

### **Call to Order**

Committee Clerk Mr. McBrien called the meeting to order at 4:09 pm, with Mr. McBrien acting as Chair for this meeting. TGSC members all participated remotely via WebEx, able to see and hear each other and share documents for all to see. A feed from the WebEx was broadcast live on Andover TV, by which members of the public could observe the meeting.

Mr. McBrien also reviewed the agenda for this meeting.

### **Participants**

The following were online on WebEx for the meeting: Town Clerk & Chief Strategy Officer Austin Simko (ex-officio); Sheila Doherty (ex-officio, joined call at 4:17pm); TGSC Committee members Paula Colby-Clements, David Floreen, Richard Fox, Andrew McBrien, Gail Ralston, Sandy Stapczynski and; and John Petrin of Community Paradigm Associates. Apologies were received in advance from Jon Stumpf and Dara Obbard.

#### **1. Approval of Subcommittee Minutes**

Ms. Ralston moved that the committee accept the minutes of the March 29<sup>th</sup> meeting of the full committee, Ms. Doherty seconded. The committee voted unanimously by roll call in favor of acceptance.

Mr. Simko moved that the committee accept the minutes of the April 5<sup>th</sup> meeting of the Town Meeting Public Engagement sub-committee, Mr. Floreen seconded. Mr. Simko, Mr. Floreen, Ms. Colby-Clements and Mr. McBrien were present at the subcommittee meeting and all voted by roll call in favor of acceptance. All other TGSC members were not present at the subcommittee meeting and abstained.

#### **2. Current Focus of the Committee**

Mr. McBrien summarized the current focus of the TGSC as follows:

- The TGSC voted unanimously to recommend that Andover retains Open Town Meeting at its meeting on February 22<sup>nd</sup>.
- Based on this, the committee turned its attention to Open Town Meeting Reforms. All but one of these were discussed and dispositioned during the meetings of March 1<sup>st</sup> and March 29<sup>th</sup>. One potential reform was remanded back to the Town Meeting Public Engagement sub-committee for further consideration (designate an Advocate(s) at Town Meeting to relay resident feedback), and this reform would be discussed and hopefully dispositioned during this meeting.
- The committee will turn its attention to the matters pertaining to governance other than Form of Government (the so-called secondary and tertiary matters), and this process would start during this meeting.

#### **3. Public Comment**

Mr. Simko informed the committee that no public comments had been received either by email or by phone

#### **4. Deliberation on Remaining Open Town Meeting Reform**

Mr. Simko reported on behalf of the Town Meeting Public Engagement sub-committee on the proposed reform to designate an Advocate(s) at Town Meeting to relay resident feedback. He took his remarks from the minutes of the sub-committee's meeting of April 5<sup>th</sup>, and these minutes shall be considered a sufficient record of his remarks.

There were no comments or discussion from the full committee. Mr. Simko moved that the TGSC should not recommend that the reform "Designate an Advocate(s) at Town Meeting to relay resident feedback" be adopted. Ms. Colby-Clements seconded. The committee voted unanimously by roll call in favor of the motion.

#### **5. Discuss Method of Studying Secondary Study Topics**

Mr. McBrien introduced this topic as follows.

88 issues were identified as potential subjects for study during the first "Identify Issues" phase of the TGSC's work, including subjects suggested by members of the public, subjects raised during interviews between TGSC members and Town officials and members of other boards and committees, and from other sources. The full list of topics was discussed in January 2020 and noted in the minutes of the January 11th 2020 meeting. This list includes topics that have already been dispositioned or otherwise no longer require consideration, including:

- Topics relating to Form of Government, including potential reforms to Town Meeting
- Conceptual suggestions about our study approach (e.g., data analysis) because those are not topics but are instead methods.
- References to sources (e.g., Vision 2021, Select Board Vision Statement) because those are not topics but are instead resources.
- Most of the private warrant article topics that were originally listed to give the committee a feel of recent governance topics rather than as topics for explicit study.

The TGSC shall now turn its attention to studying the remaining topics. During this meeting, the TGSC's task is to determine the method by which these topics should be studied and identify which topics should be studied, when.

After extensive discussion, the committee agreed to adopt the following method:

- The remaining topics shall be studied in in two two-month-long tiers, with a month of uncommitted time as contingency for additional study. The first tier will run from April 2021 to the end of June 2021 and the second from July 2021 to the end of September 2021.
- It is important to note that assignment of topics to tier 1 or tier 2 does not imply any relative importance. The assignment is based entirely on organizing topics into groups that logically should be considered at the same time.

- Some topics shall be initially studied by subcommittees, some shall be studied by the entire committee with staff presentations, and some shall be initially studied by designated point-persons. The full committee will make final decisions on all topics.
- During each tier, sub-committees and point persons shall study topics for approximately one month then report back to the full committee for directional guidance and to give an opportunity for additional perspectives to be surfaced

## **6. Select Secondary Study Topics**

The committee reviewed the list of remaining topics and confirmed those which it believed should be studied, collected these into groups of similar topics that should be studied together, assigned the topics to tiers and determined which topics or groups of topics should be studied by a sub-committee and which by a point person.

The final list of topics to be studied is presented as Appendix 1. Every topic on this list was retained purposefully. Potential study topics that were not selected have been removed from this list. Some topics may prove not to be ripe for study or not properly within the purview of the TGSC. The subcommittees and/or point persons will make those topic-specific determinations. The color coding is intentional. Like topic are colored the same.

The sequence in which the topics shall be studied is presented in the diagram in Appendix 2. The text colors on this diagram match the coloring in the list document.

## **7. Discuss Report Writing**

Mr. Simko reported that Ms. Ralston, Mr. Floreen, Mr. Stumpf and himself had volunteered to write the report. This team had been working on the structure and where possible, content, of the report since last spring. Additional volunteers would be welcome if anyone else would like to contribute. Mr. Simko displayed the proposed “table of contents” for comment. The committee endorsed the approach.

Mr. Fox stressed that the report should include discussion of the rationale for any recommendations, not just the recommendations themselves. The committee also endorsed this.

Mr. Simko clarified that he understands that the Select Board do not expect to receive a draft of the report at any time. Rather, they should only receive the final version. That said, insofar as it is feasible without distorting the writing process, it would be beneficial to make the final deliverable available to the Select Board as early as possible to give them as much time as possible to act prior to the 2022 Town Meeting

## **8. Next Steps**

1. The TGSC shall present to the Select Board at their meeting on May 3<sup>rd</sup> to update them on our status. This presentation has been moved from the April meeting of the Select Board at their request.
2. The committee shall reconvene at the end of May to hear initial reports from the sub-committees and provide input. This date allows sufficient time for the sub-committees to do their work while at the same time, provides a time bound so that progress is maintained.
3. New Business:
  - a. Ms. Doherty acknowledged Mr. McBrien's ability to step in to chair the meeting at very short notice. Mr. Simko said that this reflects the thorough planning by the committee officers prior to any meeting such that we are well prepared for contingencies.
  - b. Ms. Colby-Clements noted that there are articles on the warrant for the 2021 Town Meeting that relate directly to governance, and asked whether the TGSC should be prepared to give an update. Ms. Doherty replied that tradition is that updates are not presented to Town Meeting. While it is likely that the TGSC be asked to comment on these articles, such comments should be restricted to the articles themselves and not be an over-arching presentation unless the Select Board specifically asks for the latter.

## **Adjournment**

Ms. Doherty moved that the meeting adjourn, Mr. Simko seconded. The committee voted by roll call unanimously in favor and the meeting was adjourned at 6:18 pm

Respectfully submitted,

Andrew McBrien, Clerk

Appendix 1: List of Topics to be Studied

**POTENTIAL SECONDARY STUDY TOPICS**

	Relates to/Requires change of				
	Charter	Bylaws	Policy	Practices	Operations
<b>Appointment Process- subcommittee (tier 1)</b>					
By what process should members be appointed to Boards and Committees? Election or appointment? Appointment by who? Do different Boards have different requirements?					
Should an Appointments Committee be constituted?					
Is the appointment process sufficiently transparent, or how could transparency be enhanced?					
Is it sufficiently clear who owns the appointment process and has authority to appoint for certain Town positions? If not, this needs to be clarified.					
Specifically, by what process should members be appointed to FinCom?					
Specifically, by what process should members be appointed to the Planning Board?					
Should we promote training of elected and appointed board/committee/commission members? Consider what additional training beyond Open Meeting Law and Ethics is required for elected and appointed personnel, and who should deliver this?					
Specifically, is the Talent Bank form too vague to be a basis by which appointments are made?					
Should the appointment process consider certain skillsets helpful to committees regardless of committee purview (e.g., data analysis, legal background, marketing/communication)?					
Specifically, should openings be advertised more prominently?					
Specifically, how do we ensure that the people who are appointed to committees are those who are most able to contribute?					
<b>Communication- subcommittee (tier 1)</b>					
Is communication between Departments and between Boards sufficient and/or what improvements are required?					
How might the Town enhance access to day-to-day information that residents need to do					

business? Who would be responsible?					
How might the Town enhance awareness of recent and forthcoming events, meetings, etc.? Who would be responsible?					
Specifically, what steps might be taken to modernize communication between the Town and residents?					
	Charter	By-Laws	Policy	Practices	Operations
Specifically, does the Town require a free community newspaper, and is this the responsibility of the Town?					
Is it the Town’s role to enhance civic awareness of the residents, and if so, how would the Town go about this? Who would be responsible?					
What provisions are required so that residents are properly consulted on projects and initiatives?					
Does Open Meeting Law create barriers to consultation, and if so, how might these barriers be alleviated?					
Should Office Hours be required of Town officials? Of which officials?					
The press has traditionally acted as an external, impartial voice on Town matters. Who should provide this today?					
<b>Financial Process – Staff Presents to full TGSC (Tier 2)</b>					
Should the process by which taxes and budgets are set include more points at which residents formally have input or can exercise control?					
Should Town Meeting be required to approve contracts over a certain threshold value?					
What should be the role of FinCom?					
What should be the role, authority and method of appointment to the Economic Development Committee?					
Should the CIP need to be released to the Select Board three months before the release of the operating budget?					
Improved Financial Transparency in Annual Report					
Town Manager presentation of budget to the Select Board					
<b>Government Business Processes – Staff Presents to full TGSC (Tier 2)</b>					
Generally, how can Town business processes be made more efficient and streamlined?					

Business process maps for as-is and to-be process should be developed.					
Specifically, how can the permitting process be made more efficient and streamlined? How can the schedules of the involved Boards be coordinated to expedite decisions?					
Specifically, how can processes for capital projects (of all sizes, and from cradle to grave) be made more efficient and streamlined?					
Ensure Select Board Procurement and Appointment policies comply with the Charter					
	Charter	By-Laws	Policy	Practices	Operations
Should the Select Board be required to approve appointments of hourly-paid and seasonal staff? Or should the Town Manger make these appointments unilaterally?					
Specifically, how can the process by which Zoning Bylaws are changed be made more efficient and streamlined?					
<b>Board/Committee/Commission Existence &amp; Structure – subcommittee (tier 1)</b>					
What is the optimal level of granularity of government?					
Generally, which Boards and Commissions should be established or subsumed?					
Specifically, should a Water Commission be established?					
Specifically, should the Board of Health be expanded to 5 members?					
Specially, look at the Audit Committee charter					
Reduce Planning Board Terms From Five Years to Three Years					
<b>Misc. Topics - Research by point-persons (tier 2)</b>					
How can the TGSC support diversity, equity, and inclusion goals? (Gail)					
Should elections be moved to June so newly-elected officials have 10 months and not one month to prepare for Town Meeting? (Austin)					
Should we have a recall mechanism for elected officials? (Paradigm)					
Should residency requirement for Town officials be removed? (Paradigm)					
To what degree should strategic planning be required by charter or bylaw? (Dick & Austin)					

Appendix 2: Schedule for Study

## Plan for Secondary Topic Study

