

## BOARD OF SELECTMEN AGENDA

MONDAY, November 27, 2017

SELECTMEN MEETING 7:00 P.M.

EXECUTIVE SESSION 9:30 P.M.

SELECTMEN'S CONFERENCE ROOM TOWN OFFICES

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### REGULAR MEETING – BOARD OF SELECTMEN – Selectmen Conference Room

I. Call to Order– 7:00 P.M.

II. Opening Ceremonies – 7:00 P.M.

A. Moment of Silence/Pledge of Allegiance

III. Communications/Announcements/Liaison Reports – 7:05 P.M.

IV. Citizens Petitions and Presentations – 7:10 P.M.

V. Continued Public Hearings – 7:15 P.M.

A. Columbia Gas – (10 minutes)

This hearing is being held on a petition of Bay State Gas Company d/b/a Columbia Gas of Massachusetts, requesting permission to excavate for the purpose of replacing and/or extending its gas mains, according to blueprints hereto annexed and made a part of this petition, and to make the necessary house connections along said extensions, as follows: Columbia Gas to install approximately 1,130 feet of 6" Plastic High Pressure main on **Beacon Street** in order to provide gas service to a new condo association known as Frenchman's Reserve (90 Beacon Street). In order to provide sufficient supply to this development, approximately 910 feet of 6" Plastic main will be installed from the existing 8" Plastic – High Pressure main at the intersection of Lowell and Beacon Street to the existing 6" Plastic - Low Pressure main at 46 Beacon Street. The low pressure main will be retested for high pressure and the 4" Cast Iron Low Pressure main between High Plain Road and 36 Beacon Street will be abandoned. To reach the customer, a main extension of 220 feet of 6" Plastic will be installed at 68 Beacon Street to 90 Beacon Street. Columbia Gas is planning this project to start and complete in spring of 2018.

B. FY2018 Tax Classification 2<sup>nd</sup> reading – (30 Minutes)

Board of Selectmen to discuss and consider to vote on classification and taxation of all property within the Town.

C. FY2019 – 2023 Capital Improvement Program – (30 Minutes)

Board to discuss the Town of Andover's FY2019 – 2023 CIP.

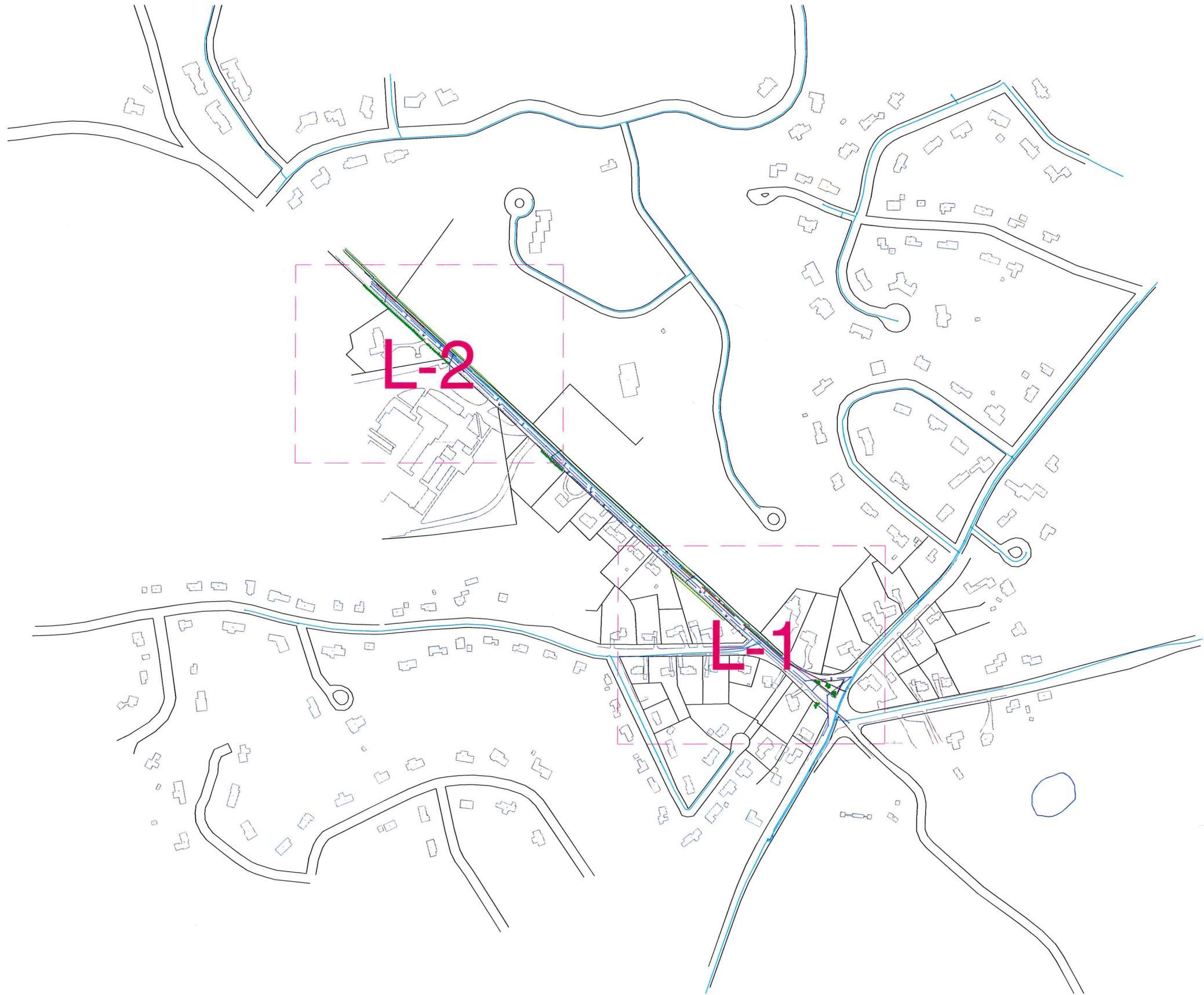
- VI. Regular Business of the Board – 8:25 P.M.
- A. AED Unit – (5 minutes)  
Board of Selectmen to consider to vote to accept a new G5 AED unit from the company Cardiac Science Corporation.
- B. Security Camera Policy – (5 minutes)  
Board to discuss and consider voting to approve new Security Camera Policy.
- C. Social Media Policy – (5 minutes)  
Board to discuss and consider voting to approve the new Social Media Policy.
- D. Retirement Board Appointment – (45 minutes)  
Board to interview candidates for the Fifth Member on the Retirement Board and consider voting to make an appointment to the Retirement Board.
- VII. Consent Agenda – 9:25 P.M.
- A. APPOINTMENTS – (Town Manager)

**That the following appointments by the Town Manager be approved:**

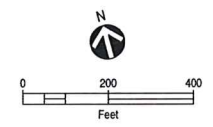
DEPARTMENT/ COMMITTEE	NAME	POSITION	RATE/ TERM	DOH
Town of Andover	Pamela A. Bertheim (APD- approved)	Constable -3 year term		
Youth Services	Katherine Clancy	AYS Counselor 2	\$11.00/hr.	6/19/17
Youth Services	Katherine Brink	AYS Counselor 2	\$11.00/hr.	9/18/17
Youth Services	Steven Crowley	AYS Counselor 2	\$11.00/hr.	11/8/17
Youth Services	Damien LaBarre	AYS Counselor 2	\$11.00/hr.	10/25/17
Triad Council	Sreenivas Madras	Member – 3 year term		
Recreation Services	Kenneth Matteucci	Enrichment Instructor	70% flat rate	11/20/17

- VIII. Executive Session –9:30 P.M  
Board to go into Executive Session to review and consider voting to approve and release Executive Session Minutes
- IX. Adjournment – 10:00 P.M.

*If any member of the public wishing to attend this meeting seeks special accommodations in accordance with the Americans with Disabilities Act, please contact Wendy Adams at 978-623-8210 or [wadams@andoverma.gov](mailto:wadams@andoverma.gov) in the Town Manager’s Office.*



Know what's below.  
Call before you dig.



**PROPOSED**

**REVISIONS**

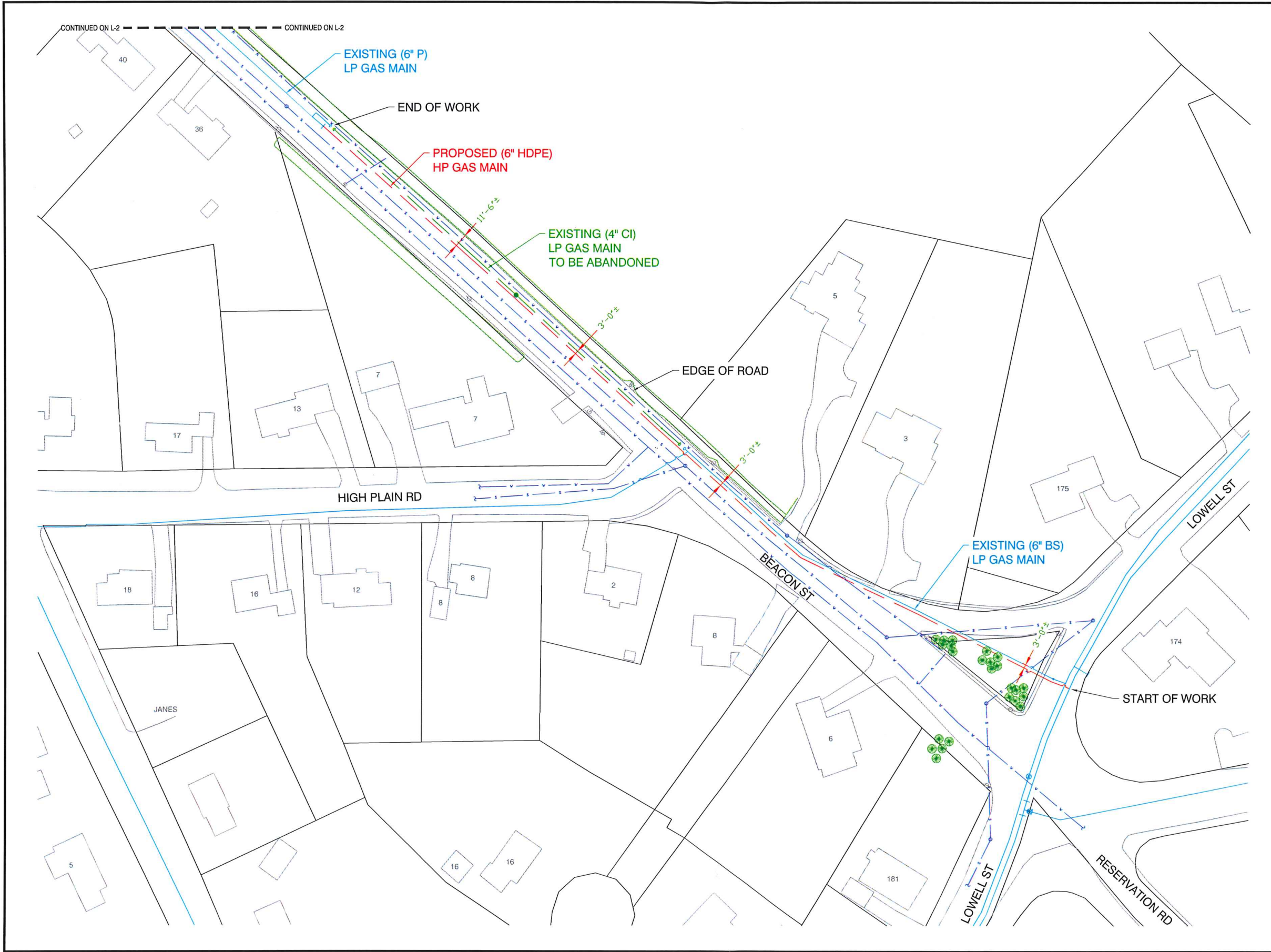
REV. #	DATE	DESCRIPTION
0	10/5/2017	ISSUED FOR CONSTRUCTION

DESIGNED BY	X	X	X
DRAWN BY	RFW	10/5/17	CHI
CHECKED BY	X	X	X
AS-BUILT BY	X	X	X
	NAME	DATE	PHONE #

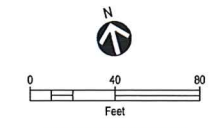
SITE NAME:  
**JO# 17-0849901-00**  
**JO# 17-0841572-00**  
**PROJECT ID# 17-44510**  
 BEACON ST/FRENCHMANS RESERVE  
 ANDOVER, ESSEX COUNTY

PROJECT TITLE:  
 OVERVIEW SHEET

DRAWING NO:  
**O-1**



Know what's below.  
Call before you dig.



**PROPOSED**

**REVISIONS**

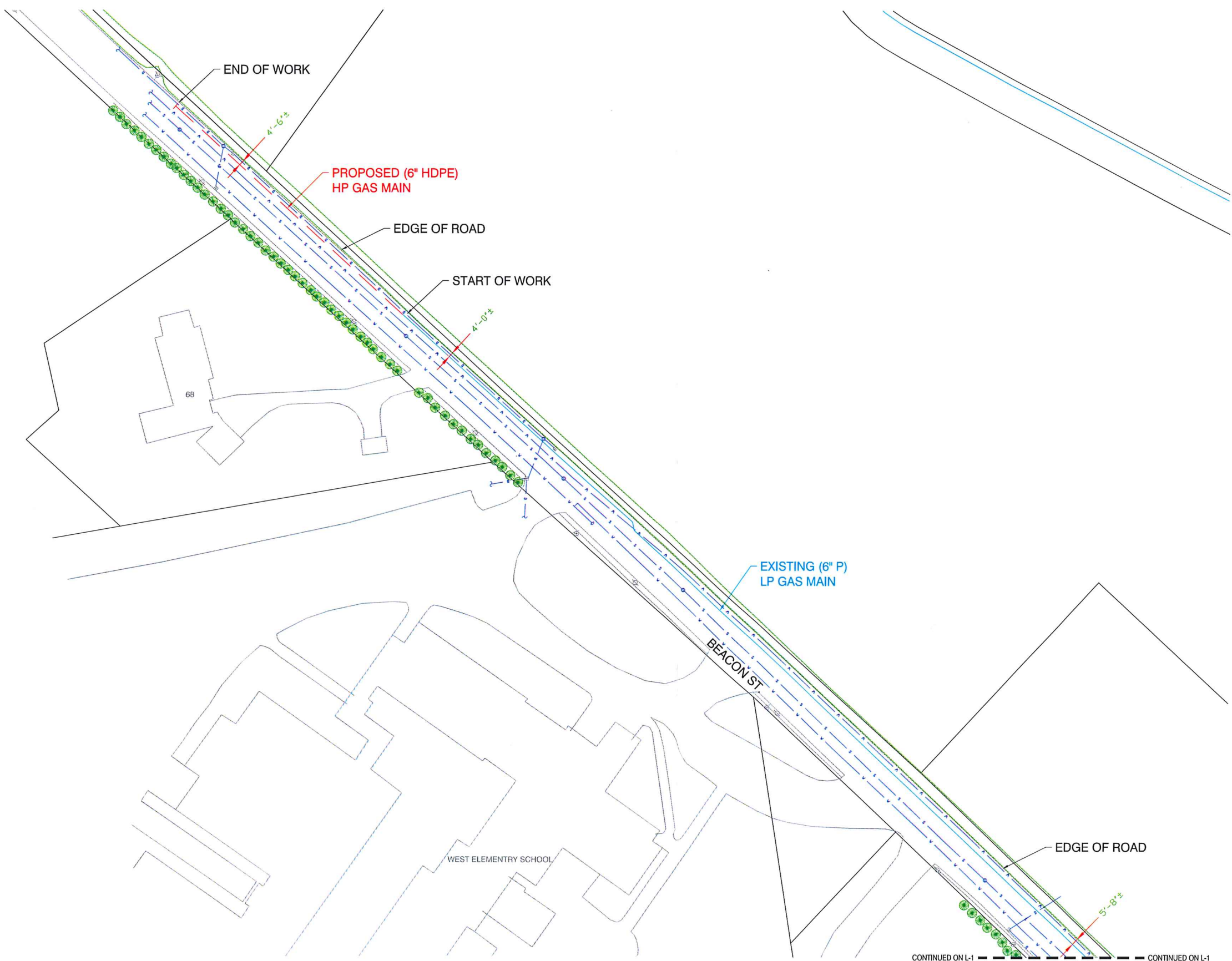
REV. #	DATE	DESCRIPTION
0	10/5/2017	ISSUED FOR CONSTRUCTION

DESIGNED BY	CHECKED BY	DATE	PHONE #
X	X	X	X
RFW	10/5/17	CHI	
X	X	X	X
X	X	X	X

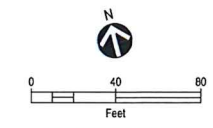
SITE NAME:  
**JO# 17-0849901-00**  
**JO# 17-0841572-00**  
**PROJECT ID# 17-44510**  
 BEACON ST/FRENCHMANS RESERVE  
 ANDOVER, ESSEX COUNTY

PROJECT TITLE:  
 LAYOUT SHEET

DRAWING NO:  
**L-1**



Know what's below.  
Call before you dig.



**PROPOSED**

**REVISIONS**

REV. #	DATE	DESCRIPTION

REV. #	DATE	DESCRIPTION
0	10/5/2017	ISSUED FOR CONSTRUCTION

DESIGNED BY	CHECKED BY	AS-BUILT BY	NAME	DATE	PHONE #
X	X	X			
RFW	10/5/17	CHI			
X	X	X			
X	X	X			

**SITE NAME:**  
**JO# 17-0849901-00**  
**JO# 17-0841572-00**  
**PROJECT ID# 17-44510**  
 BEACON ST/FRENCHMANS RESERVE  
 ANDOVER, ESSEX COUNTY

**PROJECT TITLE:**  
 LAYOUT SHEET

**DRAWING NO.:**  
**L-2**

CONTINUED ON L-1 --- CONTINUED ON L-1



# TOWN OF ANDOVER

## Town Clerk's Office

36 Bartlet Street  
Andover, MA 01810  
978-623-8230  
townclerk@andoverma.gov

### NOTICE

You are hereby notified that a Public Hearing will be held by the Andover Board of Selectmen at the Town Offices on Bartlet Street, in the third floor Selectmen's Conference Room on Monday, November 13 at 7:00 P.M.

This hearing is being held on a petition of Bay State Gas Company d/b/a Columbia Gas of Massachusetts, requesting permission to excavate for the purpose of replacing and/or extending its gas mains, according to blueprints hereto annexed and made a part of this petition, and to make the necessary house connections along said extensions, as follows:

Columbia Gas to install approximately 1,130 feet of 6" Plastic – High Pressure main on **Beacon Street** in order to provide gas service to a new condo association known as Frenchman's Reserve (90 Beacon Street). In order to provide sufficient supply to this development, approximately 910 feet of 6" Plastic main will be installed from the existing 8" Plastic – High Pressure main at the intersection of Lowell and Beacon Street to the existing 6" Plastic - Low Pressure main at 46 Beacon Street. The low pressure main will be retested for high pressure and the 4" Cast Iron – Low Pressure main between High Plain Road and 36 Beacon Street will be abandoned. To reach the customer, a main extension of 220 feet of 6" Plastic will be installed at 68 Beacon Street to 90 Beacon Street. Columbia Gas is planning this project to start and complete in spring of 2018.

Plan(s) of the proposed work can be found on the Town of Andover web site at [www.andoverma.gov](http://www.andoverma.gov) in the Main Meetings Calendar by searching under the public hearing date.

Should you have any major concerns about this proposal, please call Vinnie Luciano or Louie DeRoxas at Columbia Gas, 978-691-6422, prior to the above-mentioned Selectmen's meeting date. A representative of the company will be available at 6:45 P.M. on the above date to answer any other questions you may have relating to the proposed work.

By order of the  
Board of Selectmen

Lawrence J. Murphy  
Town Clerk

Date: November 3, 2017  
Plan# 17-44510  
Job# 17-0849901-00

TOWN OF ANDOVER

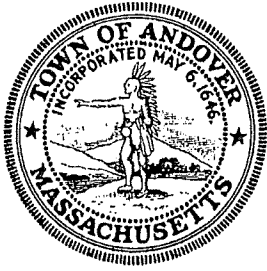


PUBLIC HEARING

The Town of Andover Board of Selectmen will hold a Public Hearing on MONDAY, NOVEMBER 13, 2017, at 7:00 P.M. in the Selectmen's Conference Room, third floor, Town Offices, 36 Bartlet Street, for the purpose of classification and taxation of all property within the Town. Any interested taxpayer is invited to present oral or written comments.

Paul J. Salafia , Chairman  
ANDOVER BOARD OF SELECTMEN

Date of Issue: November 2, 2017, and November 9, 2017



# TOWN OF ANDOVER MASSACHUSETTS

## Board of Assessors

(978) 623-8930

Fax (978) 623-8993

*Town Offices*

36 Bartlet Street

Andover, Ma 01810

[assessor@andoverma.gov](mailto:assessor@andoverma.gov)

**DATE:** November 13, 2017

**TO:** Mr. Paul J. Salafia, Chair  
And Members of the Board of Selectmen

**FROM:** David A. Billard, MAA  
Board of Assessors

**SUBJECT: Classification of Property - Fiscal Year 2018**

The Board of Assessors for the Town of Andover has determined the total valuation for all property in Andover for Fiscal Year 2018. The Department of Revenue has granted approval of the FY2018 assessments in Andover. With this approval we can determine the minimum residential factor that may be adopted by the Town of Andover pursuant to Chapter 40, Section 56, and the percentages of the local tax levy that may be borne by each class of property for the Fiscal Year 2018 tax.

In accordance with Chapter 390 of the Acts of 1982, the Andover Board of Selectmen will hold a public hearing on the 13th of November 2017 at 7:00 p.m. in order to determine the following items as they pertain to the Fiscal Year 2018 tax rate:

- 1) The adoption of a residential factor for the purpose of determining the percentage tax load to be borne by each class of property.**

The major decision for the Selectmen is the annual determination of a residential factor in order to determine the tax burden to be borne by each class of property. The Commissioner of Revenue for the Commonwealth of Massachusetts has determined that the residential factor can be a minimum of 82.8524% and a maximum of 100% or a factor of 1. Selection of the minimum residential factor will establish a maximum commercial, industrial and personal property tax shift of 175%. A maximum residential factor of 1 will establish a uniform tax rate for all classes of property. The Selectmen may select either of these factors or any factor in between the two.

**2) The determination of a discount factor of up to twenty-five percent (25%) for all land properly identified as "Open Space".**

The Board of Selectmen is entitled to grant a discount factor of up to twenty-five percent for all property classified as open space. For Fiscal Year 2018, the Assessors have determined that the value of open space land is \$7,256,800. The Board of Selectmen may elect to discount that value down to a minimum of \$5,442,600. The difference of taxes paid at full value and after the discount is shifted in total to class one, residential property.

**3) The determination of a residential exemption factor of up to thirty five percent (35%).**

The Board of Selectmen may grant an exemption of not more than thirty five percent (35%) of the **average** value of all Class One, residential property. The exemption is borne by the residential class and may only be applied to residential parcels that are the **principal residence** of the taxpayer as used by the taxpayer for state income tax purposes as of January 1, 2017. The average of all Class One value for Fiscal Year 2018 is \$562,911. (Note that this average includes all Class One value, not just single-family homes. The average single family home for FY2018 is assessed at \$613,261. The maximum discount of 35% allowed for each eligible parcel would therefore be up to \$197,019. Based on these figures, every eligible parcel currently valued at less than \$562,911 would be subjected to a tax reduction. Conversely, each parcel valued greater than \$562,911 would be subjected to a tax increase. The less expensive residential properties would receive a tax reduction while more expensive properties would receive a tax increase.

**4) The determination of a small commercial exemption of up to ten percent (10%).**

Commercial properties with an assessed value of less than one million dollars and having each and every business in the building appearing on a specific list prepared by the Department of Employment and Training are eligible for a reduction in assessed value of up to ten percent (10%) of the existing assessed value. The resultant reduction in value and tax is to be borne by ineligible commercial and industrial property.

The information that follows in this packet is submitted to the Board of Selectmen to assist in understanding the impact of their votes. All tax rates and tax levy amounts are estimated in this document. The actual tax levy and the resultant tax rate/s cannot be calculated until the Board of Selectmen completes the Fiscal Year 2018 classification process. Should you have any questions or require other material, please do not hesitate to contact me at (978) 623-8930.

Respectfully submitted,  
David Billard,  
Chief Assessor

## Fiscal Year 2018 Property Valuation Changes

FY2018 assessments were derived by using calendar year 2016 sales. Assessment adjustments to single family homes overall were small, with overall adjustments being than 1.1% as a class. Condominium assessments increased overall +2.2%. Commercial property assessments increased as a class by .6% and industrial properties increased as a class by .4%.

Overall, assessment changes due to market activity were smaller for FY2017, with the exception of multi- family and apartment properties, which increased 7.4% and 3.6% respectively. Sales activity occurring in calendar year 2017 will be analyzed and used to adjust assessments for FY2019.

FY2017 assessments were derived by using calendar year 2015 sales. Assessment adjustments to single family homes overall were minimal, with overall adjustments being less than -.15% as a class. Condominium value increases were overall +1.59%. Commercial property assessments increased as a class by +.79% and industrial properties increased as a class by .2%. Overall, assessment changes due to market activity were minimal for FY2017, with the exception of multi- family and apartment properties, which increased 7.5% and 11.2% respectively. Sales activity occurring in calendar year 2016 will be analyzed and used to adjust assessments for FY2018.

## **Fiscal Year 2018 Classification Data**

### **1. Total Assessed Value by Class - Fiscal Years 2017 & 2018 Comparison**

The following chart compares the Fiscal Years 2017 and 2018 total assessed values of property by class. The total assessed value of all property in Andover increased by \$133,919,656. The class breakdown for the percentage changes are shown on the following table:

<b>Property Class</b>	<b>Fiscal 2017 Value</b>	<b>Fiscal 2018 Value</b>	<b>% Change</b>
<b>Residential</b>	\$6,184,310,780	\$6,340,627,455	+2.53%
<b>Open Space</b>	\$7,244,800	\$7,256,800	+0.17%
<b>Commercial</b>	\$577,433,480	\$588,216,151	+1.88%
<b>Industrial</b>	\$601,695,200	\$608,062,200	+1.06%
<b>Personal Property</b>	\$294,625,929	\$255,067,239	-13.43%
<b>TOTAL</b>	\$7,665,310,189	\$7,799,229,845	+1.75%

**2. Total Assessed Value Residential v. Commercial Class - Fiscal Years 2017 and 2018 Comparison**

The following chart compares the Fiscal Year 2017 property values of residential and commercial (CIP) property to Fiscal Year 2018 totals.

Property Class	Fiscal 2017 Value	Fiscal 2018 Value	% Change
Res. & Open Space	\$6,191,555,580	\$6,347,884,255	+2.52 %
CIP	\$1,473,754,609	\$1,451,345,590	-1.52 %
<b>TOTAL</b>	<b>\$7,665,310,189</b>	<b>\$7,799,229,845</b>	<b>+1.75 %</b>

**Estimated Tax Rates for Fiscal Year 2018**

The levy limit for Fiscal Year 2018 is \$140,458,434. This amount includes \$4,040,852 for the school construction and Public Safety debt overrides. The estimated excess levy capacity for Fiscal Year 2018 is \$631,151. This will change when the tax rate is calculated due to rounding. The calculation of the excess levy capacity is done as follows.

Fiscal Year	Tax Levy Limit	Amount Levied	Excess Levy Amount
<b>2018 (Estimated)</b>	\$140,458,434	\$139,827,283	\$631,151
<b>2017 (Actual)</b>	\$134,306,796	\$132,983,361	\$1,323,435

The following table projects Fiscal Year 2018 estimated tax rates using various factors. **The FY2017 Shift Factor was 152.5%, which produced a residential rate of \$15.18 and a commercial rate of \$26.46 for FY2017.**

<b>Residential Factor</b>	<b>Resulting CIP Shift Factor (%)</b>	<b>Residential Rate</b>	<b>Commercial Rate</b>
1.00	100	\$17.93	\$17.93
95.4273	120	\$17.11	\$21.51
93.1410	130	\$16.70	\$23.31
90.8546	140	\$16.29	\$25.10
88.5683	150	\$15.88	\$26.89
88.3396	151	\$15.84	\$27.07
88.1110	152	\$15.80	\$27.25
87.8824	153	\$15.76	\$27.43
87.6537	154	\$15.71	\$27.61
87.4251	155	\$15.67	\$27.79
86.2819	160	\$15.47	\$28.69
85.1388	165	\$15.26	\$29.58
83.9956	170	\$15.06	\$30.48
82.8524	175	\$14.85	\$31.37

If you were to choose to keep the **same percentage shares** of the levy by class, so that residential and open space; and the commercial, industrial and personal property classes would pick up the same aggregate percentage of the levy as they did in Fiscal Year 2017, **you would need to vote a residential factor of 86.8538** equating to a 157.5 shift. By adopting this factor the average residential tax bill would increase by 4.1%, the average commercial tax bill would increase by 7.7% and the average industrial tax bill would increase by 8.6%.

If you were to choose to keep the **tax increases as uniform as possible** by class, **then a vote of a residential factor of 87.8824 would have to be adopted**, equating to a shift factor of 153. By adopting this factor the average residential tax bill would increase by

5.4%, the average commercial tax bill would increase by 4.6% and the average industrial tax bill would increase by 5.5%.

If you were to choose to keep **the same shift factor constant** at a 152.5 shift, **you would need to vote a residential factor of 87.9967**. Should the Fiscal Year 2018 shift factor remain at 152.5, the average single family tax bill would increase by about 5.5% while the average commercial tax bill would increase by 4.3% and the average industrial tax bill would increase by 5.2%.

The average single family value increased from \$604,053 to \$613,261 while the average commercial value increased from \$2,089,455 to \$2,108,567 and the average industrial value increased from \$4,262,878 to \$4,338,749.

**TOWN OF ANDOVER  
LEVY SHARE AT FULL VALUE**

<b>FISCAL YEAR</b>	<b>RES/OPN SPACE</b>	<b>RESID %</b>	<b>COMM/IND/PERSPROP</b>	<b>CIP %</b>
2017	6,191,555,580	80.77%	1,473,754,609	19.23%
2016	6,117,465,085	81.11%	1,425,011,097	18.89%
2015	5,801,226,330	80.24%	1,428,720,404	19.76%
2014	5,483,302,185	80.16%	1,357,223,951	19.84%
2013	5,450,304,845	80.12%	1,352,415,081	19.88%
2012	5,448,632,321	80.14%	1,349,872,925	19.86%
2011	5,269,717,961	79.64%	1,346,833,601	20.36%
2010	5,473,846,761	80.05%	1,363,810,483	19.95%
2009	5,765,913,581	80.52%	1,394,556,782	19.48%
2008	5,815,988,951	81.01%	1,363,764,124	18.99%
2007	5,868,699,641	81.61%	1,322,335,643	18.39%
2006	5,519,162,801	81.10%	1,286,381,471	18.90%
2005	5,029,579,646	79.20%	1,320,963,813	20.80%

**HISTORICAL TAX RATES**

<b>FISCAL</b>	<b>RES/OPN SPACE</b>	<b>COMM/IND PERS PROP</b>	<b>UNCLASSIFIED RATE</b>
2016	\$14.82	\$25.99	\$17.36
2015	\$14.97	\$24.77	\$16.91
2014	\$15.18	\$25.25	\$17.18
2013	\$14.51	\$24.26	\$16.45
2012	\$14.15	\$23.54	\$16.02
2011	\$14.12	\$22.46	\$15.82
2010	\$13.19	\$21.33	\$14.81
2009	\$12.16	\$19.98	\$13.68
2008	\$11.69	\$19.13	\$13.11
2007	\$11.25	\$18.33	\$12.56
2006	\$11.40	\$17.95	\$12.64
2005	\$11.51	\$18.00	\$12.86

**CLASSIFICATION FACTORS**

<b>FISCAL YEAR</b>	<b>SHIFT</b>
2016	153.5
2015	146.5
2014	147
2013	147.5
2012	147
2011	142
2010	144
2009	146
2008	146
2007	146
2006	142
2005	140

### SHIFT EFFECTS OF CLASSIFICATION FY2018

SHIFT	AVERAGE SINGLE FAM ASSESSMENT	% DECREASE	AVERAGE COMM ASSESSMENT	AVERAGE INDUSTRIAL ASSESSMENT
FY2018	613,261		2,108,567	4,338,749
100	\$10,995.77		\$37,806.61	\$77,793.77
120	\$10,492.90	-4.6%	\$45,355.28	\$93,326.49
130	\$10,241.46	-6.9%	\$49,150.70	\$101,136.24
140	\$9,990.02	-9.1%	\$52,925.03	\$108,902.60
150	\$9,738.58	-11.4%	\$56,699.37	\$116,668.96
151	\$9,714.05	-11.7%	\$57,078.91	\$117,449.94
152	\$9,689.52	-11.9%	\$57,458.45	\$118,230.91
153	\$9,664.99	-12.1%	\$57,837.99	\$119,011.89
154	\$9,634.33	-12.4%	\$58,217.53	\$119,792.86
155	\$9,609.80	-12.6%	\$58,597.08	\$120,573.83
156	\$9,585.27	-12.8%	\$58,976.62	\$121,354.81
160	\$9,487.15	-13.7%	\$60,494.79	\$124,478.71
170	\$9,235.71	-16.0%	\$64,269.12	\$132,245.07
175	\$9,106.93	-17.2%	\$66,145.75	\$136,106.56

With the maximum shift of 175, the residential taxpayer saves a maximum of 17.2% from the \$10,995.77 tax with no split.

### ANDOVER AVERAGE SINGLE FAMILY TAX BILL

FISCAL YEAR	AVG VALUE	TAX RATE	AVG TAX BILL	% CHANGE	TAX FACTOR
FY2017	\$604,053	\$15.18	\$9,169.52	2.51%	152.5%
FY2016	\$603,550	\$14.82	\$8,944.61	3.43%	153.5%
FY2015	\$577,689	\$14.97	\$8,648.00	3.65%	146.5%
FY2014	\$549,662	\$15.18	\$8,343.87	4.73%	147.0%
FY2013	\$549,057	\$14.51	\$7,966.82	2.33%	147.5%
FY2012	\$550,219	\$14.15	\$7,785.60	4.08%	147.0%
FY2011	\$529,775	\$14.12	\$7,480.42	3.33%	142.0%
FY2010	\$548,860	\$13.19	\$7,239.46	2.63%	144.0%
FY2009	\$580,100	\$12.16	\$7,054.02	3.76%	146.0%
FY2008	\$581,568	\$11.69	\$6,798.53	2.11%	146.0%
FY2007	\$591,800	\$11.25	\$6,657.75	4.04%	146.0%
FY2006	\$561,360	\$11.40	\$6,399.50	6.51%	142.0%
FY2005	\$522,000	\$11.51	\$6,008.22	5.24%	140.0%
FY2004	\$497,725	\$11.47	\$5,708.91	4.44%	140.0%
<b>AVERAGE</b>				<b>3.87%</b>	

**PERCENTAGE CHANGES IN PROPERTY TYPE VALUES**

<b>CLASS</b>	<b>VALUE FY2017</b>	<b>VALUE FY2018</b>	<b>VALUE CHANGE</b>	<b>PERCENT CHANGE</b>
Single Family	5,200,894,400	5,281,400,200	\$80,505,800	1.55%
Condominium	484,171,800	516,561,900	\$32,390,100	6.69%
2 & 3 Family	102,078,500	109,769,000	\$7,690,500	7.53%
Multi-Family	234,409,100	266,518,700	\$32,109,600	13.70%
Vacant Land	50,315,300	48,377,500	-\$1,937,800	-3.85%
Other Residential	112,441,680	118,000,155	\$5,558,475	4.94%
Open Space	7,244,800	7,256,800	\$12,000	0.17%
Commercial	577,433,480	588,216,151	\$10,782,671	1.87%
Industrial	601,695,200	608,062,200	\$6,367,000	1.06%
Personal Property	294,625,929	255,067,239	-\$39,558,690	-13.43%
<b>TOTAL</b>	<b>7,665,310,189</b>	<b>7,799,229,845</b>	<b>\$133,919,656</b>	<b>1.75%</b>

**COMMUNITY COMPARISON OF FY2017 TAX RATES**

<b>COMMUNITY</b>	<b>RSDNTL RATE</b>	<b>COM/IND RATE</b>
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ACTON	\$19.06	\$19.06
ANDOVER	\$15.18	\$26.46
ARLINGTON	\$12.56	\$12.56
BEDFORD	\$14.81	\$32.04
BELMONT	\$12.69	\$12.69
CANTON	\$12.79	\$26.34
CONCORD	\$14.07	\$14.07
DUXBURY	\$15.51	\$15.51
HINGHAM	\$12.25	\$12.25
LEXINGTON	\$14.49	\$28.13
MARBLEHEAD	\$11.01	\$11.01
NATICK	\$13.49	\$13.49
NEEDHAM	\$11.89	\$23.63
NORWELL	\$16.45	\$16.45
SUDBURY	\$17.74	\$25.01
WAYLAND	\$18.14	\$18.14
WELLESLEY	\$11.79	\$11.79
WESTWOOD	\$14.57	\$28.20

**FY2018 DISTRIBUTION OF SINGLE FAMILY HOME PARCELS**

<b>VALUE RANGE</b>	<b>NUMBER OF PARCELS</b>	<b>PERCENT OF TOTAL</b>
0 to 300,000	98	1.1%
300,001 to 400,000	751	8.7%
400,001 to 500,000	2,100	24.4%
500,001 to 600,000	2,262	26.3%
600,001 to 700,000	1,306	15.2%
700,001 to 800,000	769	8.9%
800,001 AND UP	1,326	15.4%
	8,612	100.0%

**FY2018 DISTRIBUTION OF COMMERCIAL AND INDUSTRIAL PARCELS**

<b>VALUE RANGE</b>	<b>NUMBER OF PARCELS</b>	<b>PERCENT OF TOTAL</b>
0 to 1,000,000	261	64.3%
1,000,001 to 2,000,000	44	10.8%
2,000,001 to 4,000,000	32	7.9%
4,000,001 to 6,000,000	15	3.7%
6,000,001 to 8,000,000	18	4.4%
8,000,001 to 10,000,000	11	2.7%
10,000,001 AND UP	25	6.2%
	406	100.0%

Average tax bill increases at 5 year and 10 year averages

FISCAL YEAR	AVERAGE SINGLE FAMILY		AVERAGE COMMERCIAL		AVERAGE INDUSTRIAL		AVERAGE INDUSTRIAL		TAX BILL INCREASE	TAX BILL INCREASE	SHIFT
	2017-2013	2017-2008	VALUE	TAX	VALUE	TAX	VALUE	TAX			
2017	604,053	9,170	2,089,455	55,287	4,262,878	112,796	2.84%	2.23%	153.5		
2016	603,550	8,945	2,068,524	53,761	4,245,399	110,338	3.63%	4.52%	153.5		
2015	577,689	8,648	2,094,392	51,878	4,261,954	105,569	3.77%	5.85%	146.5		
2014	549,622	8,343	1,979,913	49,993	3,546,256	89,543	3.52%	5.89%	147.0		
2013	549,057	7,967	1,990,558	48,291	3,485,790	84,565	2.44%	2.22%	147.5		
2012	549,043	7,769	2,002,639	47,142	3,514,422	82,729	3.95%	2.11%	147.0		
2011	529,775	7,480	2,019,107	45,349	3,607,335	81,021	3.08%	-0.38%	142.0		
2010	548,860	7,239	2,062,520	43,994	3,812,815	81,327	2.68%	2.66%	144.0		
2009	580,087	7,054	2,144,438	42,846	3,964,814	79,217	2.91%	5.06%	146.0		
2008	581,568	6,799	2,176,482	41,636	3,941,520	75,401	2.64%	5.00%	146.0		
<b>5 yr avg</b>	<b>2017-2013</b>	<b>AVERAGE</b>					<b>3.37%</b>		<b>4.14%</b>		
<b>10 yr avg</b>	<b>2017-2008</b>	<b>AVERAGE</b>					<b>3.24%</b>		<b>3.66%</b>		

# **FY2018 CLASSIFICATION HEARING**

**11/13/2017**

The four votes needed to be taken by the

Selectmen are:

1. Vote of a residential factor
2. Vote of an open space discount
3. Vote of a residential exemption
4. Vote of a commercial exemption

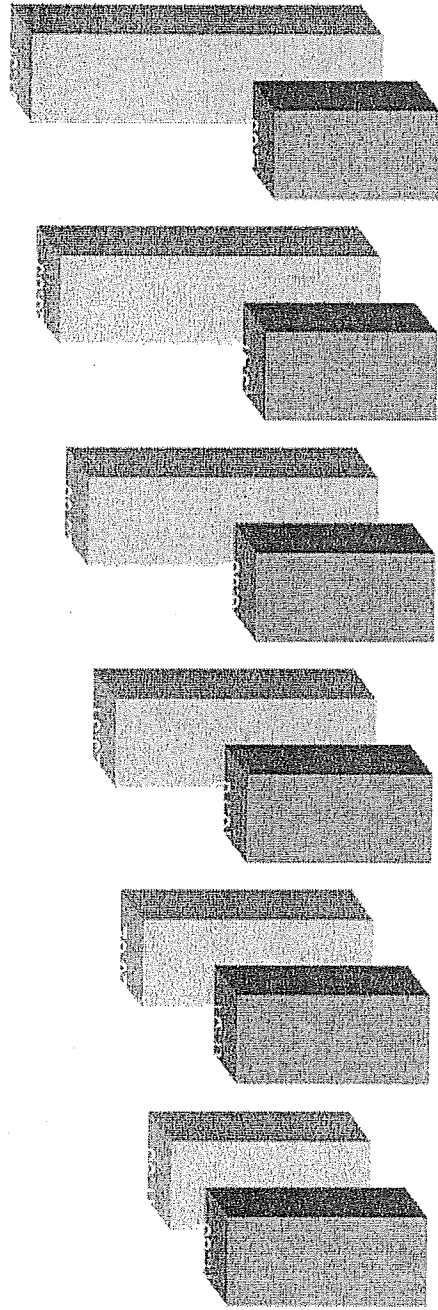
VALUE COMPARISONS FY2017 TO FY2018

CLASS	FY2017 VALUE	FY2018 VALUE	% CHANGE
Residential	6,184,310,780	6,340,627,455	+2.53%
Open space	7,244,800	7,256,800	+0.17%
Commercial	577,433,480	588,216,151	+1.88%
Industrial	601,695,200	608,062,200	+1.06%
Personal Prprty	294,625,929	255,067,239	-13.43%
TOTAL	7,665,310,189	7,799,229,845	+1.75%

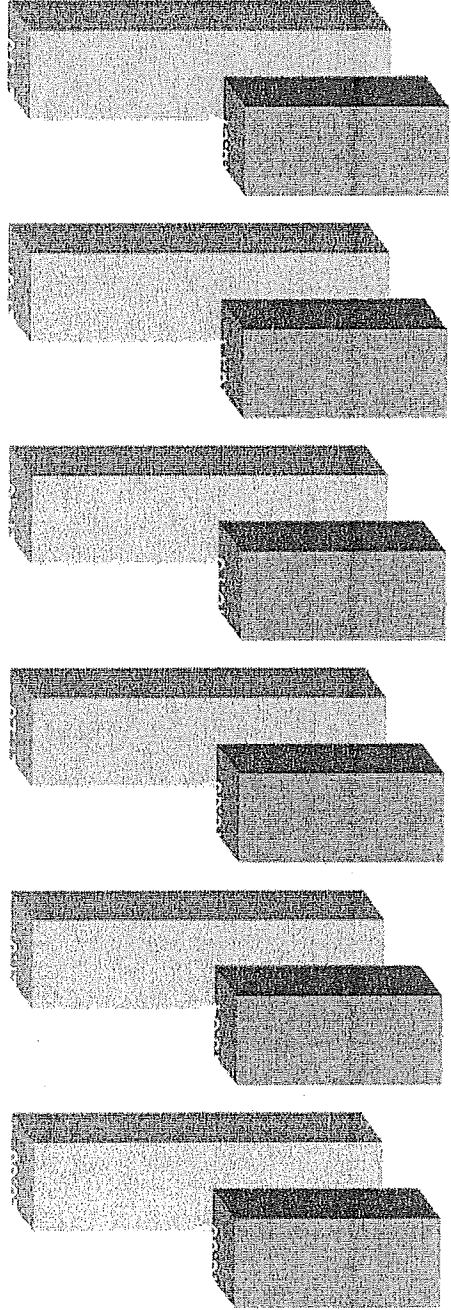
# 1. The Residential Factor

- Total value of the town \$7,799,229,845.
- Total levy amount \$139,827,283.
- Levy / Value X 1,000 = \$17.93 tax rate.
- Dividing the town value into classes yields:

Residential	6,340,627,455	or	81.3%
Open space	7,256,800	or	.1%
Commercial	588,216,151	or	7.5%
Industrial	608,062,200	or	7.8%
Personal Prprty	255,067,239	or	3.3%
- Residential = 81.4% CIP = 18.6%



<b>FY2018</b>	<b>100</b>	<b>115</b>	<b>130</b>	<b>145</b>	<b>160</b>	<b>175</b>
<b>RES RATE</b>	<b>17.93</b>	<b>17.31</b>	<b>16.70</b>	<b>16.08</b>	<b>15.47</b>	<b>14.85</b>
<b>CIP RATE</b>	<b>17.93</b>	<b>20.62</b>	<b>23.31</b>	<b>26.00</b>	<b>28.69</b>	<b>31.37</b>



<b>FY2018</b>	<b>150</b>	<b>151</b>	<b>152</b>	<b>153</b>	<b>154</b>	<b>155</b>
<b>RES RATE</b>	<b>15.88</b>	<b>15.84</b>	<b>15.80</b>	<b>15.76</b>	<b>15.71</b>	<b>15.67</b>
<b>CIP RATE</b>	<b>26.89</b>	<b>27.07</b>	<b>27.25</b>	<b>27.43</b>	<b>27.61</b>	<b>27.79</b>

# FY2018 TAX COMPARISON

FY2017	FY2017	FY2017
AVG SNGL FAM	AVG COMM	AVG IND
TAX \$9,170	TAX \$55,287	TAX \$112,796

FY18 VAL	613,261	2,108,567	4,338,749
152	\$9,690	\$57,458	\$118,231
10 yr. average	5.7%	3.9%	4.8%
152.5	\$9,677	\$57,648	\$118,621
10 yr. average	3.6%	3.3%	3.5%
153	\$9,665	\$57,838	\$119,012
10 yr. average	5.5%	4.3%	5.2%
154	\$9,634	\$58,218	\$119,793
10 yr. average	3.6%	3.3%	3.5%
	5.1%	5.3%	5.5%
	3.6%	3.4%	3.6%

# FY2018 TAX COMPARISON

2018	FY2017	FY2017	FY2017
SHIFT	AVG SINGLE	AVG COMM	AVG IND
\$9,170-	\$15.18	\$55,287-	\$26.46
\$112,796-	\$26.46	\$112,796-	\$26.46
157.5	\$9,548	4.1%	\$59,546
		7.7%	\$122,526
		8.6%	

RETAINS THE LEVY SHARES ADOPTED

IN FY2017

RES RATE \$15.57 - CIP RATE \$28.24

For the vote- Residential Factor of 86.8535%

153.0 \$9,665 5.4% \$57,838 4.6% \$119,012 5.5%

MOST UNIFORM TAX INCREASES FOR FY18

RES RATE \$15.76 - CIP RATE \$27.43

For the vote- Residential Factor of 87.8824%

# FY2018 TAX COMPARISON

2018	FY2017	FY2017	FY2017
SHIFT	AVG SINGLE	AVG COMM	AVG IND
\$9,170-	\$15.18	\$55,287-\$26.46	\$112,796-\$26.46

152.5    \$9,677    5.5%    \$57,648    4.3%    \$118,621    5.2%

RETAINS THE SHIFT ADOPTED IN FY2017

RES RATE \$15.78 - CIP RATE \$27.34

For the vote- Residential Factor of 87.9967

## 2. The Open Space Discount

- This adoption exempts up to 25% of the value of land that is classified as open space.
- Open space is land not otherwise classified and land which is maintained in an open and natural condition which contributes significantly to the benefit and enjoyment of the public.
- These parcels classified as open space are in excess of zoning, basically rear land or land from cluster developments that were never built on.
- The average assessment of these 141 pieces of land is \$51,467 which reflects the fact that they are in many instances unbuildable.
- In FY2017 one community, Bedford, adopted this exemption.

### 3. The Residential Exemption

- This is an exemption of up to 35% of the average assessed value of all residential property which is applied to the assessment of the principal residence of the property owner.
- In FY2017, there were 15 communities that adopted this exemption. Out of these communities, either there were a much higher percentage of seasonal renters or a more urban setting with a much higher rental community.
- Adoption of this exemption with a high percentage of owner occupancy shifts tax burdens from lower valued properties to higher valued properties.

## 4. The Commercial Exemption

- The Selectmen may vote up to a 10% exemption for commercial property owners that had an average annual employment of 10 or fewer employees and an assessed value less than 1,000,000.
- Increase the tax of industrial property owners and those owning commercial properties valued over 1,000,000, as both are ineligible for this exemption.
- 12 communities adopted this exemption for FY2017, Auburn, Avon, Bellingham, Berlin, Braintree, Dartmouth, Erving, New Ashford, Seekonk, Somerset, Westford and Wrentham.

TOWN OF ANDOVER  
PUBLIC HEARING NOTICE

Notice is hereby given that the Board of Selectmen will conduct a public hearing on Monday, November 13, 2017, at 7:00 P.M. in the Selectmen's Conference Room, Town Offices, 36 Bartlet Street, for the purpose of discussing the Town of Andover's FY-2019 – FY-2023 CAPITAL IMPROVEMENT PROGRAM.

Copies of the Capital Improvement Program will be available after November 3, 2017, in the Town Manager's Office, the Town Clerk's Office, at the Memorial Hall Library Reference Desk and on the Town's website at [www.andoverma.gov](http://www.andoverma.gov).

Paul J. Salafia, Chair  
ANDOVER BOARD OF SELECTMEN

Date of Publication: November 2, 2017

Security Camera Policy  
Town of Andover  
Draft, October 12, 2017

**Overview and Purpose**

The Town of Andover may operate and maintain video security cameras and equipment throughout town property, public recreation and conservation areas, and other municipal facilities to prevent and deter crime and for overall public safety. This current policy does not include school buildings or property under the jurisdiction of the school department or cameras under the control of law enforcement.

The objective of this Policy is to ensure that security cameras will be placed to view public spaces only and will not be used to:

- Invade the privacy of individuals;
- Monitor private property or premises, unless otherwise in view of by the naked eye;
- Harass, intimidate or focus on any individual or group

**Management and Operations**

Security cameras will be monitored and operated by the Town Manager or the designated Department Head and/or Division Head. The Department Head or Division Head or their designee shall be responsible for the establishment, operation, and storage of images and video obtained through security footage.

This Policy will ensure that the use of security cameras will be conducted in a professional, ethical, and legal matter at all times in accordance with the Town of Andover's policies and code of conduct. Any misuse of security cameras or footage will be reported to the Town Manager's Office and Andover Police Department.

**Use and Restrictions**

In the event of an alleged, suspected, reported or observed incident or loss, the review by the Town Manager, Department Head or Division Head of recorded information may be used to assist in the investigation of an incident. Any report of a suspected crime will be immediately reported to the Andover Police Department.

Cameras are positioned to monitor only what is in the general public view. Monitoring anything that would be deemed an invasion of privacy is strictly prohibited. An example of a public view would be anything that may be viewed from a vantage point that is accessible to the public and where persons involved in an activity would not have an expectation of privacy.

No sound is to be monitored or recorded in connection with the video surveillance system.

**Public Awareness of Cameras**

The public shall be made aware of the existence of cameras by signage at the respective facility entrance that reads: Surveillance Cameras in Use.

### **Retention**

Recorded images will be stored and kept on Town owned equipment and will be backed up consistent with the Town of Andover's established data integrity practices. Backed up images will be kept in a secure location and will only be accessible by the appropriate Town of Andover and Public Safety officials.

### **Public Record**

The images are considered to be within exemption (n) of General Laws Chapter 4, Section 7(26)(n) and it is for the records custodian to determine whether or not the disclosure of the images, "in the reasonable judgment of the record custodian, subject to review by the supervisor of public records under subsection (c) of section 10 of chapter 66, is likely to jeopardize public safety or cyber security."

This exemption to the public records law is intended to secure the safety of persons and public places by restricting access to records that may have been previously open to public inspection. The nature of the exemption requires a records custodian to make some value judgment regarding the requester in order to decide whether to release the information sought.

Each respective Department's Record Access Officer will be the records custodian for these purposes. The records custodian must consider whether disclosure of the images is likely to jeopardize public safety or cyber security and the custodian must state the grounds upon which disclosure will or will not be allowed in response to a public records request.

### **Policy Review**

This policy will be reviewed, as necessary, to ensure it is providing adequate protections for the public, as well as the Town of Andover.

# **Social Media Policy**

## **Town of Andover**

### **DRAFT 10/12/2017**

#### **Introduction**

As part of the official Internet presence for the Town of Andover, the Town's social media sites will be used by the Town and its agencies for communicating information with the goal of informing the public of the work, news and updates of various Town departments. The Town's social media sites are subject to the same rules as other government publications. The Town is not obligated to comment or reply to any response, comments or messages but will moderate comments/contributions to the site by the public to comply with federal, state and local laws, and within our own policies.

#### **Purpose**

The purpose of this policy is to establish procedures governing the use of Town social media accounts.

#### **General**

- The Town of Andover has created numerous social media accounts as a customer service tool for the dissemination of unbiased, factual information to the public. Such social media sites are subject to the approval of the Department Head and Town Manager or his/her designee
- Only social media accounts that are listed on [andoverma.gov/twitter](http://andoverma.gov/twitter) shall be considered official accounts. Official accounts must indicate in the profile that they are an official site and should include a link back to [andoverma.gov](http://andoverma.gov) and to this policy.
- The Town's social media site will be used by the Town and its departments for communicating information with the purpose of informing the public of the work, news, events and updates of the various Town departments. The Town is not obligated to respond to any comments or private messages.
- Any dialogue or private messaging over social media should be followed with a public version of a post providing the same information unless it is not suitable for public consumption.
- The Town and its departments are not obligated to "follow" or "friend" any organization or individual. The Town and its departments may follow other public entities such as another municipal, state, quasi-state or federal agency for the coordination and dissemination of interest to the general public.
- Any posts that may be deemed as promotion of private commercial interests is prohibited.
- No comments will be accepted through the Town's social media accounts for any public hearing or meeting; either adjudicatory public hearings or any other notified public hearing. Residents must attend public hearings and meetings or directly communicate with the deliberative body.
- Comments and messaging cannot be used as any formal notification or request for any public meeting or services unless it is referring to information already posted on [andoverma.gov](http://andoverma.gov).
- Content posted to social media is subject to Massachusetts Public Records Law, including, but not limited to a page's list of subscribers/followers, posted communication and communication submitted for posting
- The Town is responsible solely for the content uploaded to the official Town accounts, and not for any related or "suggested" videos, linked photos linked from other users, nor for any advertising or other content contained on the relevant platform.
- The Town's social media accounts are not open forums and are limited to the subject matter posted by the various town departments.

#### **Monitoring**

The Town expressly reserves the right to remove from public view any post, comment, photo or remark that does not conform with the terms of this Policy or contains the following content from the social media site:

- Content violates the host site's terms of use or policy
- Comments not topically related to the particular social media article or thread
- Content that is abusive, defamatory or disparages an individual or potentially libelous statements
- Personal attacks, insults or threatening language
- Comments in support of or in opposition to political campaigns or ballot measures
- Profane language or content
- Content that promotes, fosters, or perpetuates discrimination on the basis of any protected class under state or federal law
- Sexual content
- Solicitations of commerce
- Conduct or encouragement of illegal activity
- Information that may tend to compromise the safety or security of the public or public systems
- Personal and private information
- Content that violates a legal ownership interest of any other party
- Comments or hyperlinks unrelated to posted information
- Commercial promotions or spam content

### **Primary Use By Employees**

The Town's social media sites shall be used to communicate the following:

- Announcements about departmental or community items of interest
- Emergency notifications
- Highlighting of Town events and activities
- Provision of historical and/or current information relative to the Department or Town of Andover
- Highlight employees who have done good work for the community
- To direct the public to content on andoverma.gov

Employees whom have been approved to communicate through the Town's social media sites shall also adhere to the following:

- Employees representing the Town on Town social media sites shall conduct themselves at all times as a professional representative of the Town and in accordance with all Town policies.
- Any employee authorized to post information on any of the Town's social media sites shall review, be familiar with and comply with the guidelines of this policy
- Any employee authorized to post information on any of the Town's social media sites shall not express his/her own personal views or concerns through such postings. Postings shall only reflect the views of the Town
- Town social media sites shall use authorized Town contact information for account set-up, monitoring and access. The use of personal e-mail accounts or phone numbers by any Town employee is not allowed for the purpose of setting-up, monitoring or accessing a Town social media site
- Employees may remove posts from public view in order to adhere to the monitoring guidelines as indicated in this policy. If a deletion from the Social Media platform is necessary to remove from public view, employees are required to document the original post, the date of deletion and the reason the post was deleted from the platform. It is the employees' responsibility to retain and maintain all deletion logs affiliated with their department's accounts.

### **Policy Changes**

The Town reserves the right to change, modify or amend all or part of this policy at any given time.

## Wendy Adams

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**From:** noreply@civicplus.com  
**Sent:** Friday, October 13, 2017 5:51 PM  
**To:** manager  
**Subject:** Online Form Submittal: Andover Talent Bank Form

### Andover Talent Bank Form

#### Andover Talent Bank

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

*There are numerous committees, boards or commissions appointed with terms ranging from 1 to 5 years. Please check the committee, board or commission you are interested in. If you are interested in more than one, rank your interests accordingly. Please note if there are not any vacancies on the committee, board, or commissions you selected, your information will be retained and considered when a future vacancy occurs*

(Section Break)

First Name	Gary
Last Name	Coon
Address	24 Summer Street, Andover, MA 01810
Phone Number	978-569-6076
Email Address	gary.coon@finer.com

(Section Break)

Committees Appointed by the Town Manager	<i>Field not completed.</i>
Committees Appointed by the Town Moderator	<i>Field not completed.</i>
Committees Appointed by the Board of Selectmen	Retirement Board: 1 Member Appointed by Board of Selectmen, 3-Year Term
If you selected multiple boards or commissions, please rank your interests from most interested to least interested.	<i>Field not completed.</i>

(Section Break)

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Meeting Availability	Three Meetings Per Month
Time Limitations	No time limitations currently
Interest/Education	Education: Business Management, Entrepreneurship, and Investments Interests: Business, Investments/Wealth Management, Retirement Planning, Financial Planning, Economics, Geopolitics
Employer/Position	Finer Wealth Management, Inc. ; Managing Director and Chief Operating Officer.
Skills/Expertise	Investment Management Background Retirement Planning Experience Leadership with Demonstrated Collaborative Approach Asset Allocation Expertise Experience Working with & in Government Perspective and Knowledge as Former State Legislator
File Upload	<i>Field not completed.</i>

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# Volunteer

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**From:** noreply@civicplus.com  
**Sent:** Saturday, October 07, 2017 12:34 AM  
**To:** manager  
**Subject:** Online Form Submittal: Andover Talent Bank Form

## Andover Talent Bank Form

### Andover Talent Bank

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

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(Section Break)

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First Name	Wilhelm
Last Name	Kremer
Address	3 Sugarbush Ln
Phone Number	978-475-2144
Email Address	wkremer30@gmail.com

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(Section Break)

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Committees Appointed by the Town Manager	<i>Field not completed.</i>
Committees Appointed by the Town Moderator	<i>Field not completed.</i>
Committees Appointed by the Board of Selectmen	Retirement Board: 1 Member Appointed by Board of Selectmen, 3-Year Term
If you selected multiple boards or commissions, please rank your interests from most interested to least interested.	<i>Field not completed.</i>

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(Section Break)

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Meeting Availability	Three Meetings Per Month
Time Limitations	None, other than while on vacation. Skype or planning can help work around vacations.
Interest/Education	Ph.D. Mathematics, University of Lund, Sweden B.S. Economics, MIT
Employer/Position	Retired Formerly Consulting Member of Technical Staff, Alcatel-Lucent; Bell Labs Fellow
Skills/Expertise	Objective application of logic, technical skills, and data to solve complex problems working in a team environment Adept at asking tough, penetrating questions Skilled at synthesizing disparate elements
File Upload	<a href="#">WKremer_resume_10-3-17.doc</a>

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## **Wilhelm Kremer**

3 Sugarbush Lane  
Andover, MA 01810  
Home: (978) 475-2144  
Cell: (978) 590-0292  
email: [wkremer30@gmail.com](mailto:wkremer30@gmail.com)

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### **Summary**

**A career based on technical excellence (Bell Labs Fellow, numerous patents and publications) applied at the systems level to optical, access and wireless products, network architectures, and customer solutions on successful, profitable projects.**

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### **Education**

#### **Ph.D., Mathematics**

1980  
*University of Lund, Lund, Sweden*

#### **B.S., Economics**

1970  
*Massachusetts Institute of Technology, Cambridge, MA*

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### **Experience**

#### **Senior Principal Engineer**

3/12 to 12/13  
*Alcatel-Lucent, Westford, MA*

Network Design across all customers and regions around the globe. Special skills across technologies including LTE, optical, and PON. Also responsible for the Network Design process within Global Network Engineering.

#### **Consulting Member of Technical Staff, LTE Transport**

6/09 to 2/12  
*Alcatel-Lucent, Westford, MA*

Responsible for architecture and requirements for end-to-end transport solutions for LTE across the radio access network and through the evolved packet core including ancillary functions such as synchronization and IPsec. Focus on variety of IP/MPLS and hybrid packet/optical backhaul and

ePC architectures on a global basis, with a view to solutions selling and understanding transport requirements. Study issues and make recommendations with respect to rollouts of new technologies such as 1588v2 synchronization over packet networks. Gather data for customer implementations, production loading/capacity scenarios under different call models, and impact of small cells to understand requirements for future customer needs/directions, but also in the shorter term to model the networks in test environments for production level emulation providing solution assurance.

**Director, Network and Solutions Architecture**

*1/07 to 5/09*

*Alcatel-Lucent, Westford, MA*

Led CTO, technical marketing, solutions, and product house interface functions for the North American Optical Regional Support Center. Gathered market views and sales projections for variety of product and architectural decisions/exercises. Represented the NA market in internal gate reviews for go/no go decisions on product releases and new products. Led weekly internal reviews to bring product management and market development together to give the market side the latest views of the product deliveries and to give the development side the latest views of product issues/needs from the field. Developed base technical marketing material for market developers/sales.

**Consulting Member of Technical Staff, Metro Access Systems**

*12/03 to 12/06*

*Lucent Technologies, Westford, MA*

Strategist for DMX product line. Worked with customers, sales teams, and internal organizations to communicate and further develop the product roadmap. Examples include Ethernet interfaces and functionality, RPR, and architectural conversion to a packet multiplexer. Led DMX strategy group, worked with partners, and evaluated competitive position. Member of small team responsible for the entire global optical and data portfolio management and strategy in Lucent for year prior to the merger with Alcatel.

**Consultant**

*08/02 to 12/03*

*Self-Employed, Andover, MA*

Telecommunications and intellectual property consulting. Patent consultant for Lucent Technologies. Business planning and fund raising for a new company working on first round of financing to develop next generation highly integrated SONET/packet chips featuring integrated network processors. Reached term sheet stage, but were unable to syndicate in difficult economy.

**VP, Product Planning**

*01/00 to 07/02*

*Quantum Bridge Communications, Andover, MA*

In charge of Product Management, Technical Marketing, Business Development and Systems Engineering teams. Member of senior management team. Overall responsibility for product planning and realization, customer presentation of value proposition and applications solutions, partner programs and market analysis, and high-level requirements for development. Also responsible for standards representation into key bodies such as FSAN, ITU, IEEE EFM, and OIF. Quantum Bridge Management Team

**Chief Technical Officer, Global Emerging Carriers**

11/98 to 01/00

*Lucent Technologies, N. Andover, MA*

Worked with customers to develop and implement technical networking solutions and options across the Lucent optical product family, to emphasize and clearly communicate Lucent's technical advantages and value propositions, as well as to represent customer needs into the portfolio planning processes. Lead technical representative from a customer facing perspective, interfacing directly with customers' CTOs and senior executives. Worked with development and standards colleagues to maintain a close link with underlying product issues, new product/feature concepts and overall industry directions.

**Systems Engineer**

04/86 to 11/98

*Lucent Technologies, N. Andover, MA*

Senior systems engineer working on WaveStar Bandwidth Management Product Family. Champion of OC-192 product, engaged in architecture trade-offs, feature needs, feature prioritization, and standards for open BLSR interface. Key contributor to success of FT-2000 OC-48 SONET Bidirectional Line Switched Ring (BLSR) product. Championed BLSR technology internally, and main contributor on standards team which won T1X1.5 and ITU standardization in Lucent's favor. Several ring patents reflected directly in SONET Protection Switching Standard ANSI T1.105.01, as well as ITU recommendations G.841 and G.842.

**Quality Engineer**

12/80 to 04/86

*Lucent Technologies, N. Andover, MA*

Expansive role in overall quality and reliability program for digital channel banks. Analyzed field tracking data in novel ways. Solved the problem of how to treat infant mortality of ICs in collected data. Published unifying paper in software reliability. Introduced inspections, first to software, then also to hardware and systems engineering. Crafted overall quality program for an important new lightwave product.

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**Awards****Bell Labs Fellow**

1996

*Lucent's most prestigious technical award. See the URL:*

1996 Bell Labs Fellows

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## Patents

### URLs for my 10 United States patents:

[5,442,620: Apparatus and method for preventing communications circuit misconnections in a bidirectional line-switched ring transmission system](#)

[5,440,540: Ring interworking between a bidirectional line-switched ring transmission system and another ring transmission system](#)

[5,406,549: Ring interworking between path-switched ring transmission systems](#)

[5,406,401: Apparatus and method for selective tributary switching in a bidirectional ring transmission system](#)

[5,394,389: Ring interworking between bidirectional line-switched ring transmission systems and path-switched ring transmission systems](#)

[5,390,164: Ring interworking between bidirectional line-switched ring transmission systems](#)

[5,278,824: Dual hubbing in a bidirectional line-switched ring transmission system](#)

[6,366,556: Self-healing networks using virtual rings](#)

[6,246,667: Backwards-compatible failure restoration in bidirectional multiplex section-switched ring transmission systems](#)

[5,742,774: Multi-ring SONET architecture having shared gateways daisy chained to complete the main and subsidiary ring controlled by a common master controller](#)

### URL for my European patent:

[EP0708542: Generalized deterministic squelching in a ring transmission system](#)

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## Publications

*W. Kremer, "Optical Access Networking: The Last Mile of the All-Optical Network," WDMcon, April 2001.*

*W. Kremer, "Optical Access Networking: The Last Mile of the All-Optical Network," Annual Multiplexed Telephony Conference (AMTC), July 2000.*

*W. Kremer, M. R. Wilson, "Application Domains for Ring Architectures in LEC and IEC Networks," National Fiber Optic Engineers Conference (NFOEC), September 1996.*

*F. Principe, S. L. Bates, W. Kremer "SONET OC-48 - FIBERCORE Deployment," National Fiber Optic Engineers Conference (NFOEC), June 1995.*

*W. Kremer, "SONET Rings and Video: A Perfect Fit," Telephony, January 23, 1995.  
T. J. Aprille, P. F. DeDuck, W. Kremer, "Worldwide Today and Tomorrow: The Role of SONET Rings in ATM Networks," America's Network, December 1994.*

*W. Kremer, R. Rexroat, A. Paff, "Bidirectional Line-Switched Rings for Video Distribution," National Fiber Optic Engineers Conference (NFOEC), June 1994.  
T. J. Aprille, P. F. DeDuck, W. Kremer, "Role of SONET Rings in ATM Networks," National Fiber Optic Engineers Conference (NFOEC), June 1994.*

*I. Haque, W. Kremer, K. Raychaudhuri, "Self-Healing Rings in a Synchronous Environment," IEEE LTS, November, 1991.*

*W. Kremer, "SONET Bidirectional Line-Switched Rings," National Communications Forum (NCF), September 1991.*

*W. Kremer and S. J. Waldman, "SONET Applications Issues," Eastern Communications Forum (ECF), May 1990.*

*D. L. Howells, W. Kremer, and S. J. Waldman, "SONET Planning Issues: Interface Variety and Mixing," National Fiber Optic Engineers Conference (NFOEC), April 1990.*

*W. Kremer, C. I. Saraidaridis, A. B. Sripad, "Field Tracking Studies: Theory and Practice," IEEE Journal on Selected Areas in Communications, October 1988.*

*W. Kremer, C. I. Saraidaridis, A. B. Sripad, "The D5 Digital Terminal System: A Case Study of a Comprehensive Quality and Reliability Program," IEEE Journal on Selected Areas in Communications, October 1986.*

*W. Kremer, "Birth-Death and Bug Counting," IEEE Transactions on Reliability, April 1983.*