

**TOWN OF CONCORD  
SELECT BOARD  
AGENDA *revised*  
November 13, 2017**

<b>7PM – Select Board Room – Town House</b>	
1.	Call to Order
2.	Consent Agenda: <ul style="list-style-type: none"> <li>• Town Accountant's Warrants</li> <li>• Gift Acceptance</li> <li>• One Day Special Licenses <ul style="list-style-type: none"> <li>· The Trustees    11/25, 11/26    11AM-3PM    269 Monument Street    Malt Only</li> <li>· The Trustees    12/22, 12/23    4PM-7PM    269 Monument Street    Malt Only</li> </ul> </li> </ul>
3.	Town Manager's Report
4.	7:05PM Continued Public Hearing – Transfer of All Alcoholic Beverages License & New Common Victualler License: M.L. Restaurant Group Inc. d/b/a Michael's Restaurant to Concord Brewery II, Inc. d/b/a RapsCALLION at 208 Fitchburg Turnpike
5.	7:10PM Public Hearing – FY18 Tax Levy Classification Hearing
6.	Discuss Implementation of the new Senior Exemption – Board of Assessors
7.	Tree Preservation Bylaw Mitigation Fee
8.	Discuss Enforcement of Parking Meters During Holiday Season
9.	Preliminary Budget Discussion
10.	Discuss possible Cultural District Advisory Committee ( <b><i>Continue to 11/27 meeting</i></b> )
11.	Public Comments
12.	Committee Liaison Reports
13.	Miscellaneous/Correspondence
14.	Committee Nominations: Janet Vera of 464 Old Marlboro Road to the Dog Park Feasibility Study Committee for a term to expire May 31, 2018; Bill Kemeza of 28 Davis Court to the Tax Fairness Committee to for an unexpired term to expire May 31, 2020
15.	Committee Appointments: Deborah Richardson of 57 Harrington Avenue, Don Shobry's of 7 Wright Farm Road, Bob Shulman of 680 Main Street, Kate Stout of 266 Main Street, Ann Umphrey of 468 Old Bedford Road, and Jeff Young of 264 Bedford Street to the Dog Park Feasibility Study Committee for a term to expire May 31, 2018
16.	Adjourn to Executive Session for the purposes of discussing Litigation and Land Acquisition

**PENDING**

Wednesday	November 15	7PM	Select Board Public Meeting	Town House
Thursday	November 23	All Day	<b>Thanksgiving</b>	<b>Town Offices Closed</b>
Friday	November 24	All Day	<b>Thanksgiving Observed</b>	<b>Town Offices Closed</b>
Monday	November 27	7PM	Select Board Meeting	Town House
Monday	December 4	7PM	Select Board Public Meeting	Town House
Monday	December 11	7PM	Select Board Meeting	Town House
Tuesday	December 12		<b>Hanukah</b>	<b>No evening meetings</b>
Monday	December 25	All Day	<b>Christmas</b>	<b>Town Offices Closed</b>

**Weekly One Day License Log – November 13, 2017**

<b>Applicant Name &amp; License Number</b>	<b>Phone Number</b>	<b>Date</b>	<b>Location</b>	<b>Type of Alcohol</b>	<b>Event Details</b>
17-144 The Trustees	978-369-3909	11/25	269 Monument Street	Malt Only	Event Coordinator: Sara Patton Bartenders: Sara Patton Under 21: Yes First License in Concord: No
17-145 The Trustees	978-369-3909	11/26	269 Monument Street	Malt Only	Event Coordinator: Sara Patton Bartenders: Sara Patton Under 21: Yes First License in Concord: No
17-146 The Trustees	978-369-3909	12/22	269 Monument Street	Malt Only	Event Coordinator: Sara Patton Bartenders: Sara Patton Under 21: Yes First License in Concord: No
17-147 The Trustees	978-369-3909	12/23	269 Monument Street	Malt Only	Event Coordinator: Sara Patton Bartenders: Sara Patton Under 21: Yes First License in Concord: No

**NOTICE OF PUBLIC HEARING  
TOWN OF CONCORD  
SELECT BOARD  
Monday November 13, 2017  
7:10 P.M.**

The Select Board will hold a public hearing in the Select Board Meeting Room at the Concord Town House, to determine the allocation of the FY 2018 tax levy among the four classes of real property and of personal property. The tax policy decisions include a split tax rate, an open space discount, a residential exemption, and a small commercial exemption. The Board of Assessors presentation will be available on the town's website [www.concordma.gov](http://www.concordma.gov). Public comment may be submitted prior to the hearing in writing to the Select Board and/or orally at the hearing. Sometime following the hearing the Select Board will vote on these tax policies for FY 2018.



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# **Board of Assessors FY2018 Classification Meeting with the Select Board**

**November 13, 2017**



# Outline

- **Tax Rate Analysis for FY2018**
- **Recertification**
- **New Growth**
- **Total Taxable Value**
- **Tax Levy Calculation**
- **Tax Rate Calculation**
- **Classification Issues**
  - **Residential Factor**
  - **Open Space Discount**
  - **Residential Exemption**
  - **Small Commercial Exemption**
- **Summary**



# Tax Rate Analysis for FY2018

## TAX RATE ANALYSIS Fiscal Year 2018

### Report of the Concord Board of Assessors

Jim Sommer, Chair  
Christian Fisher, Vice Chair  
Cynthia Rainey  
Tom Matthews  
Andrea Okie

To

Concord Select Board

For Public Hearing on November 13, 2017

- **Report distributed to the Select Board members**
- **Details:**
  - Assessed values
  - Tax levy
  - Tax Rate
  - BOA recommendations on classification



# This is an Interim Year Adjustment

- **DOR requires recertification every 5**
  - **Fiscal 2018 is a Recertification year**
  - **Next Recertification year FY 2023**
  - **Interim year same process for Town**
  - **Review of values and growth by DOR**

Status

- **Fy 2018 Values Approved**
- **Fy 2018 Growth Approved**
- **Expect tax bills to go out with the approved rate and on time**



# New Growth

- **Period: July 1, 2016 to June 30, 2017**
- **Residential: \$74,008,516 (Value) @ \$14.07/1,000 = \$1,041,300(Taxes)**
  - \$626,415 – Standard growth (New SFD, Additions)
  - \$344,329 – Condominiums (Forest Ridge and Black Horse Ln)
  - \$ 16,150 - Two and Three-Family's, Apartments
  - \$ 54,406 - Land and Mixed use
- **Commercial: \$5,183,219 @ \$14.07/1000 or \$72,928**  
**Industrial: \$5,047,424 @ \$14.07/1000 or \$71,017**  
**Personal Property: \$9,671,970 @ \$14.07/1000 or \$136,085**
- **Fiscal 2018 Total Growth: \$93,911,129 @ \$14.07/1000 or \$1,321,330**



# Total Taxable Value

Class	FY2017 Valuation	FY2018 Valuation	Change	% Change
Residential	\$5,470,440,285	\$5,623,508,756	\$153,068,471	2.80%
Commercial/ Industrial/ P. Property	\$503,276,117	\$521,141,844	\$ 17,865,727	3.55%
Total	\$5,973,716,402	\$6,144,650,600	\$171,934,198	2.86%



# Tax Levy Calculation

Item	Value
FY2017 Levy Limit	\$82,116,773
Amended growth FY 2017	\$ 0.00
Add...2 ½ allowed increase	\$ 2,052,919
Add...New growth	\$ 1,321,330
Total before any debt exclusion and override	\$85,491,022
Add...Debt exclusion	\$ 6,239,518
Add...Any override	0
Maximum permitted levy	\$91,730,540
FY2018 Property tax levy	\$87,807,057
Unused levy limit	\$ 3,923,783*

\* Unused levy limit used in fiscal planning for future



# Tax Rate Calculation

**FY2017 Tax Rate was \$14.07**

$$\frac{\text{FY2018 Property Tax Levy}}{\text{Town Taxable Valuation}} = \frac{\$87,807,057}{\$6,144,650,600} = 0.01429$$

or

**\$14.29 per thousand dollars of assessed value**

**FY2018 Tax Rate is \$14.29**



# Classification Issue – Residential Factor

- **Setting residential factor = 1 provides uniform tax rate for all classes (Residential, Open space, Commercial, Industrial and Personal property)**
- **Setting residential factor not = 1 results in differential tax rate between the “R/O” group and the “C/I/P” group**
- **Concord has used a uniform rate since FY1998**
- **91% of Concord revenue comes from Residential, a slight reduction (savings) in the “R/O” group would put a large increase (burden) on the “C/I/P” group**

## Recommendation:

**The Board of Assessors supports a uniform tax rate for all classes, achieved by the adoption of a residential factor of “1.”**



# Classification Issue – Open Space Discount

- There are no parcels currently classified as open space
- Most large land owners participate in chapter land discounts under 61, 61A and 61B resulting in more savings than if they were designated as “Open Space”
- Under Chapter the discount ranges from 75% to 98%
- The open space discount has a maximum discount of 25%
- Excess land values only increased slightly to \$37,300/Acre further reducing the need for the OSD

## Recommendation:

The Board of Assessors recommends that the Selectmen not adopt an open space discount.



# Classification Issue – Residential Exemption

- **Redistribution of the tax levy among residential property owners**
- **“Exemption” is a misnomer since it is actually a tax shift among residential properties (upper portion of the tax base will have a higher tax bill, lower portion of the tax base will have a lesser tax bill)**
- **Tends to penalize low income renters because Apartment buildings would not qualify, would be in the upper half and pass the increase on to the tenants**
- **Most Advantageous in second-home communities**
- **Only 13 out of 351 communities in Massachusetts have adopted the exemption (9 inner city, 3 Cape, 1 south coast)**

## Recommendation:

**The Board of Assessors does not support adoption of a residential exemption.**



# Classification Issue – Small Commercial Exemption

- The intent of the exemption is to give a tax reduction to small commercial property owners at the expense of the larger commercial and industrial parcels
- The question of fairness arises since the legislation is based upon the assumption that the owners of higher valued properties are financially healthier than the owners of properties with lower values
- Detail analysis appears in the “Tax Rate Analysis” document

## Recommendation:

The Board of Assessors does not support adoption of the small commercial exemption.



# Summary

- **The Board of Assessors recommendation is to retain the Uniform Tax Rate (=1)**
- **It is deemed the fairest method of apportioning the tax bill in Concord – and because it is the only way to avoid unintended consequences that the Board deems to be damaging**
- **The Board of Assessors does not recommend adoption of the**
  - **Open Space Discount**
  - **Residential Exemption**
  - **Small Business Exemption**

**TAX RATE ANALYSIS**  
**Fiscal Year 2018**

**Report of the**  
**Concord Board of Assessors**

Jim Sommer, Chair  
Christian Fisher, Vice Chair  
Cynthia Rainey  
Tom Matthews  
Andrea Okie

**To**

**Concord Select Board**

For Public Hearing on November 13, 2017

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**Purpose**

The purpose of the public classification hearing is for the Select Board to determine the allocation of the local property tax to be borne by the four classes of real property plus personal property for Fiscal Year 2018. In deciding the allocation, the Select Board must adopt a residential factor, which is used to determine the percentage of the tax levy to apply to each class of real and personal property. The Board of Assessors applies these percentages to the individual property class (M.G.L. Chapter 40, section 56). The Select Board also can vote to adopt a factor for shifting the taxes among residential properties (residential exemption), among commercial properties (small commercial exemption), and between residential and open space properties (open space discount). It is the responsibility of the Assessors to provide the Select Board with all relevant information, and to discuss the fiscal effect of possible alternatives.

**Recommendation**

The Board of Assessors recommends the Select Board take the following action in adopting the FY2018 factors:

1. Vote a "Residential Factor of "1."
2. Vote not to grant an Open Space discount.
3. Vote not to adopt a Residential Exemption.
4. Vote not to adopt a Small Commercial Exemption.

These recommendations result in a uniform tax rate of \$14.29, up 1.56% from the FY2017 rate. Total taxable value is up 2.87%. Net of new growth, the tax value on all other property will rise 2.38%.

The following is the report of the Board of Assessors to the Select Board.

**I. Total Assessed Values for Fiscal Year 2018**

The Board of Assessors must determine the classification of all real property as of January 1, 2017, for FY2018, in accordance with the definitions set forth in M.G.L. Chapter 59, section 2A(b):

Class One	Residential
Class Two	Open Space
Class Three	Commercial
Class Four	Industrial

In addition, the value for all personal property, Class Five, must be determined. The classification, or use, codes are issued in accordance with the Department of Revenue, Bureau of Local Assessment guidelines. A listing of the State Use Classification Codes is attached in Addendum 1 and the total valuation report (LA-4) for FY2018 is attached in Addendum 2.

In FY2018, the town data and values have been affected by the following items:

**A. Revaluation/Re-certification Adjustment**

Per the Department of Revenue’s guidelines, the assessing cycle requires that all parcels, exempt and taxable, be visited at least once every 9 years, that values be determined at market value every year, and that the Department of Revenue recertify values every five years. The last recertification year was FY2015, which means this year Fy 2018 is also a certification year. The year is the last year of the three year cycle. The law was changed as part of the Governor’s municipal reform and has been extended to 5 years.

**B. Abatements and Adjustments**

In FY2017 Concord taxpayers filed 45 applications for abatement during the regular abatement period. The total number of abatements granted was 29. The dollar amount of abatements granted during the FY2017 abatement hearings totaled \$4,907,494 for real estate, which is \$69,048.47 in tax dollars. The majority of abated taxes was attributed to small corrections in property listings and most resulted in permanent adjustments to the property data. There have been three FY2017 appeals filed with the Appellate Tax Board (ATB).

In order to meet the DOR’s cyclical inspection requirement, assessing staff seeks to conduct a complete inspection of a property regardless of the reason for the visit (building permit, sale, data verification, abatement application, or cyclical inspection, etc.). Every year there are many changes entered into the property records as a result of these inspections. Our records show that there were 716 inspections for FY2018, (just over 11% of all real estate parcels). Of these, 340 were full inspections, inside and out. These numbers do not include when a field review is done from the street, which can include one parcel or many. A field review was performed on all properties as part of the FY 20178 recertification program. A field review usually does not require entering the property and therefore does not meet the DOR’s standard in order to qualify as a cyclical inspection.

**C. New Growth**

The Annual Town Meeting in April of 2001 voted to accept a 1989 state statute that changes the new growth date from January 1<sup>st</sup> to June 30<sup>th</sup>. Thus, the valuation as a result of new construction or any other physical changes for FY2018 covers the time frame from July 1, 2016 to June 30, 2017.

The new growth represents, new houses, additions or changes to a property that result in added value to that property. The growth this year was higher as compared to the prior year, primarily due to an increase in the volume of building permits, the completion of the new hotel at 320 Baker Avenue and the new condominiums at Black Birch Lane and Black Horse Lane. The growth included 51 new homes, 47 major renovations and 24 major additions. Personal Property new growth is largely due to the addition of property on three accounts Comcast, Kayak, and Welch Foods, Inc.

The growth relevant to FY2018 was distributed among the four classes of real estate and personal property as follows:

	<u>Value</u>	<u>Levy Limit Adjustment</u>	<u>% of Total New Growth</u>
Class One, Residential	\$74,008,516	\$1,041,299	78.81%
Class Two, Open Space	0	0	0
Class Three, Commercial	\$ 5,183,219	\$ 72,928	5.52%
Class Four, Industrial	\$ 5,047,424	\$ 71,017	5.37%0
Personal Property	<u>\$ 9,671,970</u>	<u>\$ 136,085</u>	10.30 %
<b>TOTAL</b>	<b>\$ 93,911,129</b>	<b>\$ 1,321,330</b>	100.00%

**D. Change of Taxable Status**

From time to time a shift in tax burdens will occur due to a change of taxable status. This year 9x Forest Ridge, 10X Forest Ridge, and 265 Balls Hill Rd. all became exempt this year for a total loss in taxable value of \$228,000. This was offset by 26 Brook Trail Road becoming taxable with a value of \$580,100.

**E. Total Taxable value**

The total taxable value for FY2018 is \$6,144,650,600. A comparison of the Assessment Totals between FY2017 and FY2018 appears on pages 6 and 7. The total town valuation from FY17 to FY18 increases by 2.86%. The change in value by class varies from this total. The increase in the residential class is 2.80%, while the commercial/industrial and personal property increase is 3.55%. The new growth listed above is included in the totals, so the actual change is \$78,023,069 or 1.31%. Note that this represents the change in the market from Calendar 2015 to 2016 and represents a very small change.

Overall, the Residential/Open Space (R/O) portion is 91.52% of the total value and the Commercial/Industrial/Personal Property (C/I/P) portion is 8.48%. These percentages are slightly lower for residential, but consistent with the last several years. The FY2008 portions, ten years earlier, were 91.01% and 8.99%.

**II. Tax Levy**

At the April 2017 Annual Town Meeting, the taxpayers voted appropriations for the fiscal year July 1, 2017 through June 30, 2018. In addition, certain state assessments, deficits and the overlay must be added to determine the total budget amount. The FY 2018 total General Fund budgeted amount is \$101,866,859. Monies to support this local spending are raised by the property tax levy, state aid, local receipts and other sources. The Maximum Permitted Levy is the total amount of money that can be raised through real and personal property taxes and is the largest source of revenue for the town. The Maximum Permitted Levy in FY 2018, including the debt exclusion, is \$91,730,540. The actual levy is \$87,807,057. The difference between the maximum permitted levy and the actual levy is called excess levy capacity. For FY 2018 the Unused Levy Limit is \$3,923,783. The Levy Limit is calculated as follows:

FY2017 Levy Limit	\$82,116,773
Fy 17 New Growth Adjustment ( <i>form LA-13a</i> )	\$ 0
2 ½% allowed increase	\$ 2,052,919
New Growth ( <i>form LA-13</i> )	<u>\$ 1,321,330</u>
TOTAL ( <i>before debt exclusion and override</i> )	\$85,491,022
DEBT EXCLUSION ( <i>Principal and interest due on debt authorized to be repaid from taxation above the levy limit</i> )	\$6,239,518
OVERRIDE	<u>0</u>
MAXIMUM PERMITTED LEVY	<u>\$91,730,540</u>
FY2018 PROPERTY TAX LEVY	\$87,807,057
Unused Levy Limit	\$ 3,923,783



Town of Concord									
Fy 2018 Taxable Assessed Value									
Assessment Date:		January 1, 2016	January 1, 2017						
Budget Year		7/1/16 - 6/30/17	7/1/17 - 6/30/18					Last Year	10 Years Ago
Class		FY17 Valuation	FY18 Valuation	\$ Change FY17-18	% Change FY17-18	FY18 % Share	FY17 % Share	FY08 % Share	
<b>Class 1</b>	Residential	\$5,470,440,285	\$5,623,508,756	\$153,068,471	2.80%	91.52%	91.58%	91.01%	
<b>Class 2</b>	Open Space	\$0	\$0	\$0	na	0.00%	0.00%	0%	
	<b>R/O Subtotal</b>	<b>\$5,470,440,285</b>	<b>\$5,623,508,756</b>	<b>\$153,068,471</b>	<b>2.80%</b>	<b>91.52%</b>	<b>91.58%</b>	<b>91.01%</b>	
<b>Class 3</b>	Commercial	\$429,475,137	\$444,876,674	\$15,401,537	3.59%	7.24%	7.19%	7.59%	
<b>Class 4</b>	Industrial	\$21,616,900	\$27,268,900	\$5,652,000	26.15%	0.44%	0.36%	0.60%	
<b>Class 5</b>	Personal Property	\$52,184,080	\$48,996,270	(\$3,187,810)	-6.11%	0.80%	0.87%	0.80%	
	<b>C/I/P Subtotal</b>	<b>\$503,276,117</b>	<b>\$521,141,844</b>	<b>\$17,865,727</b>	<b>3.55%</b>	<b>8.48%</b>	<b>8.42%</b>	<b>8.99%</b>	
	<b>TOTAL</b>	<b>\$5,973,716,402</b>	<b>\$6,144,650,600</b>	<b>\$170,934,198</b>	<b>2.86%</b>				
<b>Class 9</b>	Exempt	\$857,361,400	\$879,882,300	\$22,520,900	2.63%				

<b>Fiscal 2017</b>				<b>Fiscal 2018</b>			
<b>Category</b>	<b>Assessed Value</b>	<b>Tax Rate</b>	<b>Tax Levy</b>	<b>Category</b>	<b>Assessed Value</b>	<b>Tax Rate (Proposed)</b>	<b>Tax Levy</b>
<b>Residential/Open Space (R/O):</b>				<b>Residential/Open Space (R/O):</b>			
Residential:				Residential:			
Single family	4,531,943,000	\$14.07	63,764,438	Single family	4,656,510,200	\$14.29	66,541,531
Condominiums	380,125,900	\$14.07	5,348,371	Condominiums	403,783,850	\$14.29	5,770,071
Miscellaneous	135,312,100	\$14.07	1,903,841	Miscellaneous	137,748,600	\$14.29	1,968,427
Multi-family	73,847,950	\$14.07	1,039,041	Multi-family	71,674,500	\$14.29	1,024,229
Apartments	189,965,500	\$14.07		Apartments	193,258,800	\$14.29	2,761,668
Vacant Land	41,523,800	\$14.07	584,240	Vacant Land	45,087,840	\$14.29	644,305
Mixed Use Residential	117,722,035	\$14.07	1,656,349	Mixed Use Residential	115,444,966	\$14.29	1,649,709
<b>Total RO:</b>	<b>5,470,440,285</b>		<b>74,296,280</b>	<b>Total RO:</b>	<b>5,623,508,756</b>		<b>80,359,940</b>
<b>Commercial/Industrial (CIP):</b>				<b>Commercial/Industrial (CIP):</b>			
Commercial:				Commercial:			
Retail , Office , Other	375,260,000	\$14.07	5,279,908	Retail , Office , Other	389,897,200	\$14.29	5,571,631
Chapter 61, 61A & 61B	11,970,322	\$14.07	168,422	Chapter 61, 61A & 61B	12,119,240	\$14.29	173,184
Mixed Use Commercial	42,244,815	\$14.07	594,385	Mixed Use Commercial	42,860,234	\$14.29	612,473
<b>subtotal:</b>	<b>429,475,137</b>		<b>6,042,715</b>	<b>subtotal:</b>	<b>444,876,674</b>		<b>6,357,288</b>
Industrial:				Industrial:			
Manuf., Processing, Warehouse	19,949,100	\$14.07	280,684	Manuf., Processing, Warehouse	20,699,100	\$14.29	295,790
Solar	1,667,800	\$14.07	23,466	Solar	6,569,800	\$14.29	93,882
<b>subtotal:</b>	<b>21,616,900</b>		<b>304,150</b>	<b>subtotal:</b>	<b>27,268,900</b>		<b>389,673</b>
<b>Personal property:</b>	<b>52,184,080</b>	<b>\$14.07</b>	<b>734,230</b>	<b>Personal property:</b>	<b>48,996,270</b>	<b>\$14.29</b>	<b>700,157</b>
<b>Total CIP:</b>	<b>503,276,117</b>		<b>7,081,095</b>	<b>Total CIP:</b>	<b>521,141,844</b>		<b>7,447,117</b>
<b>Total Town Value:</b>	<b>5,973,716,402</b>		<b>81,377,375</b>	<b>Total Town Value:</b>	<b>6,144,650,600</b>		<b>87,807,057</b>

## II. Tax Rate

The tax rate, in its simplest form, is the tax levy divided by the town's taxable valuation. This is called the *Uniform Tax Rate*. Under this rate each class of property pays a share of the tax levy *equal* to its share of the total town value. The calculation for the Town of Concord for FY 2018 is:

$$\$87,809,181 / \$6,144,650,600 = .01429$$

or

$$\$14.29 \text{ per thousand dollars of assessed valuation}$$

A tax rate history of both the Town of Concord and surrounding and/or comparable cities and towns is shown in Addendum 3. Of the 12 communities listed, 7 have split rates and 5 have a uniform rate. Despite the residential class advantage in a split rate town, the Town of Concord has repeatedly had the lowest or one of the lowest tax rates for both the Residential and the CIP classes. For FY2018 the town ranked the second lowest in the residential class and the lowest CIP rate in this group.

The Select Board has chosen to adopt a *Uniform Tax Rate* for the last 20 years. The Select Board must vote the percentages of the tax levy to be paid by each class of real property and by personal property each year (M.G.L. Chapter 40 section 56). In determining the percentages, the Select Board is actually adopting a residential factor.

### A. Residential Factor

The residential factor adopted by a community governs the percentage of the tax levy that is to be paid by the residential property owners. A residential factor of "1" will result in the taxation of all property at the same rate, the *Uniform Tax Rate*. The Uniform Tax Rate with a residential factor of "1" is calculated to be \$14.29. However, the law allows the Commercial/Industrial/Personal Property, C/I/P, tax rate for the Town of Concord to be as high as 50% above the uniform rate; and the Residential/Open Space, R/O, to be as low as 65% of the uniform rate. A lower residential factor would result in the residential class bearing a lower share of the total levy than its share of taxable assessed value.

#### History of differential tax rates in Concord

In 1982, the town had a uniform rate and the percentage shares were 18% for the C/I/P, and 82% for the R/O. In 1983, the C/I/P class began to decrease in value relative to the R/O class. The Select Board, at that time, decided to shift the tax burden to the C/I/P class in the interest of maintaining a stable percent balance between the R/O and C/I/P classes. The 1983 vote shifted the levy 9/10ths of a percent to the C/I/P class. The Select Board continued to shift the taxes until 1996, with the maximum shift of 22% occurring in FY 1991.

However, through the mid-1990's, the total value of the town became increasingly residential. With this residential growth, it was perceived that an increasingly severe shift of the tax levy share to CIP would be required in order to produce only a relatively small benefit to the residential class. Therefore, the Select Board decided to gradually reduce the tax shift, and in FY1997 eliminated this tax shift entirely. In each of the ensuing years, the Board of Assessors has recommended and the Select board has voted to adopt a uniform tax rate for the residential and CIP classes.

#### Allowable tax shift for FY18

As previously stated, a residential factor of 1 will result in the taxation of all property at the same rate. However, state law permits the town to adopt a residential factor of less than 1, which would have the effect of increasing the commercial, industrial, and personal property tax rates and decreasing the residential tax rate. The chart in Addendum 4 shows the range of allowable residential factor options available to the Select Board.

### **Recommendation of the Board of Assessors**

**The Board of Assessors supports a uniform tax rate for all classes, achieved by the adoption of a residential factor of “1.”**

#### **B. Open Space Discount**

Open Space is defined in M.G.L. Chapter 59, section 2A as:

...land which is not otherwise classified and which is not taxable under the provisions of chapters sixty-one, sixty-one A or sixty-one B, or taxable under a permanent conservation restriction, and which land is not held for the production of income but is maintained in an open or natural condition and which contributes significantly to the benefit and enjoyment of the public. [Recently the law was changed to allow inclusion of chapter land.]

State law allows properties classified as Open Space to be taxed at a rate discounted up to 25% from the uniform tax rate. The tax dollars lost by the discount are shifted to the residential class of properties, which includes developable vacant land. The local Board of Assessors must develop the criteria that must be met in order to classify a parcel as Open Space that meets the “significant contribution” for the benefit and enjoyment of the public criteria. Previously Concord has interpreted “significant” as a size consideration, in addition to other factors including view, watershed, trail way, or green belt.

Only one community in Massachusetts grants an open space discount: Bedford. Boards of Assessors use this classification sparingly since most land fits into other classifications, and the open space classification, on its own, makes no difference in the assessment of a property. Assessors have also observed that as the years have passed, many of the land parcels afforded a tax discount were developed anyway, regardless of the tax incentive employed to encourage protection of open land and/or be a deterrent to development.

**Presently, there are no parcels classified by the Board of Assessors as Class 2 – Open Space.** During the past several years the Assessors have examined the valuation methodologies for land, including undeveloped land, and considered what might be an appropriate policy that Concord could adopt for open space. In particular, vacant land as well as undeveloped lots on a developed parcel were reviewed in detail. Current assessing practices in Concord do not use an aggressive approach to the valuation of undeveloped parcels by assuming maximum developability. Valuing a parcel as excess land results in a more favorable property tax for the owner, rather than assessing it as buildable and then applying an open space discount. The Board of Assessors does not believe there is any advantage to classifying properties as Class 2 – Open Space. *Further the tax discount under the Chapter land program is far greater than afforded by the open space discount.*

### **Recommendation of the Board of Assessors**

**The Board of Assessors recommends that the Select Board not adopt an open space discount since there are no parcels classified as Class 2.**

#### **C. Residential Exemption**

This mechanism provides for the redistribution of the tax levy among residential property owners, solely within the Residential Class (Class 1). “Exemption” is a misnomer since it is actually a tax shift among residential properties. It involves the following steps:

- Subtracting a standard dollar amount (a percentage of the average Class 1 value) from every qualifying owner-occupied residential parcel;
- Recalculating the Class 1 tax rate based on the new total of the Class 1 taxable value. The Class 1 tax levy must remain unchanged before and after this calculation.

This has the net result of shifting taxes from Class 1 parcels that are below the average value to parcels within the Class that are above the average. It also, however, results in substantially higher taxes on apartment and multi-family parcels that are not owner occupied, on vacant land parcels in the Class, and on any other residential property which is not owner occupied (including, in many instances, properties that are owned by a trust).

The selected percentage to calculate the standard qualifying assessed value reduction can be from 0 to 35%, but selecting a certain percent does not mean that everyone gets that exact percent tax reduction. This is because the tax rate for the Class must be raised. The impact of the exemption – who pays more and who pays less – is not conditioned upon the income status of the occupant. The manner in which the residential exemption works implies the presumption that all occupants of higher-valued properties also have higher incomes.

The average value of Class 1 is \$945,311 while the average single family home value is \$1,014,302. The exemption, however, would be calculated on the \$945,286 value. A 35% shift would be \$330,850 exemption in value. The Class 1, residential tax rate associated with 35% exemption would produce a class 1 tax rate of \$20.21 up, \$5.92 from the rate without the exemption. The break-even point where the rate increase and the exemption amount cross would be on a residential parcel (land and buildings) valued at \$1,129,150.

In FY2018 there are 5,949 Class 1 parcels. Based on a “guesstimate” of eligibility, we estimate there are 4,981 potentially eligible properties. To determine the precise number of principal residences would require extensive review of the census, voting, and utility records, car registrations and income tax returns. To implement this exemption, the taxpayers would file an application and include these documents. Their principal residence, indicated by using the above listed documents, would determine their eligibility. Based on the assumed eligible number of parcels, at least 969 residential parcels would qualify for the exemption and experience an increase in their taxes. If the property did not qualify the reduction of \$330,850 wouldn’t apply and in addition they would be taxed at the new rate of \$20.21. A \$400,000 house that did not qualify for the exemption would have an annual tax bill shift or increase of \$2,368.

An additional 1,461 (approximate) residential properties (those over the break-even point) would experience an increase. The following are examples of the increase.

Value	No Shift Tax	Shift Value	Shift Tax	Difference
\$1,129,150	\$16,135.55	\$798,291	\$16,135.64	\$00.09
\$1,551,846	\$16,459.88	\$820,987	\$16,594.39	\$134.51
\$2,010,904	\$28,735.82	\$1,680,045	\$33,958.30	\$5,222.48
\$2,503,004	\$35,767.93	\$2,172,145	\$43,904.98	\$8,137.06
\$3,023,902	\$43,211.55	\$2,693,043	\$54,433.74	\$11,222.19
\$4,035,408	\$57,665.98	\$3,704,549	\$74,879.06	\$17,213.07
\$5,022,937	\$71,777.77	\$4,692,078	\$94,839.71	\$23,061.94

This option is based on the assumption that a lower value property indicates an occupant with lower income and vice versa. In recent years the Board of Assessors has examined this provision in detail and has continued to recommend against its adoption. The FY2018 data does not indicate any change that would result in a different conclusion.

Only fourteen cities and towns in the Commonwealth use the residential exemption. Two communities joined in FY2006, Everett and Barnstable. Otherwise, this list hasn’t changed in many years. In larger metropolitan communities, the large apartment population essentially funds the exemption (Boston, Brookline, Cambridge, Chelsea, Everett, Malden, Marlborough, Somerville, Waltham, Watertown); in resort communities, the second home population funds the exemption (Barnstable, Nantucket, Tisbury); and in one community, the power plant funds over half of the total levy (Somerset). Thirteen of the fourteen communities also use the CIP tax shift essentially to the fullest degree they can, which means the commercial, industrial, and personal property classes are also called upon to reduce the Class 1 tax bill. (See “A. Residential Factor” above.)

**Recommendation of the Board of Assessors**

**The Board of Assessors does not support adoption of a residential exemption because its impact would be to raise taxes on a substantial number of residential parcels without regard to the fiscal circumstances of the occupants, while lowering taxes on a substantial number of residential parcels whose financial circumstances may not indicate a need for a discounted property tax. (See a report to the Concord**

**Board of Assessors by Lynn Masson and Tony Logalbo on 10/13/05 and *The Residential Exemption* prepared by Jay E. Closser on 11/25/98) all available at:**

**[http://www.concordma.gov/Pages/ConcordMA\\_Assessor/FY18INFO](http://www.concordma.gov/Pages/ConcordMA_Assessor/FY18INFO)**

**Further, the Board notes the adverse consequences that would result for apartment buildings and multi-family units, which comprise a significant proportion of Concord's affordable housing stock.**

#### **D. Small Commercial Exemption**

Under M.G.L. Chapter 59, section 5I, the Select Board may decide annually to exempt up to ten percent of the average value of Class Three(Commercial) The properties have to be occupied by businesses with an average annual employment of no more than ten people. The building value must have a valuation of less than \$1,000,000 and the property must be occupied by the eligible businesses as of the January 1 assessment date. The property need not be owned by the eligible business that has been approved as a small business by the DOR. If multiple commercial occupants occupy the building, all occupants must be eligible. The small commercial exemption is a reduction in the taxable valuation of the property applied by the assessors before setting the tax rate. Like the Residential Exemption discussed above, the consequence of the Commercial Exemption is to set a new Commercial Tax Rate higher than the Uniform Tax Rate of \$14.29. If adopted, it has the effect of reducing property taxes on certain commercial properties occupied by small businesses and shifting those taxes onto other commercial properties, many of which are likely also occupied by small businesses as either owners or leaseholders.

In FY 2018, the Town of Concord has 335 Class Three commercial properties with a total value of \$389,897,200 (excluding mixed use). There are approximately 83 parcels over \$1,000,000 and 1 vacant developable parcel. The majority of the remaining parcels are commercial condominiums that may or may not qualify. However, the businesses needs to apply to the DOR to be qualified as a small business. If this exemption were to be considered it would require several years notification, so that the businesses that could qualify would have time to be approved by the DOR. There are a limited number of communities that provide the small commercial exemption including: Auburn, Avon, Bellingham, Braintree, Dartmouth, New Ashford, Seekonk, Somerset, Westford and Wrentham.

The intent of the law is to give a tax reduction to small businesses at the expense of the larger commercial parcels. The question of fairness arises since the legislation is based upon the assumption that the owners of larger buildings are financially healthier than the owners of smaller buildings.

#### **Recommendation of the Board of Assessors**

**The Board of Assessors does not support adoption of the small commercial exemption (See *The Small Commercial Exemption* by Jay E. Closser, dated November 25, 1998). Also available at:**

**[http://www.concordma.gov/Pages/ConcordMA\\_Assessor/FY18INFO](http://www.concordma.gov/Pages/ConcordMA_Assessor/FY18INFO)**

#### **CONCLUSION**

**In conclusion, the Board of Assessors is unanimous in its recommendation to retain the Uniform Tax Rate of \$14.29/\$1,000 of valuation for FY18.**

**The Board of Assessors does not recommend adoption of the Open Space Discount, the Residential Exemption or the Small Business Exemption.**

## ADDENDA

**ADDENDUM #1**

**State Use Code**

Residences

101	Single Family
102	Condominium
103	Mobile Home
104	Two-Family
105	Three-Family
106	Accessory Land with Improvement
109	Multiple Houses on One Parcel

Apartments

111	Four to Eight Units
112	More Than Eight Units

Non-Transient Group Quarters

125	Other Congregate Housing
126	

Vacant Land in a Residential Zone or Accessory to Residential Parcel

130	Developable Land
131	Potentially Developable Land
132	Undevelopable Land

Other

140	Child Care Facility
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Open Space

201-202	Open Land in Residential Area
210-211	Open Land in Rural Area
220-221	Open Land in Commercial Area

Commercial

300-393	Transient Group Quarters, Warehouse and Distribution Facilities, Retail, Office Buildings, Public Service and Recreational
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Industrial

400-452	Manufacturing, Utilities, Mining
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Personal Property

501-552	
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Forest Land (CH 61), Agricultural/Horticultural (CH 61A),

Recreational CH 61B)

601	Forest Land
710-722	Agriculture/Horticulture Land
801-814	Recreational Land

Exempt

900-939	Government-owned, Educational, Charitable, Religious
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## ADENNDUM # 2

Jurisdiction  Fiscal Year

Property Type	Parcel Count	Class1 Residential	Class2 Open Space	Class3 Commercial	Class4 Industrial	Class5 Pers Prop
101	4,591	4,656,510,200				
102	843	403,783,850				
MISC 103,109	63	137,748,600				
104	104	70,109,100				
105	2	1,565,400				
111-125	27	193,258,800				
130-32,106	293	45,087,840				
200-231	0		0			
300-393	335			389,897,200		
400-442	27				20,699,100	
450-452	2				6,569,800	
CH 61 LAND	3	14	0	37,615		
CH 61A LAND	26	35	0	1,079,800		
CH 61B LAND	24	11	0	11,001,825		
012-043	26	115,444,966	0	42,860,234	0	
501	89					6,200,600
502	134					22,376,340
503	0					0
504	2					9,276,660
505	2					7,341,300
506	1					2,459,300
508	4					1,342,070
550-552	0					0
<b>TOTALS</b>	<b>6,658</b>	<b>5,623,508,756</b>	<b>0</b>	<b>444,876,674</b>	<b>27,268,900</b>	<b>48,996,270</b>
<b>Real and Personal Property Total Value</b>						<b>6,144,650,600</b>
<b>Exempt Parcel Count &amp; Value</b>					625	879,882,300

<b>Addenda # 3</b>								
Community Tax Rates		FY11	FY12	FY13	FY 14	FY 15	FY16	FY17
<b>Concord</b>								
<b>Residential</b>		\$13.19	\$13.58	\$14.07	\$14.45	\$14.29	\$13.92	\$14.07
<b>CIP</b>		Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform
<b>Average Single Family Bill</b>		\$11,074	\$11,564	\$11,802	\$12,249	\$12,890	\$13,490	\$13,895
<b>Acton</b>								
<b>Residential</b>		\$18.08	\$18.55	\$19.10	\$19.45	\$19.05	\$19.23	\$19.06
<b>CIP</b>		Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform
<b>Average Single Family Bill</b>		\$9,049	\$9,259	\$9,650	\$9,832	\$10,128	\$10,382	\$10,696
<b>Andover</b>								
<b>Residential</b>		\$14.12	\$14.15	\$14.51	\$15.18	\$14.97	\$14.82	\$15.18
<b>CIP</b>		\$22.46	\$23.54	\$24.26	\$25.25	\$24.77	\$25.99	\$26.46
(uniform rate)		(\$15.81)	(\$16.01)	(\$16.45)	(\$17.18)	(\$16.90)	(\$16.93)	\$17.35
<b>Average Single Family Bill</b>		\$7,480	\$7,786	\$7,967	\$8,343	\$8,648	\$8,945	\$9,170
<b>Bedford</b>								
<b>Residential</b>		\$14.33	\$15.21	\$15.37	\$15.71	\$14.62	\$15.28	\$14.81
<b>Open Space</b>		\$10.74	\$11.40	\$11.55	\$11.78	\$10.94	\$11.47	
<b>CIP</b>		\$31.76	\$33.21	\$33.80	\$34.04	\$32.12	\$33.50	\$32.04
(uniform rate)		(\$18.14)	(\$18.98)	(\$19.31)	(\$19.45)	(\$18.36)	(\$19.15)	\$18.31
<b>Average Single Family Bill</b>		\$7,358	\$7,883	\$7,963	\$8,481	\$8,607	\$9,103	\$9,508
<b>Carlisle</b>								
<b>Residential</b>		\$16.13	\$17.14	\$17.68	\$18.64	\$19.00	\$17.20	\$17.62
<b>CIP</b>		Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform
<b>Average Single Family Bill</b>		\$11,650	\$11,900	\$11,960	\$12,732	\$13,127	\$13,588	\$14,062
<b>Chelmsford</b>								
<b>Residential</b>		\$16.72	\$17.49	\$17.95	\$18.98	\$18.70	\$18.03	\$17.92
<b>CIP</b>		Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform
<b>Average Single Family Bill</b>		\$5,427	\$5,653	\$5,799	\$6,119	\$6,329	\$6,540	\$6,912
<b>Lexington</b>								
<b>Residential</b>		\$14.40	\$14.97	\$15.20	\$15.51	\$14.86	\$14.60	\$14.49
<b>CIP</b>		\$27.28	\$28.45	\$28.97	\$29.56	\$29.10	\$28.40	\$28.13
(uniform rate)		(\$16.04)	(\$16.74)	(\$17.04)	(\$17.39)	(\$16.63)	(\$16.23)	\$16.07
<b>Average Single Family Bill</b>		\$10,022	\$10,441	\$10,906	\$11,481	\$12,191	\$12,955	\$13,506

<b>ADDENDUM #3 (continued)</b>							
Community Tax Rates	FY11	FY12	FY13	FY 14	FY 15	FY 16	FY 17
<b>Lincoln</b>							
<b>Residential</b>	\$12.37	\$13.81	\$14.23	\$14.41	\$14.15	\$13.99	\$13.07
<b>CIP</b>	\$16.27	\$18.17	\$18.72	\$18.95	\$18.60	\$18.39	\$18.05
(uniform rate)	(\$12.52)	(\$13.98)	(\$14.40)	(\$14.58)	(\$14.31)	(\$14.15)	\$13.88
<b>Average Single Family Bill</b>	\$12,378	\$13,322	\$13,254	\$13,742	\$14,367	\$15,033	\$15,185
<b>Maynard</b>							
<b>Residential</b>	\$17.50	\$18.45	\$20.05	\$22.29	\$22.31	\$21.25	\$22.01
<b>CIP</b>	\$26.91	\$27.17	\$29.55	\$32.28	\$31.09	\$29.57	\$30.57
(uniform rate)	(\$18.70)	(\$19.54)	(\$21.26)	(\$23.56)	(\$23.38)	(\$22.23)	\$22.98
<b>Average Single Family Bill</b>	\$5,517	\$5,751	\$6,096	\$6,414	\$6,680	\$6,960	\$7,209
<b>Sudbury</b>							
<b>Residential</b>	\$17.03	\$17.60	\$17.99	\$18.03	\$17.60	\$17.80	\$17.74
<b>CIP</b>	\$22.27	\$22.95	\$23.52	\$24.94	\$24.88	\$25.11	\$25.01
(uniform rate)	(\$17.40)	(\$17.98)	(\$18.38)	(\$18.42)	(\$17.99)	(\$18.20)	\$18.12
<b>Average Single Family Bill</b>	\$10,695	\$10,937	\$11,205	\$11,544	\$11,598	\$12,082	\$12,520
<b>Wayland</b>							
<b>Residential</b>	\$19.35	\$19.01	\$17.89	\$18.33	\$18.39	\$17.34	\$18.14
<b>CIP</b>	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform	Uniform
<b>Average Single Family Bill</b>	\$11,471	\$11,274	\$10,529	\$10,974	\$12,049	\$11,730	\$12,529
<b>Westford</b>							
<b>Residential</b>	\$15.23	\$15.55	\$16.13	\$16.60	\$16.24	\$16.30	\$16.41
<b>CIP</b>	\$15.50	\$15.79	\$16.38	\$16.83	\$16.44	\$16.50	\$16.41
(uniform rate)	(\$15.23)*	(\$15.55)*	(\$16.13)*	(\$16.60)*	(\$16.24)*	(\$16.30)*	\$16.41
<b>Average Single Family Bill</b>	\$6,719	\$6,901	\$7,097	\$7,312	\$7,543	\$7,797	\$8,054
*Small commercial exemption							

**ADDENDUM # 4**

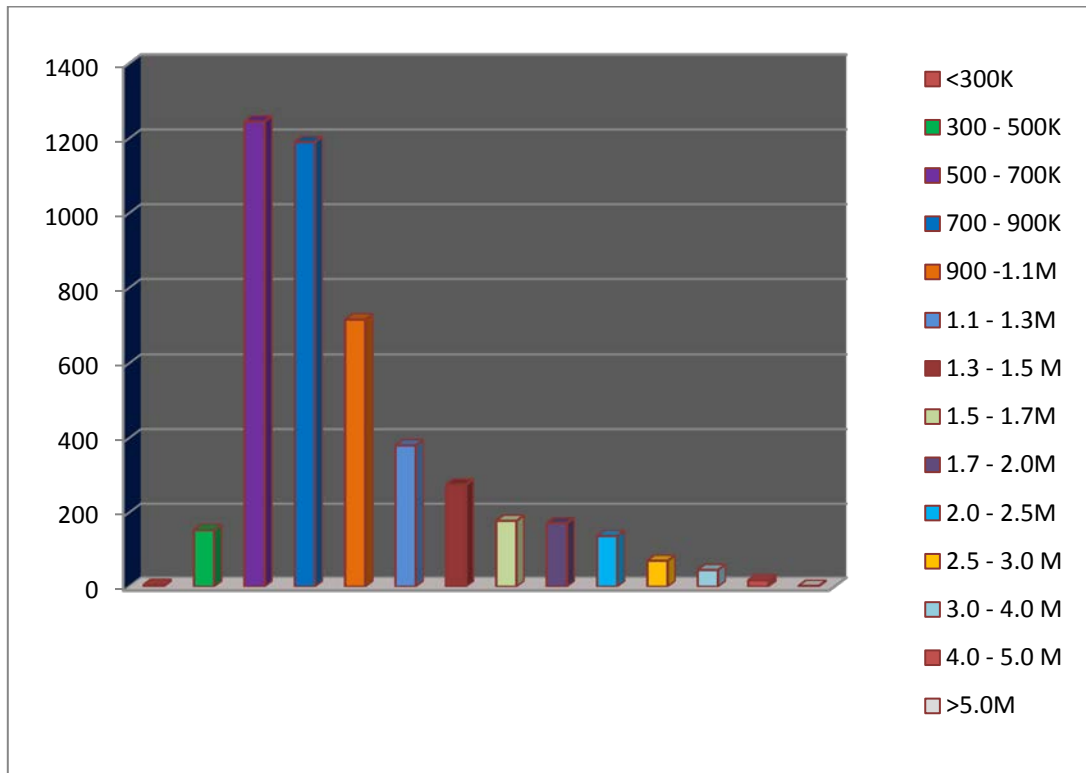
**What if ... Scenario Worksheet**

Note: This table should be used for planning purposes only. Actual calculations may differ slightly due to rounding

<b>CLASS</b>		<b>VALUE</b>	<b>PERCENTAGE</b>				
Residential		\$5,623,508,756	91.52%	R&O %			
Open Space		\$0	0.00%				
Sub-Total Res, OS				91.5188%			
Commercial		\$444,876,674	7.24%				
Industrial		\$27,268,900	0.44%	C.I.P.			
Personal Property		\$48,996,270	0.80%				
Sub-Total Comm, Ind, PP				8.4812%			
Total		\$6,144,650,600	100.00%				
<b>LEVY</b>							
Estimated Levy		\$87,807,057.00					
Single Tax Rate		\$14.29					
		Share Percentages		Estimated	C.I.P.	% Shift	
C.I.P. Shift	Res Factor	Res/OS	C.I.P.	Res/OS		Res	C.I.P.
1	100	91.5188%	8.4812%	\$14.29	\$14.29	0.00%	0.00%
1.02	99.8147%	91.3491%	8.6509%	\$14.26	\$14.58	-0.19%	2.00%
1.04	99.6293%	91.1795%	8.8205%	\$14.24	\$14.86	-0.37%	4.00%
1.06	99.4440%	91.0099%	8.9901%	\$14.21	\$15.15	-0.56%	6.00%
1.08	99.2586%	90.8403%	9.1597%	\$14.18	\$15.43	-0.74%	8.00%
1.1	99.0733%	90.6706%	9.3294%	\$14.16	\$15.72	-0.93%	10.00%
1.12	98.8879%	90.5010%	9.4990%	\$14.13	\$16.00	-1.11%	12.00%
1.14	98.7026%	90.3314%	9.6686%	\$14.10	\$16.29	-1.30%	14.00%
1.16	98.5172%	90.1618%	9.8382%	\$14.08	\$16.58	-1.48%	16.00%
1.18	98.3319%	89.9922%	10.0078%	\$14.05	\$16.86	-1.67%	18.00%
1.2	98.1466%	89.8225%	10.1775%	\$14.03	\$17.15	-1.85%	20.00%
1.22	97.9612%	89.6529%	10.3471%	\$14.00	\$17.43	-2.04%	22.00%
1.24	97.7759%	89.4833%	10.5167%	\$13.97	\$17.72	-2.22%	24.00%
1.26	97.5905%	89.3137%	10.6863%	\$13.95	\$18.01	-2.41%	26.00%
1.28	97.4052%	89.1440%	10.8560%	\$13.92	\$18.29	-2.59%	28.00%
1.3	97.2198%	88.9744%	11.0256%	\$13.89	\$18.58	-2.78%	30.00%
1.4	96.2931%	88.1263%	11.8737%	\$13.76	\$20.01	-3.71%	40.00%
1.5	95.3664%	87.2782%	12.7218%	\$13.63	\$21.43	-4.63%	50.00%

**ADDENDUM #5**

**FY 2018 SINGLE FAMILY RESIDENCE by VALUES – STATE USE CODE 101  
(Does not include mixed use 012 or multiple houses 109)  
Concord, Ma**

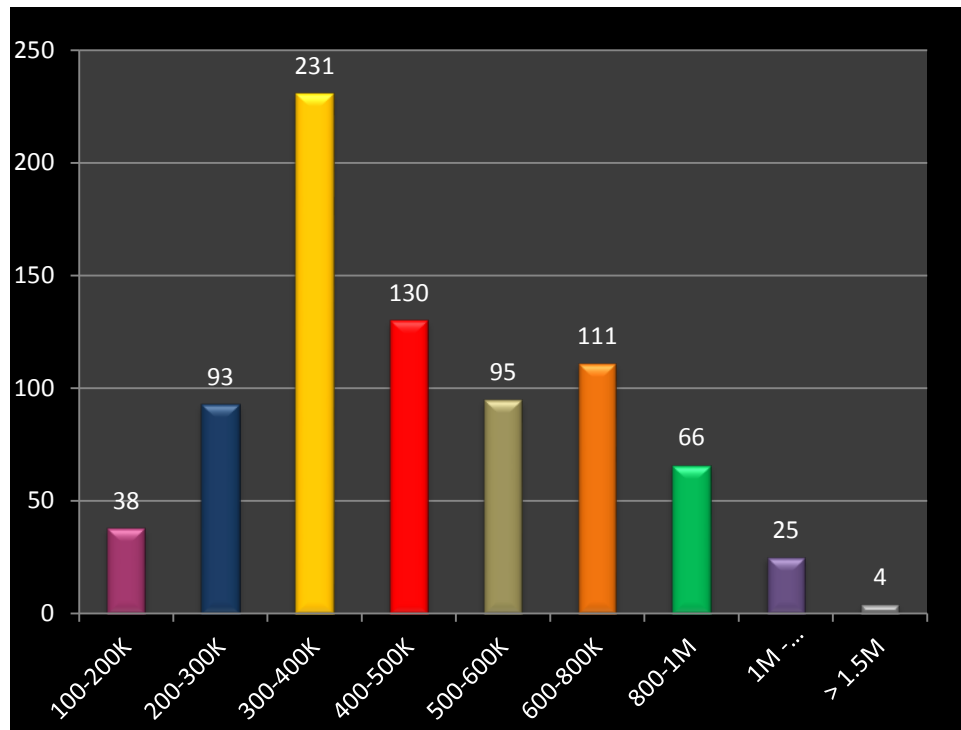


**Average Assessment: \$1,014,269**

**Median Assessment: \$838,900**

Addendum # 6

FY 2018 CONDO VALUES – STATE USE CODE 102  
(The figures include affordable units, but not separate garages)



Assessment

Average Assessment: \$478,984.

Median Assessment: \$419,200.

**FY 2019 MEANS TESTED SENIOR EXEMPTION  
TOWN OF CONCORD**

**APPLICATION FOR EXEMPTION**

General Court of the Commonwealth of Massachusetts Chapter 169 Acts of 2012 Chapter 10 of the Acts of 2016

**THIS APPLICATION IS NOT OPEN TO PUBLIC INSPECTION**

**Requirements**

Age: 65 or older (co-owner must be 60 or older)

Resident: Must have been a resident of Concord for 10 years

Income: Must meet the State Circuit Breaker Limits  
(Single \$57,000, Head of Household \$72,000, Joint \$86,000)

Homeowners Principle Residence not to exceed \$838,900

Assets: Maximum of **\$250,000** excluding the residence

**Documentation Needed**

Proof of Age

Copy of your 2017 Federal Income Tax return

Copy of your 2017 State Income Tax return

Schedule CB if not part of your return

Completed Application

Trust Documentation if the residence is held in trust

**Application Deadline - September 1, 2018**

THIS APPLICATION IS NOT OPEN TO PUBLIC INSPECTION

## Application Deadline - September 1, 2018

### OWNER/APPLICANT SECTION

- A. Name of Assessed Owner(s): \_\_\_\_\_
- B. Date of Birth: \_\_\_\_/\_\_\_\_/\_\_\_\_ Marital Status: \_\_\_\_\_ Phone: \_\_\_\_\_
- C. Legal Residence: \_\_\_\_\_
- D. Mailing Address if Different: \_\_\_\_\_
- E. Did you own the property identified in Sec. C above on December 31, 2017? \_\_\_\_\_
- F. If yes, were you: Sole Owner \_\_\_\_\_ Co-owner with spouse \_\_\_\_\_ Co-owner with other(s) \_\_\_\_\_
- G. Was the title to the property held in a trust as of December 31, 2017? \_\_\_\_\_ If yes, please attach all trust instruments including schedules.

### CO-OWNER AGE ELIGIBILITY & RESIDENCY SECTION

- H. Were all co-owners at least 60 years of age on or before December 31, 2017? \_\_\_\_\_
- I. If yes, please state the full name and date of birth for all co-owners:
- Co-owner 1 Name: \_\_\_\_\_ D.O.B. \_\_\_\_/\_\_\_\_/\_\_\_\_
- Co-owner 2 Name: \_\_\_\_\_ D.O.B. \_\_\_\_/\_\_\_\_/\_\_\_\_
- Co-owner 3 Name: \_\_\_\_\_ D.O.B. \_\_\_\_/\_\_\_\_/\_\_\_\_
- J. Number of Years in Concord \_\_\_\_\_

### REQUIRED DOCUMENTATION

- K. The following documentation is required as part of your application and must be submitted by the application deadline:
- **Copy of 2017 Federal Income Tax 1040,1040 A,1040 EZ, etc.**
  - **Copy of 2017 State Income tax Return**
  - **2017 Schedule CB Circuit Breaker (if not part of your State return)**
  - **Trust documentation (if applicable, see Sec. G above)**

**Please note: Even if you did not file a Massachusetts State Income Tax Return, you must complete, execute and submit a Schedule CB Circuit Breaker 2017.**

**ASSETS/VALUE OF PROPERTY OWNED**

**L. Real Estate**

	<b><u>Assessed Value FY 2018</u></b>	<b><u>Amount due on Mortgage(s)</u></b>
Homeowners Principle Address:	\$ _____	\$ _____
<hr/>		
Other Real Estate Addresses:		
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
Total:	\$ _____	\$ _____

**M. Personal Property**

Bank Accounts:	Total Value	\$ _____
Stocks, Bonds, Securities:	Total Value	\$ _____
Any other personal property, Including cash value of whole life Insurance policies, retirement Accounts:	Total Value	\$ _____

**Maximum Assets cannot exceed \$250,000**

**DEBTS/LIABILITIES**

N. Please describe (be specific) your debts other than the mortgages listed above, if any:

	Amount
_____	\$ _____
_____	\$ _____
_____	\$ _____

**SIGNATURES**

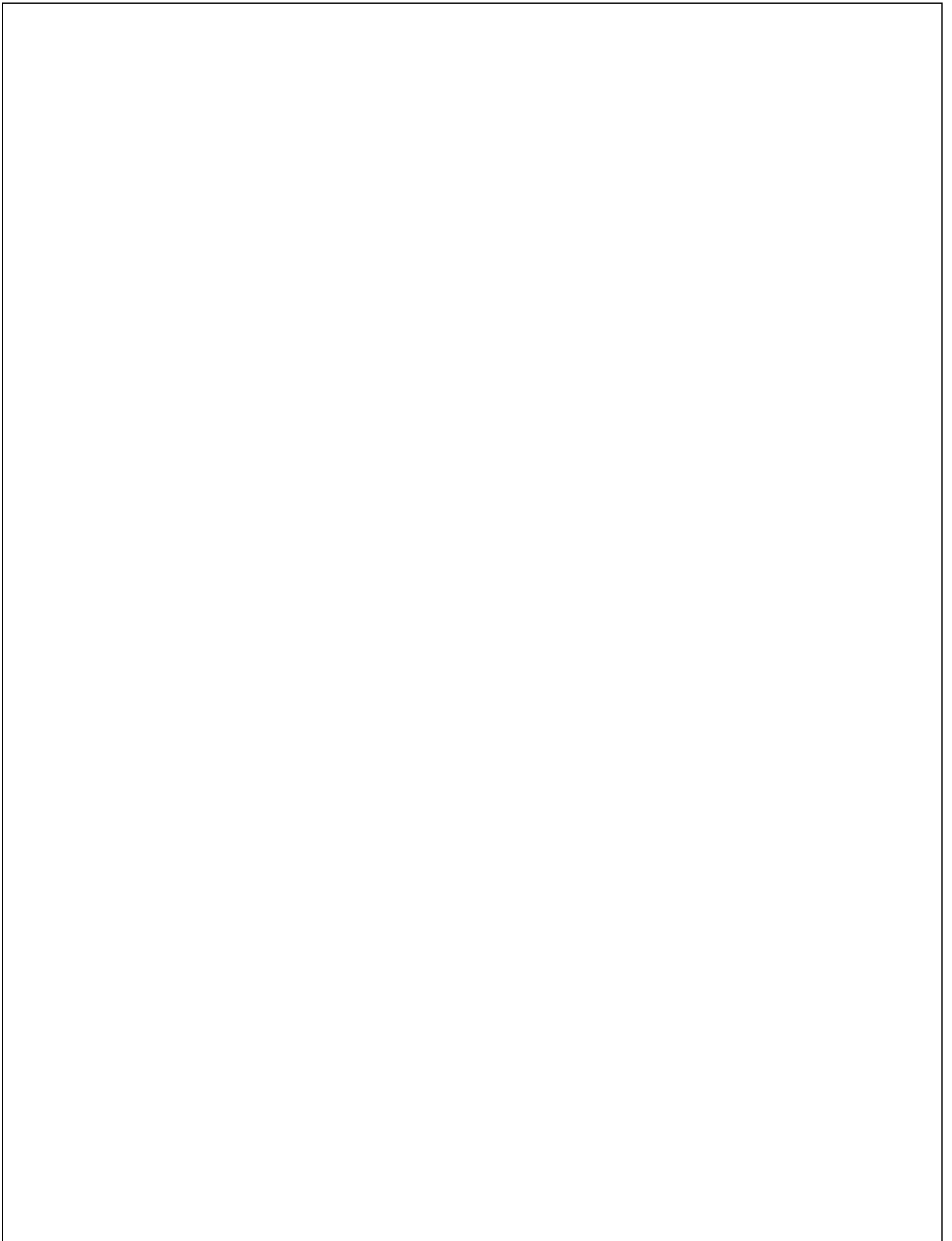
O. **BY SIGNING BELOW I DECLARE UNDER PENALTY OF PERJURY THAT TO THE BEST OF MY KNOWLEDGE AND BELIEF, THE INFORMATION CONTAINED IN THIS APPLICATION AND ALL ACCOMPANYING DOCUMENTS AND STATEMENTS ARE TRUE, ACCURATE AND COMPLETE.** If signed by agent, attach a copy of written authorization to sign on behalf of taxpayer. By the execution hereof, any such agent represents to the best of his/her knowledge after due inquiry, that the information contained in this application and all accompanying documents and statements are true, accurate and complete.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



**MEANS TESTED SENIOR EXEMPTION TOWN OF CONCORD  
COMMONWEALTH OF MASSACHUSETTS CHAPTER 169 OF THE ACTS OF 2012  
Instructions for Filing**

**Fiscal Year 2019 Town of Concord  
Completed Application and all documents must be submitted to the Board of Assessors no later than  
*September 1, 2018***

It is very important to read the Taxpayer Information about Concord Means Tested Senior Exemption below, prior to filling out the application. If anything is unclear to you or if you have any questions or concerns, please contact the Assessor's Office at 978-318-3070 or [assessing@concordma.gov](mailto:assessing@concordma.gov).

**The following documentation must accompany the filing of your application for the exemption:**

- A complete executed copy of Schedule CB Circuit Breaker Credit 2017 from your Massachusetts State Income Tax Return. If you did not file a Massachusetts State Income Tax Return for 2017, you must still complete, execute and submit a copy of Schedule CB Circuit Breaker Credit 2017. If you need a blank Schedule CB Circuit Breaker Credit 2017, please contact our office.
- A complete executed copy of pages 1 & 2 of your 2017 Federal Income Tax Form 1040.

The completed application and documentation must be returned to the Assessor's Office: P.O. Box 535, Concord, MA 01742 on or before September 1, 2018.

You may be eligible to reduce a portion of the taxes assessed on your domicile if you meet all of the following conditions, in addition to qualifying for the 2017 Circuit Breaker State Income Tax Credit.

Property Assessment (FY <u>2018</u> ) Must not exceed \$838,900.	Property Co-owner is at Least <u>60</u> years of age.	Residency Requirement: <u>10</u> consecutive years in Concord.
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**WHEN AND WHERE MUST THE APPLICATION BE FILED?** A person who seeks to qualify for property tax relief under the provisions of the exemption shall, before the deadline of September 1, 2018, file an application on the approved form with all supporting documentation of the applicant’s income and assets. The application and supporting documentation shall be submitted to the Concord Assessor’s Office, P.O. Box 535, Concord, MA 01742. **THE DEADLINE CANNOT BE EXTENDED OR WAIVED BY THE ASSESSORS FOR ANY REASON. IF YOUR APPLICATION IS NOT TIMELY FILED OR IS INCOMPLETE BY THE DEADLINE FOR SUBMISSION YOU LOSE ALL RIGHTS TO THIS EXEMPTION AND THE ASSESSORS BY LAW CANNOT GRANT THIS EXEMPTION.**

**HOW WILL MY EXEMPTION AMOUNT BE DETERMINED:** This innovative exemption program is intended to help qualifying seniors reduce their real estate tax burden. In some instances there may be seniors whose tax bill will be reduced to be no more than 10% of their income. We will not know the actual amount of your exemption until all applications have been analyzed and the January tax bills are calculated. However, if you would like detail on the calculation

methodology, please contact the Assessor's Office and we will gladly provide the program detail.

**WHEN SHOULD I EXPECT TO SEE THE REDUCTION IN MY TAX BILL?** Filing of the application will not stay the collection of your taxes. Taxes should be paid as assessed. Should your application meet all requirements of the exemption, your actual FY 2019 tax bill is expected to reflect the reduction in taxes caused by implementation of this exemption. In other words, the exemption allowance will be directly applied to your actual tax bill for the year (i.e., the tax bill normally issued January 1<sup>st</sup>). If that does not happen for any reason, you will be notified.

#### **ASSESSORS APPLICATION REVIEW AND PROCESS**

It is important that applicants have an understanding of the application review process, and how their personal information will be treated:

- The application will be reviewed by the Board of Assessors along with a designated Assessor's staff member.
- The pertinent data from the application (i.e. qualifying income, age, assessed value) will be entered onto a worksheet. The applicant will not be identifiable on the worksheet. Each application and worksheet will be coordinated by an application numbering system. The verified information from the numbered worksheet will be used to determine eligibility and benefit.
- Those applicants determined to be ineligible will receive written notification as to their ineligibility. The eligible applicant pool is expected to vary from year to year. Eligibility in one year does not guarantee eligibility the following year. Applicants should understand that each year's qualification is subject to Circuit Breaker eligibility during the prior calendar year. In other words, in order to qualify for the program this year (FY 2019) the applicant must have met the income criteria of the 2017 Circuit Breaker State Income Tax Credit. To qualify for FY 2020 the

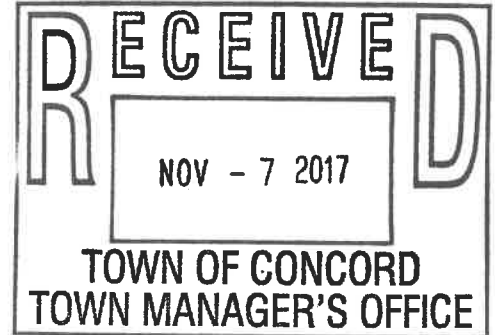
applicant will need to meet the criteria of the 2018 Circuit Breaker State Income Tax Credit and so on.

- Once eligibility has been determined, the quantifiable data will be used to calculate the exemption benefit.
- The Means Tested Senior Exemption Program (Chapter 169 of the Acts of 2012) is unlike any other property tax exemption/deferral program with which you may be familiar. If you normally file for the Veteran's, Blind, Surviving Spouse, Senior over the age of 65, Senior Tax Deferral (Clause 41A) etc. do not let the filing of this new application deter you from applying for the traditional programs.

**The Board of Assessors may deny an application if it finds that the applicant has assets in excess of \$250,000. This places the applicant and any co-owners outside of the intended recipients of the Exemption.**



**TOWN OF CONCORD**  
**Planning Board**  
141 Keyes Road, Concord, MA 01742  
(978) 318-3290



To: Select Board  
Chris Whelan, Town Manager

From: Planning Board  
Elizabeth Hughes, Town Planner *EH*

Re: **Tree Preservation Bylaw Mitigation Fee**

Date: November 7, 2017

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The 2017 Annual Town Meeting adopted the Tree Preservation Bylaw. The Bylaw spells out the mitigation options available to a property owner or developer who wishes to remove a tree greater than 6 inches Diameter at Breast Height (DBH) that is located within the required setbacks. These options include: 1) replanting trees, 2) paying a mitigation fee into the Tree Preservation Revolving Fund or 3) a combination of both 1 and 2.

Section 5.2(b) of the Tree Protection Bylaw states “Contribution to the Town of Concord Tree Preservation Fund: The Planning Board shall establish a Tree Fund contribution schedule with approval by the Select Board assigning a value per inch of DBH of Protected Tree(s) to be removed and not otherwise mitigated.”

After researching other communities and having a strong understanding of the expense for trees in the industry, the Planning Board believes that \$375 per inch of DBH is a value that will likely lead a property owner or developer to look at preserving protected trees or replacing them instead of just paying into the Fund.

The Planning Board intends to schedule a public hearing on the Rules & Regulations on November 28<sup>th</sup>. The Planning Board seeks approval from the Select Board on a \$375 mitigation value so it can be incorporated into the Planning Board’s Tree Preservation Rules & Regulations.



# **TOWN OF CONCORD**

## **RULES AND REGULATIONS GOVERNING TREE PRESERVATION**

xxxx, 2017

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## 1. Purpose

The Town of Concord Tree Preservation Bylaw, passed at 2017 Town Meeting, encourages the preservation and protection of trees on residential lots during significant demolition and construction activity. It designates areas of a lot where trees must be protected, and requires property owners to compensate for any Protected Trees that they remove, either by planting new ones or by contributing to a fund that supports the Town's tree planting and maintenance efforts.

This document lays out the rules and regulations that Concord's Building Inspection Division uses to administer the bylaw, including:

- The criteria that determine when a project is subject to the bylaw
- How to measure Protected and replanted trees
- How and when to submit a Protected Tree Removal Permit
- Required elements of a Tree Protection and Mitigation Plan
- What to do if a property does not have any Protected Trees
- How to complete the mitigation process
- How to make changes when needed
- Enforcement procedures

If any requirement of these Rules and Regulations conflicts with a provision of the Concord Zoning Bylaw, the latter shall govern.

## 2. When does the Tree Preservation Bylaw Apply?

A project is subject to the Tree Preservation Bylaw if all of the following are true:

1. The lot is in a Residential Zoning District (AA, A, B, C)
2. The project involves any of the following:
  - Demolishing a structure with a footprint of 250 sq. ft. or greater<sup>1</sup>
  - Constructing a building or structure on a vacant lot
  - Constructing a structure or an addition that increases the Gross Floor Area<sup>2</sup> by 50% or more
3. The lot has at least one Protected Tree (*see Section 3. Identifying Protected Trees*)

**Protected Trees removed within the past 12 months prior to an application for any of the projects above are also subject to the requirements of the Tree Preservation Bylaw.**

If no Protected Trees have existed on the site within the past 12 months, you must sign an Affidavit attesting to such, and no protection or mitigation will be required (see Section 4.3: Absence of Protected Tree Affidavit).

## 3. Identifying Protected Trees

The Bylaw defines the Tree Yard to be equal to the minimum front, side, and rear yard setbacks as specified in the Town of Concord Z.B.L. Table III.<sup>3</sup> Any tree with a DBH (Diameter at Breast Height) of 6" or greater within the Tree Yard is considered to be a Protected Tree, unless it is an invasive species (as defined in the Bylaw).

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<sup>1</sup> Demolition and re-construction of accessory structures in the same footprint shall not trigger this bylaw (e.g. re-constructing a deck)

<sup>2</sup> Gross Floor Area is defined by the Town of Concord Zoning Bylaw Section 7.1.5.

<sup>3</sup> If Z.B.L. Section 6.2.7 is applied for the purpose of building setbacks, the Tree Yard shall follow the building setbacks in compliance with the previously listed section.

Use the following formula to determine the diameter:

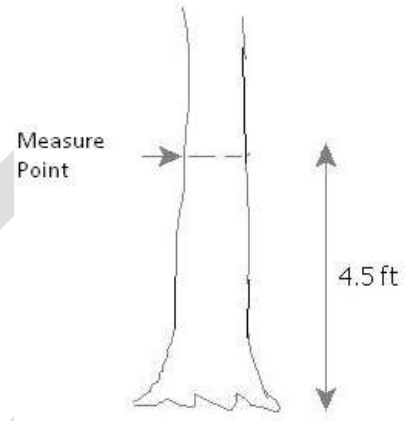
$$\text{Tree circumference at breast height} \div \pi = \text{diameter}$$

Example: Tree circumference at breast height = 32"  $\div \pi$  (i.e., 3.1415932) = 10.18" DBH

**How to measure Diameter at Breast Height (DBH):**

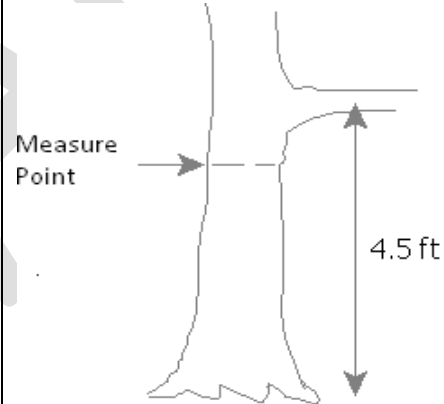
**Figure 1. Standard Tree**

The standard measure of tree size for those trees existing on a site that are at least six (6) inches in diameter at a height of four and one-half (4.5) feet above the existing grade at the base of the tree. If located on a slope, measure on the uphill side of the tree.



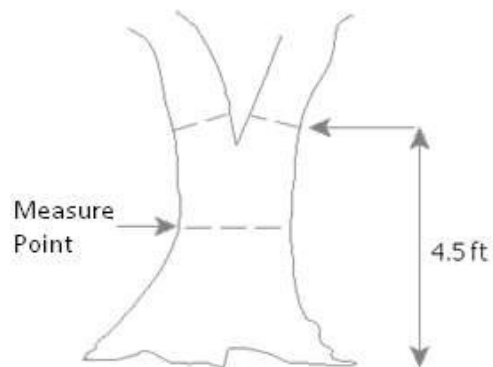
**Figure 2. Tree has branches or bumps which interfere with DBH measurement at 4.5 ft**

Measure DBH below the branch or bump immediately below the point where bumps or branches cease to affect diameter of the stem. Record the height at which the diameter was measured.



**Figure 3. Tree forks below DBH or near DBH.**

If a tree splits into multiple trunks below four and one-half (4.5) feet above the existing grade, the DBH shall be considered to be the measurement taken at the narrowest point beneath the split. The height of the DBH measurement and the fork should be noted (e.g., 3 ft diameter @ 2 ft [Forks @ 4 ft]).



## 4. Submission Requirements

If the Bylaw applies to your project, you will need to obtain a Protected Tree Impact and Removal Permit and submit a Tree Protection and Mitigation Plan.

### 4.1. Protected Tree Impact and Removal Permit

You must submit a Protected Tree Impact and Removal Permit (Tree Permit) application and pay the associated fee to the Building Inspections Division either before or at the same time as you apply for a Demolition Permit or Building Permit. The Building Inspector will not issue you a Demolition or Building Permit unless you have completed the Tree Permit application review process. It is strongly recommended that you submit the Tree Permit application prior to requesting other permits so that their issuance is not delayed.

4.1.1. REVIEW OF PERMIT APPLICATIONS: The Town's designated Reviewing Agent reviews Protected Tree Impact and Removal Permit applications in accordance with the provisions of the Bylaw. The Reviewing Agent shall record the filing date of each application. The Reviewing Agent shall complete the review no later than ten (10) business days after you submit a complete application. If the Reviewing Agent fails to act within 10 days, any other outstanding permits may be issued, but in no case shall that relieve you from the requirements of the Bylaw.

4.1.2. SUSPENSION OR REVOCATION: The Reviewing Agent may suspend or revoke your Tree Permit at any time if you fail to comply with either the Bylaw or the conditions of the permit. Notice may be made via certified or registered mail, return receipt requested, or hand delivered. It must provide you an opportunity to correct the non-compliance. This may include remediation or other requirements identified by the Reviewing Agent. You may apply for a renewal of the Tree Permit once you come back into compliance or complete remediation, where practicable. Note that if your Tree Permit has been suspended or revoked, no inspections shall be completed on other permits for the property until you correct the noncompliance and your Tree Permit has been renewed or reinstated.

4.1.3. IRREPARABLE DAMAGE: If the Reviewing Agent determines that you damaged a tree approved for Retention and Protection during construction to an extent that may significantly compromise its survival and future health, he or she may require that you provide mitigation per the terms of the Bylaw.

4.1.4. NON-CRIMINAL FINES: If you do not correct any identified issue of non-compliance within 30 days, you will accrue fines per the Bylaw. Each consecutive day the non-compliance continues is considered a separate offense.

### 4.2. Tree Protection and Mitigation Plan

You must submit a Tree Protection and Mitigation Plan to the Building and Inspections Division along with your Protected Tree Impact and Removal Permit application. This plan may be part of a landscape plan or a separate document that shows the location and sizes of Protected Trees on the property.

All Tree Protection and Mitigation Plans must be prepared by a Registered Land Surveyor together with a Certified Arborist or a Registered Landscape Architect, with the professional credentials, including stamp (if applicable), professional certification number, date and signature of all professionals involved in its preparation.<sup>4</sup>

All plans must be drawn to a uniform scale (preferably 1" = 10', 1" = 20', or 1" = 30'). All plans shall be a minimum size of 11" x 17" (preferred) and a maximum size of 24" x 36", with 3/4" borders. Letter sizes on plans should be no smaller than 1/8."

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<sup>4</sup> If your plan designates all Protected Trees for removal, an Arborist or Landscape Architect does not need to be involved.

Your plan needs to include the following elements:

#### 4.2.1. BASELINE PROPERTY INFO AND PROTECTED TREE INVENTORY

- 4.2.1.1. Boundaries of the property, including all property lines, easements, and public and private rights-of-way.
- 4.2.1.2. The property's Zoning District, and the location of applicable zoning setbacks per Z.B.L. Table III (or Section 6.2.7 of the Bylaw, when applicable).
- 4.2.1.3. The location of all existing buildings, driveways, retaining walls and other improvements, and the features to be retained, removed or demolished.
- 4.2.1.4. The location of all planned buildings, driveways, retaining walls and other improvements.
- 4.2.1.5. Proposed changes in grade.
- 4.2.1.6. An inventory of all Protected Trees and all Protected Trees that were removed within twelve (12) months prior to application. Your plan must note tree locations graphically on the plan, and provide a key to individual trees and any prior or planned removals. In addition, you must provide a table (see the example in Appendix A) that indicates:
  - 4.2.1.6.1. The location, DBH, and species of all existing Protected Trees
  - 4.2.1.6.2. Each Protected Tree that will be removed or retained and protected
  - 4.2.1.6.3. Any Protected Tree that should be considered exempt from mitigation requirements because it interferes with existing structures, utilities, streets, sidewalks or other existing improvements, and whose interference, in the arborist's professional opinion, can only be corrected by removal. (You must provide photos and a description from a Certified Arborist in this case.)
  - 4.2.1.6.4. Any Protected Tree that may be exempt from mitigation requirements because it is dead, imminently hazardous, or infested with a disease or pest of a permanent nature. (You must provide a Certified Arborist's written confirmation in this case.)

4.2.2. ADDITIONAL MATERIALS – The Building and Inspections Division may request the applicant submit additional materials or explanation for consideration before issuing a permit.

4.2.3. REVISIONS TO THE PLAN DURING CONSTRUCTION - If, during the course of construction, it is necessary to remove Protected Trees marked for Retention and Protection on the approved plan, you may submit a revised Tree Protection & Mitigation Plan. The revised plan shall clearly indicate any additional removals, and associated additional mitigation measures proposed.

- 4.2.3.1. If you want to propose additional new planting in lieu of approved contributions to the Tree Fund, you may submit a revised Plan showing additional new planting and indicating the corresponding reduction in total contribution due to the Tree Fund (see section 5.3 below).

### 4.3. Absence of Protected Trees Affidavit

If you propose any demolition or construction activity covered by the bylaw, and there have not been any trees meeting the provisions of Section 3 on your lot within the past 12 months, you must sign an affidavit attesting to this fact prior to the issue of Demolition or Building Permits. In this case, no application fee shall apply and you will not be required to submit a Protected Tree Impact and Removal Permit or a Tree Protection and Mitigation Plan.

## 5. Tree Preservation and Mitigation Alternatives

### 5.1. Tree Retention and Protection

If you propose to retain and protect one or more Protected Trees, you must specify the measures (following accepted industry practices and standards) you will take to maintain them in good health for at least twenty-four (24) months from the date of Final Inspection or issuance of Certificate of Occupancy. In this case, you must indicate the following additional items on your plan and in the table.

- 5.1.1. The proposed Tree Save Area for all Protected Trees to be retained. The Tree Save Area shall be based upon the Critical Root Zone of each Protected Tree to be retained based on the following formula:

**Every 1 inch of Diameter at Breast Height (DBH) =  
1 foot radius of Critical Root Zone (CRZ)**

For example: For a Protected Tree with a DBH of 15 inches, the Critical Root Zone would extend 15 feet out from the trunk in all directions. The Tree Save Area should encompass the entire Critical Root Zone if possible.

- 5.1.2. Where it is not possible to include the entire Critical Root Zone within the Tree Save Area, alternative protection, preservation, and maintenance measures must be specified in the table for each affected tree.
- 5.1.3. A description of the tree protection measures to be installed. At a minimum, Tree Save Area fencing shall be 4' welded wire fence securely attached to metal stakes a maximum of 10' apart. Each fenced area shall include signs reading, "TREE SAVE AREA – KEEP OUT"/"AREA DE AHORRO DE ARBOLES – ENTRADA PROHIBIDA", in both English and Spanish.
- 5.1.4. Within Tree Save Areas, the following activities are prohibited: passage and parking of vehicles; materials laydown or storage; burning; washout from paint, concrete, or other substances; filling, excavation, grading or trenching.
- 5.1.5. If utility trenching is required through the Tree Save Area, you must note any special provisions for the completion of this work in the table and indicate the location of trenching on the plan. Your plan must limit access within the tree save area to the minimum working area for the necessary machinery, and maintain that Tree Save Area prior to and immediately following completion of this work.

### 5.2. Tree Removal and Mitigation via Replanting

You must include the following plan elements and submittal requirements for any trees that you propose to plant to mitigate the removal of any Protected Trees, in addition to the requirements listed above. In this case, the Tree Table (see Appendix A) must include all new planting proposed as mitigation.

- 5.2.1. The location, caliper, and species of new trees to be planted to mitigate the removal of Protected Trees. One-half (0.5) inches of caliper of new trees is needed to mitigate 1 DBH inch of Protected Trees removed.
- 5.2.2. Each new tree must have a minimum caliper of 2 inches.
- 5.2.3. Evergreen Trees (measured in feet of height) must be a minimum of 8 feet to count towards mitigation. Hedges DO NOT COUNT towards mitigation totals. The height of evergreen trees in feet shall be multiplied by 0.25 to calculate the corresponding contribution value in caliper inches.
- 5.2.4. Multi-stemmed trees (measured in feet of height) must be a minimum of 8 feet to count towards mitigation. The height of multi-stemmed trees in feet shall be multiplied by 0.25

to calculate the corresponding contribution value in caliper inches.

5.2.5. Replanting must be complete prior to Final Inspection or the issuance of a Certificate of Occupancy, or a Bond provided for mitigation. (See section 5.2 below.)

5.2.6. You may plant on land abutting your land, with the express written approval of the abutting property owner. Approximate locations on the adjacent property shall be shown on the Tree Protection & Mitigation Plan. A signed acknowledgement of approval for such planting must be provided at the time of application.

5.2.7. Invasive tree species identified in the Tree Preservation Bylaw shall not be replanted to mitigate the removal of a Protected Tree.

5.2.8. If additional new planting is proposed beyond that required to mitigate for Protected Trees removed, the plan shall indicate required new trees versus those included as optional additional planting.

5.2.9. All new trees planted to satisfy mitigation requirements must be maintained in good health for a period of no less than twenty-four (24) months from the date of Final Inspection or issuance of Certificate of Occupancy. Periods of unusual weather including drought shall not relieve this obligation.

### 5.3. Tree Removal and Mitigation via Contribution to the Tree Fund

If you choose to contribute to the Town of Concord Tree Preservation Fund to mitigate the removal of any Protected Trees, your Tree Table must indicate the aggregate DBH of Protected Trees removed and not otherwise mitigated, with the associated contribution based upon the most recent Contribution Rate Schedule.

### 5.4. Combination of Options

You can use any combination of Tree Retention and Protection, Tree Replanting, or Tree Removal with Contribution to the Tree Fund. You must clearly identify mitigation for those Protected Trees removed on the submitted Tree Protection & Mitigation Plan and in the table accounting for each DBH inch of Protected Trees removed and the mitigation proposed. This is not required for Tree Retention and Protection.

## 6. Completing the Protection and Mitigation Process

### 6.1. Installation of the Tree Save Area

Before you begin demolition or construction, you must submit written documentation dated and signed by a Certified Arborist (including his or her professional certification) to the Building and Inspections Division confirming that the Tree Save Area has been installed correctly and is consistent with the approved plans.

### 6.2. Site Inspection

The Reviewing Agent will inspect the Tree Save fencing and other tree preservation measures included on the Approved Tree Protection and Mitigation Plan concurrently with inspections otherwise relating to the Demolition or Building Permit; or at any frequency that he or she deems necessary to assure compliance.

### 6.3. Compliance Verification

Provided that you have completed the required mitigation, sign-off on the Final Inspection for additions or issuance of a Certificate of Occupancy by the Building and Inspections Division will serve as verification that you have met the requirements of the Tree Bylaw.

### 6.4. Bond Provisions

If weather conditions prevent the installation of replacement trees, you may contact the Building and Inspections Division at least 30 days prior to the Final Inspection to post a bond in an amount equal

to mitigation via contribution to the Tree Fund. The Building and Inspections Division will hold bonds in an interest-bearing account, for no longer than 12 months. After 12 months, if you have not installed the specified replacement trees, the bond shall be released to the Tree Fund as mitigation for the Protected Tree removal(s).

6.4.1. The Building and Inspections Division may extend the bond for no more than 6 months from the original 12 month period at their discretion.

6.4.2. Once the planting is complete, you may request a Final Inspection for Compliance with the Tree Preservation Bylaw. Upon approval of all conditions, the value of the bond, plus accrued interest, will be returned to you within 30 days.

### 6.5. Reimbursement of Tree Preservation Funds

Prior to the issuance of a Final Inspection and/or Certificate of Occupancy for a triggering project, you may request that contributions that you previously made to the Tree Fund be reimbursed, and propose a revised Tree Protection & Mitigation Plan that shows a corresponding number of additional new plantings.

6.5.1. Once a Final Inspection and/or Certificate of Occupancy has been issued for a triggering project, no further reimbursement will be allowed.

DRAFT

## Appendix A: Tree Inventory and Mitigation Table

Appendix A provides an example of a protected tree inventory table and proposed mitigation that combines Proposed Tree Planting and Contribution options to compensate for the removal of Protected Trees.

In this example, five Protected Trees exist on the property. The applicant chose to retain and protect three of the trees, and to replant four trees totaling 10.5 caliper inches. Since tree replanting is required at a rate of 0.5” for every DBH inch removed, the 10.5” of new trees accounts for 21 DBH inches of Protected Trees removed; therefore, the applicant would have 7 DBH inches remaining to compensate for, which was done through a contribution to the Tree Fund, totaling \$2,625.00.

Table 1. Protected Tree Inventory and Mitigation Table

PROTECTED TREE INVENTORY						
Site Key	DBH (inch)	Tree Species	Retained and Protected	Removed	DBH of Removed Trees	Comments
A	14"	Maple	X			Tree Save Area
B	24"	Red Oak	X			Rootpruning and tree well construction, see plan. Water weekly throughout construction.
C	18"	Red Oak		X	18"	
D	10"	Hawthorn		X	10"	
E	10"	Dogwood	X			Tree Save Area
					28"	Total DBH Requiring Mitigation
PROPOSED TREE PLANTING						
Quantity	Height (feet) <sup>1</sup>	Caliper (inch)	Tree Species	Aggregate Caliper (qty x cal)	Replacement Factor <sup>2</sup> (x2)	
2	N/A	2.5"	Red Oak	5"		
1	N/A	3"	Sugar Maple	3"		
1	10'	2.5"	White Pine	2.5"		
			<b>Total Inches Proposed</b>	<b>10.5"</b>	<b>21"</b>	<b>Mitigation Offset from Proposed Planting</b>
<sup>1</sup> Height applies only to multi-stemmed and evergreen trees. Height in feet x 0.25 = equivalent caliper inch contribution.						
<sup>2</sup> Bylaw requires .5" caliper replacement per 1" DBH removed.						
TREE FUND CONTRIBUTION						
Total DBH Requiring Mitigation	minus (-)	Mitigation Offset from Proposed Planting	equals (=)	Remaining DBH Requiring Mitigation	Tree Fund Contribution (\$375/in)	
28"		21"		7"	\$2,625	Mitigation Provided via Contribution to Tree Fund

# Appendix B: Contribution Rate Schedule

Per **Section XX.xx**, and following a public hearing, the Select Board voted to establish the following contribution rate schedule at a meeting held on **Month XX, 2017**:

Contribution Rate Schedule	
Contribution per inch of DBH not otherwise mitigated	\$375 per inch

Example:

**Total DBH to be removed and *not otherwise mitigated* = 10’:** contribution of \$3,750 (10 x \$375)



# Town of Concord

Office of the Town Clerk

22 Monument Square

P.O. Box 535

Concord, Massachusetts 01742-0535

## ANNUAL TOWN MEETING

APRIL 24, 25, 26, and 27, 2017

### ARTICLE 40.

#### FINAL VERSION OF BYLAW

## TREE PRESERVATION BYLAW

### 1. PURPOSE

The intent of the Tree Preservation Bylaw (Tree Bylaw) is to encourage the preservation and protection of trees on residential lots during significant demolition and/or construction activity by (a) designating areas of a lot where trees must be protected, and (b) requiring mitigation for trees removed via replanting or collection of fees to support the Town's tree planting and maintenance efforts.

### 2. DEFINITIONS

For the purposes of this Tree Bylaw, the following definitions shall apply:

- 2.1 *Caliper*: Diameter of a tree trunk (in inches). For trees up to and including four (4) inches in diameter, the caliper is measured six (6) inches above the existing grade at the base of the tree. For trees larger than four (4) inches in diameter, the caliper is measured twelve (12) inches above the existing grade at the base of the tree.
- 2.2 *Certified Arborist*: A professional arborist possessing current certification issued by the International Society of Arboriculture (I.S.A.) and/or the Massachusetts Arborist Association (M.A.A.).
- 2.3 *Diameter at Breast Height (DBH)*: The diameter of a tree trunk four and one-half (4.5) feet above the existing grade at the base of the tree. If a tree splits into multiple trunks below four and one-half (4.5) feet above the existing grade, the DBH shall be considered to be the measurement taken at the narrowest point beneath the split.
- 2.4 *Invasive Species*: Any plant listed on the most recent version of the Massachusetts Prohibited Plant List as published by the Massachusetts Department of Agriculture.
- 2.5 *Protected Tree*: Any existing tree with a DBH of six (6) inches or greater that has any portion of its trunk within a Tree Yard at grade level. Invasive Species (as defined herein) shall not be considered Protected Trees.
- 2.6 *Reviewing Agent*: Any agent delegated in writing by the Town Manager to administer and implement the Tree Bylaw.
- 2.7 *Tree Preservation Fund*: An account established pursuant to (M.G.L. 44 § 53E<sup>1/2</sup>) for the deposit of contributions in lieu of tree replanting as required by this Tree Bylaw.

- 2.8 *Tree Protection & Mitigation Plan:* A plan submitted to the Reviewing Agent for approval prior to the commencement of demolition and/or construction on a property on which a Protected Tree is located.
- 2.9 *Tree Removal:* Mechanical demolition of a living tree, or any act (a) that has caused a tree to die within the previous 12 months or (b) is likely to cause significant decline or death as determined by the Reviewing Agent.
- 2.10 *Tree Save Area:* The area surrounding all Protected Trees, sufficiently large to ensure the health of the Protected Tree(s), including their trunks, crowns, and root systems.
- 2.11 *Tree Yard:* The minimum front, side and rear yard setback area of a parcel in a residential zoning district as specified in Zoning Bylaw Table III.

### 3. TOWN OF CONCORD TREE FUND

There is hereby established a Town of Concord Tree Preservation Fund (“Tree Fund”) pursuant to M.G.L. 44 § 53E½. Any contributions collected per Section 5.2(b) of this Tree Bylaw shall be deposited in the Tree Fund, and shall be used solely for the purpose of buying, planting and maintaining trees within residential neighborhoods in the Town.

### 4. SCOPE AND APPLICABILITY

- 4.1 Within the residential districts, it is prohibited to remove a protected tree during construction or within 12 months prior to application for a demolition or building permit for:
- (a) Demolition of an existing structure of 250 gross square feet or greater;
  - (b) Construction of any building or structure on a vacant lot; or
  - (c) Construction of one or more structures or additions to structures on a lot that increases the Gross Floor Area by 50% or greater, excluding basements, open or screened porches and decks.
- 4.2 The requirements of this Tree Bylaw shall not apply to:
- (a) The subdivision of land under Town of Concord Subdivision Rules and Regulations;
  - (b) Those areas of property under the jurisdiction of the Wetlands Protection Act (Chapter 131 and 310 CMR);
  - (c) Public Shade Trees pursuant to M.G.L. Chapter 87;
  - (d) Emergency projects necessary for public safety, health and welfare, as determined by the Reviewing Agent or the Town Tree Warden;
  - (e) Trees severely damaged as the direct result of a natural disaster;
  - (f) Trees that are hazardous as determined and confirmed in writing by a Certified Arborist, and;
  - (g) Trees currently infected by a disease or insect infestation of a permanent nature, as determined and confirmed in writing by a Certified Arborist.

### 5. TREE PROTECTION & MITIGATION

- 5.1 *Protection:* Each Protected Tree to be retained on property planned for demolition and/or construction activity shall be protected by the establishment of a fenced-off Tree Save Area. The Tree Save Area shall be delineated within the submitted Tree Protection & Mitigation Plan, shall be installed prior to any demolition or site work, and shall remain in place until work is completed on the property, excluding final landscaping. The applicant shall submit written documentation, prepared, dated and signed by a Certified Arborist, to the Reviewing Agent confirming that the required Tree Save Area has been installed as identified in the Tree Protection & Mitigation Plan before work on the property commences.
- 5.2 *Mitigation:* The removal of a Protected Tree(s) from a property in connection with one or more of the circumstances set forth in Section 4.1 shall require mitigation based upon aggregate DBH of Protected Tree(s) removed. Mitigation shall be achieved by satisfying one or a combination of the following provisions:

- (a) Replanting of Trees: For each inch of DBH of the Protected Tree(s) removed, no less than one-half inch of caliper of new tree(s) shall be replanted in accordance with the following:
  - (1) Each new tree must have a minimum caliper of two (2) inches;
  - (2) Such replanting, either on the applicant's land or on land abutting the applicant's land with the express written approval of the owner of such abutting land, shall occur prior to the issuance of a Final Certificate of Occupancy, or be otherwise assured at such time to the satisfaction of the Reviewing Agent in a manner consistent with the Rules and Regulations;
- (b) Contribution to the Town of Concord Tree Preservation Fund: The Planning Board shall establish a Tree Fund contribution schedule with approval by the Select Board assigning a value per inch of DBH of Protected Tree(s) to be removed and not otherwise mitigated. Tree Fund contributions shall be received by the Town prior to the issuance of all applicable permits.

Mitigation measures shall be identified in the submitted Tree Protection and Mitigation Plan. The removal or proposed removal of a Protected Tree(s) that has been mitigated for, in conjunction with a previous applicable permit, shall not require additional mitigation under subsequent permits, unless such mitigation has not been completed or otherwise assured.

5.3 *Unauthorized Removals:* The removal of any Protected Tree not identified on the Tree Protection & Mitigation Plan shall require mitigation at the rate specified in Section 5.2. In addition, any person removing any Protected Tree not identified on the Tree Protection & Mitigation Plan in violation of this bylaw shall be subject to a non-criminal disposition fine as specified in Appendix A of the Regulations for Enforcement of Town Bylaws under M.G.L. Chapter 40, §21D and the Bylaw for Non-Criminal Disposition of Violations adopted under Article 47 of the 1984 Town Meeting, as amended. Any such fines shall be paid to the Town of Concord.

5.4 *Plan Review and Permit Issuance:*

- (a) Tree Protection & Mitigation Plan Submittal: Prior to the issuance of a permit in connection with one or more of the circumstances set forth in Section 4.1 on property on which a Protected Tree is located or was located within twelve (12) months prior to application, the owner of the property shall submit a Tree Protection & Mitigation Plan to the Reviewing Agent along with the applicable application and fee.
- (b) Tree Protection & Mitigation Plan Requirements: The submitted Tree Protection & Mitigation Plan shall be a to-scale survey or site plan that indicates the applicable Tree Yard, existing improvements, proposed construction, Protected Trees, Tree Save Area and preservation and maintenance procedures in accordance with the Rules and Regulations in effect at the time. It must also specify any tree removals and proposed mitigation measures per Section 5.2.
- (c) Re-Submittal: If demolition or construction has not commenced within twelve (12) months of the date that a Tree Protection & Mitigation Plan was submitted for a property, or if removal of a previously unidentified Protected Tree is necessary during the course of construction, an amended Tree Protection & Mitigation Plan shall be submitted identifying any changes from the previous plan and associated mitigation measures.
- (d) Reviewing Agent Action: If the Tree Protection & Mitigation Plan is consistent with the protection and mitigation requirements contained herein and any established Rules and Regulations, and applicable Tree Fund contributions have been submitted, the Reviewing Agent may issue any applicable permit or notify the appropriate Town Department. If the proposal does not meet or satisfy these requirements, the Reviewing Agent shall notify the applicant and the appropriate Town Department that all applicable permits shall not be issued until the requirements are met. If the Reviewing Agent fails to act on an

application within thirty (30) days after the application has been made, it shall be deemed to be approved.

5.5 *Maintenance of Protected and Replanted Trees:*

- (a) Protected Trees: Each Protected Tree retained shall be maintained in good health for a period of no less than twenty-four (24) months from the date of Final Inspection, or issuance of a Certificate of Occupancy if applicable. Should such tree die or significantly decline in the opinion of the Reviewing Agent within this twenty-four (24) month period, the owner of the property shall be required to provide mitigation consistent with the requirements for the removal of a Protected Tree as contained herein within nine (9) months from said determination.
- (b) Replanted Trees: All new trees planted to mitigate the removal of Protected Tree(s) shall be maintained in good health for a period of no less than twenty-four (24) months from the date of planting. Should such tree die within this twenty-four (24) month period, the owner of the property shall be responsible for replacing the tree with a tree equal to or greater than the size of the original Replanted Tree at installation; such replacement tree shall be planted within nine (9) months of the death or serious decline of the original Replanted Tree.

**6. ADMINISTRATION**

6.1 *Enforcement:* The Building Commissioner is hereby authorized to enforce all of the provisions of the Tree Bylaw.

6.2 *Appeals:* Any person who has been aggrieved by refusal, order, or decision of the Reviewing Agent or Building Commissioner, may appeal to the Zoning Board of Appeals within 20 days from the date of such refusal, order, or decision.

**7. RULES AND REGULATIONS**

The Planning Board may promulgate or amend Rules and Regulations which pertain to the administration of this Tree Bylaw, and shall file a copy of said rules in the office of the Town Clerk. Such rules may prescribe the size, form, contents, style, and number of copies of plans and specifications, the procedure for the submission and approval of such plans, and the procedure for determining final compliance with these regulations. The adoption or amendment of Rules and Regulations shall be after a public hearing to receive comments on the proposed or amended Rules and Regulations. The public hearing shall be advertised once in a newspaper of general local circulation, at least 14 days prior to the date of the public hearing.

And to amend Appendix A of the Non-Criminal Disposition Bylaw by adding the following:

Bylaw	Fine Schedule	Fine Allowed	Enforcement Agency
Tree Preservation Bylaw	1 <sup>st</sup> offense	\$100	Building Commissioner
	2 <sup>nd</sup> offense	\$200	
	3 <sup>rd</sup> & each subsequent offense	\$300	

A True Copy Attest:

Kaari Mai Tari  
Town Clerk



# Town of Concord

Office of the Town Clerk

22 Monument Square

P.O. Box 535

Concord, Massachusetts 01742-0535

## ANNUAL TOWN MEETING

APRIL 24, 25, 26, and 27, 2017

### TREE PRESERVATION REVOLVING FUND

#### ARTICLE 41.

#### WARRANT ARTICLE

To determine whether the Town will vote to establish under Massachusetts General Laws Chapter 44, Section 53E $\frac{1}{2}$ , a Tree Preservation Revolving Fund, for the purposes of buying, planting and maintaining trees within residential neighborhoods in the Town, and that fees, charges and money received under the Tree Preservation Bylaw are to be deposited into this Revolving Fund and expended under the direction of the Town Manager without further appropriation; said revolving account expenditures shall not exceed \$100,000 for the year ending June 30, 2018, or take any other action relative thereto.

#### VOTE

Upon a **MOTION** made by Brooke Whiting-Cash and duly seconded, the following was **VOTED**:

That the Town take affirmative action on Article 41 as printed in the Warrant.

Passed by a Declared Large Majority Vote

April 27, 2017

A True Copy Attest:

Patricia A. Clifford

Acting Town Clerk

## Andrew Mara

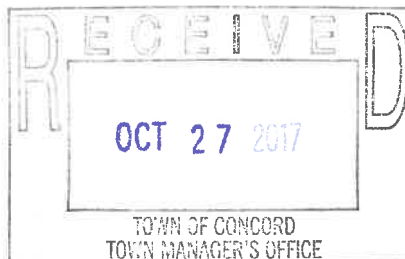
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**From:** Michael Lawson  
**Sent:** Friday, October 27, 2017 5:26 PM  
**To:** Jane Hotchkiss; Steven Ng; Alice Kaufman; Thomas McKean; Chris Whelan; Andrew Mara  
**Subject:** FW: request

Greetings

A request from Sharon Spaulding.

Mike



---

**From:** Sharon Spaulding <[ses@spauldingco.com](mailto:ses@spauldingco.com)>  
**Date:** Wednesday, October 25, 2017 at 2:20 PM  
**To:** Michael Lawson <[mlawson@concordma.gov](mailto:mlawson@concordma.gov)>  
**Subject:** request

Hi Mike.

I wanted to humbly request that the SelectBoard of the Town of Concord allow for the non-enforcement of parking meters for Saturday and Sundays form the weekend after Thanksgiving Nov 25-26 through the weekend of January 6, 2018.

This would be a small margin of lost revenue. I think it would allow Retailers to advertise free parking during this time to promote an ease of shopping, particularly should we sustain difficult weather conditions.

Thank you for your consideration.

Best regards,

**Sharon Spaulding**  
Small Commercial Property Owner in Concord, MA

Sharon Spaulding  
**Spaulding Management LLC**  
One Concord Farms  
490 Virginia Road  
Concord, MA 01742  
Telephone: (978) 371-0800  
Fax: (978) 371-1171  
[ses@spauldingco.com](mailto:ses@spauldingco.com)  
[www.spauldingco.com](http://www.spauldingco.com)

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**Town of Concord  
Office of the Town Manager  
22 Monument Square  
Concord, Massachusetts 01742**

**To:** Tom Tarpey, Chair  
Guidelines Subcommittee of the Finance Committee  
**From:** Christopher Whelan, Town Manager  
**Date:** October 18, 2017  
**Subject:** FY2019 Annual Budget Data Request

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This memo is in response to your July 31, 2017 request for information to assist the Guidelines Subcommittee in preparing the Finance Committee's Budget Guidelines for the Fiscal Year 2019. I would like to thank you for the opportunity to discuss the Town's current financial condition and how it may impact budgeting for Town government operations in the coming year.

In response to your specific questions, I am providing the following information.

1. *What is the status of current Town programs and services? What significant changes are planned in the quality, scope or range of services to citizens over the next 1 – 5 years and specifically for FY19? Which changes are a priority and how do they relate to the Select Board's goals over the next 1 – 3 years? What services do you feel are of greatest concern to citizens? Are there programs, areas of service or service levels that are expected to grow? Are there programs, areas of service or service levels that can be reduced or modified without impact to town citizens or businesses? Please discuss the impact of growth, including new residential, commercial and business development, on the Town's capacity to maintain existing service levels. Should any changes in the fee structures or rates for Town services or programs be considered?*

The Concord Town Government offers a full array of services to its residents, business, and visitors. In proposing a budget for FY19, I have prioritized six primary goals:

- A. Preserve the health and safety of residents and visitors and protect their property;
- B. Enhance residents' quality of life;
- C. Preserve the Town's character;
- D. Promote the sustainability of resources;
- E. Ensure quality operational and financial management; and
- F. Maintain the Town's infrastructure.

These budget goals are citizen-centric in that they place the priority on how to improve the quality and effectiveness of services to residents. Although they differ from the Select Board goals in focus and purpose, there are many ways in which they complement the Select Board goals.

- I. Effective Governance, Board Organization, and Communication. In having a budget goal of Ensuring Quality Operational & Financial Management, the Town Government places a priority on operating effectively, responsively, and in a transparent manner.
- II. Financial Stability. With the goal of Ensuring Quality Operational & Financial Management, the Town Government strives for financial stability.
- III. Balance, Equity and Diversity. Through the goals of Promoting the Sustainability of Resources and Maintaining the Town's Infrastructure, the Town Government provides funding for projects that are distributed throughout the Town.
- IV. Maintaining Concord's Unique Character, Historic and Cultural Heritage, Agriculture and Natural Resources. The budget goal of Preserving the Town's Character promotes this Select Board goal.
- V. Regional and State Interests. In support of the all of the budget goals, maintaining good communications and relationships with partners in other towns, regional organizations and at the State continues to be a priority.

The following section highlights the current status of Town programs and services and proposed changes for FY19 and during the next 5 years:

A. Preserve the health and safety of residents and visitors and protect their property

This goal is primarily achieved by our Police and Fire Departments. From anecdotal evidence and from the results of the Town's Citizen Survey, Town residents are very satisfied with the operations of the Police and Fire Departments. Still, there are some areas which should be addressed in the next few years.

To better respond to the threats facing the Town, the Police Department is requesting a slight shift in positions consisting of the reassignment of a Sergeant to a Lieutenant to be in charge of criminal investigations and reassignment of a Detective to a Sergeant to manage court cases. Additional resources are being requested in terms of personnel: a Detective for Narcotic Investigations as a result of the opioid crisis, a School Resource Officer for Middle School, and a Patrol Officer for the day shift. To support investigations, new investigation software is also being requested.

For the Fire Department, the second ambulance, currently in service from 8AM to 8PM out of the West Concord Fire Station, has been a great success in reducing response time to medical calls. By staffing the ambulance 24-7, we could have greater capability to quickly reach those in need in the West Concord area any time of the day. Accordingly, the Fire Department is requesting 4 additional firefighters to staff the new ambulance shifts and a corresponding increase in overtime for callbacks and training.

The Public Safety Building, used by both departments, is not adequate to meet the needs of the current day Police and Fire Departments. The Comprehensive Municipal Facility Needs Study approved at the 2017 Annual Town Meeting will include assessment of the possibility of renovating and/or expanding the current facility or relocating the station to a new space.

The condition of the Town's roads and sidewalks also contributes to public safety. Concord's roads are in good condition, but the Town will need to continue increasing spending for the Annual Roads Program to maintain the roads in good condition. There are outstanding requests for sidewalk extensions, and it will soon be necessary to authorize additional borrowing to create new sidewalks for the safety of pedestrians.

#### B. Enhance Residents' Quality of Life

There are a variety of ways in which the Town enhances the quality of life of residents, particularly through its Human Service programs. Currently, both our Community Services Coordinator and our Youth Services Coordinator are primarily funded by means of a generous Community Chest grant. The Town have been asked to consider assuming a greater share of these personnel costs. With the purchase and renovation of the building at 55 Church Street, adjacent to the Harvey Wheeler Community Center that provides support for the Town's seniors, there will be a central location for our Human Services, which include Community and Youth Services, as well as Veteran's Services and Retirement Administration for Town retirees. Beginning in FY19, maintenance and ordinary repair costs for 55 Church Street will need to be included in the budget.

With respect to Senior Services, the COA provides one full-time van driver from 8AM to 4PM, Monday through Friday, and one part-time van driver from 9AM to 3PM on Tuesday, Wednesday, and Thursday. We would like to extend the part-time driver hours to include service on Mondays and Fridays as well. In addition, the wages for van drivers, outreach coordinators, social services coordinator, and the public health nurse are below the market rate and these wages should be increased.

Quality of life is also improved through the Town's libraries, Recreation Department and other cultural resources. The Concord Free Public Library Corporation has recently purchased the building at 151 Main Street, next to the Main Library, and is proceeding with a capital campaign with the purpose of using some of the funds to renovate the acquired building. As part of the FY19 capital plan, the Corporation is requesting \$150,000 for efficient energy systems, which would reduce the cost of utilities that the Town pays. In addition, there is another capital request in FY20 for \$550,000 for furniture, fixtures, and equipment to compliment renovations to the Special Collections space, meeting and maker space at 151 Main Street, and the new children's room, commons, and teen zone.

The Bruce Freeman Rail Trail, with ground breaking this summer in West Concord and scheduled completion in May 2019, will greatly improve recreational opportunities, but we will have to plan to budget for ongoing maintenance and monitoring of the trail.

To better care for the Town's parks and playgrounds, the Recreation Department is requesting funds for annual maintenance.

In addition, the Planning Division is requesting the hiring of an economic development coordinator or specialist to enhance the visitor / customer experience and engagement in the Village Centers.

### C. Preserve the Town's Character

The major undertaking that will affect how we envision the preservation of the Town's character is the Comprehensive Long Range Plan (CLRP) process, which is expected to be completed in the summer of 2018. The Town's budget may need to be adjusted depending on the CLRP recommendations.

In addition to Town resources, the availability of the Community Preservation Act funding has greatly helped in preserving the town's character, particularly with historic preservation and open space protection.

### D. Promote Sustainability of Resources

The Town has initiated several sustainability initiatives, including energy-efficient lighting projects and fuel-efficient vehicle purchases. With the use of a Green Communities Grant, the Main Library and the Fowler Branch are updating their lighting systems to make them more efficient. All new Town vehicle acquisitions will be screened by the new Sustainability Director to make sure that each complies with our energy efficiency standards. The Cooler Concord Fair in February 2017 promoted ideas to enable residents to reduce emissions while saving money and this fair was financially supported by the Resource Sustainability Fund. These energy-efficiency and resource conservation initiatives will require ongoing funding. In the five-year capital outlay plan, additional funding is being requested for the Resource Sustainability Fund.

Investments, such as the development of the Bruce Freeman Rail Trail, will help residents consume less carbon-based fuel and enhance quality of life. Other transportation needs should be explored, including the so-called "last mile" transit systems that move people from the town's two train stations to their homes or places of work.

### E. Ensure Quality Operational and Financial Management

With the passage of Article 25 of the 2017 Annual Town Meeting, an amount of \$1.5 million was authorized to be allocated as funding for technology projects for the purchase/lease of major software applications and implementation. Among the initiatives that the Town is considering or currently undertaking are a Human Resources Information System (HRIS), a Permit and Licensing Tracking Software, and a Web-Based Municipal Finance Transparency Application. These software applications will require that Town staff be properly trained and annual maintenance cost be paid.

Ensuring quality operational and financial management extends to the Town's running of Town Meeting. Several neighboring towns, including Acton, have implemented an electronic voting system that allows citizens at Town Meeting to vote on motions while in their seats via the use of a handheld device. I would like to deploy this technology, on a trial basis, at the 2018 Town Meeting. In addition, the cost for contracting for audio/video services for the Annual Town Meeting and renting tables and chairs for the lower gymnasium will need to be included.

## F. Maintain the Town's Infrastructure

The Town's buildings are in good shape, but in some cases, are reaching and even exceeding capacity. With the authorization to borrow \$150,000, under Article 30 of the 2014 Annual Town Meeting, for a feasibility study for the Public Work Campus and \$250,000, under Article 27 of the 2017 Annual Town Meeting for a Comprehensive Municipal Facilities Needs Study, the Town is in the process of evaluating its existing facilities and planning for the community's future public service needs. The Public Works Campus needs to be reconfigured. Among the departments which have reached their maximum capacity within existing space limitations are the Department of Planning and Land Management, the Town Manager's Office, and the Finance Department. The Police/Fire Station on Walden Street is also at capacity and lacks sufficient parking, and the West Concord Fire Station is undersized for garaging fire apparatus and for housing firefighters, assuming implementation of a 24-7 ambulance crew. Addressing these capacity constraints will require a financial investment within the next five to ten years.

As for the Town's roads, sidewalks, and culverts, I have made the effort to systematically maintain this infrastructure. The benchmark for roadway maintenance is a Pavement Condition Index. Concord's index is currently 80, on a scale of 0 – 100. Continued resources will be necessary to maintain this physical infrastructure.

The digital infrastructure requires continual adaptation as new technologies emerge. Accordingly, I am in the process of increasing the staff of our Information Technology Division by adding a Network Manager position.

- 2. What is the status of the Town's FY18 budget? What variances from budget should be reflected in the FY19 budget process? What changes in non-tax levy resources do you foresee over the next few years? Please identify the areas of greatest risk to the long-range stability of the capital or operating budgets over the next five years?*

With a little over 3 months into FY18, the overall FY18 Town Government budget is in good shape. There are some staff positions that have been added or are expected to be added in FY18 that were not included in the original budget. In the Finance & Human Resources Departments, there was a pressing need for an Administrative Systems Analyst to assist with the implementation of town-wide software applications, such as employee time and attendance software, and this position is added in September 2017. In addition, the Information Technology Department is planning on filling the new position of Network Manager. With both of these positions, the departments will use savings from either not filling other vacancies immediately or reallocating existing resources to cover these costs.

As for changes in non-tax levy resources, we budget conservatively for the anticipated funding from State Aid and Local Receipts. For example, the FY18 budget for State Aid of \$4.65 million is \$140,000 less than the actual FY17 amount of \$4.79 million and the FY18 budget for Local Excise Tax of \$3.89 million is \$80,000 less than the FY17 actual amount of \$3.97 million. If there was a downturn in the economy, there may be less money coming from the State and a reduction in Local Receipts.

Going forward, the accounts that pose the greatest risk to the budget's long-term stability are the Town's major liabilities: Debt, Pension, and OPEB. I have paid close attention to each of these liabilities. In terms of debt, the Town policy of rapid repayment of tax-supported debt and the use of

stabilizations funds to mitigate increases in excluded debt (primarily from the construction of the three elementary schools and the high school) has allowed the Town to remain financially healthy as demonstrated by its AAA credit rating. Please refer to my response to Question 9, which fully explains the Town policy for funding Pension and OPEB liabilities.

3. *Are there programs or services that have been underfunded in the past due to budget constraints that you feel should now be funded?*

In July 2014, the Town added four additional firefighters to staff a second ambulance stationed in the West Concord Fire Station from 8AM to 8PM. The staffing of the second ambulance has brought down the response time for medical emergencies in West Concord. It has been hoped that we could provide the services of the second ambulance around the clock. To do so, an additional four firefighters would need to be hired at a salary cost of approximately \$280,000 plus benefits.

In addition, the Police Department would like to offer additional services to augment patrols, respond to the opioid crisis, and work with the schools. The request for increased police officers to perform these tasks has in the past been deferred.

Many capital requests have also been deferred. For the Department of Planning and Land Management, there are fewer funds than requested for pond and stream management, agricultural field improvements, and invasive plant removal. Also underfunded are Public Works' turf improvements/ park rehabilitation projects. There are requests for more fuel-efficient vehicles which are not funded. CPW is requesting additional funding to be used for heavy equipment and vehicles.

4. *What new Town programs, mandates or initiatives are expected to have a major impact on the Town's FY19 budget? What initiatives do you foresee over the next five years? What is the status of the development of a new ten-year plan for Concord and what areas do you see as most likely to be the focus of that report? Potential initiatives from the Energy Futures Task Force's Article 51 directives from Town Meeting and how will they affect FY19 and future years?*

The following is a list of the major categories for the new Town programs, mandates and initiative that may have a major impact on the FY19 budget and over the next five to ten years:

#### Information Technology

With the \$1.5 million available for the purchase/lease of new software applications, there will need to be a change in operating procedures as processes move from paper-based systems to digital ones.

A good example of this would be the implementation of a Permit and Licensing Tracking System. Currently, records are stored in paper files. With the new system, the records would be digitized and stored electronically. There will be benefits with this implementation. Individuals requesting permit and licenses can fill them out online, as well as determine their status online. The processing of permits and licenses will likely be expedited, as paper will not need to be transported between offices. All departments can see the status of a request as it flows through the pipeline and can flag a request if there is an issue with the permit or license or if the individual is delinquent on a Town tax or fee.

However, there will also be costs. Town staff may need to develop new computer skills to work with the software systems and funds allocated for training may need to be increased. The Town may need to add technical support staff to support this system. Annual software maintenance fees will need to be included in future budgets.

Other initiatives on the horizon include a Time and Attendance Software Package and a Web-Based Municipal Finance Transparency Application.

### Facilities

The Comprehensive Municipal Facilities Needs Study will allow us to gain a longer-term perspective on the space requirements for Town operations. However, depending on the results of the study, additional resources may need to be committed for acquisition of new land and/or buildings, renovation of existing buildings, and ongoing maintenance of these buildings.

There are two examples of recently purchased and renovated buildings that may act as a guide for understanding the costs involved. With passage of Article 1 of the May 5, 2014 Special Town Meeting, the Town authorized as a borrowing the amount of \$630,000 for the purchase of the 37 Knox Trail building and \$70,000 for site planning and building renovations. An additional \$200,000 was authorized for renovations under Article 55 of 2015 Annual Town Meeting to renovate/ remodel the building into usable office space for the adjacent School Bus Depot and the Regional Housing Service Office. Ongoing maintenance for the building was budgeted in FY18 at \$43,287.

The purchase and renovations of the 55 Church Street building was made possible with the approval of \$1.2 million from Free Cash by 2017 Annual Town Meeting in Article 23. The cost for the ongoing maintenance for this building will be included in the FY19.

Although each building acquisition is unique, I wanted to provide you with this information about recent purchases to give you an idea of the costs associated with adding, renovating, and maintaining new buildings. In the next five years, there may be a need for additional space for staff located at 133, 135 and 141 Keyes Road, the Police/Fire Station, the West Concord Fire Station, and Town House. More information will become available as the study gets underway.

In addition, there may be a future funding request for the construction / renovation of the Concord Middle School.

### Energy Future Task Force

At the 2017 Annual Town Meeting, the Town received a \$100,000 authorization to hire a consultant to develop an operational plan to achieve the goal of reducing Green House Gas (GHG) emissions by 25% from a 2008 baseline by 2020 and by 80% by 2050. In addition, the Warrant Article allocated \$100,000 for the Town to hire a Director of Sustainability to be in charge of facilitating Town efforts to meet these goals.

On Friday, October 6, 2017, we conducted first-round interviews for this position. Once that person comes on board, we will begin the process of developing the operational plan to achieve the GHS emissions goals.

5. *Which Town programs can be provided in a more cost-efficient manner? Please describe any efficiency programs underway or planned and goals or savings to be realized from those activities. Would a higher capital budget provide greater efficiency? If so, how? Do we anticipate collaboration and/ or shared resources with other towns or school entities as part of our implementation of cost effective strategies? In terms of shared services, are we considering with neighboring towns to fulfill the Article 51 directives? If so, what actions are under consideration?*

Town programs can be provided in a more cost-efficient manner in two primary ways. First, with the increased use of technology, our workforce can accomplish its tasks more efficiently by moving processes from a paper-based system to a digital medium. Examples already cited are Permit and License Tracking Software, automated Time and Attendance Software Package, and Web-Based Municipal Finance Transparency Application.

Second, our buildings and our vehicles can be operated in a more energy conscious way which will reduce costs. The Beede Center, which in FY16 accounted for 36% of the electricity used by Town buildings, is exploring the possibility of installing solar panels on its roof. I am requiring that new vehicles meet the Town fuel efficiency standards.

In FY18, the Town began participating in CrossTown Connect, which promotes regional transportation among neighboring communities.

Cooperation and coordination with neighboring communities to fulfill the Article 51 directives would be an important part of Concord's effort to reduce GHG emissions and a comprehensive plan and approach to do so will be one of the responsibilities of the Director of Sustainability.

6. *Is the current level of capital expenditures contemplated in the five-year capital budget sufficient to maintain Concord's capital assets? What is the projected level of capital expenditures over the next five years? Are there critical capital investments that have been deferred and need special consideration in the FY19 budget? What is the Town doing or planning for in regards to additional space for town departments? Will there eventually be additional capital costs if the construction of the new Transportation Facility exceeds its budget? What capital expenditures would be funded as a result of the Comprehensive Plan Study that is currently underway?*

The five-year plan is designed to maintain the operational capacity of town buildings, infrastructure and equipment. The level of the General Fund capital expenditure is targeted to be about 7% to 8% of the total General Fund budget, net of excluded debt levy. This level, sustained over many years, has demonstrated the adequacy of this "target budgeting" approach as town buildings and equipment assets have been maintained at sound operational levels. Some needs inevitably are deferred when new priorities emerge and when available resources do not enable us to reach the full goal.

The five-year plan is updated annually. For FY19, I am proposing a Capital Outlay increase of \$75,000 for a total of \$1,945,000. This funding will provide an additional \$25,000 for the Sustainability Fund account. Other notable capital outlay requests include \$140,000 for new police vehicles, \$230,000 for IT projects, and \$325,000 for CPW equipment. The Five-Year Capital Outlay Plan provides a total of \$10,525,000 for these capital expenditures.

For FY19, I am proposing a debt-financed authorization of \$3,500,000. Significant FY19 debt items for the Town include \$575,000 for renovation/construction of town facilities, \$75,000 for Trail Improvements, \$150,000 for energy efficiency measures at the Library, \$400,000 for the replacement of Fire Engine #4 (2010), and \$1,300,000 for road improvement. Additionally, the Town is considering another major land purchase in FY19, the cost of which would be in addition to the \$3.5 million proposal. The new Five-Year Plan for FY19-23 will provide for \$19.3 million of debt financing, including \$4.75M for Concord Public Schools purposes.

There are four significant projects which are likely to arise in the next five years which cannot be accommodated in the five-year capital plan without a debt exclusion vote.

1. The improvement and expansion of the campus at 133, 135 and 141 Keyes Road. The 2014 Annual Town Meeting approved Article 30 to authorize a \$150,000 borrowing for feasibility planning of this project, which is intended to renovate and expand space available for Public Works and to create new space for the Planning & Land Management Department. The space available at 141 Keyes Road and the configuration and space available for Public Works operations is currently being used at and beyond its maximum capacity and will not meet the Town's needs over the next 10 to 20 years. This project is likely to cost around \$20M and construction and initiated by calendar year 2020.
  2. Both the Police Chief and Fire Chief have expressed the need to update the Public Safety Building. The main concern for the building is inadequate space. There is a shortage of space for storage, parking, and locker rooms are at capacity. Additionally, the Dispatch Center does not provide the safe environment that many other stations have with ballistic-resistant windows and walls. Holding cells are also outdated. The initial phase would be to propose a feasibility study for the building.
  3. The Fire Station in West Concord is inadequate for current needs and certainly won't meet our needs in twenty years. The Town may need to consider acquiring some adjoining land and plan for the expansion of this station. No cost estimates have been prepared, but this site acquisition and construction work is likely to cost in excess of \$10M.
  4. There is a need to improve and expand the office space used for general government, including the Finance Department and Town Manager's office. Space is severely constrained in these departments, there is inadequate meeting and office space, and additional space will clearly be needed in the next 25 years.
7. *Do we anticipate additional or expanded collaborations with private partnerships or entities to fund Town services, programs or capital needs?*

A major collaboration that has had an enormous beneficial impact for the Town has been the public-private partnership between the Concord Free Public Library and the Concord Free Public Library Corporation. As defined in a Memorandum of Understanding, the Town is granted the use of the buildings owned by the Corporation: the Main Library and the Fowler Branch Library. In general terms, the Town pays for the libraries' operational costs including staffing and materials, and the Corporation pays for the capital expenses associated with building renovations and maintenance. In exchange for the Town being able to collect late book fines, the Town also pays for the utility costs.

The Corporation is proposing an ambitious expansion and renovation to support the way that Concord residents read, learn, and live in the digital age. This project includes utilizing the recently purchased property at 151 Main Street. Preliminary schematic designs have been completed, construction drawing are expected to be completed in the spring 2018, and if permitting and site plan approval happen as scheduled, ground breaking could occur as early as fall 2018. Expected total project cost is estimated at \$8.3M and to cover this cost and to fund ongoing maintenance, the Trustees of the Corporation, in June 2017, approved a \$10 million capital campaign goal.

In conjunction with this project, the Corporation is requesting some financial assistance from the Town. Included in the FY19 Capital Program, there is a request for \$150,000 to be used toward efficient energy systems which would allow the Corporation to purchase and install systems that are more energy and water efficient than are currently budgeted and this would reduce utility costs that are paid for by the Town. In FY20, the Corporation is requesting \$550,000 for furniture, fixtures, and equipment, which would be used extensively by staff and patrons. Both of these requests are budgeted for in the FY19 – FY23 Capital Program.

8. *With regard to Town-Employee relations, what is the status of existing labor contracts and collective bargaining initiatives? Please provide a summary of collective bargaining agreements, identifying contract duration, employees impacted and the contractual cost escalators for FY18 and FY19.*

*Are non-union salaries remaining competitive with surrounding towns? Is our overall package of employee benefits competitive in the market and what if any changes do you foresee over the next 5 years? Do we anticipate any significant changes in the cost of employee benefits for FY19?*

The Town government has negotiated or is in the process of negotiating collective bargaining agreements with the follow unions:

- Fire Union (July 1, 2016 to June 30, 2019)
- Library Supervisory Union (July 1, 2017 to June 30, 2020, MOU pending ratification)
- Library Non-Supervisory Union (July 1, 2017 to June 30, 2020, MOU pending ratification)
- Police Union (negotiations are underway)
- Public Safety Dispatch Union (July 1, 2015 to June 30, 2018)
- Highway and Grounds Union (negotiations are underway)

To remain competitive with other Massachusetts municipalities, we need to compensate Town government employees adequately. In FY18, I proposed a structure increase of 2.5% and step/merit increase (based on written performance evaluation) of up to 2.5%. A similar increase in salaries could be expected in FY19.

9. *What is the Town's funding strategy for FY19-FY24 to meet its annual required contribution to funding the retirees' other post-employment benefits (OPEB)? What is the current strategy for funding of the town's pension liabilities and what market factors could influence that schedule?*

**Other Post-Employment Benefit (OPEB)**

The Town has a long-term funding strategy to meet the annual required contribution for Other Post-Employment Benefits (OPEB). The FY19 allocation from the General Fund is \$1,617,000, plus an additional \$155k from the Enterprise Funds to meet or exceed the Net OPEB Obligation (NOO). Future year allocations are based upon the Actuarial Valuation Report which is updated on an annual basis. The strategy in place- a Closed 30-Year funding schedule- will allow the Town to reach fully funded status by FY2039.

The Town’s net OPEB obligation (NOO) is essentially the cumulative difference between the employer’s funding to the plan and annual OPEB cost. In simplified terms, the annual OPEB cost equals the Normal Cost (e.g., the cost for OPEB benefits attributable to the current year of service) and Amortization Cost (e.g., the catch-up payment for past service cost to fund the Unfunded Actuarial Accrued Liability (UAAL) by FY2039 when OPEB obligation is scheduled to be fully funded), plus some minor adjustments.

<u>Year</u>	<u>GF Approp.</u>	<u>Tranfer</u>	<u>PayGo</u>	<u>Adj.</u>	<u>Total Funding</u>	<u>Normal</u>	<u>Amort.</u>	<u>Adj.</u>	<u>OPEB Cost</u>	<u>Change in NOO</u>
FY13	400,000	471,200	1,334,943	0	2,206,143	1,728,701	1,629,885	62,657	3,421,243	1,215,100
FY14	650,000	1,118,237	1,314,220	0	3,082,457	1,115,052	1,701,575	97,829	2,914,456	(168,001)
FY15	900,000	871,000	1,476,118	0	3,247,118	1,198,681	1,713,180	84,386	2,996,247	(250,871)
FY16	1,150,000	630,000	1,745,493	0	3,525,493	1,473,036	2,015,257	16,688	3,504,981	(20,512)
FY17	1,400,000	380,000	1,875,743	130,202	3,785,945	1,579,831	2,063,715	2,622	3,646,168	(139,777)
FY18	1,470,000	141,000								
FY19										

Source: The most recent OPEB Report (June 30, 2016). A negative Change in NOO represents a paying down of the OPEB Obligation.

It had been the Town’s policy to increase the General Fund appropriation to the OPEB Trust Fund by \$250,000 per year from FY13 to FY17 in order to reach an annual funding level to meet the full net OPEB Cost. Now that that has been achieved, the annual allocations will be based fully upon the funding schedule provided in the Actuarial Valuation Report.

**OPEB Valuations as June 30, 2016**

	<u>General Fund</u>	<u>Enterprises</u>	<u>Total</u>
Actuarial Accrued Liability	\$35,802,000	\$3,383,000	\$39,185,000
Trust Fund Assets	\$6,668,000	\$1,727,000	\$8,395,000
Funded Percent	18.6%	51.0%	21.4%
Unfunded Liability	\$29,134,000	\$1,656,000	\$30,790,000

As a note, with the implementation of new Governmental Accounting Standards Board (GASB) Standards, the Town will be required to recognize its Net OPEB Liability (NOL) less the OPEB Plan Fiduciary Net Position. In very simplified terms, for the first time beginning with the FY18 Audited

Financial Statements, the OPEB liability and corresponding funding source will appear on the Statement of Net Position. The result of the new reporting requirement will be to cause, at least in the near term, a decrease in the Financial Statement's Fund Balance.

**Pension**

The pension funding schedule is determined by the Concord Retirement Board subject to approval of the Public Employees Retirement Administration Commission (PERAC). Preliminary valuation information is available as of January 1, 2017.

During the last several years, the investment return of the Concord Retirement Fund, managed by the Concord Retirement Board, has shown strong growth. With a market value of \$145,300,000 as of January 1, 2017, Pension Fund assets increased by 76.7% over the most recent seven-year period or on average 9.5% per year.

Data from the January 1, 2017 preliminary valuation report are as follows:

	<u>1/1/10</u>	<u>1/1/17</u>
Market Value of Assets (MVA)	\$82,223,000	\$145,300,000
Actuarial Value of Assets (AVA)	\$90,445,000	\$148,500,000
Actuarial Accrued Liability (AAL)	\$123,798,000	\$175,300,000
Unfunded Actuarial Accrued Liability (UAAL)	\$28,802,000	\$26,815,000
Funding Level (AVA/AAL)	73.0%	84.7%
Assumed Earnings Rate	7.5%	7.0%
Amortization Rate of Increase	2%	2%
Funding Schedule Term	2030	2030
Asset Smoothing Policy	4 Years	4 Years

The Concord Retirement Board's current funding policy is to maintain the funding schedule limit at no further than 2030, with an amortization rate on the Unfunded Liability of no greater than an increase of 2% per year and charges made to the participating employers based on an actuarially determined annual required contribution. The Board's policy provides that any realized actuarial gains over the assumed earnings rate will be applied first to reduce the amortization rate of increase and then to shorten the schedule term.

The Town's current policy in meeting the Actuarial Funding Schedule (AFS) payment is:

1. increasing the General Fund appropriation at a 3% annual growth rate;
2. utilizing the Town Pension Reserve Fund (\$10.0 million as of June 30, 2017) for supplemental funding of the required General Fund share of the annual employer cost to the extent that such cost exceeds the annual appropriation increase target of 3%;
3. allocating and fully funding the AFS allocated to the Town's enterprise operations (Water, Sewer, Light, Swim & Fitness Center; currently approximately 15.5% of the AFS) and transferring such charges to the Town's Pension Reserve Fund.

Over the past decade, the Concord Retirement Board has taken note of the changing investment environment by gradually reducing its assumed rate of return, from an 8% assumption used for many years prior to the January 1, 2006 valuation date to a 7.00% assumption used for the January 1, 2017 valuation date. The Board has also adopted updated mortality tables twice over the past decade and this resulted in an increase in the actuarial accrued liability calculation. Most recently, the Board adopted an updated mortality table which, when utilized, allows for a fully funded system as of 2029.

While the funded ratio by itself is not the sole measure of a retirement system’s health and performance, it is a readily comparable benchmark. Concord’s funded ratio as of January 1, 2017 places it currently 9<sup>th</sup> among 103 individual retirement boards in the Massachusetts public employee retirement system.

*10. What impact is the Town seeing in regards to our shifting demographics? Are we seeing increasing demand for services to support the Council on Aging, increased emergency service calls, etc?*

As shown in the chart below, Concord does have an aging population. According to the Town Census, 21.1% of the Town’s population in 1996 was aged 60 or older. In 2006, this cohort increased to 22.5%. By 2016, the percent of residents aged 60 or older is 29.2%.

**Concord Town Census by Age Group**

	1996		2006		2016	
	<u>Population</u>	<u>Percent</u>	<u>Population</u>	<u>Percent</u>	<u>Population</u>	<u>Percent</u>
Under 20	4,142	26.3%	4,189	25.9%	4,001	25.0%
20-29 Years	1,287	8.2%	1,133	7.0%	1,448	9.1%
30-39 Years	2,167	13.7%	2,019	12.5%	1,073	6.7%
40-49 Years	2,781	17.6%	2,573	15.9%	2,065	12.9%
50-59 Years	2,072	13.1%	2,623	16.2%	2,728	17.1%
60-69 Years	1,590	10.1%	1,595	9.8%	2,270	14.2%
70 and Over	<u>1,728</u>	11.0%	<u>2,065</u>	12.7%	<u>2,402</u>	15.0%
	15,767		16,197		15,987	

To adjust for the aging residential population, the Town government has increased funding and services provided by the Council on Aging. In five year period from FY13 to FY18, the General Fund appropriation for Senior Services has increased by 49%, while the overall appropriation for Town government has risen by 23%. The aging population has also increased the demand for medical emergency service (EMS) responses from the Fire Department. In 2012, there were 1,674 EMS calls. By 2017, the number of calls equaled 1,960, The second ambulance staffed from 8AM to 8PM has helped in addressing the increased demand.

*11. What is the current status of the WR Grace and Knox Trail properties? What improvements are underway and what options are under consideration for the future of those properties? Please identify all costs anticipated over the next three to five years.*

Currently, the WR Grace property is being used as a school bus depot and as a site for a 15-acre solar panel array. In the future, it is possible that the property could be the site of a waste water treatment facility to serve West Concord. The Town took the WR Grace property by eminent domain and the final compensation for the taking is still under negotiations.

The renovations at 37 Knox Trail are near completion and the Certificate of Occupancy has been issued. With the start of school, the transportation staff that supports the adjacent bus depot has moved into the first floor. The Regional Housing Service Office (RHSO) is expected to move into the second floor during the week of October 23<sup>rd</sup>. The basement may be used for storage. In the FY18 budget, an amount of \$43,287 is allocated for maintenance and repairs of the building and the Schools are responsible for \$19,144 of that amount and RHSO for \$6,381.

*12. In terms of benchmarking, what significant costs do you compare to other towns and how do they compare. What quantitative performance metrics do you compare to other towns and how do they compare.*

With support from several Finance Committee members, I have directed my staff to look into software packages that would provide more readily available benchmarking data between the Town government and other similar municipalities. The software packages that have been investigated include several Web-Based Municipal Finance Transparency Applications. With each of them, the general characteristic is to provide an online portal for the presentation of municipal financial and demographic information in a pre-approved form to be accessible by the general public. This information could include data about population trends, median home values, historical expenditures, proposed budgets, and even individual transactions between the Town and our vendors. In addition, the data would be organized and presented in a standardized form. With the implementation of such a software application, extensive benchmarking would be possible between Concord and our neighbors.

Finance Committee members and Town staff heard presentations from three firms: ClearGov, Inc. of Hopkinton Massachusetts, OpenGov, Inc. of Redwood City California, and Envisio Solutions, Inc. of Richmond, British Columbia. All of these products had valuable characteristics that could assist the Town in benchmarking our results with other municipalities. I am in the process of making a decision on which Web-Based Municipal Finance Transparency Application to go with

*13. What additional factors, if any, should the Guidelines Subcommittee consider as it reviews the town's historic operations and future financial issues?*

The regional economy has been strong for a number of years. Still, we should not become complacent with the current economic growth, and be should aware that the healthy growth that the Town experienced in State Aid from FY16 to FY17 of 7.3% and in Local Excise Taxes of 3.5% may not continue forever. Nevertheless, with Real Estate Taxes accounting for 86.3% of all revenues in FY17 and this source being a very stable form of revenue, the Town is in good financial shape to address the service needs of our residents.