

**NEW TO THE FINANCE COMMITTEE:  
BUDGETING 101**

**ASSOCIATION OF TOWN FINANCE  
COMMITTEES  
ANNUAL MEETING  
OCTOBER 24, 2009**

**Tony Torrisi  
Finance Director  
Town of Andover**

**Allan Tosti  
Chairman  
Finance Committee  
Town of Arlington**

## BUDGETING 101

### ASSOCIATION OF TOWN FINANCE COMMITTEES ANNUAL MEETING OCTOBER 24, 2009

#### **Tony Torrisi**

Getting started: September through December

- Developing your Departmental Expenditure Budgets

- Developing your Fixed Costs Expenditure Budgets

- Developing your non-town meeting Expenditure Budgets

- Developing your short term and long term Capital Budget

#### **Allan Tosti**

Review and passage: January through June

- Revenue forecasting-one and five years

  - State aid

  - Local revenues

- Budget analysis

- Town Meeting and City Council

Borrowing

#### **Tony Torrisi**

Implementation

- Closing the books

  - Free cash

  - Audit

- Tracking revenues and expenditures

- Setting the tax rate

  - Final valuations

  - Actual vs projected receipts

  - Actual new growth

<b>When</b>	<b>Event</b>	<b>Who</b>
Aug-Oct.	Certify Free Cash (used in coming fiscal year revenue projections.)	town accountant, Department of Revenue
October	Begin budget process for coming year. Establish next fiscal year budget guidelines. Develop and distribute budget guidelines and forms.	selectmen, department heads, finance committee, school committee.
October	Set tax rate for communities with semi-annual billing.	assessors, selectmen
Oct. - Nov.	Review departmental budgets.	town administrator,
November	Submit budget requests.	department heads, school department, selectmen, town administrator
November	Set tax rate set for communities with quarterly billing. (New growth in tax levy calculated.)	assessors, selectmen
November	Begin capital planning process.	selectmen, department heads, finance comm., CIP committee,
December	Prepare initial revenue/expenditures projections for coming year.	selectmen, accountant, finance committee
January	Release "House 1"; first indication of state aid for coming fiscal year.	Governor
February	Begin preparation of budget recommendations. Meet with department heads.	finance committee
March	If Legislature passes a Local Aid Resolution, Cherry Sheets will be issued.	state legislature Department of Revenue
March	Prepare final revenue/expenditure projection for coming fiscal year in preparation for town meeting.	selectmen, finance committee
March	Prepare town meeting warrant recommendations.	finance committee
April-May	Town meetings take place.	
June	Make any reserve fund transfers necessary, to complete fiscal year	finance committee
	Transfer funds within and between dept. budgets	selectmen, finance committee

## FY2009 BUDGET PLANNING CALENDAR

ACTION STEP	RESPONSIBILITY	DATE
1. Issue FY2009-FY2013 Capital Improvement Plan request forms	Town Manager/Finance Director	Monday, July 23 <sup>rd</sup>
2. CIP Requests due to Town Manager Notice inviting public CIP requests	Department Heads Finance Director	Thursday, September 6 <sup>th</sup>
3. Present Preliminary 5-Year Revenue & Expense Projections	Town Manager/Finance Director	Monday, October 1 <sup>st</sup>
4. Internal review of departmental CIP requests	Town Manager, Superintendent & Department Heads	Wed., Oct. 10 <sup>th</sup> (afternoon) & Thurs., Oct. 11 <sup>th</sup> (morning)
5. Issue FY2009 Operating Budget Request forms & instructions	Town Manager/Finance Director	Friday, October 19 <sup>th</sup>
6. Town Manager's Recommended FY09 CIP released	Town Manager/Finance Director	Friday, October 26 <sup>th</sup>
7. Advertise CIP Public Hearing	Town Manager	Thursday, November 1 <sup>st</sup>
8. Town Manager presents CIP; 2008 ATM Warrant opened; Tax Classification Public Hearing	Town Manager Board of Selectmen Board of Selectmen	Monday, November 5 <sup>th</sup>
9. Tax Classification vote	Board of Selectmen	Monday, November 19 <sup>th</sup>
10. CIP Public Hearing	Board of Selectmen	Monday, November 19 <sup>th</sup>
11. Selectmen CIP work session with Finance Comm. & School Comm.	Selectmen, School Committee & Finance Committee	Monday, December 3 <sup>rd</sup>
12. FY09 Operating Requests due to Town Manager	Departments	Monday, December 3 <sup>rd</sup>
13. Selectmen adopt FY09 CIP	Board of Selectmen	Monday, December 17 <sup>th</sup>
14. Town Meeting Warrant closes	Board of Selectmen	Friday, January 18 <sup>th</sup>
15. Town Manager's Recommended FY09 Budget released	Town Manager/Finance Director	Friday, February 1 <sup>st</sup>
16. Joint Selectmen & Finance Committee departmental budget review sessions; and Public Budget Forums	Board of Selectmen Finance Committee Town Mgr. & Dept. Heads	February – March
17. Budget and Warrant Article votes	Board of Selectmen Finance Committee	March
18. Annual Town Election	Town Clerk	Tuesday, March 25 <sup>th</sup>
19. Finance Committee Report due to residents	Finance Committee	Friday, April 18 <sup>th</sup>
20. Annual Town Meeting	All	April 30 <sup>th</sup> & May 1 <sup>st</sup> (and May 5 <sup>th</sup> & 6 <sup>th</sup> if needed)



# TOWN OF ANDOVER

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

TO: Department/Division Heads  
FROM: Anthony J. Torrasi, Finance Director  
SUBJ: Level Service Operating Budget Requests – FY2010  
DATE: November 5, 2008

## **Budget submissions are due Friday, November 21st**

**Budget Guidelines –As you may know from the early budget projections included in the just released Town Manager Capital Improvement Program, FY2010 will be a challenge just to maintain existing services. We are requesting your cooperation to expedite the submission of a level-service budget .**

- Please submit FY2010 Budget Requests necessary to fund your existing level of services for Other Expenses, Overtime, Seasonal, and other non-regular wage items.
- Full time and part time Payroll projections for FY2010 using the new contract wage adjustments have been calculated and are included for your review under “**Personnel Detail FY2010**” file.
- Many of you would also like to request funds to either improve the services you offer or re-instate programs or services that have been eliminated because of cost-cutting measures over the years. You may submit for these types of budget items (whether staffing or expense) as a separately identified request at a later date. More information will be provided regarding this step.
- Requests for new positions will only be considered if you have identified either a comparable savings or revenue source to offset the additional cost or a significant new mandate or workload increase.

It is likely that during the months leading up to the Town Manager’s FY2010 Recommended Budget release that all of us will be requested to propose and undertake steps to gain cost savings, reducing expenditures and raising revenues where possible.

## **Submission Instructions**

You will find your files for your department/division on the *Bartlet* computer network at **W:\Budget-FY2010**. For Police, Fire/Rescue, Public Works and Library, budget files will be e-mailed to you.

1. Each department has an **EXCEL budget file** in the “**Excel Budgets FY2010 folder**”. Please use this file to save and submit your total budget estimates for FY2009 and budget requests and budget justifications for FY2010.

Because you will already be in the W:\Budget-FY2010 file, after you have completed updating your information you just need to save it and not be concerned where you are saving to.

2. The “**Personnel Detail FY2010**” file should be reviewed. Please let me know if you find errors.

3. The “**Dept Budget Narratives**” files include the department description, mission statements and objectives from your FY2009 Budget. Please review, update and save.

# FY2009 Budget

	Actual FY2006	Actual FY2007	Budget FY2008	Estimate FY2008	DeptReq FY2009
5285 MAINT REPAIRS / OTHER	82,336	74,817	96,545	96,545	99,128
<b>Justification</b>					
5287 MAINT/REPAIRS RADIO &	59,572	55,102	66,700	66,700	68,350
<b>Justification</b>					
	NICE (formerly Dictaphone)	10,000			
	Port Radios 10 X 3K =	30,000			
	Rev 911	6,200			
	Motorola	22,000			
	NESPIN (Radio)	150			
5291 RENTALS EQUIPMENT	30,785	17,923	26,010	26,010	24,628
<b>Justification</b>					
	Copiers Faxes (maint etc)	4,800			
	Pivot File	600			
	Firing Range	6,000			
	Accident Recon	2,000			
	Repeaters	4,000			
	Arch Wireless	1,728			
	Nextel	1,500 (Decrease)			
	Motor Unit Expense	4,000			
5294 CLOTHING ALLOWANCE	63,210	64,203	64,350	64,350	67,350
<b>Justification</b>					
	Superiors 14 x 1K =	14,000			
	Patrol 41 x 1K =	41,000			
	Civilian 6 x 325 =	1,950			
	Civilian 3 x 900 =	2,700			
	Bike	1,200			
	K-9	1,500			
	Uniform Replace	3,000			
	Badges "	1,000			
	Chief	1,000			

TOWN OF ANDOVER  
FY2009 TOWN MANAGER'S RECOMMENDED BUDGET

	ACTUAL	ACTUAL	BUDGET	ESTIMATE	DEPT REQUEST	TOWN MGR RECOMM.
	FY2006	FY2007	FY2008	FY2008	FY2009	FY2009
POLICE DEPARTMENT PUBLIC SAFETY						
012101 POLICE DEPT SALARIES						
5110 REGULAR WAGES	3,990,525	4,050,638	4,398,681	4,125,925	4,419,091	4,333,091
5111 ILD INJURED ON DUTY	63,121	11,429		20,000		
5123 MISC OVERTIME	692,850	700,864	750,000	758,449	800,000	750,000
5125 COURT DUTY	94,280	111,954	80,000	85,228	86,000	80,000
5127 INVESTIGATIONS	11,074	7,751	8,000	8,000	8,000	8,000
5130 PART TIME	41,318	40,359	57,500	57,500	117,500	107,500
5185 REG RETRO C/Y RETIRE	2,184					
5186 OVERTIME RETRO C/Y NO RET	3					
5187 REGULAR RETRO P/Y RET		13,489				
5188 OVERTIME RETRO P/Y NO RET		362				
5189 UNCLASSIFIED PAYROLL	1,035	2,918				
TOTAL POLICE DEPT SALARIES	4,896,391	4,939,763	5,294,181	5,055,102	5,430,591	5,278,591
012102 POLICE DEPT EXPENDITURES						
5211 ELECTRICITY	140,982	134,894	150,000	137,866	135,000	135,000
5213 HEATING OIL/NATURAL GAS	102,695	97,825	110,000	105,000	105,000	105,000
5220 TELEPHONE	52,346	52,681	55,000	56,546	57,000	57,000
5225 POSTAGE	3,774	2,538	4,731	4,731	4,731	4,731
5285 MAINT REPAIRS / OTHER EQUIP	82,336	74,817	96,545	96,545	99,128	96,545
5287 MAINT/REPAIRS RADIO & COMM	59,572	55,102	66,700	66,700	68,350	66,700
5291 RENTALS EQUIPMENT	30,785	17,923	26,010	26,010	24,628	24,628
5294 CLOTHING ALLOWANCE	63,210	64,203	64,350	64,350	67,350	64,350
5295 OTHER SERVICES / CHGS	30,483	31,351	41,750	41,750	41,100	41,100
5296 MEDICAL EXPENSES	24,040	6,490	8,000	15,000	8,000	8,000
5310 OFFICE SUPPLIES	7,165	7,760	8,000	8,000	8,000	8,000
5350 OPERATING SUPPLIES EQUIPMENT	31,773	38,705	67,100	67,100	88,100	67,100
5355 AUTOMOTIVE FUEL	86,558	95,372	93,495	101,623	105,000	105,000
5395 OTHER COMMODITIES	27,576	28,224	32,000	32,000	37,425	32,000
5410 MACHINERY / EQUIPMENT	8,572	10,340	15,100	19,898	25,700	15,100
5710 TRAVEL/IN-STATE	427	1,862	1,500	1,500	2,800	1,500
5720 TRAVEL/OUT-OF-STATE	4,515	3,144	8,600	8,600	8,800	8,600
5730 DUES/SUBSCRIPTIONS	6,295	6,505	8,304	8,304	8,304	8,304
TOTAL POLICE DEPT EXPENDITURES	763,104	729,737	857,185	861,523	894,416	848,658
012101 POLICE DEPT SALARIES						
5811 FROM SALE OF SERVICE	-60,000	-60,000	-60,000	-60,000	-60,000	-60,000

TOWN OF ANDOVER  
 FY2009 TOWN MANAGER'S RECOMMENDED BUDGET

	ACTUAL FY2006	ACTUAL FY2007	BUDGET FY2008	ESTIMATE FY2008	DEPT REQUEST FY2009	TOWN MGR RECOMM. FY2009
5831 FROM RESERVE FUNDS	-50,000	-50,000	-50,000	-50,000	-60,000	-169,000
TOTAL POLICE DEPT SALARIES	-110,000	-110,000	-110,000	-110,000	-120,000	-229,000
TOTAL POLICE DEPARTMENT	5,549,495	5,559,500	6,041,366	5,806,625	6,205,007	5,898,249



# PERSONNEL DETAIL

<u>Position</u> <u>Classification</u>	<u>FTE</u> <u>FY2006</u>	<u>FTE</u> <u>FY2007</u>	<u>FTE</u> <u>FY2008</u>	<u>FINAL</u> <u>FY2009</u>	<u>FINAL</u> <u>FY2009</u>
<b>POLICE DEPARTMENT</b>					
M-3 Chief of Police	1	1	1	1	142,552
R Lieutenant	6	6	6	6	646,394
Q Sergeant	8	8	8	8	687,759
P Patrol Officers*	37	37	37	37	2,395,313
P Patrol Officers (New)			-	-	-
P School Patrol Officer **			1	1	-
I-24 Public Safety Network Administrator	1	1	1	1	74,931
I-16 PC Support Specialist	1	1	1	1	47,681
I-16 Office Assistant III	1	1	1	1	53,470
I-18 Executive Assistant	1	1	1	1	57,184
I-12 Records Clerk	2	2	2	2	91,905
Unclassified					107,002
Training Pay					28,900
	<u>58</u>	<u>58</u>	<u>59</u>	<u>59</u>	<u>4,333,091</u>
Part-Time					
Alternative Sentencing Program					8,000
New Horizons after school program	1	1	1	1	42,000
Reserve Officers (New)			-	-	50,000
Car Washer/Cleaner					3,500
Matrons					4,000
	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>107,500</u>
<b>CENTRAL DISPATCHING</b>					
D Dispatch Supervisor	1	1			
D Dispatcher	10	10	11	11	601,058
	<u>11</u>	<u>11</u>	<u>11</u>	<u>11</u>	<u>601,058</u>
<b>ANIMAL CONTROL</b>					
I-14 Animal Control Officer	1	1	1	1	51,968
	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>51,968</u>
<b>PARKING CONTROL</b>					
I-12 Parking Control Supervisor	1	1	1	1	48,651
I-10 Parking Control Assistant	0.5	0.5	0.5	0.5	23,177
	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>1.5</u>	<u>71,828</u>
<b>TOTAL POSITIONS</b>	72.5	72.5	73.5	73.5	5,165,445

Notes: \*39 positions authorized, 37 funded

\*\* funded by Greater Lawrence Technical High School, Lawrence and Methuen

# POLICE

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## Department Description

The Andover Police Department is committed to providing the highest level of Public Safety to the Town of Andover community through the use of effective and efficient management practices while adhering to clearly defined legal and constitutional guidelines. We work with all other Town Departments as well as other State, Local and Federal Agencies to ensure that our mission can be accomplished and the Department can provide the maximum service to the community within the allocated budget. The Department is authorized at 54 sworn personnel and currently funded at 52 sworn personnel. According to Department of Justice Guidelines a department serving a community with demographics such as Andover should have a sworn staff of 2-2.5 officers per 1000 population. Using this formula the Andover Police Department Should be staffed at minimum of 64 officers. The Department utilizes civilian staff to supplement the sworn complement, however; it is imperative that the Town make a commitment to increase the sworn complement to adequately provide police services to the Andover community in the future.

The Department employs 20 civilian employees. There are 11 civilian communicators that dispatch Fire, Police, Emergency Medical Services as well as field all 9-1-1 emergency calls for service. There is 1 Computer Specialist, and 1 Computer Assistant that manages both Police, Fire, and Dispatch computer systems. An Executive Assistant handles daily activities within the Chief's administrative unit. (The remainder of the civilian staff is dispersed in Records, Payroll, Detectives and Diversion.) The Chief of Police also acts as the Town of Andover Emergency Management Director and the Operations Commander serves as the Deputy Emergency Management Director. Additionally the Department handles all Animal Control issues with 1 (one) Animal Control officer and all Parking enforcement with 1.5 Parking Enforcement Officers.

The Department is structured in two Divisions, Operations Division and Special Services Division. Each Division has a distinct chain of command based on a para -military hierarchy that allows for effective communications and deployment of personnel.

### **OPERATIONS DIVISION:**

**Uniformed Patrol** - The patrol force is assigned to six different geographic areas of town. These assignments enable the department to provide maximum coverage and enforcement through the use of proactive and reactive patrols.

#### **Specialized Patrol Units**

**Mountain Bike Patrol** – Specially trained officers patrol Main Street, housing developments, recreation trails and other congested areas of town on mountain bikes. These types of patrols give the officers the ability to interact with the community far better than patrolling in a motor vehicle and deployment into area cruisers are unable to patrol.

**Motorcycle Patrol** – Specially trained officers assigned to the Traffic Unit operate the department's motorcycles. They are used for traffic enforcement as well as parade and escort details.

**K-9 Officer** – The Department has one specially trained canine and handler. This K-9 team is utilized for searches of missing or wanted persons in either buildings or open terrain. They are also certified in drug and narcotic detection and crowd control.

**Tactical Officers** - The Department is a member community of Northeast Massachusetts Law Enforcement Council and is able to utilize the N.E.M.L.E.C. officers and resources during time of emergency. Officers participating in the various units receive specialized training in crowd and riot control, crisis negotiations, school violence response, use of specialized weapons, drug interdiction and many other areas of tactical operations. NEMLEC also has a cyber-crime investigative division, traffic reconstruction unit and evidence and crime scene handling units.

**Emergency Services** – Emergency services and planning are provided to the community in a number of ways. Some of these services include: medical emergencies, accident investigation, crime suppression, domestic issues, illegal drug activity, traffic control and juvenile issues.

**Safety Program** – The Police Department utilizes the knowledge and experience of its members to provide a wide variety of safety programs. These safety programs include educational programs in the schools as well as seminars throughout the community on subjects such as crime prevention, traffic safety, child restraint and seat belt safety, bicycle safety, home safety, drug awareness, alcohol awareness, fraud and scam prevention and other crime suppression programs.

# POLICE

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**DARE Program** – The DARE program was implemented in 1996 through a joint venture between the Andover Police Department and the Andover School Department in an effort to better educate and prepare our youth in dealing with the social pressures associated with drugs and alcohol that they will encounter in today's society. This program has been suspended due to budgetary constraints.

**Parking Control** – Parking enforcement is provided in the central business district in order to maintain an acceptable turn-over rate in parking spaces. This allows more shoppers the ability to patronize local merchants. The ability to have frequent turnover in the parking spaces in the shopping and central business district assists in maintaining the vibrant downtown area.

**Animal Control** – The Animal Control Officer is responsible for the enforcement of Federal and State Statutes as well as all of the Andover General By-laws that relate to the control of both domesticated and feral animals within the community. The Animal Control Officer is available to assist citizens and Police Officers in the handling, controlling and transporting of sick, injured and vicious domestic and wild animals to the Andover Animal Hospital or the MSPCA. The Animal Control Officer also works closely with the Andover Board of Health on animal bites and rabies control.

**Central Dispatch** – The purpose of the Central Dispatch Division is to receive, process and expedite all requests for emergency and public safety assistance or 9-1-1 emergency calls, and any other calls for service throughout the town. It is the responsibility of this division to process all request for services relating to police, fire, emergency medical services or direct any other requests received by the public safety department to the appropriate agency.

**Court Diversion** – This program allows youths in the community to perform community service as a sentencing alternative for delinquent behavior.

## **SPECIAL SERVICES DIVISION:**

**Investigations** - It is the role of the Criminal Investigative Division to conduct a thorough and professional follow-up investigation. Various solvability factors are closely scrutinized in each individual case to determine what resources will be allocated. Background investigations for certain positions of employment within the Town are handled in this Division. Surveillance carried on for different reasons, whether to confirm or deny the existence of a specific activity, takes place at different times. Substance Abuse Unit works within the Investigation Division. This Unit conducts undercover operations to thwart the drug and alcohol issues throughout the community.

**Crime Prevention and Public Education** – Community awareness of crime prevention and education is an ongoing service provided by both the Special Services Division as well as the Operations Division. The Department provides services ranging from education to daily house checks for vacationing residents. TRIAD programs are held in conjunction with the Senior Center.

**Training** - Training is provided throughout the department at many different levels. Offering in-house training and scheduling external training assures that the department is continually aware of all social and legal changes. The Department also offers training throughout the community in such areas as CPR, First Aid, Defibrillator training, babysitter training, teen violence prevention and many other safety related classes and the tracking of such programs.

**Records** – It is the role of Records section to maintain accurate records and to disseminate meaningful information to various departments as well as to the community. Computer operations, alternative funding options and Firearms licensing are also performed in this section.

**Traffic Division** – The Traffic Division is responsible for the enforcement of all traffic rules and regulations throughout the community. This division also performs traffic studies to recommend changes in the traffic rules and regulations and also determines the effective deployment of traffic regulatory devices. This division utilizes several speed monitoring devices and motorcycle patrols to target areas prone to traffic hazards. This division investigates all accidents involving serious injury or death utilizing specially trained officers and equipment. This division is also responsible for licensing and inspecting all taxi and livery vehicles operating in the Town.

**Emergency Management** – The role of Emergency Management is to help the community with its disaster preparedness plans. These disasters may be natural or man-made, but in either case centralized Massachusetts Emergency Management Agency (M.E.M.A.) coordination maximizes available resource use. The Chief of Police is the Emergency

# POLICE

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Management Director and serves as the State Liaison. Public education, auxiliary training and radio communications are the three main focus areas of this division. This division is also responsible for the town's participation in the Regional Local Emergency Planning Committee (LEPC). This committee is responsible for coordinating the town's response to any hazardous materials spill or incident. The Chief of Police is the Emergency Response Coordinator for the Town Of Andover. The Chief of Police is also designated as the Andover Team Leader for the Statewide Anti-Terrorism Unified Response Network (SATURN).

**Prosecution** - The Prosecution section handles all inter-action between the Police Department and the judicial court system. The section is responsible for scheduling officers to appear in court, supplying and maintaining evidence, and assuring that all court cases are followed through the court system in an expedient manner.

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## Mission Statement

The Andover Police Department is committed to providing the highest level of public safety and service to the citizens and business people within the community. The members of the Department are empowered to enforce the laws of the Commonwealth of Massachusetts and the By-laws of the Town of Andover to ensure that the peace and tranquility of our neighborhoods are maintained and that crime and the fear of crime are reduced. We emphasize integrity, honesty, impartiality and professionalism from our members in order to create an environment that values differences and fosters fairness and flexibility in our mission. We encourage citizen input and interaction that will assist us in developing sound partnerships between the community and the police. Working together we can protect our future and enhance the quality of life for everyone within the town.

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## FY2009 Objectives

- ◆ To develop and maintain programs aimed at crime prevention.
  - ◆ To provide for positive enforcement measures against established criminal activities.
  - ◆ To maintain our current community policing programs by continuing to develop new and innovative ways to serve the community.
  - ◆ To provide timely and thorough police related investigations.
  - ◆ To facilitate a proper response to all calls for service from the community.
  - ◆ To continue to protect the rights and dignity of all persons as provided by law and under the Constitutions of the United States and the Commonwealth of Massachusetts.
  - ◆ To continue to instill confidence in the community we serve by maintaining a high degree of professionalism, integrity, impartiality, dedication and expertise in the delivery of our services within our diminished operating budget.
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Police Department

# FY09 Operating Budget

	<b>FY08 BUDGET</b>	<b>FY09 TM REC</b>	<b>FY08-FY09 \$ +/-</b>
<b>Personal</b>			
<b>Services:</b>	<b>\$6,104,476</b>	<b>\$6,107,145</b>	<b>\$2,669</b>
<b>Expenses:</b>	<b>\$918,347</b>	<b>\$911,935</b>	<b>-\$6,412</b>
<b>Revenue:</b>	<b>-\$210,028</b>	<b>-\$334,143</b>	<b>\$124,115</b>
<b>TOTAL:</b>	<b>\$6,812,795</b>	<b>\$6,684,937</b>	<b>-\$127,858</b>

Police Department

# Personnel Summary

<b>FTEs</b>	<b>FY08 BUDGET APROVED</b>	<b>FY09 TM REC</b>	<b>FY09 DEPT REQUEST</b>	<b>FTE +/- DEPT REQST</b>
<b>Full- Time:</b>	<b>72.5</b>	<b>72.5</b>	<b>74.5</b>	<b>2</b>
<b>Part- Time:</b>	<b>1</b>	<b>1</b>	<b>**1</b>	<b>**</b>
<b>TOTAL:</b>	<b>73.5</b>	<b>73.5</b>	<b>75.5</b>	<b>75.5</b>

1 Alternative Sentencing  
 \*\* Reserve/Intermittent  
 Program

**\* 2 Patrol Officers**

## Police Department

# Issues & Challenges

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- Providing effective and efficient Police services within budgeted staffing levels.
  - Current authorized strength 54 sworn officers, funded 52 plus 1 school resource officer.
  - Department of Justice recommended standard 2-2.5 per thousand of population (62-77)

## ARTICLE 4 - FY2009 OPERATING BUDGET

LINE ITEM	DEPARTMENT	EXPENDED <u>FY2007</u>	APPROVED <u>FY2008</u>	DEPT REQ <u>FY2009</u>	TOWN MEETING APPROVED <u>FY2009</u>
	PUBLIC SAFETY				
1	PERSONAL SERVICES	11,261,341	12,149,807	12,864,547	12,112,602
2	OTHER EXPENSES	<u>1,084,542</u>	<u>1,225,730</u>	<u>1,373,843</u>	<u>1,253,235</u>
	TOTAL	12,345,883	13,375,537	14,238,390	13,365,837
Includes \$274,143 - parking receipts, \$60,000 - detail fees, and \$860,000 - ambulance collections					
	PUBLIC WORKS				
3	PERSONAL SERVICES	1,675,084	1,613,408	1,764,356	1,605,356
4	OTHER EXPENSES	<u>3,572,800</u>	<u>3,939,078</u>	<u>4,237,778</u>	<u>3,786,200</u>
	TOTAL	5,247,884	5,552,486	6,002,134	5,391,556
	PLANT AND FACILITIES				
5	PERSONAL SERVICES	2,992,122	3,009,979	3,029,131	3,001,805
6	OTHER EXPENSES	<u>1,415,389</u>	<u>1,316,305</u>	<u>1,459,636</u>	<u>1,387,086</u>
	TOTAL	4,407,511	4,326,284	4,488,767	4,388,891
Includes \$70,000 in rental receipts, \$45,000 - perpetual care income and \$57,000 from cemetery fees.					
	GENERAL GOVERNMENT				
7	PERSONAL SERVICES	2,229,894	2,266,361	2,261,679	2,249,804
8	OTHER EXPENSES	<u>1,152,732</u>	<u>1,195,718</u>	<u>1,271,158</u>	<u>1,237,788</u>
	TOTAL	3,382,626	3,462,079	3,532,837	3,487,592
	LIBRARY				
9	PERSONAL SERVICES	1,992,601	2,019,141	2,014,696	1,988,696
10	OTHER EXPENSES	<u>581,947</u>	<u>587,387</u>	<u>628,600</u>	<u>628,600</u>
	TOTAL	2,574,548	2,606,528	2,643,296	2,617,296
	COMMUNITY DEVELOPMENT				
11	PERSONAL SERVICES	1,368,410	1,393,389	1,452,465	1,407,465
12	OTHER EXPENSES	<u>126,757</u>	<u>137,004</u>	<u>151,820</u>	<u>123,604</u>
	TOTAL	1,495,167	1,530,393	1,604,285	1,531,069
Includes \$6,000 in receipts from wetland filing fees.					
	COMMUNITY SERVICES/YOUTH SERVICES				
13	PERSONAL SERVICES	705,316	706,840	780,845	684,905
14	OTHER EXPENSES	<u>280,131</u>	<u>276,845</u>	<u>284,150</u>	<u>283,150</u>
	TOTAL	985,447	983,685	1,064,995	968,055
Includes \$525,000 and \$58,964 in user fees.					
	ELDER SERVICES				
15	PERSONAL SERVICES	516,800	548,072	546,654	546,654
16	OTHER EXPENSES	<u>134,094</u>	<u>146,454</u>	<u>158,254</u>	<u>158,254</u>
	TOTAL	650,894	694,526	704,908	704,908
Includes \$77,400 in grants and \$61,000 in user fees.					
	UNCLASSIFIED				
17	COMPENSATION FUND			1,010,000	968,000
18	RESERVE FUND		<u>200,000</u>	<u>200,000</u>	<u>200,000</u>
	TOTAL		200,000	1,210,000	1,168,000
	TOWN TOTAL	31,089,960	32,731,518	35,489,612	33,623,204
	<i>less budgeted Revenues</i>	<u>(1,854,095)</u>	<u>(1,923,033)</u>	<u>(2,094,507)</u>	<u>(2,094,507)</u>
	NET TOTAL	29,235,865	30,808,485	33,395,105	31,528,697



## ARTICLE 4 - FY2009 OPERATING BUDGET

LINE ITEM	DEPARTMENT	EXPENDED	APPROVED	DEPT REQ	TM APPROVED
		<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>FY2009</u>
	ANDOVER SCHOOL DEPT				
19	PERSONAL SERVICES	42,989,460	44,762,902	48,068,240	47,384,430
20	OTHER EXPENSES	<u>12,075,301</u>	<u>12,414,940</u>	<u>12,676,949</u>	<u>12,048,727</u>
	TOTAL	55,064,761	57,177,842	60,745,189	59,433,157
	ANDOVER SCHOOL DEPT	55,064,761	57,177,842	60,745,189	59,433,157
	<i>less budgeted Revenues</i>	<u>(300,000)</u>	<u>(300,000)</u>	<u>-</u>	<u>-</u>
	NET TOTAL	54,764,761	56,877,842	60,745,189	59,433,157

LINE ITEM	DEPARTMENT	EXPENDED	APPROVED	DEPT REQ	TOWN MEETING
		<u>FY2007</u>	<u>FY2008</u>	<u>FY2009</u>	<u>APPROVED</u> <u>FY2009</u>
	SEWER				
21	PERSONAL SERVICES	365,816	374,186	393,691	393,691
22	OTHER EXPENSES	<u>1,556,427</u>	<u>1,782,250</u>	<u>1,789,500</u>	<u>1,860,312</u>
	TOTAL	1,922,243	2,156,436	2,183,191	2,254,003
Includes \$134,562 from Sewer reserves					
	WATER				
23	PERSONAL SERVICES	1,690,838	1,719,708	1,865,294	1,810,294
24	OTHER EXPENSES	<u>2,064,760</u>	<u>2,484,850</u>	<u>2,769,900</u>	<u>2,734,900</u>
	TOTAL	3,755,598	4,204,558	4,635,194	4,545,194
Includes \$435,000 from Water reserves					
	SEWER and WATER TOTAL	5,677,841	6,360,994	6,818,385	6,799,197
	<i>less budgeted Revenues</i>	<u>(250,000)</u>	<u>(450,000)</u>	<u>(535,000)</u>	<u>(569,562)</u>
	NET TOTAL	5,427,841	5,910,994	6,283,385	6,229,635
	FIXED				
25	GR LAW TECH HS	244,361	381,200	362,730	362,730
26	DEBT SERVICE	12,509,042	12,416,127	13,348,695	13,348,695
27	GENERAL INSURANCE	662,946	669,000	686,955	635,088
28	UNEMPLOYMENT COMP.	100,000	100,000	100,000	100,000
29	RETIREMENT FUND	4,111,283	4,393,953	4,510,979	4,510,979
30	HEALTH INSURANCE FUND	<u>9,956,000</u>	<u>10,447,000</u>	<u>11,425,000</u>	<u>11,097,000</u>
	TOTAL	27,583,632	28,407,280	30,434,359	30,054,492
	FIXED TOTAL	27,583,632	28,407,280	30,434,359	30,054,492
	<i>less budgeted Revenues</i>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	NET TOTAL	27,583,632	28,407,280	30,434,359	30,054,492

GRAND TOTAL	119,416,194	124,677,634	133,487,545	129,910,050
<i>less budgeted Revenues</i>	<u>(2,404,095)</u>	<u>(2,673,033)</u>	<u>(2,629,507)</u>	<u>(2,664,069)</u>
NET TOTAL	117,012,099	122,004,601	130,858,038	127,245,981

**Revenue Budget Fiscal Year 2010  
Summary Reference Sheet**

Revenue Budget Fiscal Year 2010  
Summary Reference Sheet

**Property Taxes:**

(1) Fiscal Year 2009 Base

This is the levy limit, not your actual tax levy which may be lower.

(2) Plus 2.5%

This is your automatic and allowable 2.5% increase.

(3) plus FY2010 Estimated New Growth

This is your Fiscal Year 2010 estimated new growth from your assessor.

(4) Plus FY2010 Override

This is your Fiscal Year 2010 Override, if you have successfully voted a new override to begin this year.

(5) Plus Debt Exclusion

This is your new or existing debt exclusion. Check with Treasurer to review the debt schedule to obtain actual debt payments for the appropriate fiscal years. (Remember, only qualifying debt should be included here and you must subtract certain state or federal grants such as School Building Assistance). Ensure that the debt included in this line has been properly voted. This can include interest on short term debt.

(6) Plus Capital Exclusion

This includes only successfully voted capital exclusions (this is essentially a one year override).

**Other Recurring Revenue:**

(7) State Aid - Cherry Sheet

This is your State Aid Revenue component. Use the green sheet only. You will need to use an estimate until the actual Cherry Sheets are released.

(8) Local Receipts (not allocated in numbers 9, 10 & 11)

These are the fees that are generated at the local level. Motor vehicle excise is usually the largest component. A team approach with your town accountants input is suggested for this estimate.

(9) Offset Receipts

This is regulated by Chapter 44, S53E M.G.L. If your community has adopted this, insert your receipt estimate here.\*

(10) Enterprise Receipts

This is regulated by Chapter 44, S53F1 / 2 M.G.L. If your community has adopted this, insert your receipt estimate here.\*

(11) Revolving Fund

This is regulated by Chapter 44, S53E1 / 2. M.G.L. If your community has adopted this, insert your receipt estimate here.\*

\* REMINDER: There will typically be a direct expense that off-sets these receipts.

**Other Available Funds:**

(12) Free Cash

This is the amount of free cash certified by DOR annually that the town chooses to use for operating budgets. Your available free cash will also depend on whether you have appropriated any amounts from this current certification.

(13) Stabilization Fund

This is a reserve account that is available for any lawful purpose. Appropriations from this reserve require a 2/3 vote at town meeting.

(14) Overlay Surplus

This is the amount of overlay no longer required for potential abatements, exemptions, or pending Appellate Tax Board cases. This amount must be designated as surplus by the Board of Assessors.

(15) Other

Examples may be: unexpended funds from complete projects in old special articles

**Charges Against Revenue:**

(16) State & County Charges - Cherry Sheet

These are the State charges (the pink sheets), you will have to estimate this if the cherry sheets have not been released.

(17) Overlay

This is the amounts needed for property tax abatements or exemptions. The estimate is arrived at by the board of assessors.

(18) Offsets- Cherry Sheet

These are specific programs listed on the Cherry sheet that are earmarked.

(19) Amount Certified for Tax Title

This is an amount to be raised for the purpose of starting the Tax Title process for delinquent taxpayers.

(20) Debt & Interest not provided for

This is unanticipated borrowing from the current fiscal year that was not budgeted for.

(21) Final Court Judgments

Costs from rendered court judgements.

(22) Overlay Deficits

This occurs if the Board of Assessors grants more in abatements than what is available (overlay reserve), resulting in an overlay deficit. This may also occur for prior year abatements, if the Board of Assessors settles or loses a case before the appellate Tax Board.

(23) Revenue Deficits

This occurs if the actual receipts received are lower than the budgeted amounts, and this is not offset by unexpended appropriations. Then the revenue deficit must be raised in the next year's tax rate.

(24) Snow & Ice Deficit

This occurs if the community incurred a deficit because of severe weather, which deficit must be raised in the next year's tax rate.

(25) Offset Receipt Deficit

This is if you have adopted Chapter 44, S53 M.G. L.(number 10 from above) and your actual receipts were below your estimates, then you should raise this in the next year's tax rate.

(26) Authorized Deferral of Teachers Pay

If your community deferred teachers pay and is in the process of amortizing the deferral, you would place the amount here.

(27) Other

**REVENUE BUDGET FISCAL YEAR 2010**

**PROPERTY TAXES:**

(1) Fiscal Year 2009 base	_____	
(2) Plus 2.5%	_____	
(3) Plus FY 2010 New Growth	_____	
(4) Plus FY 2010 Override	_____	
(5) Plus Debt Exclusion	_____	
(6) Plus Capital Exclusion	_____	
<b>Total Property Tax Revenue</b>		_____

**OTHER RECURRING REVENUE:**

(7) State Aid - Cherry Sheet	_____	
(8) Local Receipts (not allocated below)	_____	
(9) Offset Receipts	_____	
(10) Enterprise Receipts	_____	
(11) Revolving Funds	_____	
<b>Total Other Recurring Revenue</b>		_____

**OTHER AVAILABLE FUNDS**

(12) Free Cash	_____	
(13) Stabilization Fund	_____	
(14) Overlay Surplus	_____	
(15) Other	_____	
<b>Total Other Available Funds</b>		_____

**TOTAL REVENUE** \_\_\_\_\_

**CHARGES AGAINST REVENUES**

(16) State & County Charges - Cherry Sheet	_____
(17) Overlay	_____
(18) Offsets - Cherry Sheet	_____
(19) Amounts Certified for Tax Title	_____
(20) Debt & Interest not provided for	_____
(21) Final Court Judgements	_____
(22) Overlay deficits	_____
(23) Revenue Deficits	_____
(24) Snow & Ice Deficits	_____
(25) Offset Receipt Deficits	_____
(26) Authorized Deferral of Teacher Pay	_____
(27) Other	_____

**TOTAL CHARGES AGAINST REVENUES** \_\_\_\_\_

**RECONCILIATION: TOTAL REVENUES:** \_\_\_\_\_

**TOTAL CHARGES AGAINST REVENUES:** \_\_\_\_\_

**TOTAL AVAILABLE FOR LOCAL APPROPRIATIONS:** \_\_\_\_\_

*THIS DOCUMENT IS DESIGNED FOR ESTIMATING PURPOSES ONLY*

**APPENDIX C  
SUMMARY OF FINANCE COMMITTEE RECOMMENDATIONS  
FISCAL YEAR 2009**

**REVENUES**

PROPERTY TAX DETAIL	
FY 2008 levy limit	71,842,588
+2.5%	1,796,065
New growth	450,000
Debt exclusions	2,868,121
less MSBA payments	(1,858,952)
MWRA debt	5,593,112
<b>TOTAL PROPERTY TAX</b>	<b>80,892,934</b>

SCHOOL REIMBURSEMENT DETAIL exempt debt	
Bishop	331,607
Brackett	363,449
Hardy	480,888
Pierce	521,056
Refinancing savings	(40,048)
<b>TOTAL MSBA PAYMENTS</b>	<b>1,656,952</b>

LOCAL RECEIPTS DETAIL	
Motor Vehicle Excise tax	4,100,000
Penalties & Interest	150,000
In Lieu of Tax	7,600
Fees	566,000
Other excise	130,000
Dept Revenue: Schools	165,000
Dept Revenue: Library	60,000
Dept Revenue: Cemetery	350,000
Dept Revenue: Other	644,000
Licenses & Permits	949,400
Symmes permits	400,000
Special Assessments	3,000
Fines & Forfeits	50,000
Interest	900,000
Rental Income	714,000
Medicare Part D	372,835
<b>TOTAL LOCAL RECEIPTS</b>	<b>9,560,835</b>

LOCAL AID ("CHERRY SHEET") DETAIL	
<b>RECEIPTS</b>	
<b>Education</b>	
Chapter 70	6,229,294
School Construction	2,532,522
Charter Tuition Assessment Reimburse	26,393
<b>Offset Receipts</b>	
School Lunch Assistance	19,750
School Choice Receiving Tuition	0
<b>Total Education</b>	<b>8,807,959</b>
<b>General Government</b>	
Lottery	4,950,398
Casino fees	
Additional Assistance	4,491,775
Police Career Incentive	320,199
Veterans' Benefits	177,113
Exemptions: Vets, Blind & Surviving S;	111,588
Exemptions: Elderly	77,308
<b>Offset Receipts</b>	
Public Libraries	58,270
<b>Total General Government</b>	<b>10,186,651</b>
<b>Total Estimated Receipts</b>	<b>18,994,610</b>

ASSESSMENTS	
<b>State Assessments and Charges</b>	
Retired Employee's Health Insurance	3,632
Air Pollution Districts	12,544
Metropolitan Area Planning Council	12,039
RMV Non-Renewal Surcharge	54,500
<b>Total State Assessments &amp; Charges</b>	<b>83,815</b>
<b>Transportation Authorities</b>	
MBTA	2,483,453
Boston Metro. Transit District	670
<b>Total MBTA Assessment</b>	<b>2,484,323</b>
<b>Annual Charges Against Receipts</b>	
Special Education	2,036
<b>Total Annual Charges</b>	<b>2,036</b>
<b>Tuition Assessments</b>	
School Choice Sending Tuition	0
Charter School Sending Tuition	72,700
<b>Total Tuition Assessments</b>	<b>72,700</b>
<b>Total Estimated Changes</b>	<b>2,642,074</b>
<b>NET LOCAL AID</b>	<b>16,352,536</b>

**APPROPRIATIONS**

BUDGETS (Article 44)	
<b>Town Manager</b>	
3 Town Manager	460,104
4 Personnel	190,113
5 Information Technology	525,813
10 Legal	480,047
14 Planning & Comm. Dev't	228,266
15 Redevelopment Board	328,223
17a DPW - Admin.	224,090
17b DPW - Engineering	120,849
17c DPW - Cemeteries	270,864
17d DPW - Prop. / Nat. Resources	1,199,248
17e DPW - Highways / Sanitation	4,663,712
17f DPW - Motor Equip. Repair	296,811
17g DPW - Street lighting	418,893
18a Pub Safety - Admin	373,299
18b Pub Safety - Police	5,487,813
18c Pub Safety - Fire	5,009,209
18d Pub Safety - Support	684,043
19 Inspections	351,192
21 Libraries	1,898,988
22 Health & Human Services	656,632
<b>Total Town Manager</b>	<b>23,848,009</b>
<b>Board of Selectmen</b>	
2 Selectmen (n/i elections)	273,745
6 Comptroller	384,443
13 Parking	99,243
16 Zoning Board	23,311
<b>Total Selectmen</b>	<b>786,742</b>
<b>Town Clerk</b>	
11 Town Clerk	234,177
12 Board of Registrars	65,816
<b>Total Town Clerk</b>	<b>300,093</b>
<b>Retirement</b>	
Pensions - contributory	6,777,816
Pensions - non-contrib	173,895
23 Total Pensions	6,951,511
<b>Fixed Budgets</b>	
24 Insurance	16,770,240
8 Postage	159,382
26 Elections (Selectmen)	124,813
25 Reserve Fund	450,000
<b>Total Fixed Budgets</b>	<b>17,504,435</b>
1 Finance Committee	10,778
7 Treasurer	577,893
9 Board of Assessors	301,270
20 Total School Budget	37,878,871
<b>TOTAL BUDGETS</b>	<b>88,163,402</b>

WARRANT ARTICLES	
<b>TOTAL BUDGETS</b>	
53 Total Budgets	88,163,402
54 Capital Plan	8,217,808
<b>RESERVES</b>	
72 Override stabilization fund	440,220
<b>OTHER WARRANT ARTICLES</b>	
43 Pension adjustment	
44 Retiree health insurance	863,940
46 OPEB consultant	50,000
49 Position reclassification	13,529
50 Collective bargaining	428,300
51 Future collective bargaining	692,500
55 Thompson School	0
56 Swimming pool	0
60 Minuteman Regional School	3,153,412
61 Flags on graves	5,000
61 Parades, flags on Mass Ave	5,667
62 Disability Commission	0
62 Historic District Commission	5,100
62 Historical Commission	2,160
62 Human Rights Commission	4,500
62 Recycling Committee	1,800
63 TAC	0
64 Indemnification, medical costs	9,729
64 Legal defense	0
64 Out-of-state travel	3,000
65 Water bodies	15,000
66 Sr. Citizen work program	7,500
<b>TOTAL OTHER ARTICLES</b>	<b>5,149,137</b>
<b>TOTAL WARRANT ARTICLES</b>	<b>101,960,367</b>

**ENTERPRISE FUNDS**

A. WATER & SEWER	
Budget	2,804,790
Capital	1,178,278
Assessment	10,328,180
Indirect charges	971,329
<b>Total Expenses</b>	<b>15,282,575</b>
<b>Total Revenues</b>	<b>16,332,677</b>
<b>Net Increase (Decrease)</b>	<b>50,102</b>

B. RECREATION	
Budget	626,016
Capital	29,000
<b>Total Expenses</b>	<b>655,016</b>
<b>Total Revenues</b>	<b>689,060</b>
<b>Net Increase (Decrease)</b>	<b>14,044</b>

C. VETERANS' MEMORIAL RINK	
Budget	490,391
Capital	31,000
<b>Total Expenses</b>	<b>521,391</b>
<b>Total Revenues</b>	<b>523,073</b>
<b>Net Increase (Decrease)</b>	<b>1,682</b>

D. COUNCIL ON AGING TRANSPORTATION	
Budget	109,543
<b>Total Revenues</b>	<b>109,593</b>
<b>Total Revenues</b>	<b>58</b>

E. YOUTH SERVICES	
Budget	486,425
<b>Total Revenues</b>	<b>192,832</b>
<b>Net Increase (Decrease)</b>	<b>(293,593)</b>

*Deficit to be made up from general funds.*

ENTERPRISE FUND SUMMARY	
Budget	4,517,165
Capital	1,238,278
Assessment	10,328,180
Indirect charges	971,329
<b>Total Expenses</b>	<b>17,054,950</b>
<b>Total Revenues</b>	<b>18,827,236</b>
<b>Net Increase (Decrease)</b>	<b>(227,715)</b>

**SUMMARY**

SUMMARY OF REVENUES	
Property Tax Levy	80,892,934
Less MWRA debt service	(5,593,112)
Local Aid Receipts	18,994,610
Local Receipts	9,560,835
Use of Free Cash (Art. 73)	1,818,787
Overlay surplus reserve	500,000
<b>TOTAL REVENUES</b>	<b>106,174,054</b>
FY 2007	101,854,694
<b>% Increase</b>	<b>4.24%</b>

SUMMARY OF EXPENDITURES	
Town budgets	50,274,531
School budget	37,878,871
Capital plan	8,217,808
Warrant articles	5,589,367
Youth Services deficit	293,593
MBTA assessment	2,484,323
Educ. & Library offset receipts	78,020
Charter/choice tuitions	72,700
Other state assessments	85,051
Reserve for court judgements	100,000
Revenue deficit	0
Snow & ice deficit	500,000
Overlay reserve (Art. 71)	600,000
<b>TOTAL EXPENDITURES</b>	<b>106,174,054</b>
FY 2007	101,854,694
<b>% Increase</b>	<b>4.24%</b>

REVENUES LESS EXPENDITURES	
	(0)

**Five Year Financial Plan 2008 - 2013  
Scenario 2: Impact of Financial Crisis**

<b>FIVE YEAR PLAN</b>											
	FY 2009	FY 2010	Dollar Change	Percent Change	FY 2011	Dollar Change	Percent Change	FY 2012	Dollar Change	Percent Change	FY 2013
<b>REVENUE</b>											
State Aid	16,488,573	14,839,716	(1,648,857)	-10.00%	14,839,716	0	0.00%	14,839,716	0	0.00%	14,839,716
School Construction Aid	2,532,569	2,532,569	0	0.00%	2,532,569	0	0.00%	2,532,569	0	0.00%	2,532,569
Local Receipts	8,757,228	8,300,600	(456,628)	-5.21%	8,300,600	0	0.00%	8,300,600	0	0.00%	8,300,600
Free Cash	2,191,622	1,497,907	(693,715)	-31.65%	1,000,000	(497,907)	-33.24%	1,000,000	0	0.00%	1,000,000
Overlay Reserve Surplus	500,000	500,000	0	0.00%	400,000	(100,000)	-20.00%	400,000	0	0.00%	400,000
Property Tax	81,081,822	83,117,161	2,035,339	2.51%	85,247,817	2,130,656	2.56%	87,574,584	2,326,766	2.73%	89,956,076
Override Stabilization Fund		1,984,625	1,984,625		3,061,492	1,076,867		(3,061,492)			
<b>TOTAL REVENUES</b>	111,551,812	112,772,578	1,220,766	1.09%	115,382,194	2,609,616	2.31%	114,847,468	(734,726)	-0.64%	117,028,961
<b>APPROPRIATIONS</b>											
Operating Budgets											
School	37,878,871	39,053,116	1,174,245	3.10%	40,615,241	1,562,125	4.00%	42,239,850	1,624,610	4.00%	43,929,444
Militiaman	3,153,412	3,279,548	126,136	4.00%	3,410,730	131,182	4.00%	3,547,160	136,429	4.00%	3,688,046
Town	21,203,306	21,860,608	657,302		22,735,032	874,424		23,644,434	909,401		24,590,211
Expenses	9,110,185	9,388,046	277,861		9,738,538	348,493		10,089,711	351,173		10,429,972
<b>Less Offsets:</b>											
Enterprise Fund/Other	1,765,318	1,835,931	70,613		1,909,368	73,437	4.00%	1,985,743	76,375	4.00%	2,065,173
Tip Fee Stabilization Fund	680,000	680,000	0		680,000	0	0.00%	680,000	0	0.00%	726,145
<b>Net Town Budget</b>	27,868,172	28,732,722	864,550	3.10%	29,882,202	1,149,480	4.00%	31,078,402	1,196,199	4.00%	32,228,865
MWRA Debt Shift	5,593,112	5,593,112	0	0.00%	5,593,112	0	0.00%	5,593,112	0	0.00%	5,593,112
Capital budget	2,868,118	2,772,490	(95,628)	-3.35%	2,690,932	(81,558)	-2.94%	2,600,179	(90,753)	-3.37%	2,503,715
Exempt Debt Service	4,584,862	4,808,864	224,002	4.90%	4,999,421	189,757	3.95%	5,360,539	361,118	7.22%	5,523,826
Non-Exempt Service	855,000	907,800	51,800	6.05%	943,477	35,677	3.93%	966,700	(36,777)	-3.90%	845,900
Minus: Capital Carry Forward	(91,372)										
<b>Total Capital</b>	8,217,608	8,489,954	272,346	3.31%	8,633,830	143,876	1.68%	8,867,418	233,588	2.71%	8,873,441
Pensions	6,251,511	6,828,716	(122,795)	-1.77%	7,101,865	273,149	4.00%	7,385,939	284,075	4.00%	7,681,377
Insurance	16,770,240	18,532,756	1,762,516	10.51%	19,830,049	1,297,293	7.00%	21,218,152	1,388,103	7.00%	22,703,423
State Assessments	2,664,742	2,731,361	66,619	2.50%	2,799,645	68,284	2.50%	2,868,636	69,991	2.50%	2,941,377
Offset Aid - Library & School	79,977	71,979	(7,998)	-10.00%	71,979	0	0.00%	71,979	0	0.00%	71,979
Overlay Reserve	539,921	600,000	60,079	11.13%	600,000	0	0.00%	600,000	0	0.00%	600,000
Other Cr Jdgmts/ Deficit	789,935	400,000	(389,935)	-49.36%	400,000	0	0.00%	400,000	0	0.00%	400,000
Warrant Articles	604,090	556,788	(47,292)	-7.83%	591,798	35,600	6.28%	591,798	0	0.00%	591,798
Override Stabilization Fund	440,220										
<b>TOTAL APPROPRIATIONS</b>	111,551,812	114,870,063	3,318,251	2.97%	119,530,451	4,660,388	4.06%	124,463,446	4,932,995	4.13%	129,303,862
<b>BALANCE</b>	(0)	(2,097,485)			(4,148,257)			(9,815,978)			(12,274,901)
<b>Reserve Balances</b>											
Free Cash	1,818,787	1,497,907			1,000,000			1,000,000			1,000,000
Stabilization Fund	2,580,824	2,683,849			2,781,203			2,902,851			3,018,965
Override Stabilization Fund	4,749,077	2,764,452	(1,984,625)		(297,040)			(297,040)			(297,040)
Tip Fee Stabilization Fund	2,532,602	1,953,906	(578,696)		1,352,062			726,145			0
Municipal Bldg Ins. Trust Fund	697,675	725,582	27,907		754,505			784,790			816,181
<b>TOTAL:</b>	12,378,765	9,625,696	(2,753,069)	-22.28%	5,600,831			5,116,746			4,536,106
% of General Fund Revenue	11%	9%			5%			4%			4%

**10% reduction in Local Aid.  
Reduction in local receipts by \$456,626  
Normal increase in Town and School based on health increase.  
Override Stabilization fund as in Scenario 1**

## SAMPLE QUESTIONS FOR BUDGET ANALYSIS

### POLICE

**What is the maximum shift coverage possible with the current authorized staffing? On average, what number of officers are *actually* on duty during each shift?**

Since police department budgets and police operations are "labor intensive", the authorized and funded staging levels of a police department are the principal determinants of police service levels in a community. Of all police services, patrol is the most visible and is considered the most essential for the community's safety and protection. Most police activities are provided on a shift basis, with each shift assigned a certain number of officers, of which the majority are generally assigned to patrol duty.

A police department's shift coverage is determined by the number of officers assigned to each shift, less the number who are unavailable for duty due to annual leave, sick leave, disability leave, court duty, or any other allowable absence. While a police chief may choose to "cover" such absences by using officers from other shifts on an overtime basis, this is an expensive practice and is generally kept to a minimum. The difference between the assigned coverage and actual coverage on any shift is really the amount of police service "paid for" but not provided in a community. If this difference is consistently high (25% or more), the department may be experiencing some about of sick leave or a high number of job-related injuries. These statistics should be reviewed in conjunction with overall salary and staffing levels, especially if the department is requesting additional personnel. At the very least, the department should be taking prudent steps to reduce or minimize unscheduled leave by its officers.

**What do department statistics show concerning crime trends and other measures of need for police services?**

One measure of the "demand" for police services in a community, as well as the effectiveness of those service, are crime rates and trends over time. While crime reporting is subject to many variables between communities, as well as many social and economic factors, it may help identify what programs are needed in a particular community, or what the results of previous programs have been. Other statistics that may help reflect police activities and trends in a community are number of arrests, clearance rates and average response times.

It should be acknowledged however, that the demand for a certain level of police service in a community cannot be based solely on such statistical indices. Other factors, such as property use and values, commercial activities and demographic changes in the population are also important in assessing a community's overall need for police protection. All of these factors should be considered in reviewing staging levels in the police department.

**What is the type and number of calls received for police service during the last year? During what periods of the day/week/year were most calls received? Do staffing levels reflect periods of peak activity?**

While overall staffing levels cannot be correlated with specific measures of police activity, there should be some relationship between the department's staffing patterns and peak activity periods, as reflected in the departments' calls for service. Significant fluctuations between service call volumes on the day and night shifts and weekday/weekend periods are common in many communities. Also, seasonal changes are very apparent in most communities, especially those with "summer" populations and attraction. Before *overall* staffing is increased in order to respond to these changes in demand, reallocations of personnel should be effected whenever possible, within practical and contractual limitations.

**What activities, within the police department, could be performed by civilians?**

The use of civilians to perform specific activities in police departments is a controversial subject in many towns, although it may offer potential cost savings by "freeing up" trained police officers for



higher priority police work. The most common areas in which civilians have been utilized in police departments are administration (record, data processing, budget, personnel, etc.), communications (receiving and dispatching) and traffic enforcement (traffic control and parking tickets). Some communities have successfully consolidated their police and fire dispatching operations into a single unit, utilizing civilian dispatchers. The opportunities to utilize civilians in these or other capacities may be limited in many towns due to the size of the department and its own unique operating characteristics.

The potential use of civilians for certain tasks in the police department may be examined during times of transition, such as staffing increases, new program responsibilities, or the construction of new facilities. It should certainly be considered if potential staffing reductions could be avoided by hiring civilians to perform certain tasks. At a minimum, this issue should be explored periodically with the police chief and board of selectmen to assure that opportunities to maximize the productivity of trained police officers are not overlooked.

**Are the departments' officers being used for management and/or command functions?**

Department staffing patterns should be reviewed not only to assure that they are related to workload, but also to see that top and middle management staff are being utilized in a manner consistent with their rank, command status and management salaries. Occasionally in town police departments, management officers (sergeants, lieutenants, captains and others) are utilized for routine patrol or even "desk" activities, due to temporary staffing shortages or other reasons. While this use of department management staff can be justified on an interim basis, it should not be used as a justification for more management positions, or as a long-term "solution" to staffing needs in administrative areas. The chief should be able to show that supervisory and management staff in the department are exercising their proper management responsibilities.

**Does the department monitor sick and disability leave carefully? Are excessive sick leave or sick leave patterns of abuse noted and followed up aggressively? Do collective bargaining contracts contain incentives to minimize sick leave?**

The issues of sick leave and disability leave in police and fire departments constitute important areas for tight management controls and oversight. Significant overtime expenditures can be incurred (especially with minimum manning provisions) when full-time staff are unable to perform their duties due to sickness or injury. Needless to say, the potential for abuse in both of these areas is significant, and must be minimized through clearly defined policies and rigorous monitoring.

A useful technique which has been employed by some towns is to build certain financial incentives into the collective bargaining agreement to minimize sick leave. Some contracts provide for a "buy back" of unused sick leave when an employee terminates his employment with the department or at the conclusion of a set period of time. Other towns have written provisions into the contract which prohibit police officers from accepting special duty assignments within 48 hours of returning from sick leave. These and similar contract provisions are intended to reduce the amount of sick leave taken each year by full-time personnel, thereby reducing overtime expenditures in the department, or providing higher actual manning levels on each shift from authorized staffing levels. While the finance committee is not involved in the collective bargaining process, it can encourage the board of selectmen to include such provisions in its bargaining proposals.

**What is the department's average response time for a call? How does it compare to other towns or to generally accepted service criteria? Does it vary by area of town?**

Response time is one way of judging the adequacy of police service in a community. It is also a meaningful measure to the average citizen, who frequently evaluates public safety services in this manner. Comparisons with neighboring towns can therefore be useful indicators of service levels for these purposes, in conjunction with other measures (police officers per capita, arrest rates, etc.).

While response time should be considered in evaluating staffing levels, it should not however, be overemphasized. Many calls for service (e.g. stolen bicycles, landlord-tenant disputes, etc.) are not emergencies and do not require immediate responses. Quick response times to *all* calls is neither necessary nor a valid indicator of appropriate staffing levels.

**Does the budget assume any changes in response time?**

The service impact of the requested budget should be identified as clearly as possible. If a major objective of requested staffing increases (or equipment purchases or other outlays) is to reduce response time, or to increase patrol man-hours, it should be quantified to the extent possible and – if approved – monitored carefully to determine whether the desired results were achieved. This is especially important with respect to public safety activities, which are more difficult to quantify, and therefore evaluate, than many other municipal services.

**What is the policy on vehicle replacement? How are department vehicles utilized? Are take-home vehicles provided?**

Police vehicles are used more than almost any other municipal vehicles. In many town police departments, police cars are utilized for patrol activities around-the-clock, every day of the year, and have no back-ups. Thus, the proper maintenance and timely replacement of police cars is critical if the department's patrol activities and responsiveness are not to be impaired.

To assure this, a regular and preventive maintenance program should be in effect and closely monitored, and vehicle operating and maintenance costs should be tracked by car. Further, a realistic replacement schedule generally based on time-in-service and mileage should be established and adhered to, with patrol cars possibly being made available to other town departments for less intensive use after they have been phased out of police service.

In some communities, police vehicles are assigned to specific officers in the department and are allowed to be taken home during off-duty hours. This practice, while requiring a larger fleet size, can have the benefit of reducing maintenance costs of police vehicles and extending vehicle life, by assigning accountability for a single vehicle to a single driver. It is also considered to contribute to a higher police "presence" or visibility in a community, and hence to have some deterrent effect, or provided an enhanced sense of public safety in residential neighborhoods. The finance committee should encourage a careful review of the long-term capital and operating costs and potential savings and other benefits of "take home" patrol cars if the community is considering such a program.

**FIRE PROTECTION**

**Does the department always staff to a minimum number of firefighters for each shift? Is this a contractual obligation through the collective bargaining agreement, or simply a long standing practice?**

Fire department staffing levels may be established in different ways. Often, however, they are based upon a standard number of firefighters per shift, according to the number of pieces of equipment (pumpers, ladder trucks, ambulances, etc.) in service. Some fire departments are contractually obligated to assign to each shift or piece of equipment a minimum number of personnel due to "minimum manning" clauses in their collective bargaining agreements. If possible, minimum manning clauses should be avoided, since staffing levels are generally considered to be a management decision.

Since staffing levels are the principal determinant of fire department personnel costs, the finance committee should know the basis for each shift's staffing levels, and whether it is frequently necessary to pay overtime to firefighters in order to maintain these levels. Also, the fire chief should be able to demonstrate some correlation between staffing levels and the type, frequency and distribution of alarms, based upon departmental records.

**How much paid time is lost each year – on average- due to sick leave, disability leave or personal days?**

A major cause of overtime in most fire departments is the need to fill in for regularly scheduled firefighters who are unavailable for duty. To “cover” such absences, off-duty firefighters are called back at overtime rates. While some leave time is predictable and may be scheduled in advance, unanticipated sick or disability leave can constitute a major staffing and funding problem in many departments. The amount of such list time should be tracked carefully by the fire department, and should be closely monitored to prevent its abuse. Also, as with police and other large town departments, the finance committee should encourage that steps be taken to reduce this leave time (through collective bargaining provisions or other management actions) in order to minimize overtime costs.

**What do firefighters do while in the station awaiting a call? Can more productive use be made of their time?**

The amount of time spent responding to alarms and other emergencies generally constitutes only a minor percentage of on-duty hours in a typical fire department. The remaining on-duty time can and should be spent in a productive fashion, in such activities as training (physical and professional), equipment maintenance, fire prevention and inspections, and public information programs. A formal, written schedule of such activities should be an integral part of fire department operating procedures.

**Are changes in land use and new construction affecting response time and fire-fighting requirements? Should the department be changing its techniques and apparatus as a result?**

An examination of fire department resources should include a review of response times to different locations within the town, and the effects of new development on the town’s response and firefighting capabilities. Also, increasing densities, commercial and industrial development, taller buildings and new subdivisions all require ongoing evaluation of firefighting techniques and apparatus. These issues should be discussed in reviewing training needs and equipment requirements especially.

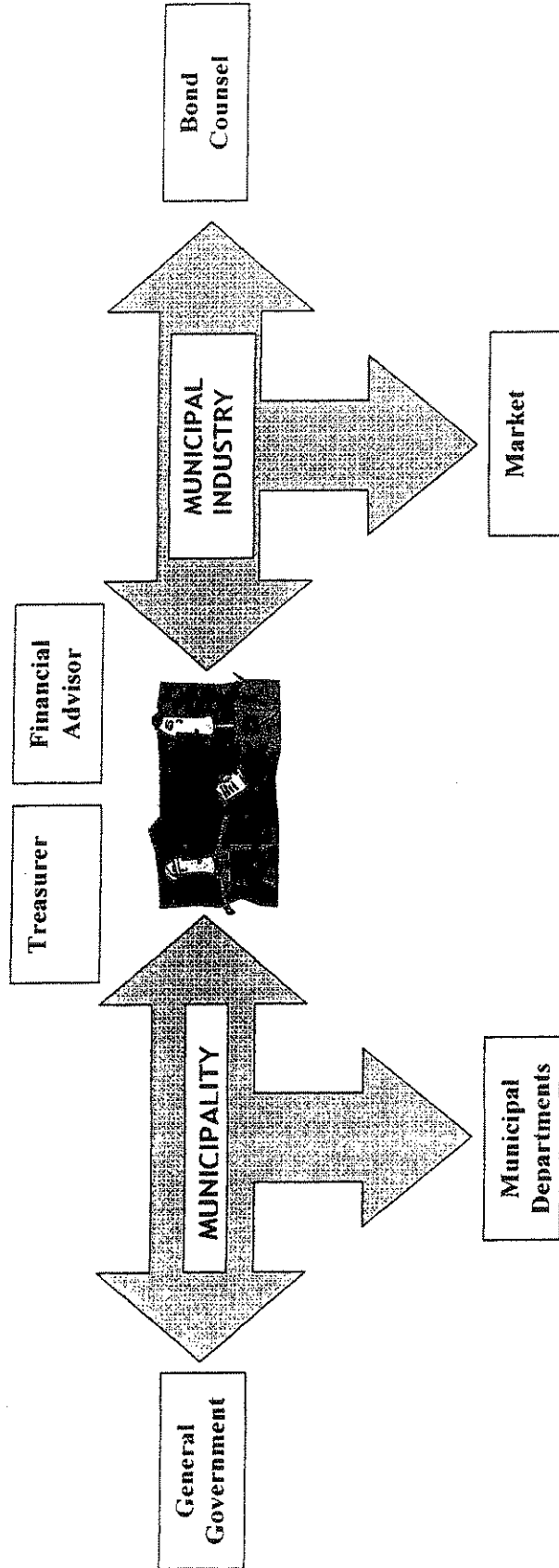
**What is the condition and estimated replacement schedule of current equipment?**

Equipment is more critical to the fire department than almost any other town department. The proper maintenance and timely replacement of fire equipment is therefore essential to department operations. A complete inventory of fire department equipment should be available for review, including historical records on maintenance costs and replacement dates. Typically, each department should be able to schedule replacement of major equipment pieces sufficiently in advance to facilitate budget planning. This is also necessary in view of the long delivery time typically required (12 to 18 months) for new pumps and ladder trucks. Standards for new fire apparatus and average replacement schedules for major pieces of equipment are available from the National Fire Protection Association (NFPA). These can serve as useful guidelines to the town assessing its fire equipment requirements.

**What training and physical fitness programs are conducted within the department? What – if any – standards for performance have been established? How often are tests conducted?**

Physical fitness should be an important component of departmental training programs. Unfortunately, for many departments, entrance requirements (for initial appointments) are the only formal standards in effect, and physical fitness is largely a voluntary matter. Due to the physical demands of firefighting, in-house program performance standards should be a high management priority. In some towns, such programs have been incorporated into collective bargaining agreements, and periodic physical examinations are administered. Such programs can help to reduce the incidence of certain on-duty injuries, and thereby contribute to a more effective (and less costly) fire service.

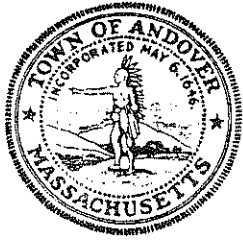
# BONDING RESPONSIBILITIES CHART



- OTHER PARTICIPANTS**
- Department of Revenue
  - Massachusetts School Building Authority
  - Municipal Finance Oversight Board
  - State Revolving Fund
  - Department of Environmental Protection
  - Credit Rating Agencies
  - Bond Insurance Companies

## BOND CHECKLIST

- Legal requirements met and Preliminary Legal Opinion in hand.
- Monthly Cash Flow from department head.
- Time frame on need for first borrowed cash.
- Audit complete.
- Official Statement up to date.
- No private activity within purposes.
- Coordinate with other Town Officials on timing and what to borrow.
- Financing strategy established.
- Method of financing? Bonds, BANs, lease purchase, etc.
- Credit rating strategy set.
- Method of selling, competitive vs. negotiated.



# TOWN OF ANDOVER

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

## MEMORANDUM

TO: Audit Committee  
FROM: Reginald S. Stapczynski, Town Manager  
SUBJ: Audit Committee Responsibilities  
DATE: September 10, 2007

*Buzz*

The Board of Selectmen, School Committee and Finance Committee have been in discussions with the Town's Finance staff and auditors regarding the formation of an Audit Committee. The establishment of this five-member Committee is the result of these discussions.

The responsibilities of the Audit Committee are as follows:

1. The Audit Committee shall consist of five members. The Town Manager shall establish an Audit Committee and appoint five residents with financial expertise to serve overlapping three-year terms. The Chair of the Audit Committee shall be selected by a majority vote of the Committee. Members shall be eligible for re-appointment. The Board of Selectmen, Finance Committee and School Committee shall annually each appoint one of its members to serve as non-voting liaisons to the Audit Committee.
2. The responsibilities of the Audit Committee are to oversee the independent audit of the Town's financial statements, including recommending the selection of the independent auditor to the Town Manager, the evaluation of the independent audit scope and the resolution of audit findings.
3. The Audit Committee will present an annual report to the Board of Selectmen, Finance Committee and School Committee at a Tri-Board meeting indicating how the Committee has discharged its responsibilities.

The agenda for this first meeting is as follows:

1. Introductions – 7:30 A.M. – Buzz
2. Review of the responsibilities of the Audit Committee – Buzz

## FREE CASH

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

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

### FREE CASH HISTORY

Year	Certified Free Cash Going into Annual Town Meeting	Free Cash as a % of Budget	Amount Spent		Amount Remaining after Town Meeting
			Town Meeting	by Town Meeting	
1998	4,272,761	5.1%	2,128,435		2,144,326
1999	5,337,761	5.8%	4,151,008		1,186,753
2000	3,652,583	4.3%	2,810,319		842,274
2001	3,829,165	4.2%	2,848,953		980,212
2002	3,767,004	4.0%	2,923,476		843,528
2003	3,340,240	3.5%	2,855,082		485,158
2004	4,413,574	4.5%	1,316,648		3,096,926
2005	2,188,732	2.1%	1,305,000		883,732
2006	3,013,073	2.5%	2,287,000		726,073
2007	5,432,796	4.4%	3,532,368		1,900,428
2008	2,333,996	1.9%	1,495,000*		838,996

\*Estimate at based on budget and warrant article recommendations as of March 26, 2008.

ANDOVER

A. EDUCATION:

Distributions and Reimbursements:

1. Chapter 70	<u>7,467,975</u>
2. School Transportation <i>Chs. 71, 71A, 71B and 74</i>	<u>0</u>
3. Retired Teachers' Pensions <i>Ch. 32, s. 20 (2) (c)</i>	<u>0</u>
4. Charter Tuition Reimbursements <i>Ch. 71, s. 89</i>	<u>91,065</u>

Offset Items – Reserve for Direct Expenditure:

5. School Lunch <i>1970, Ch. 871</i>	<u>23,631</u>
6. School Choice Receiving Tuition <i>Ch. 76, s. 12B, 1993, Ch. 71</i>	<u>0</u>

Sub-Total, All Education Items	<u>7,582,671</u>
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B. GENERAL GOVERNMENT:

Distributions and Reimbursements:

1. Lottery, Beano & Charity Games	<u>1,928,601</u>
2. General Fund Supplemental to Hold Harmless Lottery	<u>295,289</u>
3. Additional Assistance	<u>0</u>
4. Local Share of Racing Taxes <i>1981, Ch. 558</i>	<u>0</u>
5. Regional Public Libraries <i>Ch. 78, s. 19C</i>	<u>230,000</u>
6. Police Career Incentive <i>Ch. 41, s. 108L</i>	<u>390,000</u>
7. Urban Renewal Projects <i>Ch. 121, ss. 53-57</i>	<u>0</u>
8. Veterans' Benefits <i>Ch. 115, s. 6</i>	<u>60,248</u>
9. Exemptions: Vets, Blind & Surviving Spouse <i>Ch. 58, s. 8A; Ch. 59 s. 5</i>	<u>49,490</u>
10. Exemptions: Elderly <i>Ch. 59, s. 5, Cl. 41, 41B, 41C</i>	<u>10,082</u>
11. State Owned Land <i>Ch. 58, ss. 13-17</i>	<u>168,407</u>

Offset Item - Reserve for Direct Expenditure:

12. Public Libraries <i>Ch. 78, s. 19A</i>	<u>49,437</u>
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Sub-Total, All General Government	<u>3,181,554</u>
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C. TOTAL ESTIMATED RECEIPTS, FISCAL 2009	<u>10,764,225</u>
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Released July 14, 2008

For additional information about how the estimates were determined and what may cause them to change in the future, please click on the following link: [Local Aid Estimate Program Summary](#).



## ANDOVER

A. County Assessment, County Tax: <i>Ch. 35, ss. 30, 31</i>	0
<b>B. STATE ASSESSMENTS AND CHARGES:</b>	
1. Retired Employees Health Insurance <i>Ch. 32A, s. 10B</i>	0
2. Retired Teachers Health Insurance <i>Ch. 32A, s. 12</i>	2,278,091
3. Mosquito Control Projects <i>Ch. 252, s. 5A</i>	107,912
4. Air Pollution Districts <i>Ch. 111, ss. 142B, 142C</i>	11,611
5. Metropolitan Area Planning Council <i>Ch. 40B, ss. 26, 29</i>	0
6. Old Colony Planning Council <i>1967, Ch. 332</i>	0
7. RMV Non-Renewal Surcharge <i>Ch. 90; Ch. 60A</i>	33,640
Sub-Total, State Assessments	2,431,254
<b>C. TRANSPORTATION AUTHORITIES:</b>	
1. MBTA <i>Ch. 161A, ss. 8-9; 1974, Ch. 825, ss. 6-7</i>	80,457
2. Boston Metro. Transit District <i>1929, Ch. 383; 1954, Ch. 535</i>	0
3. Regional Transit <i>Ch. 161B, ss. 9, 10, 23; 1973, Ch. 1141</i>	131,721
Sub-Total, Transportation Assessments	212,178
<b>D. ANNUAL CHARGES AGAINST RECEIPTS:</b>	
1. Multi-Year Repayment Programs	0
2. Special Education <i>Ch. 71B, ss. 10, 12</i>	0
3. STRAP Repayments <i>1983, Ch. 637, s. 32</i>	0
Sub-Total, Annual Charges Against Receipts	0
<b>E. TUITION ASSESSMENTS:</b>	
1. School Choice Sending Tuition <i>Ch. 76, s. 12B, 1993, Ch. 71</i>	5,000
2. Charter School Sending Tuition <i>Ch. 71, s. 89</i>	164,342
3. Essex County Technical Institute Sending Tuition <i>1998, Ch. 300, s. 21</i>	60,383
Sub-Total, Tuition Assessments	229,725
<b>F. TOTAL ESTIMATED CHARGES, FISCAL 2009</b>	<b>2,873,157</b>

Released July 14, 2008

For additional information about how the estimates were determined and what may cause them to change in the future, please click on the following link: [Local Aid Estimate Program Summary](#).

THE COMMONWEALTH OF MASSACHUSETTS  
DEPARTMENT OF REVENUE  
TAX RATE RECAPITULATION

FISCAL 2009

OF  
**ANDOVER**  
City / Town / District

I. TAX RATE SUMMARY

- la. Total amount to be raised (from IIe) \$ 138,674,534.66
- lb. Total estimated receipts and other revenue sources (from IIIe) 40,697,781.00
- lc. Tax levy (la minus lb) \$ 97,976,753.66
- ld. Distribution of Tax Rates and levies

CLASS	(b) Levy percentage (from LA - 5)	(c) IC above times each percent in col (b)	(d) Valuation by class (from LA - 5)	(e) Tax Rates (c) / (d) x 1000	(f) Levy by class (d) x (e) / 1000
Residential	71.4264%	69,981,267.98	5,754,718,281	12.16	69,977,374.30
Net of Exempt					0.00
Open Space	0.1389%	136,089.71	11,195,300	12.16	136,134.85
Commercial	11.9010%	11,660,213.45	583,679,742	19.98	11,661,921.25
Net of Exempt					0.00
Industrial	13.2443%	12,976,335.18	649,552,900	19.98	12,978,066.94
<b>SUBTOTAL</b>	<b>96.7106%</b>		<b>6,999,146,223</b>		<b>94,753,497.34</b>
Personal	3.2894%	3,222,847.33	161,324,140	19.98	3,223,256.32
<b>TOTAL</b>	<b>100.0000%</b>		<b>7,160,470,363</b>		<b>97,976,753.66</b>

MUST EQUAL 1C

Board of Assessors of ANDOVER  
City / Town / District

David A. Billard, Chief Assessor, Andover, 978-623-8265

12/1/2008 7:00 PM

Submitted under authorization of BOA. Signatu...

Assessor

Date

(Comments)

Do Not Write Below This Line --- For Department of Revenue Use Only

Reviewed By **Ellis Fitzpatrick**  
Date : **08-DEC-08**  
Approved : **Gerard Perry**  
Director of Accounts



(Gerard D. Perry)

TAX RATE RECAPITULATION

FISCAL 2009

ANDOVER

City / Town / District

**II. Amounts to be raised**

Ila. Appropriations (col.(b) through col.(e) from page 4)	\$	134,309,458.00
Ilb. Other amounts to be raised		
1. Amounts certified for tax title purposes	4,000.00	
2. Debt and interest charges not included on page 4	68,839.71	
3. Final court judgements	0.00	
4. Total overlay deficits of prior years	871.34	
5. Total cherry sheet offsets (see cherry sheet 1-ER)	73,068.00	
6. Revenue deficits	0.00	
7. Offset receipts deficits Ch. 44, Sec. 53E	0.00	
8. Authorized Deferral of Teachers' Pay	0.00	
9. Snow and ice deficit Ch. 44, Sec. 31D	153,988.80	
10. Other (specify on separate letter)	63,205.15	
TOTAL Ilb (Total lines 1 through 10)		363,973.00
Ilc. State and county cherry sheet charges (C.S. 1-EC cols. 1 and 2)		2,873,157.00
Ild. Allowance for abatements and exemptions (overlay)		1,127,946.66
Ile. Total amount to be raised (Total Ila through Ild)	\$	138,674,534.66

**III. Estimated receipts and other revenue sources**

Illa. Estimated receipts - State		
1. Cherry sheet estimated receipts (C.S. 1-ER Total)	\$ 10,764,225.00	
2. Massachusetts school building authority payments	1,551,447.00	
TOTAL IIIa		12,315,672.00
IIIb. Estimated receipts - Local		
1. Local receipts not allocated (page 3, col(b), Line 23)	9,803,000.00	
2. Offset Receipts (Schedule A-1)	1,691,964.00	
3. Enterprise Funds (Schedule A-2)	13,526,502.00	
4. Community Preservation Funds (See Schedule A-4)	0.00	
TOTAL IIIb		25,021,466.00
IIIc. Revenue sources appropriated for particular purposes		
1. Free cash (page 4, col.(c))	1,183,147.00	
2. Other available funds (page 4, col.(d))	1,597,496.00	
TOTAL IIIc		2,780,643.00
IIId. Other revenue sources appropriated specifically to reduce the tax rate		
1a. Free cash..appropriated on or before June 30, 2008	580,000.00	
b. Free cash..appropriated on or after July 1, 2008	0.00	
2. Municipal light source	0.00	
3. Teachers' pay deferral	0.00	
4. Other source :	0.00	
TOTAL IIId		580,000.00
IIIe. Total estimated receipts and other revenue sources (Total IIIa through IIId)	\$	40,697,781.00

**IV. Summary of total amount to be raised and total receipts from all sources**

a. Total amount to be raised (from Ile)	\$	138,674,534.66
b. Total estimated receipts and other revenue sources (from IIIe)	\$	40,697,781.00
c. Total real and personal property tax levy (from Ic)	\$	97,976,753.66
d. Total receipts from all sources (total IVb plus IVc)	\$	138,674,534.66

**LOCAL RECEIPTS NOT ALLOCATED \*  
TAX RATE RECAPITULATION**

**ANDOVER**

City/Town/District

	(a) Actual Receipts Fiscal 2008	(b) Estimated Receipts Fiscal 2009
==> 1 MOTOR VEHICLE EXCISE	4,806,098.00	4,716,000.00
==> 2 OTHER EXCISE	913,853.00	913,000.00
==> 3 PENALTIES AND INTEREST ON TAXES AND EXCISES	410,491.00	410,000.00
==> 4 PAYMENTS IN LIEU OF TAXES	0.00	2,000.00
5 CHARGES FOR SERVICES - WATER	0.00	0.00
6 CHARGES FOR SERVICES - SEWER	0.00	0.00
7 CHARGES FOR SERVICES - HOSPITAL	0.00	0.00
8 CHARGES FOR SERVICES - TRASH DISPOSAL	0.00	0.00
9 OTHER CHARGES FOR SERVICES	0.00	0.00
10 FEES	57,452.00	57,000.00
11 RENTALS	0.00	0.00
12 DEPARTMENTAL REVENUE - SCHOOLS	0.00	0.00
13 DEPARTMENTAL REVENUE - LIBRARIES	16,443.00	16,000.00
14 DEPARTMENTAL REVENUE - CEMETERIES	0.00	0.00
15 DEPARTMENTAL REVENUE - RECREATION	0.00	0.00
16 OTHER DEPARTMENTAL REVENUE	379,766.00	250,000.00
17 LICENSES AND PERMITS	1,961,902.00	1,961,000.00
18 SPECIAL ASSESSMENTS	54.00	0.00
==> 19 FINES AND FORFEITS	475,184.00	475,000.00
==> 20 INVESTMENT INCOME	1,109,224.00	733,000.00
==> 21 MISCELLANEOUS RECURRING (PLEASE SPECIFY)	0.00	270,000.00
22 MISCELLANEOUS NON-RECURRING (PLEASE SPECIFY)	0.00	0.00
<b>23 TOTALS</b>	<b>\$ 10,130,467.00</b>	<b>\$ 9,803,000.00</b>

I hereby certify that the actual receipts as shown in column (a) are, to the best of my knowledge correct and complete, and I further certify that I have examined the entries made on page 4 of the Fiscal 2009 tax rate recapitulation form by the City, Town or District Clerk and hereby acknowledge that such entries correctly reflect the appropriations made and the sources from which such appropriations are to be met.

Rodney P. Smith, Accountant, Andover, 978-623-8211

11/28/2008 12:37 PM

Accounting Officer

Date

\* Do not include receipts in columns (a) or (b) that were voted by the City / Town / District Council or Town Meeting as offset receipts on Schedule A-1, enterprise funds on Schedule A-2, or revolving funds on Schedule A-3. Written documentation should be submitted to support increases / decreases of estimated receipts to actual receipts.

==> Written documentation should be submitted to support increases/ decreases of FY 2008 estimated receipts to FY2009 estimated

**CERTIFICATION OF APPROPRIATIONS AND SOURCES OF FUNDING**

**TAX RATE RECAPITULATION  
ANDOVER**

**FISCAL 2009**

City / Town / District

APPROPRIATIONS							AUTHORIZATIONS	
							MEMO ONLY	
City / Town Council or Town Meeting Dates	FY*	(a) Total Appropriations of Each Meeting	(b) ** From Raise and Appropriate	(c) From Free Cash See B-1	(d) From Other Available Funds See B-2	(e) From Offset Receipts (See A-1), Enterprise Funds (See A-2), or Community Preservation Fund (See A-4)	(f) *** Revolving Funds (See A-3)	(g) Borrowing Authorization
05/01/2008	2009	129,910,050.00	114,640,349.00	0.00	402,543.00	14,867,158.00	0.00	0.00
05/01/2008	2009	1,780,000.00	1,664,000.00	0.00	116,000.00	0.00	0.00	0.00
05/01/2008	2008	73,147.00	0.00	73,147.00	0.00	0.00	0.00	0.00
05/01/2008	2008	286,308.00	0.00	0.00	0.00	286,308.00	0.00	0.00
05/01/2008	2008	65,000.00	0.00	0.00	0.00	65,000.00	0.00	0.00
05/01/2008	2008	450,000.00	0.00	450,000.00	0.00	0.00	0.00	0.00
05/01/2008	2008	300,000.00	0.00	300,000.00	0.00	0.00	0.00	0.00
05/01/2008	2008	913,953.00	0.00	0.00	913,953.00	0.00	0.00	0.00
05/01/2008	2009	6,000.00	6,000.00	0.00	0.00	0.00	0.00	0.00
05/01/2008	2008	10,000.00	0.00	10,000.00	0.00	0.00	0.00	0.00
05/01/2008	2008	350,000.00	0.00	350,000.00	0.00	0.00	0.00	0.00
05/01/2008	2008	165,000.00	0.00	0.00	165,000.00	0.00	0.00	0.00
05/01/2008	2009	0.00	0.00	0.00	0.00	0.00	1,248,000.00	0.00
05/01/2008	2009	0.00	0.00	0.00	0.00	0.00	0.00	16,563,000.00
05/01/2008	2009	0.00	6,727,305.00	0.00	0.00	-6,727,305.00	0.00	0.00
<b>Totals</b>		<b>134,309,458.00</b>	<b>123,037,654.00</b>	<b>1,183,147.00</b>	<b>1,597,496.00</b>	<b>8,491,161.00</b>		
		Must Equal Cols. (b) thru (e)						

I hereby certify that the appropriations correctly reflect the votes taken by City / Town / District Council.

ANDOVER  
City/Town/District

Randall L. Hanson, Town Clerk, Andover, 978-623-8255  
Clerk

12/2/2008 1:08 PM  
Date

THE COMMONWEALTH OF MASSACHUSETTS  
DEPARTMENT OF REVENUE  
FISCAL 2009 TAX LEVY LIMITATION FOR  
ANDOVER  
FOR BUDGET PLANNING PURPOSES

**Final Tax Rate Set**

**I. TO CALCULATE THE FY 2008 LEVY LIMIT**

A. FY 2007 Levy Limit	<u>87,189,479</u>
A1. ADD Amended FY 2007 Growth	<u>0</u>
B. ADD (IA + IA1) * 2.5%	<u>2,179,737</u>
C. ADD FY 2008 New Growth	<u>1,832,630</u>
D. ADD FY 2008 Override	<u>0</u>
E. FY 2008 Subtotal	<u>91,201,846</u>
F. FY 2008 Levy Ceiling	<u>179,493,827</u>

I. \$91,201,846  
FY 2008 Levy Limit

**II. TO CALCULATE THE FY 2009 LEVY LIMIT**

A. FY 2008 Levy Limit from I.	<u>91,201,846</u>
A1. ADD Amended FY 2008 Growth	<u>0</u>
B. ADD (IIA + IIA1) * 2.5%	<u>2,280,046</u>
C. ADD FY 2009 New Growth	<u>1,357,086</u>
D. ADD FY 2009 Override	<u>0</u>
E. FY 2009 Subtotal	<u>94,838,978</u>
F. FY 2009 Levy Ceiling	<u>179,011,759</u>

II. \$94,838,978  
FY 2009 Levy Limit

**III. TO CALCULATE THE FY 2009 MAXIMUM ALLOWABLE LEVY**

A. FY 2009 Levy Limit from II.	<u>94,838,978</u>
B. FY 2009 Debt Exclusion(s)	<u>3,173,848</u>
C. FY 2009 Capital Expenditure Exclusion(s)	<u>0</u>
D. FY 2009 Other Adjustment	<u>0</u>
E. FY 2009 Water / Sewer	<u>0</u>
F. FY 2009 Maximum Allowable Levy	<u>\$98,012,826</u>

## I

FINANCE COMMITTEE  
RESOURCES**Committee Library**

It is impossible for a professional in any endeavor to conduct business without access to appropriate data and reference material. Finance committees should develop their own libraries of town data and be aware of local and national resources for information and assistance.

Below is a suggested list of materials for the library of each town finance committee. Material produced by the Department of Revenue may be obtained from them. Committees may obtain most other material from town offices, the Massachusetts Municipal Association (MMA), or from a given town's public library. Some publications must be purchased through your local bookshop.

**Town Documents and Information**

- annual municipal audit (for last five years)
- bond prospectus
- Capital Improvement Program and capital budget
- cash flow analysis
- Cherry Sheet (for the last five years)
- finance committee report (for the last five years)
- Free Cash certification (for the last five years)
- investment policies and analysis
- property classification report
- annual report (for the last five years)
- bylaws
- town charter
- manual on town meeting, etc.
- operating and capital budgets (for the last

five years), and budget forms, calendar, and instructions

- tax recapitulation data (for the last five years)
- Schedule A (for the last five years)

*(In addition, comparable information from a town of similar socio-economic and financial characteristics may be useful.)*

**Materials Available from DOR**

Assessor's Manual

Audit Primer and Audit Procurement Guide

CAMA Decision Kit (revaluation package)

Cherry Sheet Manual, forms and reports

City & Town

Costing Municipal Services

Developing a Capital Improvements Program

Everything You Always Wanted to Know  
About Levy Limits But Were Afraid to Ask

A Guide to Financial Management for Town  
Officials

Informational Guideline Releases and Index

In Our Opinion

Laws Relating to Municipal Finance and  
Taxation, Municipal Bulletin 34

Manual for a Collector of Taxes

Manual for a Treasurer

Municipal Calendar and Fiscal Calendar

Revenue/Expenditure Forecasting Software

## Other Documents and Publications

Bresler, *Citizens Primer on Town Meeting*, Commonwealth of Massachusetts

Levitan, *Your Massachusetts Government*

*The Finance Committee Handbook*, ATFC

*Municipal Financial Data*, Massachusetts Taxpayers Foundation

*An Issuer's Guide to the Rating Process*, Moody's

*Municipal Finance Criteria*, Standard & Poor's

*Handbook for Massachusetts Selectmen*, 3rd Edition, MMA

State Constitution

*Town Meeting Time, A Handbook of Parliamentary Law*, 3rd Edition, Massachusetts Moderators' Association

## Town and Committee Handbooks

Many towns in the Commonwealth have produced materials that may be of interest to other communities. The Brookline Advisory Committee has produced an "Advisory Committee Handbook" consisting of the following sections:

- The town of Brookline's budget cycle;
- The Brookline Advisory Committee;
- Procedural guidelines and budget report forms for departmental budget;
- evaluation; and
- reference material.

The town of Concord has prepared a committee handbook that is distributed to every town committee and board member, whether elected or appointed. The handbook included relevant state

laws and town bylaws, policies and procedures related to town committee/board operations.

The handbook consists of the following sections:

- legal basis of town government/town charter;
- legal issues;
- committee/board procedures;
- miscellaneous items;
- individual committee/board descriptions; and;
- appendix, which includes a description of various laws.

A note on the front page of this handbook indicates that the appendix includes brief summaries of the conflict of interest law, open meeting law, and the town records management bylaw. This note also reminds committee members that: "All committee members are required to read these laws in their entirety." Copies of these laws can be read at the town manager's office or at the public libraries.

## The Massachusetts Department of Revenue and the Division of Local Services

The state Department of Revenue (DOR), Division of Local Services (DLS) provides technical assistance to municipal officials on a broad range of topics concerning local finance and taxation. DLS also exercises supervisory and regulatory functions under various statutory provisions. Assistance is provided through their four bureaus.

*Bureau of Accounts* – certifies tax rates for the towns and cities and is responsible under Proposition 2 1/2 for assuring compliance with property tax levy limits. This bureau also monitors, supervises and assists municipalities, counties and special districts in ensuring that their financial management and accounting practices comply with state statutes.



*Bureau of Local Assessment* – supervises property valuation and assessment as well as oversees the implementation of the Classification Amendment.

*Municipal Data Management and Technical Assistance Bureau* – is responsible for the distribution of local aid, operation of the Municipal Data Bank, and coordination of technical assistance.

*Property Tax Bureau* — is responsible for the interpretation of laws and statutes on municipal finance and taxation.

In addition, DLS publishes timely and useful publications dealing with the management of local government and provides information through the Internet at [www.mass.gov/dls](http://www.mass.gov/dls). These home pages offer local officials the opportunity to view or download various DLS publications and information.

Besides having its main office in Boston, DLS also maintains two field offices in Worcester and Springfield:

40 Southbridge Street  
Room 210  
Worcester, MA 01608  
Tel: 508-792-7300  
Fax: 508-792-7306

436 Dwight Street  
Room 41  
Springfield, MA 01103  
Tel: 413-784-1000  
Fax: 413-784-1034

100 Sleeper Street  
P.O. Box 9569  
Boston, MA 02114  
Tel: 617-626-2300  
Fax: 617-626-2330

### **The Massachusetts Municipal Directory**

The Massachusetts Municipal Association (MMA), of which the Massachusetts Association of Town Finance Committee is a constituent agency, annu-

ally provides each town and usually each selectman with The Massachusetts Municipal Directory. This directory provides a listing of municipal officials, including addresses, Web site addresses, telephone and fax numbers. The directory encompasses:

- town and city governments;
- county governments;
- regional planning councils;
- selected state government officers;
- selected federal government offices;
- Massachusetts professional organizations;
- national professional organizations;
- state legislators by community; and
- state and federal holidays.

### **National Professional Organizations**

The following is a partial listing of those national professional organizations that direct themselves to local government issues:

**American Association of School Administrators**  
1801 N. Moore St. Alexandria, VA 22209 (703) 528-0700

**American Public Works Association**  
1313 E. 60th St.  
Chicago, IL 60637  
(312) 667-2200

**American Society for Public Administration**  
1120 G St. NW  
Washington, DC 20005  
(202) 393-7878

**Government Finance Officers Association**  
180 Michigan Ave., Suite 800  
Chicago, IL 60601  
(312) 977-9700

**Institute of Public Administration**  
55 W. 44 St.  
New York, NY 10036  
(212) 730-5480

**International Association of Assessing Officers**

1313 E. 60th St.  
Chicago, IL 60637  
(312) 947-2069

**International City Management Association**  
1120 G St. NW  
Washington, DC 20005  
(202) 626-4600

**International Personnel Management Association** 1617 Duke Street  
Alexandria, VA 22314  
(703) 549-7100

**Labor-Management Relations Service** 1620 Eye Street NW, 4th Floor  
Washington, DC 20006  
(202) 293-7330

**The Municipal Treasurers' Association for the United States and Canada**  
1229 Nineteenth St. NW  
Washington, DC 20036  
(202) 833-1017; Fax: (202) 833-0375

**National Association of Towns and Townships**  
1522 K St. NW, Suite 730  
Washington, DC 20005  
(202) 737-5200

**National League of Cities**  
1301 Pennsylvania Ave. NW  
Washington, DC 20004  
(202) 626-3000

**National School Boards Association**  
1680 Duke St.  
Alexandria, VA 22302  
(703) 838-6722