

Select Board Meeting

Monday, January 23, 2023 7:00 PM
Lifelong Learning Room at The Robb Center
30 Whittier Court, Andover, MA 01810

ANDOVER TOWN CLERK
ROUD 2023 JAN 19 PM4:18

I. Call to Order – 7:00 P.M.

II. Opening Ceremonies

A. Moment of Silence/Pledge of Allegiance

III. Communications/Announcements/Liaison Reports

IV. Citizens Petitions and Presentations

V. Regular Business

A. Andover High School Building Committee – 1st Reading

Board to receive an update from the Andover High School Building Committee and consider voting to accept the proposed schedule.

B. Town Governance

Board to discuss and consider voting to accept the Town Governance Study Committee's recommendations on the following recommendations:

- Removing the Town Manager Residency Requirement from the Town Charter
- Endorsing practice of Moderator asking each Town Meeting to affirm that deliberations be honest, open, civil, and respectful of attendees' time.

VI. Consent Agenda

A. Appointments by the Town Manager

Board to vote that the following appointments by the Town Manager be approved.

Department	Name	Position	Rate/Term	Date of Hire
Memorial Hall Library	Caitlin Callahan Gallaudet	Part-Time Library Assistant	\$26.73/hr	1/24/2023
Community Services – Youth Services	John Meade	Building Monitor	\$15.00/hr	1/18/2023
Community Services – Youth Services	Tanner Peckham	Building Monitor	\$15.00/hr	1/18/2023

VII. Executive Session

- A. Board to vote to go into Executive Session pursuant to option 6 to discuss the purchase, exchange, lease, or value of real property, and to vote to approve and not release the meeting minutes of November 21, 2022 and December 12, 2022, and for the Chair to

declare that an open session may have a detrimental effect on the negotiating position of the Town; and not to return to open session.

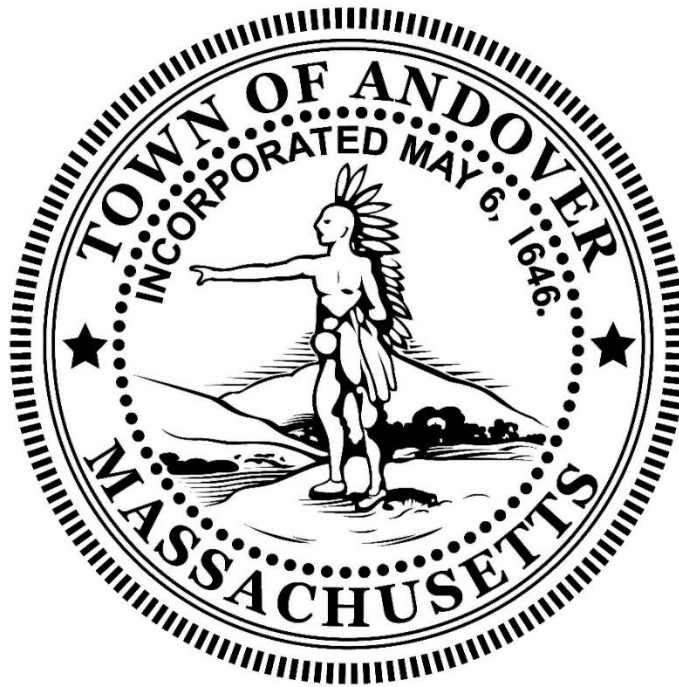
VIII. Adjourn

If any member of the public wishing to attend this meeting seeks special accommodations in accordance with the Americans with Disabilities Act, please contact Kathryn Forina in the Town Manager's Office at 978-623-8215 or by email at kathryn.forina@andoverma.us

**MEETINGS ARE TELEVISED ON
COMCAST CHANNEL 22 AND VERIZON CHANNEL 45**

**Report of the
Town Governance Study Committee**

December 10, 2021



Committee Members

S. Jon Stumpf, Chair
Dara Epstein Obbard, Vice Chair
Andrew McBrien, Clerk
Paula Colby-Clements
David Floreen
Richard Fox
Gail L. Ralston
Aleksandra Stapczynski
Austin Simko
Sheila M. Doherty, Ex-Officio

iv. Diversity, Equity and Inclusion.

The Committee acknowledges the important steps that the Town and its Select Board have taken toward addressing the issues of diversity, equity, and inclusion. At this time, the Committee did not wish to infringe – nor change – the focus that we are currently witnessing.

The Committee supports the work of the new Commission on Diversity, Equity, and Inclusion and are hopeful that the breadth of backgrounds on the Commission will make it well-placed to lead the community to a better understanding of these issues.

The Charge of the Commission is as follows: *The Commission on Diversity, Equity and Inclusion seeks to combat the realities of racism and intolerance in Andover by supporting programs, initiatives, education, outreach, policies and institutional change which contribute to an inclusive Andover; a community that embraces tolerance, inclusiveness and respect for all.*

The Committee applauds the new Town division, its focus on diversity and inclusion, and its commitment to work with all parts of Town government and our community. The division will provide resources and will take dedicated, thoughtful actions and initiatives to promote goals we aspire to in our town. The division will be part of the Community Services Department – Andover DIVERSE (Diversity, Inclusion, Values, Respect, Support and Education) whose purpose is to advance community-driven initiatives and engagement.

The Committee hopes these steps are just the beginning of an ongoing understanding of our Town, our country, and the world that we live in. The Committee further hopes that these active and vigorous efforts will impact all communities and will reach all levels of governance throughout the Town.

v. Residency Requirement for Town Manager.

In the past the question of whether the Town Manager and other senior Town officials should be required to reside in Andover has been raised. Andover still requires its Town Manager to be a resident of the town within a certain period of time after commencement of employment. In light of advances in technology, escalating housing costs, and the reality that Town Manager candidates likely have working spouses to consider, the Committee asked its consultant, Community Paradigm Associates, to review residency requirements in Massachusetts cities and towns. Their report concluded that while residency requirements were common 20 or more years ago, very few communities currently maintain a residency requirement for their manager/administrator.

There is no central registry of information on this topic, but available data²⁵ suggests that less than a dozen Massachusetts communities retain a residency requirement for its chief executive.

²⁵ Appendix 7 contains research prepared by Community Paradigm Associates and considered by the Committee.

Many communities, including Hudson and Blackstone, removed those requirements in 2021, as they substantially impede recruitment and significantly limit the potential pool of applicants who did not want to relocate their families.

The Committee had a robust discussion regarding retaining or removing the residency requirement. Some felt that officials who live in Andover have more ownership and commitment to the town. Others felt that managers might act more objectively if they do not live within Andover, as they would have no personal vested interest in particular outcomes. All acknowledged that the advances in technology, especially given the ability to instantly connect via remote meeting platforms, substantially negated any concerns about accessibility to residents or Town staff. Also, the Committee is concerned that Andover's expensive housing market would dissuade potential candidates from entering a search for a job that requires buying housing, potentially for a family, in Andover. Candidates with working spouses or partners, other personal matters or school-aged children may decide that applying to lead Andover is simply not worth the disruption to their lives.

While the benefit and allure of a resident manager was not lost on the Committee, the Committee felt that no consideration is more important than attracting the best and most capable candidates to lead the Town government. Therefore, the Committee recommends that the Town remove the existing residency requirement for the Town Manager.

vi. Ranked-Choice Voting.

Ranked-choice voting is not widely used in this country in elections at any level, but it is emerging. Some contend that it makes the results of elections more representative of the will of the voters, especially in elections in which there are large numbers of candidates and split votes are likely to influence the outcome. Others contend that the added complexity makes it harder for voters to comprehend the process and thereby potentially disenfranchises them and also stresses the administration of the election. Thus, the Committee posed two questions: (a) do the benefits outweigh the disadvantages for Andover local elections or *vice versa*, and (b) might ranked-choice voting potentially impact sufficient Andover elections to even justify the additional complexity?

The Committee studied the results of all 15²⁶ Select Board and 14 School Committee elections since 2008.²⁷ It was found that there were enough candidates in nine of these elections to support ranked-choice voting and that there were sufficient votes cast in four of these for the candidates who were not elected for it to be mathematically possible for one of the unelected candidates to overtake a winner. To further refine these results, the Committee considered the dynamics of each of the four elections in detail.

²⁶ There were two separate votes for Select Board on the ballot in 2001, one to elect a member for one year and one to elect a member for two years. They had different candidates so have been treated as two elections. Appendix 8 contains the research considered by the Committee.

²⁷ The results of all local elections since 2008 are available on the Town website and these were used as the sample.

TOWN OF ANDOVER



Review of Residency Requirement

June 2021

There are few communities within the Commonwealth of Massachusetts that maintain a residency requirement for its manager/administrator. The discussion of a requirement was more prevalent in the past during much different times.

There is no central registry to determine the actual number of communities that maintain residency, but it is estimated to be approximately a dozen, or less. Attached is an updated spreadsheet that was initially prepared for several communities as they reviewed their residency requirements. In fact, many communities that did have a requirement have eliminated it over the years. Both Hudson and Blackstone removed requirements within the past two months.

Some communities have a requirement that can be waived by vote of the Select Board and other communities have requirements that residency must be maintained in a certain region or by mileage. For example, the Town of Spencer states that their administrator must live within 15 miles of Spencer based on the border-to-border rule. The Town of Westborough has a requirement that their manager must live in town or a contiguous community.

Attached is an article that was published in the International City/County Managers Association's *PM Magazine* addressing residency requirements in general for department heads. One item worthy of consideration is the neutrality for a manager that does not live within the community. The argument can be made that there is a higher level of neutrality as that manager does not live on a particular street or section of town nor do they have family members involved in local schools or groups that may affect the way an individual perceives an issue.

Residency Not Required

	Notes
Acton	
Abington	
Adams	Residency within first year "unless otherwise provided by BOS
Amherst	Was waived by BOS via contract for at least 3 years
Arlington	
Ashburnham	
Ashland	
Auburn	Can be waived by 4/5 vote of BOS
Barnstable	within 6 mos but can be extended indefinitely
Bedford	
Bellingham	Residency but can be waived by BOS
Belmont	
Billerica	
Blackstone	Removed 2021
Bourne	
Boxborough	
Bridgewater	
Brewster	
Brookline	
Burlington	
Cambridge	
Canton	
Carlisle	
Carver	
Charlton	
Chatham	
Chelmsford	Residency, but can be waived by Town Council
Chelsea	
Cohasset	
Concord	
Conway	
Dartmouth	
Dedham	
Dennis	
Douglas	
Dover	
Dracut	
Dudley	
Duxbury	
East Bridgewater	
East Longmeadow	Residency, but can be waived by Town Council
Easton	Must be maintained within 30 miles
Falmouth	Residency, but can be waived by BOS
Foxborough	
Framingham	
Franklin	
Georgetown	Residency, but can be waived by Town Council

	Notes
Grafton	
Groton	
Great Barrington	Residency, but can be waived by BOS
Hadley	
Halfifax	
Hamilton	
Hanover	
Harvard	
Hingham	
Holden	Can live in neighboring communities
Holliston	
Hopkinton	
Hudson	Removed 2021
Hull	
Ipswich	Can be waived by BOS for first contract
Kingston	
La keville	
Leicester	Must be maintained within 25 miles
Lexington	
Littleton	
Longmeadow	
Lowell	
Lunenburg	
Lynnfield	
Manchester By The Sea	
Marblehead	
Marshfield	
Maynard	
Medway	
Middleton	
Millis	
Natick	
Needham	
Norfolk	
North Andover	
North Attleborough	
Northbridge	
Northfield	
North Reading	
Oak Bluffs	
Orleans	
Palmer	
Pembroke	
Plainville	
Plymouth	
Princeton	
Randolph	

	Notes
Raynham	
Reading	
Rowe	
Salisbury	
Sandwich	Residency, but an be waived by unanimous vote of BOS
Saugus	
Scituate	
Sharon	
Sheffield	
Sherborn	
Shrewsbury	Can be waived by BOS...changed in 2016
Somerset	
Southampton	
Southborough	
South Hadley	
Spencer	Must be maintained within 15 miles
Stockbridge	
Stoneham	
Stoughton	
Sturbridge	
Sutton	
Swampscott	
Tewksbury	
Topsfield	
Townsend	
Tyngsborough	
Upton	
Uxbridge	
Wakefield	
Ware	
Wareham	
Watertown	Can be "excused" from requirement by Town Council
Wayland	
Welfleet	
Wellesley	
Westborough	Must be maintained in a the Town or a contiguous town.
West Boylston	
West Bridgewater	
Westford	
Weston	
Westwood	
Wilmington	
Winchester	
Wintthrop	
Wrentham	
Yarmouth	

Residency Required

Mansfield	
Mashpee	
Northborough	
Oxford	
Provincetown	

Southwick	Cannot find Charter--rely on 2016 survey
Williamstown	
Worcester	

	Notes
Andover	
Athol	
Danvers	
Lenox	Cannot find Charter--rely on 2016 survey. However, it should be noted that Town recently joined with Lee in sharing a TM

[Home](#)

Residency Recommendations

Local Impacts of Employee Location

Nov 27, 2017 | PM MAGAZINE

By Steven Vinezeano, ICMA-CM

As the manager of a relatively small local government of 30,000 residents, a request came to my office last year from an elected official to consider requiring all future department heads who are hired by the village to live within its boundaries.

Immediately my biases on the subject came to the surface. After 23 years, however, I have learned to never immediately shoot down an elected official's idea on any topic without thoroughly researching the matter and formulating a sound argument and recommendation.

As I began to study the topic, I found there was no one resource that provided information on local residency pros and cons. This article compiles the insight from numerous sources: general web-based news articles, ICMA website's "Ask & Answer," legal documents, and discussion with professional colleagues. (The Ask & Answer area of the website led me to more information at icma.org/questions/mandatory-residency-employees#node-84748).

Although my angle is from the point of view of department heads, much of the information gathered here could be expanded to include local government managers. It is my hope that this article will help others who are considering and researching the subject.



Arguments for Residency Laws

The debate on residency has its proponents on both sides. Here are the top reasons identified for having residency laws:

1. Residency ensures manpower will be available in case of an emergency. This argument is specific to a community's first responders, and it also can relate to public works employees. Since these departments are usually unionized, it is a mandatory subject of bargaining.

A case can be made, however, for department heads and higher-level positions who usually serve in emergency operations centers to be required to live in the community where they are employed.

But unless the event is immediate, widespread, and a complete surprise, it is my experience that this can be managed. Over the past nine years, I managed two blizzards, one multi-day power outage, and four floods, all of which were anticipated.

Although four of these incidents were declared disasters by the United States president and I lived outside of the community some 12 miles away, I managed to be present and on-site for each incident without putting myself in danger.

2. Residency promotes a better comprehension for problems within the community and an employee will take more interest in the results of their work. This argument is probably the most emotional of all arguments for residency groups.

Residents and elected officials have a lot of pride in their local government and in most cases, deep roots. There is a strong belief among some that unless a management-level employee lives in town, owns a home, uses the schools, and participates in community events, they could never really be committed to it.

To begin with, top-level personnel need to be professionals committed to doing their absolute best to improve the life of those served. An argument can be made, however, that these same staff need to be connected to the community and actively work to not be alienated.

A community connection comes from a number of things—volunteering alongside residents, participating in community clubs, attending community events, and generally being available to residents and other community organizations and agencies.

It has been my experience that department heads and other front-line employees who live outside the community often bring fresh ideas and operational programs with them from those communities.

3. Government confidence is increased when managed by residents. The argument for residency laws was not seen much in my research, but it certainly grabbed my attention. Confidence, in my opinion, is built through facetime with the public as well as the celebration of staff successes.

Depending on the form of government, it is possible that elected officials who are residents may be more engaged in local policy implementation, which is the case in the village where I currently serve.

A case can also be made against management and upper-level employees being residents due to the chance of being unduly pressured by neighbors, family members, and patronage to act unilaterally or to give special treatment, thus ultimately chancing a loss of trust in the position.

4. Residency promotes the "public coffer" principle, provides jobs to residents, encourages home ownership, and discourages middle-class flight. Certainly, local employees, especially those in unions, could be considered by some to be the last stronghold of the middle class. These employees will enhance local revenues through both real estate taxes and local economy participation.

Economies, however, do not exist in isolation. People shop where they want to shop or where they need to shop based on accessibility. Employees also can be encouraged to participate in the local economy through a shop-local campaign that encourages them to shop close to work.

Arguments Against Residency Laws

Here are the top reasons identified for not having residency laws:

1. Residency results in a less-skilled workforce. This argument against residency is likely the most commonly used by hiring professionals. A residency requirement could easily be that one issue that prevents a high-quality individual from entering a candidate pool.

The job offer must be good enough to overcome uprooting family, changing schools, accepting the quality of schools, overriding partner interests, moving costs, leaving aging parents, and so on.

If a position opening does not entice these candidates, a local government is left with the potential of a lower-skilled workforce, which will negatively impact the quality of work.

2. Residency requires a generous compensation package to attract the best and brightest to work for a local government. To overcome the pressures mentioned above, including underwater mortgages and a depressed housing market, a residency law would require a generous compensation package.

A compensation package that includes such benefits as moving and housing assistance, an above-average salary, an auto allowance, and an employment contract with generous separation terms among other items.

Unless the locality is willing to settle on a candidate who is less experienced or less qualified, a residency policy could become a long-term financial liability.

3. Residency reduces the liberty of the employee. Fundamentally, residency rules squeeze the rights of an employee by telling them where to buy a home, send their kids to school, raise a family, and spend their free time.

Quality of life is relative. While some may enjoy living in an urban setting, others may prefer suburban or country living. Forcing residency can easily have a negative impact on the work-life balance of an employee and his or her family members. This level of control could easily impact morale and quality of life resulting in resentment and ultimately, turnover.

My ultimate advice for local governments deciding to pursue residency laws for upper-level staff positions is to be mindful of the challenges they will face with attracting and retaining quality leaders and managers.

It is my experience that department heads and management personnel are career-driven professionals who are going to give any community they serve 110 percent. They will become connected to the community, no matter where they lay their heads at night.

Steven Vinezeano, ICMA-CM, is village manager, Niles, Illinois (scv@vniles.com).

Advertisement



TOWN OF ANDOVER *Finance & Budget*

Hayley Green, CPA, Town Accountant/Assistant Finance Director
Accounting Department

36 Bartlet Street
Andover, MA 01810
(978) 623-8920

hayley.green@andoverma.us
www.andoverma.gov

Andrew P. Flanagan
Town Manager

Michael Lindstrom
Deputy Town Manager

To: Select Board
Finance Committee
Superintendent of Schools
School Committee
Revenue and Expenditure Task Force

From: Hayley Green, Town Accountant/Assistant Finance Director

CC: Andrew Flanagan, Michael Lindstrom, Patrick Lawlor, Keith Taverna,
Martha Sybert, Town Website

Date: January 9, 2022

Re: ***FY 2023 Financials***

The attached reports summarize the Town's financial position through November 30, 2022.
Included are the following:

- Executive Summary
- Budgeted versus Actual Revenues – General Fund and Enterprise Funds
- Revenue Comparison Graph – Local Receipts
- Personal Services and Other Expenditures by Department
- Reserve Account and Compensation Fund Analysis
- Chapter 44 § 53 E ½ Revolving Funds
- Capital Projects status – FY17 – FY23

Feel free to contact me, should you have any questions regarding the reports.

The attached reports of the Town Accountant summarize FY 2023 revenues and expenditures for the General Fund, Enterprise Funds, Compensation Fund, Reserve Fund, Revolving Funds and Capital Projects through November 30, 2022.

General Fund

The total general fund receipts of all sources collected through November 30, 2022 are exceeding the annual projections through the first five months of the year. FY2023 local receipts are \$1,146,060 greater than FY 2022 collections through the same period of time. This is primarily due to the increase in investment income as interest rates have risen, the increase in other departmental revenues due to the sale of surplus equipment, and the increase in hotel motel and meals tax revenue, as more people are dining out and traveling as compared to last year. Off-set receipts collections are consistent with collections through the same period of time last fiscal year.

General fund personal services are lower than and other expenditures are in line with FY 2023 projections through November 2022. Insurance premiums and the required appropriation for pension were paid in July and the OPEB appropriation was transferred in November. Encumbrances are adjusted throughout the year.

Water Enterprise Fund

The total water enterprise fund collections are exceeding the annual projections through November 2022. The user charges receipts are \$1,114,220 greater than FY22 through the same period of time because there were drier summer conditions, resulting in more consumption for FY23. Water personal services are in line with and other expenses are greater than FY 2023 projections through November 2022.

Sewer Enterprise Fund

The total sewer enterprise fund collections are in line with projections through November 2022 and user charges receipts are \$449,018 more than prior year receipts through the same period. The greater collections are correlated with the larger water collections through this period. Sewer personal services are lower than the FY 2023 projections

through November 2022. Other expenses are greater than projections through the first five months due to timing of debt service payments.

Reserve Fund

Town Meeting approved a reserve fund balance of \$200,000. The Finance Committee authorized \$34,800 to be spent on the replacement of three boiler sections at the West Elementary School.

Compensation Fund

Town Meeting approved a compensation fund balance of \$848,339. This money has not been used through November 2022.

Revolving Accounts

Town Meeting voted to approve 16 revolving funds with a total spending limit of \$2,490,000.

Capital Projects

These projects are part of the Town's capital improvement plan voted at Town Meeting from taxation. There is a balance of \$3,753,633 available for the most recent seven years of approved projects.

Town of Andover
FY 2023 General Fund Year-To-Date Revenue Report
Budgeted vs. Actuals 11/30/2022 and 11/30/2021

	FY 23 Budgeted	FY 23 YTD	%	FY 22 Budgeted	FY 22 YTD	%	Change in	Change in
Local Receipts	Receipts	Revenues	Collected	Receipts	Revenues	Collected	Budgets	YTD Receipts
Motor Vehicle Excise	5,651,834	603,649	10.7%	5,595,875	633,960	11.3%	55,959	(30,311)
Hotel/Motel/Meals	1,799,000	801,438	44.5%	1,475,000	555,061	37.6%	324,000	246,376
Penalties and Interest on Taxes and Excises	480,000	178,343	37.2%	480,000	297,125	61.9%	-	(118,782)
Fees	61,000	23,415	38.4%	61,000	78,742	129.1%	-	(55,327)
Payments in Lieu of Taxes	451,731	-	0.0%	440,713	-	0.0%	11,018	-
Other Departmental Revenues	213,000	186,499	87.6%	294,200	76,112	25.9%	(81,200)	110,387
Other Departmental Revenues - School Medicare	200,000	125,748	62.9%	200,000	56,107	28.1%	-	69,641
Non-Recurring Revenues	5,000	61,000	1220.0%	5,800	1,290	22.2%	(800)	59,710
Licenses and Permits	2,377,540	1,097,467	46.2%	2,354,000	1,186,770	50.4%	23,540	(89,304)
Fines & Forfeits	132,500	66,470	50.2%	227,000	59,651	26.3%	(94,500)	6,818
Investment Income	204,000	1,017,575	498.8%	200,000	70,722	35.4%	4,000	946,853
Total Estimated Receipts	11,575,605	4,161,602	36.0%	11,333,588	3,015,542	26.6%	242,017	1,146,060

	FY 23 Budgeted	FY 23 YTD	%	FY 22 Budgeted	FY 22 YTD	%	Change in	Change in
Off-Set Receipts	Receipts	Revenues	Collected	Receipts	Revenues	Collected	Budgets	YTD Receipts
Recreation	531,531	63,089	11.9%	393,510	132,112	33.6%	138,021	(69,023)
Elder Services	106,000	40,113	37.8%	106,000	47,212	44.5%	-	(7,099)
Public Facilities - Rental Receipts	40,000	37,112	92.8%	20,000	37,316	186.6%	20,000	(204)
Cemetery - Interment Fees	60,000	27,787	46.3%	60,000	23,387	39.0%	-	4,400
Public Safety - Police Detail Fees	60,000	29,142	48.6%	60,000	29,775	49.6%	-	(634)
Public Safety / Fire - Ambulance Receipts	1,300,000	680,888	52.4%	1,250,000	542,552	43.4%	50,000	138,336
Total Off-Set Receipts	2,097,531	878,131	41.9%	1,889,510	812,354	43.0%	208,021	65,776

	FY 23 Budgeted	FY 23 YTD	%	FY 22 Budgeted	FY 22 YTD	%	Change in	Change in
Other Revenues	Receipts	Revenues	Collected	Receipts	Revenues	Collected	Budgets	YTD Receipts
Property Taxes (inc. Tax Titles)	174,778,254	82,458,700	47.2%	165,459,877	79,476,980	48.0%	9,318,377	2,981,720
State Aid	14,794,019	6,133,780	41.5%	14,178,409	6,015,772	42.4%	615,610	118,008
Total Other Revenues	189,572,273	88,592,480	46.7%	179,638,286	85,492,752	47.6%	9,933,987	3,099,728
Total Revenues	203,245,409	93,632,213	46.1%	192,861,384	89,320,648	46.3%	10,384,025	4,311,565

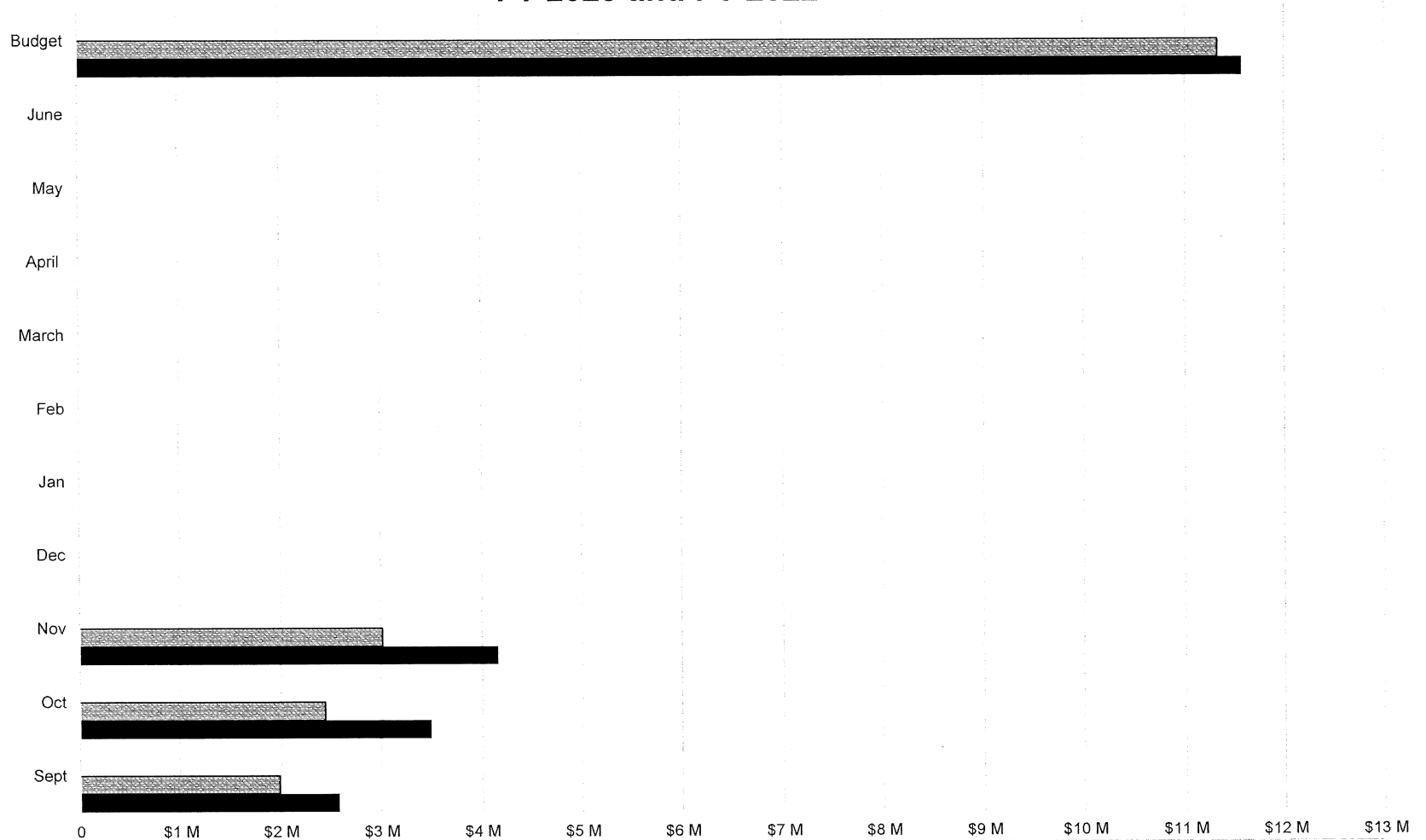
Town of Andover
FY 2023 Enterprise Funds Year-To-Date Revenue Report
Budgeted vs. Actuals 11/30/2022 and 11/30/2021

Water Fund	FY 23 Budgeted Receipts	FY 23 YTD Revenues	% Collected	FY 22 Budgeted Receipts	FY 22 YTD Revenues	% Collected	Change in Budgets	Change in YTD Receipts
User Charges	10,445,844	5,323,308	51.0%	9,996,766	4,209,088	42.1%	449,078	1,114,220
Water Connection	7,500	3,774	50.3%	41,000	1,258	3.1%	(33,500)	2,516
Water Testing Fees	12,000	5,075	42.3%	18,000	1,885	10.5%	(6,000)	3,190
Meter Installations	10,000	4,825	48.3%	9,000	4,050	45.0%	1,000	775
Fire Flow Test	5,000	6,500	130.0%	9,000	2,800	31.1%	(4,000)	3,700
Special/Final Reads	25,000	9,686	38.7%	25,000	11,432	45.7%	-	(1,746)
Backflow/Cross Connection Fees	87,500	34,734	39.7%	75,000	43,445	57.9%	12,500	(8,712)
Water Tap	-	425	N/A	1,000	300	30.0%	(1,000)	125
Liens	85,000	12,328	14.5%	80,000	9,684	12.1%	5,000	2,644
Fire Suppression	280,000	89,055	31.8%	220,000	115,504	52.5%	60,000	(26,449)
Interest /Misc Revenue	2,500	595	23.8%	-	1,051	N/A	2,500	(457)
Non-Revenue Interest	7,500	4,066	54.2%	19,000	1,318	6.9%	(11,500)	2,748
Total Water Receipts	10,967,844	5,494,370	50.1%	10,493,766	4,401,815	41.9%	474,078	1,092,555

Sewer Fund	FY 23 Budgeted Receipts	FY 23 YTD Revenues	% Collected	FY 22 Budgeted Receipts	FY 22 YTD Revenues	% Collected	Change in Budgets	Change in YTD Receipts
User Charges	5,173,301	1,856,816	35.9%	5,086,120	1,407,798	27.7%	87,181	449,018
Committed Interest/Income	110,000	2,337	2.1%	165,000	7,766	4.7%	(55,000)	(5,429)
Liens	55,000	6,603	12.0%	55,000	4,953	9.0%	-	1,651
Apport Assmnts	340,000	38,449	11.3%	410,000	66,626	16.3%	(70,000)	(28,177)
Deferred Property Tax	-	10,800	N/A	-	-	N/A	-	10,800
Interest /Misc Revenue	3,500	490	14.0%	-	1,789	N/A	3,500	(1,298)
Non-Revenue Interest	6,500	6,648	102.3%	15,000	1,176	7.8%	(8,500)	5,473
Total Sewer Receipts	5,688,301	1,922,144	33.8%	5,731,120	1,490,106	26.0%	(42,819)	432,037

Total Enterprise Revenues	16,656,145	7,416,513	44.5%	16,224,886	5,891,921	36.31%	431,259	1,524,592
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Town of Andover Local Receipts FY 2023 and FY 2022



	Sept	Oct	Nov	Dec	Jan	Feb	March	April	May	June	Budget
■ FY 2022 % of Budget	17.6%	21.6%	26.6%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
▨ FY 2023 % of Budget	22.3%	30.2%	36.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%
■ FY 2022 Receipts	\$1,989,405	\$2,444,067	\$3,015,542								\$11,333,588
■ FY 2023 Receipts	\$2,577,784	\$3,494,520	\$4,161,602								\$11,575,605

Town of Andover
FY 2023 Year-To-Date Budget Report
Personal Services and Other Expenditures thru 11/30/2022

	Original Appropriation	Transfers/ Adjustments	Revised Budget	YTD Expended	Encumbrances	Available Balance	% Expended & Encumbered	% Expended
Personal Services								
General Government	7,511,444	27,661	7,539,105	2,764,795	-	4,774,311	36.7%	36.7%
Community Services	1,879,000	-	1,879,000	820,158	-	1,058,842	43.6%	43.6%
Public Facilities	2,592,091	-	2,592,091	951,240	-	1,640,851	36.7%	36.7%
Public Safety - Fire	8,611,698	14,621	8,626,319	3,396,302	14,621	5,215,396	39.5%	39.4%
Public Safety - Police	8,116,962	-	8,116,962	3,140,374	-	4,976,588	38.7%	38.7%
Public Works	3,834,283	-	3,834,283	1,427,114	-	2,407,169	37.2%	37.2%
Library	2,307,538	-	2,307,538	854,632	-	1,452,906	37.0%	37.0%
School	77,899,943	-	77,899,943	20,365,534	50,601,607	6,932,802	91.1%	26.1%
Compensation Fund	848,339	-	848,339	-	-	848,339	0.0%	0.0%
Total Personal Services - General Fund	113,601,298	42,282	113,643,580	33,720,149	50,616,228	29,307,203	74.2%	29.7%
Water Enterprise	2,343,272	-	2,343,272	899,666	-	1,443,606	38.4%	38.4%
Sewer Enterprise	357,873	1,794	359,667	89,657	-	270,010	24.9%	24.9%
Total Personal Services - Enterprise Funds	2,701,145	1,794	2,702,939	989,322	-	1,713,617	36.6%	36.6%
	Original Appropriation	Transfers/ Adjustments	Revised Budget	YTD Expended	Encumbrances	Available Balance	% Expended & Encumbered	% Expended
Other Expenses								
General Government	2,721,202	222,087	2,943,289	1,358,103	455,143	1,130,044	61.6%	46.1%
Community Services	610,024	65,776	675,800	134,867	168,876	372,057	44.9%	20.0%
Public Facilities	1,354,850	193,418	1,548,268	436,066	600,445	511,756	66.9%	28.2%
Public Safety - Fire	612,050	62,985	675,035	239,412	162,036	273,587	59.5%	35.5%
Public Safety - Police	1,018,318	79,609	1,097,927	365,470	336,201	396,256	63.9%	33.3%
Public Works	5,888,050	353,729	6,241,779	1,892,026	3,138,360	1,211,394	80.6%	30.3%
Library	666,437	37,072	703,509	334,829	216,380	152,299	78.4%	47.6%
School	17,226,948	1,576,330	18,803,278	6,375,382	11,358,050	1,069,845	94.3%	33.9%
Technical Schools	1,274,000	-	1,274,000	535,798	663,287	74,915	94.1%	42.1%
Debt Service	23,333,890	-	23,333,890	14,617,811	-	8,716,079	62.6%	62.6%
Insurance	1,164,000	6,313	1,170,313	1,095,365	18,849	56,099	95.2%	93.6%
Health Insurance	23,034,797	-	23,034,797	4,649,789	-	18,385,008	20.2%	20.2%
Unemployment	164,000	-	164,000	66,819	-	97,181	40.7%	40.7%
Retirement	6,253,955	-	6,253,955	6,253,956	-	(1)	100.0%	100.0%
Reserve Fund	200,000	(34,800)	165,200	-	-	165,200	0.0%	0.0%
OPEB Appropriation	1,753,413	-	1,753,413	1,753,413	-	-	100.0%	100.0%
Total Other Expenses - General Fund	87,275,934	2,562,519	89,838,453	40,109,107	17,117,627	32,611,720	63.7%	44.6%
Water Enterprise	7,727,574	1,097,243	8,824,817	4,511,406	2,425,702	1,887,709	78.6%	51.1%
Sewer Enterprise	4,580,540	621,368	5,201,908	2,931,077	212,157	2,058,675	60.4%	56.3%
Total Other Expenses - Enterprise Funds	12,308,114	1,718,612	14,026,726	7,442,483	2,637,859	3,946,384	71.9%	53.1%
Total - General Fund	200,877,232	2,604,801	203,482,033	73,829,255	67,733,854	61,918,923	69.6%	36.3%
Total - Enterprise Funds	15,009,259	1,720,406	16,729,665	8,431,805	2,637,859	5,660,000	66.2%	50.4%

Town of Andover
FY 2023 Reserve Account and Compensation Fund
As of 11/30/22

RESERVE FUND

Appropriation by Vote of Town Meeting June 2022	\$ 200,000.00
Transfers by Vote of Town Meeting	0.00
Transfers by Authority of the Finance Committee	
Replacement of three boiler sections at West Elementary	(34,800.00)
Available Balance	<u>\$ 165,200.00</u>

COMPENSATION FUND

Appropriation by Vote of Town Meeting June 2022	\$ 848,339.00
Transfers by Vote of Town Meeting	0.00
Transfer by Authority of the Select Board	0.00
Available Balance	<u>\$ 848,339.00</u>

Town of Andover
FY 2023 Revolving Accounts
(M.G.L. CH. 44, § 53 E1/2)
As of 11/30/22

	CD & P Legal Notices Acct 5550	Library Lost/Damaged Materials Acct 5631	CD & P Health Services Clinics Acct 5557	Recreation Special Services Acct 5552	Youth Services Acct 5553	Facilities Field Maintenance Acct 5622	Elder Services Acct 5554	Police Antenna Uses Acct 5653	School Photocopy Fees Acct 4510	Facilities Compost Program Acct 5666	DPW Solid Waste Fees Acct 5667	CD & P Stormwater Managemen Acct 5668	Fire Emergency Billing Acct 5669	Health Services Inspections Acct 5670	School Professional Development Acct 4500	Student Technology Rental Acct 4260
Balance thru 6/30/2021	21,250	14,507	-688	397,353	329,733	108,905	133,721	46,715	29,218	14,497	76,288	0	681	119,994	3,279	13,176
Receipts thru 6/30/2022	29,730	4,119	44,490	1,866,865	156,582	77,050	83,795	6,930	12,638	26,010	29,665	0	0	57,435	0	53,950
Expenditures thru 6/30/2022	26,692	541	29,882	1,223,055	144,976	30,352	75,530	0	0	4,174	16,550	0	0	27,363	0	20,624
Balance thru 6/30/2022	24,288	18,086	13,920	1,041,162	341,339	155,602	141,987	53,645	41,855	36,333	89,403	0	681	150,066	3,279	46,503
Receipts thru 11/30/2022	17,845	1,657	28,310	796,678	141,651	46,851	45,049	1,737	2,935	5,000	8,295	0	0	12,885	0	1,695
Expenditures thru 11/30/2022	10,518	0	32,114	602,827	88,512	10,232	36,626	0	0	25,895	2,302	0	0	10,120	95	9,000
Balance thru 11/30/2022	31,615	19,743	10,116	1,235,014	394,478	192,221	150,409	55,382	44,791	15,439	95,396	0	681	152,831	3,184	39,198

Spending Authorization	\$20,000	\$20,000	\$60,000	\$1,000,000	\$400,000	\$150,000	\$225,000	\$50,000	\$10,000	\$60,000	\$40,000	\$5,000	\$100,000	\$100,000	\$50,000	\$200,000
Y-T-D % Spent	52.59%	0.00%	53.52%	60.28%	22.13%	6.82%	16.28%	0.00%	0.00%	43.16%	5.75%	0.00%	0.00%	10.12%	0.19%	4.50%

**Town of Andover
Capital Projects
11/30/2022**

	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>Total Available</u>
Budget	1,120,000	1,495,643	1,040,000	1,011,600	1,150,000	1,185,000	1,271,500	
Expended	1,120,000	1,495,643	1,040,000	991,920	1,002,389	942,113	359,298	
Encumbered	-	-	-	7,431	41,624	106,241	176,980	
Total School CIP	Available	-	-	12,249	105,987	136,647	735,222	990,105
Budget	222,000	579,018	487,000	1,044,098	902,108	137,000	150,000	
Expended	192,000	555,672	403,221	771,262	802,108	36,064	2,649	
Encumbered	-	9,300	38,224	26,215	-	48,107	7,810	
Total General Government CIP	Available	30,000	14,046	45,555	246,621	100,000	139,541	628,593
Budget	-	32,214	-	-	-	-	-	
Expended	-	32,214	-	-	-	-	-	
Encumbered	-	-	-	-	-	-	-	
Total Youth Services CIP	Available	-	-	-	-	-	-	-
Budget	50,000	-	-	-	-	-	-	
Expended	50,000	-	-	-	-	-	-	
Encumbered	-	-	-	-	-	-	-	
Total Recreation CIP	Available	-	-	-	-	-	-	-
Budget	25,000	-	-	10,000	50,000	-	-	
Expended	25,000	-	-	-	15,000	-	-	
Encumbered	-	-	-	-	-	-	-	
Total Library CIP	Available	-	-	10,000	35,000	-	-	45,000
Budget	623,000	800,000	946,000	1,303,000	468,000	1,180,000	1,165,000	
Expended	623,000	781,647	942,264	1,294,513	367,193	572,623	23,954	
Encumbered	-	18,348	259	460	15,121	152,694	5,376	
Total Facilities CIP	Available	-	5	3,477	8,027	85,686	454,683	1,135,670
Budget	195,000	293,500	250,077	195,000	195,000	255,000	-	
Expended	195,000	293,500	249,159	195,000	179,055	41,700	-	
Encumbered	-	-	-	-	15,945	126,413	-	
Total Police CIP	Available	-	918	-	-	86,887	-	87,805
Budget	20,000	63,500	214,000	-	96,000	88,000	-	
Expended	20,000	61,352	201,715	-	96,000	77,383	-	
Encumbered	-	-	-	-	-	-	-	
Total Fire CIP	Available	-	2,148	12,285	-	10,617	-	25,050
Budget	285,000	415,000	328,000	400,000	-	165,000	170,000	
Expended	273,440	366,154	323,147	399,026	-	-	-	
Encumbered	1,930	1,944	-	881	-	106,944	-	
Total DPW CIP	Available	9,631	46,902	4,853	92	58,056	170,000	289,533
Budget	1,420,000	2,183,232	2,225,077	2,952,098	1,711,108	1,825,000	1,485,000	
Expended	1,378,440	2,090,539	2,119,506	2,659,802	1,459,357	727,769	26,603	
Encumbered	1,930	29,592	38,483	27,556	31,065	434,158	13,186	
Total Town CIP	Available	39,631	63,100	67,088	264,740	220,686	1,445,211	2,763,528
Budget	2,540,000	3,678,875	3,265,077	3,963,698	2,861,108	3,010,000	2,756,500	
Expended	2,498,440	3,586,182	3,159,506	3,651,721	2,461,746	1,669,882	385,901	
Encumbered	1,930	29,592	38,483	34,987	72,689	540,399	190,166	
Grand Total	Available	39,631	63,100	67,088	276,989	326,673	2,180,432	3,753,633