I. Call to Order
Chairperson Laura Gregory called the meeting of the Select Board to order at 7:00 P.M. in the meeting room at the Water Treatment Facility located at 397 Lowell Street, Andover, MA. Present from the Select Board: Alex Vispoli, Dan Koh, Annie Gilbert, Chris Huntress, and Laura Gregory.

Others in Attendance: Town Manager Andrew Flanagan, Deputy Town Manager Michael Lindstrom, Town Counsel Tom Urbelis, Town Clerk Austin Simko. The meeting was duly posted and cablecast live.

II. Opening Ceremonies
   Moment of Silence/Pledge of Allegiance
   The meeting began with a Moment of Silence followed by Pledge of Allegiance

III. Business of the Board
   A. 2019-2020 Goals and Objectives
   The Town Manager provided an overview of the goals as he is proposing them. In a few months, he will follow-up with a goal check-in on these goals and those currently in process. Some of the timelines are off schedule due to the Columbia Gas Crisis.

GOAL 1:
Long Range Financial & Operational Planning
Continue adhering to the principles established over the last three years to provide a thoughtful and collaborative approach to the town’s financial planning

- Work with the Revenue & Expenditure Task Force for the purposes of facilitating and leading a community discussion on revenue estimates and future structural deficits and potential impacts to service delivery.
- Continue developing a framework for understanding property tax impacts as it relates to both operational and capital budgeting
- Continue to aggressively and creatively address fixed costs and obligations, including unfunded liabilities, throughout the planning, budgeting, and collective bargaining process (how can you manage that or put a number to it – to measure this goal i.e. Suggest the Town Manager an eligibility element)
- Begin to develop framework for Strategic Plan tying the Board’s goals to the Budget process.

Alex Vispoli asked how the goals will be measured and what the deliverables are for each goal either by date or progress. Andrew replied that a reduction in unfunded liabilities will be evidence of deliverables. Alex suggested information on how the goals will be measured be included and to curate videos of presentations into one easy accessible place for the public to easily review. Fine-tune objectives for each goal by adding bullet points of what they hope to accomplish.

Andrew said some goals are on-going that they are making progress on all the time, and he will develop objectives for each of the goals.
GOAL 2:

Citizen Response Management and Engagement

Continue to develop citizen response capabilities focused on how we serve the public

- Launch new and comprehensive citizen response management function in summer 2019
- Begin to design a new approach that centralizes primary customer service functions for residents and businesses who engage with the Town of Andover. Explore investments in technology and realignment of resources to maximize the user experience with Town government
- Reorganize existing resources to maximize productivity and establish efficiencies through collective bargaining when necessary
- Explore the development of a performance management system for the purpose of establishing metrics for specific functions of the organization
- Continue to expand effective communication systems with the public through a variety of media, including social and digital media and public forums and information sessions.

Focus Groups will be held over the summer and a Citizen Response System will be launched by the end of the summer with the ultimate goal of having a 311 number. All Job descriptions in the Town will be a a shared component, as will the physical location of employees, and include exploring an Employer Management System. Any functionality experienced digitally will be able to be experienced personally as well by calling 311.

GOAL 3:

Capital Improvement

Develop, maintain and manage a balanced Capital Improvement Program within the limitations of Proposition 2 ½ and develop plans for future exempt building projects

- Manage the transition to the new Municipal Services Facility from the existing Town Yard
- Finalize the design for the renovation and expansion of the Senior Center and begin construction in winter 2020. Effectively implement the transition plan for Elder Services Division as a result of the project
- Finalize the design for the new Ballardvale Fire Station and begin construction in winter 2020
- Plan for functionality improvements to Town Offices with a focus on meeting space, customer service, and user experience, and develop plan for implementation in fall of 2020
- Begin to implement the Gas Disaster Recovery Plan
- Work with the School Committee, West Elementary Building Committee, and Andover High School Building Committee to identify funding strategies for school building projects

The above is a prioritized list of the CIP projects.
The expansion of the Senior Center is underway, and hopefully begin in January 2020 and expected to be a year-long project.
- Ballardvale Fire Station, Ballardvale Historic Commission approved the project last week and now ready to proceed to full design. Proceeding with clearing the site at 161 Andover Street.
- Town Hall Offices fell short of being compliant and it is time to make improvements that will allow us to capitalize on the vacant space that came about with the opening of the new Maintenance Facility. The largest project facing the Town is the renovations of roads/sidewalks due to the Gas crisis. West Elementary Building Project is on track for a debt exclusion in 2020 (either spring or fall). Still waiting to hear from MSBA on acceptance of SOI.

Sidewalks: Residents have requested sidewalk installation /help on access. The Board would like to add this to the Town Manager’s Goals.

GOAL 4:

Downtown Andover & Historic Mill District

Continue to seize opportunities for business development in our downtown that creates a downtown experience that is consistent with the 2012 Master Plan

- Finalize, design and manage the parking and hardscape improvement project behind Old Town Hall
- Finalize a community-authored RFP guiding disposition and redevelopment of the Old Town Yard site. The redevelopment will increase connectivity between the downtown and the Historic Mill District and transform the parcel into a vibrant gateway to the heart of the community.
- Pending Town Meeting approval, develop plan and process for disposition of 11 Lewis Street.
The Town Manager explained that the plan is to have a Town Meeting on November 13, 2019 and to approve the disposal of 11 Lewis Street, and if approved, a plan will be developed for the disposition. The RFP will go out right after the Town Meeting vote; it will not be binding just a proposal. All elements of requirements for use of the Lewis Street area will be shown to the public at and prior to Town Meeting.

The Board highly-suggested video/presentations be publicly available and that all elements be available to the public. When the RFP’s come in, they should be shared with a committee consisting of members of multiple boards and their recommendations provided to the Select Board before it goes to a vote.

GOAL 5:

- Enhance recreational opportunities by increasing access to our waterfronts and open space
  - Finalize, design and develop budget and plan for Merrimack River Access Project along the Heffron Right of Way and the Greater Lawrence Technical School easement
  - Increase access to our region’s most scenic resources by constructing public pathways for recreation

The Town is now ‘free and clear’ to have access to the Merrimack River. Appropriated over 2.5M over the last 2 years for open space and recreation areas.

It was suggested the Town Manager elaborate on second bullet.

River and Open Space Access: Chris Huntress asked if it is worth pursuing the Program that dedicates funds to the Historic District plan and that the Town Manager provide an update on status of the program.

Additional Goals:
1. Energy and Sustainability Goals (submitted by Annie Gilbert and Laura Gregory)
   A collection of feedback received from the Board of Selectmen resulted in additional goals and warranted its own category, it is a very aggressive goal and the Town Manager is willing to adopt this as a goal but would have to add a professional group to address this.

   Annie Gilbert said we need a sustainability goal to save money for the Town over time and focus on crafting opportunities. The Town Manager replied that they are already involved in the MVP program, already pursuing a grant, trees are very much connected to the MVP program, a short-term situation for emergency preparedness to remove trees that are diseased and hazardous and replace with new/healthy trees. They need someone in place maybe the Andover Green Advisory Board.

   Laura Gregory spoke about the community cost. A number of communities have a plan for both dealing with addressing climate change problems (flooding in the past likely to increase) and to address concerns. It was suggested that the Town Manager create a goal that is right for the environment if done well. Encourage the Board to think about the fact that if we don’t do this in a way without a focus resource it could end up hurting us. We need a focused person specifically dedicated to the focusing on implementing a climate action plan and sustainability. It was suggested the Town work with area Merrimack Valley resources.

Andrew will rework this suggestions into a goal.

Final Proposal: Alex Vispoli submitted a goal to build on developing the budget with the tax rate in mind, prior to building the 2021 budget to see what the increase would have on the tax rates. He recommended having a goal to reduce the tax rate increase to be less than the prior year. Discussion: look at the 10-year average, Town needs financial discipline. Ten-year average is 3.6%. We are projected to be at 3.8% for this year. Don’t do anything that would affect our bond rating, how would it change our funding schedule for unfunded liabilities, (OPEB Health Insurance and Retirement).

The Town Manager said he would update this whole document and incorporate the amended new goals and incorporate feedback and present at next meeting.
IV. Adjourn
At 8:15 P.M Dan Koh moved to adjourn the Workshop Meeting of June 12, 2019. The motion was seconded by Chris Huntress and voted 5-0 to approve.

Respectfully submitted,

Dee DeLorenzo
Recording Secretary

If any member of the public wishing to attend this meeting seeks special accommodations in accordance with the Americans with Disabilities Act, please contact Toni Magras in the Town Manager’s Office at 978-623-8215 or by email at tonia.magras@andoverma.us

MEETINGS ARE TELEVISED ON
COMCAST CHANNEL 22 AND VERIZON CHANNEL 45