

FINANCE COMMITTEE REPORT



2016
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 each night on May 2nd, 3rd, 9th and 10th. 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 12th) 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.

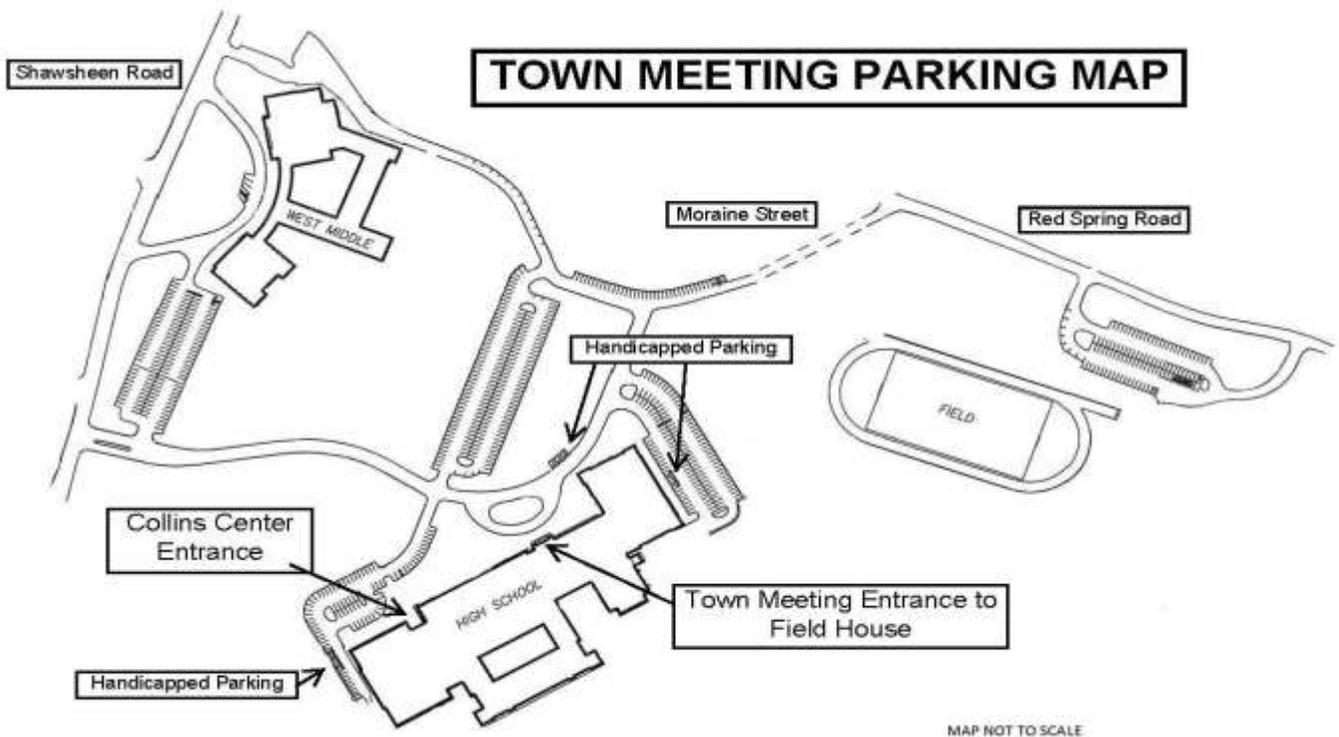
Non-Voters: Non-voters may attend Town Meeting and will be seated in a special section. Non-voters must check in at the Town Clerk’s table in the lobby to register before being seated. Please be aware that non-voters will not be seated until after 7:00 p.m. when they are voted admittance by the Meeting.

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 five parking lots available: the three lots on the High School Campus; West Middle School Lot; Red Spring Road 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
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www.andoverma.gov

April 7, 2016

To the Citizens of Andover:

The Finance Committee recommendations and supporting documentation in this report are meant to provide voters with complete, accurate information about this year's Warrant Articles. Our goal is to give you the tools necessary to vote a fiscally responsible, sustainable budget. As always, at our Annual Town Meeting, you, the voters, will be the final decision makers.

For the second year in a row, the road to arriving at a balanced budget has been challenging. Although conversations and compromises are ongoing, we are not certain that an agreement on a balanced budget will be achieved by May 2nd.

The Town of Andover is fortunate to have a generous revenue stream. Anticipated total revenues for FY2017 are \$177,992,527, an increase of 3.0% from FY2016. New growth for FY2016 was certified at \$2,204,083. Local receipts are up as well. With all this good news on the revenue side, there are a number of competing interests on the expense side, and we lack a long-term plan to address those competing interests.

There are three main areas where we could improve.

First, we should address the broad economic, social and demographic changes we are experiencing. Health insurance costs are rising, and people are living longer, therefore our health insurance costs have been rising at an average rate of 5.11% per year for the past five years. Technology needs in our schools and town departments are a rapidly rising expense, increasing significantly in FY2017. Special Education and English Language Learning skills are taking a much bigger percentage of the school budget than in prior years. Health insurance, debt service and retirement costs (also known as "fixed costs") continue to rise at a rate greater than the rate of our revenues. An analysis of fixed cost projections may be found on Page 22 of the report.

Next, we need a long-term plan. There are expensive, large-scale projects and obligations facing Andover, including the Municipal Services Facility (Articles 31, 32 and 33), the Ballardvale Fire Station, High School Media Center, Ledge Road Landfill Closure (Article 25) and the repair of the Collins Center Façade (Article 29). In addition to these, there is the need for sufficient funding for our School and Town operating budgets. Some of these require immediate action, and some will entail a long-term financial commitment. All must be addressed and prioritized. And they will all impact our residents' tax bills. The Town Manager is suggesting a Tri-Board meeting this summer to set fiscal policy for 2018 and beyond, a good first step. Fortunately, there will be new data to inform us as decisions are made, policies formulated and plans developed. The Water/Sewer Rate Study, the Town and School Building Study and the OPEB Advisory Committee Report will help guide future decisions.

Finally, the road to a balanced budget can only be achieved if Andover addresses true total compensation. While COLA increases and annual salary adjustments may sound reasonable when taken alone, true total compensation is a much larger number. The School Committee's FY2017 budget is an example of this; contractual agreements for FY2017 amount to \$2,426,408, a 3.31% increase, which alone is more than the Town Manager's *total* recommended budget increase for the School Department. This was also the case in FY2016. In the next set of contract negotiations, current COLA increases cannot be sustained when combined with the step increases, track, longevity and other benefits.

All eight School bargaining contracts are due to expire in 2017. Of the seven Town bargaining contracts, three are due to expire in 2016 and are currently in the process of negotiation. Decisions made at the bargaining table will have far reaching financial consequences, and it is critical that total compensation is fully understood and carefully managed. If growth in total compensation is not slowed, the tradeoff will be future employee layoffs or decreases in essential Town services.

The following topics in this letter describe significant budget drivers.

Unfunded Liabilities

Andover continues to struggle with its unfunded liabilities, particularly OPEB (Other Post-Employment Benefits.) Pension and OPEB are part of true total compensation.

Andover's unfunded pension liability was \$110,577,078 as of January 1, 2014. We have implemented a funding schedule which will fully fund our plan by 2032. This year's contribution will be \$8,568,835.

The unfunded OPEB liability was \$184,030,000 as of June 30, 2015. Over the past year, the OPEB Advisory Committee worked hard to develop a clear understanding of Andover's unfunded liability, and then formulated recommendations to address the current and long-term OPEB costs. Now that the Advisory Committee's report is complete, the goal is to develop a policy to fully fund OPEB. It will require both revenue for funding and the compounding effect of reform to solve this problem. The solutions will impact all stakeholders including retirees and their spouses, current employees, future employees and the taxpayers.

In FY2017, The Town Manager is recommending a shift in strategy, no longer using Free Cash as a source for annual OPEB appropriations. Instead, he proposed a General Fund appropriation based on 0.5% of the adjusted General Fund revenues, to be combined with an appropriation from Water and Sewer Enterprise Funds that reflects the ARC (Annual Required Contribution.) The Finance Committee believes that this level of funding is not sufficiently aggressive, and has recommended using savings from recent healthcare plan design changes to fund OPEB as well. Our recommended OPEB contribution for FY2017 is \$1,502,579 (\$616,000 Town Manager proposal plus \$511,572 healthcare plan design savings, plus \$375,007 water and sewer.)

Taxing below the Levy Limit

The amount of property tax a municipality may collect is limited by Proposition 2 ½. At the beginning of the FY2017 budget cycle, to help ease the increase in taxpayers' property bills, the Board of Selectmen voted to ask the Town Manager to carry forward last year's unused levy capacity of \$1,221,162 in his FY2017 budget. During the budget cycle, the Town Manager proposed using \$900,000 of unused levy capacity to fund the initial engineering and design of the new Municipal Services Facility, bringing the remaining unused levy capacity down to \$321,162.

Understanding Capital Capacity: The Municipal Services Facility and other Capital Projects

When requesting an appropriation to fund a capital project, determination of the total short and long term cost is essential to the process. This often requires that an initial appropriation to cover design and engineering costs be obtained prior to bringing a request for construction funding.

Non-exempt debt is General Fund borrowing that is funded within Andover's Proposition 2 ½ Levy Limit. The Town Manager has committed to developing a long-term capital improvement program in FY2017 funded with non-exempt debt. His plan would allow us to fund ongoing capital improvements within the limits of Proposition 2 ½, and avoid the need for a debt exclusion vote. He expects to be able to fully fund ongoing capital improvements in this manner, with the exception of new school construction.

The Town Manager's plan is demonstrated in the funding proposal for the new Municipal Services Facility. In FY2017, the Town Manager recommends an appropriation of \$900,000 to be used to fund the design and engineering of the new facility. If approved, the same amount would be appropriated in FY2018 as debt service to fund borrowing for the actual construction of the facility. The dollar amount of \$900,000 in debt service will fund approximately \$17,000,000 in borrowing to fund the new Municipal Services Facility.

The Finance Committee recommends approval of the three Municipal Services Facility related articles to fund the first stage of this long overdue project. A more detailed explanation of the Town Manager's funding plan is on Page 68 in the Warrant Article section of our report .

Exempt Debt

There are no new exempt debt projects proposed this year.

Free Cash

Andover's certified Free Cash balance was \$4,843,241 as of July 1, 2015. As Free Cash accumulates, it is available for transfer to stabilization funds, or to spend on capital projects or other one-time expenditures. Free Cash should not be used for ongoing operating expenses, as this results in unsustainable budgets.

The Finance Committee recommends approval of the proposed transfers from Free Cash: \$268,000 to the Bond Premium Stabilization Fund (Article 21); \$2,250,000 to purchase land at 5 Campanelli Drive for the new Municipal Services Facility Building (Article 31); \$400,000 for the 1:1 Student Learning Initiative (Article 35); \$200,000 for Elementary School Projectors (Article 36) and \$400,000 for energy initiatives.

If the Finance Committee's recommendations are approved by the voters, the Free Cash balance after Town Meeting will be \$1,325,241. This amount is consistent with the remaining balance of Free Cash after Town Meeting in prior years, and is an important factor in maintaining Andover's cash reserves at a reasonable level.

Information Technology

Information Technology (IT) is a rapidly growing area of investment for Andover. This year, non-personnel operating expenses in the IT department will increase by \$119,265 (42%), primarily due to the renewal of maintenance contracts. No new support staff will be added in FY2017 despite the fact that the number of devices supported will increase significantly over the amount supported today.

Maintenance related CIP articles for IT total \$720,000 and include the necessary regular replacement of staff equipment (Article 37), a partial replacement of interactive projectors in the schools (Article 36) and a critical power upgrade. CIP articles for investments that provide new benefits to the town total \$430,000. This includes student devices to support the expansion of the schools' 1:1 "iAndover" initiative (Article 35) and a pilot of business intelligence software intended to improve reporting and transparency. As our reliance on technology grows, it is increasingly important to identify the long-term costs of IT investments and plan for them appropriately within operating budgets.

The School Department

The Finance Committee recommends an appropriation of \$75,687,829 for the School Department for FY2017, an increase of \$2,391,238 or 3.26% more than last year.

It would be reasonable to ask whether \$75,687,829 is enough. The Finance Committee believes that it is. In recent years, the School Department has had sufficient funds to make purchases and develop programs that were not articulated within their detailed budget presented at Town Meeting. Two examples are:

- a) The number of new FTE's consistently hired every year above and beyond what voters approved at Town Meeting (i.e. 8 new FTE's in FY2016 at \$50,000 each is \$400,000).
- b) The ability to purchase extra computers at the end of the year (i.e. approximately \$300,000 each year in recent years).

The School Committee has voted an FY2017 budget of \$76,747,829, an increase of \$3,451,238 or 4.71% more than last year. This is \$1,060,000 higher than the Finance Committee's recommendation.

The main drivers of the school budget are compensation costs from contractual agreements, Special Education (SPED) costs, both in-district and out-of-district, as well as an increase in elementary school enrollment.

Special Education costs, both in-district and out-of-district, as a percent of the district's total expenditures has increased to 26.9% of the school budget. The state average is 21.0%. The total dollars for in-district and out-of-district SPED has grown to \$23,000,000. A broad review of the district's Special Education program is required to gain perspective on managing costs in special education.

Late Breaking Information

Many of the numbers used in preparing this report are still changing as additional financial information becomes available to us. Between the time this report goes to press and May 2nd, additional information about the School Department and Health Insurance budgets will be available. Final board and Committee recommendations will be announced at Town Meeting.

Town Meeting

Please join us at Town Meeting beginning on Monday, May 2nd, at 7:00 P.M. and continuing on Tuesday, May 3rd, at 7:00 P.M. in the J. Everett Collins Center Auditorium at the Andover High School. Town Meeting will continue May 9th and May 10th if necessary. Your participation is important!

The Finance Committee

S. Jon Stumpf, Chairman

Joanne F. Marden

Eugenie M. Moffitt

Margaret N. Kruse

John J. Barry, Jr.

Linn N. Anderson

Bonita J. Zahorik

Gregory A. Serrao

Blackwell O. J. Taylor

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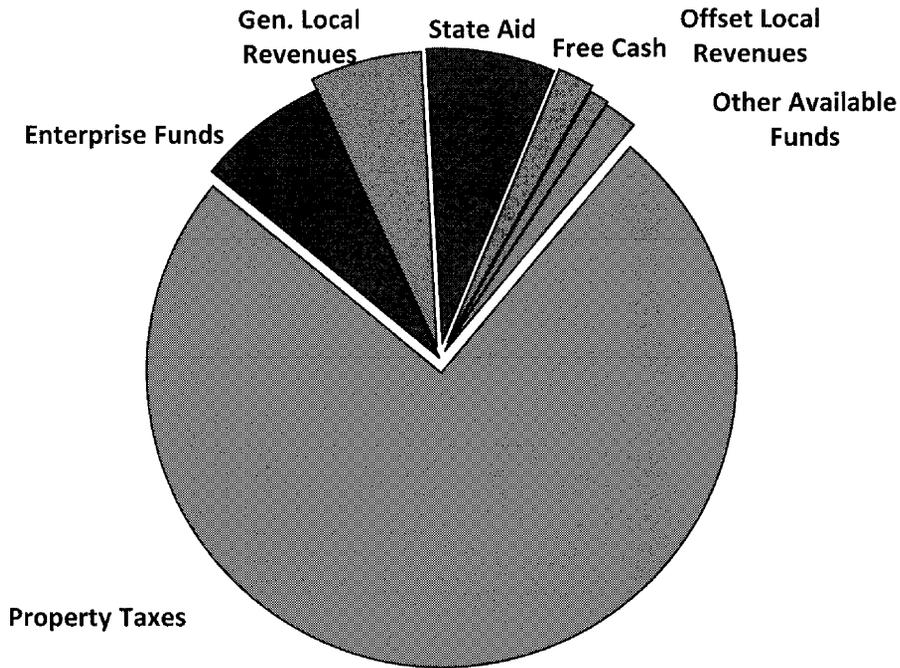
**FINANCE COMMITTEE RECOMMENDATIONS
2016 ANNUAL TOWN MEETING FINANCIAL ARTICLES**

| ARTICLE / TITLE | ARTICLE AMOUNT | TAX LEVY/ GEN. FUND | FREE CASH/ STAB. FUND | BONDING | TRANS./ OTHER | FINANCE COMMITTEE |
|---|-------------------|------------------------|--------------------------|-------------|------------------|--------------------------|
| | | | | | | RECOMMENDATIONS NOTES |
| 4 FY-2017 Budget | \$167,868,534 | \$165,053,973 | | | \$2,814,561 | Approved |
| 5 FY-2017 Capital Projects Fund Appropriation | \$2,540,000 | \$2,540,000 | | | | Approved |
| 6 Budget Transfers | TBD | | | | | TBD |
| 7 Supplemental Budget Appropriations | TBD | | | | | TBD |
| 8 Stabilization Fund | \$0 | | | | | Approved |
| 9 Free Cash | \$0 | | | | | Approved |
| 15 Jerry Silverman Fireworks | \$14,000 | \$14,000 | | | | Approved |
| 18 Elderly/Disabled Transportation Program | \$12,000 | \$12,000 | | | | Approved |
| 19 Support for Civic Events | \$5,000 | \$5,000 | | | | Approved |
| 20 Spring Grove Cemetery Maintenance | \$6,000 | | | | \$6,000 | Approved |
| 21 Free Cash to Bond Premium Stabilization Fund | \$268,000 | | \$268,000 | | | Approved |
| 23 Insurance Recovery Transfer | \$21,356 | | | | \$21,356 | Approved |
| 24 Stabilization Fund Bond Premium | \$100,000 | | | | \$100,000 | Approved |
| 25 Ledge Road Landfill Stabilization | \$3,043,556 | | | | \$3,043,556 | Approved |
| 26 Public Works Vehicles | \$350,000 | | | \$350,000 | | Approved |
| 27 Fire Apparatus Engine | \$575,000 | | | \$575,000 | | Approved |
| 28 Town Building and Facility Maintenance | \$700,000 | | | \$700,000 | | Approved |
| 29 Collins Center Façade Replacement | \$2,000,000 | | | \$2,000,000 | | Approved |
| 30 Lovely Field Replacement | \$500,000 | | | \$500,000 | | Approved |
| 31 Acquisition of 5 Campanelli Drive | \$2,250,000 | | \$2,250,000 | | | Approved |
| 32 Municipal Services Facility Design | \$900,000 | \$900,000 | | | | Approved |
| 34 School Building Maintenance and Renovation | \$500,000 | | | \$500,000 | | Approved |
| 35 1:1 Student Learning Initiative | \$400,000 | | \$400,000 | | | Approved |
| 36 Elementary School Projectors | \$200,000 | | \$200,000 | | | Approved |
| 37 Annual PC Workstation & Laptop Replacement Program | \$393,789 | \$119,007 | | | \$274,782 | Approved |
| 38 Town and School Energy Initiatives | \$400,000 | | \$400,000 | | | Approved |
| 39 Water and Sewer Vehicles | \$33,000 | | | | \$33,000 | Approved |
| 41 Water Main Replacement Projects | \$1,500,000 | | | \$1,000,000 | \$500,000 | Approved |
| 42 Water Treatment Plant GAC Replacement | \$250,000 | | | | \$250,000 | Approved |
| 43 Water Treatment Plant Maintenance | \$300,000 | | | | \$300,000 | Approved |
| 44 Water Storage Tanks Rehabilitation | \$1,450,000 | | | \$1,450,000 | | Approved |
| 45 Water Treatment Plant Window Replacement | \$80,000 | | | | \$80,000 | Approved |
| 47 Ballardvale Engine House Improvements | \$3,000,000 | | | \$3,000,000 | | Disapproved |
| 55 Deyermund Park Ball Field Lighting | \$275,000 | | \$275,000 | | | Disapproved |
| 56 Tewksbury St Sidewalks | \$632,000 | | | \$632,000 | | Disapproved |
| 57 Memorial Playstead Playground | \$120,000 | | | \$120,000 | | Disapproved |

**If the Recommended FY2017 Budgets are approved,
Each \$1,000 of Your Property Tax Dollars will buy:**

| | |
|---|-----------------------------|
| School Department Operating Budget | 485 |
| Health Insurance | 113 |
| Current Town and School employees and retirees | |
| Public Safety | 92 |
| Police and Fire | |
| Municipal Services | 69 |
| Highway, Snow Removal, Solid Waste, Street Lighting, Building and Grounds Maintenance, Cemetery, Vehicle Maintenance, Capital Project Management, Engineering, etc. | |
| General Government | 56 |
| Town Administration, Town Clerk, Information Technology Community Development and Planning, Veterans Services etc. Compensation and Reserve Funds | |
| Retirement Fund | 51 |
| Non-Exempt Debt Service | 32 |
| Principal and Interest for previously approved projects funded within the Proposition 2 ½ levy limit | |
| Exempt Debt | 27 |
| Bancroft, Public Safety Center, other school building projects funded outside the Proposition 2 ½ Levy Limit | |
| Other | 27 |
| OPEB, State Assessments, Overlay, Vocational School Assessment, Insurance, Unemployment, and Warrant Articles funded from Taxation | |
| CIP Articles 5 and 31 | 22 |
| Capital Projects including funding for design of the Municipal Services Facility | |
| Library | 18 |
| Community/Youth/Elder Services | 8 |
| Total | <u>8</u> \$1,000 |

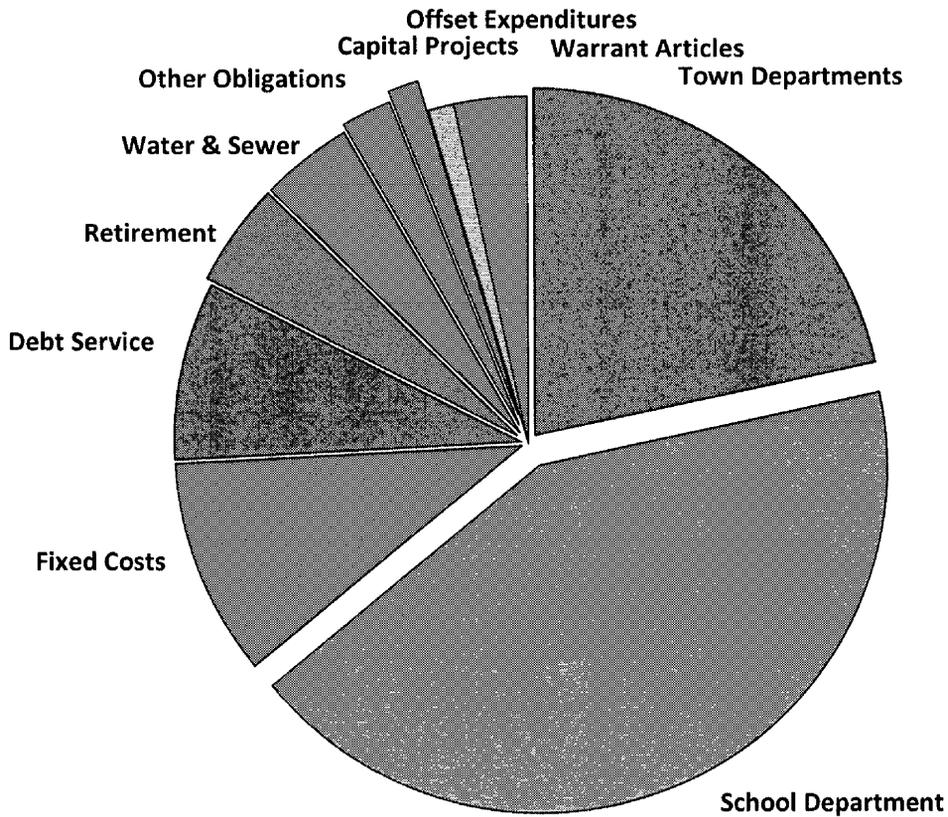
SOURCES OF FUNDS - FY2017



FY17 REVENUES - 4/5/16

| | | |
|-----------------------|----------------------|---------------|
| Property Taxes | \$133,197,317 | 74.83% |
| Enterprise Funds | \$12,615,785 | 7.09% |
| Gen. Local Revenues | \$10,997,428 | 6.18% |
| State Aid | \$12,557,155 | 7.06% |
| Free Cash | \$3,518,000 | 1.98% |
| Offset Local Revenues | \$1,882,000 | 1.06% |
| Other Available Funds | <u>\$3,224,842</u> | 1.80% |
| | \$177,992,527 | 100.0% |

USES OF FUNDS - FY2017



FY17 EXPENSES - 4/5/16

| | | |
|---------------------|----------------------|---------------|
| Town Departments | \$38,437,389 | 21.59% |
| School Department | \$75,687,829 | 42.52% |
| Health Insurance | \$17,905,037 | 10.05% |
| Debt Service | \$14,790,395 | 8.31% |
| Retirement | \$8,568,835 | 4.81% |
| Water & Sewer | \$7,670,495 | 4.31% |
| Other Obligations | \$4,212,402 | 2.37% |
| Capital Projects | \$2,540,000 | 1.43% |
| Offset Expenditures | \$2,147,000 | 1.21% |
| Warrant Articles | <u>\$6,033,145</u> | 3.40% |
| | \$177,992,527 | 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 2 1/2 Limit</u> | <u>Tax Due To Debt Exclusions</u> |
| FY2016 | 14.82 | 603,550 | 8,945 | 297 | 3.4% | 8,643 | 302 |
| FY2015 | 14.97 | 577,689 | 8,648 | 305 | 3.5% | 8,334 | 314 |
| FY2014 | 15.18 | 549,622 | 8,343 | 376 | 4.7% | 8,111 | 232 |
| FY2013 | 14.51 | 549,070 | 7,967 | 181 | 2.3% | 7,800 | 167 |
| 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 |

| <u>Fiscal Year</u> | <u>At Levy Limit Projected Tax Within 2 1/2</u> | <u>Tax Due to Debt Exclusions</u> | <u>At Levy Limit Projected Average Single Family Tax Bill</u> | <u>% Increase</u> | <u>At \$321,162 Below Limit Projected Average Single Family Tax Bill</u> | <u>% Increase</u> |
|--------------------|---|-----------------------------------|---|-------------------|--|-------------------|
| FY2017 | 9,061 | 252 | 9,313 | 4.1% | 9,291 | 3.9% |
| FY2018 | 9,379 | 277 | 9,655 | 3.7% | 9,634 | 3.7% |
| FY2019 | 9,707 | 268 | 9,975 | 3.3% | 9,954 | 3.3% |

There are many variables affecting property tax rates and residential property tax bills. This table shows what happens if the average residential property tax bill required to fund Town and School budgets within Proposition 2 ½ escalates at 3 ½% per year – a reasonable estimate based on historical trends. Including the additional taxes to pay for approved debt exclusions and going up to the levy limit after a year with \$1.6 million in excess levy capacity, a **4.1% increase** would be projected, if the budgets and warrant articles to be voted by this year’s Town Meeting require taxing to Andover’s Proposition 2 ½ levy limit.

The Town Manager has recommended a budget that maintains \$321,162 in excess levy capacity resulting in a projected 3.9% increase for the average single family property tax bill. The table also shows the impact of maintaining a \$321,162 excess levy capacity for FY2018 and FY2019.

TAX BILL HISTORY AND PROJECTION

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 years' tax bills by using the real numbers from FY2016. We have no reliable way of predicting the impact of any shift in the tax burden due to either the revaluation of property or the Board of Selectmen's annual vote on tax classification.

Because the work of the Board of Assessors establishing property values is not complete until fall, because new growth cannot be certified until valuations are complete, and because the Board of Selectmen does not vote on tax classification until November, it is not possible to calculate the impact of Town Meeting decisions on individual tax bills prior to Town Meeting. Projecting a percentage increase gives voters the ability to estimate the impact on their individual property tax bills by simply multiplying the projected percentage increase by their current year's (FY2016) property tax bill. For example:

| |
|---|
| <p>If your property has an assessed value of \$500,000</p> <p>Your FY2016 property tax bill is \$7,410 (500 X \$14.82 per thousand tax rate).</p> <p>Multiply by .041 to estimate your FY2017 tax increase of \$304 if Andover taxes to its Proposition 2 ½ levy limit.</p> <p>Multiply by .039 to estimate your FY2017 tax increase of \$289 if Andover stays \$321,162 below its levy limit.</p> |
|---|

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 2 ½. 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 FY2016 property tax levy and actual FY2016 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.

| Article No. | Project | Total Authorized | Length of Bond Issue | Annual Debt Service | Tax \$ Needed |
|-------------|-------------------------------|--------------------|----------------------|---------------------|---------------|
| 26 | Public Works Vehicles | 350,000 | 10 years | 47,250 | \$3 |
| 27 | Fire Apparatus Engine | 575,000 | 10 years | 77,600 | \$5 |
| 28 | Town Building Maintenance | 700,000 | 10 years | 94,500 | \$7 |
| 29 | Collins Center Façade | 2,000,000 | 20 years | 170,000 | \$12 |
| 30 | Lovely Field Turf | 500,000 | 10 years | 67,500 | \$5 |
| 34 | School Building Maintenance | 500,000 | 10 years | 67,500 | \$5 |
| 56 | Tewksbury Street Sidewalk | 632,000 | 5 years | 148,520 | \$10 |
| 47 | Ballardvale Engine House | 3,000,000 | 20 years | 255,000 | \$18 |
| 57 | Memorial Playstead Playground | 120,000 | 10 years | 16,200 | \$1 |
| | Total | \$7,877,000 | | \$944,070 | \$66 |

Employee Retirement Benefits

Pensions

Andover's Contributory Retirement System provides pension, disability and death benefits to plan members and beneficiaries. Substantially all employees are members of the plan with the exception of public school teachers and certain School Department administrators who are members of the Massachusetts Teachers Retirement System. Members are required to contribute a fixed percentage of their annual covered compensation to the System. The Town is required to pay its share of pension costs based on an actuarially based funding schedule adopted by the Andover Retirement Board and approved by PERAC, a state agency.

The FY2017 Retirement appropriation (Article 4, line 22) of \$8.4M is based on a funding schedule with appropriation increases of 8% per year and a fully funded target date of 2032. The funding schedule can be found in the full actuarial report on the Town of Andover's website, www.andoverma.gov.

OPEB

OPEB (Other Post Employment Benefits) refers to benefits retirees receive in addition to their pensions, primarily health insurance. Government accounting regulations require all government entities to report their OPEB liabilities on their annual financial statements. **A town's OPEB liability is the amount that would have to be set aside today to pay those projected future benefits.** In addition to financial planning for future Town and School budgets, quantifying the value of future retirement benefits is critical to understanding the true cost of employee compensation.

Andover's most recent OPEB actuarial valuation (as of June 30, 2015) was prepared by The Segal Group, Inc., and can be found on the Town's website, www.andoverma.gov. The report identifies an unfunded actuarial accrued liability of approximately \$184 million and shows possible funding schedules.

The present values of the unfunded liabilities for both pensions and OPEB are calculated with discount rates blended between the pay-as-you-go "taxing" rate and the expected rate of return on plan assets. Actuaries base their proposed funding schedules on discount rates generally accepted in their industry, but recent economic trends have led to widespread criticism of those rates. Because many believe that the discount rates used in Andover's 2013 OPEB valuation (5.75% blended) was too high, the recent valuation (June 30, 2015) used a blended discount rate of 4.25%. This change in the discount rate, along with other factors, some positive, some negative, led to an increase in the unfunded OPEB liability from the 2013 to the 2015 valuation of \$39 million, from \$145 million to \$184 million.

Steps Andover is taking to address the OPEB liability: While there is currently no requirement to prefund OPEB, Andover's 2010 Town Meeting voted to establish an OPEB Trust Fund, which, following appropriations in 2010, 2011, 2013, 2014, and 2015, has a balance of approximately \$5.5 million.

The Finance Committee is recommending a total appropriation to the OPEB Trust Fund at this year's Town Meeting of \$1,502,079. This amount is comprised of an appropriation of \$374,507 in the Water and Sewer budgets (Article 4, lines 15 & 17) and an appropriation of \$1,127,572 in the OPEB Obligations line (Article 4, line 24). The Finance Committee is not recommending using any money from Free Cash toward the OPEB liability.

Funding OPEB entirely within Article 4 represents a deliberate shift from prior years' reliance on Free Cash as the major source of the annual OPEB appropriation. This new approach gives the Town a more reliable OPEB funding stream, and, at the same time, preserves Free Cash as a key component of the Town's financial reserves.

While the \$1,502,079 appropriation in Article 4 falls short of the OPEB Advisory Committee's recommendation to fund \$1,800,000 to OPEB this year, this amount is a big step up from the \$790,000 that was appropriated within Article 4 last year. It is important to note, however, how much less this recommended appropriation is from the \$6.3M that the Town would need to appropriate this year in order to fully fund the liability in 30 years.

What this means is that, even adding an appropriation this year of \$1.5 million to the \$5.5 million that is currently in the OPEB Trust Fund, the Town is still a long way from funding the current liability of \$184 million. A long-term plan to eventually fund the entire liability would include further increases in OPEB funding within Article 4 accompanied by reforms that would lower the total liability. An OPEB Advisory Committee appointed by the Board of Selectmen recently reported its recommendations for steps that can be taken to address the OPEB liability (see the following pages).

Town Meeting's role: Town Meeting voters approve all Town budgets, including all appropriations into the OPEB Trust Fund. Voters should understand that increased OPEB funding early on significantly reduces the overall future liability, which lessens the burden on future taxpayers but takes money away that could provide services right now. When voting budgets at Town Meeting, voters should carefully consider what it means to fund the OPEB liability in a responsible manner.

There are significant differences in the OPEB and pension obligations.

- Cities and Towns are required to have an actuarially based funding schedule for their pension plans which must be approved by the local Retirement Board and PERAC. State law mandates Town funding of the amount approved by the Retirement Board. There is currently no requirement to prefund OPEB.
- Employees contribute significantly to the funding of their pensions, but they do not pay anything toward the OPEB obligation. However, they do pay a portion of the health insurance premiums when they receive health benefits in retirement.
- Pension costs are directly related to salary costs. OPEB costs are directly related to the cost of employee health insurance.

OPEB ADVISORY COMMITTEE REPORT

On 3/31/16, the OPEB Advisory Committee released its report, *Options for Managing OPEB Costs*, containing 21 recommendations (see the Town website, [www. andoverma.gov](http://www.andoverma.gov), for the full report.) The following are excerpts from the OPEB Advisory Committee's report.

"If not appropriately addressed, the financial burdens of OPEB will change Andover forever in very dramatic and detrimental ways. No consequence of an unchecked OPEB crisis would be worse than denying future generations all of the benefits of our great town.

This Committee is unanimous in its attempt to provide balanced options that contain OPEB costs while maintaining Andover's ability to compete for the highest quality employees. All of the following recommendations are designed to ensure competitive and affordable OPEB benefits, maximize long-term sustainability and provide a fair burden to taxpayers."

#1 Develop a funding policy with the intention of fully funding OPEB

We recommend the Town increase its FY2017 funding to at least \$1.8 million and develop a plan to fully fund OPEB within 35 to 40 years.

#2 Systematically increase the retirees' premium contribution rate to 50%

We recommend the Town increase retiree contribution rates to 50% over a three to seven-year period. This recommendation, when fully implemented, will reduce the Town's OPEB liability by approximately \$53 million.

#3 Systematically move current employees' premium contribution rate to 50% through collective bargaining

The Committee recommends, through collective bargaining, the process of systematically reducing the Town's health insurance contribution to the statutory minimum of 50% for all active employees. The Town should also request, as a starting point, all future employees hired be required to immediately pay 50% of their healthcare cost.

#4 Increase eligibility standards for participation in the Town's Retirement Plan from 20 hours to 30 hours for new employees

The easiest long-term reform for retirement benefits is to reduce them for new employees. ... This will not reduce the current OPEB unfunded liability but will save money for the Town in years to come.

#5 Eliminate the ability to "buy back time" or receive pro-rated credits for hours worked below the eligibility level

#6 Limit cost of living increases (COLA) for retirees until the Retirement Plan is fully funded

Once the pension plan is fully funded, the Town will be able to increase its funding of OPEB with monies previously going towards pensions.

#7 Consider reimbursement from other towns when an employee retires from the Town and had previous employment with one or more other government units.

#8 Evaluate buying out employees' vested benefits in OPEB

Implementing this recommendation would require buying out vested employees for the fair actuarial value of their accrued benefits on a voluntary exchange basis.

#9 Consider transitioning to defined contribution style plans

A defined contribution plan identifies the financial contribution that will be made to employee healthcare rather than defining the health plan that will be provided.

#10 Require that an employee retire from the Town or have 25 years of vested service in order to qualify for OPEB

#11 Work with the Retirement Board to consider eligibility reforms. Authorize the Town Manager to review the composition of the Retirement Board to ensure it is representative of all of the Town's stakeholders and to authorize the Town Manager to take all necessary action to ensure that it is, in fact, representative. Review the composition of the Retirement Board to insure that it possesses the necessary skill sets consistent with its mission.

#12 Implement a Pre-funding plan for new hires, where expenses are accounted for as they are earned

Using this method, actuaries would determine an average annual per employee cost for OPEB. This expense would be accrued each year, with funds set aside in the OPEB trust fund. Under this plan, the OPEB liability would be funded as it is earned, linking the expense directly to employment.

#13 Implement a unified approach to collective bargaining

#14 Establish a permanent OPEB Committee

#15 Establish control policies regarding OPEB participation and reporting

#16 Adopt a comprehensive compensation model that reflects the true employee/candidate cost

#17 Create a Compensation Advisory Committee

#18 Implement a meaningful Wellness Program

#19 Implement a Citizen's Dashboard concept.

#20 Ensure cost savings are dedicated to OPEB

#21 Coalesce with other Triple A rated towns to organize legislative delegations.

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 2 1/2 TAX LEVY LIMIT</u> | <u>ACTUAL TAX LEVY WITHIN 2 1/2</u> | <u>EXCESS TAX LEVY CAPACITY</u> | <u>ADDITIONAL TAXES DEBT EXCLUSION</u> | <u>TOTAL TAX LEVY</u> | <u>% INC TOTAL TAX LEVY</u> |
|--------------------|--|---|---|--|---------------------------|-------------------------------------|
| 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 | 104,608,300 | 3.3% |
| FY2012 | 106,128,017 | 105,926,697 | 201,320 | 2,947,458 | 108,874,155 | 4.1% |
| FY2013 | 110,260,241 | 109,544,429 | 715,812 | 2,349,085 | 111,893,514 | 2.8% |
| FY2014 | 114,580,069 | 114,227,432 | 352,637 | 3,278,583 | 117,506,015 | 5.0% |
| FY2015 | 119,797,140 | 117,795,354 | 2,001,786 | 4,438,406 | 122,233,760 | 4.0% |
| FY2016 | 124,996,152 | 123,392,381 | 1,603,771 | 4,304,490 | 127,696,871 | 4.5% |
| FY2017 | 129,921,055 | 129,599,893 | 321,162 | 3,597,424 | 133,197,317 | 4.3% |

* Projected based on budget and warrant article recommendations for the 2016 ATM

CALCULATION OF FY2016 PROPERTY TAX LEVY LIMIT

| | | |
|--------------------------------|--------------------|--|
| FY2015 TAX LEVY LIMIT | \$119,797,141 | Beginning amount for FY2016 |
| 2.5% of FY2015 Levy Limit | 2,994,929 | |
| New Growth | <u>2,204,083</u> | Tax increase based on actual new growth |
| FY2016 TAX LEVY LIMIT | \$124,996,154 | FY2016 tax limit prior to funds raised for Prop 2 1/2 exempt debt |
| Plus | | |
| NET FY2016 EXEMPT DEBT SERVICE | <u>\$4,304,490</u> | Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid |
| Equals | | |
| FY2016 TOTAL TAX LEVY LIMIT | \$129,300,644 | Estimated Maximum property taxes allowable for Fiscal Year 2016 |
| Less | | |
| FY2016 TAX LEVY | \$127,696,873 | Estimated Amount of property taxes for Fiscal Year 2016 |
| Equals | | |
| FY2016 EXCESS TAX CAPACITY | \$1,603,771 | Amount of additional taxes that could be raised within Proposition 2 1/2 limit |

CALCULATION OF FY2017 PROPERTY TAX LEVY LIMIT

| | | |
|--------------------------------|--------------------|--|
| FY2016 TAX LEVY LIMIT | \$124,996,154 | Beginning amount for FY2016 |
| 2.5% of FY2016 Levy Limit | 3,124,904 | |
| New Growth | <u>1,800,000</u> | Tax increase based on 5 year average of tax value of new construction |
| FY2017 TAX LEVY LIMIT | \$129,921,058 | FY2017 tax limit prior to funds raised for Prop 2 1/2 exempt debt |
| Plus | | |
| NET FY2017 EXEMPT DEBT SERVICE | <u>\$3,597,424</u> | Additional taxes allowed for Proposition 2 1/2 exempt debt less state aid |
| Equals | | |
| FY2017 TOTAL TAX LEVY LIMIT | \$133,518,482 | Estimated Maximum property taxes allowable for Fiscal Year 2017 |
| Less | | |
| FY2017 TAX LEVY | \$133,197,317 | Estimated Amount of property taxes for Fiscal Year 2017 |
| Equals | | |
| FY2016 EXCESS TAX CAPACITY | \$321,162 | Amount of additional taxes that could be raised within Proposition 2 1/2 limit |

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

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.

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 FY2017 budgets or tax rate.** They will become fixed obligations for future years.

Total Debt Service of \$14,790,395 for FY2017 is comprised of:

Exempt Debt \$4,828,400

- Funded with property taxes outside Proposition 2 ½ Levy Limit
- New exempt debt increases property taxes
- New exempt debt does not impact operating budgets or funding available for other purposes

Water and Sewer Debt \$4,273,070

- 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

Non-Exempt Debt \$5,468,925

- Funded with property taxes and other general fund revenues available within Andover's Proposition 2 ½ Levy Limit
- New non-exempt debt does not increase property tax bills
- New non-exempt debt reduces the amount available within Proposition 2 ½ for future operating budgets or other capital projects
- \$479,561 from Cable Franchise Fees funds the debt service for the \$2.5 million in bonds issued for spending on technology.

Interest on BANS and other debt issue expenses \$220,000

Andover's Debt Analysis Tool is an interactive spreadsheet developed to help Town and School officials estimate the annual appropriation needed to fund capital projects, show the impact on future budgets and explain the costs to Andover taxpayers. Policymakers can plug in debt schedules for capital projects and then experiment with changes in interest rates and the number, projected cost and timing of projects. 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 bonded article on the warrant.

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> |
|--------------------|------------------------------------|-----------------------------------|------------------------------|-----------------------------|
| 2016 | 852,206 | 353,649 | 998,228 | 2,204,083 |
| 2015 | 692,776 | 122,768 | 1,536,599 | 2,352,143 |
| 2014 | 593,070 | 107,515 | 863,155 | 1,563,740 |
| 2013 | 714,513 | 14,767 | 749,742 | 1,479,022 |
| 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 |

TOTAL COMPENSATION

The table below shows the total compensation costs for active Andover employees in the FY17 budget. As with other public and private employees, there are many elements in addition to salaries that are associated with personnel costs. Some of these costs are funded in the current year, while others become a future obligation.

FY2017 Town of Andover - Total Personnel Compensation Expense

| Compensation Cost Item | Town | Water/Sewer | School | Total | % of TOTAL | Change from FY2016 | |
|--|----------------------|---------------------|----------------------|-----------------------|---------------|---------------------|-------------|
| | | | | | | \$ | % |
| Salaries | \$ 29,660,549 | \$ 2,208,658 | \$ 61,182,256 | \$ 93,051,463 | 79.1% | \$ 2,610,727 | 2.9% |
| Health Insurance | 3,404,989 | 282,803 | 9,117,814 | 12,805,606 | 10.9% | 985,737 | 8.3% |
| OPEB - Normal Cost | 2,805,151 | 191,323 | 5,106,566 | 8,103,040 | 6.9% | 385,859 | 5.0% |
| Retirement Fund - Employer Normal Cost | 1,219,956 | 16,595 | 590,076 | 1,826,627 | 1.6% | 78,004 | 4.5% |
| Employee Benefits - primarily Medicare tax | 411,518 | 30,643 | 911,400 | 1,353,561 | 1.2% | 54,396 | 4.2% |
| General Insurance - Workers Comp | 114,527 | 8,528 | 236,240 | 359,295 | 0.3% | 23,505 | 7.0% |
| Unemployment Compensation | 51,001 | 3,798 | 105,202 | 160,000 | 0.1% | 2,000 | 1.3% |
| TOTAL | \$ 37,667,690 | \$ 2,742,348 | \$ 77,249,554 | \$ 117,659,592 | 100.0% | \$ 4,140,228 | 3.6% |

It is important to note that the non-salary costs can increase at a faster rate than salaries. Salary expenses are captured in each department's operating budget and comprise 79% of compensation costs. Compared to the FY2016 budget, the salaries increased by 2.9%, while the remaining 21% of the compensation costs increased by 6.6% for an overall increase of 3.6%.

As these numbers indicate, total compensation costs should be considered when departments add employees and when the Town negotiates labor contracts.

GROWTH OF FIXED OBLIGATIONS

The Finance Committee is concerned about the rising costs of the Town's fixed obligations. Fixed obligations consist of retirement costs, health insurance and debt service.

The Finance Committee prepared an analysis to determine the long-term implications of having fixed obligations grow much faster than available revenue. In doing our analysis we calculated the five-year compound annual growth rates for the categories below and used those same growth rates for years FY2018 and thereafter with the exception of the growth rate for retirement costs. The historical compound annual growth rate for retirement costs is 11.0% but we reasonably expect those costs to increase 8% in future years and therefore used 8% in our analysis.

| Budget Category | 5 Year Historical Compound Annual Growth Rate | Compound Annual Growth Rate Used FY2018-2037 |
|--------------------|---|--|
| Available revenue | 4.02% | 4% |
| Fixed Obligations | | |
| • Retirement | 11.00% | 8% |
| • Health insurance | 5.11% | 5% |
| • Debt service | 6.65% | 6% |

If recent trends were to continue, the increase in fixed obligations is going to take more and more available revenue thereby putting increased pressure to reduce costs on the town and school departments. Left unchecked, approximately 32% of the increase in available revenue could go to cover fixed obligations in 20 years.

EXPENDITURES BY TOWN FOR SCHOOL DEPARTMENT

Andover Funds some items that the State Department of Education considers to be school expenditures in non-school departmental budgets. Shown here are additional DOE defined school expenses that are not included in the school budget line in Article 4.

| <u>Categories</u> | <u>EXPENDED FY2013</u> | <u>EXPENDED FY2014</u> | <u>EXPENDED FY2015</u> | <u>BUDGET FY2016</u> |
|---|----------------------------|----------------------------|----------------------------|--------------------------|
| Finance and Administrative Services | 162,553 | 181,819 | 174,857 | 177,479 |
| Human Resources and Benefits | 47,740 | 51,632 | 54,279 | 55,093 |
| Other Instructional Materials | - | - | - | - |
| School Security | 4,518 | 4,588 | 4,588 | 4,700 |
| Heating of School Buildings (school offices) | 21,016 | 25,548 | 17,227 | 27,972 |
| School Utility Services (electricity, water, sewer, trash, recycling) | 258,786 | 256,261 | 277,560 | 282,945 |
| Maintenance of School Grounds (grounds, fields, snow, sweeping) | 167,628 | 179,643 | 218,165 | 224,528 |
| Maintenance of School Buildings (Plant and Facilities) | 821,378 | 742,965 | 710,176 | 705,162 |
| Maintenance of School Equipment (Plant and Facilities, Public Safety) | 100,669 | 103,018 | 107,182 | 110,572 |
| Extraordinary Maintenance (Plant and Facilities) | 1,754,867 | 1,550,410 | 1,588,179 | 1,826,406 |
| Networking & Telecommunications | 111,623 | 154,898 | 132,808 | 246,512 |
| Technology Maintenance | 838,761 | 876,061 | 928,609 | 942,539 |
| Employer Retirement Contributions | 1,500,395 | 1,674,441 | 1,895,993 | 2,328,833 |
| Insurance for Active Employees | 8,756,550 | 9,425,039 | 10,448,889 | 11,254,595 |
| Insurance for Retired School Employees (1) | 1,954,609 | 2,235,835 | 214,134 | - |
| Other Non-Emp Insurance- Prop and Casualty | 389,592 | 417,488 | 434,003 | 407,904 |
| Short Term Interest | 29,833 | 33,000 | - | 6,464 |
| Purchase of Land & Buildings | 5,273,236 | 6,009,868 | 1,945,364 | 1,978,268 |
| Capital Technology | 541,708 | 389,259 | 952,005 | 1,078,000 |
| Long Term Debt Retirement/School Construction | 2,426,900 | 3,085,000 | 5,339,667 | 5,453,067 |
| Long Term Debt Service/School Construction | 441,860 | 863,116 | 2,163,609 | 2,064,209 |
| Long Term Debt Retirement/Education and Other | 1,566,193 | 1,596,230 | - | - |
| School Choice Tuition | - | - | - | - |
| Tuition To Charter Schools | - | - | - | - |
| Regional School Assessment | <u>399,331</u> | <u>330,974</u> | <u>456,521</u> | <u>510,000</u> |
| TOTAL | 27,569,746 | 30,187,093 | 28,063,815 | 29,685,248 |

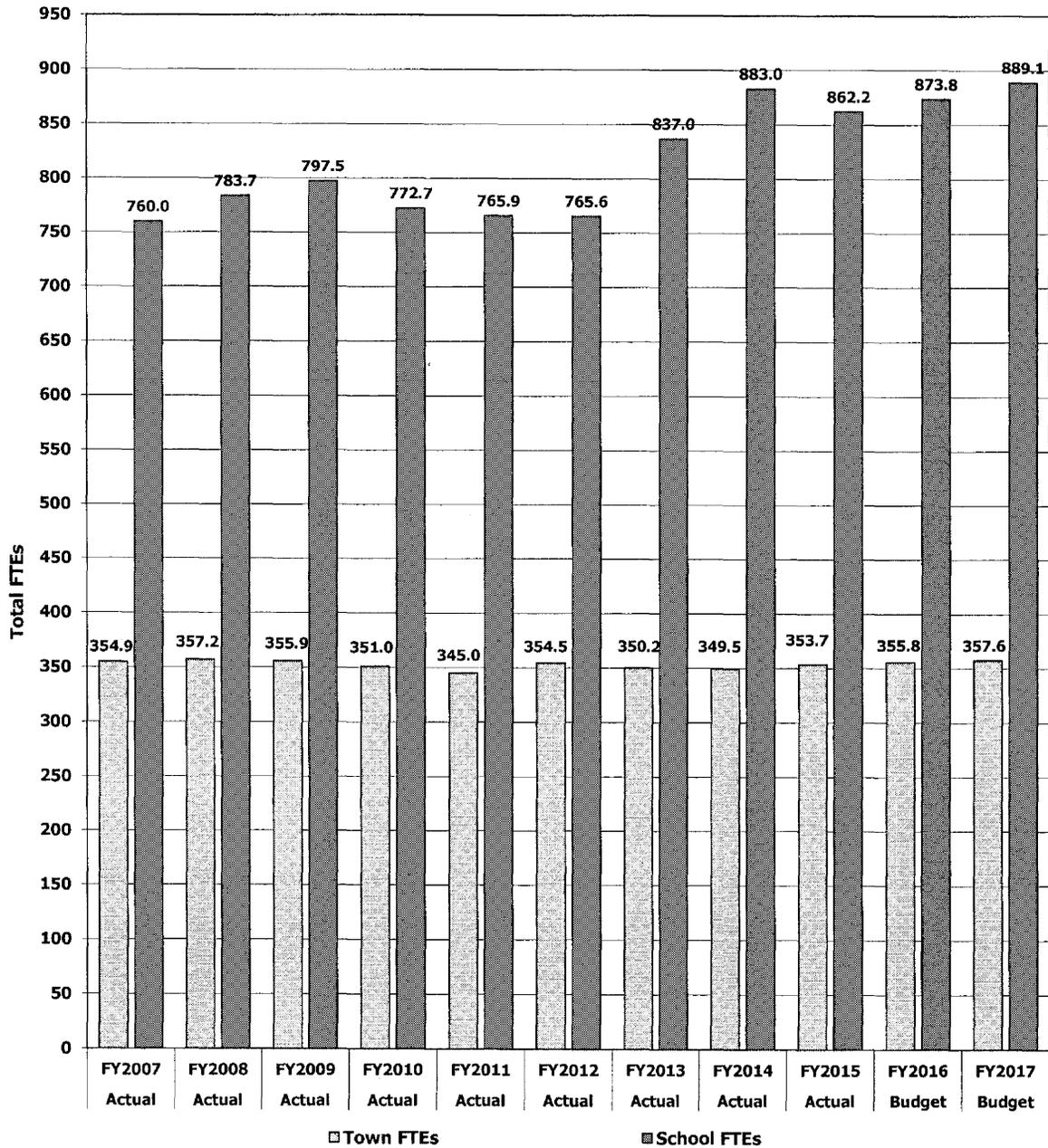
NOTES

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

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

(1) Retired Teachers were brought back into the Town from the GIC in FY15

Town & School Employees (FTEs) FY2007 - FY2017



| | Actual FY2007 | Actual FY2008 | Actual FY2009 | Actual FY2010 | Actual FY2011 | Actual FY2012 | Actual FY2013 | Actual FY2014 | Actual FY2015 | Budget FY2016 | Budget FY2017 | Actual 10-Yr FTE Change |
|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------------------|
| Town FTEs | 354.9 | 357.2 | 355.9 | 351.0 | 345.0 | 354.5 | 350.2 | 349.5 | 353.7 | 355.8 | 357.6 | 2.7 |
| School FTEs | 760.0 | 783.7 | 797.5 | 772.7 | 765.9 | 765.6 | 837.0 | 883.0 | 862.2 | 873.8 | 889.1 | 129.1 |
| Total FTEs | 1,114.9 | 1,140.9 | 1,153.4 | 1,123.7 | 1,110.8 | 1,120.1 | 1,187.2 | 1,232.5 | 1,215.9 | 1,229.6 | 1,246.7 | 131.8 |

* - FY17 Includes new positions for AHS Schedule change - School Committee had not taken final vote.

2016 ANNUAL TOWN MEETING

Monday, May 2, 2016

J. EVERETT COLLINS CENTER AUDITORIUM

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, one Andover Housing Authority member for five years and one Punchard Free School Trustee for three years.

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

After the final action on the preceding Article One, the said meeting shall stand adjourned by virtue of Chapter 39, Section 20 of the Massachusetts General Laws, to Monday, May 2, 2016 at seven o'clock P.M. in the J. Everett Collins Center Auditorium, 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.

~~~~~

YES _____

NO _____

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.

~~~~~

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 FINANCE COMMITTEE voted 6-0 to recommend approval.

YES _____

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, 2016 and ending June 30, 2017, or take any other action related thereto.

There will be 11 motions on the Budget:

- | | |
|--------------------------------|------------------------|
| Public Safety | Andover Public Schools |
| General Government | Sewer |
| Municipal Services | Water |
| Library | Technical Schools |
| 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 **FY2017 OPERATING BUDGET** on the next 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 FY2014 and FY2015 and the FY2016 Budget approved at last spring's Town Meeting. The last column shows the FY2017 Budget recommendations of the Finance Committee.

Finance Committee Recommendations

| | |
|--|-------------------------|
| Article 4 Budget Appropriations | \$167,868,534 |
| Article 5 Capital Projects | 2,540,000 |
| Other Warrant Articles | 6,033,145 |
| Non-Appropriated Costs | <u>1,550,848</u> |
| | \$177,992,527 |

**ARTICLE 4
FY2017
OPERATING BUDGET**

4/5/16

| LINE DEPARTMENT ITEM | EXPENDED FY2014 | EXPENDED FY2015 | BUDGET FY2016 | FINCOM FY2017 | |
|---|--------------------|--------------------|--------------------|--------------------|--------|
| <u>PUBLIC SAFETY</u> | | | | | |
| 1 PERSONAL SERVICES | 13,281,815 | 14,379,487 | 14,014,669 | 14,327,319 | |
| 2 OTHER EXPENSES | <u>1,469,303</u> | <u>1,460,231</u> | <u>1,590,676</u> | <u>1,617,864</u> | |
| TOTAL | 14,751,118 | 15,839,718 | 15,605,345 | 15,945,183 | 2.18% |
| <i>Includes \$210,000 Parking Receipts; \$75,000 Detail Fees; and \$1,250,000 Ambulance Collections</i> | | | | | |
| <u>GENERAL GOVERNMENT / IT / CD&P</u> | | | | | |
| 3 PERSONAL SERVICES | 5,194,308 | 5,293,948 | 5,506,687 | 5,607,901 | |
| 4 OTHER EXPENSES | <u>1,837,202</u> | <u>1,818,580</u> | <u>2,029,073</u> | <u>2,170,854</u> | |
| TOTAL | 7,031,510 | 7,112,528 | 7,535,760 | 7,778,755 | 3.22% |
| <i>Includes \$25,000 Wetland Filing Fees</i> | | | | | |
| <u>MUNICIPAL SERVICES (DPW/P&F)</u> | | | | | |
| 5 PERSONAL SERVICES | 4,727,341 | 4,980,229 | 5,164,649 | 5,198,929 | |
| 6 OTHER EXPENSES | <u>5,679,810</u> | <u>6,422,457</u> | <u>5,668,309</u> | <u>5,927,979</u> | |
| TOTAL | 10,407,151 | 11,402,686 | 10,832,958 | 11,126,908 | 2.71% |
| <i>Includes \$52,000 Rental Receipts, \$46,000 Cemetery Revenue and \$8,000 AYF Gift</i> | | | | | |
| <u>LIBRARY</u> | | | | | |
| 7 PERSONAL SERVICES | 1,907,903 | 1,979,611 | 2,011,983 | 1,996,922 | |
| 8 OTHER EXPENSES | <u>610,792</u> | <u>620,038</u> | <u>669,359</u> | <u>671,575</u> | |
| TOTAL | 2,518,695 | 2,599,649 | 2,681,342 | 2,668,497 | -0.48% |
| <u>COMMUNITY / YOUTH / ELDER SERVICES</u> | | | | | |
| 9 PERSONAL SERVICES | 1,273,316 | 1,302,551 | 1,378,547 | 1,419,478 | |
| 10 OTHER EXPENSES | <u>447,769</u> | <u>469,026</u> | <u>519,350</u> | <u>523,570</u> | |
| TOTAL | 1,721,085 | 1,771,577 | 1,897,897 | 1,943,048 | 2.38% |
| <i>Includes \$550,000 and \$38,000 in User Fees, \$59,000 Grants and \$22,000 AYF Gift</i> | | | | | |
| <u>UNCLASSIFIED</u> | | | | | |
| 11 COMPENSATION FUND | - | - | 950,000 | 1,110,000 | |
| 12 RESERVE FUND | inc above | inc above | <u>200,000</u> | <u>200,000</u> | |
| TOTAL | | | 1,150,000 | 1,310,000 | |
| <u>TOWN DEPTS. TOTAL</u> | | | | | |
| PERSONAL SERVICES | 26,384,683 | 27,935,826 | 29,026,535 | 29,660,549 | |
| OTHER EXPENSES | 10,044,876 | 10,790,332 | 10,676,765 | 11,111,842 | |
| <i>Less Budgeted Revenues</i> | <u>(1,971,255)</u> | <u>(2,233,755)</u> | <u>(2,378,000)</u> | <u>(2,335,000)</u> | |
| NET TOTAL | 34,458,304 | 36,492,403 | 37,325,300 | 38,437,389 | 2.98% |

**ARTICLE 4
FY2017
OPERATING BUDGET**

4/5/16

| LINE DEPARTMENT ITEM | EXPENDED FY2014 | EXPENDED FY2015 | BUDGET FY2016 | FINCOM FY2017 | |
|----------------------------|--------------------|--------------------|-------------------|-------------------|-------|
| <u>ANDOVER SCHOOL DEPT</u> | | | | | |
| PERSONAL SERVICES | 56,217,707 | 57,594,012 | 59,210,775 | 61,182,256 | |
| OTHER EXPENSES | <u>12,709,886</u> | <u>13,310,440</u> | <u>14,085,816</u> | <u>14,505,573</u> | |
| 13 TOTAL | 68,927,593 | 70,904,452 | 73,296,591 | 75,687,829 | 3.26% |

| LINE DEPARTMENT ITEM | EXPENDED FY2014 | EXPENDED FY2015 | BUDGET FY2016 | FINCOM FY2017 | |
|-------------------------|--------------------|--------------------|------------------|------------------|-------|
| <u>SEWER</u> | | | | | |
| 14 PERSONAL SERVICES | 285,951 | 302,826 | 295,150 | 297,869 | |
| 15 OTHER EXPENSES | <u>1,703,832</u> | <u>2,012,226</u> | <u>2,179,900</u> | <u>2,394,092</u> | |
| TOTAL | 1,989,783 | 2,315,052 | 2,475,050 | 2,691,961 | 8.76% |
| <u>WATER</u> | | | | | |
| 16 PERSONAL SERVICES | 1,854,417 | 1,865,244 | 1,908,276 | 1,910,789 | |
| 17 OTHER EXPENSES | <u>2,772,268</u> | <u>2,571,106</u> | <u>2,846,350</u> | <u>3,067,745</u> | |
| TOTAL | 4,626,685 | 4,436,350 | 4,754,626 | 4,978,534 | 4.71% |
| TOTAL | 6,616,468 | 6,751,402 | 7,229,676 | 7,670,495 | |

| LINE DEPARTMENT ITEM | EXPENDED FY2014 | EXPENDED FY2015 | BUDGET FY2016 | FINCOM FY2017 | |
|--|--------------------|--------------------|------------------|------------------|-------|
| <u>OBLIGATIONS</u> | | | | | |
| 18 TECHNICAL SCHOOLS | 330,974 | 456,521 | 510,000 | 610,000 | |
| 19 DEBT SERVICE | 12,822,919 | 14,847,201 | 15,443,135 | 14,790,395 | |
| 20 GENERAL INSURANCE | 777,873 | 774,757 | 732,553 | 783,831 | |
| 21 UNEMPLOYMENT COMP. | 275,000 | 320,000 | 158,000 | 160,000 | |
| 22 RETIREMENT FUND | 5,746,224 | 6,207,276 | 7,946,015 | 8,360,984 | |
| 23 HEALTH INSURANCE FUND | 14,000,000 | 15,670,957 | 17,052,416 | 17,905,037 | |
| 24 OPEB | <u>325,000</u> | <u>400,000</u> | <u>500,000</u> | <u>1,127,572</u> | |
| TOTAL | 34,277,990 | 38,676,712 | 42,342,118 | 43,737,819 | 3.30% |
| <i>Includes \$479,561 from Cable Funds</i> | | | | | |

| | | | | | |
|------------------------|--------------------|--------------------|--------------------|--------------------|--|
| GRAND TOTAL | 146,251,610 | 155,058,724 | 162,571,685 | 167,868,534 | |
| Less Budgeted Revenues | <u>(2,853,729)</u> | <u>(2,663,648)</u> | <u>(2,703,438)</u> | <u>(2,814,561)</u> | |
| NET TOTAL | 143,397,881 | 152,395,076 | 159,868,247 | 165,053,973 | |

STAFFING CHANGES

| | <u>FY2014</u> | <u>FY2015</u> | <u>FY2016</u> | <u>FY2017</u> |
|-----------------------|---------------|---------------|---------------|---------------|
| Public Safety | 143.5 | 144.0 | 145.0 | 145.0 |
| General Government | 64.4 | 64.3 | 64.4 | 64.4 |
| Municipal Services | 69.0 | 70.0 | 71.0 | 71.0 |
| Library | 25.6 | 26.6 | 26.6 | 26.6 |
| Community/Youth Elder | 20.4 | 21.8 | 21.8 | 21.8 |
| Retirement | <u>1.8</u> | <u>1.8</u> | <u>1.8</u> | <u>1.8</u> |
| Total Town | 324.7 | 328.5 | 330.6 | 330.6 |
| Schools | 883 | 862 | 873.8 | 889.1 |
| Water | 22.6 | 23.0 | 23.0 | 23.0 |
| Sewer | <u>4.0</u> | <u>4.0</u> | <u>4.0</u> | <u>4.0</u> |
| Total Enterprise | 26.6 | 27.0 | 27.0 | 27.0 |

TOWN DEPARTMENTS

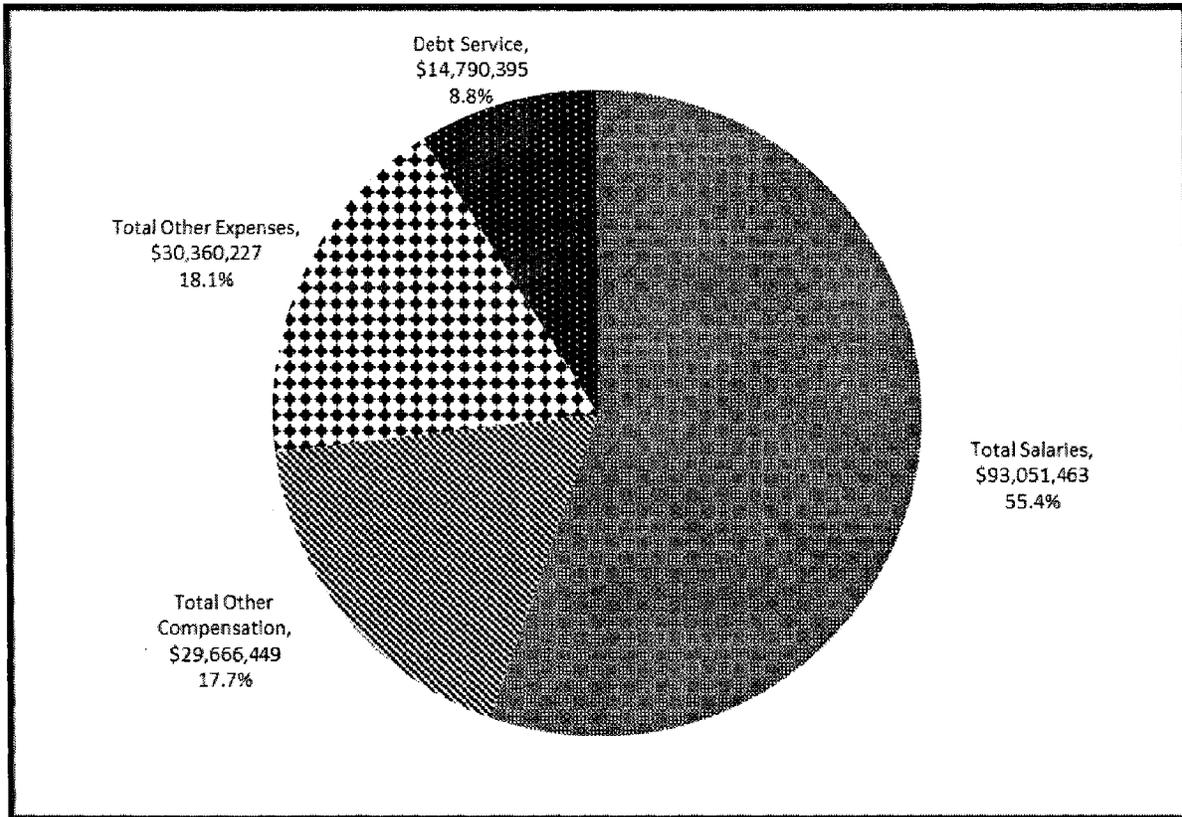
- No additional positions are recommended for FY2017.
- 1 FTE was added to Town Departments for FY2016: a laborer position for Spring Grove Cemetery replaced contracted services. Also a Community Support position for the Police Department was added mid- year in FY2016 and is fully funded in FY2017.
- 2.5 FTE's were added to Town Departments for FY2015: a temporary electrician in Municipal Services and 3 part time positions one each in Information Technology, Elder Services and Public Safety. 1 FTE transferred from IT to Library.
- Included in the positions listed above are 5 FTE's funded with user fees from revolving accounts: 2 Community Services, 1 Youth Services and 2 Elder Services. Also no change in the 1.8 Retirement administrative positions funded with retirement funds.

SCHOOL DEPARTMENT

- In addition to positions shown above, School Department plans to fund 29.9 FTE's with grants and 54.09 FTE's from revolving funds in FY2017.
- 13 of the FY2014 FTE's, 13 of the FY2015 FTE's, and 8 of the FY2016 FTE's were added subsequent to their respective Town Meetings.
- Total shown for FY2017 includes positions related to the AHS schedule because the School Committee had not taken a final vote as of the printing of this report.

**ARTICLE 4
THE BUDGET
\$167,868,534**

The \$122,717,912 budgeted for salaries and other compensation accounts for 73.1% of the funds to be appropriated in Article 4.



Total Salaries include Personal Services appropriations for Town and School Departments and Water and Sewer Enterprise Funds. Positions funded with grants and revolving funds are not included in Article 4.

Total Other Compensation includes employee health insurance, pension funding for the current fiscal year, OPEB, medicare taxes, workers' compensation, unemployment and other employee benefits.

Total Other Expenses is the amount needed to cover all other costs not included in Total Compensation including Town and School Other Expenses, the vocational school assessment and general insurance.

Debt Service is the appropriation for Andover's annual principal and interest costs associated with capital projects funded by borrowing.

| REVENUE AND EXPENDITURE PROJECTIONS | | 5/4/15 | 4/5/16 | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|
| REVENUES | | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
| | RECAP | PROJECTION | PROJECTION | PROJECTION | PROJECTION | PROJECTION | FY17 ASSUMPTIONS |
| PROPERTY TAXES | | | | | | | |
| Prior year Tax Levy Limit | 119,797,140 | 124,996,152 | 129,921,055 | 134,969,082 | 140,143,309 | 145,446,891 | Beginning tax levy limit based on full levy FY16 |
| Annual Increase | 2,994,929 | 3,124,804 | 3,248,028 | 3,374,227 | 3,503,583 | 3,636,172 | Additional 2.5% allowed by law |
| Certified New Growth | 2,204,083 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | New growth estimate based on actual 5-yr. avg. |
| Unused Tax Levy Capacity | (1,803,771) | (321,162) | (300,000) | (300,000) | (300,000) | (300,000) | |
| TOTAL | 123,392,381 | 129,599,893 | 134,669,082 | 139,843,309 | 145,146,891 | 150,583,064 | |
| ADDITIONAL PROP 2 1/2 PROPERTY TAXES | | | | | | | |
| Debt Service Exclusion (Existing) | 5,871,254 | 4,828,401 | 4,035,955 | 3,901,150 | 3,780,750 | 3,524,589 | Existing bonded projects |
| Debt Service Exclusion estimate (To be borrowed) | 78,647 | - | - | - | - | - | |
| Less Premium Adjustment | (94,055) | (88,874) | (84,491) | (78,114) | (76,121) | (76,121) | Per Town Acct calculation |
| Less State Reimbursement | (1,551,356) | (1,142,103) | - | - | - | - | Per SBAB Schedule |
| TOTAL | 4,304,490 | 3,597,424 | 3,951,464 | 3,823,036 | 3,704,629 | 3,448,468 | |
| STATE AID | | | | | | | |
| Chapter 70 Education Aid | 9,191,614 | 9,311,214 | 9,404,326 | 9,498,369 | 9,593,353 | 9,689,287 | Gov Budget 1/27/16 |
| Charter Tuition/Capital Assessment Reimbursement | 4,465 | 11,918 | 8,644 | 8,644 | 8,644 | 8,644 | " |
| School Construction Reimb SBAB | 1,551,356 | 1,142,103 | - | - | - | - | Actual Debt Offset - Final Payment |
| Reserve for Direct Expenditures (C/S Offsets) | 46,140 | 45,386 | 46,140 | 46,140 | 46,140 | 46,140 | Gov Budget 1/27/16 |
| Veterans Benefits | 77,771 | 77,771 | 77,771 | 77,771 | 77,771 | 77,771 | " |
| Vet. Blind, Surv Spouse Exempt | 41,306 | 41,767 | 41,306 | 41,306 | 41,306 | 41,306 | " |
| State Owned land | 210,663 | 208,938 | 210,663 | 210,663 | 210,663 | 210,663 | " |
| General Municipal Aid | 1,647,227 | 1,718,058 | 1,735,239 | 1,752,591 | 1,770,117 | 1,787,818 | " |
| TOTAL | 12,770,542 | 12,557,155 | 11,524,089 | 11,635,484 | 11,747,994 | 11,861,629 | |
| GENERAL LOCAL REVENUES | | | | | | | |
| Motor Vehicle Excise | 4,845,000 | 5,000,000 | 5,043,750 | 5,087,344 | 5,130,777 | 5,174,047 | 3 Year Average |
| Licenses/Permits | 1,950,000 | 2,165,000 | 2,165,000 | 2,165,000 | 2,165,000 | 2,165,000 | " |
| Penalties/Interest | 400,000 | 430,000 | 430,000 | 430,000 | 430,000 | 430,000 | " |
| Fines | 372,000 | 372,000 | 372,000 | 372,000 | 372,000 | 372,000 | " |
| General Government | 230,000 | 230,000 | 230,000 | 230,000 | 230,000 | 230,000 | " |
| Fees | 50,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | " |
| Investment Income | 50,000 | 70,428 | 70,000 | 70,000 | 70,000 | 70,000 | " |
| Meals Tax | 510,000 | 520,000 | 520,000 | 520,000 | 520,000 | 520,000 | " |
| Hotel/Motel Excise | 1,545,300 | 1,580,000 | 1,580,000 | 1,580,000 | 1,580,000 | 1,580,000 | " |
| Medicaid Reimbursement | 265,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | " |
| Library | 11,000 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 | " |
| Miscellaneous/PILOTS | 178,750 | 250,000 | 258,250 | 262,656 | 269,223 | 275,953 | Increase 2.5% |
| TOTAL | 10,405,050 | 10,997,428 | 11,047,000 | 11,097,000 | 11,147,000 | 11,197,000 | |
| OFFSET LOCAL REVENUES | | | | | | | |
| Community Services | 520,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | Based on avail bal/reserved direct exp within dept. budgets |
| Elder Services | 97,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | " |
| Municipal Facilities | 70,000 | 72,000 | 72,000 | 72,000 | 72,000 | 72,000 | " |
| Spring Grove Cemetery | 46,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | " |
| Police Off-Duty Fee | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | " |
| Ambulance | 1,300,000 | 1,100,000 | 1,100,000 | 1,100,000 | 1,100,000 | 1,100,000 | " |
| TOTAL | 2,113,000 | 1,882,000 | 1,882,000 | 1,882,000 | 1,882,000 | 1,882,000 | |
| ENTERPRISE FUNDS | | | | | | | |
| Water and Sewer Rates and Operating Reserves | 12,193,000 | 12,615,785 | 13,294,804 | 14,059,134 | 14,460,842 | 14,992,831 | Per Water/Sewer Projections |
| TOTAL | 12,193,000 | 12,615,785 | 13,294,804 | 14,059,134 | 14,460,842 | 14,992,831 | |
| OTHER AVAILABLE FUNDS- BUDGET | | | | | | | |
| Off-Street Parking Fund (Operating Budget) | 210,000 | 210,000 | 210,000 | 210,000 | 210,000 | 210,000 | Reserved direct expenditure in GF Dept Budget |
| Cable - Technology P&I | 325,438 | 479,561 | 321,838 | 305,937 | 300,050 | 250,050 | Actual Debt Offset |
| Cemetery Perpetual Care | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | 6,000 | Cemetery Maintenance |
| Andover Youth Foundation | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | Youth Center Exp |
| CD&P Wetland fees | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | Wetlands |
| TOTAL | 596,438 | 750,561 | 592,838 | 576,937 | 571,050 | 521,050 | |
| OTHER AVAILABLE FUNDS- ARTICLES | | | | | | | |
| Insurance Recovery Fund | - | 21,356 | - | - | - | - | |
| Cable Lease IT | 291,033 | 274,782 | 313,454 | 312,313 | 322,941 | 325,969 | Cable funds/Lease Pc's/Per CIO Schedule 9/15 CIP |
| Water/Sewer Reserves and Articles | 855,000 | 1,163,000 | 1,003,000 | 963,000 | 1,315,000 | 1,050,000 | \$113,000 CIP, \$300,000 Maint Art, \$500,000 Water Man, \$250,000 GAC |
| Water/Sewer Reserves Operating | 766,767 | 915,143 | 731,353 | 376,755 | 316,812 | 233,329 | |
| Bond Premium Stabilization | 200,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | Estimate |
| Article Transfer from Tennis Court to Track | 101,233 | - | - | - | - | - | |
| TOTAL | 2,214,033 | 2,474,281 | 2,147,807 | 1,752,068 | 2,054,753 | 1,709,298 | |
| FREE CASH | | | | | | | |
| Capital Projects Articles | 876,767 | 3,250,000 | - | - | - | - | MS \$2,250,000/1:1 \$400,000/Projectors \$200,000/Energy \$400,000 |
| Ledge Rd Landfill | 1,000,000 | - | - | - | - | - | |
| OPEB Liability | 1,248,316 | - | - | - | - | - | |
| Bond Stabilization Fund | 788,000 | 268,000 | - | - | - | - | |
| Other Articles | 1,000,000 | - | - | - | - | - | Snow & Ice - FY16 |
| TOTAL | 4,893,083 | 3,518,000 | - | - | - | - | |
| * GRAND TOTAL REVENUES * | 172,882,017 | 177,992,527 | 179,109,083 | 184,668,968 | 190,715,159 | 196,195,340 | |
| INCREASE OVER PRIOR YEAR | 5.20% | 3.00% | 0.60% | 3.10% | 3.30% | 2.90% | |

| REVENUE AND EXPENDITURE PROJECTIONS | | 5/4/15 | 4/5/16 | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--|
| EXPENDITURES | | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 | FY2021 |
| | RECAP | PROJECTION | PROJECTION | PROJECTION | PROJECTION | PROJECTION | FY17 ASSUMPTIONS |
| OBLIGATIONS | | | | | | | |
| Retirement | 7,946,015 | 8,568,835 | 9,254,342 | 9,994,689 | 10,794,264 | 11,657,805 | Based on PERAC funding schedule to 2032 (exc AHA) 1/1/14 |
| Insurance/Workers Comp | 732,553 | 783,831 | 838,699 | 897,408 | 960,227 | 1,027,443 | Increase 7% |
| Unemployment Compensation | 158,000 | 160,000 | 160,000 | 160,000 | 160,000 | 160,000 | |
| Health Insurance | 17,905,416 | 17,905,037 | 19,337,440 | 20,884,435 | 22,555,190 | 24,359,606 | Increase 8% |
| Retired Teachers Health Insurance Assessment | - | - | - | - | - | - | RMT to Town 9/1/14 |
| Other State Assessments | 517,183 | 648,823 | 648,823 | 648,823 | 648,823 | 648,823 | Gov Budget H1 1/27/16 |
| Overlay | 876,291 | 830,000 | 1,200,000 | 900,000 | 900,000 | 1,200,000 | Reval Years 2018 and 2021 |
| OPEB | 500,000 | 1,127,572 | 1,155,761 | 1,184,655 | 1,214,272 | 1,244,629 | 2.5% Annual Increase |
| Technical Schools | 510,000 | 610,000 | 628,300 | 647,149 | 666,563 | 686,560 | Est GLTS and Essex Aggie |
| Water and Sewer Operating Budget | 7,229,676 | 7,670,495 | 7,887,206 | 8,110,161 | 8,339,543 | 8,575,539 | Per TM Projection/OPEB/Est Retirement Included |
| Reserve for Direct Expenditures | 46,140 | 45,386 | 46,140 | 46,140 | 46,140 | 46,140 | Cherry sheet offsets (School Lunch excluded FY16) |
| Other Local Expenditures (Deficits to be Raised) | 39,490 | 6,788 | 150,000 | 150,000 | 150,000 | 150,000 | Overlay/court judgments, deficits to be raised |
| TOTAL | 35,607,764 | 38,356,767 | 41,306,712 | 43,623,461 | 46,435,022 | 49,756,544 | |
| DEBT SERVICE | | | | | | | |
| Existing Non-Exempt General Fund Debt | 4,265,787 | 4,427,149 | 4,233,879 | 3,952,599 | 3,519,327 | 3,290,978 | Actual Debt (inc MWPAT Act \$27,304 P, \$12,525 I) |
| Appropriated/Not Borrowed Non- Exempt General Fund | 506,589 | 562,215 | 1,114,375 | 1,215,097 | 1,415,259 | 1,459,271 | Includes Landfill |
| New General Fund CIP PROJECTS | 50,591 | - | 363,539 | 730,501 | 1,100,985 | 1,475,099 | Est (Approx \$4.6M in new debt) |
| New Debt for Capital Projects | - | - | 900,000 | 900,000 | 900,000 | 900,000 | |
| Cable Funds - Technology | 325,438 | 479,561 | 321,838 | 305,937 | 300,050 | 250,050 | Actual |
| BAN Interest non-exempt | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 | |
| General Fund Bond Issue Expense | 105,000 | 105,000 | 105,000 | 105,000 | 105,000 | 105,000 | |
| Existing Water and Sewer Debt | 3,947,345 | 4,128,570 | 4,004,284 | 3,883,274 | 3,798,579 | 3,678,271 | Actual debt |
| New Water and Sewer CIP PROJECTS | 270,000 | 144,500 | 468,025 | 691,538 | 798,988 | 1,036,438 | |
| Water and sewer BAN interest/bond expense | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | 35,000 | |
| BAN Interest Exempt | - | - | - | - | - | - | |
| New Exempt Debt | 78,647 | - | - | - | - | - | |
| Existing Exempt Debt - School and Public Safety Center | 5,871,254 | 4,828,400 | 4,035,955 | 3,901,150 | 3,780,750 | 3,524,589 | Actual Debt |
| TOTAL | 15,535,651 | 14,790,395 | 15,661,895 | 15,800,096 | 15,833,938 | 15,834,696 | |
| Capital Projects Fund from taxation | | | | | | | |
| Capital Projects Fund from taxation | 2,450,000 | 3,440,000 | 2,607,000 | 2,692,000 | 2,780,000 | 2,870,000 | FY17 2.17% of GF operating revenues/Inc \$900,000 Mun Serv |
| TOTAL | 2,450,000 | 3,440,000 | 2,607,000 | 2,692,000 | 2,780,000 | 2,870,000 | |
| OFFSET/AVAILABLE FUNDS EXPENDITURES | | | | | | | |
| Offset Local Revenues | 2,113,000 | 1,882,000 | 1,882,000 | 1,882,000 | 1,882,000 | 1,882,000 | |
| Other Available Funds- Budget | 265,000 | 265,000 | 265,000 | 265,000 | 265,000 | 265,000 | Parking(\$210,000)/wetlands(\$25,000) |
| TOTAL | 2,378,000 | 2,147,000 | 2,147,000 | 2,147,000 | 2,147,000 | 2,147,000 | |
| ARTICLES | | | | | | | |
| Articles from free cash | 1,000,000 | - | - | - | - | - | S&I Deficit |
| Ledge Rd Landfill - Free Cash | 1,000,000 | - | - | - | - | - | |
| OPEB - Free Cash | 1,248,316 | - | - | - | - | - | OPEB Contribution - Estimate |
| Bond Stabilization Fund - Free Cash | 768,000 | 268,000 | - | - | - | - | |
| Capital Projects Articles - Free Cash | 876,767 | 3,250,000 | - | - | - | - | |
| Articles from Water/Sewer reserves | 855,000 | 1,163,000 | 1,003,000 | 963,000 | 1,315,000 | 1,050,000 | Water-\$113,000/Water Maint-\$300,000/Water Main \$500,000/GAC \$250,000 |
| Articles from taxation | 142,360 | 150,007 | 153,577 | 157,254 | 161,042 | 164,943 | Transp-\$12k/civic events-\$5k/fireworks-\$14k/Sch Twn Tech-\$119,007 |
| Other Available Funds | 398,266 | 302,138 | 319,454 | 318,313 | 328,941 | 331,969 | Town School Technology \$274,782 Cable/56,000 Cemetery/\$21,356 Ins Rec |
| TOTAL | 6,288,709 | 5,133,145 | 1,476,031 | 1,438,567 | 1,804,983 | 1,546,912 | |
| * TOTAL DEDUCTIONS * | 62,260,124 | 63,867,307 | 63,198,638 | 65,701,124 | 69,000,943 | 72,155,152 | |
| BAL. FOR TOWN & SCHOOL OPERATING BUDGETS | 110,621,893 | 114,125,220 | 115,910,446 | 118,967,844 | 121,714,216 | 124,040,187 | |
| \$ INCREASE FOR TOWN & SCHOOL OPERATING BUDGETS | 3,388,893 | 3,503,328 | 1,785,226 | 3,057,398 | 2,746,371 | 2,325,972 | |
| % INCREASE OVER PRIOR YEAR | 3.16% | 3.17% | 1.56% | 2.64% | 2.31% | 1.91% | |
| | 172,882,017 | 177,992,527 | 179,109,083 | 184,668,968 | 190,715,159 | 196,195,340 | |
| SCHOOL OPERATING BUDGET | | | | | | | |
| | 73,296,591 | 75,687,829 | 76,871,759 | 78,899,174 | 80,720,544 | 82,263,307 | |
| \$ Inc/Dec | 2,392,139 | 2,391,238 | 1,183,930 | 2,027,414 | 1,821,371 | 1,542,762 | |
| % Inc/Dec | 3.37% | 3.26% | 1.56% | 2.64% | 2.31% | 1.91% | |
| TOWN OPERATING BUDGET (inc Water/Sewer Alloc) | | | | | | | |
| | 37,325,300 | 38,437,391 | 39,038,686 | 40,068,671 | 40,993,671 | 41,776,880 | |
| \$ Inc/Dec | 983,575 | 1,112,091 | 601,295 | 1,029,984 | 925,000 | 783,209 | |
| % Inc/Dec | 2.74% | 2.98% | 1.56% | 2.64% | 2.31% | 1.91% | |

TOWN OF ANDOVER
Long Range Projection FY2016-FY2021

| | FY 2016 RECAP | FY 2017 | Dollar Change | Percent Change | FY 2018 | Dollar Change | Percent Change | FY 2019 | Dollar Change | Percent Change | FY 2020 | Dollar Change | Percent Change | FY 2021 | Dollar Change | Percent Change |
|--|--------------------|--------------------|------------------|-------------------|--------------------|------------------|-------------------|--------------------|------------------|-------------------|--------------------|------------------|-------------------|--------------------|------------------|-------------------|
| I REVENUE | | | | | | | | | | | | | | | | |
| A. Property Taxes | | | | | | | | | | | | | | | | |
| Prior Year Levy | 119,797,140 | 124,996,152 | 5,199,012 | 4.34% | 129,921,055 | 4,924,904 | 3.94% | 134,969,082 | 5,048,026 | 3.89% | 140,143,309 | 5,174,227 | 3.83% | 145,446,891 | 5,303,583 | 3.79% |
| 2 1/2% Increase | 2,994,929 | 3,124,904 | 129,975 | 4.34% | 3,248,026 | 123,123 | 3.94% | 3,374,227 | 126,201 | 3.89% | 3,503,583 | 129,356 | 3.83% | 3,636,172 | 132,590 | 3.78% |
| New Growth | 2,204,083 | 1,800,000 | (404,083) | -18.33% | 1,800,000 | 0 | 0.00% | 1,800,000 | 0 | 0.00% | 1,800,000 | 0 | 0.00% | 1,800,000 | 0 | 0.00% |
| Unused Excess Levy Capacity | (1,603,771) | (321,162) | 1,282,609 | -79.97% | (300,000) | 21,162 | -6.59% | (300,000) | 0 | 0.00% | (300,000) | 0 | 0.00% | (300,000) | 0 | 0.00% |
| Exempt Debt Service | 4,304,490 | 3,597,424 | (707,066) | -16.43% | 3,951,464 | 354,040 | 9.84% | 3,823,036 | (128,428) | -3.25% | 3,704,829 | (118,407) | -3.10% | 3,448,468 | (256,161) | -6.91% |
| Total Property Taxes | 127,696,871 | 133,197,317 | 5,500,447 | 4.31% | 138,620,546 | 5,423,228 | 4.07% | 143,666,345 | 5,045,799 | 3.64% | 148,851,520 | 5,185,176 | 3.61% | 154,031,532 | 5,180,011 | 3.48% |
| B. State Aid | 12,770,543 | 12,557,155 | (213,388) | -1.67% | 11,524,089 | (1,033,066) | -8.23% | 11,635,484 | 111,396 | 0.97% | 11,747,994 | 112,510 | 0.97% | 11,861,629 | 113,635 | 0.97% |
| C. Local Receipts | 10,405,050 | 10,997,428 | 592,378 | 5.69% | 11,047,000 | 49,572 | 0.45% | 11,097,000 | 50,000 | 0.45% | 11,147,000 | 50,000 | 0.45% | 11,197,000 | 50,000 | 0.45% |
| D. Free Cash for CIP & Articles | 4,893,083 | 3,518,000 | (1,375,083) | -28.10% | 0 | (3,518,000) | -100.00% | 0 | 0 | #DIV/0! | 0 | 0 | #DIV/0! | 0 | 0 | #DIV/0! |
| E. Other Revenues - Indirects, Cable, Bond Prem | 2,003,185 | 2,131,924 | 128,740 | 6.43% | 2,053,480 | (78,444) | -3.82% | 2,121,853 | 68,373 | 3.33% | 2,205,594 | 83,741 | 3.95% | 2,250,962 | 45,368 | 2.06% |
| TOTAL REVENUES | 157,768,731 | 162,401,824 | 4,633,094 | 2.94% | 163,245,114 | 843,290 | 0.52% | 168,520,682 | 5,275,568 | 3.23% | 173,952,108 | 5,431,426 | 3.22% | 179,341,122 | 5,389,015 | 3.10% |
| II APPROPRIATIONS - Debt/Obligations/Capital | | | | | | | | | | | | | | | | |
| A. Capital & Debt Service | | | | | | | | | | | | | | | | |
| Non-Exempt Debt Service | 5,333,405 | 5,853,925 | 320,520 | 6.01% | 7,118,631 | 1,464,706 | 25.91% | 7,289,134 | 170,503 | 2.40% | 7,420,621 | 131,487 | 1.80% | 7,560,398 | 139,777 | 1.88% |
| Exempt Debt Service | 5,949,901 | 4,828,400 | (1,121,501) | -18.85% | 4,035,955 | (792,445) | -16.41% | 3,901,150 | (134,805) | -3.34% | 3,780,750 | (120,400) | -3.09% | 3,524,589 | (256,161) | -6.78% |
| Cash Capital Outlay | 2,450,000 | 3,440,000 | 990,000 | 40.41% | 2,607,000 | (833,000) | -24.22% | 2,692,000 | 85,000 | 3.26% | 2,780,000 | 88,000 | 3.27% | 2,870,000 | 90,000 | 3.24% |
| Total General Fund Capital | 13,733,306 | 13,922,325 | 189,019 | 1.38% | 13,761,586 | (160,739) | -1.15% | 13,882,284 | 120,698 | 0.88% | 13,981,371 | 99,087 | 0.71% | 13,954,987 | (26,384) | -0.19% |
| B. Obligations - Fixed Costs | | | | | | | | | | | | | | | | |
| Retirement | 7,946,015 | 8,568,835 | 622,820 | 7.84% | 9,254,342 | 685,507 | 8.00% | 9,994,689 | 740,347 | 8.00% | 10,794,264 | 799,575 | 8.00% | 11,657,805 | 863,541 | 8.00% |
| Insurance/Workers Comp | 732,553 | 783,831 | 51,278 | 7.00% | 838,999 | 54,868 | 7.00% | 897,408 | 58,709 | 7.00% | 960,227 | 62,819 | 7.00% | 1,027,443 | 67,216 | 7.00% |
| Unemployment Compensation | 158,000 | 160,000 | 2,000 | 1.27% | 160,000 | 0 | 0.00% | 160,000 | 0 | 0.00% | 160,000 | 0 | 0.00% | 160,000 | 0 | 0.00% |
| Health Insurance | 17,052,416 | 17,905,037 | 852,621 | 5.00% | 19,337,440 | 1,432,403 | 8.00% | 20,884,435 | 1,546,995 | 8.00% | 22,555,190 | 1,670,755 | 8.00% | 24,359,606 | 1,804,415 | 8.00% |
| OPEB | 500,000 | 1,127,572 | 627,572 | 125.51% | 1,155,761 | 28,189 | 2.50% | 1,184,655 | 28,894 | 2.50% | 1,214,272 | 29,616 | 2.50% | 1,244,629 | 30,357 | 2.50% |
| Total General Fund Obligations | 40,122,290 | 42,467,600 | 2,345,310 | 5.85% | 44,507,829 | 2,040,228 | 4.80% | 47,003,472 | 2,495,644 | 5.61% | 49,665,324 | 2,661,652 | 5.66% | 52,404,469 | 2,765,529 | 5.57% |
| C. State Assessments | 517,183 | 648,823 | 131,640 | 25.45% | 648,823 | 0 | 0.00% | 648,823 | 0 | 0.00% | 648,823 | 0 | 0.00% | 648,823 | 0 | 0.00% |
| D. Offset Aid - Assistance to Libraries | 46,140 | 45,386 | (754) | -1.63% | 46,140 | 754 | 1.66% | 46,140 | 0 | 0.00% | 46,140 | 0 | 0.00% | 46,140 | 0 | 0.00% |
| E. Technical School Assessment | 510,000 | 610,000 | 100,000 | 19.61% | 628,300 | 18,300 | 3.00% | 647,149 | 18,849 | 3.00% | 666,583 | 19,414 | 3.00% | 686,580 | 19,997 | 3.00% |
| F. Overlay Reserve | 876,293 | 830,000 | (46,293) | -5.28% | 1,200,000 | 370,000 | 44.58% | 900,000 | (300,000) | -25.00% | 900,000 | 0 | 0.00% | 1,200,000 | 300,000 | 33.33% |
| G. Warrant Articles - From Taxation | 142,360 | 150,007 | 7,647 | 5.37% | 153,577 | 3,570 | 2.38% | 157,253 | 3,676 | 2.39% | 161,042 | 3,789 | 2.41% | 164,943 | 3,901 | 2.42% |
| H. Warrant Articles - From Free Cash | 4,893,083 | 3,518,000 | (1,375,083) | -28.10% | 0 | (3,518,000) | -100.00% | 0 | 0 | #DIV/0! | 0 | 0 | #DIV/0! | 0 | 0 | #DIV/0! |
| I. Other - Court Judgements & Deficits | 39,490 | 6,788 | (32,702) | -82.81% | 150,000 | 143,212 | 2109.78% | 150,000 | 0 | 0.00% | 150,000 | 0 | 0.00% | 150,000 | 0 | 0.00% |
| Total Debt/Obligations/Capital | 47,146,839 | 48,276,604 | 1,129,765 | 2.40% | 47,334,669 | (941,936) | -1.95% | 49,552,837 | 2,218,169 | 4.69% | 52,237,892 | 2,685,055 | 5.42% | 55,300,935 | 3,069,427 | 5.91% |
| III APPROPRIATIONS - Town & School Operations | | | | | | | | | | | | | | | | |
| Town | 37,325,300 | 38,437,391 | 1,112,091 | 2.98% | 39,038,686 | 601,295 | 1.56% | 40,068,671 | 1,029,984 | 2.64% | 40,993,671 | 925,000 | 2.31% | 41,776,880 | 783,209 | 1.91% |
| School | 73,296,591 | 75,687,829 | 2,391,238 | 3.26% | 76,871,760 | 1,183,931 | 1.56% | 78,899,174 | 2,027,413 | 2.64% | 80,720,545 | 1,821,372 | 2.31% | 82,263,307 | 1,542,761 | 1.91% |
| Total Appropriations for Operations | 110,621,891 | 114,125,220 | 3,503,329 | 3.17% | 115,910,446 | 1,785,226 | 1.56% | 118,967,845 | 3,057,398 | 2.64% | 121,714,216 | 2,746,372 | 2.31% | 124,040,187 | 2,325,971 | 1.91% |
| TOTAL APPROPRIATIONS | 157,768,731 | 162,401,824 | 4,633,094 | 2.94% | 163,245,114 | 843,290 | 0.52% | 168,520,682 | 5,275,568 | 3.23% | 173,952,108 | 5,431,426 | 3.22% | 179,341,122 | 5,415,971 | 3.11% |
| BALANCE | (0) | 0 | 0 | | 0 | 0 | | 0 | 0 | | 0 | 0 | | 0 | 0 | |

This projection does not include Water and Sewer Enterprise Funds or Other Available Funds.

DEPARTMENT BUDGET HIGHLIGHTS AND DETAIL

| POLICE | | | | | | |
|---------------------|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------------|--|
| | ACTUAL FY2014 | ACTUAL FY2015 | BUDGET FY2016 | ESTIMATE FY2016 | DEPT REQUEST FY2017 | FINANCE COMMITTEE BOARD OF SELECTMEN FY2017 |
| Personal Services | 6,772,279 | 6,855,921 | 7,029,772 | 7,029,772 | 7,330,601 | 7,328,601 |
| Other Expenses | 974,550 | 973,847 | 1,094,976 | 1,094,976 | 1,160,226 | 1,119,526 |
| Total | 7,746,829 | 7,829,768 | 8,124,748 | 8,124,748 | 8,490,827 | 8,448,127 |
| Number of Employees | 71.5 | 72.0 | 73.0 | | 73.0 | 73.0 |
| Offset Revenues | (292,297) | (290,914) | (290,000) | (290,000) | (285,000) | (285,000) |

| FIRE RESCUE | | | | | | |
|---------------------|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------------|--|
| | ACTUAL FY2014 | ACTUAL FY2015 | BUDGET FY2016 | ESTIMATE FY2016 | DEPT REQUEST FY2017 | FINANCE COMMITTEE BOARD OF SELECTMEN FY2017 |
| Personal Services | 6,509,536 | 7,523,566 | 6,984,897 | 6,984,897 | 7,358,718 | 6,998,718 |
| Other Expenses | 494,753 | 486,384 | 495,700 | 495,700 | 525,738 | 498,338 |
| Total | 7,004,289 | 8,009,950 | 7,480,597 | 7,480,597 | 7,884,456 | 7,497,056 |
| Number of Employees | 72.0 | 72.0 | 72.0 | | 72.0 | 72.0 |
| Offset Revenues | (1,431,212) | (1,287,737) | (1,300,000) | (1,300,000) | (1,250,000) | (1,250,000) |

DEPARTMENT BUDGET HIGHLIGHTS AND DETAIL

| GENERAL GOVERNMENT/COMMUNITY DEVELOPMENT/IT DETAIL | | | | | | |
|---|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------------|--|
| | ACTUAL FY2014 | ACTUAL FY2015 | BUDGET FY2016 | ESTIMATE FY2016 | DEPT REQUEST FY2017 | FINANCE COMMITTEE BOARD OF SELECTMEN FY2017 |
| TOWN MODERATOR | | | | | | |
| Personal Services | 250 | 250 | 250 | 250 | 250 | 250 |
| BOARD OF SELECTMEN | | | | | | |
| Personal Services | 19,800 | 20,665 | 19,000 | 19,000 | 19,000 | 19,000 |
| Other Expenses | 15,166 | 22,765 | 13,650 | 13,650 | 13,650 | 13,650 |
| TOWN MANAGER | | | | | | |
| Personal Services | 366,752 | 399,291 | 392,033 | 389,600 | 376,654 | 376,654 |
| Other Expenses | 18,431 | 17,829 | 19,500 | 19,500 | 30,000 | 30,000 |
| COMMISSION ON DISABILITIES | | | | | | |
| Personal Services | 800 | 1,000 | 800 | 800 | 800 | 800 |
| Other Expenses | 5,337 | 9,009 | 5,800 | 5,800 | 5,800 | 5,800 |
| TOWN COUNSEL | | | | | | |
| Other Expenses | 445,290 | 437,370 | 470,000 | 470,000 | 420,000 | 420,000 |
| FINANCE COMMITTEE | | | | | | |
| Other Expenses | 22,018 | 23,728 | 26,900 | 26,900 | 26,900 | 26,900 |
| TOWN ACCOUNTANT | | | | | | |
| Personal Services | 418,977 | 383,626 | 437,336 | 437,336 | 442,303 | 442,303 |
| Other Expenses | 69,735 | 71,965 | 78,550 | 78,050 | 82,400 | 82,400 |
| FINANCE AND BUDGET | | | | | | |
| Personal Services | 1,014,611 | 1,029,984 | 1,036,626 | 1,033,626 | 1,024,010 | 1,024,010 |
| Other Expenses | 271,417 | 263,912 | 305,245 | 302,245 | 324,125 | 324,125 |
| TOWN CLERK | | | | | | |
| Personal Services | 303,476 | 324,812 | 331,240 | 331,240 | 358,232 | 358,232 |
| Other Expenses | 65,038 | 71,093 | 70,401 | 70,401 | 84,251 | 84,251 |
| VETERANS SERVICES | | | | | | |
| Personal Services | 81,493 | 80,772 | 80,194 | 80,194 | 80,568 | 80,568 |
| Other Expenses | 111,407 | 114,156 | 132,425 | 127,463 | 132,475 | 132,475 |
| PATRIOTIC CIVIC CELEBRATION | 27,657 | 28,335 | 29,216 | 29,216 | 29,216 | 29,216 |
| DAMAGES TO PERSONS & PROPERTY | - | - | 2,000 | - | 2,000 | 2,000 |
| EMPLOYEE BENEFITS | | | | | | |
| Accumulated Benefits | 366,084 | 361,087 | 370,908 | 300,000 | 400,000 | 400,000 |
| Other Expenses | 362,771 | 414,570 | 421,000 | 416,000 | 442,161 | 442,161 |
| COMMUNITY DEVELOPMENT/PLANNING | | | | | | |
| Personal Services | 1,433,734 | 1,454,315 | 1,495,275 | 1,495,275 | 1,540,200 | 1,517,518 |
| Other Expenses | 136,938 | 130,712 | 170,270 | 170,270 | 174,495 | 174,495 |
| INFORMATION TECHNOLOGY | | | | | | |
| Personal Services | 1,188,331 | 1,238,146 | 1,343,025 | 1,343,025 | 1,556,857 | 1,388,566 |
| Other Expenses | 285,997 | 213,136 | 284,116 | 284,116 | 413,565 | 403,381 |
| TOTAL | | | | | | |
| Personal Services | 5,194,308 | 5,293,948 | 5,506,687 | 5,430,346 | 5,798,874 | 5,607,901 |
| Other Expenses | 1,837,202 | 1,818,580 | 2,029,073 | 2,012,020 | 2,177,447 | 2,170,854 |
| Total | 7,033,101 | 7,112,528 | 7,535,760 | 7,442,366 | 7,976,321 | 7,778,755 |
| Number of Employees | 64.4 | 64.3 | 64.4 | | 66.8 | 64.4 |
| Offset Revenues | (25,000) | (25,000) | (25,000) | (25,000) | (25,000) | (25,000) |

DEPARTMENT BUDGET HIGHLIGHTS AND DETAIL

| PUBLIC WORKS | | | | | | |
|------------------------------|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------------|--|
| | ACTUAL FY2014 | ACTUAL FY2015 | BUDGET FY2016 | ESTIMATE FY2016 | DEPT REQUEST FY2017 | FINANCE COMMITTEE BOARD OF SELECTMEN FY2017 |
| ADMINISTRATION | | | | | | |
| Personal Services | 219,076 | 302,869 | 298,494 | 298,494 | 292,040 | 292,040 |
| Other Expenses | - | 5,000 | 5,000 | 5,000 | 31,000 | 31,000 |
| SOLID WASTE | | | | | | |
| Personal Services | 4,945 | 6,126 | 6,500 | 6,500 | 6,500 | 6,500 |
| Other Expenses | 2,023,890 | 2,030,648 | 2,160,089 | 2,160,089 | 2,307,679 | 2,307,679 |
| HIGHWAY | | | | | | |
| Personal Services | 884,235 | 967,142 | 999,935 | 999,935 | 1,005,085 | 1,005,085 |
| Other Expenses | 480,993 | 479,290 | 525,325 | 525,325 | 525,325 | 523,325 |
| SNOW & ICE | | | | | | |
| Personal Services | 298,485 | 198,000 | 198,000 | 198,000 | 198,000 | 198,000 |
| Other Expenses | 1,500,996 | 2,051,711 | 1,049,000 | 1,049,000 | 1,049,000 | 1,049,000 |
| STREET LIGHTING | | | | | | |
| Electricity | 213,708 | 232,621 | 230,000 | 230,000 | 250,000 | 250,000 |
| ENGINEERING | | | | | | |
| Personal Services | 281,926 | 280,643 | 281,770 | 281,770 | 282,352 | 282,352 |
| Other Expenses | 23,460 | 24,967 | 86,800 | 86,800 | 86,800 | 86,800 |
| FORESTRY | | | | | | |
| Personal Services | 237,375 | 234,416 | 239,949 | 239,949 | 245,949 | 245,949 |
| Other Expenses | 38,190 | 82,687 | 55,250 | 55,250 | 80,250 | 70,250 |
| SPRING GROVE CEMETERY | | | | | | |
| Personal Services | 144,241 | 159,673 | 184,467 | 184,467 | 189,407 | 189,407 |
| Other Expenses | 68,642 | 49,267 | 36,850 | 36,850 | 36,850 | 36,850 |
| PARKS AND GROUNDS | | | | | | |
| Personal Services | 457,226 | 470,545 | 480,060 | 480,060 | 479,918 | 479,918 |
| Other Expenses | 73,158 | 118,083 | 86,250 | 86,250 | 89,250 | 89,250 |
| TOTAL | | | | | | |
| Personal Services | 2,527,509 | 2,619,414 | 2,689,175 | 2,689,175 | 2,699,251 | 2,699,251 |
| Other Expenses | 4,423,037 | 5,074,274 | 4,234,564 | 4,234,564 | 4,456,154 | 4,444,154 |
| Total | 6,950,546 | 7,693,688 | 6,923,739 | 6,923,739 | 7,155,405 | 7,143,405 |
| Number of Employees | 34 | 34.0 | 35 | | 35 | 35 |
| Offset Revenues | (47,950) | (58,211) | (46,000) | (46,000) | (46,000) | (46,000) |

DEPARTMENT BUDGET HIGHLIGHTS AND DETAIL

| PLANT & FACILITIES | | | | | | |
|-------------------------------|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------------|--|
| | ACTUAL FY2014 | ACTUAL FY2015 | BUDGET FY2016 | ESTIMATE FY2016 | DEPT REQUEST FY2017 | FINANCE COMMITTEE BOARD OF SELECTMEN FY2017 |
| ADMINISTRATION | | | | | | |
| Personal Services | 435,876 | 572,214 | 594,661 | 594,661 | 605,364 | 605,364 |
| Other Expenses | 44,645 | 40,348 | 51,500 | 51,500 | 53,900 | 53,900 |
| FACILITIES SERVICES | | | | | | |
| Personal Services | 469,572 | 475,515 | 497,616 | 497,616 | 554,823 | 496,248 |
| Other Expenses | 298,267 | 316,976 | 362,520 | 362,520 | 404,825 | 361,825 |
| BUILDING MAINTENANCE | | | | | | |
| Personal Services | 543,593 | 436,086 | 454,297 | 454,297 | 461,391 | 461,391 |
| Other Expenses | 223,320 | 257,494 | 262,400 | 262,400 | 287,400 | 287,400 |
| MECHANICAL/ELECTRICAL | | | | | | |
| Personal Services | 481,866 | 595,692 | 629,131 | 629,131 | 636,911 | 636,911 |
| Other Expenses | 322,612 | 349,085 | 339,400 | 339,400 | 348,400 | 348,400 |
| VEHICLE MAINTENANCE | | | | | | |
| Personal Services | 268,925 | 281,308 | 299,769 | 299,769 | 299,764 | 299,764 |
| Other Expenses | 367,929 | 384,280 | 417,925 | 417,925 | 439,300 | 432,300 |
| TOTAL | | | | | | |
| Personal Services | 2,199,832 | 2,360,815 | 2,475,474 | 2,475,474 | 2,558,253 | 2,499,678 |
| Other Expenses | 1,256,773 | 1,348,183 | 1,433,745 | 1,433,745 | 1,533,825 | 1,483,825 |
| Total | 3,456,605 | 3,708,998 | 3,909,219 | 3,909,219 | 4,092,078 | 3,983,503 |
| Number of Employees | 35.5 | 36 | 36 | | 36 | 36 |
| Offset Revenues | (72,259) | (72,209) | (81,000) | (81,000) | (60,000) | (60,000) |

| MUNICIPAL SERVICES | | | | | | |
|---------------------------|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------------|--|
| | ACTUAL FY2014 | ACTUAL FY2015 | BUDGET FY2016 | ESTIMATE FY2016 | DEPT REQUEST FY2017 | FINANCE COMMITTEE BOARD OF SELECTMEN FY2017 |
| TOTAL | | | | | | |
| Personal Services | 4,727,341 | 4,980,229 | 5,164,649 | 5,164,649 | 5,257,504 | 5,198,929 |
| Other Expenses | 5,679,810 | 6,422,457 | 5,668,309 | 5,668,309 | 5,989,979 | 5,927,979 |
| Total | 10,407,151 | 11,402,686 | 10,832,958 | 10,832,958 | 11,247,483 | 11,126,908 |
| Number of Employees | 69.0 | 70.0 | 71.0 | | 71.0 | 71.0 |
| Offset Revenues | (72,259) | (72,209) | (81,000) | (81,000) | (60,000) | (60,000) |

DEPARTMENT BUDGET HIGHLIGHTS AND DETAIL

| COMMUNITY SERVICES | | | | | | |
|--|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------------|--|
| | ACTUAL FY2014 | ACTUAL FY2015 | BUDGET FY2016 | ESTIMATE FY2016 | DEPT REQUEST FY2017 | FINANCE COMMITTEE BOARD OF SELECTMEN FY2017 |
| Personal Services | 439,655 | 418,767 | 454,048 | 454,048 | 490,879 | 490,879 |
| Other Expenses | 243,109 | 243,741 | 247,170 | 247,170 | 247,170 | 247,170 |
| Total | 682,764 | 662,508 | 701,218 | 701,218 | 738,049 | 738,049 |
| Number of Employees funded from GF | 3 | 3 | 3 | | 3 | 3 |
| Number of Employees funded from Programs | 2 | 2 | 2 | | 2 | 2 |
| Offset Revenues | (533,004) | (504,358) | (520,000) | (520,000) | (550,000) | (550,000) |

| YOUTH SERVICES | | | | | | |
|--|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------------|--|
| | ACTUAL FY2014 | ACTUAL FY2015 | BUDGET FY2016 | ESTIMATE FY2016 | DEPT REQUEST FY2017 | FINANCE COMMITTEE BOARD OF SELECTMEN FY2017 |
| Personal Services | 308,957 | 350,000 | 350,472 | 350,472 | 536,565 | 357,305 |
| Other Expenses | 54,472 | 59,089 | 118,410 | 118,410 | 122,410 | 122,410 |
| Total | 363,429 | 409,089 | 468,882 | 468,882 | 658,975 | 479,715 |
| Number of Employees funded from GF | 3 | 4 | 4 | | 6 | 4 |
| Number of Employees funded from Programs | 1 | 1 | 1 | | 1 | 1 |
| Offset Revenues | - | - | (19,000) | (19,000) | (22,000) | (22,000) |

| ELDER SERVICES | | | | | | |
|--|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------------|--|
| | ACTUAL FY2014 | ACTUAL FY2015 | BUDGET FY2016 | ESTIMATE FY2016 | DEPT REQUEST FY2017 | FINANCE COMMITTEE BOARD OF SELECTMEN FY2017 |
| Personal Services | 524,704 | 533,784 | 574,027 | 574,027 | 604,224 | 571,294 |
| Other Expenses | 150,188 | 166,196 | 153,770 | 153,770 | 170,390 | 153,990 |
| Total | 674,892 | 699,980 | 727,797 | 727,797 | 774,614 | 725,284 |
| Number of Employees funded from GF | 9.30 | 9.75 | 9.75 | | 10.27 | 9.75 |
| Number of Employees funded from Programs | 2.05 | 2.05 | 2.05 | | 2.05 | 2.05 |
| Offset Revenues | (102,272) | (88,581) | (97,000) | (97,000) | (97,000) | (97,000) |

| COMMUNITY/YOUTH/ELDER SERVICES | | | | | | |
|--|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------------|--|
| | ACTUAL FY2014 | ACTUAL FY2015 | BUDGET FY2016 | ESTIMATE FY2016 | DEPT REQUEST FY2017 | FINANCE COMMITTEE BOARD OF SELECTMEN FY2017 |
| Personal Services | 1,273,316 | 1,302,551 | 1,378,547 | 1,378,547 | 1,631,668 | 1,419,478 |
| Other Expenses | 447,769 | 469,026 | 519,350 | 519,350 | 539,970 | 523,570 |
| Total | 1,721,085 | 1,771,577 | 1,897,897 | 1,897,897 | 2,171,638 | 1,943,048 |
| Number of Employees funded from GF | 15.30 | 16.75 | 16.75 | | 19.27 | 16.75 |
| Number of Employees funded from Programs | 5.05 | 5.05 | 5.05 | | 5.05 | 5.05 |
| Offset Revenues | (635,276) | (592,939) | (636,000) | (636,000) | (669,000) | (669,000) |

DEPARTMENT BUDGET HIGHLIGHTS AND DETAIL

| LIBRARY | | | | | | |
|---------------------|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------------|--|
| | ACTUAL FY2014 | ACTUAL FY2015 | BUDGET FY2016 | ESTIMATE FY2016 | DEPT REQUEST FY2017 | FINANCE COMMITTEE BOARD OF SELECTMEN FY2017 |
| Personal Services | 1,907,903 | 1,979,611 | 2,011,983 | 2,011,983 | 1,996,922 | 1,996,922 |
| Other Expenses | 610,792 | 620,038 | 669,359 | 669,359 | 671,575 | 671,575 |
| Total | 2,518,695 | 2,599,649 | 2,681,342 | 2,681,342 | 2,668,497 | 2,668,497 |
| Number of Employees | 25.6 | 26.6 | 26.6 | | 26.6 | 26.6 |

DEPARTMENT BUDGET HIGHLIGHTS AND DETAIL

| UNCLASSIFIED | | | | | | |
|---------------------|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------------|--|
| | ACTUAL FY2014 | ACTUAL FY2015 | BUDGET FY2016 | ESTIMATE FY2016 | DEPT REQUEST FY2017 | FINANCE COMMITTEE BOARD OF SELECTMEN FY2017 |
| Compensation Fund | - | - | 950,000 | 800,000 | 1,110,000 | 1,110,000 |
| Reserve Fund | - | - | 200,000 | - | 200,000 | 200,000 |
| Total | - | - | 1,150,000 | 800,000 | 1,310,000 | 1,310,000 |

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. The Police Superior Officers, the Police Patrolman and AFSCME contracts have been settled through June 30, 2016. All other Town union contracts expired on June 30, 2014. A \$1,110,000 appropriation is recommended for FY2017.

The **Reserve Fund** is a set-aside funding source for extraordinary or unforeseen expenditures during the fiscal year. Transfers require approval of the Finance Committee. Funds transferred are shown as actual expenditures in departmental budgets. The Reserve Fund has been budgeted at \$200,000 for many years. Any funds not transferred lapse to Free Cash at the end of the fiscal year.

**FY2015
BUDGET**

**FY2015
ACTUAL**

**FY2016
BUDGET**

**FY2017
PROJECTED**

SEWER BUDGET and RATE PROJECTION

Note: FY17 Rates not Voted Yet/Revenue Subject to Change

| | FY2015 BUDGET | FY2015 ACTUAL | FY2016 BUDGET | FY2017 PROJECTED |
|---|--------------------------|--------------------------|--------------------------|-----------------------------|
| SEWER COSTS | | | | |
| SEWER DIRECT COSTS | | | | |
| Personal services | 301,400 | 302,826 | 295,150 | 297,869 |
| Ordinary Maint. | 336,900 | 270,581 | 339,900 | 357,900 |
| Sewer Assessment | 1,706,613 | 1,704,310 | 1,800,000 | 1,976,130 |
| OPEB | <u>37,335</u> | <u>37,335</u> | <u>40,000</u> | <u>60,062</u> |
| TOTAL DIRECT COSTS | 2,382,248 | 2,315,052 | 2,475,050 | 2,691,961 |
| INDIRECT COSTS | | | | |
| Vehicle Maint. | 25,548 | 25,548 | 26,314 | 27,104 |
| DPW Admin. | 38,252 | 38,251 | 39,399 | 40,581 |
| Gen Admin. and Fin. | 71,998 | 71,998 | 74,158 | 76,382 |
| Maint. Admin | 10,768 | 10,768 | 11,091 | 11,423 |
| Motor Vehicle Ins. | 20,439 | 20,439 | 21,052 | 21,684 |
| Comprehensive Ins. | 20,439 | 20,439 | 21,052 | 21,684 |
| Workmen's Comp. | 26,831 | 26,832 | 27,636 | 28,465 |
| Retirement | 54,553 | 54,553 | 49,833 | 53,820 |
| Health Ins. | 51,192 | 51,192 | 55,287 | 59,710 |
| GIS | - | - | - | - |
| Engineering | <u>56,613</u> | <u>56,613</u> | <u>58,311</u> | <u>60,061</u> |
| TOTAL INDIRECT COSTS | 376,632 | 376,633 | 384,134 | 400,914 |
| DEBT SERVICE | | | | |
| Existing Debt | 2,675,132 | 2,675,132 | 2,599,737 | 2,496,772 |
| BAN Interest | - | - | - | - |
| TOTAL DEBT SERVICE | 2,675,132 | 2,675,132 | 2,599,737 | 2,496,772 |
| TOTAL COSTS | 5,434,012 | 5,366,817 | 5,458,921 | 5,589,647 |
| SEWER REVENUES | | | | |
| SEWER USE RATES | | | | |
| Sewer User Rates | 3,780,000 | | 3,780,000 | 3,969,000 |
| RATE factor | 100.0% | | 105.0% | 103.0% |
| PROJECTED SEWER USE COLLECTION | 3,780,000 | 3,591,693 | 3,969,000 | 4,088,070 |
| OTHER REVENUES | | | | |
| Sewer liens | 90,000 | 98,342 | 90,000 | 90,000 |
| Committed interest | 446,000 | 448,432 | 369,000 | 328,000 |
| Interest income | 5,000 | 18,700 | 10,000 | 10,000 |
| Existing Sewer betterments | 773,000 | 982,840 | 698,000 | 678,000 |
| Misc Revenue | 12,967 | 14,125 | 12,000 | 12,000 |
| State rate relief grants | - | - | - | - |
| OTHER REVENUES | 1,326,967 | 1,562,439 | 1,179,000 | 1,118,000 |
| Transfer from Reserves for Operating | <u>327,045</u> | <u>212,685</u> | <u>310,921</u> | <u>383,577</u> |
| TOTAL REVENUES | 5,434,012 | 5,366,817 | 5,458,921 | 5,589,647 |
| SURPLUS/(DEFICIT) | (0) | | - | - |
| % self sufficient | 100% | | 100% | 100% |
| New rate | 3.47 | | 3.64 | 3.75 |
| Old rate | 3.47 | | 3.47 | 3.64 |
| Rate increase | 0.00 | | 0.17 | 0.11 |
| Reserve Fund Goal = 20% Sewer Fund | 1,086,802 | 1,073,363 | 1,091,784 | 1,117,929 |
| Starting Balance- Reserve Fund | 2,365,273 | 2,518,914 | 1,873,228 | 2,306,229 |
| Transfer from Reserve/Articles | (165,000) | - | - | - |
| Inc/ Dec in Reserve Fund | <u>(327,045)</u> | <u>(212,685)</u> | <u>(310,921)</u> | <u>(383,577)</u> |
| Ending Balance - Reserve Fund | 1,873,228 | 2,306,229 | 1,562,306 | 1,922,652 |

FY2015
BUDGET

FY2015
ACTUAL

FY2016
BUDGET

FY2017
PROJECTED

WATER BUDGET and RATE PROJECTION

Note: FY17 Rates not Voted Yet/Revenue Subject to Change

| | | | | |
|---|------------------|------------------|------------------|------------------|
| WATER COSTS: | | | | |
| WATER Direct Costs: | | | | |
| Personal services | 1,839,819 | 1,865,245 | 1,908,276 | 1,910,789 |
| Ordinary Maint. | 2,495,255 | 2,390,837 | 2,596,350 | 2,752,800 |
| OPEB | 231,704 | 231,704 | 250,000 | 314,945 |
| TOTAL DIRECT COSTS | 4,566,778 | 4,487,786 | 4,754,626 | 4,978,534 |
| INDIRECT COSTS | | | | |
| Vehicle Maint. | 19,741 | 19,741 | 20,334 | 20,944 |
| DPW Admin. | 114,200 | 114,200 | 117,626 | 121,155 |
| Gen Admin. and Fin. | 214,949 | 214,949 | 221,397 | 228,039 |
| Information Technology | - | - | - | - |
| Maint. Admin | 26,919 | 26,919 | 27,726 | 28,558 |
| Motor Vehicle Ins. | 5,967 | 5,968 | 6,146 | 6,331 |
| Comprehensive Ins. | 74,789 | 74,789 | 77,033 | 79,344 |
| Workmen's Comp. | 26,831 | 26,832 | 27,636 | 28,465 |
| Retirement | 181,973 | 181,973 | 266,126 | 287,416 |
| Health Ins. | 217,083 | 217,083 | 234,449 | 253,205 |
| OPEB Liability | - | - | - | - |
| Engineering | 92,368 | 92,368 | 95,139 | 97,993 |
| TOTAL INDIRECT COSTS | 974,820 | 974,822 | 1,093,612 | 1,151,450 |
| DEBT SERVICE | | | | |
| Existing Debt | 1,384,434 | 1,384,434 | 1,347,608 | 1,631,797 |
| Debt Authorized Not Yet Borrowed | - | - | - | - |
| BANS | 35,000 | 35,000 | 35,000 | 35,000 |
| New Debt-CIP | - | - | 270,000 | 144,500 |
| TOTAL DEBT SERVICE | 1,419,434 | 1,419,434 | 1,652,608 | 1,811,297 |
| WARRANT ARTICLES | | | | |
| Maintenance (Balance transferred to special fund) | 300,000 | 300,000 | 300,000 | 300,000 |
| TOTAL SYSTEM MAINTENANCE ARTICLE | 300,000 | 300,000 | 300,000 | 300,000 |
| TOTAL COSTS | 7,261,032 | 7,182,042 | 7,800,846 | 8,241,281 |
| WATER REVENUES | | | | |
| WATER USE | | | | |
| Water user rates (NET from prior year) | 6,700,000 | | 7,035,000 | 7,035,000 |
| RATE factor | 105.0% | | 100.0% | 104.9% |
| PROJECTED WATER USE COLLECTION | 7,035,000 | 7,122,747 | 7,035,000 | 7,379,715 |
| OTHER REVENUES | | | | |
| | 240,475 | 585,912 | 310,000 | 330,000 |
| TRANSFER FROM RESERVES | | | | |
| | - | | 455,846 | 531,566 |
| TOTAL REVENUES | 7,275,475 | 7,708,659 | 7,800,846 | 8,241,281 |
| SURPLUS/(DEFICIT) | | | | |
| | 14,443 | 526,617 | - | 0 |
| New rate | | | | |
| | \$3.10 | \$3.10 | \$3.10 | \$3.25 |
| Old rate | | | | |
| | \$2.95 | | \$3.10 | \$3.10 |
| Rate increase | | | | |
| | \$0.15 | | \$0.00 | \$0.15 |
| Reserve Fund Goal = 20% Water Fund | | | | |
| | 1,452,206 | 1,436,408 | 1,560,169 | 1,648,256 |
| Starting Balance- Reserve Fund | | | | |
| | 2,398,456 | 3,834,006 | 2,262,899 | 4,360,623 |
| PY Fund Balance Adjustment | | | | |
| | | | 1,419,265 | |
| Transfer from Reserve/Articles | | | | |
| | (150,000) | | (55,000) | (113,000) |
| Court Judgment | | | | |
| | - | | - | - |
| Projects 10-20 Years | | | | |
| | - | | (500,000) | (750,000) |
| Inc/ Dec in Reserve Fund | | | | |
| | 14,443 | 526,617 | (455,846) | (531,566) |
| Ending Balance- Reserve Fund | | | | |
| | 2,262,899 | 4,360,623 | 2,671,318 | 2,966,058 |

DEPARTMENT BUDGET HIGHLIGHTS AND DETAIL

| FIXED EXPENSES | | | | | | |
|-----------------------------|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------------|--|
| | ACTUAL FY2014 | ACTUAL FY2015 | BUDGET FY2016 | ESTIMATE FY2016 | DEPT REQUEST FY2017 | FINANCE COMMITTEE BOARD OF SELECTMEN FY2017 |
| TECHNICAL SCHOOLS | 330,974 | 456,521 | 510,000 | 569,000 | 540,000 | 610,000 |
| DEBT SERVICE | 12,822,919 | 14,847,201 | 15,443,134 | 15,370,134 | 14,790,395 | 14,790,395 |
| INSURANCE EXPENSE | 777,873 | 774,757 | 732,553 | 732,553 | 783,831 | 783,831 |
| UNEMPLOYMENT FUND | 275,000 | 320,000 | 158,000 | 158,000 | 160,000 | 160,000 |
| RETIREMENT FUND | 5,746,224 | 6,207,276 | 7,946,015 | 7,929,291 | 8,360,984 | 8,360,984 |
| HEALTH INSURANCE FUND | 14,000,000 | 15,670,957 | 17,052,416 | 17,052,416 | 18,416,609 | 17,905,037 |
| OPEB FUND * | 325,000 | 400,000 | 500,000 | 500,000 | 616,000 | 1,127,572 |
| Offset Revenues | (349,735) | (336,638) | (325,438) | (325,438) | (479,561) | (479,561) |
| TOTAL FIXED EXPENSES | 33,928,255 | 38,340,074 | 42,016,680 | 41,985,956 | 43,188,258 | 43,258,258 |

* - Board of Selectmen voted \$616,000 for FY17 OPEB Appropriation

Technical Schools Assessment

Andover's share of the cost of the Greater Lawrence Technical School and Essex Agricultural Technical Institute.

Unemployment Fund

The Town reimburses the state for actual unemployment claims paid to ex-employees of the Town.

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

The Town provides health insurance for Town and School employees and retirees. Retired teachers transferred from the GIC to Andover's health insurance plan in FY2015. In FY2016 Andover established a self-funded health insurance plan. The number shown for FY2017 represents a 5% increase in the appropriation due to the establishment of an Employee Mitigation Fund and an increase in the number of subscribers.

OPEB Fund

Local governments are required to measure and report their liabilities for Other 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 four years Andover has taken steps toward funding OPEB. A \$1,127,572 appropriation in Article 4 is recommended for FY2017. The current balance in the OPEB Trust Fund is approximately \$5,478,136.

RETIREMENT FUND

Retirement Fund

This account includes the annual appropriation requirement established by the Public Employee Retirement Administration Commission (PERAC) based upon the Andover Retirement Board's approved funding schedule.

A five-member board administers the retirement program for all retired town, Andover Housing Authority and school employees (excluding school teachers, who retire under the Massachusetts Teachers' Retirement System). The Board is comprised of the Town Accountant, two members elected by the members of the retirement system, an appointee of the Board of Selectmen, and a member appointed by the other four Board members.

The Andover Retirement Board updates its actuarial valuation every two years, at which time a new funding schedule is established. The latest approved funding schedule is shown below. This actuarial valuation schedule is as of 1/1/14. It will be updated next as of 1/1/16. This funding schedule fully amortizes the unfunded actuarial liabilities by 2032.

**Funding Schedule -- Appropriation Increases 8% Per Year, Plus Additional \$1,000,000 Payment in Fiscal 2016
-- Fully Funded in 2032**

| (1) Fiscal Year Ended June 30 | (2) Employer Normal Cost | (3) Amortization of Remaining Liability | (4) Total Plan Cost: (2) + (3) | (5) Total UAL | (6) Total Plan Cost: % Increase |
|-------------------------------------|--------------------------------|---|--------------------------------------|------------------|---------------------------------------|
| 2015 | \$1,673,938 | \$4,814,745 | \$6,488,683 | \$114,781,990 | -- |
| 2016 | 1,748,628 | 6,259,150 | 8,007,778 | 116,636,688 | 23.41% |
| 2017 | 1,826,627 | 6,821,773 | 8,648,400 | 117,976,337 | 8.00% |
| 2018 | 1,908,081 | 7,432,191 | 9,340,272 | 117,364,927 | 8.00% |
| 2019 | 1,993,142 | 8,094,352 | 10,087,494 | 117,211,564 | 8.00% |
| 2020 | 2,081,968 | 8,812,525 | 10,894,493 | 117,831,348 | 8.00% |
| 2021 | 2,174,725 | 9,591,328 | 11,766,053 | 117,738,444 | 8.00% |
| 2022 | 2,271,587 | 10,435,750 | 12,707,337 | 116,813,036 | 8.00% |
| 2023 | 2,372,733 | 11,351,191 | 13,723,924 | 114,920,692 | 8.00% |
| 2024 | 2,478,353 | 12,343,485 | 14,821,838 | 111,910,794 | 8.00% |
| 2025 | 2,588,642 | 13,418,943 | 16,007,585 | 107,614,818 | 8.00% |
| 2026 | 2,703,807 | 14,584,385 | 17,288,192 | 101,844,441 | 8.00% |
| 2027 | 2,824,061 | 15,847,186 | 18,671,247 | 94,389,453 | 8.00% |
| 2028 | 2,949,628 | 17,215,319 | 20,164,947 | 85,015,476 | 8.00% |
| 2029 | 3,080,742 | 18,697,401 | 21,778,143 | 73,461,447 | 8.00% |
| 2030 | 3,217,646 | 20,302,748 | 23,520,394 | 59,436,861 | 8.00% |
| 2031 | 3,360,594 | 22,041,432 | 25,402,026 | 42,618,743 | 8.00% |
| 2032 | 3,509,852 | 22,458,589 | 25,968,441 | 22,319,324 | 2.23% |
| 2033 | 3,665,697 | -- | 3,665,697 | -- | -85.88% |

Valuation Results - Other Post Employment Benefits (OPEB)

SECTION 2: Valuation Results for the Town of Andover June 30, 2015 Measurement Under GASB 43 and 45

DEPARTMENT RESULTS

Actuarial Accrued Liability (AAL) and Annual Required Contribution – Partially Funded (4.25% discount rate)

| | Town | School | Sewer | Water | Total |
|---|-------------------|-------------------|----------------|------------------|-------------------|
| Actuarial Accrued Liability (AAL) by Participant Category | | | | | |
| 1. Current retirees, beneficiaries and dependents | \$28,751,597 | \$58,784,673 | \$942,528 | \$1,422,037 | \$89,900,835 |
| 2. Current active members | <u>38,458,308</u> | <u>56,798,786</u> | <u>363,068</u> | <u>3,196,989</u> | <u>98,817,151</u> |
| 3. Total AAL as of June 30, 2015: (1) + (2) | \$67,209,905 | \$115,583,459 | \$1,305,596 | \$4,619,026 | \$188,717,986 |
| 4. Actuarial value of assets as of June 30, 2015 | <u>1,489,621</u> | <u>2,561,758</u> | <u>176,152</u> | <u>460,605</u> | <u>4,688,136</u> |
| 5. Unfunded actuarial accrued liability (UAAL) as of June 30, 2015: (3) – (4) | \$65,720,284 | \$113,021,701 | \$1,129,444 | \$4,158,421 | \$184,029,850 |
| Annual Required Contribution for Fiscal Year Ending June 30, 2016 | | | | | |
| 6. Normal cost as of July 1, 2015 | \$2,616,550 | \$4,763,232 | \$18,494 | \$159,965 | \$7,558,240 |
| 7. Adjustment for timing | <u>55,023</u> | <u>100,165</u> | <u>389</u> | <u>3,364</u> | <u>158,941</u> |
| 8. Normal cost adjusted for timing: (6) + (7) | \$2,671,573 | \$4,863,397 | \$18,883 | \$163,329 | \$7,717,181 |
| 9. 30-year amortization (increasing 3.75% per year) of the UAAL as of June 30, 2015 | \$2,346,808 | \$4,035,897 | \$40,331 | \$148,493 | \$6,571,529 |
| 10. Adjustment for timing | <u>49,351</u> | <u>84,870</u> | <u>848</u> | <u>3,123</u> | <u>138,192</u> |
| 11. Amortization payment adjusted for timing: (9) + (10) | \$2,396,159 | \$4,120,767 | \$41,179 | \$151,616 | \$6,709,721 |
| 12. Total Annual Required Contribution (ARC): (8) + (11) | 5,067,732 | 8,984,164 | 60,062 | 314,945 | 14,426,902 |
| 13. Projected benefit payments | 1,699,926 | 3,412,270 | 36,671 | 83,680 | 5,232,547 |

Notes: Assumes payment in the middle of the fiscal year.

Assets as of June 30, 2015 for Town and School are allocated in proportion to liabilities.

DEPARTMENT BUDGET HIGHLIGHTS AND DETAIL

| SCHOOL DEPARTMENT | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|----------------------------|--------------------------------|--|
| | ACTUAL FY2014 | ACTUAL FY2015 | BUDGET FY2016 | ESTIMATE FY2016 | DEPT REQUEST FY2017 | FINANCE COMMITTEE BOARD OF SELECTMEN FY2017 |
| Personal Services | 56,217,707 | 57,594,012 | 59,210,775 | 59,210,775 | 62,408,911 | 61,182,256 |
| Other Expenses | 12,709,886 | 13,310,440 | 14,085,816 | 14,085,816 | 14,890,163 | 14,505,573 |
| Total | 68,927,593 | 70,904,452 | 73,296,591 | 73,296,591 | 77,299,074 | 75,687,829 |
| Number of Employees | 883.0 | 862.2 | 873.8 | | 889.1 | 889.1 * |
| Number of Students | 6,110 | 6,076 | 6,021 | | 6,183 | 6,183 |

* - Includes new positions for AHS Schedule change - School Committee had not taken final vote.

| ENROLLMENT HISTORY BY BUILDING AND LEVEL | | | | | | | | | | | |
|---|-------------------|-----------------|------------------|--------------|------------------|-------------------|---------------|-------------|-------------|--------------|--------------|
| | ELEMENTARY | | | | | | MIDDLE | | | HIGH | TOTAL |
| | BANCROFT | SANDBORN | SHAWSHEEN | SOUTH | WEST EL * | HIGH PLAIN | WHMS | DMS | WMS | AHS | |
| | 9.5% | 7.1% | 1.7% | 8.3% | 10.3% | 8.5% | 7.3% | 8.8% | 8.8% | 29.6% | |
| FY2017 | 588 | 441 | 106 | 514 | 634 | 527 | 454 | 546 | 545 | 1828 | 6183 |
| FY2016 | 612 | 400 | 68 | 509 | 658 | 519 | 420 | 557 | 535 | 1797 | 6075 |
| FY2015 | 462 | 366 | 233 | 519 | 653 | 523 | 419 | 574 | 567 | 1760 | 6076 |
| FY2014 | 479 | 352 | 236 | 525 | 659 | 551 | 379 | 569 | 561 | 1799 | 6110 |
| FY2013 | 486 | 360 | 275 | 544 | 680 | 551 | 405 | 562 | 563 | 1799 | 6225 |
| FY2012 | 494 | 359 | 263 | 576 | 679 | 536 | 393 | 572 | 543 | 1784 | 6199 |
| FY2011 | 483 | 346 | 267 | 573 | 671 | 527 | 403 | 563 | 543 | 1802 | 6178 |
| FY2010 | 469 | 355 | 282 | 576 | 677 | 524 | 403 | 549 | 529 | 1799 | 6163 |
| FY2009 | 471 | 352 | 277 | 589 | 677 | 527 | 407 | 564 | 540 | 1719 | 6123 |
| FY2008 | 462 | 352 | 261 | 590 | 683 | 536 | 393 | 556 | 522 | 1734 | 6089 |
| FY2007 | 461 | 355 | 242 | 557 | 646 | 533 | 394 | 556 | 508 | 1746 | 5998 |

History based upon October 1 enrollment data as reported on DESE Web Site for FY 07 - FY 16.

* includes Pre School up to and including FY 2015. FY2016 forward Pre School will only be provided at Shawsheen.

FY 2017 COLA - Step - Track - Longevity Summary

| Unit | Step/Scale | COLA* | Track | Totals |
|-------------|-------------------|------------------|----------------|------------------|
| Teachers | 845,235 | 865,499 | 172,050 | 1,882,784 |
| AAA | 0 | 56,193 | | 56,193 |
| Cust | 9,033 | 36,604 | | 45,637 |
| Sec | 14,856 | 23,881 | | 38,737 |
| IA | 178,042 | 113,666 | | 291,708 |
| LPN | 0 | 1,610 | | 1,610 |
| Indepen | 15,944 | 23,350 | | 39,294 |
| Admin | | 70,445 | | 70,445 |
| | 1,063,110 | 1,191,248 | 172,050 | 2,426,408 |

* COLA - Budget includes a negotiated salary increase of 2.0%.

ANDOVER PUBLIC SCHOOLS



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

SCHOOL COMMITTEE:

Joel G. Blumstein, Esq., Chair
Susan K. McCready, Vice Chair
Paul D. Murphy
Shannon Scully
Ted E. Teichert

Sheldon H. Berman, Ed.D
Superintendent of Schools
sheldon.berman@andoverma.us

April 5, 2016

To the Citizens of Andover:

I am honored to be the new Chair of the Andover School Committee and look forward to serving in this role for the next year. I understand the great responsibility of providing the best education possible to **all of our students** and doing so in a fiscally responsible manner. As detailed below, we face some significant budget challenges this year and have had to make some difficult budget decisions. Further, as I write this letter, the Board of Selectmen, Finance Committee and School Committee have not agreed on a Fiscal Year 2017 school budget to present at Town Meeting. Yet, despite these challenges, with the ongoing support that the Andover community provides to our schools (both financially and in many other ways) and with the recent arrival of two energetic, innovative and forward-thinking new leaders for our schools and our Town, I am optimistic about Andover's future, including the future of its public schools.

Among the challenges we faced as we began this year's budget deliberations were the following:

- 1) A significant increase in costs due to contractual obligations. \$2,538,750 is needed to maintain level services in our schools, including contractual salary, step and scale increases, contracted increases in student transportation, and increased technology costs.
- 2) A significant increase in costs for our special education programs . Increased staffing for in-district special education is budgeted at \$312,556. Out-of-district special education will increase by over \$824,000 for students in required private placements. In addition, there are fewer students graduating or aging out of district responsibility than in prior years. A portion of the increased out-of-district cost will be covered by the Circuit Breaker Reserve Fund, through which the State provides partial reimbursement to districts for large out-of-district costs. However, \$450,157 of this increased cost is included in the preliminary operating budget.
- 3) An unexpected increase in elementary school enrollment. The budget for Fiscal Year 2016 was predicated on a projected decline in elementary enrollment of almost 100 students. As a result of these projections and reductions in general education required by the FY16 budget, elementary classroom teachers were reduced from 109 to 101 in FY16. However, elementary enrollment ended up rising by 124 students above the projection, leaving elementary class size at its highest level in seven years, with 30% of our classes having 25 or more students. Elementary enrollment in FY17 is expected to stay at approximately current levels and, if no new teachers are added, some classes will have as many as 29 students. In order to reduce class size to FY14 and FY15 levels, five additional elementary teachers are needed.
- 4) A continued increase in the number of students who are English-language learners. This student population has increased from 91 in FY12 to 176 in FY16 and is projected to increase by an additional 20% in FY17 to 212 students.
- 5) Implementation of the new high school schedule. The new high school schedule will replace the current two-semester block schedule with a year-long, seven credit schedule. The new schedule has numerous benefits over the existing schedule, including continuity of instruction and the introduction of a personalization block which will offer

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.

students additional academic support, enrichment, and independent learning opportunities. In order to successfully implement the new high school schedule, 5.7 additional teachers are required at a cost of \$362,949.

The Superintendent and his Leadership Team examined these major budget drivers, as well as a large number of other budget requests submitted by the 9 school principals, program directors and other senior managers in the school system. Although these other budget requests represented real needs, they were significantly in excess of fiscal realities. Among these items was a request for an increase of three middle school math teachers so that Algebra 1 could be offered to 8th graders who were ready for algebra without impacting the current middle school team methodology. The commitment has been made to offer algebra to qualifying 8th grade students but to do so with existing staff, although in a manner that may cause some disruption to the existing team approach. Also, a decision was made to address the increase in English-language learners with a restructuring of the District's service delivery model rather than an increase to the ESL teaching staff.

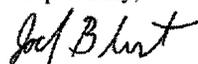
What resulted from these deliberations was a preliminary budget, recommended by the Superintendent and approved by the School Committee, of **\$77,299,074**, representing a 5.46% increase over the approved FY16 budget. It included funding to address the increases in contractual obligations and special education, both of which are non-discretionary expenditures. It also included funding for five new elementary teachers to address the enrollment issue, as well as the funding needed to implement the new schedule at the high school. The Town Manager's recommended school budget was **\$75,480,829**, thus resulting in an initial gap between the two budgets of **\$1,818,245**.

In order to close the gap between the APS preliminary budget and the Town Manager's recommended budget, numerous efforts have been undertaken both to increase the revenues which could be made available to the schools and to find further budget reductions. Recognizing that funding to support both the new high school schedule and elementary enrollment was not feasible, the School Committee made the very difficult decision, on March 17th, to delay implementation of the high school schedule by another year. While the majority of the School Committee strongly supports the new schedule, we felt this decision was necessary given the fiscal realities we were facing and our judgment, guided by the Superintendent's recommendation, to prioritize the reduction of elementary class sizes. Reducing elementary class size will allow us to address student needs earlier and more effectively, preventing higher costs and potential out-of-district placements in later grades. Nevertheless, we are committed to making the high school a priority in the coming year and to doing all that can be done to ensure that resources are available to successfully implement the new schedule at the beginning of the 2017-2018 school year. By delaying the high school schedule for another year, along with a number of other budget reductions identified by the Superintendent, the School Committee was able to reduce the proposed budget by \$551,245, resulting in a current proposed budget, approved by the School Committee at its meeting on March 31, 2016, of **\$76,747,829**, which represents a 4.71% increase over the FY16 approved budget.

As I write this letter, a gap still exists between the School Committee's proposed budget of **\$76,747,829** and the **\$75,687,829** budget approved by the Board of Selectmen on April 4, 2016. However, a compromise budget of **\$76,187,829**, which represents a 3.94% increase over the FY16 approved budget, has been reached by Town Manager Andrew Flanagan and Superintendent Sheldon Berman, with input from the Chairs of the Board of Selectmen, Finance Committee and School Committee, over the course of months of meetings. While the fate of this compromise is uncertain at the moment, we remain hopeful that it will form the basis of an agreement to be presented at Town Meeting. In that spirit, the School Committee approved a motion giving the Superintendent the discretion to adjust the budget to this compromise amount, if approved by the Board of Selectmen and Finance Committee.

In closing, we thank Superintendent Berman and his team for the extraordinary time and thought they devoted to bringing forward a responsible budget. We also thank Town Manager Flanagan and his staff, as well as members of the Board of Selectmen and Finance Committee, for their efforts throughout this process. Last but not least, we thank the Andover community for their continued support of our schools.

Respectfully,



Joel Blumstein, 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.

FY2017 CAPITAL PROJECTS FUND APPROPRIATION

ARTICLE 5. To see if the Town will vote to raise by taxation and appropriate the sum of \$2,540,000 for the purpose of funding the Fiscal Year 2017 appropriation for the Capital Projects Fund, or take any other action related thereto.

~~~~~

The Capital Projects Fund is considered to be part of the FY2017 operating budget, but it is 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 also makes 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.

~~~~~

FY2017 CAPITAL PROJECTS FUND RECOMMENDED BY TOWN MANAGER

| <u>Project Item</u> | <u>Amount</u> |
|---|--------------------|
| Pomps Pond Improvements | \$50,000 |
| Election Voting Booths | \$37,000 |
| MUNIS Software | \$35,000 |
| Library Renovations | \$25,000 |
| Power Infrastructure Refresh | \$120,000 |
| Performance Measurement Pilot | \$30,000 |
| Police Vehicle Replacement | \$195,000 |
| EMS Call Box for Shawsheen Fields | \$20,000 |
| Minor Sidewalk Repairs | \$100,000 |
| Drainage Infrastructure Inspection | \$50,000 |
| Public Works Vehicles – Small | \$100,000 |
| Athletic Fields Needs Analysis | \$35,000 |
| Spring Grove Cemetery Improvements | \$20,000 |
| Town Projects – Buildings | \$275,000 |
| Town Projects – Mechanical and Electrical | \$170,000 |
| Town Vehicle Replacement | \$78,000 |
| Time Keeping System – Town/School | \$80,000 |
| School Capital Projects | \$1,120,000 |
| Total Capital Projects Fund | \$2,540,000 |

The BOARD OF SELECTMEN voted 5-0 to recommend approval. YES

The FINANCE COMMITTEE voted 9-0 to recommend approval. NO

The SCHOOL COMMITTEE voted 4-0 to recommend approval.

On request of the Town Manager

ANDOVER'S STABILIZATION FUNDS

General Stabilization Fund provides a mechanism for setting aside money for future use. This fund, along with Free Cash, makes up the Town's reserves that can be tapped in case of emergency or used for one-time expenditures. Appropriations to and from Stabilization Funds require a two-thirds (2/3) vote of Town Meeting. Any interest earned on the money in a Stabilization Fund stays in that fund. Andover's policy is to maintain the combined balance of Free Cash and the General Stabilization Fund at 3%-7% of general fund operating revenues. As of March 31, 2016 the General Stabilization Fund Balance was \$6,148,476.

Article 8 would transfer money from Free Cash into the General Stabilization Fund.

Ledge Road Landfill Stabilization Fund holds funding designated for capping the landfill. As of March 31, 2016 the Ledge Road Landfill Stabilization Fund balance was \$3,043,556.

Article 25 would transfer the entire balance from the Ledge Road Landfill Stabilization Fund into the Ledge Road Landfill Capital Project Fund.

Bond Premium Stabilization Fund holds the bond premiums received when Andover borrows money for capital projects. These funds are used to offset interest costs in future budgets. As of March 31, 2016 the Bond Premium Stabilization Fund Balance was \$1,118,559.

Article 21 would transfer \$268,000 from Free Cash to the Bond Premium Stabilization Fund. This is the bond premium received from the June, 2015 bond sale.

Article 24 seeks the appropriation of \$100,000 from the Bond Premium Stabilization Fund to offset FY2017 Debt Service expenses.

Elderly Services Program Stabilization Fund was established by the May 2013 Special Town Meeting to hold the Wood Trust funds earmarked for Senior Center activities. As of June 30, 2015 the Elderly Services Stabilization Fund balance was \$700,000.

BUDGET TRANSFERS

ARTICLE 6. To see if the Town will vote to transfer from amounts previously appropriated at the 2015 Annual Town Meeting as authorized by Massachusetts General Laws Chapter 44, Section 33B, or take any other action related thereto.

~~~~~  
This article authorizes the transfer of funds appropriated by the 2015 Town Meeting from certain departmental budgets with projected surpluses to other departments to cover costs not anticipated in preparation of the FY2016 Budget. A specific list of transfers will be presented at Town Meeting.  
~~~~~

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 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 2015 Annual Town Meeting, or take any other action related thereto.

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

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 Finance Director

STABILIZATION FUND

Article Expected to be Withdrawn

ARTICLE 8. To see if the Town will vote to appropriate and raise from taxation or available funds a sum of money to the Stabilization Fund in accordance with Massachusetts General Laws 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.

~~~~~  
This article authorizes a transfer from Free Cash to the Town's General Stabilization Fund. The Stabilization Fund is used to accumulate amounts for future spending purposes. The current balance in the Fund is \$6,148,476. 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 to and from the Stabilization Fund require a two-thirds (2/3) vote of Town Meeting.  
~~~~~

The FINANCE COMMITTEE voted 6-0 to recommend approval of \$0 from Free Cash.

YES _____

NO _____

On request of the Town Manager

FREE CASH

Article Expected to be Withdrawn

ARTICLE 9. To see what amount the Town will vote to permit the Assessors to use in Free Cash to reduce the Fiscal Year 2017 tax rate and to affect appropriations voted at the 2016 Annual Town Meeting, or take any other action related thereto.

The BOARD OF SELECTMEN voted 5-0 to recommend that \$0 Free Cash be used for the FY2017 budget.

YES _____

The FINANCE COMMITTEE voted 9-0 to recommend that \$0 Free Cash be used for the FY2017 budget.

NO _____

On request of the Finance Director

UNEXPENDED APPROPRIATIONS

ARTICLE 10. To see what disposition shall be made of unexpended appropriations and Free Cash in the treasury, or take any other action related thereto.

~~~~~  
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 Finance Director

FREE CASH

Free Cash is the term used for a community's funds that are available for appropriations. Free Cash is generated when actual revenue collections are in excess of estimates, when expenditures are less than appropriations, or both. Free Cash must be certified by the Director of the Bureau of Accounts as of July 1st 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 appropriated 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.

FREE CASH HISTORY

| <u>Year</u> | <u>Certified Free Cash Going Into Annual Town Meeting</u> | <u>Free Cash % of Budget</u> | <u>Amount Spent By Town Meeting</u> | <u>Amount Remaining After Town Meeting</u> |
|-------------|---|--------------------------------------|---|--|
| 2002 | 3,767,004 | 4.0% | 2,923,476 | 843,528 |
| 2003 | 3,340,240 | 3.5% | 2,855,082 | 485,158 |
| 2004 | 4,413,574 | 4.5% | 1,316,648 | 3,096,926 |
| 2005 | 2,188,732 | 2.1% | 1,305,000 | 883,732 |
| 2006 | 3,013,073 | 2.5% | 2,287,000 | 726,073 |
| 2007 | 5,432,796 | 4.4% | 3,532,368 | 1,900,428 |
| 2008 | 2,333,996 | 1.9% | 1,495,000 | 838,996 |
| 2009 | 2,221,828 | 1.8% | 334,000 | 1,887,828 |
| 2010 | 1,602,874 | 1.3% | 1,123,500 | 479,374 |
| 2011 | 1,609,894 | 1.2% | 992,000 | 617,894 |
| 2012 | 1,239,055 | 0.9% | 0 | 1,239,055 |
| 2013 | 4,073,271 | 2.6% | 3,180,966 | 892,305 |
| 2014 | 3,963,320 | 2.4% | 3,300,000 | 663,320 |
| 2015 | 5,761,265 | 3.3% | 4,893,083 | 868,182 |
| 2016 | 4,843,241 | 2.9% | | |

GENERAL HOUSEKEEPING ARTICLES

ARTICLE 11. To see if the Town will vote the following consent articles, or take any other action related thereto:

~~~~~  
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 11A – 11F. There will be a separate motion for 11G because it requires a two-thirds (2/3) vote.  
~~~~~

On request of the Town Manager

GRANT PROGRAM AUTHORIZATION

11A. To see if the Town will vote to authorize the Board of Selectmen and/or the Town Manager to apply for, accept and enter into contracts from time to time for the expenditure of any funds allotted to Andover by the Commonwealth of Massachusetts or the U. S. Government under any State or Federal grant program, or take any other action related thereto.

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

The **BOARD OF SELECTMEN** voted 5-0 to recommend approval. YES

The **FINANCE COMMITTEE** voted 6-0 to recommend approval. NO

The **SCHOOL COMMITTEE** voted 4-0 to recommend approval.

On request of the Town Manager

ROAD CONTRACTS

11B. 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** voted 5-0 to recommend approval. YES

The **FINANCE COMMITTEE** voted 6-0 to recommend approval. NO

On request of the Town Manager

TOWN REPORT

11C. To act upon the report of the Town officers, or take any other action related thereto.

~~~~~

This article refers to the Annual Town Report prepared by the Town Manager. As the result of a bylaw passed by the 1984 Annual Town Meeting, a summary of the 2015 Annual Report has been included at the end of the Finance Committee Report.

~~~~~

The BOARD OF SELECTMEN voted 5-0 to recommend approval. **YES** ___
NO ___

On request of the Town Manager

PROPERTY TAX EXEMPTIONS

11D. 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 2017 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.

~~~~~

The BOARD OF SELECTMEN voted 5-0 to recommend approval. **YES** ___
The FINANCE COMMITTEE voted 6-0 to recommend approval. **NO** ___

On request of the Board of Assessors

CONTRACTS IN EXCESS OF THREE YEARS

11E. 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 interests 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 Massachusetts General Laws Chapter 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 interests 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 up to five years upon approval of the appropriate elected body.

~~~~~

The BOARD OF SELECTMEN voted 5-0 to recommend approval. YES ___

The FINANCE COMMITTEE voted 6-0 to recommend approval. NO ___

The SCHOOL COMMITTEE voted 4-0 to recommend approval.

On request of the Town Manager

ACCEPTING EASEMENTS

11F. 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 voted 5-0 to recommend approval. YES ___

The FINANCE COMMITTEE voted 6-0 to recommend approval. NO ___

On request of the Town Manager

RESCINDING BOND AUTHORIZATIONS

11G. To see if the Town will vote to rescind unissued bond authorizations from prior Town Meetings, or take any other action related thereto.

~~~~~  
When a project is complete and funds voted for long-term borrowing no longer need to be borrowed, the authorization can be rescinded by Town Meeting. This article requests that the remaining borrowing authorization of \$595,000 for Article 17 voted at the 2011 Annual Town Meeting (West Middle School Green Repairs) be rescinded. The project is complete and the funds do not need to be borrowed due to funds received from the Massachusetts School Building Authority.  
~~~~~

Requires a two-thirds (2/3) vote

The BOARD OF SELECTMEN voted 5-0 to recommend approval. YES ___

The FINANCE COMMITTEE voted 9-0 to recommend approval. NO ___

On request of the Finance Director

GRANTING EASEMENTS

ARTICLE 12. 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 two-thirds (2/3) vote

The **BOARD OF SELECTMEN** voted 5-0 to recommend approval. YES ___

The **FINANCE COMMITTEE** voted 6-0 to recommend approval. NO ___

On request of the Town Manager

UNPAID BILLS

ARTICLE 13. 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.

~~~~~  
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-fifths (4/5) majority vote is required for the bill to be paid.  
~~~~~

Requires a four-fifths (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 14. 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 two-thirds (2/3) vote

The **BOARD OF SELECTMEN** voted 5-0 to recommend approval. YES ___

The **FINANCE COMMITTEE** voted 6-0 to recommend approval. NO ___

On request of the Town Manager

JERRY SILVERMAN FIREWORKS

ARTICLE 15. To see if the Town will vote to appropriate and raise by taxation or available funds the amount of \$14,000 for the Jerry Silverman Fireworks Program as part of the Fourth of July festivities, or take any other action related thereto.

~~~~~

The sum of \$14,000 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 15 | |
|---|--|
| <u>Approval</u> | <u>Disapproval</u> |
| \$14,000 from taxation Included in projected FY2017 tax bill | Increases excess levy capacity by \$14,000 Reduces projected FY2017 tax bill by less than \$1 |

The BOARD OF SELECTMEN voted 5-0 to recommend approval. **YES**

The FINANCE COMMITTEE voted 6-0 to recommend approval. **NO**

On request of the Town Manager

FY2017 REVOLVING ACCOUNTS

ARTICLE 16. To see if the Town will vote to authorize the following revolving funds for certain Town departments under Massachusetts General Laws Chapter 44, Section 53E½ for the fiscal year beginning July 1, 2016, or take any other action related thereto.

| Revolving Fund | Authorized to Spend | Use of Fund | Revenue Source | FY - 2017 Expenditure Limit |
|---|--|---|---|-----------------------------|
| A. Community Development & Planning Department | Division Heads | Advertising legal hearing notice expenses for permit applications | Applicant Fees | \$20,000 |
| 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 | \$60,000 |
| 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, part-time help | Participant fees | \$400,000 |
| F. Field Maintenance | Municipal Services - 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 | \$225,000 |
| H. Police Communications | Chief of Police | Maintenance and purchase of public safety radio and antennae equipment | Lease agreements for antenna users | \$50,000 |
| I. School Photocopy Fees | School Dept. | Photocopy Center Costs | External Private Groups | \$10,000 |
| J. Compost Program | Municipal Services - Plant & Facilities Director | Offset Compost Monitoring and Cleanup Expenses | Contractor Permit fees, revenues from sale of compost | \$60,000 |
| K. Solid Waste | Municipal Services -Public Works Director | Offset Trash & Recycling Costs | CRT, HHW & Trash fees | \$40,000 |
| L. Stormwater Management | Planning Director | Consulting and Environmental Monitoring of Stormwater Management Applications and Permits | Applicant | \$5,000 |
| M. Fire Rescue | Fire Chief | Training and Equipment | Service Fees | \$100,000 |
| N. Health Services | Public Health Director | Health Dept. Inspections | Inspection Fees | \$75,000 |
| O. Cable TV | Finance Director | Cable Access TV Equipment, Debt Service, Lease Payments | Cable Fees | \$1,150,000 |

~~~~~  
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. For FY17 the expenditure limit for "C. Health Clinic" is requested to be increased from \$45,000 to \$60,000. No other increases in expenditure limits are proposed for FY17. A new revolving fund "O. Cable TV" is proposed which would allow cable TV franchise fees to be spent to support Andover Cable Access TV, purchase cable related equipment and pay debt service and lease payments related to technology.

~~~~~  
The BOARD OF SELECTMEN voted 5-0 to recommend approval. YES__
The FINANCE COMMITTEE voted 9-0 to recommend approval. NO__
The SCHOOL COMMITTEE voted 4-0 to recommend approval.

On request of the Finance Director

**FY2017 CREATION OF SCHOOL DEPARTMENT
REVOLVING ACCOUNT**

ARTICLE 17. To see if the Town will vote to accept the provisions of Massachusetts General Laws Section 71E, Chapter 71 to allow all monies received by the School Department in connection with the conduct of academic summer school programs, including, but not limited to, continuing education and online academic programs, or take any other action related thereto.

~~~~~  
Creation of the revolving account will service two district initiatives that address current and future student programming needs. The first is a summer school program that will provide students with accelerated math; the second is an online opportunity allowing students to take courses in a blended learning environment.

~~~~~  
The BOARD OF SELECTMEN voted 5-0 to recommend approval. YES__
The FINANCE COMMITTEE voted 6-0 to recommend approval. NO__

On request of the School Department

ELDERLY/DISABLED TRANSPORTATION PROGRAM

ARTICLE 18. To see if the Town will vote to appropriate and raise by taxation a sum not to exceed \$12,000 for the purpose of continuing to provide for an elderly and disabled transportation subsidy program, or take any other action related thereto.

The Town provides certain transportation subsidies for our elderly and disabled 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 provide transportation through a “call and ride” program called EZ-Trans. This article will continue to provide critical transportation benefits to our senior and disabled residents.

| Financial Impact of Article 18 | |
|--|--|
| <u>Approval</u> \$12,000 from taxation. Included in projected FY2017 tax bill. | <u>Disapproval</u> Increases excess levy capacity by \$12,000. Reduces projected FY2017 tax bill by less than \$1. |

The BOARD OF SELECTMEN voted 5-0 to recommend approval. YES ___

The FINANCE COMMITTEE voted 8-0 to recommend approval. NO ___

On request of the Council on Aging

SUPPORT FOR CIVIC EVENTS

ARTICLE 19. To see if the Town will vote to appropriate and raise by taxation or transfer from available funds a sum not to exceed \$5,000 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 article will provide \$5,000 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 19 | |
|---|--|
| <u>Approval</u> \$5,000 from taxation. Included in projected FY2017 tax bill. | <u>Disapproval</u> Increases excess levy capacity by \$5,000 Reduces projected FY2017 tax bill by less than \$1. |

The BOARD OF SELECTMEN voted 5-0 to recommend approval. YES ___

The FINANCE COMMITTEE voted 8-0 to recommend approval. NO ___

On request of the Town Manager

SPRING GROVE CEMETERY MAINTENANCE

ARTICLE 20. To see if the Town will vote to transfer the sum of \$6,000 from the Spring Grove Cemetery Perpetual Care reserve account and appropriate the sum of \$6,000 for the purpose of cemetery maintenance including costs incidental and related thereto, or take any other action related thereto.

~~~~~  
This article will provide \$6,000 for Spring Grove Cemetery repairs including roadway paving, masonry work to the historic stone wall and support for the Cemetery Master Plan. Funding for this article comes from interest on the Spring Grove Cemetery Perpetual Care fund.  
~~~~~

| Financial Impact of Article 20 | |
|--|--|
| <u>Approval</u> Reduces Cemetery Fund balance by \$6,000. No FY2017 tax bill impact. | <u>Disapproval</u> \$6,000 available for spending by a future. Town Meeting for cemetery improvements. |

The BOARD OF SELECTMEN voted 5-0 to recommend approval. YES

The FINANCE COMMITTEE voted 9-0 to recommend approval. NO

On request of the Director of Municipal Services

FREE CASH TO BOND PREMIUM STABLIZATION FUND

ARTICLE 21. To see if the Town will vote to transfer the sum of \$268,000 from Free Cash and appropriate to the Bond Premium Stabilization Fund for the purpose of paying principal and interest on non-exempt outstanding debt, or take any other action related thereto.

~~~~~  
This article requests that \$268,000 be transferred from Free Cash and appropriated to the Bond Premium Stabilization Fund. Massachusetts Department of Revenue regulations allow municipalities to reserve and apply premiums received on borrowing to exempt debt but do not allow premiums received to be applied to non-exempt debt. The funds in this stabilization fund will be used, by vote of Town Meeting, when the coupon rate of interest is higher than the actual interest rate to mitigate the impact on the general fund budget. This is the bond premium received from the June, 2015 bond sale.  
~~~~~

Requires a two-thirds 2/3 vote

The BOARD OF SELECTMEN voted 5-0 to recommend approval. YES

The FINANCE COMMITTEE voted 8-0 to recommend approval. NO

On request of the Finance Director

FREE CASH TO OPEB TRUST FUND

Article Expected to be Withdrawn

ARTICLE 22. To see if the Town will vote to transfer the sum of \$0 from Free Cash and appropriate to the Other Post Employment Benefits Trust Fund established under the provisions of Chapter 479 of the Acts of 2008, or take any other action related thereto.

**The FINANCE COMMITTEE voted 6-0 to recommend approval
That no Free Cash be transferred to the OPEB Trut Fund.**

YES ___

NO ___

On request of the Finance Director

INSURANCE RECOVERY TRANSFER

ARTICLE 23. To see if the Town will vote to transfer the sum of \$21,355.75 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.

~~~~~  
This article seeks to appropriate \$21,355.75 to the Town's Municipal Building Insurance Fund. \$21,355.75 was expended by the Town for replacement of a damaged police vehicle. 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.  
~~~~~

The BOARD OF SELECTMEN voted 5-0 to recommend approval.

YES ___

The FINANCE COMMITTEE voted 9-0 to recommend approval.

NO ___

On request of the Finance Director

STABILIZATION FUND BOND PREMIUM

ARTICLE 24. To see if the Town will vote to transfer the sum of \$100,000 from the Bond Premium Stabilization Fund to the General Fund to offset non-exempt debt interest payments, or take any other action related thereto.

~~~~~  
The Bond Premium Stabilization Fund was established for the purpose of using bond premiums to offset the principal and interest on non-exempt outstanding debt. This article transfers \$100,000 from the Bond Premium Stabilization Fund to the General Fund to offset the interest costs of the bonds that generated bond premiums. The funds from this stabilization fund may be used when the coupon rate of interest is higher than the actual interest rate to mitigate the impact on the general fund budget.  
~~~~~

Requires a two-thirds (2/3) vote

The BOARD OF SELECTMEN voted 5-0 to recommend approval.

YES ___

The FINANCE COMMITTEE voted 8-0 to recommend approval.

NO ___

On request of the Finance Director

LEDGE ROAD LANDFILL STABLIZATION FUND

ARTICLE 25. To see if the Town will vote to transfer the sum of \$3,043,556 from the Ledge Road Landfill Stabilization Fund to be used to fund the Ledge Road Landfill closure, or take any other action related thereto.

~~~~~  
For the past three years Town Meeting has voted to transfer \$1,000,000 each year from Free Cash to the Ledge Road Landfill Stabilization Fund to assist with paying the costs associated with the closing of the Ledge Road Landfill. The current balance in the fund, including interest, is \$3,043,556. The landfill closing project is scheduled to begin in the fall of 2016. This article asks Town Meeting to vote to use the funds, including any additional accumulated interest, for their intended purpose of closing the Ledge Road Landfill. These funds will be combined with funds borrowed under a separate authorization to cover the entire cost of the closing.

~~~~~  
Requires a two-thirds (2/3) vote

The BOARD OF SELECTMEN voted 5-0 to recommend approval.

YES ___

The FINANCE COMMITTEE voted 9-0 to recommend approval.

NO ___

On request of the Finance Director

PUBLIC WORKS VEHICLES

ARTICLE 26. To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$350,000 for the purpose of purchasing public works vehicles, including any other costs incidental and related thereto, or to take any other action related thereto.

~~~~~  
The DPW currently has a number of aging vehicles that have been postponed for replacement. The Highway Division, working with the Vehicle Maintenance Division, reviews the status and condition of vehicles and determines the best use of the appropriation. The vehicles' purposes include, but are not limited to, plowing and treating of roads in winter; hauling loads of stone, gravel and loam as well as debris; hauling barrels, cones, signs; for emergency and weather related purposes (flood); as well as for traffic control.

**Financial Impact of Article 26**

Approval

Town borrows \$350,000 to be repaid over 10 years.  
No increase in FY2017 tax bill.  
Peak year of debt service in FY2019 would require an appropriation of \$47,250.  
Would account for approximately \$3 of FY2019 average residential property tax bill.

Disapproval

No change in FY2017 tax bill.  
Money not needed for debt service in future years would be available within Proposition 2 ½ for other Town/School needs.

\$350,000 Appropriation + \$67,375 Projected Interest = \$417,375 Total Cost

**The BOARD OF SELECTMEN voted 5-0 to recommend approval.**

**YES** \_\_\_

**The FINANCE COMMITTEE voted 8-0 to recommend approval.**

**NO** \_\_\_

**The SCHOOL COMMITTEE voted 4-0 to recommend approval.**

On request of the Director of Municipal Services

**FIRE APPARATUS ENGINE**

**ARTICLE 27.** To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$575,000 for the purpose of purchasing a Fire Apparatus Engine, including any other costs incidental and related thereto, or to take any other action related thereto.

~~~~~  
This article seeks funding for the purchase of a replacement fire engine for Andover Fire Rescue. Engine 4 has proudly served Andover since 1996 and was a frontline piece of apparatus until 2009. Since then this apparatus has served as the only Andover Fire Rescue reserve engine and is continually placed in service as a frontline truck when one of the other three engines is out of service for preventative maintenance, repairs, or when an emergency mutual aid response is requested from another community. When any of the frontline apparatus is out of service, this apparatus is needed to maintain the appropriate level of fire protection for the community. This fire apparatus engine was scheduled to be replaced in FY2014 but was deferred due to the uncertainty surrounding the Ballardvale Fire Station.
~~~~~

**Financial Impact of Article 27**

Approval

Town borrows \$575,000 to be repaid over 10 years.  
No increase in FY2017 tax bill.  
Peak year of debt service in FY2019 would require an appropriation of \$77,600.  
Would account for approximately \$5 of FY2019 average residential property tax bill.

Disapproval

No change in FY2017 tax bill.  
Money not needed for debt service in future years would be available within Proposition 2 ½ for other Town/School needs.

\$575,000 Appropriation + \$110,700 Projected Interest= \$685,700 Total Cost

**The BOARD OF SELECTMEN voted 5-0 to recommend approval.**

**YES** \_\_\_

**The PLANNING BOARD voted 8-0 to recommend approval.**

**NO** \_\_\_

On request of the Fire Chief

**TOWN BUILDING AND FACILITY MAINTENANCE**

**ARTICLE 28.** To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$700,000 for the purpose of paying the costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and equipping various town buildings and facilities, including any other costs incidental and related thereto, or to take any other action related thereto.

~~~~~

This article seeks appropriation of \$700,000 to fund a number of major repairs and improvements to town buildings, including replacement of the one hundred and forty year-old windows in the Memorial Hall Library, removal of the underground gasoline tank in the town yard and replacing it with an above ground one, and renovation of the lower level restrooms at the Memorial Hall Library.

~~~~~

| <b>Financial Impact of Article 28</b>                                                                                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><u>Approval</u><br/>                     Town borrows \$700,000 to be repaid over 10 years.<br/>                     No increase in FY2017 tax bill.<br/>                     Peak year of debt service in FY2019 would require an appropriation of \$94,500.<br/>                     Would account for approximately \$7 of FY2019 average residential property tax bill</p> | <p><u>Disapproval</u><br/>                     No change in FY2017 tax bill.<br/>                     Money not needed for debt service in future years would be available within Proposition 2 ½ for other Town/School needs.</p> |
| <p><b>\$700,000 Appropriation + \$134,750 Projected Interest = \$834,750 Total Cost</b></p>                                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                    |

**The BOARD OF SELECTMEN voted 5-0 to recommend approval.** YES

**The FINANCE COMMITTEE voted 8-0 to recommend approval.** NO

On request of the Director of Municipal Services

**COLLINS CENTER FAÇADE REPLACEMENT**

**ARTICLE 29.** To see if the Town will vote to appropriate \$2,000,000 for the purpose of paying costs of the replacement of the Collins Center Façade at the Andover High School located at 80 Shawsheen Road, and for the payment of all other costs incidental thereto; and that to meet this appropriation, authorize the Treasurer, with the approval of the Board of Selectmen, to borrow said sum under and pursuant to Chapter 44, Section 7, Clause (3A) of the Massachusetts General Laws, or any other enabling authority, and to issue bonds or notes of the Town therefore, or take any other action related thereto.

~~~~~

This article seeks appropriation of \$2,000,000 for the full replacement of the façade on the Collins Center. The Center has had a section of the façade fall off due to deterioration of the sub-surface and a temporary netting has been installed to secure the remaining façade until it can be replaced.

~~~~~

*Requires a two-thirds (2/3) vote*

**Financial Impact of Article 29**

Town borrows \$2,000,000 to be repaid over 20 years.  
No increase in FY2017 tax bill.  
Peak year of debt service in FY2019 would require an appropriation of \$170,000.  
Would account for approximately \$12 of FY2019 average residential property tax bill.

No change in FY2017 tax bill.  
Money not needed for debt service in future years would be available within Proposition 2 1/2 for other Town/School needs.

\$2,000,000 Appropriation + \$735,000 Projected Interest = \$2,735,000 Total Cost

**The BOARD OF SELECTMEN voted 5-0 to recommend approval. YES \_\_\_**

**The FINANCE COMMITTEE voted 8-0 to recommend approval. NO \_\_\_**

**The SCHOOL COMMITTEE voted 4-0 to recommend approval.**

On request of the Director of Municipal Services

**LOVELY FIELD TURF REPLACEMENT**

**ARTICLE 30.** To see if the Town will vote to appropriate \$500,000 for the purpose of paying costs related to the replacement of turf at Lovely Field at Andover High School located at 80 Shawsheen Rd, and for the payment of all other costs incidental and related thereto; and that to meet this appropriation, authorize the Treasurer, with the approval of the Board of Selectmen, to borrow said sum under and pursuant to Chapter 44, Section 7, Clause (25) of the Massachusetts General Laws, or any other enabling authority, and issue bonds or notes of the Town therefore, or take any other action related thereto.

~~~~~  
This article seeks appropriation of \$500,000 for the replacement of the turf carpet and infill at Lovely Field. The turf field has reached the end of its life and needs to be replaced. The new infill will be an organic and rounded sand product eliminating the crumb rubber product previously used.
~~~~~

*Requires a two-thirds (2/3) vote*

**Financial Impact of Article 30**

Approval

Town borrows \$500,000 to be repaid over 10 years.  
No increase in FY2017 tax bill.  
Peak year of debt service in FY2019 would require an appropriation of \$67,500.  
Would account for approximately \$5 of FY2019 average residential property tax bill.

Disapproval

No change in FY2017 tax bill.  
Money not needed for debt service in future years would be available within Proposition 2 1/2 for other Town/School needs.

\$500,000 Appropriation + \$96,250 Projected Interest = \$596,250 Total Cost

**The BOARD OF SELECTMEN voted 5-0 to recommend approval. YES \_\_\_**

**The FINANCE COMMITTEE voted 8-0 to recommend approval. NO \_\_\_**

**The SCHOOL COMMITTEE voted 4-0 to recommend approval.**

On request of the Director of Municipal Services

**MUNICIPAL SERVICES FACILITY RECOMMENDED FINANCING PLAN**

**Articles 31, 32 and 33**

Moving forward with a Town Yard project has continued to be a priority of the Town and the Board of Selectmen for the past decade. As the years pass, cost projections have indicated that project costs are escalating at a rate of approximately \$400,000-\$500,000 per year.

In determining an appropriate site to build a new Municipal Services Facility considerations included potential impacts to abutters, adequate space to build a facility that meets current and future needs, and the ability to effectively run the operations of the department from the new location. As part of that process, it was determined that 5 Campanelli Drive is the most appropriate and cost effective site to construct a new facility. As part of the financing plan to move this project forward and the overall program associated with relocating the Municipal Services Department's operations, Town Meeting is being requested to take action on the following three articles:

**Article 31** - Appropriate \$2,250,000 from Free Cash to purchase 5 Campanelli Drive. This would leave a Free Cash balance of approximately \$1 million after funding the four other projects that have been recommended to be funded from Free Cash.

**Article 32** - Appropriate \$900,000 from General Fund Taxation to fund the design and engineering phase of the project. This capital capacity (\$900,000) used to fund the design phase in FY 2017 will be shifted in the following years to pay the principal and interest costs associated with borrowing the money to complete the project. This will allow the overall project to be funded within the levy limits of Proposition 2 ½ and therefore will allow Andover to construct a new Town Yard without using a debt exclusion vote.

The phased approach to funding design prior to construction is considered a best practice in capital budgeting. Through the design and engineering phase, the Town will be able to have a higher degree of certainty with regard to actual construction costs and prepare a bond authorization accordingly. This funding concept is illustrated in the chart below.

| Municipal Services Facility Financing Plan   |           |           |           |           |                                        |
|----------------------------------------------|-----------|-----------|-----------|-----------|----------------------------------------|
|                                              | FY2017    | FY2018    | FY2019    | FY2020    | FY2021-2048                            |
| General Fund Taxation (Design Phase)         | \$900,000 |           |           |           |                                        |
| Non-Exempt Debt Service (Construction Phase) |           | \$900,000 | \$900,000 | \$900,000 | \$900,000<br>(or less, see Article 33) |

**Article 33** - Support sending a Home Rule Petition to the Legislature that will establish a Municipal Services Facility Mitigation Fund for the purposes of using certain and specific revenues from the future use of the site, such as the sale or lease of the current Town Yard (11 Lewis Street), to mitigate the financial impact of constructing a new facility at 5 Campanelli Drive.

**ACQUISITION OF 5 CAMPANELLI DRIVE**

**ARTICLE 31.** To see if the Town will vote to raise by taxation, transfer from available funds, borrowing or any combination thereof and appropriate a sum of money to pay the costs of 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 all other costs incidental and related thereto; or take any other action related thereto.

~~~~~  
See Municipal Services Facility Recommended Financing Plan on Page 68
 ~~~~~

| <b>Financial Impact of Article 31</b>                                              |                                                                                    |
|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|
| <u>Approval</u><br>Reduces Free Cash by \$2,250,000.<br>No FY2017 tax bill impact. | <u>Disapproval</u><br>\$2,250,000 available for spending by a future Town Meeting. |

*Article 31 – Acquisition of 5 Campanelli Drive*



**The BOARD OF SELECTMEN** voted 5-0 to recommend approval. YES

**The FINANCE COMMITTEE** voted 9-0 to recommend approval. NO

**The PLANNING BOARD** voted 5-0 to recommend approval.

On request of the Town Manager

**MUNICIPAL SERVICES FACILITY DESIGN**

**ARTICLE 32.** To see if the Town will vote to raise by taxation, borrowing or transfer from available funds or by any combination thereof and appropriate the sum of \$900,000 for the purpose of paying for the design and engineering services for a new Municipal Services Facility, including any other costs incidental and related thereto, or take any other action related thereto.

~~~~~  
See Municipal Services Facility Recommended Financing Plan on Page 68
~~~~~

| <b>Financial Impact of Article 32</b>                                                 |                                                                                                                  |
|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| <u>Approval</u><br>\$900,000 from taxation.<br>Included in projected FY2017 tax bill. | <u>Disapproval</u><br>Increases excess levy capacity by \$900,000.<br>Reduces projected FY2017 tax bill by \$63. |

- The BOARD OF SELECTMEN** voted 4-1 to recommend approval. YES
- The FINANCE COMMITTEE** voted 9-0 to recommend approval. NO
- The PLANNING BOARD** voted 5-0 to recommend approval.

**HOME RULE LEGISLATION  
MUNICIPAL SERVICES FACILITY MITIGATION FUND**

**ARTICLE 33.** To see if the Town will vote to authorize and request the Board of Selectmen to file home rule legislation that would authorize the creation of a special account into which all revenue generated by the Town from the former Town Yard off Lewis Street, including without limitation, proceeds from sale or lease of land, tax revenues from the site, tax revenue from future development on the site, permit revenues and application revenues may be placed and further said legislation would authorize payment without further appropriation from the account to retire the bonded indebtedness or other expenses related to the acquisition, maintenance and operation by the Town of the site of a new Municipal Services Facility, or take any action or related thereto.

~~~~~  
See Municipal Services Facility Recommended Financing Plan on Page 68
~~~~~

- The BOARD OF SELECTMEN** voted 5-0 to recommend approval. YES
- The FINANCE COMMITTEE** voted 9-0 to recommend approval. NO
- The PLANNING BOARD** voted 5-0 to recommend approval.

On request of the Town Manager

**SCHOOL BUILDING MAINTENANCE AND RENOVATION**

**ARTICLE 34.** 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 \$500,000 for the purpose of paying the costs of constructing, adding to, remodeling, reconstructing and making extraordinary repairs to and equipping various school buildings and roofs, including any other costs incidental and related thereto, or take any other action related thereto.

~~~~~

This article seeks appropriation of \$500,000 to fund a number of major repairs and improvements to school buildings and property, the addition of better lighting at the parking lot on Red Spring Road that supports Lovely Field, upgrades to the dressing rooms at the Collins Center, last upgraded over 30 years ago; construction of a storage building in the rear of the Wood Hill and High Plain schools; completion of the Dunn Gym Locker room locker replacement project; and continue with upgrades to security systems at the schools.

~~~~~

| <b>Financial Impact of Article 34</b>                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><u>Approval</u><br/>                     Town borrows \$500,000 to be repaid over 10 years.<br/>                     No increase in FY2017 tax bill.<br/>                     Peak year of debt service in FY2019 would require an appropriation of \$67,500.<br/>                     Would account for approximately \$5 of FY2019 average residential property tax bill.</p> | <p><u>Disapproval</u><br/>                     No change in FY2017 tax bill.<br/>                     Money not needed for debt service in future years would be available within Proposition 2 ½ for other Town/School needs.</p> |
| <p>\$500,000 Appropriation + \$96,250 Projected Interest = \$596,250 Total Cost</p>                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                    |

- The BOARD OF SELECTMEN** voted 5-0 to recommend approval. YES
- The FINANCE COMMITTEE** voted 8-0 to recommend approval. NO
- The SCHOOL COMMITTEE** voted 4-0 to recommend approval.

On request of the Director of Municipal Services

**1:1 STUDENT LEARNING INITIATIVE**

**ARTICLE 35.** 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 \$400,000 for the purposes of providing student computing devices, and associated technology infrastructure and software, including any other costs incidental and related thereto, or take any other action related thereto.

~~~~~

Andover is committed to a so-called 1:1 learning initiative where all students will have access to an Internet-enabled personal computing device along with specialized digital content during their entire school day. The long-term structure of the program is a) Grades K-5: The district provides devices for all elementary students to use in school; and b) Grades 6-12: Students will participate in a Bring Your Own Device (BYOD) program that enables them to bring their own devices to school and to access shared resources from home 24 x 7. This article will provide:

- Devices for 5th grade elementary students
- Devices for middle school students who are unable to provide equipment under the BYOD framework
- Changes in IT infrastructure to support additional devices
- Professional development to assist teachers in developing curriculum tailored to incorporate digital learning most effectively
- Software applications and digital content to bolster learning

~~~~~

| Financial Impact of Article 35                                                   |                                                                                  |
|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| <u>Approval</u><br>Reduces Free Cash by \$400,000.<br>No FY2017 tax bill impact. | <u>Disapproval</u><br>\$400,000 available for spending by a future Town Meeting. |

The **BOARD OF SELECTMEN** voted **5-0** to recommend approval. YES

The **FINANCE COMMITTEE** voted **8-1** to recommend approval. NO

The **SCHOOL COMMITTEE** voted **4-0** to recommend approval. NO

On request of the Chief Information Officer

## ELEMENTARY SCHOOL PROJECTORS

**ARTICLE 36.** 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 purposes of providing Elementary School Projectors, including any other costs incidental and related thereto, or take any other action related thereto.

~~~~~

These articles fund the replacement of aging “SMARTBoard” devices in elementary schools with new state-of-the-art low cost touch-sensitive interactive Epson projectors to match middle school and high school configuration. In 2012 the Town voted to provide interactive projectors to all middle school and high school classrooms as part of a larger town and school wide IT infrastructure refresh. At that time, smart-type boards (including SMARTBoards, Prometheans, and other products) were reassigned to provide a uniform experience for all elementary schools. It was determined that younger children would respond better to the touch capabilities provide by smart-type boards. Older students instead used new low cost interactive projectors with pen capabilities. The boards located at the elementary schools have begun failing at an accelerating rate. Most of these boards are between eight and ten years old with many even older. Spare parts are no longer available for these devices and IT is no longer able to restore failed boards to a functional state.

~~~~~

| <b>Financial Impact of Article 36</b>                                            |                                                                                     |
|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| <u>Approval</u><br>Reduces Free Cash by \$200,000.<br>No FY2017 tax bill impact. | <u>Disapproval</u><br>\$200,000 available for spending by a<br>future Town Meeting. |

**The BOARD OF SELECTMEN voted 5-0 to recommend approval. YES \_\_\_**

**The FINANCE COMMITTEE voted 8-0 to recommend approval. NO \_\_\_**

**The SCHOOL COMMITTEE voted 4-0 to recommend approval.**

On request of the Chief Information Officer

|                                                                                            |
|--------------------------------------------------------------------------------------------|
| <h2 style="margin: 0;">ANNUAL COMPUTER WORKSTATION<br/>AND LAPTOP REPLACEMENT PROGRAM</h2> |
|--------------------------------------------------------------------------------------------|

**ARTICLE 37.** To see if the Town will vote to raise by taxation and transfer from available funds (Cable Franchise Fee account) the sum of \$393,789 for the purpose of leasing Town and School administrative and teacher computer workstations and laptops, including any costs incidental and related thereto, or take any other action related thereto.

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In 2012 the town agreed to move to a four-year refresh cycle for all personal computers used by a) town administrative knowledge workers; b) school administrative knowledge workers; and c) teachers and educational staff. These machines are typically procured on a four-year lease basis. At the conclusion of the lease, machines are either returned or purchased and repurposed into less demanding uses. This article also provides the funding for the core productivity software used by all of our knowledge workers (Operating system, Microsoft Office, antivirus and Client Access Licenses for e-mail and storage as well as the management software used to monitor and update the devices.)

~~~~~

**The BOARD OF SELECTMEN voted 5-0 to recommend approval. YES \_\_\_**

**The FINANCE COMMITTEE voted 8-0 to recommend approval. NO \_\_\_**

**The SCHOOL COMMITTEE voted 4-0 to recommend approval.**

On request of the Chief Information Officer

**TOWN AND SCHOOL ENERGY INITIATIVES**

**ARTICLE 38.** To see if the Town will vote to raise by taxation, borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$400,000 for the purpose of paying the costs of various electrical, heating, ventilation and air conditioning replacements and upgrades to town and school facilities, including any other costs incidental and related thereto, or take any other action related thereto.

~~~~~  
This article seeks funds for energy conservation measures at various town and school locations including installing variable frequency drives on pumps and fans at all the schools; changing out the pneumatic controls at the High School to digital controls; and installation of demand controls on the ventilation system at the South School. This work should result in potentially \$28,000.00 in annual utility savings and on maintenance costs. There will also be potential for numerous rebates on the installation of variable speed fans.
~~~~~

| <b>Financial Impact of Article 38</b>                                            |                                                                                  |
|----------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| <u>Approval</u><br>Reduces Free Cash by \$400,000.<br>No FY2017 tax bill impact. | <u>Disapproval</u><br>\$400,000 available for spending by a future Town Meeting. |

**The BOARD OF SELECTMEN voted 5-0 to recommend approval. YES \_\_\_\_\_**

**The FINANCE COMMITTEE voted 8-0 to recommend approval. NO \_\_\_\_\_**

**The SCHOOL COMMITTEE voted 4-0 to recommend approval.**

On request of the Director of Municipal Services

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**WATER AND SEWER VEHICLES**

**ARTICLE 39.** To see if the Town will vote to transfer \$33,000 from water reserves and appropriate the sum of \$33,000 for the purpose of purchasing water vehicles or to take any other action related thereto.

The Water/Sewer divisions have a number of aging vehicles that have been postponed for replacement since FY2005. The Water/Sewer Division, working with the Vehicle Maintenance Division, reviews the status of postponed vehicles and determines the best use of the appropriation. Vehicles reviewed for replacement are frontline vehicles that are used on a daily basis, for first response, emergency, both weather and flood, and snow and ice maintenance. Other uses include, but are not limited to, hauling of materials, barricades and generators.

| <b>Financial Impact of Article 39</b>                  |                                                                                               |
|--------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| <u>Approval</u><br>Reduces Water Reserves by \$33,000. | <u>Disapproval</u><br>\$33,000 in Water Reserves available for future Water Department needs. |

The **BOARD OF SELECTMEN** voted 5-0 to recommend approval. YES

The **FINANCE COMMITTEE** voted 9-0 to recommend approval. NO

On request of the Director of Municipal Services

**IN-TOWN INDEPENDENT LIVING OVERLAY DISTRICT**

**ARTICLE 40.** To see if the Town will amend Article VIII, Section 2.2. Overlay Districts of the Zoning Bylaw by adding at the end of Section 2.2, In-Town Independent Living Overlay District and amend the Town of Andover Zoning Map, to establish an In-Town Independent Living Overlay District as shown on a plan titled "Proposed Zoning In-town Independent Living Overlay District", dated, January 19, 2016, as prepared by the Town of Andover, which plans are on file in the office of the Town Clerk and which are hereby made part of the Town Zoning Map.

**8.10 INTOWN INDEPENDENT LIVING OVERLAY DISTRICT**

**8.10.1 Purpose.**

The intent of this section is to allow flexibility in the development of parcels for housing for persons age 55 or older, with particular interest in meeting the needs of residents of Andover desiring to live independently in owner occupied housing close to downtown services. The objectives of this bylaw section are to achieve the following purposes:

1. To provide for the development and use of alternative housing for an aging population in accordance with the Town's Master Plan.
2. To provide housing options in proximity to existing services routinely used by an active senior population, including consideration of safe walking access.
3. To promote housing style options that adapt to the needs of an aging population, including single floor living, low maintenance, energy efficiency, accessible bathrooms, or other features.

4. To preserve the residential character of Andover's downtown neighborhoods by encouraging small scale, owner-occupied, over age 55 housing options that are carefully reviewed for design.
5. To encourage the creation of an increased number of housing ownership options for aging Andover residents available at a reasonable price.
6. To seamlessly integrate active, independent senior housing in existing neighborhoods.

### **8.10.2 Applicability.**

The Planning Board may grant a special permit for one or more of the uses as described in Section 8.10. The In-Town Independent Living Overlay District (IILOD) bylaw shall allow the granting of permits until December 31, 2021 unless renewed and extended at Town Meeting. Special Permits covering a maximum of 100 dwelling units in total may be granted under the IILOD bylaw unless specifically increased by the Special Permit Granting authority due to the merits of a particular project.

### **8.10.3 Definitions.**

For the purpose of this section of the zoning bylaw only, the following definitions shall apply:

**Accessory Building** – A building which is subordinate to and incidental to the principal building on a lot.

**Dwelling unit (DU)** – One or more living or sleeping rooms arranged for the use of one or more seniors living in a single independent living unit (excluding mobile homes and trailers). The intent of this definition for this section is to define a "home" with private sleeping quarters, bathrooms and cooking facilities rather than a dormitory or boarding arrangement of sleeping quarters.

**In-town Independent Living Overlay District (IILOD)** – A district comprised of any use or combination of uses as defined herein.

**IILOD Dwelling Unit** – A Dwelling Unit (DU) that conforms to the requirements of and permitted under this IILOD bylaw. Private residential dwelling unit individually equipped with a minimum of a kitchen, bedroom, bathroom and living area. This type of housing is for independently functioning seniors over the age of 55.

**IILOD Resident** - A Resident of an IILOD Dwelling Unit shall be any person spending the majority of their days or nights in a dwelling for more than 8 weeks in any 52 week period.

**Immediate Family Member** - the spouse, registered domestic partner or civil union partner, parent, child, sibling, cousin, niece, nephew, aunt or uncle of the owner of record.

**Lot** – an uninterrupted area of land in one ownership with definitive boundaries.

**Permit Granting Authority** – The permit granting authority shall be the Planning Board.

**Senior** – Any person having reached the age of fifty-five (55) years.

**Senior household** -Any household having at least one Senior living in residence there.

### **8.10.4 Location.**

The IILOD is an overlay district that is superimposed over the underlying zoning district(s), as shown on the Official Zoning Map on file in the Office of the Town Clerk. The IILOD includes all the lands designated on the plan titled, "Proposed In-town Independent Living Overlay District ", dated January 19, 2016, as prepared by and reviewed by the Town Engineer, which plans are on file in the Office of the Town Clerk and which are hereby made part of the Town Zoning Maps.

### **8.10.5 Types of Dwellings Permitted.**

#### *1. Conversions.*

The Planning Board may grant a special permit for a conversion of an existing building for purposes of creating dwelling units for senior households subject to the following regulations:

- a. Within the ILOD, a single-family, multi-family or accessory building may be converted to one or more ILOD Dwelling Units;
- b. There shall be 7,500 square feet of lot area for each ILOD Dwelling Unit; and
- c. Building coverage may be expanded up to 20% of the existing square footage in order to accommodate design modifications to improve accessibility.

2. *New Construction.*

The Planning Board may grant a special permit for the construction of a new ILOD Dwelling Units for purposes of creating dwelling units for senior households subject to the following regulations:

- a. Within the ILOD, single family or multi-family units may be constructed on lots greater than 30,000 square feet;
- b. There shall be a minimum of 10,000 square feet of lot area for each ILOD Dwelling Unit;
- c. There shall be a maximum of thirty dwelling units for each ten acre parcel;
- d. There shall be a maximum of four dwelling units allowed in any one building;
- e. Each ILOD application for new construction may contain an average of 2,000 square feet average per Dwelling Unit with a maximum of 2,250 for any one Dwelling Unit exclusive of garage, basement and attic space;
- f. The Planning Board may reduce lot setbacks and frontage to 80% of the standard requirements if, in the Board's opinion, the proposal is consistent with the pre-existing setbacks of the immediate neighborhood, has minimal impact on abutters or the reduced setback is adjacent to open space such as conservation land or town owned property;
- g. Adequate provision shall be made for interior aisles, roadways, driveways, visitors, and snow disposal;
- h. All land not designated for roads, buildings, privately owned yards or common activity space shall be designated open space. Prior to the sale of any dwelling unit, the applicant shall submit a conservation restriction on the open space to the Planning Board for its review and approval. The conservation restriction shall name either the town, or a nonprofit such as the Andover Improvement Village Society, whose primary purpose is land conservation as approved by the Planning Board;
- i. The lot shall be served by municipal sanitary sewer and water. In the event municipal sewer is not available, the lot shall be capable of supporting an on-site sewage disposal system.
- j. Dwelling units shall be designed, oriented, and landscaped to maximize visual and audible privacy between units;
- k. All ILOD Dwelling Units shall be separately deeded and recorded dwelling units, but an ILOD special permit does not grant any lot subdivision rights; and
- l. Combining new construction dwelling units with conversion dwelling units shall be allowed if the Planning Board finds a particular project favorable and receives a positive recommendation by the Design Review Board.

3. *Non-conforming lots.*

The Planning Board may grant a special permit modifying dimensional standards for the use of an existing non-conforming lot for purposes of creating an ILOD Dwelling Unit for a senior household.

- a. There shall be a minimum of 10,000 square feet, of which 80% of lot area shall be comprised of contiguous uplands, for each ILOD Dwelling Unit;

- b. The lot shall be served by municipal sanitary sewer and water. In the event municipal sewer is not available, the lot shall be capable of supporting an on-site sewage disposal system;
- c. There may not be more than one single-family dwelling on the lot;
- d. Each ILOD application for a non-conforming lot may contain a maximum of 2,000 square feet for any one Dwelling Unit exclusive of garage, basement and attic space;
- e. The Permit Granting Authority may establish frontage and setback requirements that are proportional, consistent and compatible with adjoining properties;
- f. If the non-conforming lot being considered for special permit under this subsection was created by subdividing an existing lot, any remaining lots shall conform to zoning; and
- g. That in the absence of a special permit, the use of an existing nonconforming lot would not be available for senior housing and that the modification of any dimensional requirements is necessary to accomplish the purpose and intent of this bylaw.

#### **8.10.5 Duration of Special Permit.**

An ILOD Special Permit is granted for a period of two years from the date of its approval and shall lapse if substantial use or construction has not commenced by such date, except for good cause shown. In the event that substantial use or construction of a Special Permit issued has not commenced within two years of approval and no extensions have been granted, the number of dwelling units shall be added back into the number of unpermitted units, and become available to be permitted under this Section 8.10.

#### **8.10.6 Dimensional Requirements and Deed Restrictions.**

1. *Density.* A special permit granted by the Planning Board shall meet the following minimum requirements:
2. *Conversions:* 7,500 square feet of lot area per dwelling unit.  
New Construction: 30,000 square feet of lot area.  
Nonconforming Lot: 10,000 square feet of lot area.
3. *Maximum Unit Size.* Each ILOD application may contain an average of 2,000 square feet average per Dwelling Unit with a maximum of 2,250 for any one Dwelling Unit exclusive of garage, basement and attic space;
4. *Access and On-site Circulation.* Adequate on-site circulation shall be provided to and from the site, taking into consideration the adjacent sidewalks and streets and accessibility of the site and building(s) thereon for emergency vehicles.
5. *Public Safety.* There shall be sufficient site access for public safety vehicles.
6. *Landscaping.* Landscaping and screening is required to reduce visibility of parking areas and dumpster locations beyond the boundaries of the premises and to blend in to the neighborhood.
7. *Water.* The proposed development shall be supplied with an adequate water system approved by the Water Division, Fire Rescue and Board of Health.
8. *Waste Disposal.* The proposed development shall be connected to a municipal sewer system or an adequate sewage disposal system approved by the Andover Board of Health.
9. *Slopes.* The Planning Board may include within the special permit a waiver of Section 4.1.4.5 if in the Planning Board's opinion the provisions of Section 4.1.4.5.a. are satisfied.

### **8.10.7 Design Considerations.**

Each project within the ILOD shall incorporate as many of the following design considerations in this section as possible. A meeting with the Design Review Board shall be required during the permitting process. The applicant shall receive a letter from the Design Review Board with recommendations that shall be considered by the Planning Board prior to a final approval of the special permit. The Design Review Board shall consider the following:

1. Site design, building design and layout for compatibility with the existing neighborhood within ¼ mile, specifically with regards to setback, massing, height, exterior style, entranceway, windows, building materials, and landscaping;
2. Site and building design that meets the specific needs of the aging population, including but not limited to, single level living for bedroom, bath, kitchen and living areas and/or safe access to multiple levels, low and/or shared maintenance costs, open space, sitting areas, walkable to services, and energy efficiency;
3. The number of age restricted units on any one street and/or in any one neighborhood within a ¼ mile of the site;
4. The visual impact of parking, such that parking spaces are placed alongside yards, in rear yards, garages or existing driveways; and
5. Vehicular and pedestrian safety.

### **8.10.8 Parking.**

Parking shall be provided as required by Appendix A, Table 3 Table of Off-Street Parking Requirements. However, the Planning Board may waive the construction of parking if it is demonstrated that it is not needed.

### **8.10.9 Deed Restrictions**

1. *Age Restrictions.* All ILOD Dwelling Units shall require at least one Resident to have attained the age of 55 and no Resident shall be under the age of 18. Prior to issuance of the first building permit for a building, the applicant shall record a deed restriction, approved by Town Counsel, that all units shall require at least one Resident to have attained the age of 55, that no Resident of a ILOD Dwelling Unit shall be under the age of 18, the ILOD Dwelling Unit shall be owner occupied, and there may be no more than three Residents of an ILOD Dwelling Unit. An owner may apply to the Permit Granting Authority for the removal of the age restriction on their unit if they can demonstrate that they have been unable to sell their unit for at least 90% of assessed value despite consistent, commercially reasonable marketing efforts to sell the unit for at least 18 months. Before allowing for the removal of the age restriction on the unit, the Town of Andover shall have the option to purchase the unit at 90% of assessed value.
2. *Annual Reporting.* An affidavit of census stating the age and identity of all Residents of ILOD Dwelling Units during the previous year and signed by each owner individually or the organization of homeowners established for the management of the development shall be filed annually no later than the 15<sup>th</sup> day of January with the Building Inspector in a form acceptable to the building inspector. The Building Inspector may demand any other information necessary to ensure compliance with and enforce any required conditions of the Special Permit. Written notice of any violations of this section shall be given by the Building Inspector to the assessed owner of the property as soon as possible after detection of a violation or continuing violation. The cost of action for compliance shall be borne by the owner and/or operator of the premises.

3. *Ownership Restrictions.* All ILOD Dwelling Units are required to be occupied by an owner of record. Rental units are not permitted. In the case of death, divorce proceedings or other transfers of ownership, the ILOD Dwelling Unit may be non-owner occupied for a period of up to 12 months by an Immediate Family Member who was a Resident of the ILOD Dwelling Unit prior to the cause for transfer of ownership, as long as no rental monies are exchanged. In the case of extended hospital or facility care stays of the owner, a non-owner Immediate Family Member who was a Resident of the unit prior to the hospitalization or facility care stay may continue to reside in the ILOD Dwelling Unit.

**8.10.10 Application Requirements and Procedure.**

1. *Pre-Application.* Prior to the submittal of a special permit application, a "Concept Plan" is encouraged to be submitted to help guide the development of the site plan process for the proposed project build-out and individual elements thereof. The Concept Plan is intended to be used as a tool for the applicant, the Design Review Board and the Planning Board to ensure that the proposed project design will be consistent with the requirements of the ILOD. Such Concept Plan should reflect the following:
  - a. Overall building location(s) and footprint(s);
  - b. Access and driveways;
  - c. Area which shall remain undeveloped; and
  - d. Other general site improvements.
2. *Application.* An application for a special permit shall be submitted to the Andover Planning Board pursuant to the submission requirements and procedures contained in Section 9.5.3. of the Zoning Bylaw.
3. *Additional Submittals:*
  - a. *Waivers.* At the request of the applicant in a narrative form, the Planning Board may waive certain dimensional, design and other requirements as stated herein (unless expressly prohibited), in the interests of design flexibility and overall project quality if it finds that the project is consistent with the overall purpose and objectives of the ILOD, or if it finds that such waiver will allow the project to achieve a high quality design.
  - b. *Site Management Plan.* If applicable, provide a Site Management Plan to outline long term maintenance of common areas to ensure function, appearance, cleanliness, and for ongoing drainage and utility maintenance.

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.

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Based on the responses included in the Elder Services Needs Assessment completed in 2015, the Council on Aging (COA) developed a vision for an "In-town Independent Living Overlay District (ILOD)." Multiple public forums were held to solicit input as to what, where and how this could be done. After much review and revision, the Council on Aging determined that this district would radiate from the center of town by approximately one mile which is close to most town services. The proposed bylaw limits the size of the units and only allows a limited number of units total to be built by special permit from the Planning Board. Conversions and new construction would require a review by the Design Review Board and shall be designed to assimilate into and preserve the character of the neighborhoods. The bylaw would provide alternative housing options close to downtown for seniors

and would promote housing floorplans adapted to the needs of an aging population. The bylaw has the potential to be tax revenue positive, has a "sunset" clause requiring town meeting re-approval after five years, and is deed restricted to persons over the age of 55. The COA considers this a proposal that affects independent seniors hoping to remain in Andover for their foreseeable future.

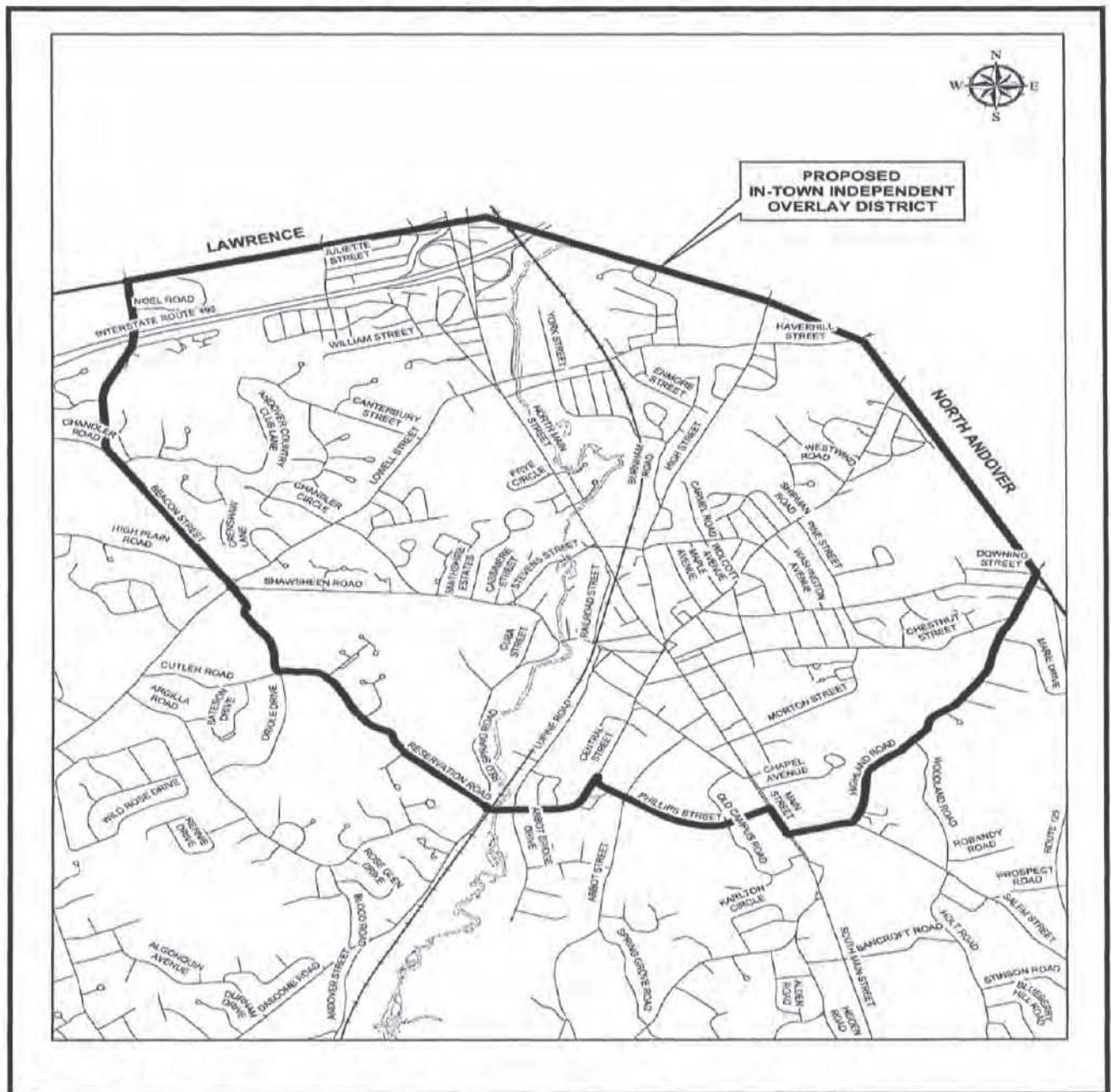
~~~~~  
*Requires a two-thirds (2/3) vote*

The BOARD of SELECTMEN voted 5-0 to recommend approval. YES

The PLANNING BOARD voted 5-0 to recommend approval. NO

On request of the Council on Aging

**Article 40 - In-Town Independent Living Overlay District**



**WATER MAIN REPLACEMENT PROJECTS**

**ARTICLE 41.** To see if the Town will vote to raise by borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$1,500,000 for the purpose of paying costs of water main replacement projects, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

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The Water Distribution System Study and Capital Improvements Plan were developed in 2010. The recommendations set forth in this report will help to prevent catastrophic failures; improve capacity; prevent water loss; provide adequate fire protection; and improve overall water quality. This request will continue the program with identified locations for approximately 4,300 linear feet.

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| <b>Financial Impact of Article 41</b>                                                                                                                                                                                           |                                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
| <u>Approval</u>                                                                                                                                                                                                                 | <u>Disapproval</u>                                                                  |
| Town borrows \$1,000,000 to be repaid over 20 years<br>Debt Service funded with water user fees is included in water rate projections for future years.<br>Debt - No impact in FY2017.<br>Use of \$500,000 from Water Reserves. | No change in FY2017 tax bill.<br>Money not needed for debt service in future years. |
| <br>\$1,000,000 Appropriation + \$367,500 Interest = \$1,367,500 Total Cost                                                                                                                                                     |                                                                                     |

**The BOARD OF SELECTMEN** voted 5-0 to recommend approval. YES

**The FINANCE COMMITTEE** voted 9-0 to recommend approval. NO

On request of the Director of Municipal Services

**WATER TREATMENT PLANT GAC REPLACEMENT**

**ARTICLE 42.** To see if the Town will vote to raise by borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$250,000 for the purpose of paying costs of replacing granulated activated carbon at the water treatment plant, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

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The filtration system at the Water Treatment Plant consists of eight filter beds, each holding approximately 66,000 pounds of granular activated carbon (GAC). This project replaces GAC in three filter units prior to the sixth year of service-time. FY2016 funding has replaced GAC in four units, and due to beneficial bid results will fund a portion of two of the remaining four filters scheduled for FY2017, which completes the change-out schedule replacing media based in the same service time criteria. The granular activated carbon filtration system is operated and maintained in order to ensure a supply of drinking water of the highest quality. Timely replacement of the filter media is critical in maintenance requirements. Each replacement is expected to have a life span of five (5) years.

~~~~~

| <b>Financial Impact of Article 42</b> |                                                                          |
|---------------------------------------|--------------------------------------------------------------------------|
| <u>Approval</u>                       | <u>Disapproval</u>                                                       |
| Reduces Water Reserves by \$250,000.  | \$250,000 in Water Reserves available for future Water Department needs. |

The BOARD OF SELECTMEN voted 5-0 to recommend approval.

YES \_\_\_\_\_

The FINANCE COMMITTEE voted 9-0 to recommend approval.

NO \_\_\_\_\_

On request of the Director of Municipal Services

**WATER TREATMENT PLANT MAINTENANCE**

**ARTICLE 43.** To see if the Town will vote to appropriate the sum of \$300,000 in the Water Enterprise Fund for the purpose of paying various maintenance costs related to the water distribution system and the Water Treatment Plant, including any other costs incidental and related thereto, or take any other action related thereto.

An inventory and assessment of the Water Treatment Plant assets was conducted resulting in short and long range projections of maintenance and replacement projects needed over the next twenty years. Life spans of assets can range from four (4) years to forty-five (45) years. The \$300,000 will be the continuation of a multi-year project and used for short term needs in FY2017.

| Financial Impact of Article 43                          |                                                                                                |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------|
| <u>Approval</u><br>Reduces Water Reserves by \$300,000. | <u>Disapproval</u><br>\$300,000 in Water Reserves available for future Water Department needs. |

The BOARD OF SELECTMEN voted 5-0 to recommend approval.

YES \_\_\_\_\_

The FINANCE COMMITTEE voted 9-0 to recommend approval.

NO \_\_\_\_\_

On request of the Director of Municipal Services

**WATER STORAGE TANKS REHABILITATION**

**ARTICLE 44.** To see if the Town will vote to raise by borrowing, or transfer from available funds or by any combination thereof and appropriate the sum of \$1,450,000 for the purpose of paying costs of rehabilitation of water storage tanks, and for the payment of all other costs incidental and related thereto, or take any other action related thereto.

Inspections of two steel water storage tanks in 2001 identified rehabilitation work to be conducted. The concrete tanks listed were inspected in 2007 and cleaned in 2010. Periodic inspection of concrete storage tanks is recommended by American Water Works Association (AWWA).

- A) Rehabilitation of Wood Hill and Prospect Hill steel water tanks.
  - Wood Hill, a 1MG tank, 46-ft radius, 20-ft high
  - Prospect Hill, an 800,000 gallon tank, 33-ft radius, 32-ft high
- B) Inspection of concrete water storage tanks.
  - Wood Hill – 3MG, above ground concrete water storage tank
  - Prospect Hill – 3MG, above ground concrete water storage tank
  - Bancroft Reservoir – 6MG, two celled underground concrete water storage tank

**Financial Impact of Article 44**

Approval

Town borrows \$1,450,000 to be repaid over 20 years  
Debt Service funded with water user fees is included  
in water rate projections for future years.  
No impact in FY2017.

Disapproval

No change in FY2017 tax bill.  
Money not needed for debt service in future years.

\$1,450,000 Appropriation + \$532,875 Interest = \$1,982,875 Total Cost

The BOARD OF SELECTMEN voted 5-0 to recommend approval. YES \_\_

The FINANCE COMMITTEE voted 9-0 to recommend approval. NO \_\_

On request of the Director of Municipal Services

**WATER TREATMENT PLANT WINDOW REPLACEMENT**

**ARTICLE 45.** To see if the Town will vote to transfer \$80,000 from water reserves and appropriate the sum of \$80,000 for the purpose of replacing water treatment plant windows or to take any other action related thereto.

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Funds are requested to replace all of the single pane glass windows throughout the building with energy efficient thermopane glass. The single pane windows are original to the building and are extremely drafty. During the winter months they frequently fog and frost up on the inside. Plastic has been installed on the inside of these windows to reduce the infiltration of cold drafts.
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**Financial Impact of Article 45**

Approval

Reduces Water Reserves by \$80,000.

Disapproval

\$80,000 in Water Reserves available for future Water Department needs.

The BOARD OF SELECTMEN voted 5-0 to recommend approval. YES \_\_

The FINANCE COMMITTEE voted 9-0 to recommend approval. NO \_\_

On request of the Director of Municipal Services

## TRANSFER OF LAND TO THE CONSERVATION COMMISSION

**ARTICLE 46.** To see if the Town will vote to transfer the care, custody and control of two parcels of land to the Conservation Commission, said parcels of land described as follows:

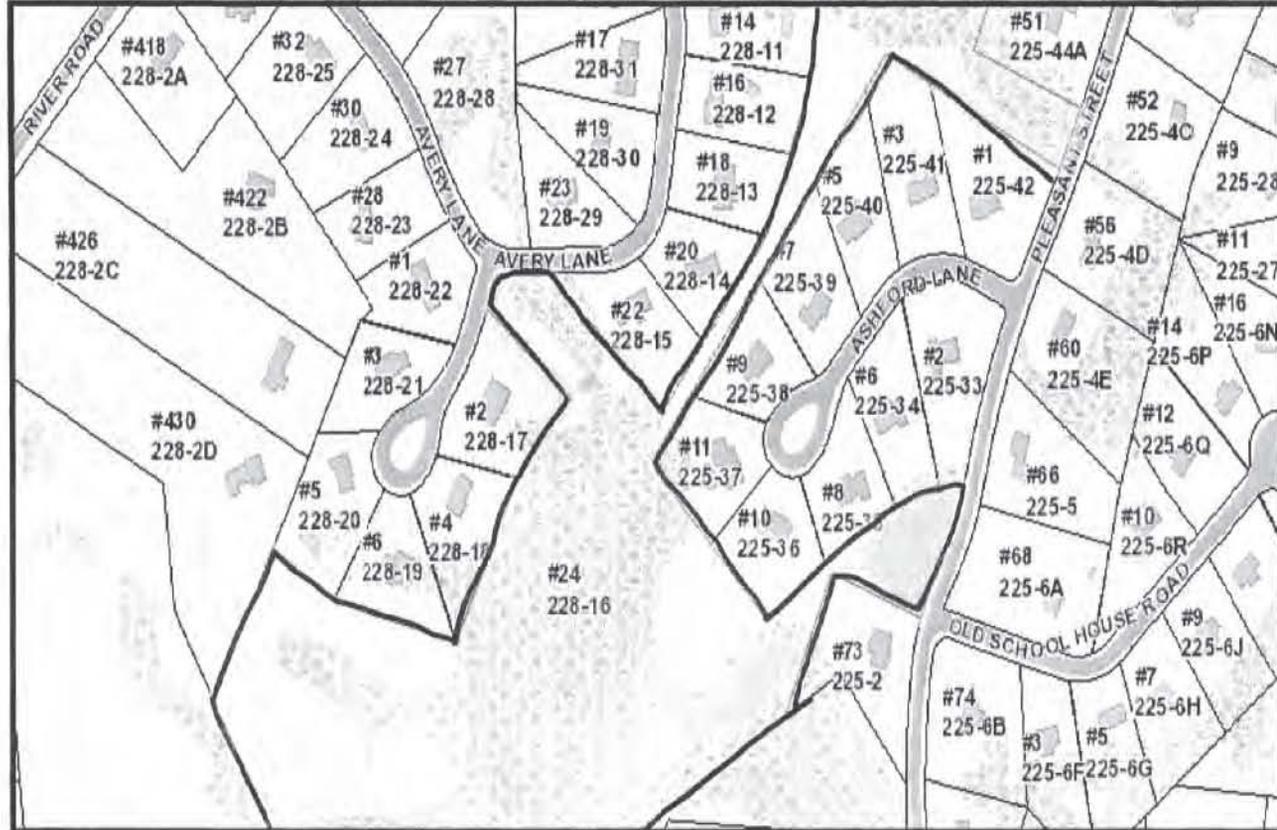
Parcel 1. The parcel of land known as 96R Bellevue Road, located off Bellevue Road, shown as Parcel 4 on Assessors Map 213. For title reference, see Final Decree in Tax Lien Case No. 47539 dated March 9, 1981 and recorded with the Essex North District Registry of Deeds in Book 1494, Page 196 and Instrument of Taking recorded with said Deeds in Book 1112, Page 439;

Parcel 2. The parcel of land known as 24 Avery Lane, shown as Parcel 16 on Assessors Map 228, being Parcel C on a plan recorded in Essex North District Registry of Deeds as Plan No. 10580, described in instrument recorded with said Deeds in Book 3185, Page 29. For title reference see Final Judgment in Tax Lien Case No. 123449 recorded with said Deeds in Book 6794, Page 263, and Instrument of Taking recorded with said Deeds in Book 5211, Page 187; or take any other action relative thereto.

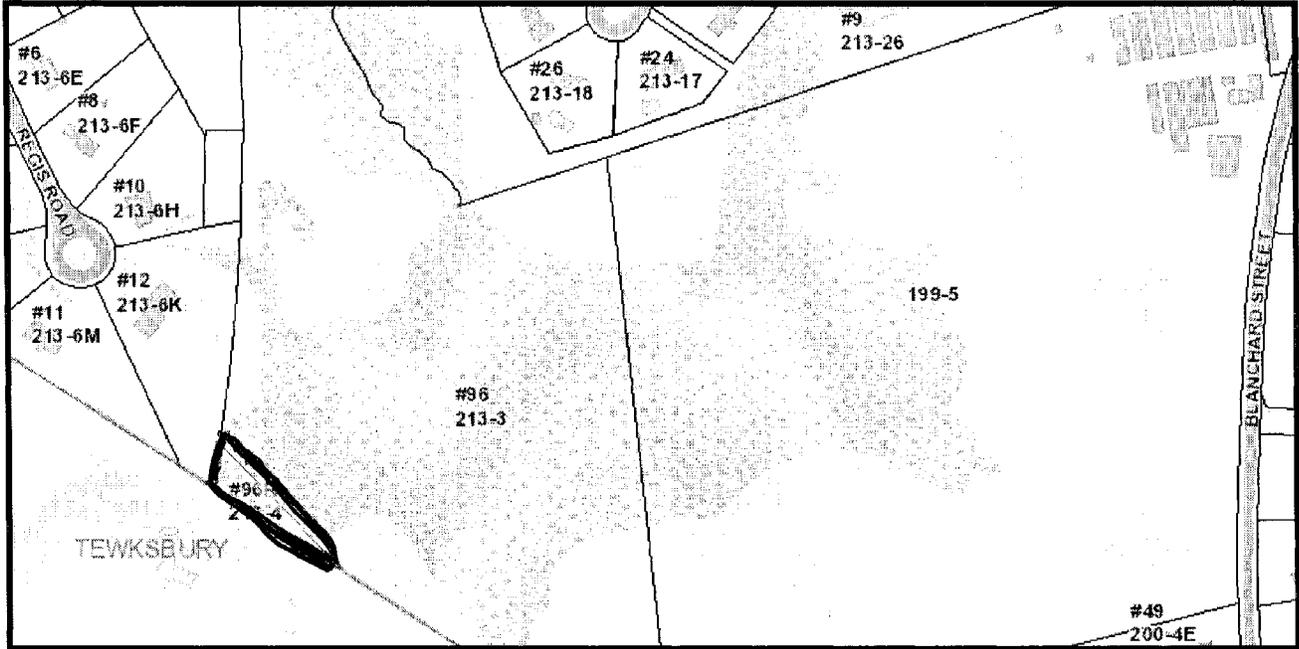
**The parcels at 96R Bellevue and 24 Avery Lane were taken by the Town over 20 years ago due to non-payment of property taxes.** At the time it was intended that they become conservation parcels. In a recent review of Conservation land files and deeds, these two parcels were found to be owned by the Town, however, not under custody of the Conservation Commission. These two parcels are adjacent to land currently under the care and custody of the Conservation Commission, and this vote is a simple a "housekeeping" detail, which will bring these parcels into that status, allowing available to the public and protection as open space.

*Requires a two-thirds (2/3) vote*

**Article 46 – Transfer of 24 Avery Lane to the Conservation Commission**



**Article 46 – Transfer of 96R Bellview to the Conservation Commission**



The BOARD OF SELECTMEN voted 5-0 to recommend approval.

YES

The PLANNING BOARD voted to recommend approval.

NO

On request of the Conservation Commission

**BALLARDALE ENGINE HOUSE IMPROVEMENTS**

**ARTICLE 47.** To see if the Town will vote to appropriate \$3,000,000 for the construction and related expenses including architectural services of a 2,000 to 2,500 square foot wood-frame addition to the Ballardvale Fire Station, said addition to house a standard state-of-the-art engine, a standard state-of-the-art ambulance, a rescue boat and a forestry truck; and for repairs and improvements to the existing building; and to raise said sum by transfers in the amounts respectively of \$100,000, \$200,000 and \$66,000 from Articles 25 and 26 of the 2014 Annual Town Meeting and Article 34 of the 2009 Annual Town Meeting and \$2,634,000 by borrowing or take any other action relating thereto.

**The following explanation was provided by Petitioner:**

Article 44 is the next definitive step in the realization of the improvement project. In funding the project, it responds to doubts relating to the adequacy of funding for planning by Town Meeting approved in Article 26 of the 2014 Annual Town Meeting, by folding planning costs into the projects construction funding request. It also defines the scope of the project in clear and unmistakable terms. Therefore, the project can and should proceed without further delay.

Article 54 represents once again a challenge to Town Meeting to be taken seriously and to act boldly, decisively and responsibly. The project has not changed. Its elements and their justification, therefore, remain the same as previously set forth: a) it is doable; b) it is far less costly than a free-standing alternative; c) with similar benefits, a multi-million difference in costs defies justification; d) it continues in service, improved and preserved as a symbol of Andover's rich history; and e) response time for firefighting would not change.

**Financial Impact of Article 47**

Approval

Town borrows \$3,000,000 to be repaid over 20 years.  
 No increase in FY2017 tax bill.  
 Peak year of debt service in FY2019 would require an appropriation of \$255,000.  
 Would account for approximately \$18 of FY2019 average residential property tax bill.

Disapproval

No change in FY2017 tax bill.  
 Money not needed for debt service in future years would be available within Proposition 2 ½ for other Town/School needs.

\$3,000,000 Appropriation + \$1,102,500 Projected Interest = \$4,102,500 Total Cost

**The BOARD OF SELECTMEN voted 5-0 to recommend disapproval. YES \_\_\_\_\_**

**The FINANCE COMMITTEE voted 9-0 to recommend disapproval. NO \_\_\_\_\_**

On the petition of Richard J. Bowen and others

**CREATE SRA-1 ZONING DISTRICT**

**ARTICLE 48.** To see if the Town will amend Article VIII, Section 2.1 of the Zoning Bylaw by adding at the end of Section 2.1, SRA1 – Single Residence A1 and to further amend the bylaw as follows:

Amend Section 9 to Add:

Amend Appendix A Table 1 Section 3.1.3 to add a new Residential District SRA1 as follows:

| Residential Districts |      |     |     |     | Business Districts |    |    |    | Industrial Districts |    |    |     |
|-----------------------|------|-----|-----|-----|--------------------|----|----|----|----------------------|----|----|-----|
| SRA                   | SRA1 | SRB | SRC | APT | LS                 | OP | GB | MU | IG                   | IA | ID | ID2 |
|                       |      |     |     |     |                    |    |    |    |                      |    |    |     |

Amend Appendix A Table 1 Section 3.1.3 as follows:

Appendix A Table 1 Section 3.1.3 - Table of Use Regulations by adding to the Residential Districts section a fifth column entitled "SRA1" with the following five (5) uses being permitted uses and signified by the use of the designation "Y" in said column entitled "SRA1". Under Subsection A., Residential Uses, 1. Detached single-family dwelling, 4. Multiple dwellings: e. New multifamily dwelling construction Attached Cluster (See Section 7.3), Under Subsection B. Institutional Uses, 1. Religious or educational uses exempt from zoning prohibition by G.L.c. 40A, s. 3., 2 Municipal facility, 3a. Child care facility and Under Subsection A., Residential Uses, a. Conversion or a one-family or a two-or more family dwelling (See Section 7.6.2.) being a permitted use and shall be signified by the use of the designation "BA" and Residential Uses, 2. Cluster development (See Section 7.1) being a permitted use and shall be signified by the use of the designation "PB".

Amend Appendix A Table 2 Section 4.1.2 – Table of Dimensional Requirements as follows:

Appendix A Table 2 Section 4.1.2 - Table of Dimensional Requirements by adding to the end of said Table a row for Industrial D 2 as follows:

APPENDIX A TABLE 2 Section 4.1.2 – Table of Dimensional Requirements

| District | Minimum Lot Dimensions (e) |                 | (f) Minimum Yard Depth |             |             | Maximum Height (g) |         | Maximum Coverage                       |
|----------|----------------------------|-----------------|------------------------|-------------|-------------|--------------------|---------|----------------------------------------|
|          | Area (square feet)         | Frontage (feet) | Front (feet)           | Side (feet) | Rear (feet) | Feet               | Stories | Including Accessory Building (percent) |
| SRA1     | 15,000                     | 115             | 35                     | 20          | 30          | 35                 | *       | *                                      |

Amend Appendix A Table 3 Section 5.1.4.C. to add:

**The following explanation was provided by the Petitioner for Articles 48 and 49:**

Current zoning regulations of SRA allow for the following uses:

- a) Residential Uses - Detached single-family dwelling; Board or lodging house; New multifamily dwelling construction – attached cluster; Long-term care facility; Assisted living residence; Congregate care facility; Independent living residence; b) Institutional Uses – Hospital; Philanthropic or charitable institution; and c) Business and Commercial Uses – Outdoor recreation club or camp; Private club not conducted for profit.

Recent projects in town have highlighted the sensitivity of residents’ wishes to keep new developments in line with the fabric of their existing neighborhoods. While new development is often something that cannot be negotiated, giving neighborhoods a voice in limiting the uses of these new developments, essentially prohibiting certain uses as this new zoning district is written, allows for their collective voice to be heard about what they truly want for their community. The first purpose of this Warrant Article is to create a new zoning district (SRA1) which pares down existing SRA regulations by removing uses not commonly characteristic of residential neighborhoods. Certain uses that will bring high traffic, unsightly construction and general disruption are viewed as detractors from certain neighborhoods that make Andover a great place to live and raise a family.

The second purpose of the Warrant Article is to apply the new SRA1 zoning district to a specified zoning district. Shawsheen is part of a historic district in northern Andover, conceived by William Wood, with roots back to the early 1920’s as one of the first planned communities in the United States. This self-contained community would include the executive headquarters of the American Woolen Company as well as carefully designed colonial homes, functionally attractive public buildings and spacious recreational areas. Wood named it Shawsheen Village, taking its title from the Indian word, which means “Great Spirit.” This great spirit was reflected with the Hidden Shawsheen neighborhood in question housing the laborers who were required to live nearby in the event they were needed at the factory at a moment’s notice. Fast forward a century later, this closeknit neighborhood continues to foster this “Great Spirit” envisioned by William Wood with the close proximity of homes fostering a congenial atmosphere with yardwork often being interrupted by friendly conversation. The quietness of our landlocked streets is a place where our children safely ride bikes and actively run back and forth between friends’ homes, sharing the pavement with dog walkers and lunchtime fitness seekers from nearby Brickstone Office Park. With the application of SRA1, limiting the uses of a soon to be developed Fleming Ave. project will ensure the voice of the neighborhood has been heard.

*Requires a two-thirds (2/3) vote*

**The PLANNING BOARD voted 3-2 to recommend approval.**

**YES** \_\_\_

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

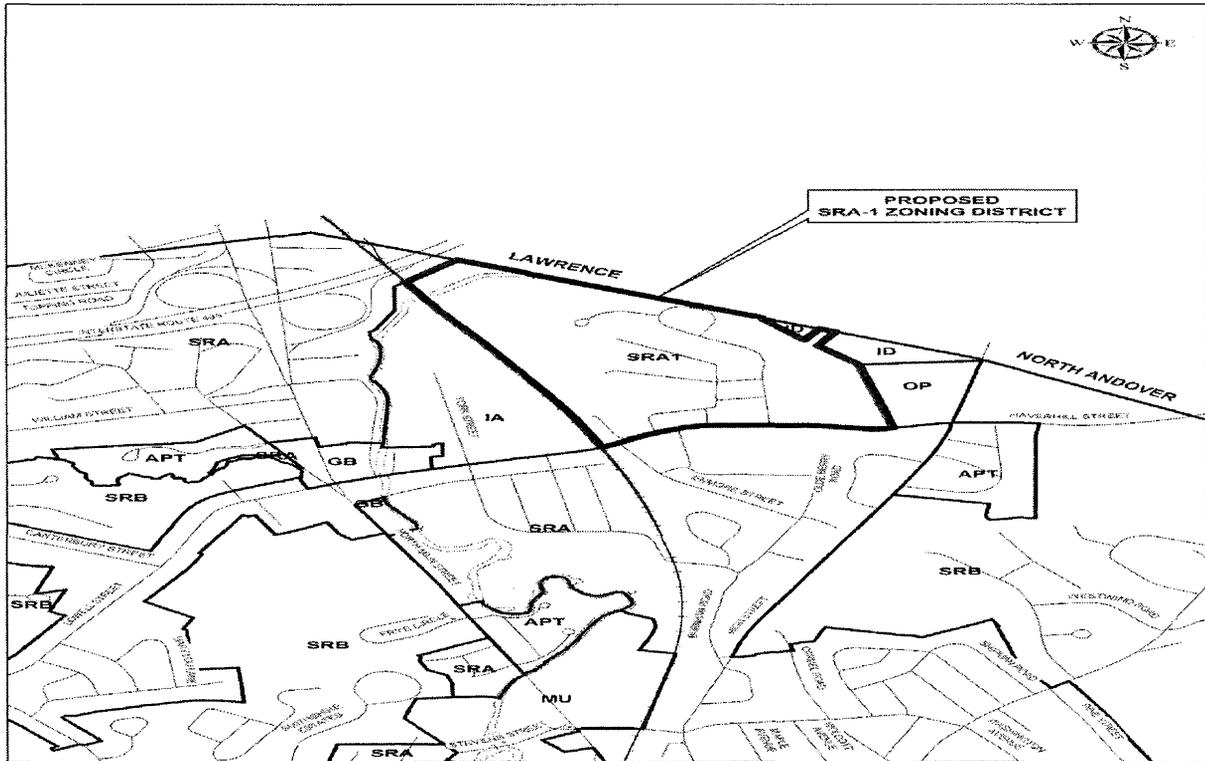
**NO** \_\_\_

On the petition of the Sean Higgins and others

# AMEND ZONING MAP - SRA-1 ZONING DISTRICT

**ARTICLE 49.** Amend the Town of Andover Zoning Map, to establish an SRA1 District as shown on a plan titled “Proposed Zoning Single Residence A1 SRA1”, dated, December 28, 2015, as prepared by and reviewed by the Town Engineer, which plans are on file in the office of the Town Clerk and which are hereby made part of the Town Zoning Map and to rezone said area from SRA to SRA1.

## *Article 49 – Amend Zoning Map – SRA-1 Zoning District*



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.

*Requires a two-thirds (2/3) vote*

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

The **PLANNING BOARD** voted 3-2 to recommend approval.      NO

On the petition of Sean Higgins and others

**STREET ACCEPTANCE**

**ARTICLE 50.** To see if the Town will vote to accept and name as a public way any or all of the following streets: Newport Circle, Willoughby Lane, and Prides Circle as further described below, and to accept deeds to the streets and all related easements:

**Newport Circle**, as shown on a plan approved by the Andover Planning Board entitled “DEFINITIVE SUBDIVISION PLAN NEWPORT CIRCLE ANDOVER, MASSACHUSETTS”, dated March 13, 2001 last revised October 4, 2001 and recorded in the Essex North District Registry of Deeds as Plan Number 15760;

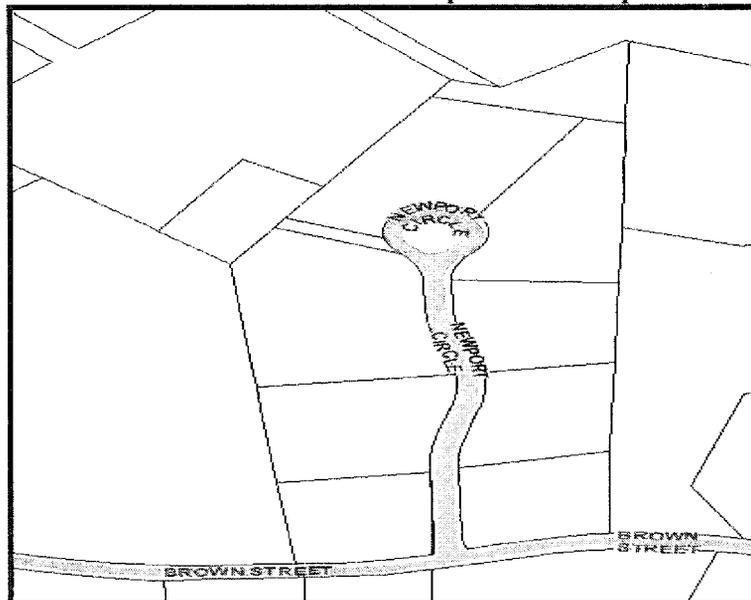
**Willoughby Lane**, as shown on a plan approved by the Andover Planning Board entitled “DEFINITIVE SUBDIVISION PLAN WILLOUGHBY ESTATES”, dated April 17, 1997 last revised September 15, 2000 and recorded in the Essex North District Registry of Deeds as Plan Number 14055;

**Prides Circle**, as shown on a plan approved by the Andover Planning Board entitled “DEFINITIVE SUBDIVISION PLAN WILLOUGHBY ESTATES”, dated April 17, 1997 last revised September 15, 2000 and recorded in the Essex North District Registry of Deeds as Plan Number 14055 or take any other action related thereto.

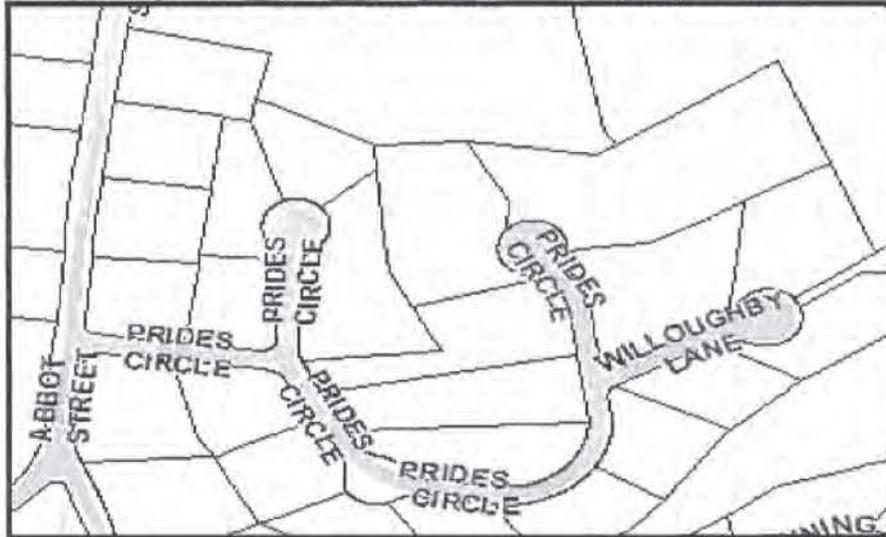
The **BOARD OF SELECTMEN** voted **5-0** to recommend approval. YES     

The **PLANNING BOARD** voted **4-0** to recommend approval. NO     

**Article 50 – Street Acceptance - Newport**



Article 50 – Street Acceptance – Willoughby/Prides



The BOARD OF SELECTMEN voted 5-0 to recommend approval.

YES \_\_\_\_\_

The PLANNING BOARD voted to recommend approval.

NO \_\_\_\_\_

On request of the Board of Selectmen

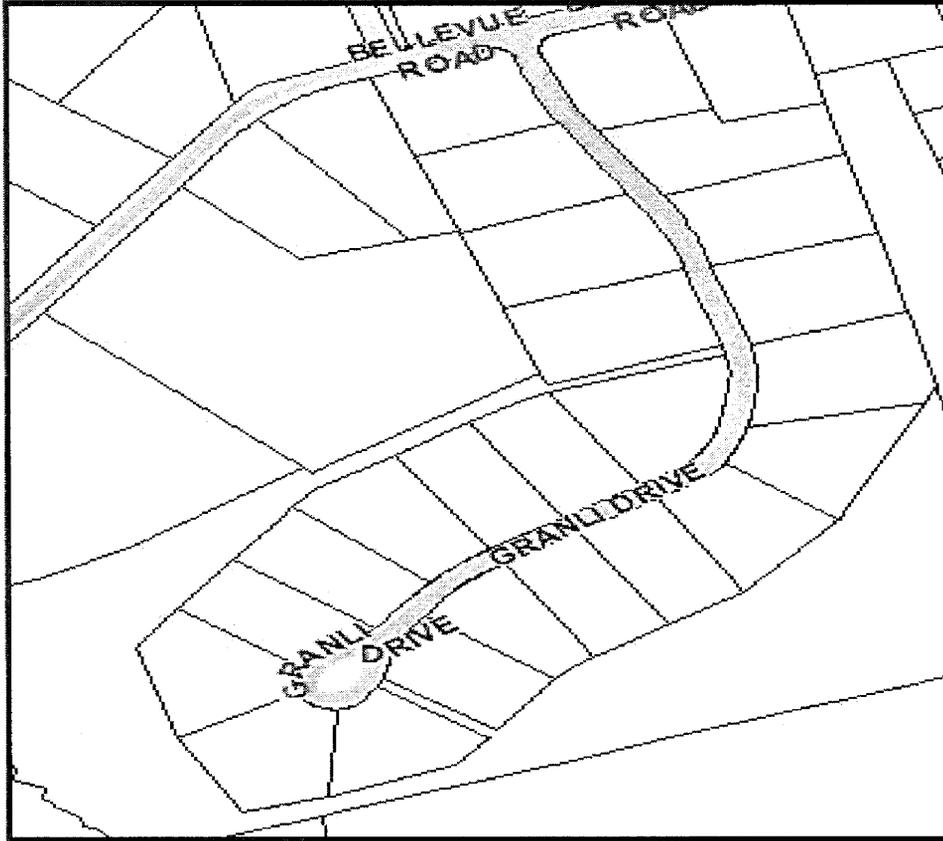
**ACCEPTANCE AND TAKING OF GRANLI DRIVE**

**ARTICLE 51.** To see if the Town will vote to accept and name Granli Drive as a public way and authorize the Board of Selectmen to acquire by eminent domain, gift, purchase or otherwise any fee, easement or other interest including utility easements shown on the following plans, in the following described roadway and easements related thereto, and to award no damages for said taking or payment for said acquisition:

~~~~~  
The land known as Granli Drive as shown on a plan entitled, "Definitive Plan of Granli Estates, Subdivision Plan of Land in Andover, Mass. of Granli Drive, prepared by Dana F. Perkins & Associates, Inc., Engineers, dated October 16, 1984, revised December 15, 1984 and February 7, 1985, said plan being recorded in the Essex North Registry of Deeds as Plan Number 9819, and on file in the Office of the Town Clerk, and as constructed and also shown on plan entitled "Street Acceptance Plan of Granli Drive in Andover, Mass., dated December 16, 1988, drawn by Dana F. Perkins & Associates, Inc., Tewksbury, Massachusetts." or take any other action related thereto.

~~~~~  
*Requires a two-thirds (2/3) vote*

*Article 51 – Acceptance and Taking of Granli Drive*



The BOARD OF SELECTMEN voted 5-0 to recommend approval.

YES \_\_\_\_\_

The PLANNING BOARD voted 4-0 to recommend approval.

NO \_\_\_\_\_

On request of the Board of Selectmen

**TAX INCREMENT FINANCING AGREEMENT**

**ARTICLE 52.** To see if the Town will vote to approve a Tax Increment Financing Agreement for 1 Burt Road (hereafter known as the TIF Agreement) 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 183, Parcel 14, and to authorize the Board of Selectmen to take any such action as is necessary to obtain approval of the Local Incentive Only Application, and to implement the Tax Increment Financing Agreement. The TIF Agreement 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 E; 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 Agreement, the owner of the property shall ensure 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 related thereto.

~~~~~

This article would authorize a Tax Increment Financing Agreement between the Town of Andover and Pfizer, Inc. for property located at 1 Burt Road. The agreement would permit the reduction of the new property taxes generated from redevelopment at the present facility. The tax reduction would not be permanent. In exchange for the tax reduction, Pfizer would agree to expand their property adding value to the Town's tax base. Overall the Town would benefit by receiving increased property tax revenue from the development. 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.

~~~~~

*Requires a two-thirds (2/3) vote*

The **BOARD OF SELECTMEN** voted **4-0** to recommend approval. YES

The **FINANCE COMMITTEE** voted **8-0-1** to recommend approval. NO

The **PLANNING BOARD** voted **5-0** to recommend approval.

On request of the Planning Director

|                                                                                              |
|----------------------------------------------------------------------------------------------|
| <p><b>RESTAURANT AMENDMENT</b><br/> <b>AMEND ZONING BYLAW - SECTION 10.0 DEFINITIONS</b></p> |
|----------------------------------------------------------------------------------------------|

**ARTICLE 53.** To see if the Town will vote to amend the Andover Zoning Bylaw, Article VIII, §10.0 **DEFINITIONS** by deleting the definition of Restaurant, Fast-Food and replacing it with Restaurant, Limited Service and to read as follows:

**RESTAURANT, LIMITED SERVICE** – A restaurant whose primary business is the sale of meals, food and/or beverages for immediate consumption on or off the premises, and served to the customer either by wait staff or packaged or presented in such a manner that it can readily be consumed outside the premises where it is purchased.

Amend **APPENDIX A TABLE 1 Section 3.1.3 Table of Use Regulations** by amending 12.a Restaurant, sit-down & 12.b. Restaurant, fast-food from:

|                             | Residential Districts |     |     |     | Business Districts |    |    |    | Industrial Districts |    |    |     |
|-----------------------------|-----------------------|-----|-----|-----|--------------------|----|----|----|----------------------|----|----|-----|
|                             | SRA                   | SRB | SRC | APT | LS                 | OP | GB | MU | IG                   | IA | ID | ID2 |
| 12.a. Restaurant, sit-down  | N                     | N   | N   | N   | BA                 | N  | Y  | BA | Y                    | BA | BA | PB  |
| 12.b. Restaurant, fast-food | N                     | N   | N   | N   | N                  | N  | BA | N  | BA                   | N  | N  | PB  |

To read as follows:

|                                   | Residential Districts |     |     |     | Business Districts |    |    |    | Industrial Districts |    |    |     |
|-----------------------------------|-----------------------|-----|-----|-----|--------------------|----|----|----|----------------------|----|----|-----|
|                                   | SRA                   | SRB | SRC | APT | LS                 | OP | GB | MU | IG                   | IA | ID | ID2 |
| 12.a. Restaurant, sit-down        | N                     | N   | N   | N   | BA                 | N  | Y  | Y  | Y                    | BA | BA | PB  |
| 12.b. Restaurant, Limited Service | N                     | N   | N   | N   | N                  | N  | Y  | Y  | BA                   | N  | N  | PB  |

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 Economic Development Council has submitted this article to assist in streamlining the permitting process for new restaurants in the downtown area. Current practices require new restaurants to petition the ZBA which has typically added three to four months to the permitting process, and as a result has hindered new businesses from coming to Town. The elimination of the ZBA process simply helps streamline the permitting process and allows existing vacant spaces to be occupied more quickly, while still maintaining the requirements as set forth by applicable building code.

*Requires a two-thirds (2/3) vote*

**The PLANNING BOARD voted 3-0 to recommend approval.**

**YES**

**NO**

On request of the Economic Development Council

**GENERAL BYLAW AMENDMENT  
CONTRACT SCORING**

**ARTICLE 54.** To see if the Town will amend Articles III, IV and V of the Town Bylaws as follows to provide for thorough financial and tax-implications analyses ("Contract Scoring"), to be performed by the Town's Finance Committee, of every proposed multi-year contract that Town and School Department officials negotiate with vendors, employees and unions prior to the Town and School Department executing such contracts; and to provide financial and tax implications transparency on each of these contracts to Town residents by including each Contract Scoring report on the Town of Andover website and as a part of the Annual Town Meeting Warrant that gets prepared by the Town Finance Committee.

Article III, Section 3 (a), fourth sentence shall be replaced in its entirety with the following text:

"The Finance Committee's duties shall be to investigate the cost of maintenance of the different departments of the Town, to financially score all multi-year Town and School Department contracts prior to their execution by Town and School Department officials (and advise in a written report to the Town/School Department officials the results of the scoring prior to the execution of those contracts), and to recommend in detail the amounts to be appropriated for each department for the ensuing year. The scoring of multi-year Town and School Department contracts by the Finance Committee is defined to mean that the Finance Committee shall employ prudent, generally accepted financial analyses methodologies, Governmental Accounting Board Standards (GASB) practices and prudent financial assumptions to determine the total annual financial, budget and tax impact of all of the provisions of a proposed contract in each year of the term of the contract as well as budget and tax implications of the contract provisions that will generate or affect subsequent pension and other retirement and post-employment benefits liabilities of the Town. The Finance Committee will provide a written report of its scoring of a proposed contract to the Town Officials or School Department officials negotiating that contract prior to any execution by Town or School Department officials of that proposed contract. The scorings of contracts shall not be made public prior to an execution of the contract to preserve privileged information that Town or School Department officials need to keep privileged during contract negotiations. The written report of the scoring of the eventual version of a contract that is executed will then be submitted by the Chairman of the Finance Committee to the Town Manager

within two business days of the execution of the contract and then published on the Town of Andover website within two business days of receipt by the Town Manager of the Finance Committee's written scoring report. The written scoring report will also be included in the Town Warrant that gets prepared by the Finance Committee for the Town's next Annual Meeting.”

AND

Article IV: Matters Involving Town Moneys shall be amended by adding the following new Section 9.

9 Scoring of Multi-Year Contracts

The Selectmen and School Committee shall provide the Finance Committee with the draft of all provisions of each multi-year contract that they negotiate with vendors, employees and unions for the Finance Committee to score the financial and budget impact to the Town of the aggregate of those contract's provisions, where contract scoring is defined per Article III, Section 3 (a) of the Town's By-Laws, prior to execution of the contact by Town or School Department officials. Town/School Department officials shall provide these draft contract terms and provisions for contract scoring to the Finance Committee on a timely basis.

AND

Article V: Contracts; Town Property, Real and Personal shall be amended by adding the following new Section 2.

2 Scoring of Multi-Year Contracts

The Selectmen and School Committee shall provide the Finance Committee with the draft of all provisions of each multi-year contract that they negotiate with vendors, employees and unions for the Finance Committee to score the financial and budget impact to the Town of the aggregate of those contract's provisions, where contract scoring is defined per Article III, Section 3 (a) of the Town's By-Laws, prior to execution of the contact by Town or School Department officials. Town/School Department officials shall provide these draft contract terms and provisions for contract scoring to the Finance Committee on a timely basis.

~~~~~  
Multi-year contracts entered into by the Town and the School Department account for over 80 percent of the annual costs of Town and School Department operations. This article amends Articles III and IV of the Town ByLaws to provide financial transparency to town residents of the projected all-in annual costs of each new multi-year contract that Town and School Department officials negotiate and enter into with vendors, contractors, suppliers, employees and unions. This amendment to the Town ByLaws will establish the requirement that, subsequent to the execution of a multi-year contract, the all-in cost projections for each year of that contract plus projected financial liabilities the contract may obligate the Town to pay beyond the term of the contract, as determined by the officials who executed the contract for the Town/School Department be made public by posting on the Town website and also published in the Town's next Annual Town Meeting Warrant.
~~~~~

The BOARD OF SELECTMEN voted 4-0 to recommend disapproval.

YES \_\_\_

The FINANCE COMMITTEE voted 9-0 to recommend disapproval.

NO \_\_\_

The SCHOOL COMMITTEE voted 4-0 to recommend disapproval.

On the petition of Bob Pokress and others

**DEYERMOND PARK BALL FIELD LIGHTING**

**ARTICLE 55.** To see if the Town will vote to appropriate the sum of \$275,000, for the purpose of paying costs of adding outdoor lighting to two of the three youth baseball fields located at Deyermont Park on Blanchard Street, including all other costs incidental and related thereto, and to raise said sum by taxation, by transfer from available funds, by borrowing or by any combination of the foregoing, or take any action related thereto.

~~~~~  
With the scheduled capping of the Ledge Road Landfill, Andover will be losing the use of the athletic fields at that site. Those fields can be lit for evening use. This article requests funding to replace the lighting currently at those fields.
~~~~~

| Financial Impact of Article 55                                |                                                            |
|---------------------------------------------------------------|------------------------------------------------------------|
| <u>Approval</u>                                               | <u>Disapproval</u>                                         |
| Reduces Free Cash by \$275,000.<br>No FY2017 tax bill impact. | \$275,000 available for spending by a future Town Meeting. |

The BOARD OF SELECTMEN voted 5-0 to recommend approval.

YES \_\_\_

The FINANCE COMMITTEE voted 6-0 to recommend disapproval.

NO \_\_\_

On petition of the Director of Municipal Services

**TEWKSBURY STREET SIDEWALKS**

**ARTICLE 56.** To see if the Town will vote to appropriate the sum of \$632,000 for the purpose of constructing sidewalks on Tewksbury Street, including any other cost incidental and related thereto, and to authorize the Board of Selectmen to acquire any necessary easements by gift, purchase or eminent domain and that to raise this appropriation, the Treasurer, with the approval of the Board of Selectmen authorized to borrow under and pursuant to Chapter 44, Section 7, Clause (6) of the Massachusetts General Laws or any other enabling authority, and to issue bonds or notes of the Town, or take any other action related thereto.

*Requires a two-thirds (2/3) vote*

**Financial Impact of Article 56**

Approval

Town borrows \$632,000 to be repaid over 5 years.  
No increase in FY2017 tax bill.  
Peak year of debt service in FY2019 would require an appropriation of \$148,520.  
Would account for approximately \$10 of FY2019 average residential property tax bill.

Disapproval

No change in FY2017 tax bill.  
Money not needed for debt service in future years would be available within Proposition 2 ½ for other Town/School needs.

\$632,000 Appropriation + \$66,360 Projected Interest = \$698,360 Total Cost

**The BOARD OF SELECTMEN voted 4-1 to recommend disapproval. YES \_\_\_\_\_**

**The FINANCE COMMITTEE voted 9-0 to recommend disapproval. NO \_\_\_\_\_**

On the petition of Keith Robison and others

**MEMORIAL PLAYSTEAD PLAYGROUND**

**ARTICLE 57.** 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 \$120,000 for the purpose of paying the cost of constructing a playground on the Memorial Playstead in a location to be determined by the Town, including any other costs incidental and related thereto, or take any other action related thereto.

**The following explanation was provided by the Petitioner:**

The residential area surrounding Town Offices, the Park and the Playstead is the most densely populated area of Town. As houses downtown are relatively moderately priced there are many young families who live here. Based on numbers from the school department and the Town Clerk, the Andover Center Playground Initiative (ACPI) estimates that there are at least 300 children under the age of ten living within a one-mile walking distance to the Playstead. However, there is no playground for those children. There was a playground in the Playstead until 1980, when the elementary school was converted to a junior high school and the playground was removed. The Planning Board, after a long master planning process for the municipal area around Town Office agreed that a playground should be located in the Playstead. This warrant article is the first step in implementing this plan. ACPI worked with Lisa Schwarz, Senior Town Planner, and Ed Ataide, Deputy Director Plant & Facilities, to estimate the cost of the playground. The precise location in the Playstead will be determined by the Town as part of its field assessment process.

The playground will serve as a functional, central and multi-generational gathering space for Andover residents. With the Youth Center as well as the existing sports fields in the Playstead, this playground will help revitalize Andover Center for children and their families. ACPI believes the playground will further energize Andover's growing and evolving downtown business district by serving as another draw to the town for business patrons.

Andover prides itself on being a green community and ACPI believes one aspect of that designation is the ability for residents within a mile of downtown to walk to do their errands. The playground will create community, attracting senior citizens, young families, parents picking their children up at the new Youth Center and others to watch children at play and perhaps interact with their parents and grandparents.

**This warrant article is an investment in building and strengthening community in Andover Center and in Andover's green future.**

**Financial Impact of Article 57**

|                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><u>Approval</u><br/> Town borrows \$120,000 to be repaid over 10 years.<br/> No increase in FY2017 tax bill.<br/> Peak year of debt service in FY2019 would require an appropriation of \$16,200.<br/> Would account for approximately \$1 of FY2019 average residential property tax bill.</p> | <p><u>Disapproval</u><br/> No change in FY2017 tax bill.<br/> Money not needed for debt service in future years would be available within Proposition 2 ½ for other Town/School needs.</p> |
| <p>\$120,000 Appropriation + \$23,100 Projected Interest = \$143,100 Total Cost</p>                                                                                                                                                                                                                |                                                                                                                                                                                            |

**The BOARD OF SELECTMEN voted 3-0-1 to recommend approval. YES \_\_\_\_\_**

**The FINANCE COMMITTEE voted 4-3 to recommend disapproval. NO \_\_\_\_\_**

On the petition of Timothy O'Brien and others

**PETITION THE LEGISLATURE  
ELIMINATION OF SUB-PRECINCT 9A**

**ARTICLE 58.** To see if the Town will vote to petition the Legislature to pass a Special Act as follows:

SECTION 1. Section 1 of Chapter 57 of the General Laws as appearing in the 2012 edition is hereby amended by striking, in paragraph 7, the words "and sub-precincts 7A and 9A of the town of Andover" and substituting the words "and sub-precinct 7A of the town of Andover."

SECTION 2. Section 2 of Chapter 57 of the General Laws as appearing in the 2012 edition is hereby amended by striking paragraph 2 and substituting the following:

"Notwithstanding any general or special law to the contrary, census block 250092543011034, hereto referred to and known as town of Andover sub-precinct 9A, shall merge with and be incorporated into town of Andover precinct 1." provided, that the Legislature may reasonably vary the form and substance of the requested legislation within the scope of the general public objectives of this petition, or take any other action related thereto.

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Andover, like every other Massachusetts municipality, was re-districted following the 2010 Federal Census. To start precincts were established at the local level with local input. Then state representative and senatorial districts and finally the Federal Congressional Districts were established by the state legislature without local input.

Andover was split between the 3rd and 6th Congressional Districts. The legislature sought to achieve exact population numbers between the Massachusetts Congressional Districts. Toward this goal Sub-precinct 9A was carved out of Precinct 9 and placed the 6th Congressional District. The rest of Precinct 9 is in the 3rd Congressional District. At the time of re-districting Sub-precinct 9A had 14 registered voters. It now has 18 registered voters. Due to the small number of voters in Sub-precinct 9A we have had several elections where voter confidentiality has been compromised; where it can be determined from the public record how someone voted.

Every voter is entitled to cast his or her ballot in secret. With the help of our legislative delegation a bill was filed to move Sub-precinct 9A into Precinct 1 which is also in the same 6th Congressional District. This will eliminate any issues around voter confidentiality. The voters of Sub-precinct 9A will remain in the 6th Congressional District. The only change for them will be their polling place. Because this legislation only affects the Town of Andover it was felt that Town Meeting approval is necessary to move this bill forward as a home rule petition.

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

**NO \_\_\_**

On request of the Town Clerk

**LIMITED PROPERTY TAX RELIEF  
FOR CERTAIN ELDER CITIZENS**

**ARTICLE 59.** To see if the Town will vote to accept special legislation providing for limited property tax relief for certain elder citizens or take any other action related thereto.

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The history of this this article begins with Article 29 of the 2014 Annual Town Meeting. That was a citizens' petition warrant article brought by Mike Roli and others entitled "An Act Providing for Limited Property Tax Relief for Certain Elder Citizens." This was a home rule petition to the legislature requesting special legislation be enacted. Article 29 of the 2014 ATM passed on a standing count of 178 in favor to 140 opposed. Article 29 was sent to Andover's legislative delegation. Legislation was filed, but not acted upon before the legislative session ended in 2014.

Legislation was re-filed for the current session of the legislature. Questions were raised about the proposed bill. The bill as originally written was deemed to be unconstitutional. The bill has been rewritten, but with significant changes. Because there are significant differences between the new version and the original version of the bill approved by Town Meeting in 2014 the new bill must go back to Town Meeting for approval.

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

**The FINANCE COMMITTEE voted 6-0 to recommend disapproval. NO \_\_\_**

On request of the Town Clerk

**TOWN OF ANDOVER**  
**2015 ANNUAL REPORT SUMMARY**



# TOWN OF ANDOVER

Town Manager's Office  
36 Bartlet Street  
Andover, MA 01810  
(978) 623-8225  
[www.andoverma.gov](http://www.andoverma.gov)

Andrew P. Flanagan  
*Town Manager*

Dear Fellow Citizens of Andover,

It has been my distinct honor and privilege to have served you this past year as Chair of the Board of Selectmen. The year 2015 was an exciting year in the history of Andover and one that will be remembered long into the future.

I have been Chair with three Town Managers this past year. "Buzz" Stapczynski retired on July 1st after twenty-six years of esteemed service to the Town of Andover. Our Town Clerk, Larry Murphy, served admirably as our Interim Town Manager for four months. Following a comprehensive eight-month process, the Board of Selectmen appointed Andrew Flanagan as our new Town Manager. Andrew hails from Arlington, where he served that town with distinction as Deputy Town Manager and Finance Director.

We can assuredly be proud of many accomplishments looking back over this past year. The Yvon and Noella Cormier Youth Center, located in the heart of downtown Andover, was completed in the Fall and will serve our community as a gathering place for our citizens for generations to come.

The long-awaited "solution" for a new Municipal Services Facility is about to be realized and has the potential to be a catalyst for the revitalization of our downtown. The "IMAGINE ANDOVER" initiative is an exciting project which will help create mixed use residential and commercial opportunities, resulting in a continuing vibrant local economy. Andover will, as a result, experience growing tax revenues, housing diversity and business growth.

The Economic Development Council is spearheading an initiative to attract residents to our downtown businesses. Our Historical Society and Andover Tomorrow leaders are envisioning a Cultural Corridor and a Shawsheen River Walk, enhancing Andover's appeal as a destination downtown. Furthermore, our Planning Department is committed to the importance of creating vibrant housing in the center of town.

Economic development is KEY to addressing our future, as a vibrant and desirable community. It is also a critical factor in keeping property taxes as affordable as possible for our citizens. The prospect of Pfizer expanding its workforce AND its building footprint here in Andover is exciting. You will have an opportunity to be a part of attracting this company to further invest in its facility here in Andover, by voting for the incentives that Andover is prepared to offer. This is a tremendous long-term opportunity for our community.

The opioid epidemic is a public health crisis affecting virtually every community in the nation and Andover is no exception. The Board of Selectmen, recognizing the enormity of this problem and charged with an obligation to lead, voted to support the creation of a point person to lead the charge on substance abuse prevention. This is a critical first step that will be monitored very carefully in the months ahead. We have a moral duty to support a healthy, safe and thriving community for all of our citizens.

The Other Post Employment Benefits Advisory Committee (OPEB) completed its findings and presented its Report to the community in late March. The goal of this Committee was to assist the Town in understanding Andover's OPEB liability and to present a plan to contain current and long term costs. This Report is reflective of a deep understanding of a very complex issue and offers a road map toward a solution that is both equitable and sustainable.

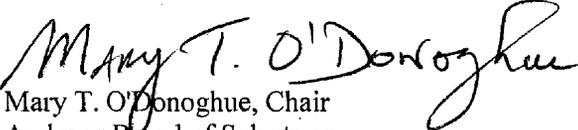
The Tennessee Gas Pipeline project, being proposed by national energy giant Kinder Morgan, continues to be closely monitored by the Town. Andover has joined the Northeast Municipal Gas Pipeline Coalition and has recently filed as an Intervenor with the Department of Public Utilities and the Federal Energy Regulatory Commission. This Project is currently pending before FERC.

The long-awaited capping of the Landfill Site on Chandler Road is finally moving forward. The Town has committed to Mass DEP that construction will begin in late 2016 and continue through 2017. The funding mechanism for this project has already been approved by the Town.

The Facilities Master Plan, currently underway, will give us the opportunity to plan and prioritize our future capital projects. The Town Manager has recommended the establishment of a Permanent Town Building Committee. This initiative will support the Manager in advising and providing oversight of significant capital building projects. This important Committee will be critical to establishing credibility as we move forward with addressing the Town's facility needs.

On behalf of the Board of Selectmen, I would like to thank our citizens, our businesses and our employees for making Andover one of the finest places to live and work in Massachusetts. Let us continue to pursue this goal together in the years ahead, ensuring that we leave a legacy to future generations of which we can all be proud.

Respectfully yours,

  
Mary T. O'Donoghue, Chair  
Andover Board of Selectmen

*VISION STATEMENT OF THE ANDOVER BOARD OF SELECTMEN*

*THE TOWN OF ANDOVER, MORE THAN A PLACE TO LIVE, IS A WAY OF LIFE.  
ITS LEGACY OF DEMOCRACY SHALL BE PRESERVED.  
EACH CITIZEN SHOULD EXPERIENCE THE TREASURE OF  
NATURE, HISTORY, INDIVIDUAL RESPECT,  
NEIGHBORHOOD AND LEARNING.  
AS RESOURCES AND ENERGY ALLOW, EACH OF THESE GIFTS  
FROM THE PAST WILL BE ENRICHED IN THE PRESENT  
FOR THOSE YET TO BE.*



Andrew P. Flanagan  
*Town Manager*

# TOWN OF ANDOVER

Town Manager's Office  
36 Bartlet Street  
Andover, MA 01810  
(978) 623-8225  
[www.andoverma.gov](http://www.andoverma.gov)

TO: The Honorable Board of Selectmen and the Citizens of the Town of Andover

It is my honor to have been appointed the seventh Town Manager of Andover in October, 2015. Over the past several months it has been my privilege to be introduced to the community, including meeting residents, business owners and our regional partners. It did not take me long to come to appreciate the wonderful sense of community and the pride those who live and work here have in Andover. The quality of the Town and the success of the municipal organization is clearly reflected by the level of citizen engagement and participation and the common goal of moving Andover forward.

I would like to recognize Mr. Reginald S. "Buzz" Stapczynski who served Andover with distinction as Town Manager for twenty six years. Buzz has certainly left a legacy and I look forward to continuing his great work in the community. I would like to thank Mr. Lawrence "Larry" Murphy who served as the Interim Town Manager for four months and served a critical role during the transition.

A notable highlight of the past year is the establishment of the Historic Mill District by the 2015 Annual Town Meeting. This new zoning district encompasses nearly one hundred (100) acres between Main Street, Stevens Street, the Shawsheen River and Lupine Road. The intent of the Historic Mill District is to encourage smart growth development in proximity to Andover's regional transit station. The new district will provide the opportunity for new mixed-use development projects that promote compact design, preservation of open space, and a variety of transportation options, including enhanced pedestrian access.

Plans advanced in 2015 for the removal of both the Balmoral and Stevens Street dams. The removal of these dams will present the Town with an historic opportunity to reintroduce the river to Downtown Andover and provide residents with access for recreational activities. In addition, these two important projects will have a significant environmental impact and improve the quality of the watershed.

The relocation of the existing Town Yard has been a long standing priority of the Board of Selectmen. In the final months of 2015, the Town released a comprehensive financing plan that will provide the Town with the opportunity to relocate the existing Town Yard and build a new Municipal Services Facility that will meet the current and future needs of the Municipal Services Department. The plan includes mechanisms that will mitigate the cost impact to taxpayers and provide the Town with the ability to fund the project within the limitations of Proposition 2 ½ and therefore not require an override referendum.

The collective success of many of the initiatives that began in 2015 have laid the foundation that will support the future expansion and enhance the vibrancy of Downtown Andover. Understanding the importance of community process, the Town has partnered with the International City/County Management Association (ICMA) to launch the "Imagine Andover" project. Andover will leverage expertise and best practices from around the country as part of our effort to facilitate a community dialogue about the future of Downtown Andover.

As a collaborative initiative, the Town and School Department launched a comprehensive Facility Master Plan Study for the purposes of identifying and prioritizing the capital needs of Town and School buildings. The final deliverable will be a critical component to developing Andover's Five Year Capital Improvement Program.

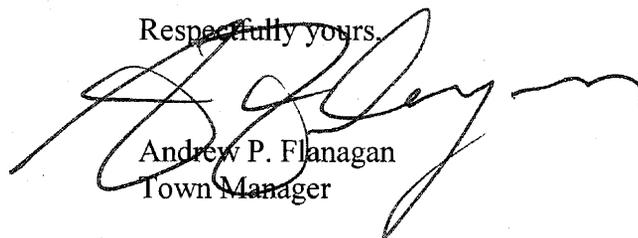
In the closing weeks of 2015, the Town officially began the process of a comprehensive rebuild of the Town's website and communication channels. This project will mark a new era as the Town moves forward with enhancing our approach to communication and reinforcing our commitment to becoming a more transparent organization. The Town is currently in the process of rebuilding its website which will provide residents, businesses and visitors with the opportunity to interact with the Town and access information in a way that has not been available in the past. We are looking forward to launching the Town's new website presence in Summer/Fall 2016.

I would like to thank the Board of Selectmen for its leadership and policy direction during my initial months as Town Manager. I wish to recognize the Town's Department and Division Heads for their professionalism and commitment to our organization. Their input and institutional knowledge of their departments and the organization has proved to be invaluable.

I also want to recognize Executive Assistant Wendy Adams for all of her assistance and support in facilitating the work that goes into developing the Town Report.

In closing, I want to thank the residents for the warm welcome over the past several months. I look forward to working with you over the next year as we move forward with what will be an exciting period for Andover.

Respectfully yours,



Andrew P. Flanagan  
Town Manager

**TOWN OF ANDOVER, MASSACHUSETTS  
BALANCE SHEET  
JUNE 30, 2015**

|                                             | GENERAL<br>FUND | ENTERPRISE   |               | CAPITAL<br>PROJECT | SPECIAL<br>REVENUE | INTERNAL<br>SERVICE FD | EXPENDABLE<br>TRUST | LT DEBT        | GRAND TOTAL    |
|---------------------------------------------|-----------------|--------------|---------------|--------------------|--------------------|------------------------|---------------------|----------------|----------------|
|                                             |                 | WATER        | SEWER         |                    |                    |                        |                     |                |                |
| <b>ASSETS</b>                               |                 |              |               |                    |                    |                        |                     |                |                |
| Cash and Equivalents                        | 16,820,834.97   | 4,362,207.82 | 2,386,976.46  | 20,088,850.46      | 7,881,307.92       | 2,494,082.19           | 18,133,550.63       |                | 72,167,810.45  |
| Property Taxes                              |                 |              |               |                    | 0.00               |                        |                     |                |                |
| Personal Property                           | 181,987.91      |              |               |                    | 0.00               |                        |                     |                | 181,987.91     |
| Real Estate                                 | 1,357,732.77    |              |               |                    | 0.00               |                        |                     |                | 1,357,732.77   |
| Motor Vehicle Excise                        | 645,672.95      |              |               |                    | 0.00               |                        |                     |                | 645,672.95     |
| User Fees                                   | 0.00            | 1,032,457.52 | 797,834.32    |                    | 0.00               |                        |                     |                | 1,830,291.84   |
| Special Assessments                         | 12,528.18       |              | 7,324,295.41  |                    | 0.00               |                        |                     |                | 7,336,823.59   |
| Tax Liens                                   | 1,792,663.51    | 36,708.80    | 27,090.91     |                    | 0.00               |                        |                     |                | 1,856,463.22   |
| Deferred Tax                                | 236,096.62      |              | 20,284.79     |                    | 0.00               |                        |                     |                | 256,381.41     |
| Tax Foreclosure                             | 225,825.98      |              |               |                    | 0.00               |                        |                     |                | 225,825.98     |
| Due from other Governments                  | 0.00            |              |               |                    | 428,398.00         |                        |                     |                | 428,398.00     |
| Other Receivables                           | 414,434.32      |              | 696,299.81    |                    | 210,338.98         |                        |                     |                | 1,321,073.11   |
| Total Cash & Receivables                    | 21,687,777.21   | 5,431,374.14 | 11,252,781.70 | 20,088,850.46      | 8,520,044.90       | 2,494,082.19           | 18,133,550.63       | 0.00           | 87,608,461.23  |
| Other Assets                                |                 |              |               |                    |                    |                        |                     |                |                |
| Amounts to be Provided for:                 |                 |              |               |                    |                    |                        |                     |                | 0.00           |
| Long Term Debt                              | 0.00            |              |               |                    | 0.00               |                        |                     | 112,178,999.00 | 112,178,999.00 |
| Total Assets                                | 21,687,777.21   | 5,431,374.14 | 11,252,781.70 | 20,088,850.46      | 8,520,044.90       | 2,494,082.19           | 18,133,550.63       | 112,178,999.00 | 199,787,460.23 |
| <b>LIABILITIES AND RESERVES</b>             |                 |              |               |                    |                    |                        |                     |                |                |
| Warrants Payable                            | 1,780,865.76    |              | 15,481.38     | 482,294.40         | 401,239.13         | 31,669.24              | 87.57               |                | 2,711,637.48   |
| Accrued Payroll                             | 4,355,274.68    | 82,675.00    |               |                    | 115,694.25         |                        |                     |                | 4,553,643.93   |
| Property Taxes Paid in Advance              | 0.00            |              |               |                    | 0.00               |                        |                     |                | 0.00           |
| Liabilities Due Depositors                  | 614,027.04      |              | 9,766.93      |                    | 0.00               |                        |                     |                | 623,793.97     |
| Tailings                                    | 17,496.96       |              |               |                    | 0.00               |                        |                     |                | 17,496.96      |
| Reserve for Abatements                      | 2,551,515.58    |              |               |                    | 0.00               |                        |                     |                | 2,551,515.58   |
| Deferred Revenue                            | 2,300,018.63    | 1,069,166.32 | 8,865,805.24  |                    | 210,338.98         |                        |                     |                | 12,445,329.17  |
| Bond Anticipation Notes Payable             | 0.00            |              |               | 1,000,000.00       | 0.00               |                        |                     |                | 1,000,000.00   |
| WPAT                                        | 0.00            |              |               | 674,999.90         | 0.00               |                        |                     | 112,178,999.00 | 112,853,998.90 |
| Total Liabilities                           | 11,619,198.65   | 1,151,841.32 | 8,891,053.55  | 2,157,294.30       | 727,272.36         | 31,669.24              | 87.57               | 112,178,999.00 | 136,757,415.99 |
| <b>Fund Balances</b>                        |                 |              |               |                    |                    |                        |                     |                |                |
| Unreserved                                  | 7,984,963.24    | 4,010,960.55 | 2,306,228.83  | 14,097,504.45      | 6,689,903.05       | 2,461,912.95           | 16,883,954.93       | 0.00           | 54,435,428.00  |
| Reserved for:                               |                 |              |               |                    | 0.00               |                        |                     |                | 0.00           |
| Continued Appropriations                    | 31,814.26       |              |               |                    | 0.00               |                        |                     |                | 31,814.26      |
| Encumbrances                                | 1,174,663.23    | 268,572.27   | 55,499.32     | 3,834,051.71       | 1,102,869.49       | 500.00                 | 0.00                |                | 6,436,156.02   |
| FB Reserve for Expenditures                 | 0.00            |              |               |                    | 0.00               |                        |                     |                | 0.00           |
| Res for Debt Service - Premium Amortization | 877,137.83      |              |               |                    | 0.00               |                        |                     |                | 877,137.83     |
| FB Designated for Snow Overdraft            | 0.00            |              |               |                    | 0.00               |                        |                     |                | 0.00           |
| FB Designated for Principal                 | 0.00            |              |               |                    | 0.00               |                        | 1,249,508.13        |                | 1,249,508.13   |
| Total Fund Balances                         | 10,068,578.56   | 4,279,532.82 | 2,361,728.15  | 17,931,556.16      | 7,792,772.54       | 2,462,412.95           | 18,133,463.06       | 0.00           | 63,030,044.24  |
| Total Liab. & Fund Balance                  | 21,687,777.21   | 5,431,374.14 | 11,252,781.70 | 20,088,850.46      | 8,520,044.90       | 2,494,082.19           | 18,133,550.63       | 112,178,999.00 | 199,787,460.23 |

**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 JUNE 30, 2015**

|                                                                                                     | General Fund          | Water Enterprise      | Sewer Enterprise      | Capital Projects     | Special Revenue      | Internal Service     | Expendable Trusts    | Total                 |
|-----------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|
| <b>Revenues</b>                                                                                     |                       |                       |                       |                      |                      |                      |                      |                       |
| Motor Vehicle Excise                                                                                | 5,163,741.05          |                       |                       |                      |                      |                      |                      | 5,163,741.05          |
| Meals Taxes                                                                                         | 545,489.31            |                       |                       |                      |                      |                      |                      | 545,489.31            |
| Hotel Motel Taxes                                                                                   | 1,722,509.25          |                       |                       |                      |                      |                      |                      | 1,722,509.25          |
| Penalties and Interest on Taxes and Excises                                                         | 461,639.13            |                       |                       |                      |                      |                      |                      | 461,639.13            |
| Payments in Lieu of Taxes                                                                           | 244,016.00            |                       |                       |                      |                      |                      |                      | 244,016.00            |
| Fees                                                                                                | 137,239.93            |                       |                       |                      |                      |                      |                      | 137,239.93            |
| Charges for Services - Water                                                                        | 0.00                  | 7,331,810.76          |                       |                      |                      |                      |                      | 7,331,810.76          |
| Charges for Services - Sewer                                                                        | 0.00                  |                       | 4,054,250.15          |                      |                      |                      |                      | 4,054,250.15          |
| Departmental Revenue - School                                                                       | 372,259.11            |                       |                       |                      |                      |                      |                      | 372,259.11            |
| Departmental Revenue - Library                                                                      | 8,693.37              |                       |                       |                      |                      |                      |                      | 8,693.37              |
| Other Departmental Revenue                                                                          | 257,296.63            |                       |                       |                      |                      |                      |                      | 257,296.63            |
| Non Recurring - Bond Premiums *                                                                     | 267,653.92            | 220,232.00            |                       | 36,000.00            |                      |                      |                      | 523,885.92            |
| Utility Liens                                                                                       | 0.00                  | 139,145.00            | 98,342.00             |                      |                      |                      |                      | 237,487.00            |
| Licenses and Permits                                                                                | 2,965,418.16          |                       |                       |                      |                      |                      |                      | 2,965,418.16          |
| Special Assessments                                                                                 | 3,458.79              |                       | 982,840.00            |                      |                      |                      |                      | 986,298.79            |
| Fines and Forfeits                                                                                  | 332,057.85            |                       |                       |                      |                      |                      |                      | 332,057.85            |
| Investment Income                                                                                   | 72,940.41             | 17,471.00             | 18,700.00             |                      |                      | 2,096.23             | 318,381.29           | 429,588.93            |
| Other                                                                                               |                       |                       |                       |                      |                      |                      |                      |                       |
| Intergovernmental                                                                                   | 12,563,222.00         |                       |                       |                      |                      |                      |                      | 12,563,222.00         |
| Real/Personal Property Taxes                                                                        | 121,559,815.45        |                       |                       |                      |                      |                      |                      | 121,559,815.45        |
| Tax Titles                                                                                          | 283,637.57            |                       |                       |                      |                      |                      |                      | 283,637.57            |
| Offset                                                                                              |                       |                       |                       |                      |                      |                      |                      |                       |
| DCS                                                                                                 | 504,357.95            |                       |                       |                      |                      |                      |                      | 504,357.95            |
| Elder Services                                                                                      | 88,581.57             |                       |                       |                      |                      |                      |                      | 88,581.57             |
| Rentals                                                                                             | 72,209.17             |                       |                       |                      |                      |                      |                      | 72,209.17             |
| Off Duty Admin Fee                                                                                  | 80,914.46             |                       |                       |                      |                      |                      |                      | 80,914.46             |
| Cemetery Internment Fees                                                                            | 58,211.00             |                       |                       |                      |                      |                      |                      | 58,211.00             |
| Ambulance Fees                                                                                      | 1,287,736.68          |                       |                       |                      |                      |                      |                      | 1,287,736.68          |
| Trust Fund and other                                                                                | 0.00                  |                       |                       |                      | 17,444,567.95        | 15,670,593.53        |                      | 33,115,161.48         |
| <b>Total Revenues</b>                                                                               | <b>149,053,098.76</b> | <b>7,708,658.76</b>   | <b>5,154,132.15</b>   | <b>36,000.00</b>     | <b>17,444,567.95</b> | <b>15,672,589.76</b> | <b>318,381.29</b>    | <b>195,387,528.67</b> |
| <b>Expenditures</b>                                                                                 |                       |                       |                       |                      |                      |                      |                      |                       |
| General Government                                                                                  | 1,551,412.65          |                       |                       | 17,944,510.45        | 7,458,318.99         | 20,552,959.27        | 155,142.84           | 47,662,344.20         |
| Community Services                                                                                  | 1,766,941.67          |                       |                       |                      |                      |                      |                      | 1,766,941.67          |
| Municipal Maintenance                                                                               | 11,249,477.56         |                       |                       |                      |                      |                      |                      | 11,249,477.56         |
| Public Safety                                                                                       | 15,871,683.26         |                       |                       |                      |                      |                      |                      | 15,871,683.26         |
| Water Enterprises                                                                                   | 0.00                  | 4,197,326.10          |                       |                      |                      |                      |                      | 4,197,326.10          |
| Sewer Enterprise                                                                                    | 0.00                  |                       | 2,230,919.29          |                      |                      |                      |                      | 2,230,919.29          |
| Library                                                                                             | 2,594,914.31          |                       |                       |                      |                      |                      |                      | 2,594,914.31          |
| School                                                                                              | 70,982,157.98         |                       |                       |                      | 10,324,935.06        |                      |                      | 81,307,093.04         |
| GLRVTHS                                                                                             | 456,521.37            |                       |                       |                      |                      |                      |                      | 456,521.37            |
| Insurance                                                                                           | 775,186.00            |                       |                       |                      |                      |                      |                      | 775,186.00            |
| Health Insurance                                                                                    | 15,670,957.00         |                       |                       |                      |                      |                      |                      | 15,670,957.00         |
| Debt Service                                                                                        | 14,847,200.82         |                       |                       |                      |                      |                      |                      | 14,847,200.82         |
| Unemployment Comp                                                                                   | 320,000.00            |                       |                       |                      |                      |                      |                      | 320,000.00            |
| Retirement                                                                                          | 6,207,276.00          |                       |                       |                      |                      |                      |                      | 6,207,276.00          |
| State and County Assessments                                                                        | 756,777.00            |                       |                       |                      |                      |                      |                      | 756,777.00            |
| OPEB Trust Fund Appropriation                                                                       | 400,000.00            |                       |                       |                      |                      |                      |                      | 400,000.00            |
| Trust Fund                                                                                          | 0.00                  |                       |                       |                      |                      |                      |                      | 0.00                  |
| <b>Total Expenditures</b>                                                                           | <b>143,450,505.62</b> | <b>4,197,326.10</b>   | <b>2,230,919.29</b>   | <b>17,944,510.45</b> | <b>17,783,254.05</b> | <b>20,552,959.27</b> | <b>155,142.84</b>    | <b>206,314,617.62</b> |
| <b>Other Financing Sources (Uses)</b>                                                               |                       |                       |                       |                      |                      |                      |                      |                       |
| Long Term Bond Issuance                                                                             | 0.00                  |                       |                       | 7,155,000.00         |                      |                      |                      | 7,155,000.00          |
| Tax cash to Capital Projects                                                                        | (2,370,000.00)        |                       |                       | 2,370,000.00         |                      |                      |                      | 0.00                  |
| MSBA Proceeds                                                                                       | 0.00                  |                       |                       | 1,945,364.00         |                      |                      |                      | 1,945,364.00          |
| Art 27, 2014 Senior Citizen Study                                                                   | (35,000.00)           |                       |                       | 35,000.00            |                      |                      |                      | 0.00                  |
| Art 47, 2014 Annual Laptop Replacement                                                              | (103,632.00)          |                       |                       | 359,706.00           | (256,074.00)         |                      |                      | 0.00                  |
| Art 48, 2014 Ledge Rd Landfill Stabilization                                                        | (1,000,000.00)        |                       |                       |                      |                      |                      | 1,000,000.00         | 0.00                  |
| Art 55, 2014 Open Space Management                                                                  | (25,000.00)           |                       |                       | 25,000.00            |                      |                      |                      | 0.00                  |
| Art 4, 2015 Tech Debt                                                                               | 336,638.00            |                       |                       |                      | (336,638.00)         |                      |                      | 0.00                  |
| Art 20, 2015 Spring Grove Cemetery Maintenance                                                      | 0.00                  |                       |                       | 6,000.00             |                      |                      | (6,000.00)           | 0.00                  |
| Art 21, 2015 Transfer to OPEB Trust Fund                                                            | (1,248,316.00)        | (231,704.00)          | (37,335.00)           |                      |                      |                      | 1,917,355.00         | 400,000.00            |
| Art 22, 2015 Transfer to Ledge Road Stabilization Fund                                              | (1,000,000.00)        |                       |                       |                      |                      |                      | 1,000,000.00         | 0.00                  |
| Art 23, 2015 Transfer to Bond Stabilization Fund                                                    | (768,000.00)          |                       |                       |                      |                      |                      | 768,000.00           | 0.00                  |
| Art 29, 2015 PS Communication Upgrades                                                              | (150,000.00)          |                       |                       | 150,000.00           |                      |                      |                      | 0.00                  |
| Art 30, 2015 Highway Vehicles                                                                       | (175,000.00)          |                       |                       | 175,000.00           |                      |                      |                      | 0.00                  |
| Art 31, 2015 Town & School Emery Initiatives                                                        | (337,000.00)          |                       |                       | 337,000.00           |                      |                      |                      | 0.00                  |
| Art 37, 2015 AHS Track Replacement                                                                  | (148,766.85)          |                       |                       | 148,766.85           |                      |                      |                      | 0.00                  |
| Art 55, 2015 Water & Sewer Vehicles                                                                 | 0.00                  | (55,000.00)           |                       | 55,000.00            |                      |                      |                      | 0.00                  |
| Art 57, 2015 WTP GAC Replacement                                                                    | 0.00                  | (500,000.00)          |                       | 500,000.00           |                      |                      |                      | 0.00                  |
| Art 60 2015 Finish Charles Circle                                                                   | (66,000.00)           |                       |                       | 66,000.00            |                      |                      |                      | 0.00                  |
| Transfer to Health Insurance Trust Fund                                                             | (5,329,980.23)        |                       |                       |                      |                      | 5,329,980.23         |                      | 0.00                  |
| Transfer to GF from Stabilization                                                                   | 116,500.00            |                       |                       |                      |                      | (116,500.00)         |                      | 0.00                  |
| Deposits to Unemployment Trust                                                                      | (75,000.00)           |                       |                       |                      |                      | 395,000.00           |                      | 320,000.00            |
| Deposits to Workers Comp Trust Fund                                                                 | (51,579.80)           |                       |                       |                      |                      | 51,579.80            |                      | 0.00                  |
| Water Enterprise Indirects                                                                          | 2,394,254.00          | (2,394,254.00)        |                       |                      |                      |                      |                      | 0.00                  |
| Sewer Enterprise Indirects                                                                          | 3,051,764.00          |                       | (3,051,764.00)        |                      |                      |                      |                      | 0.00                  |
| Wetland Filing Fees                                                                                 | 25,000.00             |                       |                       |                      | (25,000.00)          |                      |                      | 0.00                  |
| Parking Fees                                                                                        | 200,000.00            |                       |                       |                      | (200,000.00)         |                      |                      | 0.00                  |
| <b>Net Other Financing Sources and Uses</b>                                                         | <b>(6,759,118.88)</b> | <b>(3,180,958.00)</b> | <b>(3,089,099.00)</b> | <b>13,327,836.85</b> | <b>(817,712.00)</b>  | <b>5,660,060.03</b>  | <b>4,679,355.00</b>  | <b>9,820,364.00</b>   |
| <b>Excess (Deficiency) of Revenues over (under) Expenditures and Other Financing Sources (Uses)</b> |                       |                       |                       |                      |                      |                      |                      |                       |
|                                                                                                     | (1,156,525.74)        | 330,374.66            | (165,886.14)          | (4,580,673.60)       | (1,156,398.10)       | 779,790.52           | 4,842,593.45         | (1,106,724.95)        |
| <b>Fund Balance July 1, 2014</b>                                                                    | <b>8,650,401.34</b>   | <b>3,949,158.16</b>   | <b>2,527,614.29</b>   | <b>22,512,229.76</b> | <b>9,114,629.79</b>  | <b>1,777,749.33</b>  | <b>13,195,742.60</b> | <b>61,727,525.27</b>  |
| <b>Fund Balance June 30, 2015</b>                                                                   | <b>7,493,875.60</b>   | <b>4,279,532.82</b>   | <b>2,361,728.15</b>   | <b>17,931,556.16</b> | <b>7,958,231.69</b>  | <b>2,557,539.85</b>  | <b>18,038,336.05</b> | <b>60,620,800.32</b>  |

**TOWN OF ANDOVER, MASSACHUSETTS  
 RECAP OF GENERAL FUND - BUDGET- FUND LEVEL  
 FISCAL YEAR ENDED JUNE 30, 2015**

|                                   | RES FOR<br>ENCUM    | APPROP<br>(ORIGINAL)  | OFFSET<br>RECEIPTS | APPROPRIATION<br>TRANSFER | COMP<br>FUND | RESERVE<br>ACCOUNTS | OTHER<br>(STM) | ATM SUPPL<br>& OTHER | TOTAL<br>AVAILABLE    | EXPENDED              | RES FOR<br>ENCUM    | TRANS TO<br>UNRE FD BL |
|-----------------------------------|---------------------|-----------------------|--------------------|---------------------------|--------------|---------------------|----------------|----------------------|-----------------------|-----------------------|---------------------|------------------------|
| <b>GENERAL GOVERNMENT</b>         |                     |                       |                    |                           |              |                     |                |                      |                       |                       |                     |                        |
| Personal Services                 | 74,595.58           | 5,391,742.00          | 0.00               | (52,000.00)               | 0.00         | 0.00                | 0.00           | 0.00                 | 5,414,337.58          | 5,157,648.23          | 136,300.00          | 120,389.35             |
| Other Expenses                    | 136,146.89          | 1,996,392.00          | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 2,132,538.89          | 1,788,415.17          | 144,841.75          | 199,281.97             |
|                                   | 210,742.47          | 7,388,134.00          | 0.00               | (52,000.00)               | 0.00         | 0.00                | 0.00           | 0.00                 | 7,546,876.47          | 6,946,063.40          | 281,141.75          | 319,671.32             |
| <b>COMMUNITY SERVICES</b>         |                     |                       |                    |                           |              |                     |                |                      |                       |                       |                     |                        |
| Personal Services                 | 0.00                | 1,324,303.00          | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 1,324,303.00          | 1,302,550.89          | 0.00                | 21,752.11              |
| Other Expenses                    | 1,962.52            | 488,870.00            | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 490,832.52            | 456,607.78            | 12,739.35           | 21,485.39              |
|                                   | 1,962.52            | 1,813,173.00          | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 1,815,135.52          | 1,759,158.67          | 12,739.35           | 43,237.50              |
| <b>MUNICIPAL MAINTENANCE</b>      |                     |                       |                    |                           |              |                     |                |                      |                       |                       |                     |                        |
| Personal Services                 | 0.00                | 3,334,481.00          | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 3,334,481.00          | 3,225,448.39          | 0.00                | 109,032.61             |
| Other Expenses                    | 62,016.59           | 1,521,595.00          | 0.00               | 0.00                      | 0.00         | 87,052.00           | 0.00           | 0.00                 | 1,670,663.59          | 1,526,814.24          | 254,973.56          | (111,124.21)           |
|                                   | 62,016.59           | 4,856,076.00          | 0.00               | 0.00                      | 0.00         | 87,052.00           | 0.00           | 0.00                 | 5,005,144.59          | 4,752,262.63          | 254,973.56          | (2,091.60)             |
| <b>PUBLIC SAFETY</b>              |                     |                       |                    |                           |              |                     |                |                      |                       |                       |                     |                        |
| Personal Services                 | 0.00                | 13,978,678.00         | 0.00               | 202,000.00                | 0.00         | 0.00                | 0.00           | 214,840.00           | 14,395,518.00         | 14,379,485.73         | 0.00                | 16,032.27              |
| Other Expenses                    | 162,942.52          | 1,559,212.00          | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 1,722,154.52          | 1,492,197.53          | 110,799.49          | 119,157.50             |
|                                   | 162,942.52          | 15,537,890.00         | 0.00               | 202,000.00                | 0.00         | 0.00                | 0.00           | 214,840.00           | 16,117,672.52         | 15,871,683.26         | 110,799.49          | 135,189.77             |
| <b>DEPARTMENT OF PUBLIC WORKS</b> |                     |                       |                    |                           |              |                     |                |                      |                       |                       |                     |                        |
| Personal Services                 | 0.00                | 1,754,660.00          | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 1,754,660.00          | 1,754,780.32          | 0.00                | (120.32)               |
| Other Expenses                    | 158,436.19          | 3,955,596.00          | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 1,000,000.00         | 5,114,032.19          | 4,742,434.61          | 159,810.32          | 211,787.26             |
|                                   | 158,436.19          | 5,710,256.00          | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 1,000,000.00         | 6,868,692.19          | 6,497,214.93          | 159,810.32          | 211,666.94             |
| <b>LIBRARY</b>                    |                     |                       |                    |                           |              |                     |                |                      |                       |                       |                     |                        |
| Personal Services                 | 0.00                | 1,988,517.00          | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 1,988,517.00          | 1,979,610.95          | 0.00                | 8,906.05               |
| Other Expenses                    | 2,807.64            | 641,000.00            | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 643,807.64            | 615,303.36            | 7,542.18            | 20,962.10              |
|                                   | 2,807.64            | 2,629,517.00          | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 2,632,324.64          | 2,594,914.31          | 7,542.18            | 29,868.15              |
| <b>SCHOOL</b>                     |                     |                       |                    |                           |              |                     |                |                      |                       |                       |                     |                        |
| Personal Services                 | 0.00                | 57,881,396.00         | 0.00               | 0.00                      | 43,837.17    | 0.00                | 0.00           | 0.00                 | 57,925,233.17         | 57,594,011.53         | 0.00                | 331,221.64             |
| Other Expenses                    | 424,478.36          | 13,023,056.00         | 0.00               | 0.00                      | (43,837.17)  | 0.00                | 0.00           | 0.00                 | 13,403,697.19         | 13,388,146.45         | 346,772.38          | (331,221.64)           |
|                                   | 424,478.36          | 70,904,452.00         | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 71,328,930.36         | 70,982,157.98         | 346,772.38          | 0.00                   |
| <b>UNCLASSIFIED</b>               |                     |                       |                    |                           |              |                     |                |                      |                       |                       |                     |                        |
| Compensation Fund                 | 0.00                | 550,000.00            | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 550,000.00            | 0.00                  | 0.00                | 550,000.00             |
| Reserve Fund                      | 0.00                | 200,000.00            | 0.00               | 0.00                      | 0.00         | (87,052.00)         | 0.00           | 0.00                 | 112,948.00            | 0.00                  | 0.00                | 112,948.00             |
|                                   | 0.00                | 750,000.00            | 0.00               | 0.00                      | 0.00         | (87,052.00)         | 0.00           | 0.00                 | 662,948.00            | 0.00                  | 0.00                | 662,948.00             |
| <b>FIXED EXPENSES</b>             |                     |                       |                    |                           |              |                     |                |                      |                       |                       |                     |                        |
| GLRVTHS                           | 0.00                | 528,842.00            | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | (70,000.00)          | 458,842.00            | 456,521.37            | 0.00                | 2,320.63               |
| Debt Service                      | 0.00                | 14,998,237.00         | 0.00               | (150,000.00)              | 0.00         | 0.00                | 0.00           | 0.00                 | 14,848,237.00         | 14,847,200.82         | 0.00                | 1,036.18               |
| Stabilization                     | 0.00                | 0.00                  | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 0.00                  | 0.00                  | 0.00                | 0.00                   |
| Insurance                         | 500.00              | 714,686.00            | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 60,000.00            | 775,186.00            | 775,186.00            | 0.00                | 0.00                   |
| OPEB                              | 0.00                | 400,000.00            | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 400,000.00            | 400,000.00            | 0.00                | 0.00                   |
| Health Insurance Fund             | 0.00                | 15,670,957.00         | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 15,670,957.00         | 15,670,957.00         | 0.00                | 0.00                   |
| Unemployment Comp                 | 0.00                | 320,000.00            | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 320,000.00            | 320,000.00            | 0.00                | 0.00                   |
| Retirement                        | 0.00                | 6,412,116.00          | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | (204,840.00)         | 6,207,276.00          | 6,207,276.00          | 0.00                | 0.00                   |
|                                   | 500.00              | 39,044,838.00         | 0.00               | (150,000.00)              | 0.00         | 0.00                | 0.00           | (214,840.00)         | 38,680,498.00         | 38,677,141.19         | 0.00                | 3,356.81               |
|                                   | 1,023,886.29        | 148,634,336.00        | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 1,000,000.00         | 150,658,222.29        | 148,080,596.37        | 1,173,779.03        | 1,403,846.89           |
| <b>SEWER SYSTEM</b>               |                     |                       |                    |                           |              |                     |                |                      |                       |                       |                     |                        |
| Personal Services                 | 0.00                | 301,400.00            | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 301,400.00            | 302,826.63            | 0.00                | (1,426.63)             |
| Other Expenses                    | 8,700.00            | 2,080,848.00          | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 2,089,548.00          | 5,017,191.66          | 55,499.32           | (2,983,142.98)         |
|                                   | 8,700.00            | 2,382,248.00          | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 2,390,948.00          | 5,320,018.29          | 55,499.32           | (2,984,569.61)         |
| <b>WATER DEPARTMENT</b>           |                     |                       |                    |                           |              |                     |                |                      |                       |                       |                     |                        |
| Personal Services                 | 0.00                | 1,839,819.00          | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 0.00                 | 1,839,819.00          | 1,865,244.66          | 0.00                | (25,425.66)            |
| Other Expenses                    | 115,151.53          | 2,726,959.00          | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 752,332.60           | 3,594,443.13          | 5,513,039.44          | 268,572.27          | (2,187,168.58)         |
|                                   | 115,151.53          | 4,566,778.00          | 0.00               | 0.00                      | 0.00         | 0.00                | 0.00           | 752,332.60           | 5,434,262.13          | 7,378,284.10          | 268,572.27          | (2,212,594.24)         |
| <b>TOTAL ENTERPRISE</b>           | <b>123,851.53</b>   | <b>6,949,026.00</b>   | <b>0.00</b>        | <b>0.00</b>               | <b>0.00</b>  | <b>0.00</b>         | <b>0.00</b>    | <b>752,332.60</b>    | <b>7,825,210.13</b>   | <b>12,698,302.39</b>  | <b>324,071.59</b>   | <b>(5,197,163.85)</b>  |
| <b>GRAND TOTAL</b>                | <b>1,147,737.82</b> | <b>155,583,362.00</b> | <b>0.00</b>        | <b>0.00</b>               | <b>0.00</b>  | <b>0.00</b>         | <b>0.00</b>    | <b>1,752,332.60</b>  | <b>158,483,432.42</b> | <b>160,778,898.76</b> | <b>1,497,850.62</b> | <b>(3,793,316.96)</b>  |

**TOWN OF ANDOVER  
GENERAL FUND SPECIAL ARTICLES  
JUNE 30, 2015**

| ORG<br>CODE               | OBI<br>CODE | ARTICLE<br>NUMBER | ARTICLE<br>TITLE                  | CONTINUED<br>APPROPRIATION | OTHER<br>ACCOUNTS | APPROPRIATION       | TRANSFER<br>FROM<br>OTHER | TOTAL<br>AVAILABLE  | EXPENDED            | OTHER<br>FINANCING<br>USES | ENCUMB          | CONTINUED<br>APPROPRIATION |
|---------------------------|-------------|-------------------|-----------------------------------|----------------------------|-------------------|---------------------|---------------------------|---------------------|---------------------|----------------------------|-----------------|----------------------------|
| 02133                     | 571064      | ANNUAL            | FIREWORKS FUND                    | 2,250.00                   |                   | 14,000.00           |                           | 16,250.00           | 11,750.00           |                            |                 | 4,500.00                   |
| 02133                     | 571083      | ANNUAL            | SUPPORT FOR CIVIC EVENTS          | 436.00                     |                   | 5,000.00            |                           | 5,436.00            | 3,898.14            |                            |                 | 1,537.86                   |
|                           |             |                   |                                   | <u>2,686.00</u>            | <u>0.00</u>       | <u>19,000.00</u>    | <u>0.00</u>               | <u>21,686.00</u>    | <u>15,648.14</u>    | <u>0.00</u>                | <u>0.00</u>     | <u>6,037.86</u>            |
| 02133                     | 571072      | ANNUAL            | OPEB FUNDING                      | 0.00                       |                   | 1,248,316.00        |                           | 1,248,316.00        | 1,248,316.00        |                            |                 | 0.00                       |
|                           |             |                   |                                   | <u>0.00</u>                | <u>0.00</u>       | <u>1,248,316.00</u> | <u>0.00</u>               | <u>1,248,316.00</u> | <u>1,248,316.00</u> | <u>0.00</u>                | <u>0.00</u>     | <u>0.00</u>                |
| 02133                     | 571085      | ANNUAL            | LEDGE ROAD LANDFILL STABILIZATION | 0.00                       |                   | 1,000,000.00        |                           | 1,000,000.00        | 1,000,000.00        |                            |                 | 0.00                       |
|                           |             |                   |                                   | <u>0.00</u>                | <u>0.00</u>       | <u>1,000,000.00</u> | <u>0.00</u>               | <u>1,000,000.00</u> | <u>1,000,000.00</u> | <u>0.00</u>                | <u>0.00</u>     | <u>0.00</u>                |
| 02133                     | 571086      | ANNUAL            | BOND PREMIUM STABILIZATION FUND   | 0.00                       |                   | 768,000.00          |                           | 768,000.00          | 768,000.00          |                            |                 | 0.00                       |
|                           |             |                   |                                   | <u>0.00</u>                | <u>0.00</u>       | <u>768,000.00</u>   | <u>0.00</u>               | <u>768,000.00</u>   | <u>768,000.00</u>   | <u>0.00</u>                | <u>0.00</u>     | <u>0.00</u>                |
| 02141                     | 571065      | ART 56, 2013      | PROPERTY VALUATION                | 57,828.00                  |                   | 0.00                |                           | 57,828.00           | 44,800.00           |                            | 200.00          | 12,828.00                  |
|                           |             |                   |                                   | <u>57,828.00</u>           | <u>0.00</u>       | <u>0.00</u>         | <u>0.00</u>               | <u>57,828.00</u>    | <u>44,800.00</u>    | <u>0.00</u>                | <u>200.00</u>   | <u>12,828.00</u>           |
| 02171                     | 571012      | ART 57, 1995      | WETLAND BYLAW                     | 1,461.19                   |                   |                     |                           | 1,461.19            | 1,461.00            |                            |                 | 0.19                       |
|                           |             |                   |                                   | <u>1,461.19</u>            | <u>0.00</u>       | <u>0.00</u>         | <u>0.00</u>               | <u>1,461.19</u>     | <u>1,461.00</u>     | <u>0.00</u>                | <u>0.00</u>     | <u>0.19</u>                |
| 02541                     | 571080      | ANNUAL            | ELDERLY DISABLED TRANSPORT (T)    | 15,231.21                  |                   | 8,000.00            |                           | 23,231.21           | 7,783.00            |                            | 2,500.00        | 12,948.21                  |
|                           |             |                   |                                   | <u>15,231.21</u>           | <u>0.00</u>       | <u>8,000.00</u>     | <u>0.00</u>               | <u>23,231.21</u>    | <u>7,783.00</u>     | <u>0.00</u>                | <u>2,500.00</u> | <u>12,948.21</u>           |
| <b>TOTAL GENERAL FUND</b> |             |                   |                                   | <u>77,206.40</u>           | <u>0.00</u>       | <u>3,043,316.00</u> | <u>0.00</u>               | <u>3,120,522.40</u> | <u>3,086,008.14</u> | <u>0.00</u>                | <u>2,700.00</u> | <u>31,814.26</u>           |

**TOWN OF ANDOVER  
CAPITAL PROJECTS FUNDS  
JUNE 30, 2015**

| DESCRIPTION                                  | 07/01/14<br>Balance  | ENCUMB              | LTBOND<br>PROCEEDS  | OFU(S)              | TOTAL<br>AVAILABLE  | TOTAL<br>EXP        | OFU         | ENCUMB            | 06/30/15<br>Balance  |
|----------------------------------------------|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------|-------------------|----------------------|
| ART 11 05 SCHOOL BUILDING REP/IMP            | 4,254.31             |                     |                     |                     | 4,254.31            | 4,254.31            |             |                   | 0.00                 |
| ART 17 06 SCHOOL ROOF REPLACEMENTS           | 0.00                 | 9,304.00            |                     |                     | 9,304.00            |                     |             |                   | 9,304.00             |
| ART 15 07 SCHOOL ROOF REPLACE                | 1,320.00             |                     |                     |                     | 1,320.00            |                     |             |                   | 1,320.00             |
| ART 28 07 SCHOOL BUILDING MAINTENANCE        | 268.95               |                     |                     |                     | 268.95              |                     |             |                   | 268.95               |
| ART 27, 08 SCHOOL BLDG MAINT/RENOV           | 46,814.85            | 2,082.78            |                     |                     | 48,897.63           | 1,672.18            |             |                   | 47,225.45            |
| ART 56 09 SCHOOL BLDG MAINT/REPAIR           | 1,500.00             | 2,272.95            |                     |                     | 3,772.95            |                     |             |                   | 3,772.95             |
| ART 41 10 SCHOOL MAINT & RENOVATION          | 46,033.20            | 653.30              |                     |                     | 46,686.50           | 14,201.93           |             |                   | 32,484.57            |
| ART 16 11 SCHOOL BLDG MAINT/RENOV            | 24,014.50            |                     |                     |                     | 24,014.50           | 24,014.50           |             |                   | 0.00                 |
| ART 17 11 WEST MIDDLE GREEN REPAIRS          | 4,229.95             |                     |                     |                     | 4,229.95            | 4,229.95            |             |                   | 0.00                 |
| ART 25 12 SCHOOL BLDG/MAINT RENOV            | 164,693.49           | 227,183.21          |                     |                     | 391,876.70          | 283,178.86          |             | 9,782.41          | 98,915.43            |
| ART 38 12 WEST MIDDLE SCHOOL REPAIR          | -2,500.64            | 9,260.00            |                     |                     | 6,759.36            |                     |             |                   | 6,759.36             |
| ART 32 13 AHS TENNIS COURTS                  | 107,233.15           |                     |                     |                     | 107,233.15          | 101,233.15          |             |                   | 6,000.00             |
| ART 35 13 SCHOOL SPACE NEEDS STUDY           | 0.00                 | 26,000.00           |                     |                     | 26,000.00           | 26,000.00           |             |                   | 0.00                 |
| ART 18, 13 DOHERTY MIDDLE SITE IMPROVEMENTS  | 124,508.80           | 44,298.44           |                     |                     | 168,807.24          | 97,069.12           |             | 9,091.00          | 62,647.12            |
| ART 36, 13 SCHOOL BLDG MAINT & IMPROVE       | 238,234.18           | 4,632.00            |                     |                     | 242,866.18          | 162,891.95          |             | 20.00             | 79,954.23            |
| ART 38, 13 WEST MIDDLE SCHOOL HEATING        | 51,821.39            | 594,597.37          |                     |                     | 646,418.76          | 629,594.02          |             |                   | 16,824.74            |
| ART 39, 15 SCH BLDG MAINT AND RENOV          | 0.00                 |                     |                     |                     | 0.00                |                     |             |                   | 0.00                 |
| ART 40, 15 SCH SITE IMPROVEMENTS - WEST ELEM | 0.00                 |                     |                     |                     | 0.00                |                     |             |                   | 0.00                 |
| ART 37 15 AHS TRACK REPLACEMENT              | 0.00                 |                     |                     | 250,000.00          | 250,000.00          |                     |             |                   | 250,000.00           |
| <b>TOTAL SCHOOL</b>                          | <b>812,426.13</b>    | <b>920,284.05</b>   | <b>0.00</b>         | <b>250,000.00</b>   | <b>1,982,710.18</b> | <b>1,348,339.97</b> | <b>0.00</b> | <b>18,893.41</b>  | <b>615,476.80</b>    |
| ART 59 09 FEASIBILITY STUDY BANCROFT SCH     | 16,030.17            |                     |                     |                     | 16,030.17           |                     |             |                   | 16,030.17            |
| STM 3 10 BANCROFT SCHOOL REPLACE             | -3,321,044.92        | 6,764,842.09        | 1,164,000.00        | 1,981,364.00        | 6,589,161.17        | 6,907,615.36        |             | 763,973.63        | -1,082,427.82        |
| <b>TOTAL BANCROFT REPLACEMENT</b>            | <b>-3,305,014.75</b> | <b>6,764,842.09</b> | <b>1,164,000.00</b> | <b>1,981,364.00</b> | <b>6,605,191.34</b> | <b>6,907,615.36</b> | <b>0.00</b> | <b>763,973.63</b> | <b>-1,066,397.65</b> |
| B3 12 STM YOUTH CENTER APPROPR               | 12,120.62            | 1,986,979.38        |                     |                     | 1,999,100.00        | 1,640,316.75        |             | 357,666.43        | 1,116.82             |
| A2 13 STM YOUTH CTR-WOOD TRUST               | 0.00                 | 700,000.00          |                     |                     | 700,000.00          | 700,000.00          |             |                   | 0.00                 |
|                                              | <b>12,120.62</b>     | <b>2,686,979.38</b> | <b>0.00</b>         | <b>0.00</b>         | <b>2,699,100.00</b> | <b>2,340,316.75</b> | <b>0.00</b> | <b>357,666.43</b> | <b>1,116.82</b>      |
| ART 5 2004 2005 CIP (Effective 07/01/2004)   | 0.01                 |                     |                     |                     | 0.01                |                     |             |                   | 0.01                 |
| ART 5 2006 2007 CIP (Effective 07/01/2006)   | 0.01                 |                     |                     |                     | 0.01                |                     |             |                   | 0.01                 |
| ART 5 2007 2008 CIP (Effective 07/01/2007)   | 10,984.55            | 1,196.50            |                     |                     | 12,181.05           | 2,740.58            |             |                   | 9,440.47             |
| ART 8 2008 2009 CIP (Effective 07/01/2008)   | 71,886.45            | 24,577.00           |                     |                     | 96,463.45           | 58,689.82           |             | 7,800.00          | 29,973.63            |
| ART 5 2009 2010 CIP (Effective 07/01/2009)   | 19,114.13            | 36,997.00           |                     |                     | 56,111.13           | 36,997.00           |             |                   | 19,114.13            |
| ART 5 2010 2011 CIP (Effective 07/01/2010)   | 42,826.29            | 58,390.58           |                     |                     | 101,216.87          | 62,864.30           |             | 7,958.90          | 30,393.67            |
| ART 5 2011 2012 CIP (Effective 07/01/2011)   | 57,588.11            | 21,726.58           |                     |                     | 79,314.69           | 60,976.41           |             | 4,969.32          | 13,368.96            |
| ART 5 2012 2013 CIP (Effective 07/01/2012)   | 832,715.95           | 57,074.43           |                     |                     | 889,790.38          | 411,005.76          |             | 121,247.06        | 357,537.56           |
| ART 5 2013 2014 CIP (Effective 07/01/2013)   | 1,660,903.73         | 29,158.54           |                     |                     | 1,690,062.27        | 956,578.29          |             | 125,420.93        | 608,063.05           |
| ART 5 2014 2015 CIP (Effective 07/01/2014)   | 0.00                 |                     |                     | 2,370,000.00        | 2,370,000.00        | 470,994.67          |             | 202,270.67        | 1,696,734.66         |
| ART 5 2015 2016 CIP (Effective 07/01/2015)   |                      |                     |                     |                     |                     |                     |             |                   |                      |
|                                              | <b>2,696,019.23</b>  | <b>229,120.63</b>   | <b>0.00</b>         | <b>2,370,000.00</b> | <b>5,295,139.86</b> | <b>2,060,846.83</b> | <b>0.00</b> | <b>469,666.88</b> | <b>2,764,626.15</b>  |

**TOWN OF ANDOVER  
CAPITAL PROJECTS FUNDS  
JUNE 30, 2015**

| DESCRIPTION                               | 07/01/14<br>Balance | ENCUMB      | LTBOND<br>PROCEEDS | OFU(S)           | TOTAL<br>AVAILABLE  | TOTAL<br>EXP      | OFU         | ENCUMB            | 06/30/15<br>Balance |
|-------------------------------------------|---------------------|-------------|--------------------|------------------|---------------------|-------------------|-------------|-------------------|---------------------|
| 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   | 18,610.32           |             |                    |                  | 18,610.32           |                   |             |                   | 18,610.32           |
| ART 25 04 SEWER METER                     | 72,417.68           |             |                    |                  | 72,417.68           | 34,741.13         |             |                   | 37,676.55           |
| ART 2A 04 SOUTH MAIN STREET AREA SEWER    | 341,844.44          |             |                    |                  | 341,844.44          |                   |             |                   | 341,844.44          |
| ART 33 06 REPAIR/REPLACE SANITARY SEWER   | 114,238.74          |             |                    |                  | 114,238.74          |                   |             |                   | 114,238.74          |
| 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          | 302,217.90          |             |                    |                  | 302,217.90          |                   |             |                   | 302,217.90          |
| ART 33 08 SHAWSHEEN RIVER OUTFALL SEWER   | 328,097.86          |             |                    |                  | 328,097.86          | 2,406.15          |             | 3,438.60          | 322,253.11          |
| ART 32 10 SEWER MAIN CONST & RECONST      | 500,000.00          |             |                    |                  | 500,000.00          |                   |             |                   | 500,000.00          |
| ART 46 10 SEWER LINE EXT LINCOLN ST       | 56,540.08           |             |                    |                  | 56,540.08           |                   |             |                   | 56,540.08           |
| ART 37 12 SEWER MAINTENANCE VEHICLE       | 3,783.14            |             |                    |                  | 3,783.14            |                   |             |                   | 3,783.14            |
| ART 44 13 SEWER VEHICLES                  | 67,500.00           |             |                    | 27,500.00        | 95,000.00           | 10,973.00         |             | 24,322.00         | 59,705.00           |
| A60 14 SEWER MASTER PLAN STUDY            | 100,000.00          |             |                    |                  | 100,000.00          | 24,604.72         |             | 75,572.28         | -177.00             |
| <b>TOTAL SEWER</b>                        | <b>2,322,964.28</b> | <b>0.00</b> | <b>0.00</b>        | <b>27,500.00</b> | <b>2,350,464.28</b> | <b>72,725.00</b>  | <b>0.00</b> | <b>103,332.88</b> | <b>2,174,406.40</b> |
| ART 32-2 00 CONSERV MAINT/IMP             | 3,340.04            |             |                    |                  | 3,340.04            | 2,002.60          |             |                   | 1,337.44            |
| ART 12 01 LAND ACQ LOWELL JCT ROAD        | -6,118.42           |             |                    |                  | -6,118.42           | 5,000.00          |             |                   | -11,118.42          |
| ART 23 02 CONSERVATION FUND               | 19,295.75           |             |                    |                  | 19,295.75           |                   |             |                   | 19,295.75           |
| ART 33, 13 LAND ACQ 14 CHANDLER RD        | 775,000.00          |             |                    |                  | 775,000.00          | 728,563.73        |             |                   | 46,436.27           |
| A60 13 STREAMGAUGING SYSTEM               | 52,500.00           |             |                    |                  | 52,500.00           | 15,000.00         |             |                   | 37,500.00           |
| ART 55 14 OPEN SPACE MANAGEMENT           | 0.00                |             |                    | 25,000.00        | 25,000.00           | 14,638.15         |             |                   | 10,361.85           |
| <b>TOTAL CONSERVATION</b>                 | <b>844,017.37</b>   | <b>0.00</b> | <b>0.00</b>        | <b>25,000.00</b> | <b>869,017.37</b>   | <b>765,204.48</b> | <b>0.00</b> | <b>0.00</b>       | <b>103,812.89</b>   |

**TOWN OF ANDOVER  
CAPITAL PROJECTS FUNDS  
JUNE 30, 2015**

| DESCRIPTION                               | 07/01/14<br>Balance | ENCUMB            | LTBOND<br>PROCEEDS  | OFU(S)            | TOTAL<br>AVAILABLE  | TOTAL<br>EXP        | OFU         | ENCUMB            | 06/30/15<br>Balance |
|-------------------------------------------|---------------------|-------------------|---------------------|-------------------|---------------------|---------------------|-------------|-------------------|---------------------|
| ART 44 99 LANDFILL CLOSURE                | 200,000.00          |                   | 700,000.00          |                   | 900,000.00          | 186,986.07          |             | 294,261.54        | 418,752.39          |
| ART 43 06 LANDFILL CAP LEDGE ROAD         | 89,900.00           | 5,963.90          |                     |                   | 95,863.90           |                     |             | 5,963.90          | 89,900.00           |
| ART 31 08 LEDGE ROAD LANDFILL CLOSURE     | -640,691.33         | 183,768.14        |                     |                   | -456,923.19         | 185,440.73          |             |                   | -642,363.92         |
| TOTAL LAND FILL STUDY                     | <b>-350,791.33</b>  | <b>189,732.04</b> | <b>700,000.00</b>   | <b>0.00</b>       | <b>538,940.71</b>   | <b>372,426.80</b>   | <b>0.00</b> | <b>300,225.44</b> | <b>-133,711.53</b>  |
| ART 74 99 MAIN ST STREETSCAPE             | 0.00                | 83,602.23         |                     |                   | 83,602.23           | 83,602.23           |             |                   | 0.00                |
| ART 48 02 MAIN ST IMPROVEMENTS            | 17,852.90           |                   |                     |                   | 17,852.90           | 4,266.00            |             |                   | 13,586.90           |
| A25 14 BALLARDVLF S LAND PURCHS           | 200,000.00          |                   |                     |                   | 200,000.00          | 850.00              |             |                   | 199,150.00          |
| ARTT 26 14 BALLARDVALE ADDITION           | 200,000.00          |                   |                     |                   | 200,000.00          | 7,733.20            |             |                   | 192,266.80          |
| A27 14 SR CITIZENS NEEDS STUDY            | 0.00                |                   |                     | 35,000.00         | 35,000.00           | 25,000.00           |             | 10,000.00         | 0.00                |
| A21 14 GIS DARA UPDATE                    | 30,000.00           |                   |                     |                   | 30,000.00           |                     |             |                   | 30,000.00           |
| TOTAL OTHER                               | <b>447,852.90</b>   | <b>83,602.23</b>  | <b>0.00</b>         | <b>35,000.00</b>  | <b>566,455.13</b>   | <b>121,451.43</b>   | <b>0.00</b> | <b>10,000.00</b>  | <b>435,003.70</b>   |
| 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 18 03 WATER STORAGE TANK REHAB        | 80,000.00           |                   |                     |                   | 80,000.00           |                     |             |                   | 80,000.00           |
| ART 20 03 WATER PLANT IMPROVEMENTS        | 384,305.14          | 8,700.00          |                     |                   | 393,005.14          | 104,170.16          |             | 20,050.17         | 268,784.81          |
| ART 25 04 WATER METERS                    | 316.60              |                   |                     |                   | 316.60              |                     |             |                   | 316.60              |
| ART 36 05 WATER DISTRIBUTION IMPROVEMENTS | 162.03              |                   |                     |                   | 162.03              |                     |             |                   | 162.03              |
| ART 55 05 HAGGERTS/FISHBROOK SALT ST      | -0.02               |                   |                     |                   | -0.02               |                     |             |                   | -0.02               |
| ART 32 06 WATER METERS                    | 209,318.28          |                   |                     |                   | 209,318.28          | 1,446.57            |             |                   | 207,871.71          |
| ART 46 07 WATER DISTRIBUTION              | 137,806.82          |                   |                     |                   | 137,806.82          | 110,938.31          |             | 26,868.51         | 0.00                |
| ART 47 07 WATER PLANT PUMPS               | 4,397.58            |                   |                     |                   | 4,397.58            |                     |             |                   | 4,397.58            |
| ART 29 09 WATER MAIN CONST/RECONST        | 98,824.00           |                   |                     |                   | 98,824.00           | 98,824.00           |             |                   | 0.00                |
| ART 30 09 WATER SUPPLY IMPROVEMENTS       | 111,646.50          | 28,688.25         |                     |                   | 140,334.75          | -4,455.50           |             |                   | 144,790.25          |
| ART 65 09 WATER PLANT ROOF REPLACE        | 161,721.15          |                   |                     |                   | 161,721.15          |                     |             |                   | 161,721.15          |
| ART 31 10 WATER MAIN COST & RECONST       | 500,000.00          |                   |                     |                   | 500,000.00          | 259,050.20          |             | 240,949.80        | 0.00                |
| ART 33 10 WATER PLANT GAC REPLACE         | -560.00             |                   |                     |                   | -560.00             |                     |             |                   | -560.00             |
| ART 34 10 WATER PLANT HVAC & EQUIP        | 239,259.08          |                   |                     |                   | 239,259.08          | 14,505.92           |             |                   | 224,753.16          |
| ART 42 11 WATER MAIN CONST/RECONST        | 500,000.00          |                   |                     |                   | 500,000.00          | 217,881.62          |             |                   | 282,118.38          |
| ART 44 11 VARIABLE SPEED UMP              | 159,099.95          |                   | 340,000.00          |                   | 499,099.95          | 63,694.74           |             | 63,662.54         | 371,742.67          |
| ART 35 12 MAJOR WATER MAIN REPLACEMENT    | 669,713.11          | 453,783.83        |                     |                   | 1,123,496.94        | 476,500.81          |             | 108,210.24        | 538,785.89          |
| ART 36 12 WATER PLANT BACKWASH TANK       | 0.00                |                   |                     |                   | 0.00                |                     |             |                   | 0.00                |
| ART 43 12 WATER DISTRIBUTION MAINTENANCE  | 0.00                |                   | 500,000.00          |                   | 500,000.00          |                     |             |                   | 500,000.00          |
| ART 44 13 WATER VEHICLES                  | 67,500.00           |                   |                     | 27,500.00         | 95,000.00           | 10,973.00           |             | 24,322.00         | 59,705.00           |
| ART 45 13 WATER DIST FLUSHING PROGRAM     | 134,783.80          | 42,995.22         |                     |                   | 177,779.02          | 129,454.95          |             | 42,961.02         | 5,363.05            |
| ART 41, 13 MAJOR WATER MAIN REPLACEMENT   | 999,562.60          |                   |                     |                   | 999,562.60          |                     |             |                   | 999,562.60          |
| ART 42, 13 WATER DISTRIBUTION MAINT       | 0.00                |                   | 500,000.00          |                   | 500,000.00          |                     |             |                   | 500,000.00          |
| ART 26, 13 HYDRANT INFRASTRUCTURE         | 59,281.81           | 68,958.59         | 500,000.00          |                   | 628,240.40          | 463,328.81          |             | 88,808.51         | 76,103.08           |
| A58 14 WATER/SEWER RATE STUDY             | 100,000.00          |                   |                     |                   | 100,000.00          |                     |             |                   | 100,000.00          |
| ART 56 WATER MAIN REPLACEMENT PROJECTS    | 0.00                |                   |                     |                   | 0.00                |                     |             |                   | 0.00                |
| ART 57 15 WATER PLANT GAC REPLACEMENT     | 0.00                |                   |                     | 500,000.00        | 500,000.00          | 113.29              |             |                   | 499,886.71          |
| TOTAL WATER                               | <b>4,658,309.81</b> | <b>603,125.89</b> | <b>1,840,000.00</b> | <b>527,500.00</b> | <b>7,628,935.70</b> | <b>1,946,426.88</b> | <b>0.00</b> | <b>615,832.79</b> | <b>5,066,676.03</b> |

**TOWN OF ANDOVER  
CAPITAL PROJECTS FUNDS  
JUNE 30, 2015**

| DESCRIPTION                                   | 07/01/14<br>Balance | ENCUMB            | LTBOND<br>PROCEEDS  | OFU(S)            | TOTAL<br>AVAILABLE  | TOTAL<br>EXP        | OFU         | ENCUMB              | 06/30/15<br>Balance |
|-----------------------------------------------|---------------------|-------------------|---------------------|-------------------|---------------------|---------------------|-------------|---------------------|---------------------|
| ART 32 01 TOWN/SCHOOL PROJECTS                | 719.02              |                   |                     |                   | 719.02              |                     |             |                     | 719.02              |
| ART 33-5 01 WEST FIRE STATION - LONG TERM     | 13,439.54           | 3,887.08          |                     |                   | 17,326.62           |                     |             |                     | 17,326.62           |
| ART 28-1 02 TOWN BUILDING IMPROVEMENTS        | 956.02              |                   |                     |                   | 956.02              |                     |             |                     | 956.02              |
| ART 32 04 SENIOR CTR PLANS                    | 1,715.75            |                   |                     |                   | 1,715.75            |                     |             |                     | 1,715.75            |
| ART 48 06 LAND TRANSFER BUXTON CT             | 200.00              |                   |                     |                   | 200.00              |                     |             |                     | 200.00              |
| ART 27 07 TOWN BLDG RENOVATION                | 121,474.44          |                   |                     |                   | 121,474.44          | 129.47              |             |                     | 121,344.97          |
| ART 51 07 ACQ BLANCHARD ST                    | 28,767.03           |                   |                     |                   | 28,767.03           |                     |             |                     | 28,767.03           |
| ART 44 08 WM WOOD MEMORIAL                    | 3,902.43            |                   |                     |                   | 3,902.43            |                     |             |                     | 3,902.43            |
| ART 49 08 PARKS & GROUNDS BUILDING            | 276,691.00          |                   |                     |                   | 276,691.00          |                     |             |                     | 276,691.00          |
| ART 28 08 TOWN BLDG RENOVATION                | -0.44               |                   |                     |                   | -0.44               |                     |             |                     | -0.44               |
| ART 36 08 FIRE DPW VEHICLES                   | 7,761.00            |                   |                     |                   | 7,761.00            |                     |             |                     | 7,761.00            |
| ART 17 09 CAMPENILLI DRIVE (RIGHT OF REFUSAL) | 10,255.00           | 9,900.00          |                     |                   | 20,155.00           | 11,043.20           |             |                     | 9,111.80            |
| ART 18 09 SITE EVALUATION TOWN YARD           | -235.00             |                   |                     |                   | -235.00             |                     |             |                     | -235.00             |
| ART 34 09 B'VALLE FIRE REPLACMENT             | 66,095.20           |                   |                     |                   | 66,095.20           |                     |             |                     | 66,095.20           |
| ART 55 09 TOWN BLDG MAINT/IMPROVE             | 5,881.54            |                   |                     |                   | 5,881.54            |                     |             |                     | 5,881.54            |
| ART 57 09 BLANCHARD ST BALLFIELDS             | -0.18               |                   |                     |                   | -0.18               |                     |             |                     | -0.18               |
| ART 42 10 TOWN BLDG MAINTENANCE               | 0.00                | 15,043.01         |                     |                   | 15,043.01           | 13,543.01           |             |                     | 1,500.00            |
| ART 34 11 TOWN BUILDING MAINTENANCE           | 46,530.84           |                   |                     |                   | 46,530.84           |                     |             |                     | 46,530.84           |
| ART 18 11 MUNICIPAL SERVICE FACILITY          | 1,683.00            |                   |                     |                   | 1,683.00            |                     |             |                     | 1,683.00            |
| ART 38 11 SPRING GROVE MAINT                  | 13,000.00           |                   |                     | 6,000.00          | 19,000.00           |                     |             |                     | 19,000.00           |
| ART 22 12 TECH INFRASTRUCTURE                 | 436,103.12          | 74,854.86         | 200,000.00          |                   | 710,957.98          | 314,608.03          |             | 146,472.67          | 249,877.28          |
| ART 23 12 TOWN PLAYGROUND                     | 200,000.00          |                   |                     |                   | 200,000.00          | 79,444.40           |             | 120,555.60          | 0.00                |
| ART 24 12 TOWN BLDG MAINTENANCE               | 103,560.05          | 95,389.77         |                     |                   | 198,949.82          | 95,049.40           |             | 27,881.00           | 76,019.42           |
| ART 28 12 BALMOAL REPAIRS                     | 33,029.65           |                   |                     |                   | 33,029.65           |                     |             |                     | 33,029.65           |
| ART 37 13 ANNUAL COMPUTER REPLACEMENT         | 84,949.68           |                   |                     | 359,706.00        | 444,655.68          | 260,934.69          |             | 4,625.00            | 179,095.99          |
| ART 45 13 PAY AND DISPLAY                     | 117,252.92          |                   |                     |                   | 117,252.92          | 90,660.52           |             | 8,004.35            | 18,588.05           |
| A22 13 MONUMENT DEYERMOND                     | 2.45                |                   |                     |                   | 2.45                |                     |             |                     | 2.45                |
| B39 14 TOWN & SCHOOL ENERGY                   | 0.00                |                   | 236,000.00          |                   | 236,000.00          | 176,641.62          |             | 4,979.97            | 54,378.41           |
| B40 14 TECH HARD/SOFTWARE                     | 0.00                |                   |                     |                   | 0.00                |                     |             |                     | 0.00                |
| B41 14 PLAYGROUND REPLACEMENTS                | 0.00                |                   | 150,000.00          |                   | 150,000.00          | 150,000.00          |             |                     | 0.00                |
| B43 14 BUILD & FACILITY MAINT                 | 0.00                |                   | 467,000.00          |                   | 467,000.00          | 203,491.89          |             | 10,197.50           | 253,310.61          |
| B52 14 SCHOOL BLDG MAINT/RENOV                | 0.00                |                   | 1,500,000.00        |                   | 1,500,000.00        | 286,907.49          |             | 815,083.00          | 398,009.51          |
| ART 29 15 PUB SAFETY COM UPGRADES             | 0.00                |                   |                     | 150,000.00        | 150,000.00          |                     |             |                     | 150,000.00          |
| B38 15 SAFETY & SECURITY COMM UPGRADES        | 0.00                |                   |                     |                   | 0.00                |                     |             |                     | 0.00                |
| B46 15 TOWN BLDG AND FACILITY MAINT           | 0.00                |                   |                     |                   | 0.00                |                     |             |                     | 0.00                |
| ART 31 15 TWN & SCHOOL ENERGY INITIATIVES     | 0.00                |                   |                     | 337,000.00        | 337,000.00          |                     |             |                     | 337,000.00          |
| <b>TOTAL MUNI BUILDING</b>                    | <b>1,573,734.06</b> | <b>199,074.72</b> | <b>2,553,000.00</b> | <b>852,706.00</b> | <b>5,178,514.78</b> | <b>1,682,453.72</b> | <b>0.00</b> | <b>1,137,799.09</b> | <b>2,358,261.97</b> |

**TOWN OF ANDOVER  
CAPITAL PROJECTS FUNDS  
JUNE 30, 2015**

| DESCRIPTION                                | 07/01/14<br>Balance  | ENCUMB               | LTBOND<br>PROCEEDS  | OFU(S)              | TOTAL<br>AVAILABLE   | TOTAL<br>EXP         | OFU         | ENCUMB              | 06/30/15<br>Balance  |
|--------------------------------------------|----------------------|----------------------|---------------------|---------------------|----------------------|----------------------|-------------|---------------------|----------------------|
| ART 46-3 99 TOWN CAPITAL                   | 575.94               |                      |                     |                     | 575.94               | 569.18               |             |                     | 6.76                 |
| 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 54 00 LINCOLN CIRCLE/LILLIAN TER       | 9,673.99             |                      |                     |                     | 9,673.99             |                      |             |                     | 9,673.99             |
| ART 66 00 SIDEWALK RESTORATION             | 6,987.78             |                      |                     |                     | 6,987.78             |                      |             |                     | 6,987.78             |
| 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                            | 106.00               |                      |                     |                     | 106.00               |                      |             |                     | 106.00               |
| ART 44-1 02 HYDRANT REPLACEMENT            | 632.54               |                      |                     |                     | 632.54               |                      |             |                     | 632.54               |
| ART 44-2 02 GIS                            | 30,720.44            |                      |                     |                     | 30,720.44            | 816.86               |             |                     | 29,903.58            |
| ART 33 05 MORAINÉ ST                       | 6,152.90             |                      |                     |                     | 6,152.90             |                      |             |                     | 6,152.90             |
| ART 38 07 ACQUIRE GRANLI DRIVE             | 1,653.84             |                      |                     |                     | 1,653.84             |                      |             |                     | 1,653.84             |
| ART 39 07 PEDESTRIAN FOOT BRIDGE           | 15,000.00            |                      |                     |                     | 15,000.00            |                      |             |                     | 15,000.00            |
| ART 52 07 BRIDGE REPAIRS                   | 24,144.35            |                      |                     |                     | 24,144.35            |                      |             |                     | 24,144.35            |
| ART 2A 07 ACQ 16 PEARSON ST                | 12,214.87            |                      |                     |                     | 12,214.87            |                      |             |                     | 12,214.87            |
| ART 3A 07 ACQ 18 PEARSON ST                | 479.67               |                      |                     |                     | 479.67               |                      |             |                     | 479.67               |
| ART 4A 07 ACQ 37 PEARSON ST                | 27,393.41            |                      |                     |                     | 27,393.41            |                      |             |                     | 27,393.41            |
| ART 32 08 BRIDGE REPAIRS                   | 218,677.70           | 28,369.00            |                     |                     | 247,046.70           |                      |             |                     | 247,046.70           |
| ART 52 10 REPAIRS TO PUBLIC WAYS           | 15,634.44            |                      |                     |                     | 15,634.44            |                      |             |                     | 15,634.44            |
| ART 50 08 STORM DRAINAGE IMPROVEMENTS      | 20,733.74            |                      |                     |                     | 20,733.74            | 11,232.00            |             | 9,501.74            | 0.00                 |
| ART 24 11 TOWN BRIDGE EVAL/REPAIR          | 78,878.00            | 5,765.42             |                     |                     | 84,643.42            | 2,845.00             |             | 2,920.42            | 78,878.00            |
| ART 25 11 PEARSON ST PARKING LOT           | 2,253.20             |                      |                     |                     | 2,253.20             |                      |             |                     | 2,253.20             |
| ART 33 11 STORM DRAINAGE IMPROVE           | 13,881.55            | 1,405.00             |                     |                     | 15,286.55            | 11,632.62            |             |                     | 3,653.93             |
| ART 42 12 HIGHPLAIN@FISHBROOK              | 139,392.80           | 56,716.24            |                     |                     | 196,109.04           | 16,677.41            |             | 44,239.00           | 135,192.63           |
| B20 14 HOLT RD SIDEWALK CONSTR             | 0.00                 |                      | 138,000.00          |                     | 138,000.00           | 337.50               |             |                     | 137,662.50           |
| B22 14 HYDRANT MAINTENANCE                 | 0.00                 |                      | 500,000.00          |                     | 500,000.00           |                      |             |                     | 500,000.00           |
| ART 44 MINOR STORM DRAIN IMPROVEMENTS      | 0.00                 |                      |                     |                     | 0.00                 |                      |             |                     | 0.00                 |
| ART 45 SIDEWALK CONSTRUCTION - WOBURN      | 0.00                 |                      |                     |                     | 0.00                 |                      |             |                     | 0.00                 |
| ART 62 SIDEWALK CONSTRUCTION - RIVER ST    | 0.00                 |                      |                     |                     | 0.00                 |                      |             |                     | 0.00                 |
| ART 60 15 FINISH CHARLES CIRCLE            | 0.00                 |                      |                     | 66,000.00           | 66,000.00            |                      |             |                     | 66,000.00            |
| <b>TOTAL ROAD/STORM DRAIN</b>              | <b>813,717.93</b>    | <b>92,255.66</b>     | <b>638,000.00</b>   | <b>66,000.00</b>    | <b>1,609,973.59</b>  | <b>44,110.57</b>     | <b>0.00</b> | <b>56,661.16</b>    | <b>1,509,201.86</b>  |
| 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            | 2,455.81             |                      |                     |                     | 2,455.81             | 2,455.81             |             |                     | 0.00                 |
| ART 23 11 DPW VEHICLES                     | 60,952.00            |                      |                     |                     | 60,952.00            | 60,952.00            |             |                     | 0.00                 |
| ART 24 13 DPW VEHICLES                     | 150,000.00           |                      |                     |                     | 150,000.00           | 150,000.00           |             |                     | 0.00                 |
| B45 14 DPW VEHICLES                        | 0.00                 |                      | 260,000.00          |                     | 260,000.00           | 170,418.00           |             |                     | 89,582.00            |
| ART 30 15 HIGHWAY VEHICLES                 | 0.00                 |                      |                     | 175,000.00          | 175,000.00           |                      |             |                     | 175,000.00           |
| <b>TOTAL</b>                               | <b>218,409.62</b>    | <b>0.00</b>          | <b>260,000.00</b>   | <b>175,000.00</b>   | <b>653,409.62</b>    | <b>383,825.81</b>    | <b>0.00</b> | <b>0.00</b>         | <b>269,583.81</b>    |
| <b>GRAND TOTAL</b>                         | <b>10,743,765.87</b> | <b>11,769,016.69</b> | <b>7,155,000.00</b> | <b>6,310,070.00</b> | <b>35,977,852.56</b> | <b>18,045,743.60</b> | <b>0.00</b> | <b>3,834,051.71</b> | <b>14,098,057.25</b> |

**TOWN OF ANDOVER  
SPECIAL REVENUE/GRANTS ROLLFORWARD  
FISCAL YEAR ENDING JUNE 30, 2015**

| FUND/TITLE                          | Available<br>Balance<br>06/30/14 | Encumbrance      | Intergovernmental   | Interest      | OFS         | Depart-<br>Mental | Total<br>Available  | Personal<br>Services | Other<br>Expenses   | Total<br>Expenditures | QFU         | Encumbrance      | Total<br>OFS/OFU | Available<br>Balance<br>06/30/15 |
|-------------------------------------|----------------------------------|------------------|---------------------|---------------|-------------|-------------------|---------------------|----------------------|---------------------|-----------------------|-------------|------------------|------------------|----------------------------------|
| FY03 TRAFFIC ENFORCEMENT            | -4,284.30                        |                  | 13,930.08           |               |             |                   | 9,645.78            | 13,081.04            |                     | 13,081.04             |             |                  | 0.00             | -3,435.26                        |
| UNDERAGE ALCOHOL                    | 332.71                           |                  |                     |               |             |                   | 332.71              |                      |                     | 0.00                  |             |                  | 0.00             | 332.71                           |
| <b>FEDERAL PUBLIC SAFETY GRANTS</b> | <b>-3,951.59</b>                 | <b>0.00</b>      | <b>13,930.08</b>    | <b>0.00</b>   | <b>0.00</b> | <b>0.00</b>       | <b>9,978.49</b>     | <b>13,081.04</b>     | <b>0.00</b>         | <b>13,081.04</b>      | <b>0.00</b> | <b>0.00</b>      | <b>0.00</b>      | <b>-3,102.55</b>                 |
| SPED ENTITLEMENT                    | -55,225.61                       |                  | 187,238.00          |               |             |                   | 132,012.39          | 131,891.39           | 121.00              | 132,012.39            |             |                  | 0.00             | 0.00                             |
| SPED ENTITLEMENT                    | 0.00                             |                  | 1,049,462.00        |               |             |                   | 1,049,462.00        | 1,188,742.41         |                     | 1,188,742.41          |             |                  | 0.00             | -139,280.41                      |
| EARLY CHILDHOOD ALLOCATION          | 0.00                             |                  | 23,198.26           |               |             |                   | 23,198.26           | 22,788.07            |                     | 22,788.07             |             | 410.19           | 410.19           | 0.00                             |
| SPED IMPROVEMENT                    | -806.00                          |                  | 1,384.00            |               |             |                   | 578.00              |                      | 578.00              | 578.00                |             |                  | 0.00             | 0.00                             |
| SPED IMPROVEMENT                    | 0.00                             |                  | 49,647.00           |               |             |                   | 49,647.00           | 49,647.00            |                     | 49,647.00             |             |                  | 0.00             | 0.00                             |
| EC SPED IMPROVEMENT                 | 0.00                             |                  | 1,000.00            |               |             |                   | 1,000.00            | 8,000.00             |                     | 8,000.00              |             |                  | 0.00             | -7,000.00                        |
| LEP SUPPORT                         | 1,866.44                         |                  | 12,326.00           |               |             |                   | 14,192.44           | 13,529.00            | 663.44              | 14,192.44             |             |                  | 0.00             | 0.00                             |
| TITLE III LEP SUPPORT 180           | 0.00                             |                  | 2,326.00            |               |             |                   | 2,326.00            |                      | 2,027.88            | 2,027.88              |             |                  | 0.00             | 298.12                           |
| TITLE I READING                     | 0.00                             |                  | 112,904.00          |               |             |                   | 112,904.00          | 119,887.27           | 99.95               | 119,987.22            |             |                  | 0.00             | -7,083.22                        |
| TITLE I                             | -13,345.21                       | 5,895.00         | 62,628.00           |               |             |                   | 55,177.79           | 48,791.48            | 6,386.31            | 55,177.79             |             |                  | 0.00             | 0.00                             |
| PROFESSIONAL DEVELOPMENT            | -41,426.46                       | 4,531.40         | 52,933.00           |               |             |                   | 16,037.94           | 7,870.00             | 8,167.94            | 16,037.94             |             |                  | 0.00             | 0.00                             |
| PROF DEB TEACHER QUALITY 140        | 0.00                             |                  | 50,622.00           |               |             |                   | 50,622.00           | 27,445.00            | 46,989.48           | 74,434.48             |             | 19,400.00        | 19,400.00        | -43,212.48                       |
| ARTS IN EDUCATION                   | 0.00                             |                  | 129,061.68          |               |             |                   | 129,061.68          | 42,367.66            | 138,170.15          | 180,537.81            |             | 31,499.49        | 31,499.49        | -82,975.62                       |
| <b>FEDERAL EDUCATION GRANTS</b>     | <b>-108,936.84</b>               | <b>10,426.40</b> | <b>1,734,729.94</b> | <b>0.00</b>   | <b>0.00</b> | <b>0.00</b>       | <b>1,636,219.50</b> | <b>1,603,312.28</b>  | <b>260,851.15</b>   | <b>1,864,163.43</b>   | <b>0.00</b> | <b>51,309.68</b> | <b>51,309.68</b> | <b>-279,253.61</b>               |
| HEALTHY COMMUNITY                   | 6,947.81                         |                  | 104,955.00          |               |             |                   | 111,902.81          | 63,276.84            | 11,633.49           | 74,910.33             |             | 29,608.48        | 29,608.48        | 7,384.00                         |
| FY09 REG EMERG PREPARDNESS          | 49.96                            | 6,837.70         | 94,857.00           |               |             |                   | 101,744.66          | 51,471.73            | 32,876.85           | 84,348.58             |             | 12,776.36        | 12,776.36        | 4,619.72                         |
| NAT ASSN CNT/CITY HEALTH OF         | 12,634.54                        |                  |                     |               |             |                   | 12,634.54           |                      | 973.28              | 973.28                |             |                  | 0.00             | 11,661.26                        |
| LSTA INNOVATIVE GRANT AUTISM        | 3,276.31                         |                  |                     |               |             |                   | 3,276.31            |                      | 3,276.31            | 3,276.31              |             |                  | 0.00             | 0.00                             |
| <b>FEDERAL OTHER GRANTS</b>         | <b>22,908.62</b>                 | <b>6,837.70</b>  | <b>199,812.00</b>   | <b>0.00</b>   | <b>0.00</b> | <b>0.00</b>       | <b>229,558.32</b>   | <b>114,748.57</b>    | <b>48,759.93</b>    | <b>163,508.50</b>     | <b>0.00</b> | <b>42,384.84</b> | <b>42,384.84</b> | <b>23,664.98</b>                 |
| FEMA COM EMERG MGMT                 | 73,716.23                        |                  |                     |               |             |                   | 73,716.23           |                      |                     | 0.00                  |             |                  | 0.00             | 73,716.23                        |
| BULLETT VEST PARTNERSHIP            | 8,059.47                         |                  | 7,090.00            |               |             |                   | 15,149.47           |                      |                     | 0.00                  |             |                  | 0.00             | 15,149.47                        |
| STUDENT AWARE OF FIRE EDUCATION     | 5,786.00                         |                  | 6,123.00            |               |             |                   | 11,909.00           | 1,120.00             | 8,506.60            | 9,626.60              |             |                  | 0.00             | 2,282.40                         |
| FY09 911 PSAP SUPPORT               | -64,286.14                       |                  | 63,215.08           |               |             |                   | -1,071.06           |                      | 78,914.20           | 78,914.20             |             |                  | 0.00             | -79,985.26                       |
| DEPARTMENT TRAINING GRANT           | -8,477.62                        | 557.00           | 15,346.83           |               |             |                   | 7,426.21            | 6,037.59             | 10,588.41           | 16,626.00             |             |                  | 0.00             | -9,199.79                        |
| PSAP LEADERSHIP SCHOLARSHIP         | 0.28                             |                  |                     |               |             |                   | 0.28                |                      |                     | 0.00                  |             |                  | 0.00             | 0.28                             |
| PEDESTRIAN, BIKE, TRAFFIC ENFORCENT | 1,664.09                         |                  |                     |               |             |                   | 1,664.09            |                      |                     | 0.00                  |             |                  | 0.00             | 1,664.09                         |
| DISASTER REIMBURSEMENTS             | 7,873.92                         |                  | 10,080.00           |               |             |                   | 17,953.92           | 10,080.00            |                     | 10,080.00             |             |                  | 0.00             | 7,873.92                         |
| ALTERNATIVE SENTENCING              | 300.00                           |                  |                     |               |             |                   | 300.00              |                      |                     | 0.00                  |             |                  | 0.00             | 300.00                           |
| SENIOR AWARENESS FIRE EDU           | 2,218.00                         |                  | 3,195.00            |               |             |                   | 5,413.00            | 480.00               | 3,143.00            | 3,623.00              |             |                  | 0.00             | 1,790.00                         |
| <b>STATE PUBLIC SAFETY GRANTS</b>   | <b>26,854.23</b>                 | <b>557.00</b>    | <b>105,049.91</b>   | <b>0.00</b>   | <b>0.00</b> | <b>0.00</b>       | <b>132,461.14</b>   | <b>17,717.59</b>     | <b>101,152.21</b>   | <b>118,869.80</b>     | <b>0.00</b> | <b>0.00</b>      | <b>0.00</b>      | <b>13,591.34</b>                 |
| CHAPTER 90                          | -28,843.14                       | 28,843.15        | 1,015,380.82        |               |             |                   | 1,015,380.83        |                      | 1,064,796.99        | 1,064,796.99          |             |                  | 0.00             | -49,416.16                       |
| PWED                                | 94,877.55                        |                  |                     | 255.19        |             |                   | 95,132.74           |                      |                     | 0.00                  |             |                  | 0.00             | 95,132.74                        |
| WINTER RAPID RECOVERY ROAD PRG      | -91,892.31                       | 22,749.34        | 208,633.00          |               |             |                   | 139,490.03          |                      | 342,602.28          | 342,602.28            |             |                  | 0.00             | -203,112.25                      |
| WATER TREATMENT PLANT - VSD         | 0.00                             |                  | 20,000.00           |               |             |                   | 20,000.00           |                      | 20,000.00           | 20,000.00             |             |                  | 0.00             | 0.00                             |
| SIDEWALK FUND PLANNING BOARD        | 10,041.73                        |                  | 73,014.87           |               |             |                   | 83,056.60           |                      |                     | 0.00                  |             |                  | 0.00             | 83,056.60                        |
| <b>STATE PUBLIC WORKS GRANTS</b>    | <b>-15,816.17</b>                | <b>51,592.49</b> | <b>1,317,028.69</b> | <b>255.19</b> | <b>0.00</b> | <b>0.00</b>       | <b>1,353,060.20</b> | <b>0.00</b>          | <b>1,427,399.27</b> | <b>1,427,399.27</b>   | <b>0.00</b> | <b>0.00</b>      | <b>0.00</b>      | <b>-74,339.07</b>                |
| LIBRARY AID CH 78 SEC 19A           | 104,780.37                       |                  |                     |               |             | 46,143.42         | 150,923.79          |                      | 1,363.44            | 1,363.44              |             | 619.20           | 619.20           | 148,941.15                       |
| LIBRARY AID CH 139                  | 69.78                            |                  |                     |               |             |                   | 69.78               |                      | 39.95               | 39.95                 |             |                  | 0.00             | 29.83                            |
| <b>STATE LIBRARY GRANTS</b>         | <b>104,850.15</b>                | <b>0.00</b>      | <b>0.00</b>         | <b>0.00</b>   | <b>0.00</b> | <b>46,143.42</b>  | <b>150,993.57</b>   | <b>0.00</b>          | <b>1,403.39</b>     | <b>1,403.39</b>       | <b>0.00</b> | <b>619.20</b>    | <b>619.20</b>    | <b>148,970.98</b>                |

**TOWN OF ANDOVER  
SPECIAL REVENUE/GRANTS ROLLFORWARD  
FISCAL YEAR ENDING JUNE 30, 2015**

| FUND/TITLE                                 | Available Balance 06/30/14 | Encumbrance     | Inter'govmental   | Interest    | OFS         | Depart-Mental       | Total Available     | Personal Services   | Other Expenses      | Total Expenditures  | OFU               | Encumbrance     | Total OFS/OFU     | Available Balance 06/30/15 |
|--------------------------------------------|----------------------------|-----------------|-------------------|-------------|-------------|---------------------|---------------------|---------------------|---------------------|---------------------|-------------------|-----------------|-------------------|----------------------------|
| RECYCLE INCENTIVE                          | 9,894.29                   |                 |                   |             |             |                     | 9,894.29            | 1,484.00            | 1,038.99            | 2,522.99            |                   |                 | 0.00              | 7,371.30                   |
| NEW HORIZONS FOR YOUTH                     | 7.21                       |                 |                   |             |             |                     | 7.21                |                     |                     | 0.00                |                   |                 | 0.00              | 7.21                       |
| FY03 COA FORMULA GRANT                     | -732.11                    | 354.05          | 51,576.00         |             |             |                     | 51,197.94           | 34,337.44           | 14,474.85           | 48,812.29           |                   | 3,148.76        | 3,148.76          | -763.11                    |
| LAHEY CLINIC NUTRITION GRANT               | 5,294.73                   |                 |                   |             |             |                     | 5,294.73            |                     |                     | 0.00                |                   |                 | 0.00              | 5,294.73                   |
| GREATER RIVER VALLEY MRC                   | 826.01                     |                 | 16,839.68         |             |             |                     | 17,665.69           | 11,088.00           | 2,004.32            | 13,092.32           |                   |                 | 0.00              | 4,573.37                   |
| ENERGY EDUCATION ELDER SERVICES            | 1,141.10                   |                 |                   |             |             |                     | 1,141.10            |                     |                     | 0.00                |                   |                 | 0.00              | 1,141.10                   |
| GREEN COMMUNITIES                          | -86,481.53                 |                 | 110,299.50        |             |             |                     | 23,817.97           | 3,790.28            | 24,850.68           | 28,640.96           |                   |                 | 0.00              | -4,822.99                  |
| 43D TECH ASSIST GRANT                      | 10,128.00                  |                 |                   |             |             |                     | 10,128.00           |                     |                     | 0.00                |                   |                 | 0.00              | 10,128.00                  |
| CLEAN ENERGY CHOICE                        | 1,975.70                   |                 |                   |             |             |                     | 1,975.70            |                     |                     | 0.00                |                   |                 | 0.00              | 1,975.70                   |
| ARTS LOTTERY COUNCIL                       | 3,964.02                   |                 | 5,370.00          |             |             |                     | 9,334.02            |                     | 2,868.41            | 2,868.41            |                   |                 | 0.00              | 6,465.61                   |
| RIGHT TO KNOW                              | 973.30                     |                 |                   |             |             |                     | 973.30              |                     |                     | 0.00                |                   |                 | 0.00              | 973.30                     |
| SECONDHAND SMOKE INITIATIVE                | 1,000.00                   |                 |                   |             |             |                     | 1,000.00            |                     |                     | 0.00                |                   |                 | 0.00              | 1,000.00                   |
| WORKING FOREST INITIATIVE - DCR            | 0.00                       |                 | 9,035.65          |             |             |                     | 9,035.65            |                     | 9,035.65            | 9,035.65            |                   |                 | 0.00              | 0.00                       |
| <b>OTHER STATE GRANTS</b>                  | <b>-52,009.28</b>          | <b>354.05</b>   | <b>193,120.83</b> | <b>0.00</b> | <b>0.00</b> | <b>0.00</b>         | <b>141,465.60</b>   | <b>50,699.72</b>    | <b>54,272.90</b>    | <b>104,972.62</b>   | <b>0.00</b>       | <b>3,148.76</b> | <b>3,148.76</b>   | <b>33,344.22</b>           |
| CEMETERY SALE OF LOTS FUND                 | 5,227.33                   |                 |                   |             |             |                     | 5,227.33            |                     |                     | 0.00                |                   |                 | 0.00              | 5,227.33                   |
| SALE OF REAL ESTATE                        | 18,321.16                  |                 |                   |             |             |                     | 18,321.16           |                     |                     | 0.00                |                   |                 | 0.00              | 18,321.16                  |
| BUILD/FIRE CODE Ch 148A, Sec 5             | 3,700.00                   |                 |                   |             |             |                     | 3,700.00            |                     |                     | 0.00                |                   |                 | 0.00              | 3,700.00                   |
| WETLAND FILING FEES                        | 127,449.95                 |                 |                   |             |             | 26,987.30           | 154,437.25          |                     | 5,188.97            | 5,188.97            | 25,000.00         |                 | 25,000.00         | 124,248.28                 |
| OFF STREET PARKING                         | 309,043.87                 |                 |                   |             |             | 291,036.05          | 600,079.92          |                     |                     | 0.00                | 200,000.00        |                 | 200,000.00        | 400,079.92                 |
| INSURANCE RECOVERY >\$20,000               | 0.00                       |                 |                   |             |             | 36,103.00           | 36,103.00           |                     |                     | 0.00                | 36,103.00         |                 | 36,103.00         | 0.00                       |
| WETLAND PROTECTION ACT                     | 10,742.00                  |                 |                   |             |             | 12,713.00           | 23,455.00           |                     |                     | 0.00                |                   |                 | 0.00              | 23,455.00                  |
| <b>RECEIPTS RESERVED FOR APPROPRIATION</b> | <b>474,484.31</b>          | <b>0.00</b>     | <b>0.00</b>       | <b>0.00</b> | <b>0.00</b> | <b>366,839.35</b>   | <b>841,323.66</b>   | <b>0.00</b>         | <b>5,188.97</b>     | <b>5,188.97</b>     | <b>261,103.00</b> | <b>0.00</b>     | <b>261,103.00</b> | <b>575,031.69</b>          |
| <b>TITLE III LEP SUPPORT 180</b>           | <b>0.00</b>                | <b>0.00</b>     | <b>0.00</b>       | <b>0.00</b> | <b>0.00</b> | <b>0.00</b>         | <b>0.00</b>         | <b>0.00</b>         | <b>0.00</b>         | <b>0.00</b>         | <b>0.00</b>       | <b>0.00</b>     | <b>0.00</b>       | <b>0.00</b>                |
| LEA REVOLVING                              | 34,785.70                  |                 |                   |             |             | 30,902.29           | 65,687.99           | 31,198.20           |                     | 31,198.20           |                   |                 | 0.00              | 34,489.79                  |
| EARLY CHILDHOOD REV                        | 123,815.33                 |                 |                   |             |             | 138,403.89          | 262,219.22          | 110,413.60          | 3,057.29            | 113,470.89          |                   |                 | 0.00              | 148,748.33                 |
| SCHOOL DAMAGE Ch 55 sec 53 1/2             | 3,515.27                   |                 |                   |             |             |                     | 3,515.27            |                     | 140.25              | 140.25              |                   |                 | 0.00              | 3,375.02                   |
| COMMUNITY A.S.K. REVOLVING                 | 2,252.09                   |                 |                   |             |             |                     | 2,252.09            |                     |                     | 0.00                |                   |                 | 0.00              | 2,252.09                   |
| PARENT TO PARENT REVOLVING                 | 16,740.01                  |                 |                   |             |             | 6,900.00            | 23,640.01           |                     | 6,317.55            | 6,317.55            |                   |                 | 0.00              | 17,322.46                  |
| ANDOVER C.A.R.E.S.                         | 3,621.33                   |                 |                   |             |             |                     | 3,621.33            |                     | 350.00              | 350.00              |                   |                 | 0.00              | 3,271.33                   |
| ALL DAY KINDERGARTEN                       | 509,948.65                 |                 |                   |             |             | 1,198,524.37        | 1,708,473.02        | 874,515.27          | 186,549.79          | 1,061,065.06        | 199.45            | 199.45          | 0.00              | 647,208.51                 |
| EXTRA CURRICULAR REV                       | 86,494.56                  |                 |                   |             |             | 207,856.43          | 294,350.99          | 190,377.00          | 5,199.84            | 195,576.84          |                   |                 | 0.00              | 98,774.15                  |
| INSTRUMENTAL MUSIC REVOLVING               | 7,070.96                   |                 |                   |             |             | 3,800.00            | 10,870.96           | 10,739.98           | 105.00              | 10,844.98           |                   |                 | 0.00              | 25.98                      |
| FINE ARTS                                  | 19,497.52                  | 315.40          |                   |             |             | 69,842.45           | 89,655.37           | 1,547.24            | 51,370.56           | 52,917.80           |                   |                 | 0.00              | 36,737.57                  |
| PHYS ED REVOLVING                          | 6,679.37                   |                 |                   |             |             | 1,200.00            | 7,879.37            |                     | 1,635.84            | 1,635.84            |                   |                 | 0.00              | 6,243.53                   |
| AIRS                                       | 7,538.89                   |                 |                   |             |             |                     | 7,538.89            | 7,527.42            |                     | 7,527.42            |                   |                 | 0.00              | 11.47                      |
| LOST BOOKS                                 | 22,182.73                  |                 |                   |             |             | 2,807.97            | 24,990.70           |                     | 2,135.11            | 2,135.11            |                   |                 | 0.00              | 22,855.59                  |
| SEPAC                                      | 4,776.39                   |                 |                   |             |             | 200.00              | 4,976.39            |                     | 883.40              | 883.40              |                   |                 | 0.00              | 4,092.99                   |
| COLLINS CTR REVOLVING                      | 49,574.20                  |                 |                   |             |             | 266,263.00          | 315,837.20          | 187,269.84          | 51,952.89           | 239,222.73          | 5,075.00          | 5,075.00        | 0.00              | 71,539.47                  |
| OUTSIDE ACTIVITIES REV                     | 152,311.16                 | 286.00          |                   |             |             | 121,029.20          | 273,626.36          | 126,713.07          | 654.00              | 127,367.07          |                   |                 | 0.00              | 146,259.29                 |
| TRANSPORTATION REVOLVING                   | 132,240.54                 |                 |                   |             |             | 407,175.00          | 539,415.54          | 931.90              | 394,197.10          | 395,129.00          |                   |                 | 0.00              | 144,286.54                 |
| BANCROFT GIFTS AND DONATIONS               | 21,357.93                  | 998.69          |                   |             |             | 1,300.00            | 23,656.62           |                     | 19,459.80           | 19,459.80           |                   | 28.52           | 28.52             | 4,168.30                   |
| SANBORN GIFTS AND GRANTS                   | 6,558.73                   |                 |                   |             |             | 1,018.32            | 7,577.05            |                     | 2,611.79            | 2,611.79            |                   |                 | 0.00              | 4,965.26                   |
| SHAWSEEN GIFTS AND GRANTS                  | 200.00                     |                 |                   |             |             | 0.00                | 200.00              |                     |                     | 0.00                |                   |                 | 0.00              | 200.00                     |
| SOUTH SCHOOL GIFTS AND GRANTS              | 11,545.71                  |                 |                   |             |             | 16,969.63           | 28,515.34           |                     | 1,115.00            | 1,115.00            |                   |                 | 0.00              | 27,400.34                  |
| WEST ELEM GIFTS AND GRANTS                 | 0.02                       |                 |                   |             |             | 0.00                | 0.02                |                     | 0.02                | 0.02                |                   |                 | 0.00              | 0.00                       |
| HIGH PLAIN GIFTS AND GRANTS                | 369.05                     |                 |                   |             |             | 2,000.00            | 2,369.05            |                     | 2,207.75            | 2,207.75            |                   |                 | 0.00              | 161.30                     |
| WOOD HILL GIFTS AND GRANTS                 | 3,828.87                   |                 |                   |             |             | 200.00              | 4,028.87            |                     | 520.29              | 520.29              |                   |                 | 0.00              | 3,508.58                   |
| DMS ENGINEERING GIFTS AND GRANTS           | 2,522.78                   |                 |                   |             |             | 3,130.00            | 5,652.78            |                     | 2,244.37            | 2,244.37            |                   |                 | 0.00              | 3,408.41                   |
| WEST MIDDLE GIFTS AND GRANTS               | 14,336.28                  |                 |                   |             |             | 22,042.00           | 36,378.28           |                     | 22,987.48           | 22,987.48           |                   | 350.00          | 350.00            | 13,040.80                  |
| ANDOVER HIGH GIFTS AND GRANTS              | 13,871.86                  | 1,000.10        |                   |             |             | 38,193.50           | 53,065.46           |                     | 13,883.27           | 13,883.27           |                   |                 | 0.00              | 39,182.19                  |
| STUDENT ACTIVITY MGL 71/47                 | 565,494.88                 |                 |                   |             |             | 1,126,233.24        | 1,691,728.12        |                     | 1,069,243.36        | 1,069,243.36        |                   |                 | 0.00              | 622,484.76                 |
| <b>REVOLVING FUNDS EDUCATION</b>           | <b>1,823,130.81</b>        | <b>2,600.19</b> | <b>0.00</b>       | <b>0.00</b> | <b>0.00</b> | <b>3,665,991.29</b> | <b>5,491,722.29</b> | <b>1,541,233.52</b> | <b>1,838,821.75</b> | <b>3,380,055.27</b> | <b>0.00</b>       | <b>5,652.97</b> | <b>5,652.97</b>   | <b>2,106,014.05</b>        |
| ATHLETIC REVOLVING                         | 119,876.49                 | 4,671.95        |                   |             |             | 492,001.79          | 616,550.23          | 203,209.62          | 326,543.87          | 529,753.49          |                   | 1,148.56        | 1,148.56          | 85,648.18                  |
| <b>REVOLVING FUNDS ATHLETIC</b>            | <b>119,876.49</b>          | <b>4,671.95</b> | <b>0.00</b>       | <b>0.00</b> | <b>0.00</b> | <b>492,001.79</b>   | <b>616,550.23</b>   | <b>203,209.62</b>   | <b>326,543.87</b>   | <b>529,753.49</b>   | <b>0.00</b>       | <b>1,148.56</b> | <b>1,148.56</b>   | <b>85,648.18</b>           |

**TOWN OF ANDOVER  
SPECIAL REVENUE/GRANTS ROLLFORWARD  
FISCAL YEAR ENDING JUNE 30, 2015**

| FUND/TITLE                                   | Available<br>Balance<br>06/30/14 | Encumbrance     | Inter'govmental     | Interest    | OFS         | Depart-<br>Mental   | Total<br>Available  | Personal<br>Services | Other<br>Expenses   | Total<br>Expenditures | OFU         | Encumbrance      | Total<br>OFS/OFU | Available<br>Balance<br>06/30/15 |
|----------------------------------------------|----------------------------------|-----------------|---------------------|-------------|-------------|---------------------|---------------------|----------------------|---------------------|-----------------------|-------------|------------------|------------------|----------------------------------|
| CH44 SEC 53E 1/2 LEGAL NOTICES               | 5,823.60                         |                 |                     |             |             | 24,900.00           | 30,723.60           |                      | 18,350.73           | 18,350.73             |             |                  | 0.00             | 12,372.87                        |
| CH44 SEC 53E 1/2 DCS REVOLVING               | 259,320.56                       |                 |                     |             |             | 391,732.85          | 651,053.41          | 185,512.02           | 133,775.72          | 319,287.74            |             | 794.69           | 794.69           | 330,970.98                       |
| CH44 SEC 53E 1/2 YOUTH SERVICES              | 192,095.28                       |                 |                     |             |             | 361,987.63          | 554,082.91          | 76,273.07            | 223,282.19          | 299,555.26            |             | 4,108.37         | 4,108.37         | 250,419.28                       |
| CH44 SEC 53E 1/2 ELDER SERVICES              | 156,804.00                       | 1,321.41        |                     |             |             | 100,075.46          | 258,200.87          | 28,752.97            | 107,581.21          | 136,334.18            |             | 7,538.91         | 7,538.91         | 114,327.78                       |
| CH44 SEC 53E 1/2 TITLE V HEALTH CLINICS      | 40,744.24                        |                 |                     |             |             | 24,690.33           | 65,434.57           | 16,920.89            | 23,998.90           | 40,919.79             |             |                  | 0.00             | 24,514.78                        |
| CH44 SEC 53E 1/2 FIELDS REVOLVING            | 101,717.07                       | 908.60          |                     |             |             | 35,715.50           | 138,341.17          | 5,768.00             | 7,188.10            | 12,956.10             |             |                  | 0.00             | 125,385.07                       |
| CH44 SEC 53E 1/2 POLICE ANTENNEA             | 27,186.49                        |                 |                     |             |             | 4,959.24            | 32,145.73           |                      |                     | 0.00                  |             |                  | 0.00             | 32,145.73                        |
| CH44 SEC 53E 1/2 BALD HILL COMP              | 47,975.90                        |                 |                     |             |             | 15,996.33           | 63,972.23           | 2,653.93             | 38,258.52           | 40,912.45             |             |                  | 0.00             | 23,059.78                        |
| CH44 SEC 53E 1/2 DPW CRT/HHW                 | 23,650.21                        |                 |                     |             |             | 10,325.00           | 33,975.21           |                      | 11,947.50           | 11,947.50             |             |                  | 0.00             | 22,027.71                        |
| CH44 SEC 53E 1/2 FIRE                        | 91,868.40                        |                 |                     |             |             | 28,645.16           | 120,513.56          |                      | 71,167.97           | 71,167.97             |             |                  | 0.00             | 49,345.59                        |
| CH44 SEC 53E 1/2 LOST/DAMAGED BOOKS          | 17,988.49                        |                 |                     |             |             | 3,806.70            | 21,795.19           |                      | 2,361.19            | 2,361.19              |             |                  | 0.00             | 19,434.00                        |
| CH44 SEC 53E 1/2 COPY CENTER REVOLVING       | 12,724.29                        |                 |                     |             |             | 3,374.65            | 16,098.94           |                      |                     | 0.00                  |             |                  | 0.00             | 16,098.94                        |
| <b>REVOLVING CHAPTER 44 53 E 1/2</b>         | <b>977,898.53</b>                | <b>2,230.01</b> | <b>0.00</b>         | <b>0.00</b> | <b>0.00</b> | <b>1,006,208.85</b> | <b>1,986,337.39</b> | <b>315,880.88</b>    | <b>637,912.03</b>   | <b>953,792.91</b>     | <b>0.00</b> | <b>12,441.97</b> | <b>12,441.97</b> | <b>1,020,102.51</b>              |
| TOWN DAMAGE RESTITUTION                      | 18,914.59                        |                 |                     |             |             |                     | 18,914.59           |                      |                     | 0.00                  |             |                  | 0.00             | 18,914.59                        |
| FRONTAGE ROAD                                | 3,855.66                         |                 |                     |             |             |                     | 3,855.66            |                      |                     | 0.00                  |             |                  | 0.00             | 3,855.66                         |
| PUBLIC SAFETY DAMAGE REST                    | 8,703.83                         |                 |                     |             |             | 57.17               | 8,761.00            |                      |                     | 0.00                  |             |                  | 0.00             | 8,761.00                         |
| PUBLIC WORKS DAMAGE REST                     | 25,895.62                        |                 |                     |             |             |                     | 25,895.62           |                      |                     | 0.00                  |             |                  | 0.00             | 25,895.62                        |
| RECYCLABLE BATTERY PROGRAM                   | 1,253.84                         |                 |                     |             |             |                     | 1,253.84            |                      |                     | 0.00                  |             |                  | 0.00             | 1,253.84                         |
| ENERGY REBATE FUND                           | 0.00                             |                 |                     |             |             | 53,164.00           | 53,164.00           |                      |                     | 0.00                  |             |                  | 0.00             | 53,164.00                        |
| P&F DAMAGE RESTITUTION                       | 27,275.55                        |                 |                     |             |             | 57,397.81           | 84,673.36           |                      | 47,317.31           | 47,317.31             |             | 2,073.62         | 2,073.62         | 35,282.43                        |
| <b>OTHER REVOLVING FUNDS</b>                 | <b>85,899.09</b>                 | <b>0.00</b>     | <b>0.00</b>         | <b>0.00</b> | <b>0.00</b> | <b>110,618.98</b>   | <b>196,518.07</b>   | <b>0.00</b>          | <b>47,317.31</b>    | <b>47,317.31</b>      | <b>0.00</b> | <b>2,073.62</b>  | <b>2,073.62</b>  | <b>147,127.14</b>                |
| CORPORATE GRANTS                             | 35,158.87                        |                 |                     |             |             | 31,721.15           | 66,880.02           |                      | 38,967.01           | 38,967.01             |             |                  | 0.00             | 27,913.01                        |
| AHS BAND AND CHOIR GRANTS                    | 633.58                           |                 |                     |             |             |                     | 633.58              |                      |                     | 0.00                  |             |                  | 0.00             | 633.58                           |
| OTHER GIFTS AND GRANTS                       | 20,918.68                        |                 |                     |             |             |                     | 20,918.68           |                      |                     | 0.00                  |             |                  | 0.00             | 20,918.68                        |
| ENGINEERING GRANT                            | -1,263.62                        |                 |                     |             |             | 33,999.75           | 32,736.13           |                      | 32,269.84           | 32,269.84             |             |                  | 0.00             | 466.29                           |
| GEMS GRANT                                   | 197.22                           |                 |                     |             |             |                     | 197.22              |                      |                     | 0.00                  |             |                  | 0.00             | 197.22                           |
| ASIA SOCIETY GRANT                           | 7,280.02                         |                 |                     |             |             | 13,588.00           | 20,868.02           |                      | 13,183.75           | 13,183.75             |             |                  | 0.00             | 7,684.27                         |
| CIRCUIT BREAKER                              | 1,618,141.93                     |                 | 1,611,025.00        |             |             |                     | 3,229,166.93        |                      | 1,936,018.12        | 1,936,018.12          |             |                  | 0.00             | 1,293,148.81                     |
| ACADEMIC SUPPORT                             | -1,558.00                        |                 | 1,558.00            |             |             |                     | 0.00                |                      |                     | 0.00                  |             |                  | 0.00             | 0.00                             |
| ACADEMIC SUPPORT                             | 0.00                             |                 | 7,400.00            |             |             |                     | 7,400.00            | 7,400.00             |                     | 7,400.00              |             |                  | 0.00             | 0.00                             |
| ESSENTIAL SCHOOL HEALTH SERV                 | 0.00                             |                 | 109,320.00          |             |             |                     | 109,320.00          | 83,905.95            | 22,812.15           | 106,718.10            |             |                  | 0.00             | 2,601.90                         |
| <b>OTHER SPECIAL REVENUE FUNDS EDUCATION</b> | <b>1,679,508.68</b>              | <b>0.00</b>     | <b>1,729,303.00</b> | <b>0.00</b> | <b>0.00</b> | <b>79,308.90</b>    | <b>3,488,120.58</b> | <b>91,305.95</b>     | <b>2,043,250.87</b> | <b>2,134,556.82</b>   | <b>0.00</b> | <b>0.00</b>      | <b>0.00</b>      | <b>1,353,563.76</b>              |

**TOWN OF ANDOVER**  
**SPECIAL REVENUE/GRANTS ROLL FORWARD**  
**FISCAL YEAR ENDING JUNE 30, 2015**

| FUND/TITLE                                      | Available           | Encumbrance         | Inter'govmental     | Interest        | OFS               | Depart-<br>Mental    | Total<br>Available   | Personal<br>Services | Other<br>Expenses    | Total<br>Expenditures | OFU                 | Encumbrance         | Total<br>OFS/OFU    | Available           |
|-------------------------------------------------|---------------------|---------------------|---------------------|-----------------|-------------------|----------------------|----------------------|----------------------|----------------------|-----------------------|---------------------|---------------------|---------------------|---------------------|
|                                                 | Balance<br>06/30/14 |                     |                     |                 |                   |                      |                      |                      |                      |                       |                     |                     |                     | Balance<br>06/30/15 |
| PREMIUM ON BOND ISSUE                           | 0.00                |                     |                     |                 | 591,194.30        |                      | 591,194.30           |                      |                      | 0.00                  | 591,194.30          |                     | 591,194.30          | 0.00                |
| VETERAN'S SERVICES GIFTS                        | 3,850.82            |                     |                     |                 |                   | 1,245.00             | 5,095.82             |                      | 1,614.78             | 1,614.78              |                     |                     | 0.00                | 3,481.04            |
| CABLE TV COMMUNITY ACCESS                       | 706,277.66          | 19,552.00           |                     |                 |                   | 347,033.32           | 1,072,862.98         |                      | 304,323.98           | 304,323.98            | 168,319.00          | 10,123.85           | 178,442.85          | 590,096.15          |
| CABLE TV VERIZON                                | 695,676.01          |                     |                     |                 |                   | 387,479.66           | 1,083,155.67         |                      | 28,388.00            | 28,388.00             | 424,393.00          | 6,510.00            | 430,903.00          | 623,864.67          |
| GIFT - FIREWORKS                                | 19,533.00           |                     |                     |                 |                   | 6,105.65             | 25,638.65            | 210.18               |                      | 210.18                |                     |                     | 0.00                | 25,428.47           |
| SHED CONTRIBUTIONS                              | 7,263.81            |                     |                     |                 |                   |                      | 7,263.81             |                      |                      | 0.00                  |                     |                     | 0.00                | 7,263.81            |
| OLD TOWN HALL RESTORATION                       | 426.61              |                     |                     |                 |                   |                      | 426.61               |                      |                      | 0.00                  |                     |                     | 0.00                | 426.61              |
| TOWN GIFT & DONATIONS                           | 22,054.32           |                     |                     |                 |                   | 37,932.72            | 59,987.04            |                      | 45,975.77            | 45,975.77             | 9,900.00            |                     | 9,900.00            | 4,111.27            |
| CONSERVATION GIFT                               | 875.00              |                     |                     |                 |                   | 524.00               | 1,399.00             |                      | 1,108.35             | 1,108.35              |                     |                     | 0.00                | 290.65              |
| CONSERVATION TRAIL ACCOUNT                      | 567.21              |                     |                     |                 |                   | 55.00                | 622.21               |                      | 613.71               | 613.71                |                     |                     | 0.00                | 8.50                |
| DCS-GIFT                                        | 6,543.76            |                     |                     |                 |                   |                      | 6,543.76             |                      |                      | 0.00                  |                     |                     | 0.00                | 6,543.76            |
| YOUTH SERVICES GIFTS/CONTRIBUTIONS              | 15,991.60           | 123,000.00          |                     |                 |                   | 3,550.00             | 142,541.60           |                      | 129,524.00           | 129,524.00            |                     |                     | 0.00                | 13,017.60           |
| COA SENIOR CONNECTIONS                          | 39.59               |                     |                     |                 |                   | 87,323.32            | 87,362.91            | 61,364.25            | 29,144.53            | 90,508.78             |                     |                     | 0.00                | -3,145.87           |
| COA SCHOLARSHIPS                                | 3,648.75            |                     |                     |                 |                   |                      | 3,648.75             |                      |                      | 0.00                  |                     |                     | 0.00                | 3,648.75            |
| LIBRARY GIFTS & DONATIONS                       | 34,490.45           |                     |                     |                 |                   | 78,663.00            | 113,153.45           |                      | 12,078.79            | 12,078.79             |                     |                     | 0.00                | 101,074.66          |
| HOME FOR THE AGED GIFT                          | 21,311.28           |                     |                     | 394.36          |                   | 3,000.00             | 24,705.64            |                      |                      | 0.00                  |                     |                     | 0.00                | 24,705.64           |
| DPW ADMIN GIFT                                  | 105.27              |                     |                     |                 |                   |                      | 105.27               |                      |                      | 0.00                  |                     |                     | 0.00                | 105.27              |
| CHOLESTEROL SCREENING                           | 418.96              |                     |                     |                 |                   |                      | 418.96               |                      |                      | 0.00                  |                     |                     | 0.00                | 418.96              |
| POLICE GIFTS AND DONATIONS                      | 6,305.23            |                     |                     |                 |                   |                      | 6,305.23             |                      |                      | 0.00                  |                     |                     | 0.00                | 6,305.23            |
| LOWELL ST/SHAWSHEEN TRAFFIC MITIGATION          | 5,000.00            |                     |                     |                 |                   |                      | 5,000.00             |                      |                      | 0.00                  |                     |                     | 0.00                | 5,000.00            |
| SHINGLES PREV VACCINATION                       | 16,588.31           |                     |                     |                 |                   |                      | 16,588.31            |                      | 8,661.21             | 8,661.21              |                     |                     | 0.00                | 7,927.10            |
| GIFTS FIREDEPARTMENTS                           | 2,740.91            |                     |                     |                 |                   | 125,290.00           | 128,030.91           |                      |                      | 0.00                  |                     |                     | 0.00                | 128,030.91          |
| TH DONATIONS                                    | 0.00                |                     |                     |                 |                   | 825.00               | 825.00               |                      | 749.51               | 749.51                |                     |                     | 0.00                | 75.49               |
| YOUTH FOUNDATION GIFT                           | 0.00                | 1,457,465.74        |                     |                 |                   | 712,063.50           | 2,169,529.24         |                      | 1,391,498.21         | 1,391,498.21          | 778,027.53          |                     | 778,027.53          | 3.50                |
| CH44 SEC 53G PEER REVIEWS                       | 72,199.74           | 103,898.39          |                     |                 |                   | 158,292.95           | 334,391.08           |                      | 178,215.75           | 178,215.75            | 115,240.73          |                     | 115,240.73          | 40,934.60           |
| CH44 SEC 53G PEER PLANNING                      | 25,000.00           | 3,800.00            |                     |                 |                   | 56,350.00            | 85,150.00            |                      | 61,082.90            | 61,082.90             | 24,067.10           |                     | 24,067.10           | 0.00                |
| TIMOTHY HORNE - GIFT AYS                        | 151,070.64          |                     |                     | 2,223.66        |                   |                      | 153,294.30           |                      | 1,341.66             | 1,341.66              | 103.46              |                     | 103.46              | 151,849.18          |
| MAIN ST UPKEEP GIFT                             | 48,987.37           |                     |                     | 647.89          |                   |                      | 49,635.26            |                      |                      | 0.00                  |                     |                     | 0.00                | 49,635.26           |
| SOUTH STREET SOLAR - NHESP                      | 10,068.83           |                     |                     |                 |                   | 141.75               | 10,210.58            |                      |                      | 0.00                  |                     |                     | 0.00                | 10,210.58           |
| SOLARIZE MA COMMUNITY GRANT                     | 1,500.00            |                     |                     |                 |                   |                      | 1,500.00             |                      | 1,500.00             | 1,500.00              |                     |                     | 0.00                | 0.00                |
| PERFORMANCE GUARANTEE                           | 39,279.16           | 16,060.00           |                     |                 |                   |                      | 55,339.16            |                      | 22,049.00            | 22,049.00             | 271.00              |                     | 271.00              | 33,019.16           |
| GIFTS & DONATIONS - TENNIS CTS                  | 0.00                |                     |                     |                 |                   |                      | 0.00                 |                      |                      | 0.00                  |                     |                     | 0.00                | 0.00                |
| ELECTION OT GRANT                               | 0.00                |                     |                     | 7,985.00        |                   |                      | 7,985.00             |                      |                      | 0.00                  |                     |                     | 0.00                | 7,985.00            |
| LOCK BOX DONATIONS                              | 5,000.00            |                     |                     |                 |                   |                      | 5,000.00             |                      |                      | 0.00                  |                     |                     | 0.00                | 5,000.00            |
| SNOW & ICE DEFICIT                              | 0.00                |                     |                     |                 |                   |                      | 0.00                 | 194,245.81           | 44,826.43            | 239,072.24            | 36,936.81           |                     | 36,936.81           | -276,009.05         |
| <b>OTHER SPECIAL REVENUE FUNDS</b>              | <b>1,922,814.29</b> | <b>1,723,776.13</b> | <b>7,985.00</b>     | <b>3,265.91</b> | <b>591,194.30</b> | <b>2,005,874.87</b>  | <b>6,254,910.50</b>  | <b>255,820.24</b>    | <b>2,262,696.58</b>  | <b>2,518,516.82</b>   | <b>1,183,906.30</b> | <b>981,180.48</b>   | <b>2,165,086.78</b> | <b>1,571,306.90</b> |
| <b>FOOD SERVICES</b>                            | <b>393,337.83</b>   |                     | <b>434,176.21</b>   |                 |                   | <b>1,930,968.52</b>  | <b>2,758,482.56</b>  | <b>974,266.67</b>    | <b>1,442,139.38</b>  | <b>2,416,406.05</b>   |                     |                     | <b>0.00</b>         | <b>342,076.51</b>   |
| <b>OTHER SPECIAL REVENUE FUNDS SCHOOL LUNCH</b> | <b>393,337.83</b>   | <b>0.00</b>         | <b>434,176.21</b>   | <b>0.00</b>     | <b>0.00</b>       | <b>1,930,968.52</b>  | <b>2,758,482.56</b>  | <b>974,266.67</b>    | <b>1,442,139.38</b>  | <b>2,416,406.05</b>   | <b>0.00</b>         | <b>0.00</b>         | <b>0.00</b>         | <b>342,076.51</b>   |
| MEALS TAX CAFETERIA                             | 710.11              |                     |                     |                 |                   | 4,590.24             | 5,300.35             |                      | 4,552.84             | 4,552.84              |                     |                     | 0.00                | 747.51              |
| POLICE OFF DUTY                                 | -138,898.73         |                     |                     |                 |                   | 1,109,767.00         | 970,868.27           | 1,181,207.25         |                      | 1,181,207.25          |                     |                     | 0.00                | -210,338.98         |
| FIRE OFF DUTY                                   | -4,614.00           |                     |                     |                 |                   | 64,783.08            | 60,169.08            | 62,498.58            | 50.00                | 62,548.58             |                     |                     | 0.00                | -2,379.50           |
| FIREARMS PERMITS                                | 10.50               |                     |                     |                 |                   | 15,512.50            | 15,523.00            |                      | 12,875.00            | 12,875.00             |                     |                     | 0.00                | 2,648.00            |
| AMBULANCE AGENCY ACCOUNTS                       | 13.53               |                     |                     |                 |                   | 33,233.77            | 33,247.30            |                      | 33,233.77            | 33,233.77             |                     |                     | 0.00                | 13.53               |
| MEALS TAX ELDER SERVICES                        | 267.63              |                     |                     |                 |                   | 2,154.33             | 2,421.96             |                      | 1,833.62             | 1,833.62              |                     |                     | 0.00                | 588.34              |
| CH44 SEC53 DPW DETAIL                           | 3,511.12            |                     |                     |                 |                   |                      | 3,511.12             |                      |                      | 0.00                  |                     |                     | 0.00                | 3,511.12            |
| XTRA DUTY DETAIL                                | 0.00                |                     |                     |                 |                   | 720.00               | 720.00               |                      | 720.00               | 720.00                |                     |                     | 0.00                | 0.00                |
| AGENCY ACCOUNTS                                 | -138,999.84         | 0.00                | 0.00                | 0.00            | 0.00              | 1,230,760.92         | 1,091,761.08         | 1,243,705.83         | 53,265.23            | 1,296,971.06          | 0.00                | 0.00                | 0.00                | -205,209.98         |
| <b>GRAND TOTAL</b>                              | <b>7,311,849.31</b> | <b>1,803,045.92</b> | <b>5,735,135.66</b> | <b>3,521.10</b> | <b>591,194.30</b> | <b>10,934,716.89</b> | <b>26,379,463.18</b> | <b>6,424,981.91</b>  | <b>10,550,974.84</b> | <b>16,975,956.75</b>  | <b>1,445,009.30</b> | <b>1,099,960.08</b> | <b>2,544,969.38</b> | <b>6,858,537.05</b> |

**TOWN OF ANDOVER, MASSACHUSETTS  
ANALYSIS OF BONDS AUTHORIZED AND OUTSTANDING  
ACTIVITY FOR FY 2015**

| ARTICLE                                  | PROJECT NAME                                         | TOTAL<br>AUTHORIZATION | AUTHORIZATION<br>JULY 1, 2014 | NEW<br>AUTHORIZATION | BONDING      | RESCIND | AUTHORIZATION<br>JUNE 30, 2015 |
|------------------------------------------|------------------------------------------------------|------------------------|-------------------------------|----------------------|--------------|---------|--------------------------------|
| <b>SEWER ENTERPRISE</b>                  |                                                      |                        |                               |                      |              |         |                                |
| ART 64 2007                              | SHAWSHEEN PUMPING STATION                            | 750,000.00             | 350,000.00                    |                      |              |         | 350,000.00                     |
| ART 33 2008                              | SHAWSHEEN RIVER OUTFALL SEWER                        | 4,000,000.00           | 2,200,000.00                  |                      |              |         | 2,200,000.00                   |
| ART 37 2012                              | SEWER INFRASTRUCTURE MAINT VEHICLE                   |                        | 0.00                          |                      |              |         | 0.00                           |
|                                          |                                                      | 4,750,000.00           | 2,550,000.00                  | 0.00                 | 0.00         | 0.00    | 2,550,000.00                   |
| <b>WATER ENTERPRISE</b>                  |                                                      |                        |                               |                      |              |         |                                |
| ART 33 2010                              | WATER TREAT PLANT GAC REPLACE                        | 1,000,000.00           | 0.00                          |                      | 0.00         | 0.00    | 0.00                           |
| ART 42 2011                              | WATER DISTRIBUTION IMPROVEMENTS                      | 500,000.00             | 0.00                          |                      | 0.00         |         | 0.00                           |
| ART 44 2011                              | WTP VARIABLE SPEED PUMP (Split Funding)              | 499,099.95             | 340,000.00                    |                      | 340,000.00   |         | 0.00                           |
| ART 35 2012                              | MAJOR WATER MAIN REPLACEMENT                         | 1,439,000.00           | 0.00                          |                      | 0.00         |         | 0.00                           |
| ART 36 2012                              | WATER PLANT BACKWASH TANK                            | 300,000.00             | 300,000.00                    |                      |              |         | 300,000.00                     |
| ART 43 2012                              | WATER DISTRIBUTION MAINTENANCE                       | 500,000.00             | 500,000.00                    |                      | 500,000.00   |         | 0.00                           |
| ART 41 2013                              | MAJOR WATER MAIN REPLACEMENT                         | 1,000,000.00           | 0.00                          |                      | 0.00         |         | 0.00                           |
| ART 42 2013                              | WATER DISTRIBUTION MAINTENANCE                       | 500,000.00             | 500,000.00                    |                      | 500,000.00   |         | 0.00                           |
| ART 46 2013                              | FIRE HYDRANT INFRASTRUCTURE                          | 1,000,000.00           | 500,000.00                    |                      | 500,000.00   |         | 0.00                           |
| ART 22 2014                              | FIRE HYDRANT INFRASTRUCTURE                          | 500,000.00             | 500,000.00                    |                      | 500,000.00   |         | 0.00                           |
| ART 44 2015                              | MINOR STORM DRAIN IMPROVEMENTS                       | 300,000.00             |                               | 300,000.00           |              |         | 300,000.00                     |
| ART 56 2015                              | WATER MAIN REPLACEMENT PROJECTS                      | 1,700,000.00           |                               | 1,700,000.00         |              |         | 1,700,000.00                   |
|                                          |                                                      | 9,238,099.95           | 2,640,000.00                  | 2,000,000.00         | 2,340,000.00 | 0.00    | 2,300,000.00                   |
| <b>TOTAL ENTERPRISE FUNDS</b>            |                                                      | 13,988,099.95          | 5,190,000.00                  | 2,000,000.00         | 2,340,000.00 | 0.00    | 4,850,000.00                   |
| <b>GENERAL GOVERNMENT</b>                |                                                      |                        |                               |                      |              |         |                                |
| ART 44 1999                              | LANDFILL CLOSURE                                     | 2,200,000.00           | 700,000.00                    |                      | 700,000.00   |         | 0.00                           |
| ART 31 2008                              | LANDFILL CLOSURE                                     | 7,370,000.00           | 7,370,000.00                  |                      |              |         | 7,370,000.00                   |
|                                          | <i>(Note: \$675,000 ST thru MWPA not shown here)</i> | 9,570,000.00           | 8,070,000.00                  | 0.00                 | 700,000.00   | 0.00    | 7,370,000.00                   |
| <b>SCHOOL</b>                            |                                                      |                        |                               |                      |              |         |                                |
| ART 59 2009                              | BANCROFT FEASIBILITY STUDY                           | 525,000.00             | 363,000.00                    |                      | 0.00         |         | 363,000.00                     |
| ART 3A 2010                              | BANCROFT SCHOOL PROJECT                              | 43,835,000.00          | 15,696,751.45                 |                      | 100,000.00   |         | 15,596,751.45                  |
| ART 3A 2010                              | BANCROFT SCHOOL PROJECT #2                           | 5,715,000.00           | 2,149,801.97                  |                      | 1,064,000.00 |         | 1,085,801.97                   |
| ART 17 2011                              | WEST MIDDLE SCHOOL GREEN REPAIR                      | 1,450,907.00           | 595,000.00                    |                      |              |         | 595,000.00                     |
| ART 18 2013                              | DOHERTY SITE IMPROVEMENTS                            | 2,500,000.00           | 100,000.00                    |                      |              |         | 100,000.00                     |
| ART 36 2013                              | SCHOOL BUILDING MAINTANCE & IMPROVE                  | 900,000.00             | 0.00                          |                      |              |         | 0.00                           |
| ART 38 2013                              | WEST MIDDLE SCHOOL HEATING                           | 1,250,000.00           | 0.00                          |                      | 0.00         |         | 0.00                           |
| ART 52 2014                              | SCHOOL BUILDING MAINTANCE & IMPROVE                  | 1,500,000.00           | 1,500,000.00                  |                      | 1,500,000.00 |         | 0.00                           |
| ART 39 2015                              | SCHOOL BUILDING MAINTANCE & IMPROVE                  | 455,000.00             |                               | 455,000.00           |              |         | 455,000.00                     |
| ART 40 2015                              | SCHOOL SITE IMP - WEST ELEMENTARY                    | 319,000.00             |                               | 319,000.00           |              |         | 319,000.00                     |
|                                          |                                                      | 58,449,907.00          | 20,404,553.42                 | 774,000.00           | 2,664,000.00 | 0.00    | 18,514,553.42                  |
| <b>ROAD AND DRAINAGE</b>                 |                                                      |                        |                               |                      |              |         |                                |
| ART 20 2014                              | HOLT RD SIDEWALK CONSTRUCTION                        | 138,000.00             | 138,000.00                    |                      | 138,000.00   |         | 0.00                           |
| ART 45 2015                              | SIDEWALK CONSTRUCTION - WOBURN ST                    | 113,000.00             |                               | 113,000.00           |              |         | 113,000.00                     |
| ART 62 2015                              | SIDEWALK CONSTRUCTION - RIVER ST                     | 301,000.00             |                               | 301,000.00           |              |         | 301,000.00                     |
|                                          |                                                      | 552,000.00             | 138,000.00                    | 414,000.00           | 138,000.00   | 0.00    | 414,000.00                     |
| <b>CONSERVATION AND LAND ACQUISITION</b> |                                                      |                        |                               |                      |              |         |                                |
| ART 12 2001                              | LAND ACQUISITION LOWELL JCT RD                       | 2,000,000.00           | 800,000.00                    |                      |              |         | 800,000.00                     |
| ART 23 2002                              | CONSERVATION FUND                                    | 1,500,000.00           | 400,000.00                    |                      |              |         | 400,000.00                     |
| ART 33 2013                              | LAND ACQUISITION 138 CHANDLER                        | 775,000.00             | 0.00                          |                      |              |         | 0.00                           |
| ART 54 2013                              | REICHHOLD PARCEL                                     | 550,000.00             | 0.00                          |                      |              | 0.00    | 0.00                           |
|                                          |                                                      | 2,825,000.00           | 1,200,000.00                  | 0.00                 | 0.00         | 0.00    | 1,200,000.00                   |
| <b>TECHNOLOGY</b>                        |                                                      |                        |                               |                      |              |         |                                |
| ART 22 2012                              | TECHNOLOGY AND INFRASTRUCTURE                        | 2,500,000.00           | 500,000.00                    |                      | 200,000.00   |         | 300,000.00                     |
| ART 40 2014                              | TECHNOLOGY HARDWARE & SOFTWARE                       | 200,000.00             | 200,000.00                    |                      |              |         | 200,000.00                     |
| ART 38 2015                              | SAFETY & SECURITY UPGRADES                           | 600,000.00             |                               | 600,000.00           |              |         | 600,000.00                     |
|                                          |                                                      | 3,300,000.00           | 700,000.00                    | 600,000.00           | 200,000.00   | 0.00    | 1,100,000.00                   |
| <b>TOWN BUILDINGS</b>                    |                                                      |                        |                               |                      |              |         |                                |
| STM 2A, 2011                             | YOUTH CENTER                                         | 2,000,000.00           | 0.00                          |                      | 0.00         |         | 0.00                           |
| ART 28 2013                              | TOWN BUILDING AND FACILITY MAINTENANCE               | 300,000.00             | 0.00                          |                      | 0.00         |         | 0.00                           |
| ART 39 2014                              | TOWN AND SCHOOL ENERGY INITIATIVES                   | 236,000.00             | 236,000.00                    |                      | 236,000.00   |         | 0.00                           |
| ART 41 2014                              | TOWN PLAYGROUND REPLACEMENTS                         | 150,000.00             | 150,000.00                    |                      | 150,000.00   |         | 0.00                           |
| ART 43 2014                              | TOWN BUILDING AND FACILITY MAINTENANCE               | 467,000.00             | 467,000.00                    |                      | 467,000.00   |         | 0.00                           |
| ART 43 2014                              | TOWN BUILDING AND FACILITY MAINTENANCE               | 1,200,000.00           |                               | 1,200,000.00         |              |         | 1,200,000.00                   |
|                                          |                                                      | 4,353,000.00           | 853,000.00                    | 1,200,000.00         | 853,000.00   | 0.00    | 1,200,000.00                   |
| <b>MISCELLANEOUS</b>                     |                                                      |                        |                               |                      |              |         |                                |
| ART 45 2014                              | DPW VEHICLES                                         | 260,000.00             | 260,000.00                    |                      | 260,000.00   |         | 0.00                           |
|                                          |                                                      | 260,000.00             | 260,000.00                    | 0.00                 | 260,000.00   | 0.00    | 0.00                           |
| <b>TOTAL GENERAL GOVERNMENT</b>          |                                                      | 79,309,907.00          | 31,625,553.42                 | 2,988,000.00         | 4,815,000.00 | 0.00    | 29,798,553.42                  |
| <b>GRAND TOTAL</b>                       |                                                      | 93,298,006.95          | 36,815,553.42                 | 4,988,000.00         | 7,155,000.00 | 0.00    | 34,648,553.42                  |

**TOWN OF ANDOVER, MASSACHUSETTS  
 DETAIL DEBT SCHEDULE BY FISCAL YEAR  
 AS OF JULY 1, 2015**

| ISSUE                             | ARTICLE            | LOAN DATE | TOTAL LOAN | 2016                | 2017                | 2018                | 2019                | 2020                | 2021-2025            | 2026-2030           | 2031-2035           | TOTAL                |
|-----------------------------------|--------------------|-----------|------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|---------------------|---------------------|----------------------|
| <b>EXEMPT DEBT</b>                |                    |           |            |                     |                     |                     |                     |                     |                      |                     |                     |                      |
| <b>SCHOOL</b>                     |                    |           |            |                     |                     |                     |                     |                     |                      |                     |                     |                      |
| EXEMPT ADVANCE REFUNDING (2006)   | ART 20-1, 1994     | 1/15/05   | 6,378,109  | 612,953.79          | 603,767.30          |                     |                     |                     |                      |                     |                     | 1,216,721.09         |
| EXEMPT ADVANCE REFUNDING (2006)   | ART 20-2, 1994     | 1/15/05   | 506,373    | 47,046.21           | 46,232.70           |                     |                     |                     |                      |                     |                     | 93,278.91            |
| SCHOOL BONDS EXEMPT REFI          | ART 19, 1999       | 2/15/10   | 1,092,000  | 120,000.00          | 120,000.00          | 120,000.00          | 115,000.00          | 115,000.00          |                      |                     |                     | 590,000.00           |
| BANCROFT FEASIBILITY              | ART 24, 2008       | 2/15/10   | 300,000    |                     |                     |                     |                     |                     |                      |                     |                     | 0.00                 |
| SCHOOL BONDS - Sewer REFI         | ART 9, 2000        | 2/15/10   | 1,342,000  | 155,000.00          | 155,000.00          | 145,000.00          | 140,000.00          | 140,000.00          | 140,000.00           |                     |                     | 875,000.00           |
| SCHOOL BONDS EXEMPT REFI          | ART 9, 2000        | 12/22/11  | 3,361,700  | 345,000.00          | 341,800.00          | 335,000.00          | 335,000.00          | 330,000.00          | 960,000.00           |                     |                     | 2,646,800.00         |
| SCHOOL BONDS EXEMPT REFI          | ART 9, 2000        | 12/1/02   | 7,000,000  |                     |                     |                     |                     |                     |                      |                     |                     | 0.00                 |
| ADV REF 9495 LOANS                | VARIOUS            | 6/15/03   | 10,193,222 | 945,000.00          |                     |                     |                     |                     |                      |                     |                     | 945,000.00           |
| BANCROFT FEASIBILITY              | ART 59, 2009       | 12/22/11  | 162,000    | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 45,000.00            | 25,000.00           | 10,000.00           | 130,000.00           |
| MIDDLE/EL SCHOOL Orig             | ART 9, 2000        | 12/1/05   | 3,092,000  |                     |                     |                     |                     |                     |                      |                     |                     | 0.00                 |
| MIDDLE/EL SCHOOL Refi NC          | ART 9, 2000        | 12/19/12  | 420,000    | 140,000.00          |                     |                     |                     |                     |                      |                     |                     | 140,000.00           |
| MIDDLE/EL SCHOOL Refi NC          | ART 9, 2000        | 12/19/12  | 1,500,000  |                     | 165,000.00          | 165,000.00          | 165,000.00          | 160,000.00          | 705,000.00           | 140,000.00          |                     | 1,500,000.00         |
| MIDDLE/EL SCHOOL Refi NC          | ART 03, 2012       | 12/19/12  | 14,000,000 | 700,000.00          | 700,000.00          | 700,000.00          | 700,000.00          | 700,000.00          | 3,500,000.00         | 3,500,000.00        | 2,100,000.00        | 12,600,000.00        |
| BANCROFT SCHOOL                   | ART 03, 2012       | 3/6/14    | 13,255,000 | 655,000.00          | 655,000.00          | 655,000.00          | 655,000.00          | 655,000.00          | 3,275,000.00         | 3,250,000.00        | 2,600,000.00        | 12,400,000.00        |
| BANCROFT SCHOOL                   | ART 1, 2013        | 3/6/14    | 2,435,000  | 125,000.00          | 125,000.00          | 125,000.00          | 125,000.00          | 125,000.00          | 605,000.00           | 600,000.00          | 480,000.00          | 2,310,000.00         |
| BANCROFT SCHOOL                   | ART 3, 2010        | 6/19/15   | 100,000    | 5,000.00            | 5,000.00            | 5,000.00            | 5,000.00            | 5,000.00            | 25,000.00            | 25,000.00           | 25,000.00           | 100,000.00           |
| BANCROFT SCHOOL                   | ART 1, 2013        | 6/19/15   | 44,000     | 40,000.00           | 40,000.00           | 40,000.00           | 40,000.00           | 40,000.00           | 200,000.00           | 200,000.00          | 175,000.00          | 779,000.00           |
| <b>TOTAL SCHOOL</b>               | <b>017112-5741</b> |           |            | <b>3,904,000.00</b> | <b>2,966,800.00</b> | <b>2,300,000.00</b> | <b>2,290,000.00</b> | <b>2,280,000.00</b> | <b>9,455,000.00</b>  | <b>7,740,000.00</b> | <b>5,390,000.00</b> | <b>36,325,800.00</b> |
| <b>PUBLIC SAFETY</b>              |                    |           |            |                     |                     |                     |                     |                     |                      |                     |                     |                      |
| PUBLIC SAFETY CENTER REFI         | ART 16, 1999       | 2/15/10   | 2,807,000  | 280,000.00          | 280,000.00          | 275,000.00          | 270,000.00          | 270,000.00          | 265,000.00           |                     |                     | 1,640,000.00         |
| PUBLIC SAFETY CENTER REFI         | ART 40, 2001       | 2/15/10   | 101,500    | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 20,000.00            |                     |                     | 70,000.00            |
| PUBLIC SAFETY CENTER REFI         | ART 16, 1999       | 2/15/10   | 2,333,500  | 235,000.00          | 235,000.00          | 235,000.00          | 235,000.00          | 235,000.00          | 455,000.00           |                     |                     | 1,630,000.00         |
| PUBLIC SAFETY CENTER              | ART 10-1, 2002     | 12/1/05   | 250,000    |                     |                     |                     |                     |                     |                      |                     |                     | 0.00                 |
| PUBLIC SAFETY CENTER ADV REF NC   | ART 10-1, 2002     | 12/19/12  | 75,000     | 25,000.00           |                     |                     |                     |                     |                      |                     |                     | 25,000.00            |
| PUBLIC SAFETY CENTER              | ART 10-1, 2002     | 12/1/07   | 80,000     | 5,000.00            | 5,000.00            | 5,000.00            | 5,000.00            | 5,000.00            | 20,000.00            |                     |                     | 45,000.00            |
| PUBLIC SAFETY CENTER              | ART 10-1, 2002     | 3/15/09   | 425,000    | 22,100.00           | 22,100.00           | 22,100.00           | 22,100.00           | 21,250.00           | 106,250.00           | 76,500.00           |                     | 292,400.00           |
| <b>TOTAL PUBLIC SAFETY</b>        | <b>017112-5746</b> |           |            | <b>577,100.00</b>   | <b>552,100.00</b>   | <b>547,100.00</b>   | <b>542,100.00</b>   | <b>541,250.00</b>   | <b>866,250.00</b>    | <b>76,500.00</b>    | <b>0.00</b>         | <b>3,702,400.00</b>  |
| <b>TOTAL EXEMPT</b>               |                    |           |            | <b>4,481,100.00</b> | <b>3,518,900.00</b> | <b>2,847,100.00</b> | <b>2,832,100.00</b> | <b>2,821,250.00</b> | <b>10,321,250.00</b> | <b>7,816,500.00</b> | <b>5,390,000.00</b> | <b>40,078,200.00</b> |
| <b>PUBLIC SERVICE ENTERPRISES</b> |                    |           |            |                     |                     |                     |                     |                     |                      |                     |                     |                      |
| <b>WATER DEBT</b>                 |                    |           |            |                     |                     |                     |                     |                     |                      |                     |                     |                      |
| WATER DIST IMPROVEMENT REFI       | ART 24, 1996       | 2/15/10   | 360,000    |                     |                     |                     |                     |                     |                      |                     |                     | 0.00                 |
| WATER TREATMENT PLANT             | ART 42, 2002       | 12/15/03  | 975,000    |                     |                     |                     |                     |                     |                      |                     |                     | 0.00                 |
| WATER TREATMENT PLANT             | ART 42, 2002       | 12/22/11  | 473,000    | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 45,000.00           | 178,000.00           |                     |                     | 423,000.00           |
| WATER SYSTEM                      | ART 20, 2003       | 12/15/03  | 2,008,000  |                     |                     |                     |                     |                     |                      |                     |                     | 0.00                 |
| WATER SYSTEM                      | ART 20, 2003       | 12/15/11  | 997,400    | 100,000.00          | 100,000.00          | 100,000.00          | 100,000.00          | 100,000.00          | 382,000.00           |                     |                     | 882,000.00           |
| WATER MAINS                       | ART 43, 2002       | 12/1/04   | 500,000    |                     |                     |                     |                     |                     |                      |                     |                     | 0.00                 |
| WATER MAINS NON-CALLABLE          | ART 43, 2002       | 12/19/12  | 50,000     |                     |                     |                     |                     |                     |                      |                     |                     | 0.00                 |
| WATER MAINS REFINANCED            | ART 43, 2002       | 12/19/12  |            | 25,650.00           | 25,000.00           | 25,000.00           | 25,000.00           | 25,000.00           | 109,400.00           |                     |                     | 235,050.00           |
| WATER SYSTEM                      | ART 20, 2008       | 10/15/06  | 1,000,000  | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 250,000.00           | 100,000.00          |                     | 600,000.00           |
| WATER PLANT (WPAI)                | ART 34, 2005       | 12/1/06   | 4,666,635  | 225,300.00          | 229,877.00          | 234,516.00          | 239,254.00          | 244,887.00          | 1,296,424.00         | 555,977.00          |                     | 3,025,450.00         |
| WATER PLANT (WPAI)                | ART 34, 2005       | 12/1/06   | 634,717    | 29,293.00           | 29,884.00           | 30,488.00           | 31,104.00           | 31,732.00           | 168,540.00           | 147,508.00          |                     | 468,549.00           |
| WATER SYSTEM                      | ART 20, 2003       | 12/1/07   | 1,472,000  | 75,000.00           | 75,000.00           | 75,000.00           | 75,000.00           | 75,000.00           | 360,000.00           | 210,000.00          |                     | 945,000.00           |
| WATER SYSTEM                      | ART 34, 2005       | 12/1/07   | 1,000,000  | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 250,000.00           | 150,000.00          |                     | 650,000.00           |
| WATER SYSTEM                      | ART 41, 2005       | 12/1/07   | 50,000     | 5,000.00            | 5,000.00            | 5,000.00            | 5,000.00            | 5,000.00            |                      |                     |                     | 15,000.00            |
| WATER SYSTEM                      | ART 34, 2005       | 3/15/09   | 198,000    | 20,000.00           | 20,000.00           | 20,000.00           | 20,000.00           | 20,000.00           |                      |                     |                     | 60,000.00            |
| WATER SYSTEM                      | ART 34, 2005       | 12/1/07   | 1,000,000  | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 250,000.00           | 150,000.00          |                     | 650,000.00           |
| WATER TREATMENT PLANT             | ART 34, 2010       | 12/22/11  | 250,000    | 15,000.00           | 15,000.00           | 15,000.00           | 15,000.00           | 15,000.00           | 60,000.00            | 50,000.00           | 20,000.00           | 205,000.00           |
| WTP GRANULAR CARBON               | ART 33, 2010       | 12/22/11  | 400,000    | 40,000.00           | 40,000.00           | 40,000.00           | 40,000.00           | 40,000.00           | 80,000.00            | 80,000.00           |                     | 280,000.00           |
| WATER TREATMENT PLANT             | ART 33, 2010       | 2/24/11   | 300,000    | 30,000.00           | 30,000.00           | 30,000.00           | 30,000.00           | 30,000.00           | 30,000.00            | 30,000.00           |                     | 180,000.00           |
| WATER MAINS                       | ART 31, 2010       | 12/19/12  | 500,000    | 25,000.00           | 25,000.00           | 25,000.00           | 25,000.00           | 25,000.00           | 125,000.00           | 125,000.00          | 75,000.00           | 450,000.00           |
| WATER TREATMENT PLANT PUMP        | ART 44, 2011       | 12/19/12  | 100,000    | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 20,000.00            | 20,000.00           |                     | 70,000.00            |
| WATER MAIN CONSTRUCTION           | ART 42, 2011       | 3/6/14    | 500,000    | 25,000.00           | 25,000.00           | 25,000.00           | 25,000.00           | 25,000.00           | 125,000.00           | 125,000.00          | 100,000.00          | 475,000.00           |
| WATER MAIN REPLACEMENT            | ART 35, 2012       | 3/6/14    | 1,439,000  | 75,000.00           | 75,000.00           | 75,000.00           | 75,000.00           | 75,000.00           | 355,000.00           | 350,000.00          | 280,000.00          | 1,360,000.00         |
| HYDRANT REPLACEMENT               | ART 46, 2013       | 3/6/14    | 500,000    | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 200,000.00           | 200,000.00          |                     | 450,000.00           |
| WATER MAIN REPLACEMENT            | ART 41, 2013       | 3/6/14    | 1,000,000  | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 250,000.00           | 250,000.00          | 200,000.00          | 950,000.00           |
| GAC REPLACEMENT                   | ART 33, 2010       | 3/6/14    | 110,000    | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 40,000.00            | 40,000.00           |                     | 95,000.00            |
| WATER DISTRIBUTION MAINTENANCE    | ART 43, 2012       | 6/19/15   | 500,000    | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 250,000.00           | 250,000.00          |                     | 500,000.00           |
| WATER DISTRIBUTION MAINT PROGRAM  | ART 42, 2013       | 6/19/15   | 500,000    | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 250,000.00           | 250,000.00          |                     | 500,000.00           |
| FIRE HYDRANT INFLAST MAINT 1      | ART 46, 2016       | 6/19/15   | 500,000    | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 250,000.00           | 250,000.00          |                     | 500,000.00           |
| FIRE HYDRANT INFLAST MAINT 2      | ART 22, 2014       | 6/19/15   | 500,000    | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 250,000.00           | 250,000.00          |                     | 500,000.00           |
| WATER TREATMENT PLANT EQUIPMENT   | ART 44, 2011       | 6/19/15   | 340,000    | 35,000.00           | 35,000.00           | 35,000.00           | 35,000.00           | 35,000.00           | 165,000.00           | 165,000.00          |                     | 340,000.00           |
| <b>TOTAL WATER</b>                | <b>017102-5742</b> |           |            | <b>1,200,263.00</b> | <b>1,199,756.00</b> | <b>1,205,004.00</b> | <b>1,185,358.00</b> | <b>1,185,819.00</b> | <b>5,444,364.00</b>  | <b>2,063,485.00</b> | <b>675,000.00</b>   | <b>14,159,049.00</b> |

TOWN OF ANDOVER, MASSACHUSETTS  
 DETAIL DEBT SCHEDULE BY FISCAL YEAR  
 AS OF JULY 1, 2015

| ISSUE                                      | ARTICLE            | LOAN DATE | TOTAL LOAN | 2016                | 2017                | 2018                | 2019                | 2020                | 2021-2025            | 2026-2030           | 2031-2035         | TOTAL                |
|--------------------------------------------|--------------------|-----------|------------|---------------------|---------------------|---------------------|---------------------|---------------------|----------------------|---------------------|-------------------|----------------------|
| <b>SEWER DEBT</b>                          |                    |           |            |                     |                     |                     |                     |                     |                      |                     |                   |                      |
| SEWER SO MAIN ST (Betterment) REFI         | ART 41, 1999       | 2/15/10   | 2,460,000  | 245,000.00          | 245,000.00          | 245,000.00          | 245,000.00          | 245,000.00          | 480,000.00           |                     |                   | 1,705,000.00         |
| SEWER FOREST HILLS (Betterment) REFI       | ART 13, 2000       | 2/15/10   | 1,674,000  | 165,000.00          | 165,000.00          | 165,000.00          | 165,000.00          | 165,000.00          | 325,000.00           |                     |                   | 1,150,000.00         |
| SEWER SO MAIN ST (Betterment)              | ART 41, 1999       | 12/22/11  | 1,941,350  | 197,000.00          | 197,000.00          | 195,000.00          | 195,000.00          | 190,000.00          | 555,000.00           |                     |                   | 1,529,000.00         |
| SEWER SO MAIN ST (Betterment)              | ART 41, 1999       | 12/1/02   | 4,000,000  |                     |                     |                     |                     |                     |                      |                     |                   | 0.00                 |
| SEWER ROGERS BROOK (Betterment)            | ART 42, 1999       | 12/22/01  | 485,000    | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 135,000.00           |                     |                   | 385,000.00           |
| SEWER ROGERS BROOK (Betterment)            | ART 42, 1999       | 12/1/02   | 1,000,000  |                     |                     |                     |                     |                     |                      |                     |                   | 0.00                 |
| SEWER SO MAIN ST (Betterment)              | ART 41, 1999       | 12/15/03  | 3,000,000  |                     |                     |                     |                     |                     |                      |                     |                   | 0.00                 |
| SEWER SO MAIN ST (Betterment)              | ART 41, 1999       | 12/22/11  | 1,495,000  | 155,000.00          | 150,000.00          | 150,000.00          | 150,000.00          | 150,000.00          | 575,000.00           |                     |                   | 1,330,000.00         |
| SEWER ROGERS BROOK (Betterment)            | ART 42, 1999       | 12/15/03  | 3,300,000  |                     |                     |                     |                     |                     |                      |                     |                   | 0.00                 |
| SEWER ROGERS BROOK (Betterment)            | ART 42, 1999       | 12/22/11  | 1,798,550  | 160,000.00          | 158,200.00          | 155,000.00          | 155,000.00          | 205,000.00          | 795,000.00           |                     |                   | 1,628,200.00         |
| SEWER SO MAIN ST (BET)                     | ART 41, 1999       | 12/1/04   | 2,000,000  |                     |                     |                     |                     |                     |                      |                     |                   | 0.00                 |
| SEWER SO MAIN ST (Best) NON COLLABLE       | ART 41, 1999       | 12/19/04  | 200,000    |                     |                     |                     |                     |                     |                      |                     |                   | 0.00                 |
| SEWER SO MAIN ST (Betterment)              | ART 41, 1999       | 12/19/12  | 936,650    | 96,300.00           | 95,000.00           | 95,000.00           | 95,000.00           | 95,000.00           | 460,350.00           |                     |                   | 936,650.00           |
| SEWER SO MAIN ST (Betterment)              | ART 2A, 2004       | 10/15/06  | 1,000,000  | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 250,000.00           | 100,000.00          |                   | 600,000.00           |
| SEWER SO MAIN ST (Betterment)              | ART 41, 1999       | 10/15/06  | 4,002,000  | 210,000.00          | 210,000.00          | 195,000.00          | 200,000.00          | 200,000.00          | 1,000,000.00         | 400,000.00          |                   | 2,415,000.00         |
| SEWER SO MAIN ST (Betterment)              | ART 35, 2004       | 12/1/07   | 1,225,000  | 60,000.00           | 60,000.00           | 60,000.00           | 60,000.00           | 60,000.00           | 300,000.00           | 180,000.00          |                   | 780,000.00           |
| SEWER SO MAIN ST (Betterment)              | ART 41, 1999       | 12/1/07   | 4,458,000  | 240,000.00          | 215,000.00          | 215,000.00          | 225,000.00          | 225,000.00          | 1,105,000.00         | 640,000.00          |                   | 2,865,000.00         |
| SEWER SO MAIN ST (Betterment)              | ART 2A, 2004       | 12/1/07   | 500,000    | 25,000.00           | 25,000.00           | 25,000.00           | 25,000.00           | 25,000.00           | 125,000.00           | 75,000.00           |                   | 325,000.00           |
| SEWER                                      | Art 33, 2006       | 3/15/09   | 350,000    | 20,000.00           | 20,000.00           | 20,000.00           | 20,000.00           | 15,000.00           | 75,000.00            | 60,000.00           |                   | 230,000.00           |
| SEWER SHAWSHOEN OUTFALL                    | Art 33, 2007       | 3/15/09   | 1,500,000  | 75,000.00           | 75,000.00           | 75,000.00           | 75,000.00           | 75,000.00           | 375,000.00           | 300,000.00          |                   | 1,050,000.00         |
| SEWER - DASCOMB ROAD (Betterment)          | Art 36, 2007       | 3/15/09   | 200,000    | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 50,000.00            | 40,000.00           |                   | 140,000.00           |
| SEWER KIRKLAND ROAD (Betterment)           | Art 41, 2007       | 3/15/09   | 250,000    | 15,000.00           | 15,000.00           | 15,000.00           | 15,000.00           | 10,000.00           | 50,000.00            | 40,000.00           |                   | 160,000.00           |
| SEWER SAWSHOEN PUMP STATION                | Art 64, 2007       | 3/15/09   | 200,000    | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 50,000.00            | 40,000.00           |                   | 240,000.00           |
| SEWER SHAWSHOEN OUTFALL                    | Art 33, 2008       | 2/24/11   | 300,000    | 15,000.00           | 15,000.00           | 15,000.00           | 15,000.00           | 15,000.00           | 75,000.00            | 75,000.00           | 15,000.00         | 240,000.00           |
| SEWER                                      | Art 46, 2010       | 12/22/11  | 225,000    | 15,000.00           | 15,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 50,000.00            | 50,000.00           |                   | 180,000.00           |
| SEWER MAINS                                | Art 51, 2011       | 2/24/11   | 200,000    | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 50,000.00            | 50,000.00           | 10,000.00         | 160,000.00           |
| SHAWSHOEN PUMPING STATION                  | ART 64, 2007       | 12/19/12  | 200,000    | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 50,000.00            | 50,000.00           | 30,000.00         | 180,000.00           |
| REPAIR SANITARY SEWER                      | ART 33, 2006       | 12/19/12  | 150,000    | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 40,000.00            | 25,000.00           | 15,000.00         | 130,000.00           |
| SEWER MAIN CONSTRUCTION                    | ART 51, 2008       | 12/19/12  | 300,000    | 15,000.00           | 15,000.00           | 15,000.00           | 15,000.00           | 15,000.00           | 75,000.00            | 75,000.00           | 45,000.00         | 270,000.00           |
| SEWER MAIN CONSTRUCTION                    | ART 32, 2010       | 12/19/12  | 500,000    | 25,000.00           | 25,000.00           | 25,000.00           | 25,000.00           | 25,000.00           | 125,000.00           | 125,000.00          | 75,000.00         | 450,000.00           |
| SEWER INFRASTRUCTURE VEHICLE               | ART 37, 2012       | 12/19/12  | 250,000    | 30,000.00           | 30,000.00           | 30,000.00           | 30,000.00           | 30,000.00           | 30,000.00            |                     |                   | 180,000.00           |
| <b>TOTAL SEWER</b>                         | <b>017102-5743</b> |           |            | <b>1,913,300.00</b> | <b>1,880,200.00</b> | <b>1,855,000.00</b> | <b>1,870,000.00</b> | <b>1,905,000.00</b> | <b>7,200,350.00</b>  | <b>2,325,000.00</b> | <b>210,000.00</b> | <b>19,158,850.00</b> |
| <b>TOTAL ENTERPRISE</b>                    |                    |           |            | <b>3,113,563.00</b> | <b>3,079,956.00</b> | <b>3,060,004.00</b> | <b>3,055,358.00</b> | <b>3,090,819.00</b> | <b>12,644,714.00</b> | <b>4,388,485.00</b> | <b>885,000.00</b> | <b>33,317,899.00</b> |
| <b>GENERAL FUND NON-EXEMPT SCHOOL DEBT</b> |                    |           |            |                     |                     |                     |                     |                     |                      |                     |                   |                      |
| H/S RENOVATION REFI                        | ART 23, 1996       | 2/15/10   | 240,000    |                     |                     |                     |                     |                     |                      |                     |                   | 0.00                 |
| SCHOOL BUILDINGS                           | ART 28-2 2002      | 12/15/03  | 935,000    |                     |                     |                     |                     |                     |                      |                     |                   | 0.00                 |
| SCHOOL BUILDINGS                           | ART 28-2 2002      | 12/22/11  | 304,000    | 60,000.00           | 60,000.00           | 60,000.00           | 60,000.00           |                     |                      |                     |                   | 240,000.00           |
| WEST EL - ASBESTOS                         | ART 12, 2002       | 12/15/03  | 1,500,000  |                     |                     |                     |                     |                     |                      |                     |                   | 0.00                 |
| WEST EL - ASBESTOS                         | ART 12, 2002       | 12/22/11  | 491,000    | 100,000.00          | 100,000.00          | 97,000.00           | 94,000.00           |                     |                      |                     |                   | 391,000.00           |
| COLLINS CTR HVAC                           | ART 29, 2004       | 12/1/04   | 475,000    |                     |                     |                     |                     |                     |                      |                     |                   | 0.00                 |
| COLLINS CTR HVAC ADV REFNC                 | ART 29, 2004       | 12/19/12  | 105,000    | 35,000.00           |                     |                     |                     |                     |                      |                     |                   | 35,000.00            |
| COLLINS CTR HVAC                           | ART 29, 2004       | 12/19/12  | 122,000    | 400.00              | 35,000.00           | 35,000.00           | 35,000.00           | 17,500.00           |                      |                     |                   | 122,900.00           |
| SCHOOL RENOVATIONS                         | ART 11, 2005       | 12/1/05   | 1,000,000  |                     |                     |                     |                     |                     |                      |                     |                   | 0.00                 |
| SCHOOL RENOVATIONS ADV REFNC               | ART 11, 2005       | 12/19/12  |            | 50,000.00           |                     |                     |                     |                     |                      |                     |                   | 50,000.00            |
| SCHOOL RENOVATIONS                         | ART 11, 2005       | 12/19/12  |            |                     | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 235,000.00           | 45,000.00           |                   | 480,000.00           |
| WEST EL - ASBESTOS                         | ART 12, 2002       | 10/15/06  | 200,000    | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 10,000.00           | 50,000.00            | 10,000.00           |                   | 110,000.00           |
| SCHOOL HVAC                                | ART 46, 2006       | 12/1/07   | 200,000    | 13,000.00           | 13,000.00           | 13,000.00           | 14,000.00           | 14,000.00           | 42,000.00            |                     |                   | 109,000.00           |
| WEST EL - ASBESTOS                         | ART 12, 2002       | 12/1/07   | 100,000    | 5,000.00            | 5,000.00            | 5,000.00            | 5,000.00            | 5,000.00            | 15,000.00            |                     |                   | 40,000.00            |
| SCHOOL RENOVATIONS                         | ART 17, 2006       | 12/1/07   | 250,000    | 15,000.00           | 15,000.00           | 15,000.00           | 15,000.00           | 15,000.00           | 45,000.00            |                     |                   | 120,000.00           |
| SCHOOL RENOVATIONS                         | ART 11, 2005       | 12/1/07   | 500,000    | 35,000.00           | 35,000.00           | 35,000.00           | 30,000.00           | 30,000.00           | 90,000.00            |                     |                   | 255,000.00           |
| SCHOOL RENOVATIONS                         | ART 17, 2006       | 3/15/09   | 865,000    | 46,000.00           | 46,000.00           | 46,000.00           | 46,000.00           | 45,000.00           | 225,000.00           | 135,000.00          |                   | 589,000.00           |
| SCHOOL ROOF                                | ART 17, 2007       | 3/15/09   | 1,480,000  | 78,000.00           | 78,000.00           | 78,000.00           | 78,000.00           | 80,000.00           | 400,000.00           | 220,000.00          |                   | 1,011,000.00         |
| SCHOOL RENOVATIONS                         | ART 28, 2007       | 3/15/09   | 465,000    | 25,000.00           | 25,000.00           | 25,000.00           | 25,000.00           | 25,000.00           | 125,000.00           | 65,000.00           |                   | 315,000.00           |
| LOVELY FIELD RENOVATIONS                   | ART 29, 2008       | 3/15/09   | 240,000    | 25,000.00           | 25,000.00           | 20,000.00           | 20,000.00           |                     |                      |                     |                   | 90,000.00            |
| SCHOOL ROOF                                | ART 15, 2007       | 2/15/10   | 1,500,000  | 80,000.00           | 80,000.00           | 80,000.00           | 80,000.00           | 80,000.00           | 400,000.00           | 300,000.00          |                   | 1,190,000.00         |
| SCHOOL REMODELING                          | ART 28, 2007       | 2/15/10   | 300,000    | 15,000.00           | 15,000.00           | 15,000.00           | 15,000.00           | 15,000.00           | 75,000.00            | 60,000.00           |                   | 210,000.00           |
| SCHOOL REPAIRS                             | ART 27, 2008       | 2/15/10   | 1,000,000  | 55,000.00           | 55,000.00           | 55,000.00           | 55,000.00           | 55,000.00           | 250,000.00           | 200,000.00          |                   | 725,000.00           |
| SCHOOL REMODELING                          | ART 28, 2007       | 2/24/11   | 300,000    | 15,000.00           | 15,000.00           | 15,000.00           | 15,000.00           | 15,000.00           | 75,000.00            | 75,000.00           |                   | 225,000.00           |
| SCHOOL REPAIRS                             | ART 27, 2008       | 2/24/11   | 810,000    | 45,000.00           | 45,000.00           | 45,000.00           | 45,000.00           | 45,000.00           | 205,000.00           | 200,000.00          |                   | 630,000.00           |
| SCHOOL REPAIRS                             | ART 56, 2009       | 2/24/11   | 850,000    | 45,000.00           | 45,000.00           | 45,000.00           | 45,000.00           | 45,000.00           | 225,000.00           | 220,000.00          |                   | 670,000.00           |
| SCHOOL RENOVATIONS                         | ART 41, 2010       | 2/24/11   | 2,000,000  | 100,000.00          | 100,000.00          | 100,000.00          | 100,000.00          | 100,000.00          | 500,000.00           | 500,000.00          | 100,000.00        | 1,600,000.00         |
| SCHOOL REMODELING                          | ART 16, 2011       | 12/22/11  | 925,000    | 50,000.00           | 50,000.00           | 45,000.00           | 45,000.00           | 45,000.00           | 225,000.00           | 225,000.00          | 90,000.00         | 775,000.00           |
| WEST MIDDLE SCHOOL                         | ART 17, 2011       | 12/22/11  | 655,000    | 35,000.00           | 35,000.00           | 35,000.00           | 35,000.00           | 35,000.00           | 165,000.00           | 150,000.00          | 60,000.00         | 550,000.00           |
| SCHOOL ROOF REPAIRS                        | ART 41, 2010       | 12/22/11  | 525,000    | 30,000.00           | 30,000.00           | 25,000.00           | 25,000.00           | 25,000.00           | 125,000.00           | 125,000.00          | 50,000.00         | 435,000.00           |
| VETERANS WAR MEMORIAL AUDITORIUM           | ART 58, 2009       | 2/24/11   | 690,000    | 35,000.00           | 35,000.00           | 35,000.00           | 35,000.00           | 35,000.00           | 155,000.00           | 150,000.00          | 30,000.00         | 510,000.00           |
| SCHOOL BUILDING RENOVATIONS                | ART 25, 2012       | 12/19/12  | 1,000,000  | 70,000.00           | 70,000.00           | 70,000.00           | 65,000.00           | 65,000.00           | 325,000.00           | 195,000.00          |                   | 860,000.00           |
| WEST MIDDLE SCHOOL REPAIRS                 | ART 38, 2012       | 12/19/12  | 530,000    | 30,000.00           | 30,000.00           | 30,000.00           | 30,000.00           | 25,000.00           | 125,000.00           | 125,000.00          | 75,000.00         | 470,000.00           |
| BANCROFT SCHOOL                            | ART 1, 2013        | 3/6/14    | 977,000    | 50,000.00           | 50,000.00           | 50,000.00           | 50,000.00           | 45,000.00           | 225,000.00           | 225,000.00          | 180,000.00        | 875,000.00           |
| SCHOOL REPAIRS                             | ART 36, 2013       | 3/6/14    | 900,000    | 45,000.00           | 45,000.00           | 45,000.00           | 45,000.00           | 45,000.00           | 225,000.00           | 225,000.00          | 180,000.00        | 855,000.00           |
| SCHOOL SITE IMP (DOHERTY)                  | ART 18, 2013       | 3/6/14    | 2,400,000  | 120,000.00          | 120,000.00          | 120                 |                     |                     |                      |                     |                   |                      |

**TOWN OF ANDOVER, MASSACHUSETTS  
DETAILED DEBT SCHEDULE BY FISCAL YEAR  
AS OF JULY 1, 2015**

| ISSUE                              | ARTICLE          | LOAN DATE | TOTAL LOAN | 2016              | 2017              | 2018              | 2019              | 2020              | 2021-2025           | 2026-2030           | 2031-2035         | TOTAL               |
|------------------------------------|------------------|-----------|------------|-------------------|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|-------------------|---------------------|
| <b>STREET</b>                      |                  |           |            |                   |                   |                   |                   |                   |                     |                     |                   |                     |
| RED SPRING ROAD BRIDGE             | ART 25, 2003     | 12/1/04   | 400,000    |                   |                   |                   |                   |                   |                     |                     |                   | 0.00                |
| RED SPRING ROAD BRIDGE NON COL     | ART 25, 2003     | 12/19/12  | 46,000     |                   |                   |                   |                   |                   |                     |                     |                   | 0.00                |
| BRIDGE CONSTRUCTION                | ART 54, 2005     | 10/15/06  | 250,000    | 10,000.00         | 10,000.00         | 10,000.00         | 10,000.00         | 10,000.00         | 50,000.00           | 10,000.00           |                   | 110,000.00          |
| STORM DRAINS                       | ART 50, 2008     | 3/15/09   | 100,000    | 5,000.00          | 5,000.00          | 5,000.00          | 5,000.00          | 5,000.00          | 25,000.00           | 20,000.00           |                   | 70,000.00           |
| HIGHWAY                            | ART 74, 1999     | 2/15/10   | 224,000    |                   |                   |                   |                   |                   |                     |                     |                   | 0.00                |
| MAIN ST DEVELOPMENT                | ART 48, 2002     | 2/15/10   | 269,000    | 30,000.00         | 30,000.00         | 30,000.00         | 25,000.00         |                   |                     |                     |                   | 115,000.00          |
| BRIDGE CONSTRUCTION                | ART 52, 2007     | 2/24/11   | 100,000    | 5,000.00          | 5,000.00          | 5,000.00          | 5,000.00          | 5,000.00          | 25,000.00           | 25,000.00           |                   | 75,000.00           |
| BRIDGE CONSTRUCTION                | ART 32, 2008     | 2/24/11   | 400,000    | 20,000.00         | 20,000.00         | 20,000.00         | 20,000.00         | 20,000.00         | 100,000.00          | 100,000.00          | 5,000.00          | 305,000.00          |
| BRIDGE REPAIR                      | ART 24, 2011     | 12/22/11  | 100,000    | 5,000.00          | 5,000.00          | 5,000.00          | 5,000.00          | 5,000.00          | 25,000.00           | 25,000.00           | 10,000.00         | 85,000.00           |
| PARKING LOT                        | ART 25, 2011     | 12/22/11  | 85,000     | 5,000.00          | 5,000.00          | 5,000.00          | 5,000.00          | 5,000.00          | 25,000.00           | 10,000.00           |                   | 60,000.00           |
| DRAINAGE                           | ART 33, 2011     | 12/22/11  | 200,000    | 10,000.00         | 10,000.00         | 10,000.00         | 10,000.00         | 10,000.00         | 50,000.00           | 50,000.00           | 20,000.00         | 170,000.00          |
| DRAINAGE (HIGH PLAIN)              | ART 26, 2011     | 12/22/11  | 75,000     | 15,000.00         | 15,000.00         |                   |                   |                   |                     |                     |                   | 30,000.00           |
| SURFACE DRAIN CONSTRUCTION         | ART 50, 2008     | 2/24/11   | 280,000    | 15,000.00         | 15,000.00         | 15,000.00         | 15,000.00         | 15,000.00         | 75,000.00           | 60,000.00           | 10,000.00         | 220,000.00          |
| BRIDGE REPAIR                      | ART 32, 2008     | 12/19/12  | 200,000    | 10,000.00         | 10,000.00         | 10,000.00         | 10,000.00         | 10,000.00         | 50,000.00           | 50,000.00           | 30,000.00         | 180,000.00          |
| STORM DRAINAGE                     | ART 33, 2011     | 12/19/12  | 100,000    | 5,000.00          | 5,000.00          | 5,000.00          | 5,000.00          | 5,000.00          | 25,000.00           | 25,000.00           | 15,000.00         | 90,000.00           |
| HIGH PLAIN/FISHBROOK               | ART 42, 2012     | 12/19/12  | 1,100,000  | 70,000.00         | 70,000.00         | 70,000.00         | 70,000.00         | 70,000.00         | 340,000.00          | 195,000.00          | 75,000.00         | 960,000.00          |
| SIDEWALK CONSTRUCTION              | ART 20, 2014     | 6/19/15   | 138,000    | 33,000.00         | 30,000.00         | 25,000.00         | 25,000.00         | 25,000.00         |                     |                     |                   | 138,000.00          |
| <b>TOTAL STREET</b>                | 017102-5744      |           |            | <b>238,000.00</b> | <b>235,000.00</b> | <b>215,000.00</b> | <b>210,000.00</b> | <b>185,000.00</b> | <b>790,000.00</b>   | <b>570,000.00</b>   | <b>165,000.00</b> | <b>2,600,000.00</b> |
| <b>MUNICIPAL FACILITIES</b>        |                  |           |            |                   |                   |                   |                   |                   |                     |                     |                   |                     |
| PUBLIC BUILDINGS                   | ART 28-1, 2002   | 12/15/03  | 125,000    |                   |                   |                   |                   |                   |                     |                     |                   | 0.00                |
| TOWN BUILDINGS                     | ART 28-1, 2002   | 12/22/11  | 40,000     | 8,000.00          | 8,000.00          | 8,000.00          | 8,000.00          |                   |                     |                     |                   | 32,000.00           |
| BRIDGES/BUILDINGS                  | ART 32, 2001     | 12/15/03  | 1,157,000  |                   |                   |                   |                   |                   |                     |                     |                   | 0.00                |
| BRIDGES/BUILDINGS                  | ART 32, 2001     | 12/22/11  | 368,000    | 75,000.00         | 75,000.00         | 75,000.00         | 68,000.00         |                   |                     |                     |                   | 293,000.00          |
| TOWN HVAC                          | ART 46, 2006     | 12/1/07   | 250,000    | 17,000.00         | 17,000.00         | 17,000.00         | 16,000.00         | 16,000.00         | 48,000.00           |                     |                   | 131,000.00          |
| TOWN BUILDING RENOVATION           | ART 27, 2007     | 3/15/09   | 255,000    | 15,000.00         | 15,000.00         | 15,000.00         | 15,000.00         | 15,000.00         | 60,000.00           | 30,000.00           |                   | 165,000.00          |
| TOWN BUILDING RENOVATION           | ART 28, 2007     | 3/15/09   | 290,000    | 15,000.00         | 15,000.00         | 15,000.00         | 15,000.00         | 15,000.00         | 75,000.00           | 50,000.00           |                   | 200,000.00          |
| PUBLIC SAFETY (NON EXEMPT PORTION) | ART 10, 2002     | 3/15/09   | 75,000     | 3,900.00          | 3,900.00          | 3,900.00          | 3,900.00          | 3,750.00          | 18,750.00           | 13,500.00           |                   | 51,600.00           |
| TOWN BUILDINGS                     | ART 27, 2007     | 2/15/10   | 400,000    | 20,000.00         | 20,000.00         | 20,000.00         | 20,000.00         | 20,000.00         | 100,000.00          | 80,000.00           |                   | 280,000.00          |
| TOWN BUILDING REMODELING           | ART 35, 2009     | 2/24/11   | 650,000    | 35,000.00         | 35,000.00         | 35,000.00         | 35,000.00         | 35,000.00         | 175,000.00          | 160,000.00          |                   | 510,000.00          |
| TOWN BUILDING REPAIRS              | ART 42, 2010     | 12/22/11  | 163,000    | 10,000.00         | 10,000.00         | 10,000.00         | 10,000.00         | 10,000.00         | 45,000.00           | 25,000.00           | 10,000.00         | 130,000.00          |
| TOWN BUILDING REPAIRS              | ART 34, 2011     | 12/22/11  | 500,000    | 25,000.00         | 25,000.00         | 25,000.00         | 25,000.00         | 25,000.00         | 125,000.00          | 125,000.00          | 50,000.00         | 425,000.00          |
| FIRE STATION PLANNING              | ART 34, 2009     | 12/22/11  | 100,000    | 20,000.00         | 20,000.00         |                   |                   |                   |                     |                     |                   | 40,000.00           |
| DPW VEHICLES                       | ART 40, 2010     | 12/22/11  | 126,000    | 25,000.00         | 25,000.00         |                   |                   |                   |                     |                     |                   | 50,000.00           |
| TOWN BUILDING REPAIRS              | ART 27, 2007     | 12/22/11  | 100,000    | 5,000.00          | 5,000.00          | 5,000.00          | 5,000.00          | 5,000.00          | 25,000.00           | 25,000.00           | 10,000.00         | 85,000.00           |
| BLANCHARD BALLFIELDS               | ART 57, 2009     | 12/22/11  | 325,000    | 25,000.00         | 25,000.00         | 20,000.00         | 20,000.00         | 20,000.00         | 100,000.00          | 40,000.00           |                   | 250,000.00          |
| BLANCHARD ST BALLFIELDS            | ART 57, 2009     | 2/24/11   | 100,000    | 10,000.00         | 10,000.00         | 5,000.00          | 5,000.00          | 5,000.00          | 25,000.00           | 25,000.00           |                   | 60,000.00           |
| TOWN BUILDING RENOVATIONS          | ART 23, 2007     | 12/19/12  | 200,000    | 15,000.00         | 15,000.00         | 15,000.00         | 15,000.00         | 15,000.00         | 65,000.00           | 30,000.00           |                   | 170,000.00          |
| PLAYGROUND REPLACEMENT             | ART 23, 2012     | 12/19/12  | 200,000    | 15,000.00         | 15,000.00         | 15,000.00         | 15,000.00         | 15,000.00         | 75,000.00           | 20,000.00           |                   | 170,000.00          |
| TOWN BUILDING REMODELING           | ART 24, 2012     | 12/19/12  | 400,000    | 30,000.00         | 30,000.00         | 30,000.00         | 25,000.00         | 25,000.00         | 125,000.00          | 75,000.00           |                   | 340,000.00          |
| BALMORAL FENC/MASONRY              | ART 28, 2012     | 12/19/12  | 125,000    | 10,000.00         | 10,000.00         | 10,000.00         | 10,000.00         | 10,000.00         | 40,000.00           | 15,000.00           |                   | 105,000.00          |
| FIRE COMMUNICATIONS                | ART 31, 2012     | 12/19/12  | 200,000    | 25,000.00         | 25,000.00         | 20,000.00         | 20,000.00         | 20,000.00         | 40,000.00           |                     |                   | 150,000.00          |
| TECHNOLOGY HARDWARE                | ART 22, 2012     | 12/19/12  | 1,600,000  | 180,000.00        | 180,000.00        | 180,000.00        | 175,000.00        | 175,000.00        | 350,000.00          |                     |                   | 1,240,000.00        |
| TECHNOLOGY SOFTWARE                | ART 22, 2012     | 12/19/12  | 400,000    | 100,000.00        | 100,000.00        |                   |                   |                   |                     |                     |                   | 200,000.00          |
| YOUTH CENTER                       | ART 3, 2011 STEM | 3/6/14    | 2,000,000  | 100,000.00        | 100,000.00        | 100,000.00        | 100,000.00        | 100,000.00        | 500,000.00          | 500,000.00          | 400,000.00        | 1,900,000.00        |
| TOWN BUILDING RENOVATIONS          | ART 28, 2013     | 3/6/14    | 300,000    | 20,000.00         | 20,000.00         | 20,000.00         | 20,000.00         | 20,000.00         | 100,000.00          | 80,000.00           |                   | 280,000.00          |
| TECHNOLOGY INFRASTRUCTURE          | ART 22, 2012     | 6/19/15   | 200,000    | 40,000.00         | 40,000.00         | 40,000.00         | 40,000.00         | 40,000.00         |                     |                     |                   | 200,000.00          |
| TOWN & SCHOOL ENERGY INITIATIVES   | ART 39, 2014     | 6/19/15   | 236,000    | 26,000.00         | 25,000.00         | 25,000.00         | 25,000.00         | 25,000.00         | 110,000.00          |                     |                   | 236,000.00          |
| TOWN BLDG & FACILITY MAINTENANCE   | ART 43, 2014     | 6/19/15   | 467,000    | 53,000.00         | 50,000.00         | 50,000.00         | 45,000.00         | 45,000.00         | 225,000.00          |                     |                   | 467,000.00          |
| DPW VEHICLES                       | ART 45, 2014     | 6/19/15   | 260,000    | 55,000.00         | 55,000.00         | 50,000.00         | 50,000.00         | 50,000.00         |                     |                     |                   | 260,000.00          |
| PLAYGROUND REPLC & HANDICAP ACCESS | ART 41, 2014     | 6/19/15   | 150,000    | 15,000.00         | 15,000.00         | 15,000.00         | 15,000.00         | 15,000.00         | 75,000.00           |                     |                   | 150,000.00          |
| <b>TOTAL MUNICIPAL FACILITIES</b>  | 017102-5745      |           |            | <b>991,900.00</b> | <b>988,900.00</b> | <b>823,900.00</b> | <b>800,900.00</b> | <b>724,750.00</b> | <b>2,501,750.00</b> | <b>1,268,500.00</b> | <b>470,000.00</b> | <b>8,570,600.00</b> |

**TOWN OF ANDOVER, MASSACHUSETTS  
 DETAIL DEBT SCHEDULE BY FISCAL YEAR  
 AS OF JULY 1, 2015**

| ISSUE                                | ARTICLE      | LOAN DATE | TOTAL LOAN | 2016          | 2017          | 2018         | 2019         | 2020         | 2021-2025     | 2026-2030     | 2031-2035    | TOTAL          |
|--------------------------------------|--------------|-----------|------------|---------------|---------------|--------------|--------------|--------------|---------------|---------------|--------------|----------------|
| <b>PUBLIC SAFETY</b>                 |              |           |            |               |               |              |              |              |               |               |              |                |
| FIRE TRUCK                           | ART 31, 2004 | 12/1/04   | 600,000    |               |               |              |              |              |               |               |              | 0.00           |
| FIRE TRUCK NON CALLABLE              | ART 31, 2004 | 12/19/12  | 80,000     |               |               |              |              |              |               |               |              | 0.00           |
| FIRE TRUCK REFINANCED                | ART 31, 2004 | 12/19/12  |            | 40,800.00     | 40,000.00     | 40,000.00    | 40,000.00    | 32,500.00    |               |               |              | 193,300.00     |
| AMBULANCE                            | ART 30, 2010 | 12/22/11  | 225,000    | 55,000.00     |               |              |              |              |               |               |              | 55,000.00      |
| FIRE TRUCK                           | ART 37, 2006 | 12/1/07   | 440,000    | 30,000.00     | 30,000.00     | 30,000.00    | 30,000.00    | 30,000.00    | 60,000.00     |               |              | 210,000.00     |
| <b>TOTAL PUBLIC SAFETY</b>           | 017102-5746  |           |            | 125,800.00    | 70,000.00     | 70,000.00    | 70,000.00    | 62,500.00    | 60,000.00     | 0.00          | 0.00         | 458,300.00     |
| <b>LAND ACQUISITION</b>              |              |           |            |               |               |              |              |              |               |               |              |                |
| LAND ACQUISITION                     | ART 23, 2002 | 12/1/04   | 1,000,000  |               |               |              |              |              |               |               |              | 0.00           |
| LAND ACQUISITION NON CALLABLE        | ART 23, 2002 | 12/1/12   | 100,000    |               |               |              |              |              |               |               |              | 0.00           |
| LAND ACQUISITION REFINANCE           | ART 23, 2002 | 12/19/12  | 50,900     | 50,900.00     | 50,000.00     | 50,000.00    | 50,000.00    | 45,000.00    | 223,500.00    |               |              | 469,400.00     |
| LAND ACQUISITION                     | ART 32, 2000 | 12/1/04   | 1,500,000  |               |               |              |              |              |               |               |              | 0.00           |
| LAND ACQUISITION NON CALLABLE        | ART 32, 2000 | 12/1/12   | 160,000    |               |               |              |              |              |               |               |              | 0.00           |
| LAND ACQUISITION REFINANCE           | ART 32, 2000 | 12/19/12  |            | 75,950.00     | 75,000.00     | 70,000.00    | 70,000.00    | 70,000.00    | 296,750.00    |               |              | 657,700.00     |
| LAND ACQUISITION                     | ART 12, 2001 | 10/15/06  | 1,100,000  | 60,000.00     | 60,000.00     | 60,000.00    | 55,000.00    | 55,000.00    | 275,000.00    | 55,000.00     |              | 620,000.00     |
| LAND ACQUISITION                     | ART 23, 2002 | 10/15/06  | 100,000    | 10,000.00     | 10,000.00     |              |              |              |               |               |              | 20,000.00      |
| 16 PEARSON ST                        | ART 3A, 2007 | 12/1/07   | 455,000    | 25,000.00     | 25,000.00     | 25,000.00    | 25,000.00    | 25,000.00    | 115,000.00    | 40,000.00     |              | 280,000.00     |
| 18 PEARSON ST                        | ART 4A, 2007 | 12/1/07   | 390,000    | 20,000.00     | 20,000.00     | 20,000.00    | 20,000.00    | 20,000.00    | 100,000.00    | 40,000.00     |              | 240,000.00     |
| 37 PEARSON ST                        | ART 5A, 2007 | 12/1/07   | 505,000    | 25,000.00     | 25,000.00     | 25,000.00    | 25,000.00    | 25,000.00    | 125,000.00    | 50,000.00     |              | 300,000.00     |
| 15 BLANCHARD ST                      | ART 51, 2007 | 12/1/07   | 2,100,000  | 105,000.00    | 105,000.00    | 105,000.00   | 105,000.00   | 105,000.00   | 525,000.00    | 315,000.00    |              | 1,365,000.00   |
| LAND ACQUISITION                     | ART 12, 2001 | 2/24/11   | 100,000    | 5,000.00      | 5,000.00      | 5,000.00     | 5,000.00     | 5,000.00     | 25,000.00     | 25,000.00     |              | 75,000.00      |
| LAND ACQUISITION FOSTERS POND        | ART 55, 2010 | 2/24/11   | 220,000    | 10,000.00     | 10,000.00     | 10,000.00    | 10,000.00    | 10,000.00    | 50,000.00     | 50,000.00     | 10,000.00    | 160,000.00     |
| LAND ACQUISITION BLANCHARD ST        | ART 31, 2011 | 2/24/11   | 290,000    | 15,000.00     | 15,000.00     | 15,000.00    | 15,000.00    | 15,000.00    | 75,000.00     | 70,000.00     | 10,000.00    | 230,000.00     |
| LAND ACQUISITION CHANDLER RD         | ART 33, 2013 | 3/6/14    | 775,000    | 40,000.00     | 40,000.00     | 40,000.00    | 40,000.00    | 40,000.00    | 200,000.00    | 195,000.00    | 140,000.00   | 755,000.00     |
| <b>TOTAL LAND ACQUISITION</b>        | 017102-5747  |           |            | 441,850.00    | 440,000.00    | 425,000.00   | 420,000.00   | 415,000.00   | 2,010,250.00  | 840,000.00    | 160,000.00   | 5,152,100.00   |
| <b>LANDFILL CLOSURE</b>              | ART 44, 1999 | 10/15/06  | 500,000    | 25,000.00     | 25,000.00     | 25,000.00    | 25,000.00    | 25,000.00    | 125,000.00    | 25,000.00     |              | 275,000.00     |
| LANDFILL PLANS                       | ART 43, 2006 | 2/15/10   | 500,000    |               |               |              |              |              |               |               |              | 0.00           |
| LANDFILL                             | ART 44, 1999 | 12/22/11  | 300,000    | 15,000.00     | 15,000.00     | 15,000.00    | 15,000.00    | 15,000.00    | 75,000.00     | 75,000.00     | 30,000.00    | 255,000.00     |
| LANDFILL                             | ART 44, 1999 | 12/22/11  | 300,000    | 15,000.00     | 15,000.00     | 15,000.00    | 15,000.00    | 15,000.00    | 75,000.00     | 75,000.00     | 30,000.00    | 255,000.00     |
| LANDFILL                             | ART 44, 1999 | 12/22/11  | 100,000    | 5,000.00      | 5,000.00      | 5,000.00     | 5,000.00     | 5,000.00     | 25,000.00     | 25,000.00     | 10,000.00    | 85,000.00      |
| LANDFILL                             | ART 44, 1999 | 12/22/11  | 100,000    | 5,000.00      | 5,000.00      | 5,000.00     | 5,000.00     | 5,000.00     | 25,000.00     | 25,000.00     | 10,000.00    | 85,000.00      |
| LANDFILL                             | ART 44, 1999 | 3/6/14    | 200,000    | 10,000.00     | 10,000.00     | 10,000.00    | 10,000.00    | 10,000.00    | 50,000.00     | 50,000.00     | 40,000.00    | 190,000.00     |
| DEPARTMENTAL EQUIPMENT               | ART 02, 2008 | 2/15/10   | 973,000    | 120,000.00    | 120,000.00    | 120,000.00   |              |              |               |               |              | 360,000.00     |
| DEPARTMENTAL EQUIP                   | ART 23, 2011 | 12/22/11  | 300,000    | 60,000.00     | 60,000.00     |              |              |              |               |               |              | 120,000.00     |
| REC PARK LIGHTING                    | ART 48, 2008 | 2/15/10   | 100,000    | 10,000.00     | 10,000.00     | 10,000.00    | 10,000.00    |              |               |               |              | 40,000.00      |
| CLOSING LANDFILL                     | ART 44, 1999 | 6/19/15   | 700,000    | 35,000.00     | 35,000.00     | 35,000.00    | 35,000.00    | 35,000.00    | 175,000.00    | 175,000.00    | 175,000.00   | 700,000.00     |
| <b>TOTAL LANDFILL</b>                | 017102-5749  |           |            | 300,000.00    | 300,000.00    | 240,000.00   | 120,000.00   | 110,000.00   | 550,000.00    | 450,000.00    | 295,000.00   | 2,365,000.00   |
| <b>TOTAL GENERAL FUND NON-EXEMPT</b> |              |           |            | 3,614,850.00  | 3,550,000.00  | 3,272,900.00 | 3,107,900.00 | 2,785,750.00 | 12,034,500.00 | 8,073,500.00  | 2,385,000.00 | 38,832,900.00  |
| <b>GRAND TOTAL</b>                   |              |           |            | 11,209,613.00 | 10,149,756.00 | 9,180,004.00 | 8,995,358.00 | 8,695,819.00 | 34,999,564.00 | 20,276,485.00 | 8,670,000.00 | 112,178,999.00 |

**To: *The Citizens of Andover***  
**From: *Sheila Doherty, Town Moderator***

Many of our citizens each year are new or recent transfers into our town from areas where the legislative body of the community is not governed by the Open Town Meeting. With this in mind, I feel that the following general information and guidelines will help meeting members as they deliberate the town meeting warrant.

### **INTRODUCTION TO TOWN MEETING**

The Town Meeting is a distinctly New England institution. It traces its origins in the New World to the Mayflower Compact and has evolved from the parish meetings dating from the time when all inhabitants of the town were also members of the parish.

Each early parish meeting had a Moderator - a person chosen because of his knowledge, fairness, and moderate temperament. His word and his decisions had a force and effect of law.

All Town Meetings in New England are alike - and no two are identical. Town Meeting is the legislative and principal policy making body for the Town of Andover. It convenes at least annually at the specific time, date and place designated by the Board of Selectmen.

The Annual Town Meeting considers and adopts operating budgets for town and schools for the coming fiscal year and makes many other decisions, which will affect the quality of life for the citizens of Andover. Capital projects, zoning changes, street acceptances, general by-law changes, etc., all require votes of Town Meeting.

Any person registered to vote in Andover may participate and vote at Town Meeting.

### **THE WARRANT**

The agenda of the meeting is the Warrant. It is the warning to all inhabitants of the articles which will be discussed and may be voted on at the meeting. Articles are included in the Warrant at the discretion of the Board of Selectmen and by citizen petition. The Board of Selectmen sets the order of the Warrant.

The final printed and published Warrant is given to the Moderator for discussion and action at the Meeting. No additional articles are permitted, and no changes are permitted which would materially change the content or intent of the article. The inhabitants would not have had proper warning. Articles are not taken out of order for the same reason.

### **THE DEBATE**

Certain Rules observed by the Moderator flow from custom and tradition.

1. In order for an article to be considered, it must be moved and seconded. Proponents of the article are permitted to speak first.
2. Voters address the chair as Mr./Madam Moderator and when recognized, the voter should announce his/her name and address before proceeding to discuss a concern.
3. Any person having a monetary or equitable interest in any matter under discussion shall disclose the fact of that interest or employment before speaking.
4. Out of consideration to others, speakers should be brief, direct and concise. The Moderator will give everyone an opportunity to speak, but reserves the right to call for a vote to close debate if it is deemed that further discussion is no longer productive.

5. A motion from the floor to move the question can also close the debate. An affirmative vote on this motion closes debate and a vote on the main motion is taken. If the Moderator feels that the discussion has been cut too short, a decision may be made to continue the discussion until it is clear that the discussion is no longer productive.

### AMENDMENTS

1. Only one amendment is permitted at a time. By custom, we do not allow amendments to amendments. This helps to keep the process simple and understandable for the meeting participants.
2. Amendments which would in effect kill an article are not permitted – a “no” vote will accomplish the same results.
3. Amendments, by custom, must be written in triplicate and presented to the Moderator. One copy goes to the Moderator to read to the meeting for action, another copy goes to the Town Clerk for the official record, and a third copy is kept by the person who requests the amendment. Triplicate copy forms are available from the Town Clerk or the Ombudsman (available at the meeting to assist participants with their amendments.)
4. After an amendment is seconded and discussed, the Moderator calls for a vote on the amendment only. Debate then continues on the original motion or other amendments. The final vote is taken on the original motion, as amended.

### OTHER RULES

1. Motions to indefinitely postpone are not permitted. A proponent of an article should be given a fair hearing and leave the meeting with a decision.
2. Motions to reconsider are not permitted except in very rare instances where an error has occurred.
3. On matters of procedure, the Moderator’s decision is final. He/she may confer, however, with Town Counsel and request Town Counsel to explain any legal points to Town Meeting members.
4. Town meeting starts at 7:00 P.M. each night unless otherwise indicated by notice that there is no quorum. Traditionally, the Moderator will not start the discussion of an article after 10:15 P.M. unless, in the opinion of the Moderator, there is overwhelming sentiment and good reason to do so. Since the Town Meeting **must** be acted on *in toto*, some flexibility must be available for the final session.

Town Meeting Time, a handbook on the principles directing Town Meeting, is available to the public at most bookstores. Traditions built up over many years guide the conduct of Andover’s Town Meeting, modifying the principles set forth in the handbook.

Above all, the responsibility of the Moderator is:

- ♦ to keep the meeting orderly and moving;
- ♦ to protect the rights of those citizens who are unable, for whatever reason, to attend all segments of the meeting; and
- ♦ to assure that the will of the majority of those present and voting is secured.

*I encourage you to participate in this treasure of New England.....*

## 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 two-thirds (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 Town 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 Town 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 Town Manager as custodian of Town-owned conservation land. It recommends land acquisitions to the Town Meeting.

**ESSEX NORTH SHORE AGRICULTURAL AND TECHNICAL SCHOOL DISTRICT** - (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 statute(s) require(s) 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 its website, 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 twenty-five percent (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 an interest, shall disclose the fact before speaking thereon.

**TWO-THIRDS VOTE** - On matters requiring a two-thirds (2/3) 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 (2/3) vote is questioned.

## **NOTES**



# Andover Talent Bank Form

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

Date \_\_\_\_\_

Name \_\_\_\_\_

Address \_\_\_\_\_

\_\_\_\_\_

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

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

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

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

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

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

| <u>Committee</u>                            | <u>Members</u> | <u>Term</u>                    | <u>Committee</u>                                  | <u>Members</u> | <u>Term</u>                   |
|---------------------------------------------|----------------|--------------------------------|---------------------------------------------------|----------------|-------------------------------|
| <b><u>Appointed by the Town Manager</u></b> |                |                                |                                                   |                |                               |
| Audit Committee                             | Five           | 3yrs <input type="checkbox"/>  | Info. Tech. Advisory Committee                    | Five           | 3yrs <input type="checkbox"/> |
| Board of Assessors                          | Three          | 3yrs <input type="checkbox"/>  | Economic Development Council                      | Eleven         | 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"/>  | <b><u>Appointed by the Town Moderator</u></b>     |                |                               |
| Board of Health                             | Three          | 3 yrs <input type="checkbox"/> | Finance Committee                                 | Nine           | 3yrs <input type="checkbox"/> |
| Housing Partnership Committee               | Nine           | 3yrs <input type="checkbox"/>  | <b><u>Appointed by the Board of Selectmen</u></b> |                |                               |
| 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"/> |
| <b>Other board or committee not listed</b>  |                |                                | Retirement Board                                  | One            | 3yrs <input type="checkbox"/> |
| <input type="text"/>                        |                |                                |                                                   |                |                               |



# *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

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## **Interest/Education**

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

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## **Employer/Position**

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

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## **Skills/Expertise**

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

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12/19/13

# TOWN OF ANDOVER

## TOWN MEETING PROCEDURE AT A GLANCE

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

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

US POSTAGE  
PAID  
ANDOVER, MA  
PERMIT NO. 41

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

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

**Monday, May 2, 2016  
7:00 P.M.**

**J. EVERETT COLLINS CENTER  
ANDOVER HIGH SCHOOL AUDITORIUM**