year. In addition to lower total interest cost, this type of debt schedule recognizes that a town will continue to need to invest in capital improvements. As debt service payments decline, new debt can be added.

Typically, the first principal and interest payment is one to two years after the project is approved. **None of the projects recommended for approval by this year's Town Meeting will impact the FY2013 budgets or tax rate.** They will become fixed obligations for future years.

Total Debt Service for FY2013 \$11,585,101

FY2013 Exempt Debt - \$3,900,532

- Funded with property taxes outside Proposition 2½ Levy Limit
- New exempt debt increases property taxes
- New exempt debt does not impact operating budgets or funding available for other projects

FY2013 Water and Sewer Debt -\$3,779,732

- Funded with Water or Sewer revenues
- New water or sewer debt could affect water or sewer rates
- New water or sewer debt could impact water or sewer operating budgets or funding available for other water or sewer projects

FY2013 Non-Exempt Debt - \$3,648,557

- Funded with property taxes and other general fund revenues available within Andover's Proposition 2½ Levy Limit
- New non-exempt debt does not increase property tax bills
- New non-exempt debt reduces the amount available within Proposition 2½ for future operating budgets or other capital projects

The FY2013 Debt Service budget also includes \$250,000 for interest on BANS and debt issue expenses. A current Debt Schedule can be found in the Annual Report section at the end of this report. A Financial Impact box outlines the financing plans for each article on the warrant.

FY2012 CAPITAL PROJECTS FUND APPROPRIATION

ARTICLE 5. To see if the Town will vote to raise by taxation and appropriate the sum of \$2,020,000 for the purpose of funding the Fiscal Year 2013 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 FY2013 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.

### FY2013 CAPITAL PROJECTS FUND RECOMMENDED BY TOWN MANAGER

| <u>Project Item</u>                     | <u>Amount</u>      |
|-----------------------------------------|--------------------|
| Pomps Pond Improvements                 | \$15,000           |
| Rec Park Improvements                   | \$10,000           |
| Minor Sidewalk Repairs                  | \$100,000          |
| Roadway & Signage Assessment/Management | \$50,000           |
| Highway Vehicles                        | \$40,000           |
| MUNIS Financial Software Improvements   | \$70,000           |
| Fire-Rescue Vehicle Replacement         | \$67,000           |
| Physical Fitness Equipment              | \$15,000           |
| CRM & Work Order Software               | \$35,000           |
| Regional GIS Project Participation      | \$40,000           |
| Library Renovations                     | \$65,000           |
| Town Projects – Buildings               | \$175,000          |
| Town Projects – Mechanical/Electrical   | \$75,000           |
| Town Vehicles                           | \$125,000          |
| Police Vehicle Replacement              | \$125,000          |
| Police Equipment                        | \$38,000           |
| Parking Meter Replacement               | \$62,500           |
| School Capital Projects                 | \$912,500          |
| <b>Total Capital Projects Fund</b>      | <b>\$2,020,000</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 2011 Annual Town Meeting or Special Town Meetings 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 2011 Town Meetings from certain departmental budgets with projected surpluses to other departments to cover costs not anticipated in preparation of the FY2012 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 2011 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

STABILIZATION FUND

ARTICLE 8. To see if the Town will vote to appropriate and raise from taxation or transfer from available funds a sum of money to the Stabilization Fund in accordance with MGL Chapter 40, Section 5B, as amended by Chapter 46, Sections 14 and 50 of the Acts of 2003, or take any other action related thereto.

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This article authorizes the transfer of \$232,000 to the Town's Stabilization Fund. The Stabilization Fund is used to accumulate amounts for future spending purposes. The current balance in the Fund is \$4,668,385. Bond rating agencies, such as Standard and Poor's, consider the balance in the Stabilization Fund when they are rating the Town before bonds are issued. A high stabilization fund balance is looked upon more favorably as it means the Town has some reserves if needed for future spending. Appropriations from the Stabilization Fund also require a 2/3 vote of Town Meeting.

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Requires a 2/3 vote

The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval of the appropriation of \$232,000 to the Stabilization Fund. 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.

~~~~~

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.

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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.

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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.

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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 ___

NO ___

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 2013 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.

The 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.

To Be Withdrawn

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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.

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Requires a 2/3 vote



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 a vendor fails to follow this procedure 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

JERRY SILVERMAN FIREWORKS

ARTICLE 14. To see if the Town will vote to appropriate and raise by taxation or available funds the amount of \$12,000 for the Jerry Silverman Fireworks Program as part of the Fourth of July festivities, or take any other action related thereto.

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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 14	
<u>Approval</u> \$12,000 from taxation. Included in projected FY2013 tax bill.	<u>Disapproval</u> Increases excess levy capacity by \$12,000. Reduces projected FY2013 tax bill by less than \$1

The BOARD OF SELECTMEN recommends approval. YES ___

The FINANCE COMMITTEE recommends approval. NO ___

On request of the Town Manager

REVOLVING ACCOUNTS

ARTICLE 15. 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, 2012, or take any other action related thereto:

Revolving Fund	Authorized to Spend	Use of Fund	Revenue Source	FY - 2013 Expenditure Limit
A. Community Development & Planning Department	Division Heads	Advertising legal hearing notice expenses for permit applications	Applicant Fees	\$15,000
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	\$10,000
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	\$5,000
N. Fire Rescue	Fire Chief	Training and Equipment	Service Fees	\$100,000

Town of Andover
FY 2012 Revolving Accounts
(M.G.L. CH. 44, § 53 E1/2)
As of 12/31/2011

	CD & P Legal Notices Acct 5550	CD & P Health Services Clinics Acct 5557	DCS Special Services Acct 5552	Youth Services Acct 5553	P & F Field Maintenance Acct 5622	Elder Services Acct 5554	Police Antenna Uses Acct 5653	Library Audio/ Visual Acct 5561	Library Lost/Damaged Materials Acct 5631	P & F Compost Program Acct 5666	School Photocopy Fees Acct 4510	DPW Solid Waste Fees Acct 5667	CD & P Stormwater Managemen Acct 5668	Fire Emergency Billing Acct 5669
Balance 6/30/2010	90,638	24,551	367,882	28,633	30,625	163,821	25,651	14,053	10,512	29,554	825	22,920	0	10,980
FY 2011 Receipts	-6,492	27,839	413,965	283,484	78,507	145,747	4,658	22,239	6,801	23,518	4,631	10,024	0	26,081
FY 2011 Expenditures	83,940	27,238	466,919	283,457	56,732	142,062	0	27,956	6,814	4,000	4,670	0	0	9,616
Balance thru 6/30/2011	206	25,152	314,928	28,660	52,400	167,506	30,309	8,336	10,499	49,071	786	32,944	0	27,445
Receipts thru 12/31/2011	7,638	34,584	176,154	171,315	37,800	77,362	0	2,580	2,825	5,538	2,593	0	0	20,547
Expenditures thru 12/31/2011	5,770	27,786	300,202	117,481	32,401	100,021	0	10,916	747	560	0	6,263	0	0
Balance thru 12/31/2011	2,073	31,950	190,881	82,494	57,799	144,846	30,309	0	12,577	54,049	3,379	26,681	0	47,992

Spending Authorization Art. 14 - TM 2011	\$30,000	\$40,000	\$625,000	\$400,000	\$100,000	\$200,000	\$50,000	\$40,000	\$20,000	\$60,000	\$20,000	\$40,000	\$30,000	\$200,000
Y-T-D % Spent	19.23%	69.47%	48.03%	29.37%	32.40%	50.01%	0.00%	27.29%	3.73%	0.93%	0.00%	15.66%	0.00%	0.00%

~~~~~

The Town Moderator will ask Town Meeting voters if anyone would like to be heard on a specific revolving fund. If so, that fund will be held out for discussion and a separate vote will be taken. A revolving account allows user fees and donations collected by a specific department to be used for expenses related to that department 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. Based on actual use the expenditure limits were decreased in four accounts (CD&P Legal Notices, School Photocopy Fees, CD&P Stormwater Management, Fire Emergency Billing).

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The BOARD OF SELECTMEN recommends approval. YES ___

The FINANCE COMMITTEE recommends approval. NO ___

On request of the Finance Director

ELDERLY/DISABLED TRANSPORTATION PROGRAM

ARTICLE 16. To see if the Town will vote to appropriate and raise by taxation a sum not to exceed \$8,000 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.

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Financial Impact of Article 16	
<u>Approval</u>	<u>Disapproval</u>
\$8,000 from taxation.	Increases excess levy capacity by \$8,000.
Included in projected FY2013 tax bill.	Reduces projected FY2013 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 17. To see if the Town will vote to transfer the sum of \$24,694 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.

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This article seeks to appropriate \$24,694 to the Town's Municipal Building Insurance Fund. \$24,694 was expended by the Town for repairs to the West Middle School roof. The same amount was received from the Town's insurer. Insurance proceeds in excess of \$20,000 cannot be expended without appropriation by Town Meeting. This article will allow the insurance proceeds received by the Town to go back into the Municipal Building Insurance Fund.

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The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

On request of the Finance Director

TOWN YARD ACQUISITION OF 5 CAMPANELLI DRIVE

ARTICLE 18. To see if the Town will vote to appropriate \$18,250,000 to pay the costs of developing and constructing a new Town Yard facility including the purchase of approximately 15.16 acres of land at 5 Campanelli Drive, and the private way known as Campanelli Drive shown as "Lot 3" and "Campanelli Drive" on a plan entitled "Definitive Subdivision Plan, River Road Business Center, Andover, Mass.," dated February 5, 1986, drawn by Bradford Saivetz & Associates, Inc., which plan is recorded with the Essex North Registry of Deeds as Plan No. 10256, and which plan is on file with the Town Clerk's Office and as further shown on Assessors Map 142, Lot 6, and to authorize the Selectmen to acquire the foregoing land by gift, option, purchase or eminent domain, upon terms and conditions deemed by the Board of Selectmen to be in the best interest of the Town and to pay costs of design, engineering, construction and originally equipping and furnishing the new Town Yard facility, and for the payment of any and all other costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to Chapter 44, Sections 7(3) and 7(3a) of the General Laws, or pursuant to any other enabling authority and to issue bonds or notes of the Town therefore; provided, however, that no sums shall be borrowed or expended for this purpose unless and until the Town shall have voted to exclude the amounts required to be raised to repay any borrowing pursuant to this vote from the limitations of Chapter 59, Section 21C of the General Laws (also known as Proposition 2½), or take any other action related thereto.

Requires a 2/3 vote

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A report from the Town Yard Task Force follows Article 19.

~~~~~

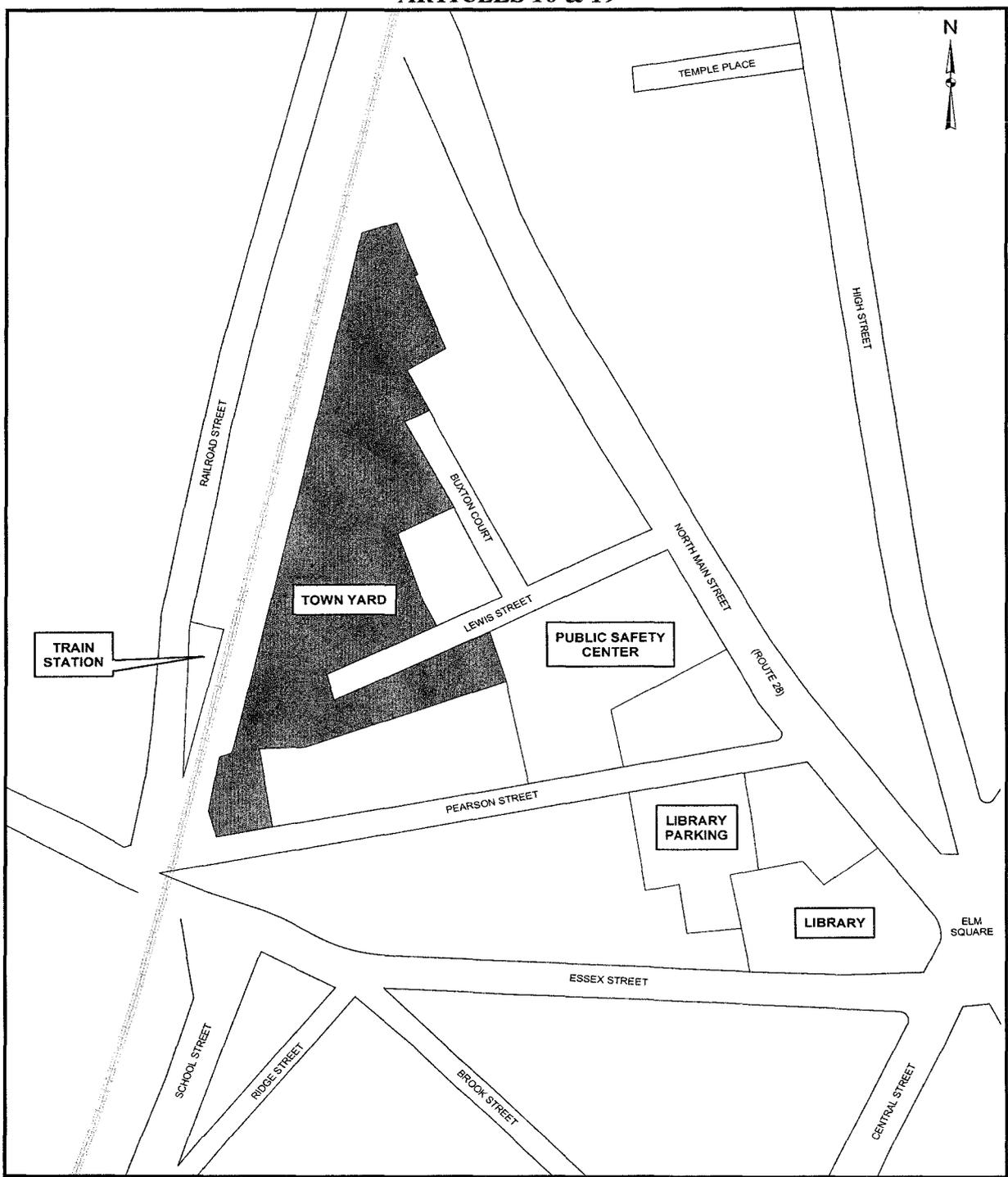
The BOARD OF SELECTMEN will make its recommendation at Town Meeting. YES

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

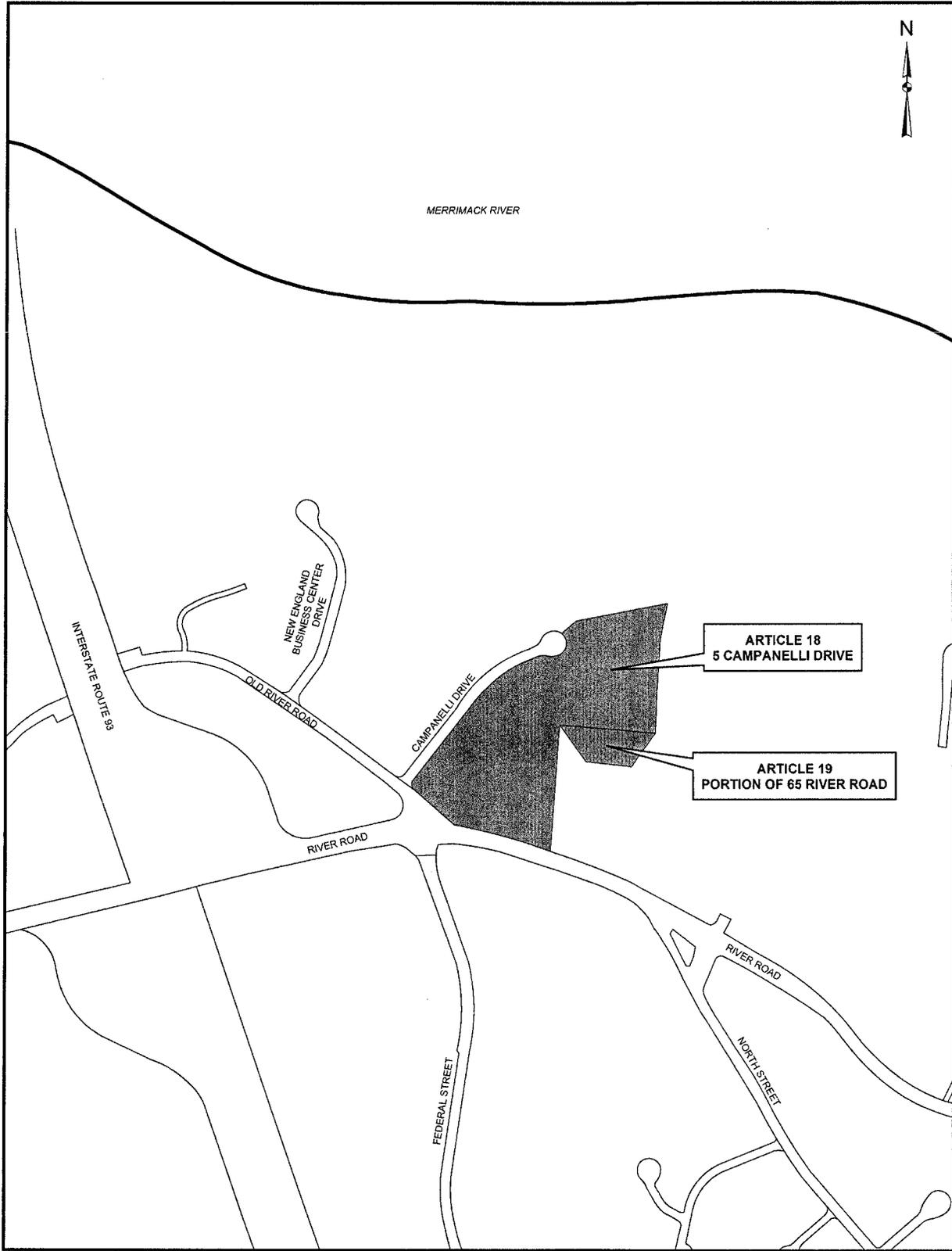
The PLANNING BOARD recommends approval.

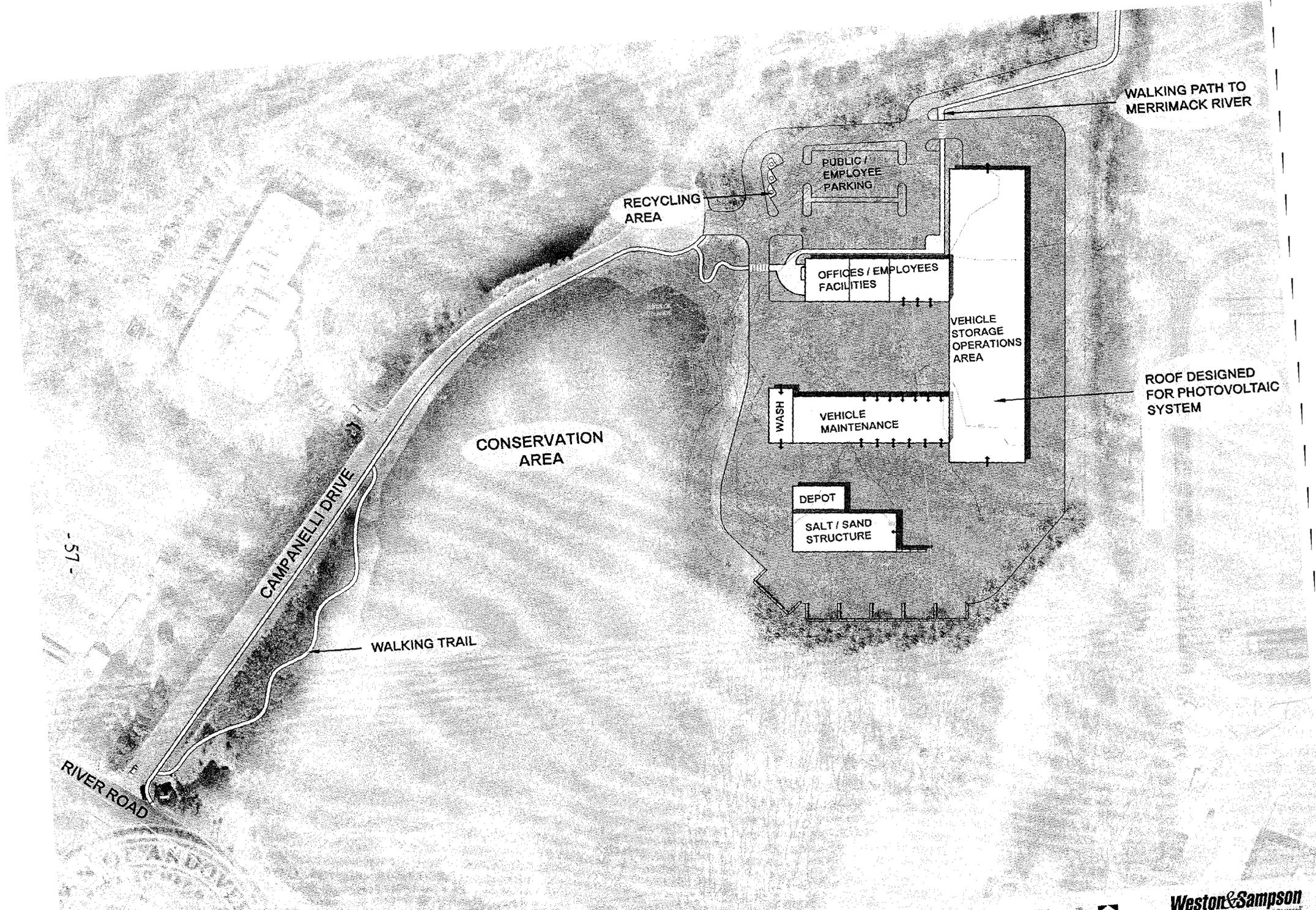
On request of the Town Yard Task Force

ARTICLES 18 & 19



ARTICLES 18 & 19



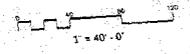


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TOWN OF
ANDOVER

PROPOSED TOWN YARD FACILITY

REVISED 03/30/2012



Weston&Sampson
When it's essential... it's Weston&Sampson.

TOWN YARD ACQUISITION OF 65 RIVER ROAD

ARTICLE 19. To see if the Town will vote to appropriate \$250,000 for the acquisition, and for costs related to such acquisition, of the land at 65 River Road, shown as Lot 4 on a Sketch Plan entitled "Lot 4, 1.5 Acre Parcel, Land of Nancy A. Godek, Andover, Ma.," prepared for the Town of Andover, dated January 24, 2012, by Dana F. Perkins, Inc., which plan is on file with the Town Clerk's Office for municipal purposes and for any other costs incidental and related thereto, and to authorize the Board of Selectmen to acquire such land with the buildings thereon, by gift, option, purchase, or eminent domain, upon terms and conditions deemed by the Board of Selectmen to be in the best interest of the Town, and that to meet this appropriation, the Treasurer, with the approval of the Selectmen, is authorized to borrow said amount under and pursuant to Chapter 44, Sections 7(3) and 7(3a) of the General Laws, or pursuant to any other enabling authority and to issue bonds or notes of the Town therefore; provided, however, that no sums shall be borrowed or expended for this purpose unless and until the Town shall have voted to exclude the amounts required to be raised to repay any borrowing pursuant to this vote from the limitations of Chapter 59, Section 21C of the General Laws (also known as Proposition 2½), or to take any other action related thereto.

Requires a 2/3 vote

~~~~~

This article seeks money to purchase a 1.5 acre portion of the property at 65 River Rd. This 1.5 acres abuts 5 Campanelli Drive and is needed to fully accommodate the Town Yard as described in Article 18. The homeowner of 65 River Road has agreed to the proposed sale.

~~~~~

- 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.**

On request of the Town Yard Task Force

REPORT FROM THE TOWN YARD TASK FORCE

Articles 18 & 19

The purpose of Articles 18 & 19 is to move the Town Yard from its existing site at Lewis Street in downtown Andover to Campanelli Drive in northwest Andover. These two articles request a total of \$18.5 million to cover the costs of the land purchase, design and engineering, building construction and equipment, a salt shed, a new wash facility for vehicles, and related Town Yard needs.

The Town Yard serves as the operational hub for the vehicles, equipment and personnel needed to service the Town's 215 miles of roadways, 180 miles of water mains, and 100 miles of sewers. The Town Yard provides maintenance and repair for the Town's \$10 million fleet of equipment and vehicles, including fire trucks, ambulances, and police cars. Forty-seven vehicles, such as dump trucks and street sweepers, are based at the Town Yard. This equipment, used on a daily basis to keep the Town functioning, is also critical to recovery operations in the event of a disaster.

The Board of Selectmen appointed a Town Yard Task Force in 2007 to investigate the feasibility of relocating the Town Yard. The Task Force's recommendation is based on three findings:

1. **New buildings are needed as the current buildings are beyond repair:** The current buildings have rusting support beams and wall cracks that extend to the foundation. These structures, built almost 50 years ago, were erected as temporary buildings with a design life of 10 years. The Town has done numerous repairs, but further repairs would not be cost-effective. As noted by a structural engineer engaged to examine these facilities, the most likely time for these buildings to fail would be during a severe weather event, disabling equipment just when it is most urgently needed.
2. **The Town Yard operations need more room:** The population of Andover has grown by over 50% since the current buildings were erected, and the Town now has more roads, more water and sewer lines, more vehicles and auxiliary equipment, and more personnel. The current buildings are too small. Vehicles and equipment require more frequent replacement because they cannot be garaged indoors. There is insufficient space on the current 3.1-acre downtown site to build adequate facilities, and immediately adjacent parcels, if they were to become available, would be disproportionately expensive and too small to provide sufficient room.
3. **The current location in downtown Andover can be put to better use:** Moving the Town Yard creates an opportunity to bring new development to the downtown area across from the train station. This site presents a perfect location for transportation-oriented mixed-use development, such as housing, stores, restaurants, and offices. New development would add to the Town's tax base and infuse additional economic activity into the downtown in keeping with the "smart growth" movement in communities across the country.

Consideration of Alternative Locations

The Town Yard Task Force systematically reviewed alternative sites throughout the Town, focusing on sites with a minimum of 6 acres of contiguous, dry land.

- **Other privately-owned land:** Requests for Proposals were put out in 2010 and 2011 seeking offers to sell vacant land or land with buildings to the Town. All the alternatives were either far more expensive than Campanelli or had too little contiguous dry land to accommodate the Town's minimum needs.

- **Seven town-owned sites** were considered but were found to be unsuitable:

Most were ruled out because they were in residential zoning districts. Two of the sites were next to schools (South and Sanborn).

The Ledge Rd. landfill, although having sufficient acreage, contains huge quantities of contaminated waste which cannot support heavy buildings without settling. It would not be practical to remove enough of this waste to construct stable foundations and a network of drainage and fuel pipes. Also, the site is in the Town's drinking water protection zone and so is inappropriate for vehicle maintenance, a salt shed, and a fuel depot.

- **Current downtown site plus a satellite building:** There are a number of operational and cost disadvantages associated with retaining the downtown site for the Town Yard:

The downtown site is too small and irregularly-shaped to accommodate the buildings needed to garage and service the Town's current vehicles and equipment. Therefore, an additional site would have to be found for a 22,000 sq. ft. satellite garage elsewhere in town. Town-owned sites which might be large enough for the satellite building are located in residential zoning districts. The Town would need to either build this large garage on Town land in a residential neighborhood or buy land for this satellite facility.

However, even with the addition of this satellite building, continued use of the downtown site would not accommodate cost-effective expansion over time as Andover continues to grow. Moreover, the Town has sought to consolidate some operations, and dividing Town Yard between two sites would hinder operational efficiencies.

Additionally, to continue operating from downtown, the Town would incur expenses for site remediation plus the cost of leased space for a temporary relocation of all Town Yard functions somewhere else for 14 months during construction.

Therefore, the Task Force concluded that rebuilding downtown, even with a satellite facility, would not best serve the Town's needs for the next 50 years.

Financial considerations

- Because the Town Yard is in such deteriorated condition, the choice is not between spending \$18.5 million at Campanelli or spending nothing; the current buildings must be replaced before they simply collapse. The estimated cost for rebuilding downtown with a satellite facility is approximately \$15.5 million, exclusive of the cost of acquiring any land for the satellite or any additional parcels adjacent to the downtown site.
- Based on an initial review of the appraisal, sale of the downtown site would bring in an estimated \$2.5 - \$3 million in one-time revenue for the Town.
- The redeveloped downtown land would bring in additional taxes which the Planning Department has estimated at \$560,000/year, while the loss in current taxes at the undeveloped Campanelli site would be \$33,000/year. The Task Force views these figures as guideposts, recognizing that tax revenues from the downtown site would not materialize for a number of years, and that Campanelli could one day be developed. Nevertheless, the downtown property has a higher market value than the industrial property on Campanelli Drive, and eventually the revenue stream from the downtown site will far exceed that from any future development at the Campanelli location.
- Purchasing the Campanelli property or rebuilding downtown would require a tax override (debt exclusion) vote. The amount added to the average tax bill in the peak year of the loan repayment would be \$106 for Campanelli and at least \$87 for the rebuilding downtown with a satellite. This difference of \$19 in the peak repayment year would allow the downtown land to be redeveloped.

In summary, this proposal aims to take advantage of the opportunity presented by the need to rebuild the Town Yard. Moving the Town Yard to the Campanelli site allows the Town to reclaim the downtown land for the long-term betterment of the downtown.

Property Tax Bill Impact of Articles 18 and 19

If Andover voters approve a Debt Exclusion for \$18.5 million in principal and interest costs for a new Town Yard both at Town Meeting and in a referendum, then each year, when the property tax rate is calculated, an amount equal to the debt service costs for the bond issues related to this project would be added to the tax levy. To give voters realistic estimates of what this means for their individual property tax bills, a traditional 20 year municipal debt schedule with an interest rate of 3.0% was used.

Rather than attempting to project the total valuation of Andover's tax base in future years or trying to guess what the Board of Selectmen will do with tax classification, a reasonable estimate of the impact of the proposed Debt Exclusion on the homeowner's property tax bill can be calculated using the real numbers for the current fiscal year. The following chart shows the estimated cost of the Town Yard project for owners of residential properties in Andover. It must be noted that these amounts are in addition to whatever property taxes are required to support regular annual Town and School budgets and any previously approved debt exclusions.

Estimated Impact of an \$18.5 Million Debt Exclusion on Residential Property Tax Bills

If your property is valued at	And your FY2011 Tax Bill is**	The amounts an \$18.5 million Debt Exclusion would add to your Property Tax Bills			
		Year 1 10	Year 2	Year 3	Year
\$100,000	\$1,415	19	19	19	16
\$300,000	\$4,245	58	57	56	48
\$500,000	\$7,075	96	94	93	80
\$550,129*	\$7,786	106	104	102	88
\$700,000	\$9,905	135	132	130	112
\$900,000	\$12,735	173	170	167	144

*Average Single Family Residence Assessed Value for FY2012.

**\$14.15/thousand residential tax rate adopted by Board of Selectmen for FY2012.

To get a sense of the cost of the Town Yard project for your residential property tax bill, either find the value closest to yours in the above table or use multiples of the numbers shown for a property valued at \$100,000. For example, if your home is assessed at \$450,000, multiply the \$19 amount shown for Year 1 for a property valued at \$100,000 by 4.5 to calculate a tax bill impact of \$86.

Given all of the unknowns, the tax bill impacts may be different from what we are showing here, but the Finance Committee believes that these numbers provide a good sense of the order of magnitude of the cost of the Town Yard project to Andover taxpayers. An increase in the interest rate would result in an increase in the annual payment. The annual debt service would be reduced if for some reason the Town does not borrow the full \$18.5 million.

\$18,500,000

Fiscal Year	Principal	Interest	Period Total	Fiscal Year Total	Average Tax Bill Impact
		\$277,500	\$277,500		
1	\$925,000	\$277,500	\$1,202,500	\$1,480,000	106
		\$263,625	\$263,625		
2	\$925,000	\$263,625	\$1,188,625	\$1,452,250	104
		\$249,750	\$249,750		
3	\$925,000	\$249,750	\$1,174,750	\$1,424,500	102
		\$235,875	\$235,875		
4	\$925,000	\$235,875	\$1,160,875	\$1,396,750	100
		\$222,000	\$222,000		
5	\$925,000	\$222,000	\$1,147,000	\$1,369,000	98
		\$208,125	\$208,125		
6	\$925,000	\$208,125	\$1,133,125	\$1,341,250	96
		\$194,250	\$194,250		
7	\$925,000	\$194,250	\$1,119,250	\$1,313,500	94
		\$180,375	\$180,375		
8	\$925,000	\$180,375	\$1,105,375	\$1,285,750	92
		\$166,500	\$166,500		
9	\$925,000	\$166,500	\$1,091,500	\$1,258,000	90
		\$152,625	\$152,625		
10	\$925,000	\$152,625	\$1,077,625	\$1,230,250	88
		\$138,750	\$138,750		
11	\$925,000	\$138,750	\$1,063,750	\$1,202,500	86
		\$124,875	\$124,875		
12	\$925,000	\$124,875	\$1,049,875	\$1,174,750	84
		\$111,000	\$111,000		
13	\$925,000	\$111,000	\$1,036,000	\$1,147,000	82
		\$97,125	\$97,125		
14	\$925,000	\$97,125	\$1,022,125	\$1,119,250	80
		\$83,250	\$83,250		
15	\$925,000	\$83,250	\$1,008,250	\$1,091,500	78
		\$69,375	\$69,375		
16	\$925,000	\$69,375	\$994,375	\$1,063,750	76
		\$55,500	\$55,500		
17	\$925,000	\$55,500	\$980,500	\$1,036,000	74
		\$41,625	\$41,625		
18	\$925,000	\$41,625	\$966,625	\$1,008,250	72
		\$27,750	\$27,750		
19	\$925,000	\$27,750	\$952,750	\$980,500	70
		\$13,875	\$13,875		
20	\$925,000	\$13,875	\$938,875	\$952,750	68
	\$18,500,000	\$5,827,500	\$24,327,500	\$24,327,500	

SUPPORT FOR CIVIC EVENTS

ARTICLE 20. To see if the Town will vote to appropriate and raise by taxation or transfer from available funds a sum not to exceed \$4,000 for the purpose of paying a portion of the municipal costs associated with civic events in the downtown, or take any other action related thereto.

~ ~ ~ ~ ~

This warrant article will provide \$4,000 to pay for overtime costs incurred by Town departments during civic events such as Andover Days, when Main Street and associated side streets must be closed.

~ ~ ~ ~ ~

Financial Impact of Article 20	
<u>Approval</u> \$4,000 from taxation. Included in projected FY2013 tax bill.	<u>Disapproval</u> Increases excess levy capacity by \$4,000. Reduces projected FY2013 tax bill by less than \$1.

The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

On request of the Town Manager

SPRING GROVE CEMETERY MAINTENANCE

ARTICLE 21. To see if the Town will vote to transfer the sum of \$15,000 from the Spring Grove cemetery Perpetual Care reserve account and appropriate the sum of \$15,000 for the purpose of cemetery maintenance including costs incidental and related thereto, or take any other action related thereto.

~ ~ ~ ~ ~

This article will 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 BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

On request of the Acting Plant and Facilities Director

TECHNOLOGY INFRASTRUCTURE, CONNECTIVITY, HARDWARE AND TELECOMMUNICATIONS EQUIPMENT

ARTICLE 22. To see if the Town will vote to raise by taxation, transfer from available funds, borrowing, leasing or by any combination thereof and appropriate the sum of \$2,500,000 for the purposes of upgrading and extending the Town's existing data, video and telecommunications infrastructure, including school and municipal wireless capabilities, network capacity, servers, storage, multimedia tools, video projection, telecommunications and personal computing and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

~~~~~

This article provides the funding necessary to improve the current Town and School Information Technology infrastructure to eliminate redundancy, reduce costs, improve staff efficiency and provide a suitable platform as the schools begin their transformation into 21st century learning styles. The article funds two major initiatives:

Infrastructure Consolidation – It will consolidate four separate data centers into two shared data centers. This will reduce costs by eliminating redundancies, consolidating technology and purchasing processes and streamlining all operations. It will provide the Town with disaster recovery as well as updated network access to allow for the expanded use of mobile devices.

Digital Classrooms – All classrooms will be provided with wireless access, updated instructional hardware and interactive digital display devices. This will enhance student learning by providing access to the latest digital curriculum and also makes possible a more customized learning experience. The transition to digital curriculum will result in savings in books and curriculum development. These changes set the groundwork for the subsequent introduction of student laptops and tablets at all grade levels.

This article will be funded entirely through existing, sustainable revenue sources and will require no new funding. Substantial cost savings for the Town are anticipated along with increased staff and student productivity.

~~~~~

Requires a 2/3 vote

The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

The SCHOOL COMMITTEE recommends approval.

On request of the Chief Information Officer

TOWN PLAYGROUND REPLACEMENTS

ARTICLE 23. To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or by any combination thereof and appropriate the sum of \$200,000 for the purpose of paying costs of Town playground replacements, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

~~~~~

This article will fund the first year of a five year plan for the design and replacement/upgrade of the Town playgrounds (Ballardvale, Penguin Park, Cuba Street and Lower Shawsheen). These playgrounds are very old and little has been done to update the play structures and park areas. The equipment and layout of the parks do not meet safety standards and are not handicap accessible. This year's funding will cover the design and replacement of the Ballardvale playground which will be phased over two years.

~~~~~

Requires a 2/3 vote

Financial Impact of Article 23	
<u>Approval</u>	<u>Disapproval</u>
Town borrows \$200,000 to be repaid over 10 years.	No change in FY2013 tax bill.
No increase in FY2013 tax bill.	Money not needed for debt service in future years
Peak year of debt service in FY2015 would require an appropriation of \$25,000.	would be available within Proposition 2½ for other Town/School needs.
Would account for approximately \$2 of the FY2015 average residential property tax bill.	

The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

On request of the Acting Director of Plant and Facilities

TOWN BUILDING AND FACILITY MAINTENANCE

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 \$400,000 for the purpose of paying costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and equipping various Town buildings and facilities and for the payment of all other costs incidental and related, or to take any other action related thereto.

~~~~~

This article will authorize funding for the following major Town projects; \$75,000 for ongoing exterior masonry repairs to the Town Offices building; \$90,000 to replace the brick pavers around the flagpole in front of the Town Office with a handicap accessible concrete surface; \$50,000 to paint the outside window trim and doors at the Memorial Hall Library; \$60,000 for the expansion of the Senior Center kitchen and \$125,000 for a generator for an as yet to be determined Town/School building designated as an Emergency Center.

~~~~~

Requires a 2/3 vote

Financial Impact of Article 24

Approval

Town borrows \$400,000 to be repaid over 15 years.
No increase in FY2013 tax bill.
Peak year of debt service in FY2015 would require an appropriation of \$39,000.
Would account for approximately \$3 of the FY2015 average residential property tax bill.

Disapproval

No change in FY2013 tax bill.
Money not needed for 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 Director of Plant and Facilities

SCHOOL BUILDING MAINTENANCE AND RENOVATION

ARTICLE 25. 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 \$1,000,000 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.

~~~~~

This article will fund a number of major repairs and improvements to School buildings and property, including replacing the Media Center carpet at the Doherty School; major repairs to the West Middle School exterior parking areas including, curbing, catch basins and pavement; placing a large central freezer at the High School and security upgrades.

~~~~~

Requires a 2/3 vote

Financial Impact of Article 25

Approval

Town borrows \$1,000,000 to be repaid over 20 years.
No increase in FY2013 tax bill.
Peak year of debt service in FY2015 would require an appropriation of \$80,000.
Would account for approximately \$7 of the FY2015 average residential property tax bill.

Disapproval

No change in FY2013 tax bill.
Money not needed for debt service in future years would be available within Proposition 2½ for other Town/School needs.

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

YES ___

The FINANCE COMMITTEE recommends approval.

NO ___

On request of the Acting Plant and Facilities Director

BALMORAL DAM REMOVAL – EMINENT DOMAIN TAKING

ARTICLE 26. To see if the Town will vote to authorize the Board of Selectmen to acquire by purchase, gift or eminent domain for the purpose of removing the Existing Balmoral Dam, on terms and conditions deemed by the Board of Selectmen to be in the best interests of the Town the property located at Balmoral Street and Haverhill Street known as the Existing Balmoral Dam, as shown on a plan entitled “Proposed Easement and Taking Plan of Land in Andover, MA, Date: January 19, 2012,” drawn by A.C. Nelson Cartography, Burlington, Massachusetts 01803-0139, on file with the Town Clerk’s Office, which property is more particularly described as follows:

Property shown on said plan as “Existing Balmoral Dam, Owned by Milliken & Company, Taking Area 921.6 square feet,” and to pay no damages for said property, or take any other action related thereto.

~~~~~  
Approval of Article 26 would allow the Town to take possession of the dam structure for subsequent removal.

~~~~~  
Requires a 2/3 vote

The BOARD OF SELECTMEN recommends approval. YES

The PLANNING BOARD recommends approval. NO

On request of the Conservation Commission

Articles 26 and 27 are related to the Shawsheen River Restoration Project. The project is currently focusing on removing the Balmoral Dam, located near the Town’s Bowling Green and the Balmoral Condominium. Constructed as an ornamental dam over 100 years ago, the Balmoral Dam currently blocks the migration of fish and is a hazard to recreational boating. Its removal is supported by more than a dozen local, regional and national partners, including state and federal agencies, which collectively have invested roughly \$200,000 in plans and studies to date.

Project benefits to Andover and the regional environment:

- Restore native migratory fish such as river herring and American shad;
- Improve public safety and eliminate present boating personal-injury liabilities to Town;
- Improve water quality;
- Improve recreational value for canoing;
- Enhance downtown redevelopment activities;
- Restore the river ecosystem.

Specifically, the Town owns the adjacent property at Bowling Green and half of the riverbed beneath the dam. The articles allow us to work with the other owners of the dam and riverbed to cooperatively remove it. These articles do not provide any funding for the project.

BALMORAL DAM REMOVAL – EMINENT DOMAIN TAKING CONSTRUCTION EASEMENT

ARTICLE 27. To see if the Town will vote to authorize the Selectmen to acquire by purchase, gift or eminent domain a temporary construction easement for the purpose of removing the Existing Balmoral Dam, on terms and conditions deemed by the Board of Selectmen, to be in the best interests of the Town on property located at Balmoral Street and Haverhill Street as shown on a plan entitled “Proposed Easement and Taking Plan of Land in Andover, MA, Date: January 19, 2012,” drawn by A.C. Nelson Cartography, Burlington, Massachusetts 01803-0139, on file with the Town Clerk’s Office, which easement is more particularly described as follows:

Easement shown on said plan as “Construction Easement,” Area 10,062.5 square feet, on land shown as Parcel 36-91, Balmoral Condominium, and to pay no damages for said easement, or take any other action related thereto.

~~~~~  
Approval of Article 27 would provide an easement on the land beneath the dam and river bottom and bank owned by the Balmoral Condominium to allow for the removal of the dam.

~~~~~  
Requires a 2/3 vote

The BOARD OF SELECTMEN recommends approval. YES

The PLANNING BOARD recommends approval. NO

On request of the Conservation Commission

BALMORAL FENCE AND MASONRY REPAIRS

ARTICLE 28. To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or by any combination thereof and appropriate the sum of \$125,000 for the purpose of paying costs of Balmoral fence and masonry repairs, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

~~~~~  
This article will 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 28

Approval

Town borrows \$125,000 to be repaid over 10 years.
No increase in FY2013 tax bill.
Peak year of debt service in FY2015 would require an appropriation of \$16,000.
Would account for approximately \$1 of the FY2015 average residential property tax bill.

Disapproval

No change in FY2013 tax bill.
Money not needed for debt service in future years would be available within Proposition 2½ for other Town/School needs.

The BOARD OF SELECTMEN recommends approval.

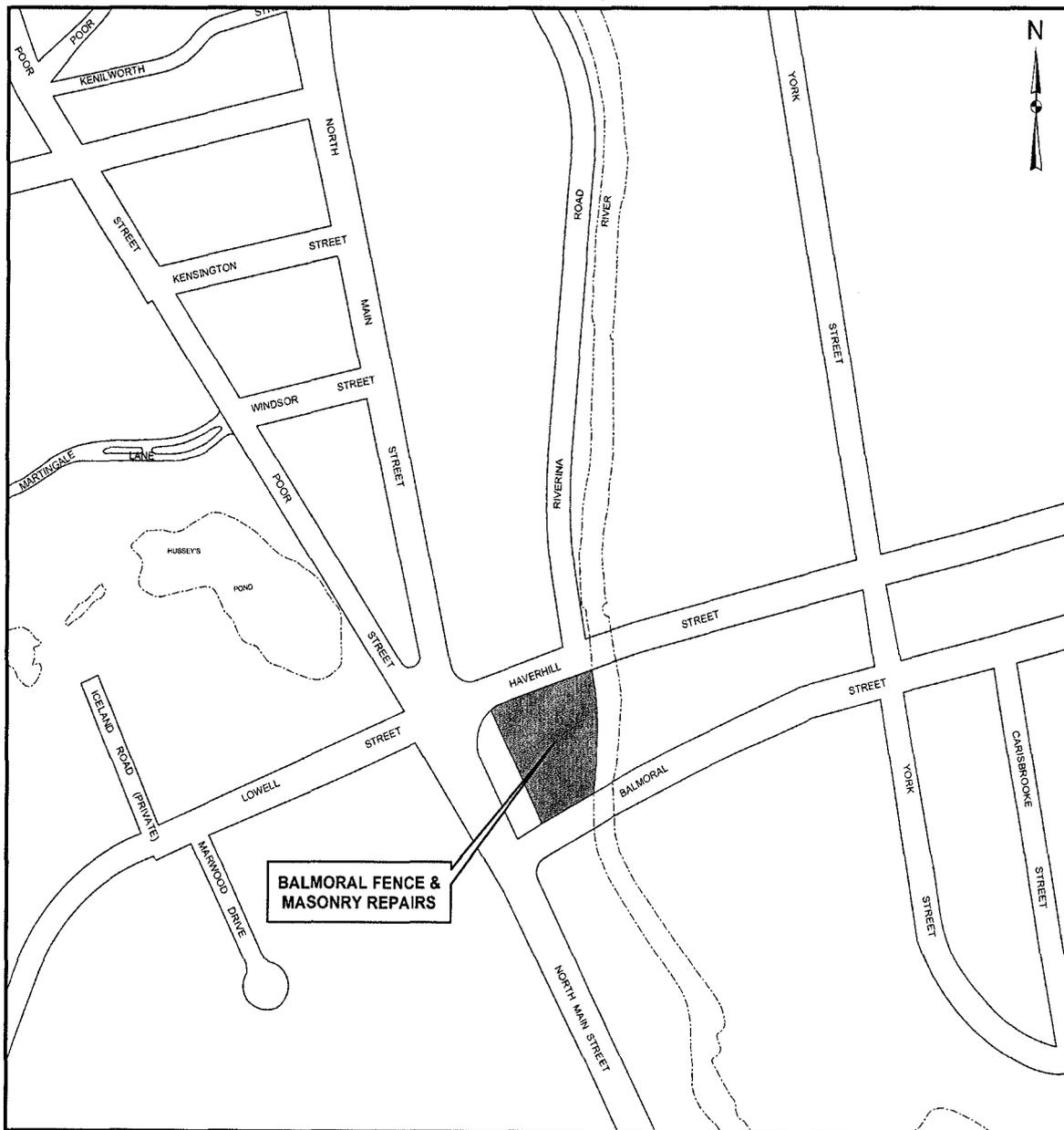
YES

The FINANCE COMMITTEE recommends approval.

NO

On request of the Acting Director of Plant and Facilities

ARTICLE 28



FLOOD HAZARD OVERLAY DISTRICT - ZBA

ARTICLE 29. To see if the Town will vote to amend the Andover Zoning Bylaw, Article VIII, Section 8.2, Flood Hazard Overlay District by deleting Section 8.2 in its entirety and replace it with the following:

8.2 FLOOD HAZARD OVERLAY DISTRICT

8.2.1 Purpose. The purposes of the Flood Hazard Overlay District (FHOD) are to:

1. Ensure public safety through reducing the threats to life and personal injury;
2. Eliminate new hazards to emergency response officials;
3. Prevent the occurrence of public emergencies resulting from water quality, contamination and pollution due to flooding;
4. Avoid the loss of utility services which, if damaged by flooding, would disrupt or shut down the utility network and impact region as of the community beyond the site of flooding;
5. Eliminate costs associated with the response and cleanup of flooding conditions; and
6. Reduce damage to public and private property resulting from flooding waters.

8.2.2 Location. The boundaries of the Flood Hazard Overlay District shall enclose all special flood hazard areas designated Zone A or Zone AE on the Essex County Flood Insurance Rate Map (FIRM) issued by the Federal Emergency Management Agency (FEMA) for the administration of the National Flood Insurance Program. The map panels of the Essex County FIRM that are wholly or partially within the Town of Andover are panel numbers 25009C0195F, 25009C0203F, 25009C0204F, 25009C0208F, 25009C0211F, 25009C0212F, 25009C0213F, 25009C0214F, 25009C0216F, 25009C0217F, 25009C0218F, 25009C0219F, 25009C0236F, 25009C0238F, 25009C0239F, 25009C0352F, 25009C0356F, 25009C0357F, 25009C0376F and 25009C0377F, dated July 3, 2012. The exact boundaries of the FHOD may be defined by the 100-year base flood elevations shown on the FIRM and further defined by the Essex County Flood Insurance Study (FIS) report dated July 3, 2012. The FIRM and FIS reports are incorporated herein by reference and are on file with the Planning Board and the Inspector of Buildings.

8.2.3. Overlay District. The FHOD is hereby established as an overlay district. Where the regulations of the FHOD impose greater or lesser restrictions or requirements than those of other applicable bylaws or regulations, the more restrictive shall apply.

8.2.4. Regulations. Any development within the FHOD, including structural and non-structural activities, whether permitted by right or by special permit, shall be subject to all otherwise applicable requirements of the underlying zoning district in which it is located, including usual use and dimensional requirements, and also to the following requirements:

1. [reserved]

2. The flood-carrying capacity of any watercourse shall be maintained in the event of any alteration of relocation, as determined by the Inspector of Buildings upon the advice of the Conservation Commission.
 3. Within Zone A, the best available federal, state, local or other floodway data shall be used to prohibit encroachments in floodways which would result in any increase in flood levels within the community during the occurrence of the base flood discharge. Within Zone AE, along watercourses that have not had a regulatory floodway designated, no new construction, substantial improvement or other development shall be permitted unless it is demonstrated that the cumulative effect of the proposed development, when combined with all other existing and anticipated development, will not increase the water surface elevation of the base flood. Within Zone AE, along watercourses that have regulatory floodways designated with the Town of Andover on the Essex County FIRM, encroachments are prohibited in the regulatory floodway which would result in any increase in flood levels within the community during the occurrence of the base flood discharge.
 4. The requirements of 780 CMR of the Massachusetts State Building Code which address floodplain areas; 310 CMR 10.00, Wetlands Protection Regulations, Department of Environmental Protection (DEP); 310 CMR 13.00, Inland Wetlands Restriction, DEP; 310 CMR 15, Title 5, Minimum Requirements for Subsurface Disposal of Sanitary Sewage, DEP; all as from time-to-time amended and if the particular CMR is then in force and effect as a Massachusetts regulation.
 5. Where any alteration or relocation of a watercourse is proposed, the appropriate federal, state and local authorities shall be notified, including the National Flood Insurance Program State Coordinator and Program Specialist, as well as representatives of adjacent communities.
- 8.2.5. Special Permit.** The Board of Appeals may grant a special permit to provide an exception to the requirements of Section 8.2.4 above. Such special permit may be granted only in the case of structures such as boat houses which require waterfront location and are not continuously used for human occupancy or in the case of development on a lot of less than a half acre which is surrounded by existing non-conforming structures, in either case provided that all of the following are shown:
- (a) good and sufficient cause;
 - (b) failure to allow the departure would result in exceptional hardship to the applicant;
 - (c) allowing the departure will not result in increased flood heights, additional threats to public safety, extraordinary public expense, created nuisances, cause fraud on or victimization of the public or conflict with other bylaws or regulations; and
 - (d) the departure is the minimum necessary, considering the flood hazard, to afford relief.

Exceptions may also be granted for reconstruction, rehabilitation or restoration of structures listed on the National Register of Historic Places.

8.2.6 [Added 5-26-2009 ATM, Article 67]

1. Base Flood Elevation Data. Base flood elevation data is required for subdivision proposals or other developments for land area containing more than 50 lots or for land area greater than 5 acres, whichever is the lesser, within un-numbered A zones as determined by the Flood Insurance Rate Map (FIRM).
2. Other Use Regulations: All subdivision proposals must be designed to assure that:
 - (a) such proposals minimize flood damage;
 - (b) all public utilities and facilities are located and constructed to minimize or eliminate flood damage; and
 - (c) adequate drainage is provided to reduce exposure to flood hazards.

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

~~~~~

This article amends the flood hazard overlay district to reference the new Essex County Flood Insurance Rate Maps which become effective on July 3, 2012. Additionally, there are minor changes to bring the bylaw fully up to date and in compliance with FEMA requirements for participation in the National Flood Insurance Program.

~~~~~

Requires a 2/3 vote

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

The PLANNING BOARD recommends approval. NO__

On request of the Conservation Commission

**LEASE OF LAND
126 TEWKSBURY STREET FOR SOLAR FACILITIES**

ARTICLE 30. To see if the Town will vote to authorize the change of use of a parcel of land at 126 Tewksbury Street, which is under the care, custody and control of the Board of Selectmen, being a portion of the land shown on Town of Andover Assessors' Map 182, Lot 7 and which parcel of land is also shown on the map entitled "Town Of Andover Solar Feasibility Study" dated November 2011, as prepared by Tighe & Bond, and also shown as portions of Parcel II on Plan of Land entitled, "Division of Land Parcel II," dated October 28, 2005, prepared by Oak Engineers and recorded with North Essex District Registry of Deeds as Plan No. 15316, which plans are on file with the Town Clerk's Office, for the purpose of leasing said land for a solar energy facility and to authorize the Board of Selectmen to enter into a lease of said land on terms and conditions they deem to be in the best interest of the Town, for a term not to exceed twenty years, and to enter into a contract for the purchase of power or net metering credits from said solar energy facility for a term not to exceed twenty years, on terms and conditions they deem to be in the best interest of the Town, or take any other action related thereto.

~~~~~  
This article would change the use of a parcel of land at 126 Tewksbury St. If found to be in the best interest of the Town, this change of use would allow the Board of Selectmen to lease this land for a solar installation for a term not to exceed 20 years and enter into a contract for the purchase of power or net metering credits for a term not to exceed 20 years.

~~~~~  
Requires a 2/3 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 behalf of the Andover Green Advisory Board, Plant & Facilities Department and the Planning Director

FIRE RESCUE COMMUNICATIONS UPGRADES

ARTICLE 31. 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 \$200,000 for the purpose of purchasing and installing Fire-Rescue communications equipment, or to take any other action related thereto.

~~~~~  
This article would authorize funding for the purchase of new radio equipment for Andover Fire Rescue. There are many components to the existing Andover Fire Rescue radio communications system that need to be replaced to meet compliance with the new Federal Communications Commission (FCC) rebanding edict that becomes effective January 1, 2013. All municipalities who operate radio communications equipment across the United States must comply with the rebanding initiative by January 1, 2013 or face stiff fines and penalties by the United States government.

~~~~~  
Requires a 2/3 vote

Financial Impact of Article 31	
<u>Approval</u> Town borrows \$200,000 to be repaid over 5 years. No increase in FY2013 tax bill. Peak year of debt service in FY2015 would require an appropriation of \$44,000. Would account for approximately \$3 of the FY2015 average residential property tax bill.	<u>Disapproval</u> No change in FY2013 tax bill. Money not needed for 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 Fire Chief

TAKE-OUT SERVICES - ZBA

ARTICLE 32. To see if the Town will vote to amend the Andover Zoning Bylaw, Article VIII, §3.2.1 (Specific Accessory Uses) by adding the following language to the end of the section:

5. *Take-out Service in Sit-down Restaurants.* A sit-down restaurant may offer take-out service, provided that such service shall be available only during the hours when sit-down service is also available.

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 purpose of Article 32 is to allow take out service as an accessory use to a sit-down restaurant. Currently when a restaurant wants to provide take-out service they have to apply to the Zoning Board of Appeals for a Special Permit. By allowing this as an accessory use it will streamline the process for the restaurants who want to be able to provide a valuable service.

~~~~~

Requires a 2/3 vote

The BOARD OF SELECTMEN recommends approval. YES

The PLANNING BOARD recommends approval. NO

On request of the Planning Director

DPW VEHICLES

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 purchasing Public Works vehicles, or to take any other action related thereto.

~~~~~

The DPW currently has a Mack Dump Truck that is 13 years old and a Loader that is 12 years old. The necessary repairs to the chassis and engine on the dump truck are now cost prohibitive. The DPW requests that these vehicles be replaced so that level services may be continued. The vehicles provide essential services: plowing & treating of roads in winter; hauling loads of stone, gravel and loam as well as debris; hauling barrels, cones, signs, etc. They are also used during emergencies, both weather (flood) related, as well as for traffic control.

~~~~~

Requires a 2/3 vote

Financial Impact of Article 33

Approval

Town borrows \$300,000 to be repaid over 15 years.
No increase in FY2013 tax bill.
Peak year of debt service in FY2015 would require an appropriation of \$39,000.
Would account for approximately \$3 of the FY2015 average residential property tax bill.

Disapproval

No change in FY2013 tax bill.
Money not needed for 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

TAX INCREMENT FINANCING PLAN

ARTICLE 34. To see if the Town will vote to approve a Tax Increment Financing Plan for 800 Federal Street (hereafter known as the TIF Plan) and authorize the Board of Selectmen to reach an Agreement with the owner of the property, for a parcel of land and buildings thereon shown on Assessor's Map 145, Parcel 10, and to authorize the Board of Selectmen to take any such action as is necessary to obtain approval of the Certified Project Application and to implement the Tax Increment Financing Plan. The property shall be designated as a Tax Increment Financing Zone, which, as defined in the proposed TIF Plan, presents exceptional opportunities for increased economic development. The TIF Plan shall provide that the Town shall provide for an exemption of property taxes or a percentage thereof based on the incremental increase in property value in assessed valuation of the property for a period of not more than twenty years in accordance with the requirements of Massachusetts General Laws Chapter 23A, Section 3E; Chapter 40, Section 49; and Chapter 59, Section 5 and pursuant to 751 CMR 1.04 (1)(b) and 402 CMR 2.00. In return for such tax benefits, in accordance with the TIF Plan, the owner of the property shall ensure that at the above property the location and expansion of uses which increase job creation, provide higher property values, and retain or expand economic development in the Town and the Commonwealth; or take any other action relative thereto.

~~~~~

This article would authorize a Tax Increment Financing Agreement for property located at 800 Federal Street. The agreement would permit the reduction of new property taxes generated from redevelopment of the present facility. The tax reduction would not be permanent. In exchange for the tax reduction, said company would agree to renovate and expand the property adding value to the Town's tax base. Overall the Town would benefit by receiving increased property tax revenue. This agreement is required in order for the company to qualify for investment tax credits from the Commonwealth of Massachusetts under its Economic Development Incentive Program.

~~~~~

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 will make its recommendation at Town Meeting.

On request of the Planning Director

MAJOR WATER MAIN REPLACEMENT

ARTICLE 35. 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 \$1,439,000 for the purpose of paying costs of design, engineering, constructing, reconstructing or replacing water mains, and for the payment of all other costs incidental and related thereto, including, but not limited to, all costs associated with land acquisition by eminent domain, or take any other action related thereto.

~~~~~

A water main infrastructure survey was conducted in August, 2010. This article funds the first phase of a 4-phase program to replace old water mains. The replacement of these major water mains will help to prevent catastrophic failures; improve capacity; prevent water loss; provide adequate fire protection; and improve overall water quality. The Debt Service for Article 35 will be funded with water user fees and is included in the water rate projections.

~~~~~

Requires a 2/3 vote

Financial Impact of Article 35	
<u>Approval</u> Town borrows \$1,439,000 to be repaid over 20 years. Debt Service funded with water user fees is included in water rate projections.	<u>Disapproval</u>

The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

On request of the Acting Director of Public Works

FILTER BACKWASH DISCHARGE TANK - WTP

ARTICLE 36. 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 \$300,000 for the purpose of paying for the design, engineering, and permitting costs for constructing a filter backwash discharge tank at the Water Treatment Plant, or take any other action related thereto.

~~~~~

The EPA did not renew the General Discharge Permit for the Water Treatment Plant and is expected to deny the permit and require an alternative method for the backwash water treatment and disposal. One alternative is a storage/equalization tank that can be located on-site at the Water Treatment Plant to hold filter backwash water until it can be bleed back into the treatment train at the raw water intake. This article provides funding for engineering and permitting for the project. The Debt Service for article 35 will be funded with water user fees and is included in water rate projections.

~~~~~

Requires a 2/3 vote

<p style="text-align: center;">Financial Impact of Article 36</p> <p><u>Approval</u> Town borrows \$300,000 to be repaid over 20 years. Debt Service funded with water user fees is included in water rate projections.</p>	<p style="text-align: center;"><u>Disapproval</u></p>
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The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

On request of the Acting Director of Public Works

SEWER INFRASTRUCTURE MAINTENANCE VEHICLE

ARTICLE 37. 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 \$250,000 for the purpose of purchasing a sewer infrastructure maintenance vehicle, or to take any other action related thereto.

~~~~~

There are currently 140 miles of sewer lines and 100 miles of drainage lines that run underground in Andover. There is an existing maintenance program for the sewer lines, which is inadequate to service the recent sewer projects. Currently, there is no maintenance program for our drainage system. The Infrastructure Maintenance Vehicle will expand productivity and increase efficiency in our current Sewer Maintenance program. It will also allow the Town to implement an ongoing maintenance program for our Drainage system.

~~~~~  
Requires a 2/3 vote

<p style="text-align: center;">Financial Impact of Article 37</p> <p><u>Approval</u> Town borrows \$250,000 to be repaid over 10 years. Debt Service funded with sewer user fees is included in sewer rate projections.</p>	<p style="text-align: center;"><u>Disapproval</u></p>
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The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

On request of the Acting Director of Public Works

WEST MIDDLE SCHOOL REPAIR

ARTICLE 38. 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 conversion of the steam heating system to a hot water system at the West Middle School building located at 70 Shawsheen Road, Andover, MA and as shown on Andover Assessor's Map 72, Lot 54, which 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 program and for which the Town may be eligible for a school construction grant from the Massachusetts School Building Authority ("MSBA"). The Town acknowledges that 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, or take any other action related thereto.

~~~~~

Approval of this article would fund the design and replacement of the steam and condensate piping and classroom unit ventilators. These ventilators are all original to the 55 year old school and need to be replaced with more efficient and effective hot water piping and unit ventilators. This project has been submitted to the Mass School Building Authority for a 39% grant.

~~~~~

Requires a 2/3 vote

Financial Impact of Article 38	
<p><u>Approval</u> Town borrows \$530,000 to be repaid over 20 years. No increase in FY2013 tax bill. Peak year of debt service in FY2015 would require an appropriation of \$42,000. Would account for approximately \$3 of the FY2015 average residential property tax bill. Possibility of a state grant to pay 39% of the project cost. The grant would reduce the amount to be borrowed.</p>	<p><u>Disapproval</u> No change in FY2013 tax bill. Money not needed for 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

The SCHOOL COMMITTEE recommends approval.

On request of the Acting Director of Plant and Facilities

INCREASE BENEFITS TO RETIREE SURVIVORS

ARTICLE 39. To see if the Town will vote to accept the provisions of Chapter 176, Sections 29 and 30 of the Acts of 2011 to amend Massachusetts General Laws, Chapter 32, Section 12(2)(d) to increase the benefit provided therein to \$6,000 per year, or take any other action related thereto.

~~~~~

At this time, Article 39 applies to 14 retiree survivors whose spouse died prior to retiring from his/her position with the Andover Public Schools, Town of Andover or Andover Housing Authority. Currently, these survivors are entitled to a minimum retirement allowance of \$3,000 per year (\$250 per month). Approval of this article would allow the Town to increase their minimum annual retirement allowance to \$6,000 (\$500 per month).

~~~~~

The BOARD OF SELECTMEN recommends approval. YES

The FINANCE COMMITTEE recommends approval. NO

On request of the Andover Contributory Retirement Board

ADD INDUSTRIAL D2 DISTRICT - ZBA

ARTICLE 40. To see if the Town will vote to amend Article VIII of the Andover Zoning Bylaw to add a new district called "Industrial D2", by (1) amending Section 2.1. ESTABLISHMENT by adding "ID2 – Industrial D2 at the end of Section 2.1; (2) amending Section 2.3 Zoning Map by designating the land located on Dascomb Road in the vicinity of the Andover/Tewksbury Town line consisting of Assessor's Parcels 203-1, 203-2 and 203-3 and also being shown as the Andover portion of land shown on a plan entitled "Subdivision Plan, 146 Dascomb Road, Andover & Tewksbury, Mass. Scale: 1" = 80', January 21, 1999, Harry R. Feldman, Inc. Land Surveyors", duly recorded with the Essex North District Registry of Deeds as Plan Number 13564 (a copy of which is attached hereto as APPENDIX ONE and a copy of which is on file in the Office of the Town Clerk) to be land zoned as Industrial D2; (3) amending Section 4.1.4. Special District Regulations by changing Section 4.1.4.3. Industrial Districts and Office Park Districts by adding in subparagraph a. in two locations in this paragraph, following the words "Industrial D", the words "Industrial D2" before the words "or Office Park" and by adding in subparagraph b. following the words "Industrial D", the words "Industrial D2" before the words "or Office Park" and by adding at the end of Section 4.1.4.3 the following: "g. In the Industrial D2 District, multiple buildings are allowed on a lot."; (4) amending Section 5.2.14. following the words "Signs in Industrial D (ID)" by adding the words "and (ID2)" before the word "Districts"; (5) amending Section 9.4 SPECIAL PERMITS by adding a new Section 9.4.10 as follows:

"9.4.10 Special Permit in the ID2 District

In addition to the criteria contained in Section 9.4.2. and 9.4.8. of this bylaw, the Planning Board may issue a Special Permit in the ID2 District only after consideration of the additional Special Permit criteria outlined below:

- a. The proposed development must not adversely impact the existing retail environment in the General Business Districts, specifically downtown Andover.

- b. The proposed development must demonstrate that the scale, massing and detailing of buildings are compatible with the character of the community.
- c. The proposed development must provide landscape plans for the site, the parking areas and internal landscaped islands. The parking areas should service adjacent structures when possible. The Planning Board may, at their discretion, require additional landscaping.
- d. The proposed development must demonstrate that it has a positive impact on the community including, but not limited to, fiscal impact, Town services and employment.
- e. The proposed development must provide for adequate traffic mitigation and improvements if the proposed use negatively impacts current traffic flow conditions.
- f. The proposed development must demonstrate that it is in harmony with the general purpose and intent of the Master Plan.

(6) Amending Appendix A Table 1 Section 3.1.3 – Table of Use Regulations by adding to the Industrial Districts section a fourth column entitled “ID2” identical in composition to the third column entitled “ID” except that in subsection C. Business and Commercial Uses, the following seven uses shall require a Special Permit from the Planning Board which shall be signified by the use of the designation “PB” in said fourth column entitled “ID2” which said seven uses are the following: 3. Personal service establishment; 6. Retail sales establishment; 7. Convenience store; 9. Medical Center or clinic; 12.a. Restaurant, fast food; and 14. Indoor commercial recreation establishment; and

(7) Amending Appendix A Table 2 Section 4.1.2 – Table of Dimensional Requirements by adding to the end of said Table a row for Industrial D2 as shown on APPENDIX TWO attached hereto.

APPENDIX TWO
APPENDIX A TABLE 2 Section 4.1.2 –
Table of Dimensional Requirements

District	Minimum Lot Dimensions (e)		Minimum Yard Depth (f)			Maximum Height (g)		Maximum Coverage Including Accessory Building (percent)
	Area (square feet)	Frontage (feet)	Front (feet)	Side (feet)	Rear (feet)	Feet	Stories	
Single Residence A	15,000 (a)	115	35	20 (d)	30	35	--	--
Single Residence B	30,000 (a)	150	40	25 (e)	30	35	--	--
Single Residence C	43,560 (a)	180	50	30 (c)	30	35	--	--
Apartment (h)	(i)	(i)	30	20	20	35	3	30 (b)
Limited Service	--	--	30	50	50	40	3	30 (b)
Office Park (j)	43,560	180	30	50	50	40	3	33 1/3 (b)
General Business (k)	--	--	--	--	--	50	4	--
Mixed Use (l)	--	50	10	10	10	50	4	30 (b)
Industrial G (j)	--	--	30	15	15	60	5	50 (b)
Industrial A (j)	--	--	50	40	40	60	4	30 (b)
Industrial D (j)	--	50	100	100	100	50	3	25 (b)
Industrial D 2 (j)	--	50	50	40	40	50	3	30 (b)

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

On petition of Mark B. Johnson, Esq. and others

To Be Withdrawn

H221

2-25

13-56# 01475 #13055

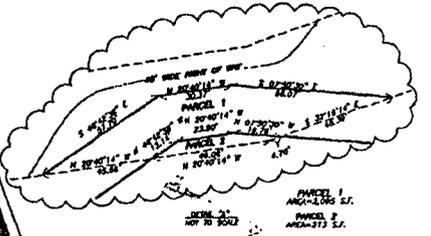
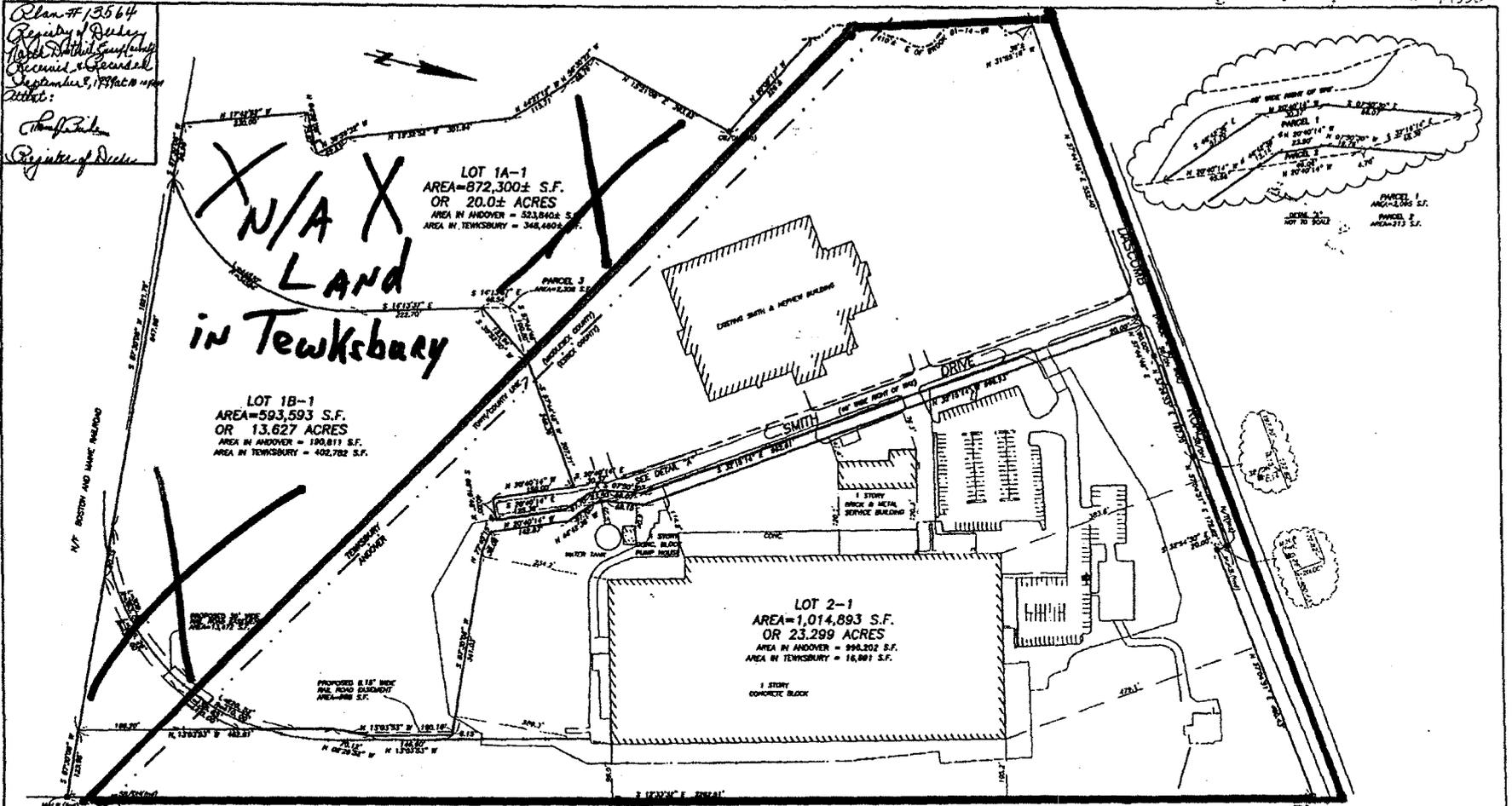
Plan # 13564
 Registry of Deeds
 State of Massachusetts
 Received & Recorded
 September 8, 1999 at 10:48 AM
 Attest:
 [Signature]
 Register of Deeds

**N/A LAND
 in Tewksbury**

LOT 1A-1
 AREA=872,300± S.F.
 OR 20.0± ACRES
 AREA IN ANDOVER = 523,840± S.F.
 AREA IN TEWKSBURY = 348,460± S.F.

LOT 1B-1
 AREA=593,593 S.F.
 OR 13.627 ACRES
 AREA IN ANDOVER = 193,811 S.F.
 AREA IN TEWKSBURY = 402,782 S.F.

LOT 2-1
 AREA=1,014,893 S.F.
 OR 23.299 ACRES
 AREA IN ANDOVER = 998,202 S.F.
 AREA IN TEWKSBURY = 16,691 S.F.



INTERSTATE (PUBLIC - 300' WIDE) HIGHWAY (ROUTE 93)

I CERTIFY THAT THIS PLAN IS BASED ON AN ACTUAL FIELD SURVEY AND THE LATEST PLANS AND DEEDS OF RECORD.

I CERTIFY THAT THIS PLAN CONFORMS WITH THE RULES AND REGULATIONS OF THE REGISTER OF DEEDS.

[Signature] 6/21/99



TOWN OF TEWKSBURY PLANNING BOARD
 TOWN OF ANDOVER PLANNING BOARD
 APPROVAL LINDER SUBDIVISION CONTROL LAW NOT REQUIRED
 [Signatures]
 DATE: July 27, 1999 DATE: 8/5/99

NOTES:
 LOT 1A PLUS PARCEL 3 MINUS PARCELS 1 & 2
 FORMS LOT 1A-1
 LOT 2 PLUS PARCEL 1 & 2 MINUS PARCEL 2 IS TO BE SUBDIVIDED TO FORM LOTS 2-1 AND 1B-1
 EXISTING SMITH & NEPHEW BUILDING SAVED FROM PLAN ENTITLED "PROPOSED SITE LAYOUT PLAN SMITH & NEPHEW CHRONOSPHERE, ANDOVER, MASS." BY DAVID F. POWERS, INC. DATED APRIL 23, 1997.

SUBDIVISION PLAN
 146 DASCOMB ROAD
 ANDOVER & TEWKSBURY, MASS.
 SCALE: 1" = 80'
 HARRY R. FELDMAN, INC.
 112 SHAWMUT AVENUE BOSTON, MASS 02118
 PHONE: (617)357-9740
 JANUARY 21, 1999
 LAND SURVEYORS



THE ABOVE INSTRUMENT IS IN FULL ACCORDANCE WITH THE REQUIREMENTS OF THE MASSACHUSETTS RECORDING ACT AND THE MASSACHUSETTS SUBDIVISION CONTROL LAW.
 APPLICANT: TAMBONE CORPORATION

2-25

STREET ACCEPTANCE

ARTICLE 41. To see if the Town will vote to accept and name as a public way the following street:
Monette Circle:

Monette Circle, as shown on a plan approved by the Andover Planning Board entitled "Monette Circle," dated 5/17/07 through 8/16/07, as prepared by Merrimack Engineering Services and recorded in the Essex North District Registry of Deeds as Plan Number 15928, and also shown on "Street Acceptance Plan of Land, Monette Circle," Prepared for 7-10 Paulornette Realty Trust, by Cornerstone Land Consultants, Inc., which plans are on file with the Town Clerk, and to change the name of a portion of Paulornette Circle shown on said Street Acceptance Plan of Land as "Formerly known as Paulornette Circle to be named as Monette Circle" to Monette Circle, or take any other action related thereto.

~~~~~

Each year articles appear in the Warrant which propose new streets for acceptance as public ways by Town Meeting.

These streets are the roadways which serve new residential subdivisions approved by the Planning Board. They must be built to standards established by the Planning Board and the Department of Public Works as set forth in the Rules and Regulations Governing the Subdivision of Land in Andover.

Every new street is covered by a Subdivision Performance Guarantee to ensure that the road has been properly constructed prior to its acceptance as a public street. The performance guarantee, commonly called a "bond", represents a substantial amount of the developer's money held by the Town against default.

At public meetings, prior to Town Meeting, each new street is reviewed by the Planning Board, and considered by the Board of Selectmen for "lay out". Only if the road has been properly built, and all required legal documents found to be in good order, will the Planning Board and Department of Public Works recommend to the Board of Selectmen that a street be laid out.

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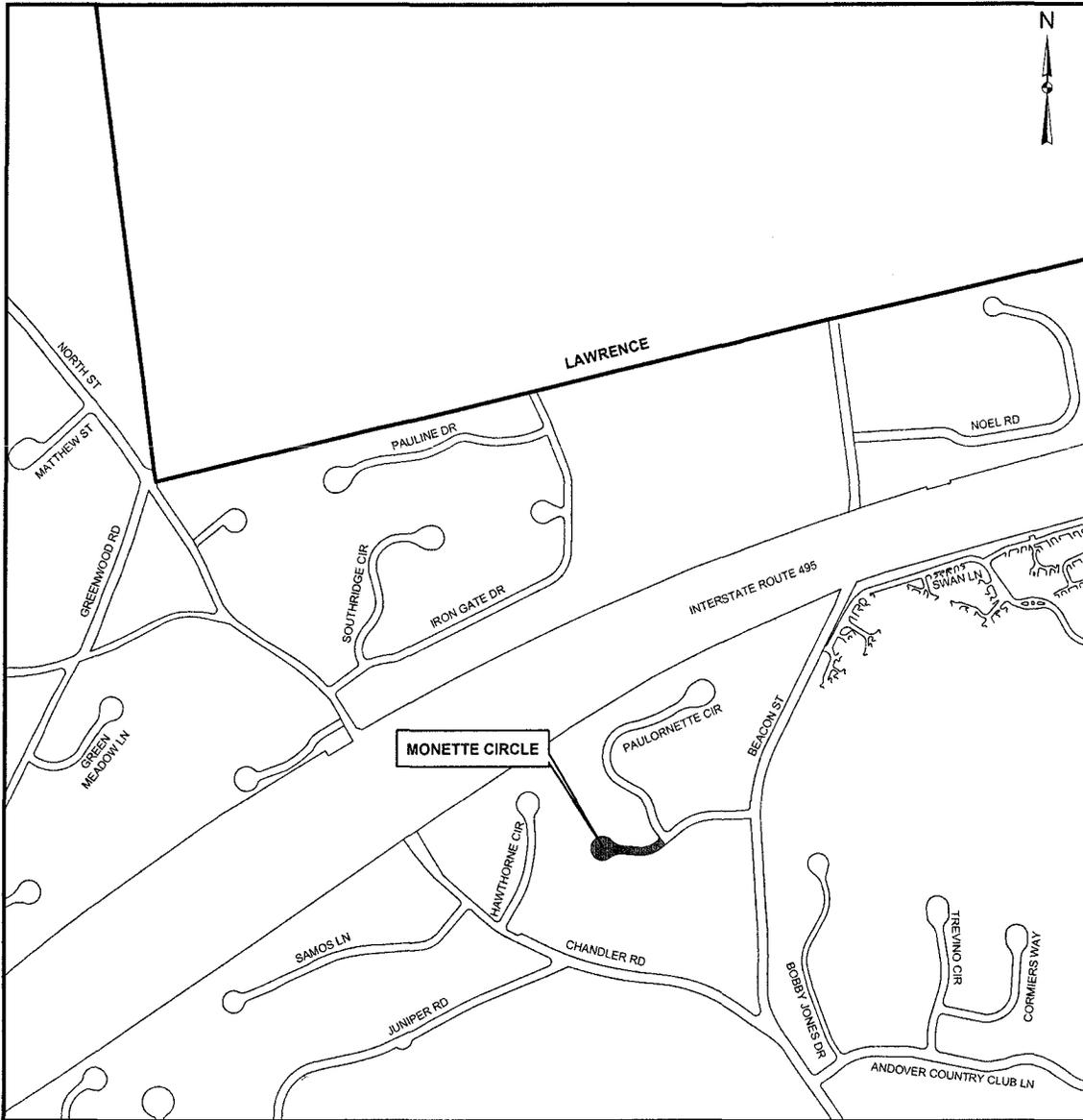
The BOARD OF SELECTMEN recommends approval. **YES**__

The PLANNING BOARD recommends approval. **NO**__

On request of the Board of Selectmen

(Article 41 map on next page)

ARTICLE 41



HIGH PLAIN ROAD AT FISH BROOK IMPROVEMENTS

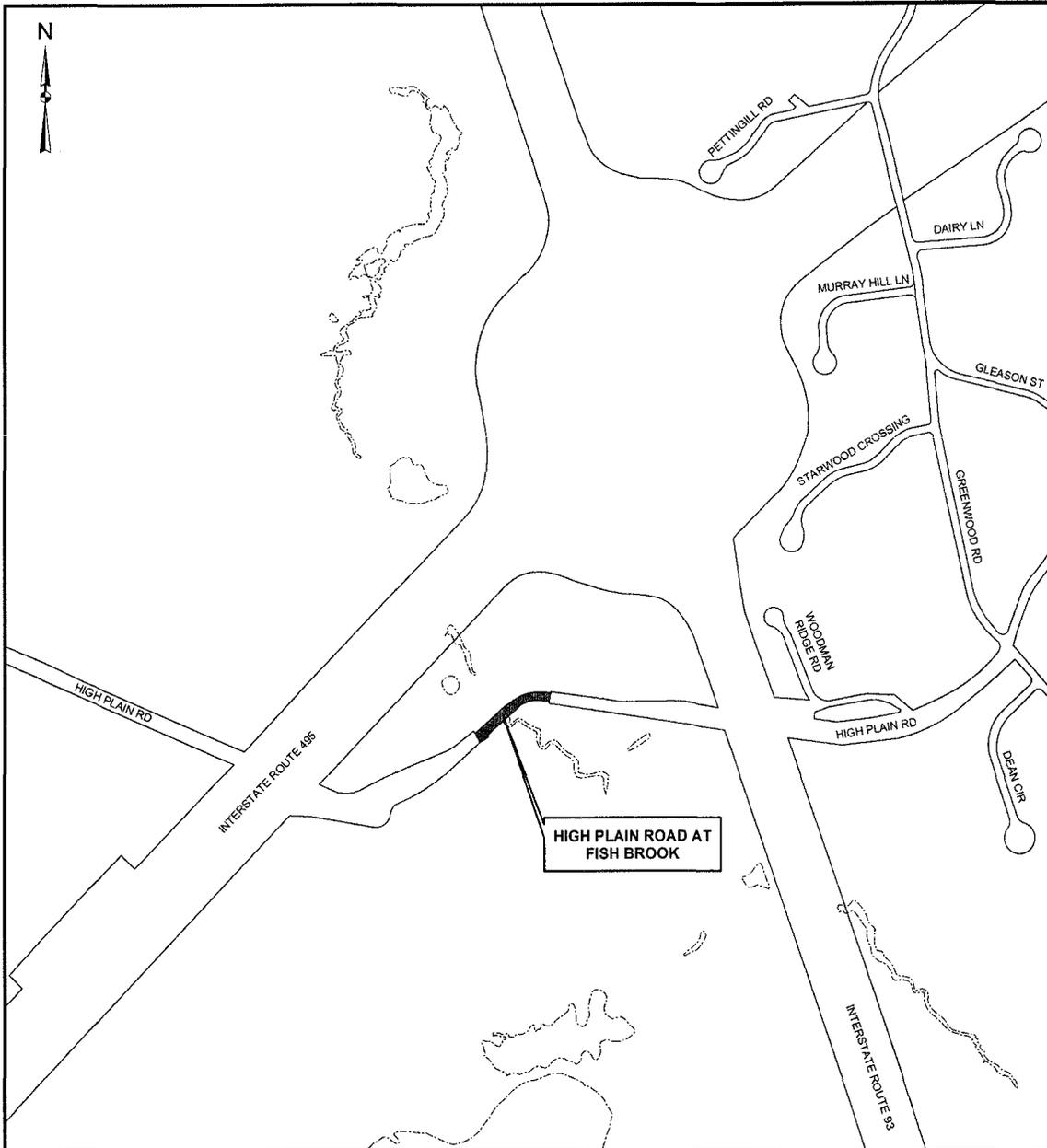
ARTICLE 42. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination and appropriate the sum of \$1,100,000 for the purpose of paying the costs of roadway and drainage improvements on High Plain Road at Fish Brook, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

~~~~~  
The addition of the High Plain Elementary and Wood Hill Middle schools has increased traffic along this narrow section of road. This portion of roadway is subject to flooding during prolonged periods of rain at times requiring road closure. Reconstruction would provide safer vehicular and pedestrian travel and keep the road passable during extreme flooding periods. This article is to provide funding for traffic management and construction of a new culvert, guardrail, sidewalk and roadway.  
~~~~~

Requires a 2/3 vote

(Article 42 map on next page)

ARTICLE 42



Financial Impact of Article 42

Approval

Town borrows \$1,100,000 to be repaid over 10 years.
No increase in FY2013 tax bill.
Peak year of debt service in FY2015 would require an appropriation of \$138,000.
Would account for approximately \$10 of the FY2015 average residential property tax bill.

Disapproval

No change in FY2013 tax bill.
Money not needed for 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 Director of Public Works

WATER DISTRIBUTION MAINTENANCE

ARTICLE 43. 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 cleaning and lining or replacing water mains, and for the payment of all other costs incidental and related thereto, 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 43	
<u>Approval</u> Town borrows \$500,000 to be repaid over 20 years. Debt Service funded with water user fees is included in water rate projections.	<u>Disapproval</u>

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

The FINANCE COMMITTEE recommends approval. **NO**

On request of the Department of Public Works Director

PAYMENT OPTION FOR OBLIGATIONS

ARTICLE 44. To see if the town will vote to amend Article XII of the Town Bylaws by adding the following section:

48. The Selectmen are authorized to offer Town employees and contractors the option of receiving a portion of their payments in the form of equal purchasing power amounts of One Dollar American Silver Eagle Coins or equivalents, and are authorized to initiate the systems necessary for this purpose.

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

The following explanation was submitted by the petitioner:

This proposed bylaw change would provide an additional option for the Town in paying, and for employees and contractors in receiving payment obligations. The option would be voluntary: the Town may choose to offer it to employees and contractors and the employees and contractors may choose to participate, or not. The additional option would be to use Silver Dollars in place of Paper Dollars, at an: Equal Purchasing Power” exchange rate. Both of these forms bear the imprint of the U.S. Government as being \$1; both forms have been validated by U.S. Federal Law as being “legal tender”. However, their purchasing powers are not equal. As of January 2012, the exchange rate between these is approximately \$1 Paper = \$.03 Silver (or \$1 Silver = \$35 Paper).

The Federal Tax Code offers definite benefits to using Silver Dollars for transactions, rather than Paper Dollars, both for the Town and for employees & contractors. This benefit might amount to a 4-5% increase in purchasing power value to employees & contractors who choose to receive a portion of payments in Silver Dollars. The benefit to the Town, given a 25% participation rate, might be approximately \$1 Million per year. Current Town payment systems would need some modification, adapting long existing international currency exchange procedures. These modifications might be paid in whole or in part by a Town partner, such as a bank or other payment agent. In summary, this bylaw change would provide a voluntary alternative for payments between the Town and employees & contractors, which could significantly benefit both parties.

The BOARD OF SELECTMEN recommends disapproval.

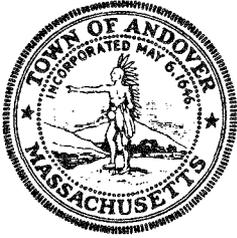
YES ___

The FINANCE COMMITTEE recommends disapproval.

NO ___

On petition of Robert Shapiro and others

TOWN OF ANDOVER
2011 ANNUAL REPORT SUMMARY



TOWN OF ANDOVER

Town Offices
36 Bartlet Street
Andover, MA 01810
978-623-8225
www.andoverma.gov

Dear Fellow Citizens:

In 2011, Andover said good bye to two notable employees who through their careers each had a major impact on our community. First, Tony Torrisi retired after a distinguished 32 year career as Andover's Director of Finance and Budgeting. Tony provided the financial leadership that enabled Andover to achieve and maintain the highest (AAA) bond rating. This rating which is held by less than 2% of Massachusetts communities enables Andover to borrow capital at the best interest rates thereby stretching Andover tax dollars to their fullest. Second, Joe Piantedosi retired after an extremely successful career as Andover's Director of Plant & Facilities where he was responsible for the construction and maintenance of our buildings, parks, grounds, vehicles and other assets. Joe transformed Andover's municipal maintenance functions into a world class operation by employing strong project management tools and practices, implementing energy conservation projects and applying process automation to reduce the cost of delivering maintenance services. Combined, Tony and Joe are irreplaceable leaders who have left Andover immeasurably better positioned to deliver services to our citizens both efficiently and economically.

As an example of Andover's financial strength and stability, in December, Andover refinanced \$18M of long term bonds at a historically low interest rate of 1.877% for ten years. This low borrowing rate proves the level of confidence that the financial markets have in Andover's ability to repay its liabilities. This refinanced debt resulted in the reduction of approximately \$1.4M in interest payments over the next 10 years. By lowering these interest payments that are funded from property taxes, Andover is able to stretch your tax dollars to maximize their service delivery impact.

Our Town labor unions have continued to work collectively with Town leadership to create contract agreements that are both affordable within today's economic situation and ensure the reduction of Andover's long term liabilities. In 2011, each of the Town labor unions agreed to a 1 year contract that has a zero percent salary adjustment. This action followed one year after each of those same unions agreed to return 1% of their previously agreed to salary adjustments to the Town coffers. Both of these actions were in support of the difficult economic climate that has negatively impacted both the private and public sectors over the last few years. This economic situation has impacted Andover's operating budget with fewer state revenue dollars and escalating costs such as for health insurance and energy. Given the property tax limitations of 2-1/2% annual growth, our unions agreed that it was better to keep all employee salary levels stationary to prevent the need for deep cuts to our service delivery to Andover citizens. To our labor unions – Thank you!

2011 was also a year focused on developing plans and strategies to further strengthen our municipal facilities and infrastructure. The year began with a successful debt exclusion ballot that passed the funding for the new Bancroft Elementary School construction project. As 2011

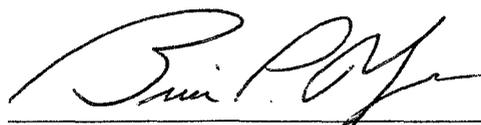
proceeded, Andover benefited from the superb work of two dedicated citizen task forces that focused on creating strategies and potential plans to replace the Andover Municipal Services Facility and the Ballardvale Fire Station. These two projects urgently require resolution in the next couple of years due to their age and severe structural and functional deficiencies. Andover closed out 2011 with a Special Town Meeting in December that saw over 2,000 registered voters participate in the discussion of whether to complement \$2.2M of private funding with \$2M of public resources to construct the Cormier Youth Center. The Special Town Meeting participants overwhelmingly supported the plan that will construct a single facility that will support multi-generational programs for our youth, seniors and other groups.

Although not new in 2011, the concepts of consolidation and regionalization were met with new vigor as the Board of Selectmen, School Committee and Finance Committee sought to find more efficient and effective ways to deliver important services. Through the years, it has become common practice for Andover to participate in regional efforts for purchasing supplies, equipment and vehicles, sharing library resources and protecting the safety and well-being of our citizens. In 2011, we joined forces with North Andover to share their sewer cleaning apparatus to enable Andover to trial this new technology and provide revenue to our neighbors to the north. Additionally, the Town and School leadership worked together to consolidate four IT departments into one and mined operational savings to hire a Chief Information Officer to oversee the new function. In support of this new function, Andover again benefitted from the expertise of our citizenry as a volunteer task force completed their multi-year effort that successfully constructed a community wide Technology Strategic Plan to improve Andover's IT infrastructure and operations.

The Summer of 2011 was filled with excitement and celebration as the Andover Nationals Little League All Star Team won the Little League State Championship. This team traveled across our Commonwealth and then to Bristol, Connecticut to compete in the New England Little League Championships. They lived and played by the slogan 15=1 recognizing the importance of each player in enabling the success of the team. These young boys were heroes to their peers and simultaneously positive role models to the older generations teaching many of us how to win with humility and how to lose with dignity.

As we move into 2012, Andover will continue to benefit from the strong working relationships of the Town and School leadership and staff. Our community finds strength through the expertise of our employees and energy through the knowledge of our volunteer boards, committees and task forces. Collectively, there is no challenge that is too great for us to overcome.

I respectfully submit this correspondence on behalf of the Andover Board of Selectmen for the 2011 Annual Report.



Brian P. Major
Andover Board of Selectmen Chairman



TOWN OF ANDOVER

Town Offices
36 Bartlet Street
Andover, MA 01810
978-623-8225
www.andoverma.gov

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

For the year 2011, the Town of Andover can best be characterized by the words “project planning” and “transitions”. There were four large scale projects in the depths of the planning process during the year. Also, there were a number of significant personnel transitions in 2011.

The four major projects in the planning phase were: the Bancroft Elementary School, Andover Youth Center, Municipal Services Facility/Town Yard and Ballardvale Fire Station.

The Bancroft Elementary School wetlands permitting process was nearly complete when several abutters appealed the Conservation Commission’s Order of Conditions to the Department of Environmental Protection (DEP). The DEP issued a Superseding Order of Conditions approving the project. The abutters also appealed the Conservation Commission’s Order under the Town’s Wetlands Bylaw to the Superior Court. The DEP and Superior Court found in favor of the Town. As the year ended, the Bancroft School Building Committee was on-hold pending any appeals by the abutters.

The Andover Youth Foundation was very busy working on the preliminary design for the Youth Center to be located behind the Doherty Middle School. A Special Town Meeting was held in early December which approved the appropriation of \$2.0M as the Town’s share of this \$4.2M center. At year’s end, the Andover Youth Center Building Committee was formed as an advisory committee to oversee the design and construction of the Youth Center.

The Town Yard Task Force issued an RFP and selected the 5 Campanelli Drive site for the relocated Town Yard/Municipal Services Facility. Negotiations are underway with the owner and preliminary plans were drafted for a proposed 57,500 square foot facility on approximately 7.5 acres.

The Ballardvale Fire Station Building Committee reviewed all available Town sites in the Ballardvale area and selected the South School site at the corner of Woburn Street and Andover Street. They also issued an RFP and received one proposal for a private lot at 270 Andover Street. Their preliminary design and related studies showed that a fire substation at either location would address the public safety needs of Ballardvale and South Andover.

The year 2011 was one of personnel transitions. On the Board of Selectmen, Paul J. Salafia was elected to replace John P. Hess who served the unexpired term of Jerry Stable, Jr. Anthony J. Torrissi retired as the Finance and Budget Director after 32 years of service. He was replaced by Donna M. Walsh. Joseph R. Piantedosi retired as the Director of the Plant &

Facilities Department. Maria B. Maggio was appointed as the Acting Director of Plant & Facilities. Christopher M. Cronin was appointed as the Acting Director of the Department of Public Works. Paul J. Puzanghera was selected as the Chief Information Officer to head the newly-created Information Technology Department. This new department is an integration of both the Town and School IT personnel with the mission of re-vamping and modernizing the entire IT infrastructure and organization for the Town of Andover.

The Annual Town Meeting dealt with forty-seven warrant articles. The Budget was approved at \$134,827,279 and thanks go to the Board of Selectmen, Finance Committee and School Committee for reaching a consensus on the FY-2012 spending/revenue plan on a timely basis.

The Town Meeting members kept the Town green by approving two warrant articles – one to fund a feasibility study for renewable energy facilities on municipal land and the other for long-term renewable electricity contracts. Both articles will put the Town in a better position to take advantage of solar or other renewable energy initiatives that are available.

The Virginia Cole Community Service Award was presented to Robert French, the founder and director of the successful Church Basketball Program for the youth of Andover. Bob has been involved in youth basketball for 43 years as a coach, an administrator and, most importantly, as a role model who taught the “fun” of the game while building skills. The Church Basketball Program has been re-named the Bob French Basketball Program in his honor.

The report on 2011 can't end without mentioning two significant highlights. First, the Winter of 2010-2011 was one of the snowiest on record. Andover received 92.25 inches of snow, second only to 1996 when 130 inches blanketed our Town! Second, the December Special Town Meeting was attended by 2,200 registered voters. Although this isn't a record for attendance at an Annual Town Meeting, it certainly is one for a Special Town Meeting. A special thank you goes to Town Moderator Sheila Doherty for the calm leadership she exhibited as she conducted the official business of the meeting.

Finally, I want to thank the Selectmen, Department Heads, Town staff and volunteers for all they do to conduct the business of the Town in a professional manner. Andover would not be the great community it is without their dedication to providing world-class public service.

It is my pleasure to serve as your Town Manager.

Very truly yours,


Reginald S. Stapczynski
Town Manager

**TOWN OF ANDOVER, MASSACHUSETTS
BALANCE SHEET
June 30, 2011**

	GENERAL FUND	ENTERPRISE		CAPITAL PROJECT	SPECIAL REVENUE	INTERNAL SERVICE FD	EXPENDABLE TRUST	LT DEBT	GRAND TOTAL
		WATER	SEWER						
ASSETS									
Cash and Equivalents	8,073,372.38	1,683,984.38	2,428,142.49	7,691,288.47	5,355,488.31	1,100,200.96	8,487,366.94		34,819,843.93
Property Taxes									
Personal Property	116,221.99								116,221.99
Real Estate	1,792,717.50								1,792,717.50
Motor Vehicle Excise	801,391.25								801,391.25
User Fees		310,695.18	430,836.06						741,531.24
Special Assessments		69.00	12,292,992.13						12,293,061.13
Tax Liens	1,334,698.24	24,772.85	16,040.74						1,375,511.83
Deferred Tax	166,283.42		25,146.59						191,430.01
Tax Foreclosure	250,160.38								250,160.38
Due from other Governments	0.00				141,982.00				141,982.00
Other Receivables	554,403.22				77,735.50				632,138.72
Total Cash & Receivables	13,089,248.38	2,019,521.41	15,193,158.01	7,691,288.47	5,575,205.81	1,100,200.96	8,487,366.94	0.00	53,155,989.98
Other Assets									
Amounts to be Provided for:								86,828,019.00	86,828,019.00
Long Term Debt	0.00								0.00
Total Assets	13,089,248.38	2,019,521.41	15,193,158.01	7,691,288.47	5,575,205.81	1,100,200.96	8,487,366.94	86,828,019.00	139,984,008.98
LIABILITIES AND RESERVES									
Warrants Payable	541,848.14	48,346.70	23,867.77	315,263.72	156,282.80		2,941.87		1,088,551.00
Accrued Payroll	3,035,142.01	20,489.26	5,489.04		72,670.10				3,133,790.41
Property Taxes Paid in Advance	99,479.20								99,479.20
Liabilities Due Depositors	228,709.49		8,889.90						237,599.39
Accrued Payroll Withholdings	(644.90)								(644.90)
Reserve for Abatements	1,390,970.14								1,390,970.14
Deferred Revenue	3,515,305.34	335,537.03	12,765,015.52		77,735.52				16,693,593.41
Bond Anticipation Notes Payable	0.00			1,613,000.00					1,613,000.00
Repayment of Long Term Debt	0.00							86,828,019.00	86,828,019.00
Total Liabilities	8,810,809.42	404,372.99	12,803,262.23	1,928,263.72	306,688.42	0.00	2,941.87	86,828,019.00	111,084,357.65
Fund Balances									
Unreserved	3,450,876.88	965,843.89	2,029,895.78	5,763,024.75	5,268,517.39	1,100,200.96	8,484,425.07		27,062,784.72
Reserved for:									
Continued Appropriations	13,998.75								13,998.75
Encumbrances	817,052.87	214,304.53							1,031,357.40
FB Reserve for Expenditures	0.00	435,000.00	360,000.00						795,000.00
Reserve for Debt Service - Premium Amortization	21,551.69								21,551.69
FB Designated for Snow Overdraft	(25,041.23)								(25,041.23)
FB Designated	0.00								0.00
Total Fund Balances	4,278,438.96	1,615,148.42	2,389,895.78	5,763,024.75	5,268,517.39	1,100,200.96	8,484,425.07	0.00	28,899,651.33
Total Liab. & Fund Balance	13,089,248.38	2,019,521.41	15,193,158.01	7,691,288.47	5,575,205.81	1,100,200.96	8,487,366.94	86,828,019.00	139,984,008.98

TOWN OF ANDOVER, MASSCHUSETTS
COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES
ALL GOVERNMENTAL FUND TYPES AND EXPENDABLE TRUST FUNDS
FOR THE FISCAL YEAR ENDING 6/30/2011

	General Fund	Water Enterprise	Sewer Enterprise	Proprietary Fund Type Capital Projects	Special Revenue	Internal Service	Fund Type Expendable Trust	Total (Memorandum Only)
Revenues:								
Motor Vehicle Excise	4,531,283.16							4,531,283.16
Other Excise	1,767,063.06							1,767,063.06
Penalties and Interest on Taxes and Excises	409,888.18							409,888.18
Payments in Lieu of Taxes	160,994.70							160,994.70
Fees	29,799.90							29,799.90
Charges for Services - Water	0.00	6,931,522.97						6,931,522.97
Charges for Services - Sewer	0.00		3,325,369.38					3,325,369.38
Departmental Revenue - School	262,822.55							262,822.55
Departmental Revenue - Library	13,099.91							13,099.91
Other Departmental Revenue (dist to non recu	734,194.42	254,449.09						988,643.51
Utility Liens	0.00	105,777.63	77,926.93					183,704.56
Licenses and Permits	1,501,638.17							1,501,638.17
Special Assessments	0.00	1,558.62	1,721,496.99					1,723,055.61
Fines and Forfeits	440,928.34							440,928.34
Investment Income	94,811.55	3,075.39	6,446.19			2,509.59	313,296.60	420,139.32
Other	0.00				16,870,517.10			16,870,517.10
Intergovernmental	10,294,441.00			446,938.00				10,741,379.00
Real/Personal Property Taxes	103,110,919.48							103,110,919.48
Tax Titles	250,935.47							250,935.47
Offset								
DCS	550,261.00							550,261.00
Elder Services	122,793.59							122,793.59
Rentals	70,346.01							70,346.01
Off Duty Admin Fee	70,346.01							70,346.01
Cemetery Intermment Fees	52,678.00							52,678.00
Ambulance Fees	1,052,352.13							1,052,352.13
Trust Fund and other	0.00					4,824,551.12	464,516.92	5,289,068.04
	<u>125,521,596.63</u>	<u>7,296,383.70</u>	<u>5,131,239.49</u>	<u>446,938.00</u>	<u>16,870,517.10</u>	<u>4,827,060.71</u>	<u>777,813.52</u>	<u>160,871,549.15</u>
Expenditures								
General Government	5,694,861.68							5,694,861.68
Community Service	1,656,443.23			487,427.53				2,143,870.76
Municipal Maintenance	4,501,501.64			2,104,572.16				6,606,073.80
Public Safety	14,258,639.15			348,544.19				14,607,183.34
Water Enterprises	0.00	3,435,042.23		863,468.21				4,098,510.44
Sewer Enterprise	0.00		2,193,849.45	339,280.16				2,533,129.61
Public Works	5,714,338.26							5,714,338.26
Library	2,529,868.90							2,529,868.90
School	61,866,194.09			3,710,674.63	10,937,475.86			76,514,344.58
Insurance	734,996.30							734,996.30
Health Insurance	19,759.50							19,759.50
Debt Service	11,820,643.97							11,820,643.97
Unemployment Comp	204,000.00							204,000.00
Retirement	4,712,555.00							4,712,555.00
State and County Assessments	2,860,658.00							2,860,658.00
Other	484,693.99			561,875.63	4,723,509.31	18,513,000.77	54,845.90	24,337,925.60
	<u>117,059,153.71</u>	<u>3,435,042.23</u>	<u>2,193,849.45</u>	<u>8,215,842.51</u>	<u>15,660,985.17</u>	<u>18,513,000.77</u>	<u>54,845.90</u>	<u>165,132,719.74</u>
Other Financing Sources (Uses)								
Long Term Bond Issuance	0.00			7,550,000.00				7,550,000.00
Health Insurance Appropriation	(13,640,000.00)					13,640,000.00		0.00
Art 05, 2010 2011 Capital Projects	(1,246,000.00)			1,246,000.00				0.00
Adj of MSAB Funds- 2010	(76,862.00)			76,862.00				0.00
Reserve Fund #6 Trans to Special I	(23,412.00)				23,412.00			0.00
Art 43, 2011 Vehicles	0.00	(35,000.00)	(35,000.00)	70,000.00				0.00
Art 18, 2011 Fund 6343	(35,000.00)			35,000.00				0.00
Art 21, 2011 Fund 6344	(25,000.00)			25,000.00				0.00
Art 20, 2011 OPEB Funding	(300,000.00)	(100,000.00)				400,000.00		0.00
Art 38, 2011 Wood	0.00			31,000.00			(31,000.00)	0.00
Water Enterprise Indirects	2,518,696.00	(2,518,696.00)						0.00
Sewer Enterprise Indirects	3,313,512.00		(3,313,512.00)					0.00
Receipts Reserved - Wetland Filing	20,000.00				(20,000.00)			0.00
Receipts Reserved - Parking Recei	278,864.00				(278,864.00)			0.00
From Perpetual Cares	34,000.00						(34,000.00)	0.00
	<u>(9,181,202.00)</u>	<u>(2,653,696.00)</u>	<u>(3,348,512.00)</u>	<u>9,033,862.00</u>	<u>(275,452.00)</u>	<u>14,040,000.00</u>	<u>(65,000.00)</u>	<u>7,550,000.00</u>
Excess (Deficiency) of Revenues over (Under) expenditures and other Financing Sources (Uses)	(718,759.08)	1,207,645.47	(411,121.96)	1,264,957.49	934,079.93	354,059.94	657,967.62	3,298,829.41
Fund Balance July 1, 2010	4,997,198.04	407,502.95	2,801,017.74	4,498,067.26	4,334,437.46	746,141.02	7,826,457.45	25,610,821.92
Fund Balance June 30, 2011	<u>4,278,438.96</u>	<u>1,615,148.42</u>	<u>2,389,895.78</u>	<u>5,763,024.75</u>	<u>5,268,517.39</u>	<u>1,100,200.96</u>	<u>8,484,425.07</u>	<u>28,899,651.33</u>

TOWN OF ANDOVER, MASSACHUSETTS
 RECAP OF GENERAL FUND - BUDGET- FUND LEVEL
 FISCAL YEAR ENDED 06/30/2011

	RES FOR ENCUM	APPROP (ORIGINAL)	OFFSET RECEIPTS	RESERVE	COMP FUND	OTHER ACCOUNTS	OTHER (STM)	OTHER	TOTAL AVAILABLE	EXPENDED	RES FOR ENCUM	TRANS TO UNRE FD BL
GENERAL GOVERNMENT												
Personal Services	195,908.75	4,237,482.00		22,184.81					4,455,575.56	4,274,069.74	51,713.84	129,791.98
Other Expenses	53,192.37	1,375,358.00				20,000.00			1,448,550.37	1,408,702.31	24,533.99	15,314.07
	249,101.12	5,612,840.00	0.00	22,184.81	0.00	20,000.00	0.00	0.00	5,904,125.93	5,682,772.05	76,247.83	145,106.05
COMMUNITY SERVICES												
Personal Services		670,987.00	550,000.00						1,220,987.00	1,210,226.39	3,230.00	7,530.61
Other Expenses	9,321.15	316,119.00	121,500.00						446,940.15	439,631.34	7,306.09	2.72
	9,321.15	987,106.00	671,500.00	0.00	0.00	0.00	0.00	0.00	1,667,927.15	1,649,857.73	10,536.09	7,533.33
MUNICIPAL MAINTENANCE												
Personal Services	34,814.00	2,985,484.00	60,000.00			34,000.00			3,114,298.00	3,080,800.00	33,000.00	498.00
Other Expenses	145,492.99	1,306,941.00	55,000.00						1,507,433.99	1,420,701.64	111,773.58	(25,041.23)
	180,306.99	4,292,425.00	115,000.00	0.00	0.00	34,000.00	0.00	0.00	4,621,731.99	4,501,501.64	144,773.58	(24,543.23)
PUBLIC SAFETY												
Personal Services	24,989.44	11,820,218.00	955,000.00	154,000.00		78,864.00			13,033,071.44	12,982,706.78	20,000.00	30,364.66
Other Expenses	219,909.95	1,025,910.00	70,000.00			200,000.00			1,515,819.95	1,275,932.37	228,676.44	11,211.14
	244,899.39	12,846,128.00	1,025,000.00	154,000.00	0.00	278,864.00	0.00	0.00	14,548,891.39	14,258,639.15	248,676.44	41,575.80
DEPARTMENT OF PUBLIC WORKS												
Personal Services		1,628,398.00							1,628,398.00	1,605,660.54		22,737.46
Other Expenses	123,021.49	3,582,800.00						500,000.00	4,205,821.49	4,108,677.72	91,263.26	5,880.51
	123,021.49	5,211,198.00	0.00	0.00	0.00	0.00	0.00	500,000.00	5,834,219.49	5,714,338.26	91,263.26	28,617.97
LIBRARY												
Personal Services	26,500.00	2,018,773.00							2,045,273.00	1,951,919.17		93,353.83
Other Expenses	2,090.76	576,400.00							578,490.76	577,949.73		541.03
	28,590.76	2,595,173.00	0.00	0.00	0.00	0.00	0.00	0.00	2,623,763.76	2,529,868.90	0.00	93,894.86
SCHOOL												
Personal Services	0.00	48,629,563.00				(199,955.19)			48,429,607.81	48,429,607.81		0.00
Other Expenses	203,388.26	13,258,858.00				199,955.19			13,662,201.45	13,436,586.28	225,615.17	0.00
	203,388.26	61,888,421.00	0.00	0.00	0.00	0.00	0.00	0.00	62,091,809.26	61,866,194.09	225,615.17	0.00
UNCLASSIFIED												
Compensation Fund		0.00							0.00	0.00		0.00
Reserve Fund		200,000.00		(199,596.81)					403.19	0.00		403.19
	0.00	200,000.00	0.00	(199,596.81)	0.00	0.00	0.00	0.00	403.19	0.00	0.00	403.19
FIXED EXPENSES												
GLRVTHS		484,924.00							484,924.00	484,693.99		230.01
Debt Service	1,500.00	12,002,493.00						(180,000.00)	11,823,993.00	11,816,623.34		7,369.66
Stabilization		0.00							0.00	0.00		0.00
Insurance	154,400.00	640,500.00							794,900.00	734,996.30	2,400.00	57,503.70
Health Insurance Fund	1,441.00	13,362,241.00						300,000.00	13,663,682.00	13,659,759.50		3,922.50
Unemployment Comp		204,000.00							204,000.00	204,000.00		0.00
Retirement		4,712,555.00							4,712,555.00	4,712,555.00		0.00
	157,341.00	31,406,713.00	0.00	0.00	0.00	0.00	0.00	120,000.00	31,684,054.00	31,612,628.13	2,400.00	69,025.87
	1,195,970.16	125,040,004.00	1,811,500.00	(23,412.00)	0.00	332,864.00	0.00	620,000.00	128,976,926.16	127,815,799.95	799,512.37	361,613.84
SEWER SYSTEM												
Personal Services	0.00	437,503.00							437,503.00	420,886.80	0.00	16,616.20
Other Expenses	32,333.00	1,995,244.00						35,000.00	2,062,577.00	5,222,094.65	151,559.47	(3,311,077.12)
	32,333.00	2,432,747.00	0.00	0.00	0.00	0.00	0.00	35,000.00	2,500,080.00	5,642,981.45	151,559.47	(3,294,460.92)
WATER DEPARTMENT												
Personal Services	2,168.26	1,700,053.00							1,702,221.26	1,430,589.71	25,872.79	245,758.76
Other Expenses	52,558.32	2,176,400.00						135,000.00	2,363,958.32	4,658,148.52	188,431.74	(2,482,621.94)
	54,726.58	3,876,453.00	0.00	0.00	0.00	0.00	0.00	135,000.00	4,066,179.58	6,088,738.23	214,304.53	(2,236,863.18)
	87,059.58	6,309,200.00	0.00	0.00	0.00	0.00	0.00	170,000.00	6,566,259.58	11,731,719.68	365,864.00	(5,531,324.10)
TOTAL ENTERPRISE												
GRAND TOTAL	1,283,029.74	131,349,204.00	1,811,500.00	(23,412.00)	0.00	332,864.00	0.00	790,000.00	135,543,185.74	139,547,519.63	1,165,376.37	(5,169,710.26)

**Town of Andover
General Fund Special Articles
June 30, 2011**

ARTICLE NUMBER	ARTICLE TITLE	CONTINUED APPROPRIATION	OTHER ACCOUNTS	APPROPRIATION	TRANS FROM OTHER	TOTAL AVAILABLE	EXPENDED	OFU	ENCUMB	CONTINUED APPROPRIATION
ANNUAL	UNPAID BILLS	0.00				0.00				0.00
ANNUAL	FIREWORKS FUND	12,000.00		12,000.00		24,000.00	12,000.00			12,000.00
		12,000.00	0.00	12,000.00	0.00	24,000.00	12,000.00	0.00	0.00	12,000.00
ART 21, 2010	OPEB LIABILITY	0.00		300,000.00		300,000.00	300,000.00			0.00
		0.00	0.00	300,000.00	0.00	300,000.00	300,000.00	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	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, 2006	ELDERLY DISABLED TRANSPORT	0.00				0.00				0.00
ART 21, 2008	ELDERLY DISABLED TRANSPORT	4,895.50				4,895.50	4,835.00			60.50
ART 28, 2009	ELDERLY DISABLED TRANSPORT	7,291.00				7,291.00			7,291.00	0.00
ART 22, 2010	ELDERLY DISABLED TRANSPORT (T)	0.00		12,000.00		12,000.00	1,750.50		10,249.50	0.00
		12,663.66	0.00	12,000.00	0.00	24,663.66	6,585.50	0.00	17,540.50	537.66
ART 45, 1992	WAR MEMORIAL	89.63				89.63	89.63			0.00
		89.63	0.00	0.00	0.00	89.63	89.63	0.00	0.00	0.00
TOTAL GENERAL FUND		26,214.48	0.00	324,000.00	0.00	350,214.48	318,675.13	0.00	17,540.50	13,998.85

TOWN OF ANDOVER
CAPITAL PROJECTS FUND
FISCAL YEAR ENDING JUNE 30, 2011

DESCRIPTION	1-Jul-10 Balance	ENCUMB	LTBOND PROCEEDS	OFU(S)	TOTAL AVAILABLE	TOTAL EXP	OFU	ENCUMB	30-Jun-11 Balance
ART 44 96 MID SCH ROOF ROOF	65.42				65.42				65.42
ART 09 00 MIDDLE ELEM SCHOOL	13,957.06	2,262.50			16,219.56				16,219.56
ART 11 05 SCHOOL BUILDING REP/IMP	79,622.64	40,854.18			120,476.82	86,193.91		23,517.40	10,765.51
ART 17 06 SCHOOL ROOF REPLACEMENTS	9,304.00				9,304.00	9,304.00			0.00
ART 46 06 SCHOOL HVAC REPLACEMENTS	3,427.14				3,427.14	3,413.27			13.87
ART 9-1 07 BANCROFT/WEST EL	19,530.98				19,530.98			19,530.98	0.00
ART 15 07 SCHOOL ROOF REPLACE	1,320.00				1,320.00	1,320.00			0.00
ART 28 07 SCHOOL BUILDING MAINTENANCE	-227,964.47	3,500.00	300,000.00		75,535.53	36,030.55		9,764.00	29,740.98
ART 29 08 LOVELY FIELD RENOVATIONS	842.00				842.00				842.00
ART 27, 08 SCHOOL BLDG MAINT/RENOV	-736,476.92	8,159.41	810,000.00		81,682.49	13,837.29		4,135.44	63,709.76
ART 56 09 SCHOOL BLDG MAINT/REPAIR	-752,501.83	146,490.86	850,000.00		243,989.03	116,492.02		22,636.95	104,860.06
ART 58 09 VET'S WAR MEMORIAL AUDITORIUM	-650,000.00	650,000.00	650,000.00		650,000.00	623,403.60		26,596.40	0.00
ART 41 10 SCHOOL MAINT & RENOVATION	-2,500.00		2,000,000.00		1,997,500.00	1,595,279.69	290,407.00	415,946.01	-304,132.70
ART 16 11 SCHOOL BLDG MAINT/RENOV					0.00			23,000.00	-23,000.00
ART 17 11 WEST MIDDLE GREEN REPAIRS				290,407.00	290,407.00				290,407.00
					0.00				0.00
TOTAL SCHOOL	-2,241,373.98	851,266.95	4,610,000.00	290,407.00	3,510,299.97	2,485,274.33	290,407.00	545,127.18	189,491.46
BANCROFT REPLACEMENT									
ART 24, 08 BANCROFT FEASIBILITY STUDY	-5,961.00	12,159.05			6,198.05	6,198.05			0.00
ART 59 09 FEASIBILITY STUDY BANCROFT SCH	-404,532.00	390,000.00		264,200.00	249,668.00	422,095.19			-172,427.19
STM 3 10 BANCROFT SCHOOL REPLACE					0.00	797,107.06		2,527,765.00	-3,324,872.06
	-410,493.00	402,159.05	0.00	264,200.00	255,866.05	1,225,400.30	0.00	2,527,765.00	-3,497,299.25
ART 5 2004 2005 CIP (Effective 07/01/2004)	0.03				0.03	0.02			0.01
ART 5 2005 2006 CIP (Effective 07/01/2005)	737.88	1,097.68			1,835.56	1,835.56			0.00
ART 5 2006 2007 CIP (Effective 07/01/2006)	12,037.68	7,500.00			19,537.68	17,717.40			1,820.28
ART 5 2007 2008 CIP (Effective 07/01/2007)	101,315.04	1,614.00			102,929.04	52,617.00		3,903.44	46,408.60
ART 8 2008 2009 CIP (Effective 07/01/2008)	222,519.23	102,464.72			324,983.95	144,807.84		52,926.63	127,249.48
ART 5 2009 2010 CIP (Effective 07/01/2009)	727,253.57	48,863.50			776,117.07	437,105.68		46,297.00	292,714.39
ART 5 2010 2011 CIP (Effective 07/01/2010)	0.00			1,246,000.00	1,246,000.00	516,118.87		30,934.00	698,947.13
	1,063,863.43	161,539.90	0.00	1,246,000.00	2,471,403.33	1,170,202.37	0.00	134,061.07	1,167,139.89
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	158,556.36	4,907.20			163,463.56	13,363.78		1,936.80	148,162.98
ART 25 04 SEWER METER		276,034.04			276,034.04	202,503.85		73,530.19	0.00
ART 2A 04 SOUTH MAIN STREET AREA SEWER	341,844.44				341,844.44				341,844.44
ART 33 06 REPAIR/REPLACE SANITARY SEWER	24,089.77				24,089.77				24,089.77
ART 36 07 DASCOMB/OSGOOD SEWER	45,257.64				45,257.64				45,257.64
ART 41 07 KIRKLAND ST SEWER (BETTERMENTS)	39,702.65				39,702.65				39,702.65
ART 64 07 SHAWSHEEN PUMP STATION	167,489.14				167,489.14				167,489.14
ART 33 08 SHAWSHEEN RIVER OUTFALL SEWER	-30,424.38	124,986.68	300,000.00		394,562.30	268.88		124,986.68	269,306.74
ART 51 08 SEWER MAIN CONSTRUCTION	0.00		200,000.00		200,000.00	122,640.87			77,359.13
Art 32 10 SEWER MAIN CONST & RECONST	0.00				0.00				0.00
Art 46 10 SEWER LINE EXT LINCOLN ST	0.00				0.00	503.38			-503.38
TOTAL SEWER	1,079,269.45	405,927.92	500,000.00	0.00	1,985,197.37	339,280.76	0.00	200,453.67	1,445,462.94
ART 32-2 00 CONSERV MAINT/IMP	12,196.63				12,196.63	2,991.87			9,204.76
ART 12 01 LAND ACQ LOWELL JCT ROAD	-16,701.04	3,156.00	100,000.00		86,454.96			3,156.00	83,298.96

TOWN OF ANDOVER
CAPITAL PROJECTS FUND
FISCAL YEAR ENDING JUNE 30, 2011

DESCRIPTION	1-Jul-10 Balance	ENCUMB	LTBOND PROCEEDS	OFU(S)	TOTAL AVAILABLE	TOTAL EXP	OFU	ENCUMB	30-Jun-11 Balance
ART 23 02 CONSERVATION FUND	56,755.10				56,755.10	4,809.26			51,945.84
ART 55 10 LAND - FOSTERS POND (SEE STM 1 2010)	0.00		220,000.00	259,600.00	479,600.00	479,626.40			-26.40
TOTAL CONSERVATION	52,250.69	3,156.00	320,000.00	259,600.00	635,006.69	487,427.53	0.00	3,156.00	144,423.16
ART 44 99 LANDFILL CLOSURE	-538,082.98				-538,082.98	81,800.71			-619,883.69
ART 43 06 LANDFILL CAP LEDGE ROAD	89,900.00	5,963.90			95,863.90			5,963.90	89,900.00
TOTAL LAND FILL STUDY	-448,182.98	5,963.90	0.00	0.00	-442,219.08	81,800.71	0.00	5,963.90	-529,983.69
ART 74 99 MAIN ST STREETSCAPE	120,382.92				120,382.92	26,674.15		0.00	93,708.77
ART 48 02 MAIN ST IMPROVEMENTS	20,422.02				20,422.02	1,418.12			19,003.90
TOTAL OTHER	140,804.94	0.00	0.00	0.00	140,804.94	28,092.27	0.00	0.00	112,712.67
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	7,178.61				7,178.61	4,225.91			2,952.70
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				460,020.05	20,096.88		1,247.00	438,676.17
ART 25 04 WATER METERS	9,664.93				9,664.93	5,158.48			4,506.45
ART 34 05 WATER PLANT IMPROVE	1,657.66				1,657.66		1,657.66		0.00
ART 36 05 WATER DISTRIBUTION IMPROVEMENTS	237.03	42,900.00			43,137.03	75.00		42,900.00	162.03
ART 41 05 FISH BROOK PUMPING STATION	9,138.00	7,035.89			16,173.89		16,173.89		0.00
ART 55 05 HAGGERTS/FISHBROOK SALT ST	756.86				756.86		756.86		-0.02
ART 31 06 WATER MAIN REPLACEMENT	416,608.80				416,608.80	24,378.38		392,230.42	0.00
ART 32 06 WATER METERS	349,988.70	117,052.95			467,041.65	257,723.37			209,318.28
ART 35 07 WATER VEHICLE REPLACEMENT	164.65				164.65		164.65		0.00
ART 46 07 WATER DISTRIBUTION	500,000.00				500,000.00	5,765.90		40,023.08	454,211.02
ART 47 07 WATER PLANT PUMPS	69,935.59	2,193.61			72,129.20	35,602.15		4,767.00	31,760.05
ART 54 07 SALT BALANCE STUDY	14,576.42				14,576.42		14,576.42		0.00
ART 12 08 FISHBROOK PUMPING STATION	23,873.33	2,080.00			25,953.33	182.88	25,770.45		0.00
ART 29 09 WATER MAIN CONST/RECONST	99,492.50				99,492.50	668.50			98,824.00
ART 30 09 WATER SUPPLY IMPROVEMENTS	250,000.00				250,000.00				250,000.00
ART 65 09 WATER PLANT ROOF REPLACE	217,761.95	63,525.00			281,286.95	117,954.76			163,332.19
ART 33 10 WATER PLANT GAC REPLACE	0.00		300,000.00		300,000.00	187,740.00		95,360.00	16,900.00
ART 34 10 WATER PLANT HVAC & EQUIP	0.00				0.00	3,896.00			-3,896.00
ART 44 11 VARIABLE SPEED UMP				59,099.95	59,099.95				59,099.95
TOTAL WATER	2,552,226.46	234,787.45	300,000.00	59,099.95	3,146,113.86	663,468.21	59,099.95	576,527.50	1,847,018.20
ART 24 97 SENIOR CITIZEN	2,157.07				2,157.07	2,157.07			0.00
ART 32 01 TOWN/SCHOOL PROJECTS	6,185.22				6,185.22	3,970.00			2,215.22
ART 33-5 01 WEST FIRE STATION - LONG TERM	30,514.13				30,514.13				30,514.13
ART 28-1 02 TOWN BUILDING IMPROVEMENTS	20,700.84				20,700.84	5,525.27			15,175.57
ART 32 04 SENIOR CTR PLANS	1,715.75				1,715.75				1,715.75
ART 46 06 TOWN HVAC REPLACEMENT	3,999.75	6,250.00			10,249.75	5,137.00		2,300.00	2,812.75
ART 48 06 LAND TRANSFER BUXTON CT	200.00				200.00				200.00
ART 27 07 TOWN BLDG RENOVATION	35,421.22	6,244.65			41,665.87	36,673.58			4,992.29
ART 51 07 ACQ BLANCHARD ST	55,771.66	13,938.34			69,710.00	38,843.22			30,866.78
ART 44 08 WM WOOD MEMORIAL	83,882.33				83,882.33	76,029.90		3,950.00	3,902.43
ART 49 08 PARKS & GROUNDS BUILDING	276,691.00				276,691.00				276,691.00
ART 28 08 TOWN BLDG RENOVATION	65,146.93				65,146.93	13,938.36		11,900.00	39,308.57
ART 36 08 FIRE DPW VEHICLES	7,761.00				7,761.00				7,761.00
ART 16 09 TOWN YARD LEWIS T	2,500.05				2,500.05	1,992.55			507.50
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

TOWN OF ANDOVER
CAPITAL PROJECTS FUND
FISCAL YEAR ENDING JUNE 30, 2011

DESCRIPTION	1-Jul-10 Balance	ENCUMB	LTBOND PROCEEDS	OFU(S)	TOTAL AVAILABLE	TOTAL EXP	OFU	ENCUMB	30-Jun-11 Balance
ART 34 09 B'VALLE FIRE REPLACMENT	-3,900.00	3,900.00			0.00	15,750.00			-15,750.00
ART 55 09 TOWN BLDG MAINT/IMPROVE	-501,504.69	289,102.59	650,000.00		437,597.90	378,711.67		11,747.35	47,138.88
ART 57 09 BLANCHARD ST BALLFIELDS	-45,114.80	1,379.00	100,000.00		56,264.20	26,219.63			30,044.57
ART 42 10 TOWN BLDG MAINTENANCE	0.00				0.00	39,421.54		36,768.00	-76,189.54
STM 01 10 PURCHASE 3 BLANCHARD ST			290,000.00		290,000.00	290,000.00			0.00
ART 34 11 TOWN BUILDING MAINTENANCE					0.00			38,450.00	-38,450.00
ART 18 11 MUNICIPAL SERVICE FACILITY				35,000.00	35,000.00				35,000.00
ART 21 11 RENEWABLE ENERGY FACILITY				25,000.00	25,000.00				25,000.00
ART 38 11 SPRING GROVE MAINT				31,000.00	31,000.00				31,000.00
TOTAL MUNI BUILDING	89,382.46	320,814.58	1,040,000.00	91,000.00	1,541,197.04	934,369.79	0.00	105,115.35	501,711.90
ART 65-1 98 STORM DRAINAGE	27,340.16				27,340.16	27,340.16			0.00
ART 30 97 ROAD IMPROVEMENT	127.97				127.97	127.97			0.00
ART 46-3 99 TOWN CAPITAL	686.24				686.24	110.30			575.94
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	-500.00			9,673.99
ART 66 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	677.26			632.54
ART 44-2 02 GIS	40,311.06				40,311.06	3,634.85			36,676.21
ART 33 05 MORAIN 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 9-2 07 BRIDGE REPAIRS	0.00	3,573.61			3,573.61	3,573.61			0.00
ART 38 07 ACQUIRE GRANLI DRIVE	1,838.58				1,838.58				1,838.58
ART 39 07 PEDESTRIAN FOOT BRIDGE	15,000.00				15,000.00				15,000.00
ART 52 07 BRIDGE REPAIRS	-100,000.00	36,685.49	100,000.00		36,685.49	12,541.14		24,144.35	0.00
ART 2A 07 ACQ 16 PEARSON ST	12,214.87	15,688.33			27,903.20	15,688.33		2,265.00	9,949.87
ART 3A 07 ACQ 18 PEARSON ST	12,606.67	15,688.33			28,295.00	27,815.33		480.00	-0.33
ART 4A 07 ACQ 37 PEARSON ST	25,593.41	1,800.00			27,393.41				27,393.41
ART 32 08 BRIDGE REPAIRS	-121,200.00	28,369.00	400,000.00		307,169.00	252,938.53		28,369.00	25,861.47
ART 52 10 REPAIRS TO PUBLIC WAYS	54,000.00				54,000.00	38,365.56			15,634.44
ART 50 08 STORM DRAINAGE IMPROVEMENTS	-143,777.25		280,000.00		136,222.75	69,669.01			66,553.74
TOTAL ROAD/STORM DRAIN	127,874.01	101,804.76	780,000.00	0.00	1,009,678.77	451,982.05	0.00	55,258.35	502,438.37
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				355.01				355.01
ART 34-3 02 REVERSE 911	726.30				726.30				726.30
ART 30 10 FIRE RESCUE AMBULANCE	0.00				0.00	222,544.19			-222,544.19
ART 40 10 DPW VEHICLES	0.00				0.00	126,000.00			-126,000.00
ART 23 11 DPW VEHICLES					0.00				0.00
ART 43 11 WATER & SEWER VEHICLES				70,000.00	70,000.00				70,000.00
GRAND TOTAL	5,025.27	0.00	0.00	70,000.00	75,025.27	348,544.19	0.00	0.00	-273,518.92
	2,010,646.75	2,487,420.51	7,550,000.00	2,280,306.95	14,328,374.21	8,215,842.51	349,506.95	4,153,428.02	1,609,596.73

TOWN OF ANDOVER
SPECIAL REVENUE/GRANTS ROLLFORWARDS
FISCAL YEAR ENDING JUNE 30, 2011

FUND/TITLE	Balance 07/01/10	Encumbrance	Inter/govntal	Interest	OFS	Depart- Mental	Total Available	Total Expenditures	OFU	Encumbrance	Balance 06/30/11
ELECTION OT GRANT	3,337.14		5,753.00				9,090.14	2,909.39			6,180.75
STATE GENERAL GOVERNMENT GRANTS	3,337.14	0.00	5,753.00	0.00	0.00	0.00	9,090.14	2,909.39	0.00	0.00	6,180.75
FY03 TRAFFIC ENFORCEMENT	-3,755.73					35,470.49	31,714.76	8,012.08			23,702.68
FY03 COMMUNITY POLICING	90.19						90.19	0.00			90.19
REGIONAL EMERG RESPONSE PLAN	-202.36						-202.36	0.00			-202.36
FEMA COM EMERG MGMT	1,493.00		150,375.31				151,868.31	73,033.63			78,834.68
BULLETT VEST PARTNERSHIP	5,619.47						5,619.47	0.00			5,619.47
SETB TRAINING	658.42						658.42	0.00			658.42
STUDENT AWARE OF FIRE EDUCATION	3,925.09		6,515.00				10,440.09	7,451.03			2,989.06
RESOURCE OFFICER GLTS	0.00					45,800.00	45,800.00	45,800.00			0.00
FY09 REG EMERG PREPARDNESS	32,322.43	8,188.21	82,586.25				123,096.89	107,516.69		1,541.12	14,039.08
FEMA COM EMERG MGMT	2,500.00						2,500.00	0.00			2,500.00
FY09 911 PSAP SUPPORT	-2,198.68		64,900.04				62,701.36	76,131.49			-13,430.13
DEPARTMENT TRAINING GRANT	-3,859.66		7,201.38				3,341.72	12,373.56			-9,031.84
FY99 CFDA 97.042							0.00	11,000.00			-11,000.00
FY10 CFDA 97.044			210,708.00		23,412.00		234,120.00	234,120.00			0.00
FY09 JAG	-13,236.12		13,233.00				-3.12	0.00			-3.12
DISASTER REIMBURSEMENTS	14,550.98					17,797.46	32,348.44	0.00			32,348.44
ALTERNATIVE SENTENCING	300.00						300.00	0.00			300.00
STATE PUBLIC SAFETY GRANTS	38,207.03	8,188.21	535,518.98	0.00	23,412.00	99,067.95	704,394.17	575,438.48	0.00	1,541.12	127,414.57
CHAPTER 90	-29,575.85		1,074,925.88				1,045,350.03	1,045,350.03			0.00
PWED G-9403	-55,921.65	55,921.65					0.00	0.00		55,921.65	-55,921.65
PWED	93,026.13			603.01			93,629.14	0.00			93,629.14
STATE PUBLIC WORKS GRANTS	7,528.63	55,921.65	1,074,925.88	603.01	0.00	0.00	1,138,979.17	1,045,350.03	0.00	55,921.65	37,707.49
HEALTHY COMMUNITY	25,856.35	12,357.34	73,000.00				111,213.69	81,807.62		25,567.51	3,838.56
RECYCLE INCENTIVE	25,938.79						25,938.79	0.00			25,938.79
NEW HORIZONS FOR YOUTH	1,368.49						1,368.49	387.74			980.75
FY03 COA FORMULA GRANT	-159.00					33,383.00	33,224.00	33,382.37			-158.37
LAHEY CLINIC NUTRITION GRANT	5,294.73						5,294.73	0.00			5,294.73
GREATER RIVER VALLEY MRC	303.31	2,556.31				25,518.34	28,377.96	26,073.45			2,304.51
ENERGY EDUCATION ELDER SERVICES	1,141.10						1,141.10	0.00			1,141.10
GREEN COMMUNITIES	0.00		120,246.75				120,246.75	0.00			120,246.75
D TECH ASSIST GRANT	10,128.00						10,128.00	0.00			10,128.00
CLEAN ENERGY CHOICE	1,975.70						1,975.70	0.00			1,975.70
ARTS LOTTERY COUNCIL	5,770.32					4,240.00	10,010.32	4,300.64			5,709.68
RIGHT TO KNOW	973.30						973.30	0.00			973.30
COMM CTR ELDER NUTRITION	-124.98						-124.98	0.00			-124.98
NAT ASSN CNT/CITY HEALTH OF	6,574.41		5,000.00				11,574.41	837.10			10,737.31
SECONDHAND SMOKE INITIATIVE	1,000.00						1,000.00	0.00			1,000.00
PUBLIC HEALTH EMERGENCY	126,453.48						126,453.48	6,982.89			119,470.59
LIBRARY AID CH 78 SEC 19A	100,278.33		44,223.93				144,502.26	41,128.22			103,374.04
LIBRARY AID CH 139	20,433.66		17,476.66				37,910.32	0.00			37,910.32
OTHER STATE GRANTS	333,205.99	14,913.65	259,947.34	0.00	0.00	63,141.34	671,208.32	194,900.03	0.00	25,567.51	450,740.78
CEMETERY SALE OF LOTS FUND	5,227.33						5,227.33	0.00			5,227.33
SALE OF REAL ESTATE	18,870.00						18,870.00	0.00			18,870.00

TOWN OF ANDOVER
SPECIAL REVENUE/GRANTS ROLLFORWARDS
FISCAL YEAR ENDING JUNE 30, 2011

FUND/TITLE	Balance 07/01/10	Encumbrance	Inter'govmental	Interest	OFS	Depart- Mental	Total Available	Total Expenditures	OFU	Encumbrance	Balance 06/30/11
BUILD/FIRE CODE Ch 148A, Sec 5	0.00					1,500.00	1,500.00	0.00			1,500.00
WETLAND FILING FEES	162,678.56					13,473.00	176,151.56	0.00	20,000.00		156,151.56
OFF STREET PARKING	86,991.96					255,926.98	342,918.94	0.00	278,864.00		64,054.94
RECEIPTS RESERVED FOR APPROPRIATION	273,767.85	0.00	0.00	0.00	0.00	270,899.98	544,667.83	0.00	298,864.00	0.00	245,803.83
SPED ENTITLEMENT	158,976.86	15,570.27					174,547.13	174,547.13			0.00
SPED ENTITLEMENT	0.00		1,422,723.00				1,422,723.00	1,308,694.46		887.50	113,141.04
EARLY CHILDHOOD ALLOCATION	0.00		23,439.60				23,439.60	23,439.60			0.00
TITLE III LEP SUPPORT 180	0.00		9,672.00				9,672.00	8,670.72		1,165.00	-163.72
CIRCUIT BREAKER	-401,375.00		1,852,164.00				1,450,789.00	1,329,034.00			121,755.00
DRUG FREE SCHOOLS	0.00		6,395.00				6,395.00	6,395.00			0.00
TITLE I READING	0.00		188,625.00				188,625.00	171,380.80			17,244.20
Tech DATA DRIVEN DECISIONS	-3,944.30	3,383.00	9,007.50				8,446.20	8,446.20			0.00
TITLE 1	12,516.04						12,516.04	12,516.04			0.00
PROFESSIONAL DEVELOPMENT	14,017.05	4,620.00					18,637.05	18,637.05			0.00
PROF DEB TEACHER QUALITY 140	0.00		107,731.00				107,731.00	85,097.80		650.00	21,983.20
ACADEMIC SUPPORT	1,250.80						1,250.80	1,250.80			0.00
ACADEMIC SUPPORT	0.00		10,390.00				10,390.00	12,300.00			-1,910.00
SUMMER ACADEMIC SUPPORT 625	0.00		5,000.00				5,000.00	5,000.00			0.00
CAROL WHITE PHYS ED	-4,495.84	715.00	9,482.28				5,701.44	5,701.44			0.00
CAROL WHITE PHYS ED			200,090.98				200,090.98	239,732.69		2,275.00	-41,916.71
ESSENTIAL SCHOOL HEALTH SERV	0.00		103,320.00				103,320.00	101,251.72		2,068.28	0.00
ESSENTIAL SCHOOL HEALTH SERV YR 2	0.00	2,055.00					2,055.00	2,055.00			0.00
ARRA SFSF	0.00		36,994.00				36,994.00	36,994.00			0.00
ARRA - IDEA 760	39,464.24	12,734.15	498.00				52,696.39	52,696.39			0.00
ARRA - IDEA 760			984,339.60				984,339.60	984,022.00		317.00	0.60
ARRA - IDEA 760 FY11	0.00		34,994.60				34,994.60	34,994.60			0.00
LEADERSHIP IN AMERICA	-67,403.63	52,626.30	267,710.87				252,933.54	252,933.54			0.00
STEM ENGINEERING YR2	33,208.52	11,637.50					44,846.02	44,846.02			0.00
REVOLVING FUNDS EDUCATION	-217,785.26	103,341.22	5,272,577.43	0.00	0.00	0.00	5,158,133.39	4,920,637.00	0.00	7,362.78	230,133.61
ATHLETIC REVOLVING	70,276.17	1,515.42				422,641.67	494,433.26	424,013.13		2,782.14	67,637.99
REVOLVING FUNDS ATHLETIC	70,276.17	1,515.42	0.00	0.00	0.00	422,641.67	494,433.26	424,013.13	0.00	2,782.14	67,637.99
CH44 SEC 53E 1/2 LEGAL NOTICES	90,637.92					-6,491.72	84,146.20	83,940.10			206.10
CH44 SEC 53E 1/2 DCS REVOLVING	367,880.05					413,965.02	781,845.07	466,918.91			314,926.16
CH44 SEC 53E 1/2 YOUTH SERVICES	28,632.73					283,483.54	312,116.27	283,457.29			28,658.98
CH44 SEC 53E 1/2 ELDER SERVICES	156,467.92	7,352.00				145,747.30	309,567.22	142,062.00		4,500.00	163,005.22
CH44 SEC 53E 1/2 TITLE V HEALTH CLINICS	24,551.72					27,839.19	52,390.91	27,238.38			25,152.53
CH44 SEC 53E 1/2 LIBRARY AUDIO/VISUAL	14,053.72					22,239.00	36,292.72	27,955.94			8,336.78
CH44 SEC 53E 1/2 FIELDS REVOLVING	30,625.08					78,508.00	109,133.08	56,731.99			52,401.09
CH44 SEC 53E 1/2 POLICE ANTENNEA	25,650.51					4,658.46	30,308.97	0.00			30,308.97
CH44 SEC 53E 1/2 BALD HILL COMP	29,553.46					23,518.00	53,071.46	4,000.00		7,565.00	41,506.46
CH44 SEC 53E 1/2 DPW CRT/HHW	22,920.00					10,023.55	32,943.55	0.00			32,943.55
CH44 SEC 53E 1/2 FIRE	10,980.36					26,080.62	37,060.98	9,616.00			27,444.98
REVOLVING CHAPTER 44 53 E 1/2	801,953.47	7,352.00	0.00	0.00	0.00	1,029,570.96	1,838,876.43	1,101,920.61	0.00	12,065.00	724,890.82
TOWN DAMAGE RESTITUTION	25,712.43						25,712.43	0.00			25,712.43

TOWN OF ANDOVER
SPECIAL REVENUE/GRANTS ROLLFORWARDS
FISCAL YEAR ENDING JUNE 30, 2011

FUND/TITLE	Balance 07/01/10	Encumbrance	Inter/govmental	Interest	OFS	Depart- Mental	Total Available	Total Expenditures	OFU	Encumbrance	Balance 06/30/11
FRONTAGE ROAD	3,855.66						3,855.66	0.00			3,855.66
PUBLIC SAFETY DAMAGE REST	7,333.83						7,333.83	0.00			7,333.83
PUBLIC WORKS DAMAGE REST	45,794.37					16,082.38	61,876.75	17,288.00		52,528.00	-7,939.25
RECYCLABLE BATTERY PROGRAM	1,253.84						1,253.84	0.00			1,253.84
LOST/DAMAGED BOOKS	10,513.23					6,800.75	17,313.98	6,814.00			10,499.98
P&F DAMAGE RESTITUTION	2,505.99					28,034.86	30,540.85	29,888.95			651.90
OTHER REVOLVING FUNDS	96,969.35	0.00	0.00	0.00	0.00	50,917.99	147,887.34	53,990.95	0.00	52,528.00	41,368.39
CORPORATE GRANTS	6,755.93					97,755.60	104,511.53	35,150.89		22,100.00	47,260.64
OTHER GIFTS AND GRANTS	8,810.67						8,810.67	0.00			8,810.67
GEMS GRANT	9,009.35	3,235.88					12,245.23	4,453.29		162.26	7,629.68
EARLY CHILDHOOD REV	5,056.81					98,112.28	103,169.09	103,028.20			140.89
SCHOOL DAMAGE Ch 55 sec 53 1/2	4,515.27						4,515.27	0.00			4,515.27
COMMUNITY A.S.K. REVOLVING	2,252.09						2,252.09	0.00			2,252.09
PARENT TO PARENT REVOLVING	15,321.83	500.00				7,400.00	23,221.83	5,142.79			18,079.04
ANDOVER C.A.R.E.S.	3,815.33						3,815.33	0.00			3,815.33
ALL DAY KINDERGARTEN	354,650.10					1,097,027.52	1,451,677.62	1,218,631.21		1,452.54	231,593.87
EXTRA CURRICULAR REV	73,744.59					191,240.12	264,984.71	202,095.53			62,889.18
INSTRUMENTAL MUSIC REVOLVING	13,329.46					9,985.00	23,314.46	11,961.24			11,353.22
FINE ARTS	23,545.26					47,246.07	70,791.33	46,385.12			24,406.21
PHYS ED REVOLVING	4,694.67					1,940.00	6,634.67	123.75			6,510.92
AIRS	17,565.30					312.95	17,878.25	10,339.36			7,538.89
LOST BOOKS	40,464.61					8,762.08	49,226.69	9,693.09		1,475.00	38,058.60
COLLINS CTR REVOLVING	20.35	270.00				236,674.10	236,964.45	224,322.80		793.50	11,848.15
OUTSIDE ACTIVITIES REV	83,074.45					119,991.35	203,065.80	113,406.95		6,105.00	83,553.85
AND/LAW COLLAB. REV.	1,472.26						1,472.26	1,472.26			0.00
TRANSPORTATION REVOLVING	112,312.18					281,485.00	393,797.18	360,102.19		747.50	32,947.49
COPY CENTER REVOLVING (Ch 44 Sec 53 E 1	825.46					4,630.55	5,456.01	4,670.17			785.84
BANCROFT GIFTS AND DONATIONS	0.02					1,541.59	1,541.81	944.84			596.77
SANBORN GIFTS AND GRANTS	15,719.93					15,150.00	30,869.93	20,642.88		401.74	9,825.31
SOUTH SCHOOL GIFTS AND GRANTS	23,668.92					14,030.00	37,698.92	25,472.80			12,226.12
WEST ELEM GIFTS AND GRANTS	0.02						0.02	0.00			0.02
HIGH PLAIN GIFTS AND GRANTS	1,445.79	158.64					1,604.43	469.90			1,134.53
WOOD HILL GIFTS AND GRANTS	1,603.19					20,350.00	21,953.19	10,277.42		2,625.00	9,050.77
DMS ENGINEERING GIFTS AND GRANTS	1,655.24					4,365.90	6,021.14	3,441.28			2,579.86
WEST MIDDLE GIFTS AND GRANTS	1,746.92					27,614.00	29,360.92	24,578.26			4,782.66
ANDOVER HIGH GIFTS AND GRANTS	5,463.56					6,791.04	12,254.60	8,408.74			3,845.86
STUDENT ACTIVITY MGL 71/47	548,378.56					1,149,806.83	1,698,185.39	1,050,214.71			647,970.68
OTHER SPECIAL REVENUE FUNDS EDUCATI	1,380,918.12	4,164.52	0.00	0.00	0.00	3,442,211.98	4,827,294.62	3,495,429.67	0.00	35,862.54	1,296,002.41
FOOD SERVICES	219,925.01		319,797.96			1,938,824.68	2,478,547.65	2,097,396.06			381,151.59
OTHER SPECIAL REVENUE FUNDS SCHOOL	219,925.01	0.00	319,797.96	0.00	0.00	1,938,824.68	2,478,547.65	2,097,396.06	0.00	0.00	381,151.59
PREMIUM ON BOND ISSUE	0.00					274,987.81	274,987.81	274,987.81			0.00
VETERAN'S SERVICES GIFTS	4,947.07					1,606.00	6,553.07	1,710.27			4,842.80
CABLE TV COMMUNITY ACCESS	511,229.74					361,056.78	872,286.52	125,459.53		16,375.00	730,451.99
CABLE TV VERIZON	145,877.79					295,980.78	441,858.57	249,135.82			192,722.75
GIFT - FIREWORKS	8,579.22					1,473.55	10,052.77	2,000.00			8,052.77
SHED CONTRIBUTIONS	7,263.81						7,263.81	0.00			7,263.81

TOWN OF ANDOVER
SPECIAL REVENUE/GRANTS ROLLFORWARDS
FISCAL YEAR ENDING JUNE 30, 2011

FUND/TITLE	Balance 07/01/10	Encumbrance	Inter'govmental	Interest	OFS	Depart- Mental	Total Available	Total Expenditures	OFU	Encumbrance	Balance 06/30/11
OLD TOWN HALL RESTORATION	468.78						468.78	0.00			468.78
TOWN GIFT & DONATIONS	11,049.92					22,900.00	33,949.92	0.00			33,949.92
CONSERVATION GIFT	4,778.84					6,820.00	11,598.84	4,904.94			6,693.90
CONSERVATION TRAIL ACCOUNT	-333.71					428.00	94.29	0.00			94.29
DCS-GIFT	6,358.31					80.45	6,438.76	0.00			6,438.76
YOUTH SERVICES GIFTS/CONTRIBUTIONS	125,112.61					18,870.00	143,982.61	11,661.36			132,321.25
COA SENIOR CONNECTIONS	76,592.90					77,585.00	154,177.90	94,693.37			59,484.53
COA SCHOLARSHIPS	3,289.25					359.50	3,648.75	0.00			3,648.75
LIBRARY GIFTS & DONATIONS	32,494.30					19,177.01	51,671.31	11,436.80			40,234.51
HOME FOR THE AGED GIFT	37,405.44					1,450.03	38,855.47	169.40			38,686.07
DPW ADMIN GIFT	0.00	186.11					186.11	10.95		186.11	-10.95
CHOLESTEROL SCREENING	350.76					1,000.00	1,350.76	927.13			423.63
BALLARDVALE HIST DIST GIFT	0.00						0.00	74.70			-74.70
POLICE GIFTS AND DONATIONS	6,305.23						6,305.23	0.00			6,305.23
ANDOVER HOUSING PARTNERSHIP GIFT	-2,389.00						-2,389.00	0.00			-2,389.00
LOWELL ST/SHAWSHEEN TRAFFIC MITIGATI	5,000.00						5,000.00	0.00			5,000.00
SHINGLES PREV VACCINATION	2,322.14					19,500.00	21,822.14	16,432.03			5,390.11
GIFTS FIREDEPARTMENTS	2,413.61					2,650.00	5,063.61	2,615.00			2,448.61
CH44 SEC 53G PEER REVIEWS						48,994.60	48,994.60	6,925.45			42,069.15
TIMOTHY HORNE - GIFT AYS	159,178.09			5,955.67			165,133.76	7,008.78			158,124.98
MAIN ST UPKEEP GIFT	52,271.43			1,834.33			54,105.76	1,118.95			52,986.81
OTHER SPECIAL REVENUE FUNDS	1,200,566.53	186.11	0.00	7,790.00	0.00	1,154,919.51	2,363,462.15	811,272.29	0.00	16,561.11	1,535,628.75
	4,208,870.03	195,582.78	7,468,520.59	8,393.01	23,412.00	8,472,196.06	20,376,974.47	14,723,257.64	298,864.00	210,191.85	5,144,660.98
AGENCY ACCOUNTS											
MEALS TAX CAFETERIA	606.20					3,467.36	4,073.56	3,486.58			586.98
FISHING LICENSES TO STATE	0.00					1,409.00	1,409.00	1,409.00			0.00
POLICE OFF DUTY	-67,941.25					822,159.50	754,218.25	831,953.75			-77,735.50
FIRE OFF DUTY	-6,070.00					49,956.86	43,886.86	53,446.86			-9,560.00
FIREARMS PERMITS	0.00					8,435.00	8,435.00	8,425.00			10.00
AMBULANCE AGENCY ACCOUNTS	3,305.88					33,916.91	37,222.79	37,222.79			0.00
MEALS TAX ELDER SERVICES	83.82					2,063.41	2,147.23	1,783.55			363.68
	-70,015.35	0.00	0.00	0.00	0.00	921,408.04	851,392.69	937,727.53	0.00	0.00	-86,334.84
	4,138,854.68	195,582.78	7,468,520.59	8,393.01	23,412.00	9,393,604.10	21,228,367.16	15,660,985.17	298,864.00	210,191.85	5,058,326.14

**TRUST-CEMETERY - SPECIAL FUNDS
IN CUSTODY OF THE TOWN TREASURER
YEAR ENDING JUNE 30, 2011**

FUND	PRINCIPAL	BALANCE July 1, 2010	DEPOSITS	OTHER	INCOME	DRAWN	BALANCE June 30, 2011
STABILIZATION		4,433,140.70			166,217.89		4,599,358.59
C.D. WOOD		1,193,490.66			45,467.33		1,238,957.99
OPEB ART 21, 2010		258,120.00	400,000.00		45,989.10		704,009.10
ESTATE S.P. WHITE	5,766.63	16,222.78			49.54		16,272.30
POLICE DRUG ACCOUNT		19,724.11	18,351.50		10.09	19,431.77	18,653.93
TOWN 400TH CELEBRATION		9,389.23			354.26		9,743.49
J. GREELEY	5,000.00	7,761.33			293.79		8,055.12
MARGARET G. TOWLE	345,825.50	345,825.50					345,825.50
MARGARET G. TOWLE		94,314.69			16,348.19	18,461.04	92,201.84
JOHN CORNELL	5,000.00	53,161.36	829.22		2,008.25	1,200.00	54,798.83
DAVID & LUCY SHAW	10,000.00	50,289.76			1,898.45		52,188.21
W.L. RAYMOND	7,845.81	56,941.70			2,150.06		59,091.76
A.J. LINCOLN	5,000.00	23,792.86			72.66		23,865.52
E.I. RAYMOND	1,302.77	3,084.49			116.44		3,200.93
TAYLOR	300.00	2,180.67			82.34		2,263.01
SPRING GROVE	932,825.77	1,010,779.33	14,937.00		22,084.15	65,000.00	982,800.48
SPRING GROVE FLOWERS		35,475.15			1,348.30	1,465.00	35,358.45
EMILINE LINCOLN	1,000.00	2,100.38			79.28		2,179.66
EMMA J. LINCOLN		1,150.70			711.00		1,861.70
CONSERVATION FUND		68,514.27			1,918.99		70,433.26
SMART	1,000.00	16,331.24			616.61	15.00	16,932.85
FARRINGTON		2,019.38			76.32	15.00	2,080.70
BALLARDVALE		1,423.88			53.90	25.00	1,452.78
ALLEN	200.00	246.00			9.37	25.00	230.37
EMS BELL LIBRARY TRUST		60,531.58			2,284.88	14,017.55	48,798.91
ELDERLY TAXATION FUND		13,927.77			1,350.98		15,278.75
MUNICIPAL AFFORDABLE HOUSING		10,810.57	30,200.00		408.15		41,418.72
DRAPER		18,081.94			682.60		18,764.54
RICHARDSON	1,000.00	1,590.68			62.26		1,652.94
A & AV LINCOLN	1,000.00	1,194.44			44.79		1,239.23
RAFTON (INTEREST)		598.50					598.50
RAFTON (PRINCIPAL)	598.50	5,084.18	199.20		260.54		5,543.92
CONROY		1,837.00			69.35		1,906.35
AMERICAN LEGION		1,354.55			51.13		1,405.68
CHRIS MAYNARD BOOKS		5,142.28			194.51	190.54	5,146.25
HOLT		823.81			31.10		854.91
		7,826,457.45	464,516.92	0.00	313,296.60	119,845.90	8,484,425.07
INTERNAL SERVICE FUNDS							
INSURANCE		242,157.65			739.12	42,188.00	200,708.97
UNEMPLOYMENT COMPENSATION		89,595.51	204,618.91		322.01	134,129.79	160,406.64
TOWN INSURANCE HEALTH		402,210.25	4,826,714.21	13,640,000.00	1,448.46	18,174,990.98	695,381.94
WORKERS COMPENSATION		12,177.41		193,218.00		161,692.00	43,703.41
TOTAL INTERNAL SERVICE FUNDS		746,141.02	5,031,333.12	13,833,218.00	2,509.59	18,513,000.77	1,100,200.96
GRAND TOTAL ALL TRUST FUNDS		8,572,598.47	5,495,850.04	13,833,218.00	315,806.19	18,632,846.67	9,584,626.03
		8,566,332.97					
		6,265.50					
		8,572,598.47					

TOWN OF ANDOVER, MASSACHUSETTS
ANALYSIS OF BONDS AUTHORIZED AND OUTSTANDING
Activity for Fiscal 2012 Through 12/22/12)

MUNIS	ARTICLE	PROJECT NAME	AUTHORIZATION JULY 01, 2011	NEW AUTHORIZATION	BONDING	CLOSEOUT	AUTHORIZATION December 22, 2011	BANS OUTSTANDING DUE 2012
SEWER ENTERPRISE								
6170	ART 33 2006	REPAIR/REPLACEMENT SANITARY SEWER	150,000.00				150,000.00	
6192	ART 64 2007	SHAWSHEEN PUMPING STATION	550,000.00				550,000.00	
6216	ART 33 2008	SHAWSHEEN RIVER OUTFALL SEWER	2,200,000.00				2,200,000.00	
6220	ART 51 2008	SEWER MAIN CONSTRUCTION & RECONST	300,000.00				300,000.00	
6322	ART 32 2010	SEWER MAIN CONST & RECONST	500,000.00				500,000.00	
6328	ART 46 2010	SEWER LINE EXT - LINCOLN ST	225,000.00		225,000.00		0.00	
			3,925,000.00	0.00	225,000.00	0.00	3,700,000.00	0.00
WATER ENTERPRISE								
6321	ART 31 2010	WATER MAIN CONST & RECONST	500,000.00				500,000.00	
6323	ART 33 2010	WATER TREAT PLANT GAC REPLACE	700,000.00		400,000.00		300,000.00	
6324	ART 34 2010	WATER TREAT PLANT - HVAC & EQUIP	250,000.00		250,000.00		0.00	
6341	ART 42 2011	WATER DISTRIBUTION IMPROVEMENTS	500,000.00				500,000.00	
6342	ART 44 2011	WTP VARIABLE SPEED PUMP (Split Funding)	440,000.00				440,000.00	
			2,390,000.00	0.00	650,000.00	0.00	1,740,000.00	0.00
TOTAL ENTERPRISE FUNDS			6,315,000.00	0.00	875,000.00	0.00	5,440,000.00	0.00
GENERAL GOVERNMENT								
LANDFILL CLOSURE								
6072	ART 44 1999	LANDFILL CLOSURE	1,700,000.00		800,000.00		900,000.00	700,000.00
6214	ART 31 2008	LANDFILL CLOSURE	7,370,000.00				7,370,000.00	
			9,070,000.00	0.00	800,000.00	0.00	8,270,000.00	700,000.00
SCHOOL								
6315	ART 59 2009	BANCROFT FEASIBILITY STUDY *	260,800.00		162,000.00		98,800.00	525,000.00
6326	ART 41 2010	SCHOOL BUILDING MAINTANCE	525,000.00		525,000.00	264,200.00	-264,200.00	
6331	ART 3A 2010	BANCROFT SCHOOL PROJECT *	43,835,000.00			730,382.00	43,104,618.00	2,000,000.00
6333	ART 16 2011	SCHOOL BLDG MAINTENANCE	925,000.00		925,000.00		0.00	
6334	ART 17 2011	WEST MIDDLE SCHOOL GREEN REPAIR **	1,250,000.00		655,000.00	451,208.00	143,794.00	
			46,795,800.00	0.00	2,267,000.00	1,445,788.00	43,083,012.00	2,525,000.00
ROAD AND DRAINAGE								
6106	ART 12 2001	LAND ACQUISITION LOWELL JCT RD	800,000.00				800,000.00	
6215	ART 32 2008	BRIDGE REPAIRS	200,000.00				200,000.00	
6336	ART 24 2011	TOWN BRIDGE EVALUATION AND REPAIRS	100,000.00		100,000.00		0.00	
6337	ART 25 2011	PEARSON STREET PARKING LOT	85,000.00		85,000.00		0.00	
6339	ART 33 2011	STORM DRAIN IMPROVEMENTS	300,000.00		200,000.00		100,000.00	
6338	ART 26 2011	HIGH PLAIN @ FISHBROOK DESIGN	75,000.00		75,000.00		0.00	
			1,560,000.00	0.00	460,000.00	0.00	1,100,000.00	0.00
CONSERVATION AND LAND ACQUISITION								
6123	ART 23 2002	CONSERVATION FUND	400,000.00				400,000.00	
6329	ART 55 2010	CONSERVATION LAND - FOSTERS POND	260,000.00				260,000.00	
			660,000.00	0.00	0.00	0.00	660,000.00	0.00
TOWN BUILDINGS								
6180	ART 27 2007	TOWN BUILDING MAINT/IMPROVE	300,000.00		100,000.00		200,000.00	
6310	ART 34 2009	BALLARDVALE FIRE STATION STUDY	100,000.00		100,000.00		0.00	
6313	ART 57 2009	BLANCHARD ST BALLFIELDS	325,000.00		325,000.00		0.00	
6327	ART 42 2010	TOWN BLDG MAINT & RENOVATION	163,000.00		163,000.00		0.00	163,000.00
6340	ART 34 2011	TOWN BUILDING MAINT AND RENOVATION	500,000.00		500,000.00		0.00	
			1,388,000.00	0.00	1,188,000.00	0.00	200,000.00	163,000.00
MISCELLANEOUS								
6320	ART 30 2010	FIRE RESCUE AMBULANCE	225,000.00		225,000.00		0.00	225,000.00
6325	ART 40 2010	DPW VEHICLES	126,000.00		126,000.00		0.00	
6335	ART 23 2011	DPW VEHICLES	300,000.00		300,000.00		0.00	
			651,000.00	0.00	651,000.00	0.00	0.00	225,000.00
TOTAL GENERAL GOVERNMENT			60,124,800.00	0.00	5,366,000.00	1,445,788.00	53,313,012.00	3,613,000.00
GRAND TOTAL			66,439,800.00	0.00	6,241,000.00	1,445,788.00	58,753,012.00	3,613,000.00

* = Exempt - MSBA Reimb

**= Non-Exempt - MSBA Reimb

TOWN OF ANDOVER
 DETAIL DEBT SCHEDULE BY FISCAL YEAR
 POST DECEMBER 22, 2011 ISSUE

ISSUE	ARTICLE	2012	2013	2014	2015	2016-2020	2021-2025	2026-2030	2031-2032	TOTAL
EXEMPT SCHOOL										
EXEMPT ADVANCE REFUNDING (2006)	ART 20-1, 1994	742,884.02	746,678.57	715,519.19	678,981.69	1,262,175.89				4,146,239.36
EXEMPT ADVANCE REFUNDING (2006)	ART 20-2, 1994	60,470.19	57,437.06	54,880.81	52,287.06	96,761.61				321,836.73
SCHOOL BONDS EXEMPT REFI	ART 19, 1999	168,192.50	162,412.50	158,506.25	154,287.50	657,000.00				1,300,398.75
SCHOOL BONDS -Sewer	ART 9, 2000	163,400.00								163,400.00
BANCROFT FEASIBILITY	ART 24, 2008	80,812.50	78,562.50	76,218.75						235,593.75
SCHOOL BONDS -Sewer REFI	ART 9, 2000	54,622.50	209,267.50	202,393.75	197,162.50	845,375.00	142,800.00			1,651,621.25
SCHOOL BONDS EXEMPT REFI	ART 9, 2000	36,349.15	111,240.50	452,691.50	438,891.50	1,970,718.50	1,000,168.75			4,010,059.90
SCHOOL BONDS EXEMPT REFI	ART 9, 2000	446,075.00	356,825.00							802,900.00
ADV REF 94/95 LOANS	VARIOUS	1,172,802.50	1,120,970.00	1,068,270.00	1,014,790.00	960,120.00				5,336,952.50
ADV REF 94/95 LOANS	VARIOUS	470,812.50								470,812.50
BANCROFT FEASIBILITY	ART 59, 2009	1,667.15	16,532.50	14,312.50	14,062.50	65,612.50	52,800.00	28,440.67	10,321.88	203,749.70
MIDDLE/EL SCHOOL	ART 9, 2000	229,687.50	224,262.50	218,837.50	213,237.50	1,088,887.50	861,637.50	153,281.25		2,989,831.25
TOTAL SCHOOL	017112-5741	<u>3,627,775.51</u>	<u>3,084,188.63</u>	<u>2,961,630.25</u>	<u>2,763,700.25</u>	<u>6,946,651.00</u>	<u>2,057,406.25</u>	<u>181,721.92</u>	<u>10,321.88</u>	<u>21,633,395.69</u>
PUBLIC SAFETY										
PUBLIC SAFETY CENTER REFI	ART 16, 1999	403,555.00	392,675.00	378,537.50	363,837.50	1,584,625.00	270,300.00			3,393,530.00
PUBLIC SAFETY CENTER	ART 40, 2001	10,412.50								10,412.50
PUBLIC SAFETY CENTER REFI	ART 40, 2001	4,123.76	14,466.26	14,138.13	13,783.75	59,750.00	20,800.00			127,061.90
PUBLIC SAFETY CENTER	ART 16, 1999	250,206.25								250,206.25
PUBLIC SAFETY CENTER REFI	ART 16, 1999	95,747.50	337,565.00	323,498.75	315,432.50	1,401,125.00	473,100.00			2,946,468.75
PUBLIC SAFETY CENTER	ART 10-1, 2002	29,437.50	28,468.75	27,500.00	26,500.00	25,500.00				137,406.25
PUBLIC SAFETY CENTER	ART 10-1, 2002	7,356.26	7,181.26	7,006.26	6,831.26	31,381.30	21,596.88			81,353.22
PUBLIC SAFETY CENTER	ART 10-1, 2002	36,539.38	35,986.88	35,406.76	34,799.00	161,874.00	136,398.44	84,309.38		525,313.84
TOTAL EXEMPT	017112-8746	<u>837,378.15</u>	<u>816,343.15</u>	<u>786,087.40</u>	<u>761,184.01</u>	<u>3,264,255.30</u>	<u>922,195.32</u>	<u>84,309.38</u>	<u>0.00</u>	<u>7,471,752.71</u>
TOTAL EXEMPT		<u>4,465,153.66</u>	<u>3,900,531.78</u>	<u>3,747,717.65</u>	<u>3,524,884.26</u>	<u>10,210,906.30</u>	<u>2,979,601.57</u>	<u>266,031.30</u>	<u>10,321.88</u>	<u>29,105,148.40</u>
PUBLIC SERVICE ENTERPRISES WATER DEBT										
WATER DIST IMPROVEMENT REFI	ART 24, 1996	125,400.00	121,800.00							247,200.00
MAIN ST WATER DIST	ART 30, 2000	97,018.75								97,018.75
WATER TREATMENT PLANT	ART 42, 2002	64,081.24	52,593.75	50,875.00						167,549.99
WATER TREATMENT PLANT	ART 42, 2002	5,188.67	14,480.00	14,480.00	63,730.00	290,250.00	187,067.50			575,196.17
WATER SYSTEM	ART 20, 2003	129,250.00	105,187.50	101,750.00						336,187.50
WATER SYSTEM	ART 20, 2003	10,873.80	37,671.50	35,147.50	131,552.50	595,537.50	401,288.75			1,212,071.55
WATER MAINS	ART 43, 2002	38,612.50	37,737.50	36,837.50	35,912.50	164,975.00	138,725.00			452,800.00
WATER SYSTEM	ART 20, 2008	80,325.00	78,325.00	76,325.00	74,325.00	342,350.00	294,712.50	104,000.00		1,050,362.50
WATER PLANT (WPAT)	ART 34, 2005	283,575.78	283,575.84	283,576.01	283,575.58	1,417,879.87	1,417,879.90	567,152.13		4,537,215.11
WATER PLANT (WPAT)	ART 34, 2005	38,370.24	38,370.97	38,370.66	38,370.10	191,852.81	191,852.64	153,482.08		690,669.50
WATER SYSTEM	ART 20, 2003	121,406.26	118,781.26	116,156.26	113,531.26	526,031.30	438,665.63	222,993.75		1,657,565.72
WATER SYSTEM	ART 34, 2005	81,750.00	80,000.00	78,250.00	76,500.00	354,750.00	305,906.25	159,281.25		1,136,437.50
WATER SYSTEM	ART 41, 2005	6,175.00	6,000.00	5,825.00	5,650.00	15,868.75				39,518.75
WATER SYSTEM	ART 34, 2005	29,500.00	23,875.00	23,350.00	22,800.00	64,800.00				164,325.00
WATER TREATMENT PLANT	ART 34, 2010	2,606.88	22,125.00	21,825.00	21,450.00	100,200.00	73,900.00	56,881.25	20,643.75	319,631.88
WTP GRANULAR CARBON	ART 33, 2010	4,300.00	51,600.00	50,800.00	49,800.00	230,200.00	82,800.00			469,500.00
WATER TREATMENT PLANT	ART 33, 2010	39,945.00	39,300.00	38,400.00	37,500.00	173,100.00	31,200.00			359,445.00
TOTAL WATER	017102-5742	<u>1,158,379.12</u>	<u>1,111,423.32</u>	<u>971,967.93</u>	<u>954,696.94</u>	<u>4,467,795.23</u>	<u>3,563,998.17</u>	<u>1,263,790.46</u>	<u>20,643.75</u>	<u>13,512,694.92</u>

TOWN OF ANDOVER
 DETAIL DEBT SCHEDULE BY FISCAL YEAR
 POST DECEMBER 22, 2011 ISSUE

ISSUE	ARTICLE	2012	2013	2014	2015	2016-2020	2021-2025	2026-2030	2031-2032	TOTAL
SEWER										
SEWER SO MAIN ST (Betterment)	ART 41, 1999	255,312.50								255,312.50
SEWER SO MAIN ST (Betterment) REFI	ART 41, 1999	100,885.00	350,060.00	338,187.50	324,837.50	1,461,875.00	499,200.00			3,075,045.00
SEWER FOREST HILLS (Betterment)	ART 13, 2000	173,612.50								173,612.50
SEWER FOREST HILLS (Betterment) RE	ART 13, 2000	72,723.76	238,053.76	230,188.13	224,433.75	984,875.00	337,900.00			2,088,174.40
SEWER SO MAIN ST (Betterment)	ART 41, 1999	20,986.51	65,843.50	261,370.00	251,320.00	1,138,195.00	578,125.00			2,315,840.01
SEWER SO MAIN ST (Betterment)	ART 41, 1999	254,900.00	203,900.00							458,800.00
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	5,271.98	14,712.50	64,212.50	62,962.50	291,312.50	140,681.25			579,153.23
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	63,725.00	50,975.00							114,700.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	193,875.00	157,781.25	152,625.00						504,281.25
SEWER SO MAIN ST (Betterment)	ART 41, 1999	16,344.48	50,562.50	50,462.50	198,087.50	898,887.50	604,331.25			1,818,675.73
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	205,775.00	163,040.62	157,712.50						526,528.12
SEWER ROGERS BROOK (Betterment)	ART 42, 1999	19,521.28	59,774.50	59,321.00	211,871.00	1,017,319.00	835,375.00			2,203,181.78
SEWER SO MAIN ST (Betterment)	ART 41, 1999	154,450.00	150,950.00	147,350.00	143,650.00	659,900.00	554,900.00			1,811,200.00
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	80,325.00	78,325.00	76,325.00	74,325.00	342,350.00	294,712.50	104,000.00		1,050,362.50
SEWER SO MAIN ST (Betterment)	ART 41, 1999	332,117.50	313,917.50	305,917.50	297,917.50	1,384,743.75	1,178,850.00	416,000.00		4,229,463.75
SEWER SO MAIN ST (Betterment)	ART 35, 2004	103,362.50	101,087.50	93,900.00	91,800.00	425,700.00	367,087.50	191,137.50		1,374,075.00
SEWER SO MAIN ST (Betterment)	ART 41, 1999	355,906.20	353,293.70	360,331.20	357,018.70	1,578,856.00	1,347,159.26	678,156.21		5,030,721.27
SEWER SO MAIN ST (Betterment)	ART 2A, 2004	40,875.00	40,000.00	39,125.00	38,250.00	177,375.00	152,953.17	79,640.64		568,218.81
SEWER	Art 33, 2006	31,637.50	31,137.50	30,612.50	30,062.50	135,112.50	97,593.78	66,562.52		422,718.80
SEWER SHAWSHEEN OUTFALL	Art 33, 2007	126,468.76	124,593.76	122,625.00	120,562.50	564,562.50	487,968.78	332,812.52		1,879,593.82
SEWER - DASCOMB ROAD (Betterment)	Art 36, 2007	16,862.50	16,612.50	16,350.00	16,075.00	75,275.00	65,062.50	44,375.00		250,612.50
SEWER KIRKLAND ROAD (Betterment)	Art 41, 2007	23,206.26	22,831.26	22,437.50	22,025.00	97,475.00	65,062.50	44,375.00		297,412.52
SEWER SAWSHEEN PUMP STATION	Art 64, 2007	16,862.50	16,612.50	16,350.00	16,075.00	75,275.00	65,062.50	44,375.00		250,612.50
SEWER SHAWSHEEN OUTFALL	Art 33, 2008	25,950.47	25,781.26	25,331.26	24,881.26	117,206.30	102,656.30	87,637.54	15,656.26	425,100.65
SEWER	ART 46, 2010	2,302.29	21,275.00	20,975.00	20,600.00	81,725.00	63,550.00	56,881.25	20,643.75	287,952.29
SEWER MAINS	Art 51, 2001	17,300.31	17,187.50	16,887.50	16,587.50	78,137.50	68,437.50	58,425.00	10,437.50	283,400.31
TOTAL SEWER	017102-5743	2,710,559.80	2,668,308.61	2,608,596.59	2,543,342.21	11,586,157.55	7,906,668.79	2,204,378.18	46,737.51	32,274,749.24
TOTAL ENTERPRISE	017102-5743	3,868,938.92	3,779,731.93	3,580,564.52	3,498,039.15	23,172,315.10	11,470,666.96	3,468,168.64	67,381.26	45,787,444.16
GENERAL FUND NON-EXEMPT SCHOOL DEBT										
MID SCHOOL ROOF ADV REF (2006)	ART 44, 1996	9,756.76								9,756.76
H/S RENOVATION REFI	ART 23, 1996	83,600.00	81,200.00							164,800.00
SCHOOL BUILDINGS	ART 28-2 2002	73,392.50	65,216.25	63,085.00						201,693.75
SCHOOL BUILDINGS	ART 28-2 2002	3,483.00	9,720.00	9,720.00	72,760.00	256,500.00				352,183.00
WEST EL - ASBESTOS	ART 12, 2002	118,375.00	105,187.50	101,750.00						325,312.50
WEST EL - ASBESTOS	ART 12, 2002	5,615.08	15,670.00	15,670.00	114,170.00	417,435.00				568,560.08
COLLINS CTR HVAC	ART 29, 2004	46,212.50	44,856.25	43,500.00	42,100.00	174,800.00				351,468.75
SCHOOL RENOVATIONS	ART 11, 2005	79,487.50	77,550.00	75,612.50	73,612.50	338,062.50	287,212.50	51,093.75		982,631.25
WEST EL - ASBESTOS	ART 12, 2002	15,665.00	15,265.00	14,865.00	14,465.00	66,470.00	56,942.50	10,200.00		193,872.50
SCHOOL HVAC	ART 46, 2006	18,802.50	18,347.50	17,892.50	17,437.50	81,893.75	44,511.25			198,885.00
WEST EL - ASBESTOS	ART 12, 2002	12,418.76	12,068.76	6,806.26	6,631.26	30,381.30	15,896.88			84,203.22
SCHOOL RENOVATIONS	ART 17, 2006	26,731.26	26,031.26	20,418.76	19,893.76	91,143.80	47,690.63			231,909.47
SCHOOL RENOVATIONS	ART 11, 2005	49,112.50	47,887.50	46,662.50	45,437.50	198,156.25	95,381.25			482,637.50
SCHOOL RENOVATIONS	ART 17, 2006	75,181.26	74,031.26	72,823.76	71,558.76	333,333.80	282,937.52	146,812.52		1,056,678.88
SCHOOL ROOF	ART 17, 2007	127,987.50	126,037.50	123,990.00	121,845.00	571,445.00	498,625.00	238,375.00		1,808,305.00
SCHOOL RENOVATIONS	ART 28, 2007	40,625.00	40,000.00	39,343.76	38,656.26	180,531.30	155,000.02	70,468.76		564,625.10
LOVELY FIELD RENOVATIONS	ART 29, 2008	31,218.76	30,593.76	29,937.50	29,250.00	99,250.00				220,250.02
SCHOOL ROOF	ART 15, 2007	135,400.00	133,000.00	130,500.00	127,800.00	586,000.00	500,000.00	324,000.00		1,936,700.00
SCHOOL REMODELING	ART 28, 2007	30,762.50	30,162.50	24,618.75	24,112.50	110,625.00	94,500.00	64,800.00		379,581.25
SCHOOL REPAIRS	ART 27, 2008	91,837.50	90,187.50	88,468.75	86,612.50	396,625.00	315,000.00	216,000.00		1,284,731.25
SCHOOL REMODELING	ART 28, 2007	30,749.38	30,425.00	29,825.00	24,225.00	113,925.00	99,375.00	84,356.26		412,880.64
SCHOOL REPAIRS	ART 27, 2008	74,152.50	73,550.00	72,200.00	70,850.00	332,650.00	270,200.00	224,950.00		1,118,552.50
SCHOOL REPAIRS	ART 56, 2009	75,718.60	75,156.26	73,806.26	72,456.26	340,681.30	297,031.30	246,975.04		1,181,825.02
SCHOOL RENOVATIONS	ART 41, 2010	173,003.13	171,875.00	168,875.00	165,875.00	781,375.00	684,375.00	584,250.00	104,375.00	2,834,003.13
SCHOOL REMODELING	ART 16, 2011	9,545.10	76,137.50	75,137.50	73,887.50	331,712.50	285,975.00	255,965.67	92,896.88	1,201,257.65
WEST MIDDLE SCHOOL	ART 17, 2011	6,785.94	53,587.50	52,887.50	52,012.50	243,612.50	206,281.25	170,643.75	61,931.25	847,742.19
SCHOOL ROOF REPAIRS	ART 41, 2010	5,406.35	44,787.50	44,187.50	43,437.50	188,862.50	158,875.00	142,203.17	51,609.38	679,368.90
VETERANS WAR MEMORIAL AUDITORIUM	ART 58, 2009	58,558.44	58,112.50	57,062.50	56,012.50	263,262.50	210,512.50	175,275.00	31,312.50	910,108.44
TOTAL SCHOOL	017102-5741	1,509,584.32	1,626,643.80	1,499,646.30	1,465,098.80	6,528,734.00	4,606,322.60	3,006,368.92	342,125.01	20,584,523.75

TOWN OF ANDOVER
 DETAIL DEBT SCHEDULE BY FISCAL YEAR
 POST DECEMBER 22, 2011 ISSUE

ISSUE	ARTICLE	2012	2013	2014	2015	2016-2020	2021-2025	2026-2030	2031-2032	TOTAL
STREET										
RED SPRING ROAD BRIDGE	ART 25, 2003	48,842.50	47,267.50	40,740.00						136,850.00
CHESTNUT SIDEWALK	ART 51, 2005	163,200.00								163,200.00
BRIDGE CONSTRUCTION	ART 54, 2005	27,065.00	26,265.00	25,465.00	24,665.00	66,470.00	56,942.50	10,200.00		237,072.50
HIGHWAY	ART 74, 1999	5,087.50								5,087.50
STORM DRAINS	ART 50, 2008	8,431.26	8,306.26	8,175.00	8,037.50	37,637.50	32,531.28	22,187.52		125,306.32
HIGHWAY	ART 74, 1999	59,262.50	57,612.50	55,893.75						172,768.75
MAIN ST DEVELOPMENT	ART 48, 2002	38,525.00	37,625.00	36,687.50	35,675.00	124,625.00				273,137.50
BRIDGE CONSTRUCTION	ART 52, 2007	13,583.13	8,375.00	8,225.00	8,075.00	37,975.00	33,125.00	28,118.76		137,476.89
BRIDGE CONSTRUCTION	ART 32, 2008	39,399.54	39,018.76	38,268.76	32,518.76	152,993.80	133,593.80	113,568.80	5,218.76	554,580.98
BRIDGE REPAIR	ART 24, 2011	1,034.69	7,837.50	7,737.50	7,612.50	35,712.50	31,775.00	28,440.67	10,321.88	130,472.24
PARKING LOT	ART 25, 2011	830.89	12,218.76	12,018.76	6,843.76	31,868.80	27,931.30	10,271.88		101,984.15
DRAINAGE	ART 33, 2011	2,069.38	15,675.00	15,475.00	15,225.00	71,425.00	63,550.00	56,881.25	20,643.75	260,944.38
DRAINAGE (HIGH PLAIN)	ART 26, 2011	698.75	16,800.00	16,500.00	16,125.00	30,900.00				81,023.75
SURFACE DRAIN CONSTRUCTION	ART 50, 2008	25,127.81	24,937.50	24,487.50	24,037.50	112,987.50	98,437.50	69,025.00	10,437.50	389,477.81
TOTAL STREET	017102-5744	433,157.95	301,938.78	289,673.77	178,815.02	702,595.10	477,886.38	338,693.88	46,621.89	2,769,382.77
MUNICIPAL FACILITIES										
HML ADVANCE REFUNDING (2006)	ART 45, 1996	19,513.53								19,513.53
TOWN/SCHOOL BLDG PROJECTS	ART 26, 2000	81,700.00								81,700.00
DPW BUILDINGS	ART 39, 2001	30,637.50								30,637.50
PUBLIC BUILDINGS	ART 28-1, 2002	9,470.00	8,415.00	8,140.00						26,025.00
TOWN BUILDINGS	ART 28-1 2002	458.67	1,280.00	1,280.00	9,160.00	34,200.00				46,378.67
BRIDGES/BUILDINGS	ART 32, 2001	88,781.25	78,890.62	76,312.50						243,984.37
BRIDGES/BUILDINGS	ART 32, 2001	4,199.67	11,720.00	11,720.00	85,595.00	312,645.00				425,879.67
TOWN HVAC	ART 46, 2006	24,135.00	23,540.00	22,945.00	22,350.00	100,393.75	50,870.00			244,233.75
TOWN BUILDING RENOVATION	ART 27, 2007	23,343.76	22,968.76	22,575.00	22,162.50	103,162.50	73,468.76	32,625.00		300,306.28
TOWN BUILDING RENOVATION	ART 28, 2007	24,856.26	24,481.26	24,087.50	23,675.00	110,725.00	95,406.28	55,031.26		358,262.56
PUBLIC SAFETY (NON EXEMPT PORTIC	ART 10, 2002	6,448.12	6,350.62	6,248.26	6,141.00	28,566.00	24,070.32	14,878.12		92,702.44
TOWN BUILDINGS	ART 27, 2007	39,437.50	38,687.50	37,906.25	32,150.00	147,500.00	126,000.00	86,400.00		508,081.25
TOWN BUILDING REMODELING	ART 55, 2009	58,448.75	58,000.00	56,950.00	55,900.00	262,700.00	228,750.00	179,312.50		900,061.25
TOWN BUILDING REPAIRS	ART 42, 2010	1,674.31	17,542.50	14,312.50	14,062.50	65,612.50	52,800.00	28,440.67	10,321.88	204,766.86
TOWN BUILDING REPAIRS	ART 34, 2011	5,173.44	39,187.50	38,687.50	38,062.50	178,562.50	158,875.00	142,203.17	51,609.38	652,360.99
FIRE STATION PLANNING	ART 34, 2009	931.67	22,400.00	22,000.00	21,500.00	41,200.00				108,031.67
DPW VEHICLES	ART 40, 2010	1,171.75	29,010.00	27,500.00	26,875.00	51,500.00				136,056.75
TOWN BUILDING REPAIRS	ART 27, 2007	1,034.69	7,837.50	7,737.50	7,612.50	35,712.50	31,775.00	28,440.67	10,321.88	130,472.24
BLANCHARD BALLFIELDS	ART 57, 2009	3,269.79	33,875.00	33,375.00	32,750.00	137,775.00	111,725.00	41,087.50		393,857.29
BLANCHARD ST BALLFIELDS	ART 57, 2009	13,315.00	13,100.00	12,800.00	12,500.00	43,300.00	28,000.00			123,015.00
TOTAL MUNICIPAL FACILITIES	017102-5745	438,000.66	437,286.26	424,577.01	410,496.00	1,653,554.75	981,740.36	608,418.89	72,253.14	5,026,327.07

TOWN OF ANDOVER
 DETAIL DEBT SCHEDULE BY FISCAL YEAR
 POST DECEMBER 22, 2011 ISSUE

ISSUE	ARTICLE	2012	2013	2014	2015	2016-2020	2021-2025	2026-2030	2031-2032	TOTAL
PUBLIC SAFETY										
FIRE TRUCK	ART 31, 2004	53,060.00	51,660.00	50,220.00	48,740.00	220,360.00				424,040.00
AMBULANCE	ART 30, 2010	2,006.67	65,000.00	58,850.00	57,475.00	55,825.00				239,156.67
FIRE TRUCK	ART 37, 2006	46,825.00	40,687.50	39,637.50	38,587.50	176,287.50	62,381.25			404,406.25
TOTAL PUBLIC SAFETY	017102-5746	101,891.67	157,347.50	148,707.50	144,802.50	452,472.50	62,381.25	0.00	0.00	1,067,602.92
LAND ACQUISITION										
LAND ACQUISITION	ART 19, 2001	15,318.75								15,318.75
LAND ACQUISITION	ART 23, 2002	77,225.00	75,475.00	73,675.00	71,825.00	329,950.00	277,450.00			905,600.00
LAND ACQUISITION	ART 32, 2000	119,245.00	116,445.00	113,565.00	110,605.00	483,800.00	356,162.50			1,299,822.50
LAND ACQUISITION	ART 12, 2001	92,440.00	90,040.00	87,640.00	85,240.00	381,441.25	313,183.75	56,100.00		1,106,085.00
LAND ACQUISITION	ART 23, 2002	12,200.00	11,800.00	11,400.00	11,000.00	20,800.00				67,200.00
16 PEARSON ST	ART 3A, 2007	39,031.26	38,156.26	37,281.26	36,406.26	168,156.30	134,134.38	41,650.00		494,815.72
18 PEARSON ST	ART 4A, 2007	31,875.00	31,175.00	30,475.00	29,775.00	137,775.00	118,237.50	41,650.00		420,962.50
37 PEARSON ST	ART 5A, 2007	45,281.26	44,231.26	43,181.26	37,218.76	172,218.80	147,796.88	52,062.51		541,990.73
15 BLANCHARD ST	ART 51, 2007	171,675.00	168,000.00	164,325.00	160,650.00	744,975.00	642,403.17	334,490.64		2,386,518.81
LAND ACQUISITION	ART 12, 2001	13,583.13	8,375.00	8,225.00	8,075.00	37,975.00	33,125.00	28,118.76		137,476.89
LAND ACQUISITION FOSTERS POND	ART 55, 2010	22,885.31	22,637.50	22,187.50	21,737.50	78,137.50	68,437.50	58,425.00	10,437.50	304,885.31
LAND ACQUISITION BLANCHARD ST	ART B1, 2011	25,523.91	25,343.76	24,893.76	24,443.76	115,018.80	100,468.80	80,450.04	10,437.50	406,580.33
TOTAL LAND ACQUISITION	017102-5747	666,283.62	631,678.78	616,848.78	596,976.28	2,670,247.65	2,191,399.48	692,946.95	20,875.00	8,087,256.54
PARK ADVANCE REFUNDING (2006)										
PARK ADVANCE REFUNDING (2006)	ART 47, 1996	9,756.76								9,756.76
LANDFILL CLOSURE	ART 44, 1999	44,262.50	38,162.50	37,162.50	36,162.50	166,175.00	142,356.25	25,500.00		489,781.25
LANDFILL PLANS	ART 43, 2006	172,425.00	167,475.00							339,900.00
LANDFILL	ART 44, 1999	3,104.06	23,512.50	23,212.50	22,837.50	107,137.50	95,325.00	85,321.92	30,965.63	391,416.61
LANDFILL	ART 44, 1999	3,104.06	23,512.50	23,212.50	22,837.50	107,137.50	95,325.00	85,321.92	30,965.63	391,416.61
LANDFILL	ART 44, 1999	1,034.69	7,837.50	7,737.50	7,612.50	35,712.50	31,775.00	28,440.67	10,321.88	130,472.24
LANDFILL	ART 44, 1999	1,034.69	7,837.50	7,737.50	7,612.50	35,712.50	31,775.00	28,440.67	10,321.88	130,472.24
DEPARTMENTAL EQUIPMENT	ART 02, 2008	154,175.00	145,500.00	141,750.00	137,700.00	381,000.00				960,125.00
DEPARTMENTAL EQUIP	ART 23, 2011	2,795.00	67,200.00	66,000.00	64,500.00	123,600.00				324,095.00
REC PARK LIGHTING	ART 48, 2008	18,000.00	12,625.00	12,312.50	11,975.00	43,500.00				98,412.50
	017102-5749	409,691.76	493,662.50	319,125.00	311,237.50	999,975.00	396,556.25	253,025.18	82,575.02	3,265,848.21
TOTAL GENERAL FUND NON-EXEMPT		3,558,609.98	3,648,557.62	3,298,578.36	3,107,426.10	13,007,579.00	8,716,286.32	4,899,453.82	564,450.06	40,800,941.26
GRAND TOTAL		11,892,702.56	11,328,821.33	10,626,860.53	10,130,349.51	39,272,438.08	23,166,554.85	8,633,653.76	642,153.20	115,693,533.82

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>
2012	470,623	71,686	1,170,123	1,712,432
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

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.

<u>Committee</u>	<u>Members</u>	<u>Term</u>	<u>Committee</u>	<u>Members</u>	<u>Term</u>
<u>Appointed by the Town Manager</u>					
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"/>	Memorial Hall Library Trustees	Seven	3yrs <input type="checkbox"/>
	Two (alt)	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"/>
				One (assoc.)	5yrs <input type="checkbox"/>
Conservation Commission	Seven	3yrs <input type="checkbox"/>	Preservation Commission	Seven	3yrs <input type="checkbox"/>
			Recycling Committee	Seven	3yrs <input type="checkbox"/>
Council on Aging	Fifteen	3yrs <input type="checkbox"/>	Scholarship Committee	Nine	1yr <input type="checkbox"/>
			School Building Committee	Seven	3yrs <input type="checkbox"/>
Cultural Council	Seven	3yrs <input type="checkbox"/>	Spring Grove Cemetery Trustees	Five	3yrs <input type="checkbox"/>
Design Review Board	Five	3yrs <input type="checkbox"/>	TRIAD Council	Twenty	3yrs <input type="checkbox"/>
Elderly Tax Aid Committee	Five	3yrs <input type="checkbox"/>	Towle Fund Trustees	Three	3yrs <input type="checkbox"/>
Green Advisory Board	Nine	3yrs <input type="checkbox"/>	<u>Appointed by the Town Moderator</u>		
Board of Health	Three	3 yrs <input type="checkbox"/>	Finance Committee	Nine	3yrs <input type="checkbox"/>
Housing Partnership Committee	Nine	3yrs <input type="checkbox"/>	<u>Appointed by the Board of Selectmen</u>		
Housing Trust Fund Board of Trustees	Six	3yrs <input type="checkbox"/>	Zoning Board of Appeals	Five (reg)	3yrs <input type="checkbox"/>
				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:

3/18/10

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 Chair decides
Introduce Business <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 <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*

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ANDOVER, MA 01810

PLEASE BRING THIS REPORT WITH YOU TO TOWN MEETING

**Monday, April 30, 2012
7:00 P.M.**

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