

Andover Youth Services Steering Committee Minutes

April 11, 2022

AndoverTV

Call to Order

Chair Ryan Murphy called the 4th AYS Steering Committee Meeting to order at 7:30 PM.

Members Present: Director of Diversity, Equity and Inclusion, Albert Pless, Ryan Murphy, Chair, Brian Masterson, Laura McVeigh, Tim McCarron, Trent DeBonis, and Lis Tamarkin.

Also Present: Town Manager Andrew Flanagan, Director of Human Resources, Jessica Porter, Director of Community Services Jemma Lambert, and Consultant Andrea Egmont.

Public Comment

Andrew announced there were no public comments and no one asked to participate remotely tonight.

AYS Director Job Description

Ryan opened the meeting by saying the focus tonight will be on finalizing a Communication Plan for the community and developing a Profile for the job description for the next AYS Director.

Andrew presented “AYS Steering Committee & Director Search Communication Plan (AYS Steering Committee April 1, 2022)” as a starting point for this discussion.

He noted the website being developed and subject to comments is AndoverMa.Gov/AYS Steering Committee and includes links to: every steering committee meeting; committee meeting minutes; survey; dedicated email address to provide input on the qualities for the next director NextDirector@andoverma.us; the AYS director position profile; status update on hiring process (advertising screening interviewing public participation opportunities).

The survey will ask respondents to prioritize items and respond to two open ended responses. The attributes identified for the next director will inform the decisions of the hiring committee.

Andrew talked about the communication channels when the website is launched such as Andover news alert, Facebook, Twitter, Instagram, and the library Email newsletter--in total reaching about 10-15K members of the community.

Andy mentioned that the on- line survey link could be forwarded to groups in addition to the ones noted above after the survey is released by the Town. Typically, there may be up to 500 responses depending on public interest. Jemma said there is usually a 2.5-5% response for surveys.

Brian said he favors the website as the anchor and asked about management for the feedback response. Responses will be automated and handled by the Town Manager's office. The Steering Committee will receive updates. Brian said transparency with the process is key and asked how feedback would be acknowledged.

Andrew will share survey results, and updated information will be sent to the Steering Committee.

Albert asked about the timing of survey, such as when it is goes out and what it will look like. Andy said tonight's discussion will cover the Communication Plan and Profile. The next meeting will cover the details.

Tim asked whether the 2-5% likely survey response is acceptable or is there another way to get a higher rate of input. Andrew said we may get 1,000 responses to the survey using the same channels of communication used for town meeting.

Tim asked whether the hiring committee will have further discussion with the public and Andrew said the profile developed and rankings will come from public feedback.

Andy said this is a unique hiring process with community investment and the hiring committee has its own process in place. Tim noted this is essentially the same process used for school administrators or superintendent hires-- his concern is that there may be hesitation on the part of finalists when their names become

public -- especially if they are attached to a current job. Andy said this could be shared with the candidate at the first interview.

Andrew said there may be only one finalist and that person would have the full support of the committee. Further, positions come with “compensation risk reward” meaning a willingness to be a finalist depends on how close the compensation offered comes to the desired salary.

It was moved by Ryan, seconded by Trent, and voted 8-0 to approve the AYS Steering Committee Director Search Communication Plan put forward by Town Manager Andrew Flanagan.

Roll Call: Ryan, Y; Laura, Y; Tim, Y; Brian, Y; Lis, Y; Trent, Y; Albert, Y.

Profile/Description

Tim asked if the Town of Andover uses a customized template for job descriptions whether this job description is being re-designed. Jess said certain boiler plate language will be included but the job description will be customized using essential functions to reflect priorities identified by the Committee. Tim noted some redundancy, and terms which were not clear.

The Committee then discussed language within the proposed job description revising some of the language. Lis said adjectives need to be clarified and should reflect AYS culture. Brian said the following is a good framework and it is important to include youth and families. The paragraph is:

*“The Andover Youth Services offers programs for youth and families that promote health and Wellness skills, building social and community engagement all in a youth centered environment dedicated to supporting all students in **developing** their potential. AYS programs are based upon the youth development model that provide services opportunities and support for young people in order to create a positive future, Youth Services meets young people where they are and empowers them to make their ideas happen. Our focus is on developing and maintaining programs and services that are flexible and encourage all youth to use their creativity spontaneity and energy in positive ways.”*

Changes were suggested to emphasize youth developing (as opposed to reaching) their potential, and the term youth or young person was used in place of “student”.

Lis suggested clarifying the term “services”—if services are mentioned then they should be explained, and Laura suggested firming up language regarding Andover public schools. Brian emphasized that services are not provided in a vacuum.

The third paragraph was revised in part to say: “Andover Youth Services will continue serving young people and their families and be the bridge between a young person's needs and the services that can help them become well rounded individuals...”

In answer to several questions, Andrew noted the Andover Public Schools have worked with AYS over the years and in 2014, a social worker was hired as a liaison with the AYS -- and this social work function is now embedded in the division.

Jemma suggested language to show the range of services available to help youth and to clarify that collaboration will be with a number of stakeholders. This will be a key part of the job description and the next Director will be responsible for building relationships and maintaining partnerships.

The paragraph starting with “Cormier Youth Center” was modified and Lis asked for clarification what this term means in relation to AYS. Laura suggested the connection with the Community Services Department and information about what is happening day to day at the Youth Center be explained.

Andrew said there should be emphasis on the unique aspect of the Cormier Center –what it has to offer in terms of both physical and technical components, and Jemma added that specifics will come with the profile piece. Jess said photos and marketing will showcase the facility.

The technical paragraph on Qualifications was revised to say in part.” *duties require a bachelor's degree in youth development, recreation, sociology, psychology, or related field, five years of progressively responsible experience in youth -oriented program development, preferably in a municipal environment or any equivalent combination of education and experience. **Additional education is valued and will be considered in the hiring process....***”

Jemma asked Albert to weigh in on whether the Master's degree is appropriate, and he said that at this level it seems appropriate as it brings value to the position. Discussion ensued about whether this requirement may be a deterrent to applying and Brian said unless there is a specific area requiring a Master's degree that would lead to success in this position, it might not be needed given the five years of experience language. Andrew said it is better to have flexibility to get the best candidate and would not want this degree to preclude that.

The requirement of having a Master's degree was removed, and the bolded language above was added.

Lis asked if the salary would be in the posting and Jess said that it would be. Brian said posting the salary range (\$85-100K) makes sense with the five years' experience required.

2022 Objectives

The Committee discussed the Objectives listed and re-framed them to present a "road-map" for use in developing the job description. Four categories were discussed as follows: Leadership Attributes, Management Attributes, Youth Advocacy, and Community Engagement. (The order was later changed to put Youth Advocacy first).

Leadership Attributes

- An effective Team Leader
- A passionate leader, youth development advocate, and experienced program director
- Fair and open minded with a commitment to diversity, equity, inclusion and accessibility
- Collegial and approachable and have the ability to serve as a role model for youth
- Knowledgeable in best practices relating to mentoring and team building coupled with a commitment to professional development
- Able to demonstrate ability and commitment to the values, vision, and goals of AYS
- Committed to the ideal of ethics, integrity, and a commitment to service above self.

Management Attributes

- Be committed to collaborative leadership to ensure the sustainable development of services to Andover's youth
- Will professionalize the delivery and oversight of the social work component and the department of community services
- Actively participate in department wide initiatives marketing and coordination of services with an eye to consistency efficiency and effectiveness
- Identify a department- wide software management program
- Have experience with hiring supervising, and reviewing staff including seasonal staff
- Be knowledgeable in budget management and oversight and diversification of funding sources which include securing grants, foundation support, and gifts
- Be committed to modeling integrity and be understanding of professional boundaries and associated policies related to interacting with youth

Youth Advocacy

- Be committed to fostering a safe and inclusive space for all youth
- Be experienced working successfully in direct service with teenagers/youth
- Be committed to engaging (and fostering ownership by) young people in the design, planning, and implantation of department activities

Community Engagement

- Ensure the continued growth and expansion of services to Andover's youth
- Prioritize youth development activities through the lens of Diversity, Equity, and Inclusion

Jess will summarize and distribute this for final Committee review. Laura asked that composition of staff and reporting structure be added. The categories will be re-ordered starting with Youth Advocacy, Leadership, Management, and Community Engagement.

It was moved by Ryan, seconded by Tim, and voted 7-0 to accept the profile developed by the Committee to be used for the Youth Services Director Job Description.

Roll call: Ryan, Y; Brian, Y; Trent, Y; Tim, Y; Laura, Y; Lis, Y.

Review dates for Next Meetings(s) and Action Steps

Andrew noted the survey feedback will be forward to the hiring committee. He asked that members not discuss anything among themselves so as to not violate the Open Meeting Law.

The next meeting will be in person in a place to be determined by the Town Manager's Office on Thursday April 28, 2022 @7:00 PM.

Adjourn

It was moved by Ryan, seconded by Trent, and voted 7-0 to adjourn at 9:48 PM.

Roll Call: Ryan, Y; Trent, Y; Laura, Lis, Y; Tim, Y; Brian, Y.

Documents

"AYS Steering Committee and Director Search Communication Plan—April 11, 2022"

Job Description Draft for the next AYS Director