



Select Board Meeting

Wednesday, March 17, 2021 7:00 PM

Virtual Meeting Broadcast on Comcast Channel 22 Verizon Channel 45

I. Call to Order – 7:00 P.M.

II. Opening Ceremonies

A. Moment of Silence/Pledge of Allegiance

III. Regular Business

A. Select Board Policy Guidelines - 2nd Reading - (10 minutes)

Board to review and consider voting to amend Section 1.3 (Vacancies on the Board) of the Select Board Policy Guidelines.

B. Post Interview and Selection Process - (10 minutes)

Board to discuss and vote to approve a post interview and selection process.

C. Select Board Candidate Interviews – (70 minutes)

Select Board to interview candidates to fill the vacancy on the Select Board through March 22, 2022.

7:25 PM James Barenboim
7:35 PM Ted Teichert
7:45 PM Linn Anderson
7:55 PM Paula Colby-Clements
8:05 PM Richard Howe
8:15 PM Debra Rahmin Silberstein
8:25 PM Shishan Wang

Interviews with the following candidates will take place at a meeting of the Select Board on Thursday, March 18th beginning at 5:00 P.M.:

- Zachary Bergeron
- Paul Salafia
- Carlene Bell-Flanagan
- Jose Albuquerque
- Tracey Gauthier-Peters
- Bonnie Zahorik

IV. Adjourn

Pursuant to Governor Baker's March 12, 2020 Order Suspending Certain Provisions of the Open Meeting Law, and the Governor's March 15, 2020 Order imposing strict limitation on the number of people that may gather in one place, this meeting of the Select Board will be conducted via remote participation to the greatest extent possible. For this meeting, members of the public who wish to watch the meeting may do so in the following manner: Andover TV COMCAST CHANNEL 22 AND VERIZON CHANNEL 45.

RECEIVED
TOWN CLERK'S OFFICE
2021 MAR 15 PM 3:56
TOWN OF ANDOVER, MASS

Every effort will be made to ensure that the public can adequately access the proceedings in real time, via technological means. In the event that we are unable to do so, despite best efforts, we will post on the Town's website an audio or video recording, transcript, or other comprehensive record of the proceedings as soon as possible after the meeting.

I.3. POLICY GUIDELINES

POLICY DEFINITION

A course of action, guiding principle, or procedure designed to influence and determine decisions, actions, and other matters.

PURPOSE

In an attempt to enforce good administration through equitable enforcement and continuity of decisions, with the understanding that all matters brought before the Select Board are reviewed on a case by case basis, and with the understanding that the Board, at any time, may determine that a particular policy guideline is no longer applicable to the general good, the Policy Guidelines Handbook will serve as a learning tool for new members, as a reference source for the current Board when determining decisions, and as a sourcebook for the public interested in particular matters.

ADOPTION OF POLICY GUIDELINES

Votes taken at Board meetings fall into two categories: votes specific to one item and not applicable to other actions, and votes that may be applied to future actions. The latter may be adopted as a “policy guideline.”

Ever-mindful of policy implications, votes may be considered as a policy guideline at the request of Board members, staff or the public. Once a request has been made to the Chairman of the Select Board, the item will be placed on the agenda of a future Board meeting. At that time, a policy guideline will be adopted if a majority of the Board so votes.

The Policy Guidelines Handbook will be immediately updated whenever votes taken either establish a new guideline or revise an old guideline.

An annual review of the Policy Guidelines will be initiated by the Chairman.

Decisions on matters coming before the Select Board and policy guidelines established by the Board prior to the adoption of this manual will be considered for insertion in this manual upon review and consensus approval by the current Board.

No hypothetical situation alone will be considered in the adoption of Policy Guidelines.

AUTHORITY FOR THE SELECT BOARD

The Select Board is an elected Board and derives its authority and responsibilities from the statutes of the Commonwealth of Massachusetts, “An Act Establishing A Selectmen – Town Manager Plan For the Town of Andover” (The Charter), and the By-Laws of the Town of Andover.

General References:

- Chapter 41 – General Laws of the Commonwealth of Massachusetts
- Chapter 571 of the Acts of 1956, Selectmen-Town Manager for of Government, as amended.
- Handbook for Massachusetts Selectmen, 1988, Massachusetts Municipal Association (MMA).

ELECTION AND QUALIFICATION

In accordance with the Acts of 1922, Chapter 1, of the Commonwealth of Massachusetts and the Andover Town Charter, the Board shall consist of five duly-elected members, each of whom shall be elected by the registered voters of the Town of Andover to terms of three (3) years. On a staggered basis, two members’ terms shall expire in one year, two the following year, and one in the third year.

Before assuming official duties, each newly elected member shall be sworn to faithful performance of official duties and responsibilities by the Town Clerk and shall be given a copy of the Open Meeting Law.

VACANCIES ON THE BOARD

When a vacancy occurs in the office of Select Board member, the remaining Select Board members may, at any time prior to the next town election at which a candidate for the vacated office may legally be placed on the ballot, appoint a qualified person to serve as a Select Board member until such election, at which election voters shall elect a Select Board member to serve for the unexpired portion, if any, of the original term.

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Deleted: However, if such a vacancy or vacancies occur less than 100 days prior to the annual election and not less than three members of such Board remain in office, the vacancy or vacancies shall remain unfilled until such annual election.

BOARD AS POLICY-MAKERS

The Select Board shall be considered the makers of policy of the Town government, except as otherwise directed by the Statutes or by the Town Charter. The Town Manager shall be responsible for ensuring that the boards, officers, and representatives of the Town comply with the policy determinations of the Select Board.

James Barenboim

Town of Andover Select Board Application

This application is to express interest to fill a vacant seat on the Town of Andover Select Board. This interim appointment will last until a permanent successor is elected on March 22, 2022.

Please return a completed application and resume and/or CV electronically to Kathryn Forina (kforina@andoverma.gov) by Friday, March 12th at 4:30 PM. Interviews for interested candidates will be held on Wednesday, March 17th at 7:00 PM in a virtual public meeting.

1. Name	James Barenboim
2. Address	26 Muirfield Circle, Andover Ma 01810
3. Email Address	Jbarenboim@aol.com
4. Please provide a Statement of Interest as to why you are seeking appointment to the Select Board. <i>(Please limit response to one page.)</i>	To Provide a balance on the board that would represent the wishes of the town as a whole
5. Please list your prior Town Board /Committee experience.	9-years served on the Select Board
6. Given the major projects and initiatives that will come before the Select Board in the next year, please describe your relevant experience and how it will support these efforts. <i>(Please limit response to one page.)</i>	<ol style="list-style-type: none"> 1. To oversee the manager's efforts to seek lower Bond rates for our Pension System. 2. To oversee the need for upgrading or building of new schools. 3. To oversee the construction project on Lowell Street.
7. Do you understand that if appointed, you must resign from any Town Boards / Committees that you currently serve on?	Yes, I do not serve presently on any town boards.

Should you require more space, please attach additional pages to this application, clearly marking which question you are answering.

JAMES BARENBOIM

Andover, MA 01810 ♦ (978) 314-3669 ♦ jbarenboim@aol.com

PROFESSIONAL SUMMARY

Forward-thinking Senior Executive with proven record of accomplishment in the packaging industry during my 45-year career. Driven and ambitious change manager dedicated to continuous business improvement focused on enhancing revenue and streamlining business operations. Diligent in driving profit maximization through multifaced business approaches.

Accomplished creating and building a successful company, well-versed in assessing risk, developing solutions and implementing positive changes to achieve sustainability and growth in challenging market conditions. Adept at building and strengthening business and customer relationships.

ACCOMPLISHMENTS

Served on the Select Board for 9-years in the town of Andover

SKILLS

- Organizational turnaround
- Financial leadership
- Corporate leadership
- Business alliances
- Operating budgets
- Product development and expansion
- Business planning

WORK HISTORY

CEO, 10/2009 to Current

PACK4, LLC – LAWRENCE, MASS

- Coached and guided senior managers to improve effectiveness and policy enforcement, resulting in improved employee job satisfaction and higher performance levels.

SALES SUPERVISOR, 06/1976 to 10/2009

Pacific Packaging Products – Wilmington, MA

- Trained team members in successful strategies to meet operational and sales targets.

EDUCATION

Bachelor of Science: Business Administration, 05/1977

Southern New Hampshire University - Hooksett, NH

Ted Teichert

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1. Name	Ted Teichert
2. Address	44 Linwood St
3. Email Address	ANDOVER MA TTeichert@comcast.net
4. Please provide a Statement of Interest as to why you are seeking appointment to the Select Board. <i>(Please limit response to one page.)</i>	with my previous experience as selectman from 2000-2012, which includes 3 yrs as chairman, I am able to understand the workings of the board and its procedures. I am able to jump right in with no learning curve
5. Please list your prior Town Board /Committee experience.	12 yrs on selectboard - 3 yrs chairman - liaison to various committees 3 yrs school committee
6. Given the major projects and initiatives that will come before the Select Board in the next year, please describe your relevant experience and how it will support these efforts. <i>(Please limit response to one page.)</i>	During my time serving on select board I was involved in big projects + Budget Issues. Projects such as Wood Hill / Highplain school, safety center sewer projects, land acquisitions and negotiated contracts,
7. Do you understand that if appointed, you must resign from any Town Boards / Committees that you currently serve on?	currently not on any boards..

Should you require more space, please attach additional pages to this application, clearly marking which question you are answering.

TED E. TEICHERT

44 Linwood St.
Andover, MA 01810

Home: 978-475-8322 Mobile: 978-886-7323
Email: tteichert@comcast.net

PROFESSIONAL PROFILE

Dynamic and proven senior sales professional with over 30 years outside sales and management experience. Expertise in strategic planning, staff development, and overall sales leadership. Skilled in new business development, solution selling, and strategic account management. Consistent top performer exceeding revenue objectives in both a management capacity and sales role.

SUMMARY of SKILLS

Proficient in Microsoft Word, Excel, PowerPoint and Outlook. Strong analytical skills using AC Nielsen. Skilled in educating people that involves sales, marketing and promotional techniques. Managed national and regional brokers and its staff.

PROFESSIONAL EXPERIENCE

Regional Sales Manger

2013 - present

DeLallo, Jeannette, PA

Recruited to develop, grow, and expand DeLallo products throughout New England and NY

- Accountable for developing the strategies and tactics for this division.
- Promote and implemented sales plans, promotions, procedures, policies and principles
- Managed New England & Albany brokers to grow major chain accounts
- Established objectives and goals for customers in grocery, deli, meat, grocery and bakery
- Conducted yearly business reviews, pointing out strengths and weaknesses
- Accounts include super chains, mid-size chains, independents and various distributors including but not limited to Shaw's, Delhaize-Hannaford, Price Chopper, Market Basket, Bozzutos and AGNE.

Account Executive

2012 – 2013

Program Sales, Portland, ME

Responsibilities included implementing and executing sales presentations for vendors for Delhaize America and its banners such as Hannaford, Food Lion and Sweetbay. Departments included Deli, bakery, meat, grocery and HBC. Left position to accept job offer from DeLallo

Regional Sales Manager

2007 – 2011

Hickory Foods / Bubba Burgers, Jacksonville, FL

- Recruited to develop, grow, and expand Hickory Food's products in New England, Metro-New York and Mid-Atlantic states
- Grew the total business over 10-20% annually to over \$35 million in sales
- Accountable for developing strategies and tactics for this division
- Managed brokers and major chain accounts
- Accounts include super chains, mid-size chains, independents, clubs and various distributors including Shaw's, Stop& Shop/Giant, Market Basket, A&P, Shop Rite, BJ's, Delhaize - Hannaford, Sweetbay, Bozzuto's, C&S, Agar, CVS and Supervalu.

Account Manager/Regional Manager

2005 – 2007

Hatfield Quality Meats, Hatfield, PA

Recruited to develop, grow, and expand Hatfield's products throughout New England

- Accountable for developing the strategies and tactics for this division
- Managed New England brokers to grow major chain accounts
- Accounts include super chains, mid size chains, independents and various distributors including Shaw's, Delhaize-Hannaford, Sweetbay & Food Lion, Market Basket, Food Lion and AGNE.

Regional Sales Manager**1997 – 2005***Kayem Foods Inc., Chelsea, MA*

Recruited to develop strategies, processes, and procedures for the retail division

- Increased sales revenue and tonnage 50% through distributors
- Managed New England broker, grew major chain accounts, distributors, independents and c-stores.

EDUCATION

Salem State College, Salem, MA

Merrimack College, North Andover, MA

PUBLIC AND CIVIC INVOLVEMENT**Andover School Committee****2015-2018***Town of Andover, MA*

Elected position, which oversees the Superintendents budget. Set rules and policies for the school district. Set annual goals for the Superintendent. Negotiated contracts with unions

Andover Town Selectman**2000-2012***Town of Andover, MA*

Elected position, which oversees the Town Mangers 140 million-dollar budget. Set rules and policies for the town. Established yearly goals for Town Manager

Andover Business Center Association**2000 - present***Andover, MA*

Responsibilities included marketing and organizing events for the downtown merchants and residents

Andover Junior Football League**1980 - present***Andover, MA*

Have served as coach, vice president and president for towns youth football league for over 37 years.

Linn Anderson

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1. Name	Linn Anderson
2. Address	93 Abbot Street Andover, MA 01810
3. Email Address	lander2550@gmail.com
4. Please provide a Statement of Interest as to why you are seeking appointment to the Select Board. <i>(Please limit response to one page.)</i>	See attached "Item #4 Statement of Interest"
5. Please list your prior Town Board /Committee experience.	See attached "Item #5 Town Board/Committee experience"
6. Given the major projects and initiatives that will come before the Select Board in the next year, please describe your relevant experience and how it will support these efforts. <i>(Please limit response to one page.)</i>	See attached "Item #6 Relevant Experience"
7. Do you understand that if appointed, you must resign from any Town Boards / Committees that you currently serve on?	Yes, I understand. See attached "Item #7 Retirement From Current Positions"

Should you require more space, please attach additional pages to this application, clearly marking which question you are answering.

ITEM #4:

STATEMENT OF INTEREST FOR THE INTERIM SELECT BOARD POSITION

3/8/2021

Members of the Select Board,

Please accept this statement and the supporting documentation as my application for the interim appointment to the Select Board. I think my knowledge and experience could be helpful to the Board for the next 12 months.

I have been an Andover resident since 1981. I previously served on the Andover Planning Board for 16 years, and I am now serving on the Town of Andover Finance Committee. I've been a FinCom member for the past 9 years.

Complex projects with significant short-and long-term consequences for Andover will be decided in the immediate future. The selection of a developer for the Lewis Street former town yard property will shape the future of Andover's central business district. The upcoming warrant article on funding for the new West Elementary School will be an important vote at this year's Annual Town Meeting, as will the upcoming warrant article on pension obligation bonds to address Andover's staggering unfunded pension liability.

I am familiar with both the history and current status of all of these projects. I have been the Finance Committee liaison to Planning and Community Development for the past several years. I am also liaison to General Government (including the Select Board), the Permanent Town Building Advisory Board, the Revenue and Expenditure Task Force, and the Facilities Department. My prior FinCom liaison assignments were to IT, the School Department, and Elder Services. I have broad knowledge of Andover's municipal government, and good working relationships with board members, committees, and staff. My professional history in real estate development and years served on the Andover Planning Board would hold me in good stead evaluating the disposition of the Lewis Street property.


I have sufficient time to serve. I retired from L.A. Associates, Inc., my real estate development company, in 2004. L.A. Associates specialized in the development, permitting, and construction of 40B affordable housing in Middlesex County.

I am an unenrolled voter and am apolitical. I haven't run for an elected office since high school, and, if appointed, will not run for Select Board or any elected office in 2022.

No amount of prior experience could provide an effortless transition from my history as an appointed committee member to an interim Select Board position. The responsibilities are different, and, if appointed, I would have much to learn. Still, I think that my familiarity with the current issues facing Andover would enable me to contribute significantly during the challenging year ahead.

Please let me know if you would like more details about any of my qualifications. I appreciate your consideration for the interim Select Board position.

Respectfully,



Linn N. Anderson
93 Abbot Street
978 470 2550

LINN N. ANDERSON

**93 ABBOT STREET
ANDOVER, MA 01810
lander2550@gmail.com**

SUMMARY

Strong business, financial and real estate background. Residential landlord. Lengthy history of community involvement.

BUSINESS AND PROFESSIONAL EXPERIENCE

Present: Director of Morgan Joseph Triartisan Group, Inc., an investment banking company founded in 2001.

Director 2010 to present

Prior: L.A. Associates, Inc., a real estate permitting and development company in Middlesex County, Massachusetts, specializing in development and construction of single-family homes and 40B affordable housing in Middlesex County.

Director and President 1992 – 2004

Prior: Falcon Development Corporation, a real estate consulting company in Andover, Massachusetts.

Director and President 1996 – 2007

Other: MA Real Estate Broker License #110310	1979 to present
MA Construction Supervisor License #053078	1989 to present
MA Home Improvement Contractor Registration #106768	1991 to present
CT Real Estate Broker License	1999 to present
NY Real Estate Broker License	1999 to present

EDUCATIONAL BACKGROUND

University of Michigan, Ann Arbor, MI
Bachelor of Arts with Honors

COMMUNITY INVOLVEMENT

Current member Andover Finance Committee
Former member Andover Planning Board
Member of AVIS, Andover Historical Society, Friends of Memorial Hall Library

Paula Colby-Clements

APPLICATION FOR APPOINTMENT TO ANDOVER SELECT BOARD

- 1. Name:** PAULA COLBY-CLEMENTS
- 2. Address:** 119 CHESTNUT STREET, ANDOVER
- 3. Email Address:** PCOLBY@MSLAW.EDU

4. Please provide a Statement of Interest as to why you are seeking appointment to the Select Board.

Service to community has always been a driving force in my life. I moved to Andover in the spring of 2002. Within the year I had join the Andona Society so that I could get involved and support the schools. (At the time my daughter Emily was an infant and my daughter Jordan was just turning 2. My son was later born in 2005.). I eventually became President of that organization. I note that to illustrate my sincere desire and motivation to serve.

I am seeking appointment because I am in a unique position to be dialed into the challenges facing the community and the board and I can serve immediately with a very small learning curve. When I served on the school committee, Barbara L'Italien had vacated her seat and we had to appoint someone to serve until the next election cycle. So I am acutely aware of the challenges posed by having to appointment someone to a seat that is usually elected by the voters. You want someone who doesn't have a political motivation, who has a desire to serve, who is well informed on the issues facing the town and board, and has been (and continues to be) dialed into the needs and concerns of the community. I know I am that person. While I am not suggesting I am the only person that meets those qualifications, I am certainly someone who does.

If appointed I will be engaged, diligent, thoughtful and respectful.

5. Please list your prior Town Board /Committee experience.

ANDOVER SCHOOL COMMITTEE 2010 TO 2016

During that time I served as Chair and also served on numerous negotiation sub-committees charged with negotiating contracts with school unions.

WEST ELEMENTARY AND SHAWSHEEN BUILDING COMMITTEE 2018 TO PRESENT

I serve as Chair of this committee.

TOWN GOVERNANCE STUDY COMMITTEE 2019 TO PRESENT

6. Given the major projects and initiatives that will come before the Select Board in the next year, please describe your relevant experience and how it will support these efforts.

I currently serve as chair of the West Elementary Shawsheen PreSchool Building Committee. I also serve on the Town Governance Study Committee. In both of those roles, I have spent the past 2 years engaging with a wide cross section of the community. For Town Governance I have looked at resident surveys regarding our form of government, have been involved in many forums which engaged the community, and have reviewed numerous emails from a broad cross-section of the community.

As the chair of the building committee, I have also led many public forums which engaged the community, reached out to a cross-section of the community to involve them in focus groups about the project, and currently present to at least one to two community groups each week. In addition to the many school based groups (like town-wide PTO, school specific PTO's and the SEPAC) I have presented to and/or had discussions with: The Andover Green Advisory Board, The Andover Rotary Club, Andover's Council on Aging, and Andover Chamber of Commerce, to name a few. While these discussions are about the project, the questions and concerns raised at these meetings provide solid insight into the concerns of citizens and how major expenditures impact their daily life. I would also note that the Town Managers' Integrated Financing Plan comes up during many of these discussions and I am well versed on the topic. Having this proverbial "finger on the pulse" puts me in a unique position to serve effectively immediately.

In addition, I served as an elected official for Andover as a member of the Andover School Committee. As you all know, service is a humbling experience. I learned a lot about our schools and our community through that service. I have a public track record of being reasoned, transparent, attentive, thoughtful, and willing to make difficult decisions when needed.

As a working professional I am a lawyer and a law professor. Every aspect of my professional or volunteer life requires the ability to listen attentively to people, empathize with their positions, and synthesize vast amounts of information to make informed decisions. All of these skills qualify me to be a solid contributor on the Select Board.

7. Do you understand that if appointed, you must resign from any Town Boards / Committees that you currently serve on?

YES

Paula Colby-Clements

Professor Of Law

Perceptive educator with solid record of accomplishment in attaining and surpassing targets during 23 year career. Stay on top of trends in education to maintain modern, efficient systems meeting needs of diverse students. Cultivate long-lasting relationships with students and staff to strengthen program success. Motivational leader with top-notch communication, organizational and strategic planning abilities.

Work History

- 2019-03 - Current** **Chair, School Building Committee**
Town Of Andover, Andover, MA
- Conferred with educators to identify current building concerns and
 - .
- 1998-08 - Current** **Professor of Law**
Massachusetts School Of Law, Andover, MA
- Director of Legal Writing Program
Director of Academic Support
Teach: Human Resource Law, Legal Ethics, Writing and Legal Research, and Professional Development for Lawyers
Chair, Disciplinary Committee
- 1997-12 - Current** **Lawyer**
Law Office Of Paula M. Colby-Clements, Andover, MA
- Analyze and apply legal principles and perform legal research to support litigation strategy.
 - Prepare and review contracts and other legal documents following applicable regulations.
 - Develop legal policies and procedures for businesses while advising on issues such as establishing a medical spa.
 - Represent and advised clients on legal areas such as severance agreements, Breach of Contract, Labor Issues, Real Estate Transactions, and Consumer

Contact

Address

Andover, MA, 01810

Phone

(978) 828-2639

E-mail

pcolby@mslaw.edu

Skills

Excellent work ethic

Flexible & Adaptable

Interpersonal Communication

Supervision

Verbal and written communication

Troubleshooting

Planning and Coordination

Good listening skills

Critical thinking

Relationship-Building

Teambuilding

Protection.

- Negotiate with opposing groups or individuals to reach resolutions, avoid litigation and accomplish goals of clients.

2010-03 -
2016-03

Elected Member Andover School Committee

Town Of Andover, Andover, MA

- Used public gatherings, community events and direct relations to keep constituents happy and informed.
- Resolved conflicts and negotiated mutually beneficial agreements between parties.
- Demonstrated respect, friendliness and willingness to help wherever needed.
- Chaired the negotiation sub-committee and negotiated union contracts on behalf of the district including contracts with the teacher's union.
- Revised and Edited District Wide School Policies that fell under the authority of the school committee.
- Worked closely with [local political action committees](#) to maintain optimum levels of communication to effectively and efficiently complete large building projects.

Education

1993-08 -
1997-06

J.D.: Law, Cum Laude

Massachusetts School Of Law - Andover, MA

1986-08 -
1990-05

Bachelor of Science: Marketing

University Of Lowell - Lowell, MA

Certifications

USA Swimming Certified Deck Referee

Richard Howe

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1. Name	Richard T. Howe
2. Address	3 Robandy Road Andover, MA 01810
3. Email Address	howe8788@gmail.com
4. Please provide a Statement of Interest as to why you are seeking appointment to the Select Board. <i>(Please limit response to one page.)</i>	As a 19-year resident of Andover, I have now lived here longer than anywhere else, and we intend to stay here for many years to come. I have served in a wide variety of roles in Massachusetts local government over more than 25 years, and I seek to apply that experience by helping to address the financial, growth, and structural challenges the town faces during the next year. If appointed, I will not run for election in 2022.
5. Please list your prior Town Board /Committee experience.	Served on the Town Finance Committee from 2004-2010.
6. Given the major projects and initiatives that will come before the Select Board in the next year, please describe your relevant experience and how it will support these efforts. <i>(Please limit response to one page.)</i>	See attachment.
7. Do you understand that if appointed, you must resign from any Town Boards / Committees that you currently serve on?	Yes, I understand. I am not currently serving on any Town Boards or Committees.

Should you require more space, please attach additional pages to this application, clearly marking which question you are answering.

Richard T. Howe - Select Board Application

6. Given the major projects and initiatives that will come before the Select Board in the next year, please describe your relevant experience and how it will support these efforts.

Supporting the Integrated Financing Plan

The Board faces a major challenge: securing support for the Integrated Financing Plan at Town Meeting and at the polls for the override vote. I believe the plan represents an essential step forward for Andover, one that will impact the quality of town services (especially our schools) for many years to come. I am prepared to do whatever I can to strongly advocate for the plan. I am familiar with the importance of fully funding our retirement system and, in fact, as a member of the Finance Committee in late 2007, I researched and prepared a report for the committee which recommended "...funding Andover's unfunded pension liability through the issuance of pension obligation bonds."

Contributing to Budget Reviews

Although I have not been involved in Andover budget reviews since serving on the Finance Committee (2004-2010), my previous experience as an elected or appointed official in Melrose, Easton, and Lexington will help me to make a contribution in this area both this year and next.

Historic Mill District, River and Open Space Access

I have actively followed planning efforts for the HMD since this effort began when improvements to the old town yard were voted down at town meeting some years ago. As a member of AVIS and the two watershed associations, I support improved river preservation and access.

Citizen Engagement

Citizen engagement has been diminished by the pandemic and by lack of timely news coverage. Our town can increase public awareness with increased public information efforts and selective use of technology.

RICHARD T. HOWE

PROFESSIONAL EXPERIENCE

Phillips Academy, Andover 2001-2016
Office of Academy Resources -- Associate Director, Alumni Affairs

The Trustees of Reservations 1990-2000
Director of Property Management

Executive Office of Communities and Development 1987-1990
Commonwealth of Massachusetts, Deputy Secretary

Kennedy School of Government, Harvard University 1983-1987
Deputy Director, Executive Programs

Town of Easton, Massachusetts 1979-1983
Town Administrator

Massachusetts Municipal Association 1976-1979
Assistant Director

RELATED EXPERIENCE

City of Melrose; Towns of Lexington and Andover, MA
Elected Alderman at Large, Melrose (1973-1979); Elected Town Meeting Member, Lexington (1994-97); Appointed Town Finance Committee Member, Andover (2004-2010)

EDUCATION

Graduate of Phillips Academy, Andover
Bachelor of Arts -- Government, Harvard University
Masters in Business Administration, Harvard University

Debra Rahmin Silberstein

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1. Name	Debra Rahmin Silberstein
2. Address	28 Burton Farm Drive Andover, MA 01810
3. Email Address	debra@debrasilberstein.com
4. Please provide a Statement of Interest as to why you are seeking appointment to the Select Board. <i>(Please limit response to one page.)</i>	See Attached
5. Please list your prior Town Board /Committee experience.	See Attached
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7. Do you understand that if appointed, you must resign from any Town Boards / Committees that you currently serve on?	Yes

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Town of Andover Select Board Application – Debra Rahmin Silberstein, Esq., Ph.D.

4. Please provide a Statement of Interest as to why you are seeking appointment to the Select Board.

I was involved in Town government as both a member of the Finance Committee and the School Committee and really enjoyed the honor and experience. Once my term on the School Committee ended in 2009/2010, I served for the next 10 years as a Trustee (and then Chair) of the Board of Trustees for Lawrence General Hospital. My term at Lawrence General Hospital ended on or around January 2020, and since then, like others, and in part due to the pandemic, I have spent more time in Andover (less travel, more outdoor walking, and at my office (on Park Street)). Reflecting on the many challenges we have all faced locally and nationally, I am now more than ever interested in contributing my time and talents within our town government to make Andover the best it can be for its residents.

My husband and I have lived in Andover since 1984. Our three adult children were educated in the Andover Public Schools and my work (practice of law) has been based primarily in downtown Andover since the mid-1990s. Like most families, I was deeply involved in our community prior to my involvement in Town government. By way of example, I served on the Council on Aging for many years, and brought forward to Town Meeting the Senior Tax Voucher Program (still in effect) and multiple attempts for a new Senior Center. I served in varying School volunteer leadership positions, including but not limited to PTO president and School Council positions (at elementary, middle, high school and Townwide levels), helping to establish and later serve on the ACE Advisory Board, and varying search committees. Expanding my time and energy outside of Andover to the Merrimack Valley, I served as a Vice Chair of the Merrimack Valley Community Foundation and also as a Trustee of the Essex County Community Foundation. I am grateful for the many ways in which living and working in Andover has enriched our lives over the past 30 years.

I am excited about the changes in downtown Andover (i.e., the support to local businesses (by both the community and local government), the addition of outdoor dining, the Historic Mill District plans and the recent state investment and infusion of funds, new Town management, and the new Robb Center). The growth potential related to these initiatives positions us well for the future, both culturally and financially. I have followed the ongoing work of the local boards and the exciting projects in progress. I believe this is an incredible time of opportunity for Andover and the recent surge of new and first-time home buyers make it even more exciting. I have been motivated to serve the Town again in part due to the increased levels of collaboration in Town government both among and within the boards, and due to these exciting opportunities (i.e., development of the former Town yard site, West Elementary project, Pension Reform initiatives, and contract negotiations) and hopefully more to come.

The Town's renewed focus on diversity, equity and inclusion is particularly exciting for me as well. My work at Brandeis (the Heller School), the Anti-Defamation League, and combating stigma as a member of the Board of Visitors at McLean has given me multi-levels of insight into the complexities of these issues. I believe I could provide valuable support, energy and additional resources to this important and timely work. The recent experience with the pandemic and my service as Trustee and Board Chair at Lawrence General Hospital (and the American Hospital Association – Governance and McLean Hospital in Belmont, Massachusetts) would motivate me to support our Town in enhancing digital access and ensuring optimal services and easy access for quality health care locally. I think I can make a difference in the one year appointment. I will hit the ground running and bring the time and energy to the tasks before the Board for the coming year.

5. Town Board Experience

Andover Council On Aging (1990s)

Andover Finance Committee (2000-2004)

Andover School Committee (2004-2010)

~ Chair – (2005, 2008, and 2009)

6. Given the major projects and initiatives that will come before the Select Board in the next year, please describe your relevant experience and how it will support these efforts.

While I have been involved in many committees, both Town and school over the years, my direct experience in local government has been the Finance Committee (2000-2004) and the School Committee (2004-2010) where I also served as Chair for 3 of the 6 years. I bring the following direct experience:

- ~ Budget knowledge and expertise as a former Finance Committee and School Committee member, including direct experiences in negotiations (with Town unions), developing budgets, collaboration, and advocating at the state and federal levels as needed;
- ~ Direct knowledge and experience with capital projects as a part of the budget and funding process and the special education budget including circuit breaker and management of Out of District costs;
- ~ Experience in negotiations with unions, counsel, and additional direct work with health insurance negotiations and changes;
- ~ Experience with School building projects. Specifically, the Bancroft School project and Shawsheen School, including all aspects of the process, i.e., Town Meeting, MSBA discussions, and significant communications with the community and Town Boards with regard to these initiatives. Skilled in preparing for and presenting at Town Meeting, and engaging the community for Town Meeting involvement and attendance;
- ~ Collaborating with and maintaining excellent relationships with other Town Boards and Town officials, and department heads. Having served on an elected Town Board, I understand and distinguish the roles and limitations of a board member, the role and responsibilities of Town administration, the importance of board member collaboration and mutual respect, and importance of supporting Town administration;
- ~ Working with Town Boards on major building projects and initiatives, i.e., a successful joint initiative which the community overwhelmingly supported was the Woodhill/Public Safety Center project. In many respects this same collaboration will be needed for approval of the Pension Reform and West El/Shawsheen initiatives at the June 2021 Town Meeting;
- ~ My experience on the Anti-Defamation New England Regional Board, my work at the Heller School (Brandeis University) and my engagement in the work at McLean Hospital on the Board of Visitors can and will add value to our renewed focus as a community on diversity and inclusion;
- ~ Over the last 10 years I have been focused on health policy initiatives, locally at Lawrence General Hospital (as a Trustee and Board Chair), McLean Hospital (member, Board of Visitors), and the American Hospital Association Board (member, Governance Board). These experiences, coming prior to the pandemic, have a renewed focus on health, quality of life, and access to quality health, including mental health care for all Andover residents;
- ~ By virtue of serving on a policy-making board, and elected to a political board (twice), and serving in leadership roles (on varying Boards) I have the experience(s) of leading during times of crisis (or conflict). As a result, I feel I would be prepared in such an event and would be ready to communicate with and support the community in difficult times; and
- ~ I have been involved in numerous search processes, most significantly the hiring of a new School Superintendent.

DEBRA RAHMIN SILBERSTEIN, ESQ., PH.D.

28 Burton Farm Drive

Andover, Massachusetts 01810

Email: debra@debrasilberstein.com

Phone: 978-204-0448

EDUCATION: BRANDEIS UNIVERSITY, THE HELLER SCHOOL
 Ph.D., Social Policy, 2009
 HOFSTRA UNIVERSITY SCHOOL OF LAW
 Juris Doctor, 1984. *Labor Law Review*. Class Rank: top 25%
 BOSTON UNIVERSITY SCHOOL OF LAW
 Visiting Student. Clinical: Legislative Drafting Program, 1983-1984
 SYRACUSE UNIVERSITY
 Bachelors of Arts, Economics, Psychology, 1981
 magna cum laude, Phi Beta Kappa, Justice of the University Judicial Board

LEGAL
EXPERIENCE: BURNS & LEVINSON, LLP
 Partner, Private Client Group (2016-Present)
 Offices in Andover, Boston, Wellesley, Hingham, and Providence, Rhode Island
 Specializing in trusts, estates, philanthropic planning, business succession
 planning, and elder law.

LAW OFFICE OF DEBRA RAHMIN SILBERSTEIN
Attorney and Counsellor at Law (1994-2015)
Full service estate planning and probate law firm; estate planning for businesses
and individuals, wills, trusts, administration of estates and elder law.

RONAN, SEGAL & HARRINGTON, Salem, Massachusetts
Attorney/Senior Associate (1984-1993)
Responsible for all estate planning and probate matters. Strong secondary
concentration in family law.

PROFESSIONAL
ADMISSIONS: State Court Admissions: Massachusetts State Bar
 Federal Court Admissions: United States District Court (Massachusetts)

PROFESSIONAL
ASSOCIATIONS: Massachusetts Bar Association
 National Academy of Elder Law Attorneys-Massachusetts Chapter
 Lawrence Bar Association

COMMUNITY
ACTIVITIES:

Lawrence General Hospital, Chair, Board of Trustees (Term Ended January 2020)
Anti-Defamation League, Member – New England Regional Board
McLean Hospital Board of Visitors
American Hospital Association Governance Committee
Andover's Coalition for Education Advisory Board (Past Member)
Heller School at Brandeis University Alumni Board
Andover School Committee (2004-2010) Chair 2005, 2008-2010
Advisory Council for BiPolar Research, Massachusetts General Hospital
Governor's Readiness Project – Long Term Funding
Essex County Community Foundation, Trustee (2005-2008)
Andover Finance Committee (2000-2004)
Merrimack Valley Community Foundation (past Vice President)
Andover Council on Aging (past member)
Townwide PTO Council (past Moderator)

PUBLICATIONS:

"Defining, Owning, and Accessing Digital Assets", Massachusetts Lawyers Journal, February 2015
"Decanting After Morse v Kraft", Massachusetts Lawyers Journal, March 2014
Contributing author, "Brief on the National Academy of Elder Law Attorneys Massachusetts, Chapter and AARP as Amici Curae in Support of the Appellant", Johnson v Kindred Healthcare, Inc., 466 Mass. 779, 2014
Dissertation Study: Authenticity: How Jewish American Families Sustain Philanthropic Values and Behaviors Across Generations, August, 2009
Brandeis University Graduate Student Journal, 2005, "Conceptions of Fair Tax Policy"
Probate and Property, Vol 17, No.3, May/June 2003, "The History of the Death Tax"
NAELA News, Vol 15, issue 2, March, 2003, "Reform Don't Repeal the Estate Tax"

AWARDS:

NAELA Powley Elder Law Award (2018)
Massachusetts Association of School Communities – All State Award (2008)
Anti-Defamation League – New England Region, North Shore Community Service Award (2007)
Citizens Who Care Award – Rotary Club, Andover, Massachusetts (June 2007)

CONSULTANT:

Sillerman Center for Advancement of Philanthropy, Heller School, Brandeis University (2009-2011)

Shishan Wang

Town of Andover Select Board Application

This application is to express interest to fill a vacant seat on the Town of Andover Select Board. This interim appointment will last until a permanent successor is elected on March 22, 2022.

Please return a completed application and resume and/or CV electronically to Kathryn Forina (kforina@andoverma.gov) by Friday, March 12th at 4:30 PM. Interviews for interested candidates will be held on Wednesday, March 17th at 7:00 PM in a virtual public meeting.

1. Name	Shishan Wang
2. Address	10 Brady Loop, Andover MA 01810
3. Email Address	shishan.wang@gmail.com
4. Please provide a Statement of Interest as to why you are seeking appointment to the Select Board. <i>(Please limit response to one page.)</i>	I am a senior research scientist in Biotech. I have been living in Andover for 13 years. It is a beautiful town and a wonderful community. I want to be a part of its governance and its future. I think it is important for scientist to have a seat at the table, especially since I know that Andover residents have concerns on schools and taxations et al. I hope to bring a fresh perspective to the Select Board.
5. Please list your prior Town Board /Committee experience.	Andover High School Improvement Council
6. Given the major projects and initiatives that will come before the Select Board in the next year, please describe your relevant experience and how it will support these efforts. <i>(Please limit response to one page.)</i>	My primary areas of focus are improving school facility, bringing modern, green economy to Andover, and working toward sustainability in our community. I support high quality education in Andover Public Schools. Support to build a new West Elementary School and Shawsheen preschool. Improve business development to reduce taxation burden. I support the application of sustainability in renewable energy, recycle, and waste compost.
7. Do you understand that if appointed, you must resign from any Town Boards / Committees that you currently serve on?	Yes.

Should you require more space, please attach additional pages to this application, clearly marking which question you are answering.

SHISHAN WANG

10 Brady Loop. Andover MA 01810

Tel: 978-886-9375. Email: shishan.wang@gmail.com

Education

- 2003-2006 Ph.D. in Food Science
University of Massachusetts, Amherst, USA.
- 1997-2000 M.S. in Microbiology
Huazhong Agriculture University, Wuhan, China.
- 1990-1994 B.S. in Microbiology
Henan Agriculture University, Zhengzhou, China.

Professional Experience

MAY 2007- PRESENT Senior research scientist and Microbiologist

Research and Development, Charm Sciences Inc, Lawrence MA USA

- Rapid detection of microorganisms in food system using Peel Plate chromogenic media.
- Rapid detection of antibiotic residue in dairy products using lateral flow technology and immunological analysis.
- Development of biodegradable extraction solution technology for detection of aflatoxin in grain via lateral flow immunoassay.
- Reformulation of ATP bioluminescence system for rapid prediction of bacteria, yeasts and moulds in milk, juice, and personal care products.
- Highly efficient concentration of low number of *E. coli* and coliphage in water using low temperature vacuum evaporation.
- Rapid detection of somatic coliphage and male-specific coliphage in water using colorimetric and fluoregenic technology.

SEP 2006 – APR 2007 Postdoctoral research associates

Dept of Food Science, University of Massachusetts, Amherst MA, USA

- Interference of real-time PCR by a novel shellfish Dnase in quantification of *Vibrio vulnificus* in shellfish.
- Inhibition of real-time PCR quantification of *Vibrio parahaemolyticus* by novel DNase from shellfish.

2003-AUG 2006 Graduate Research Assistant

Dept. of Food Science, University of Massachusetts, Amherst, MA USA

- Quantification of the cytolysin-hemolysin gene *vvh* in *Vibrio vulnificus* in seafood by conventional PCR and real time PCR.
- Involving PCR, Real-time PCR, Quantification and Fluorescence Microscopy.

2000-2002 Microbiologist

Center of Disease Control and Prevention (CDC) of Henan Province, Zhengzhou city, China

- Detection of foodborne pathogens and human pathogens in food, cosmetics and clinical specimens.
- Study Haemolytic-uraemic syndrome (HUS) caused by *E. coli* O157:H7 via animal model.

1997-2000 Graduate Research Assistant

Dept. of Microbiology, Huazhong Agriculture University, China

- Fermentation technology for production of the antibiotic Jinggangmycin (Validamycin) by *Streptomyces hygroscopicus*.
- Purification of the antibiotic via Ion exchange technology and analysis via High performance liquid chromatography (HPLC).

1994-1997 Engineer

Research and Product Development, Aoke Beer Industry Corporation, Zhengzhou city, China

- Yeast *Saccharomyces cerevisiae* fermentation and Beer production.

01-06/1994 Undergraduate Independent Study

Dept. of Microbiology, Henan Agriculture University, China

- Screen of chitinase production cultures and optimization of the enzyme production conditions.

Referred journal articles

1. **Shishan Wang**, Stanly Charm, Robert S Salter. 2009. Highly efficient concentration of low number of *E. coli* and coliphage in water using low temperature vacuum evaporation. In preparation.
2. **Shishan Wang**, Robert E. Levin. 2009. The DNase activity of shellfish extracts and its inhibition of real-time PCR quantification of *Vibrio parahaemolyticus*. In preparation.
3. **Shishan Wang**, Robert E. Levin. 2009. Interference of Interference of real-time PCR quantification of *Vibrio vulnificus* by a novel DNase from the Eastern oyster (*Crassostrea virginica*). Accepted.
4. **Shishan Wang**, Robert E. Levin. 2007. Thermal factors influencing detection of *Vibrio vulnificus* using real-time PCR. *J Microbiol Methods*. 69(2):358-63.
5. **Shishan Wang** and Robert E. Levin. 2006. Rapid quantification of *Vibrio vulnificus* in clams (*Protochaca staminea*) using real-time PCR. *Food Microbiol*. 23(8):757-61.
6. Jianyang Wang, **Shishan Wang** and Pinzhang Yin. 2006. Haemolytic-uraemic syndrome caused by a non-O157:H7 *Escherichia coli* strain in experimentally inoculated dogs. *Journal of Medical Microbiology*, 55(1): 23-29.
7. **Shishan Wang** and Robert E. Levin. 2006. Discrimination of viable *Vibrio vulnificus* cells from dead cells in Real Time PCR. *J Microbiological Methods*,

64(1): 1-8.

8. **Shishan Wang** and Robert E. Levin. 2005. Quantitative Detection of *Vibrio vulnificus* in Shellfish by Competitive Polymerase Chain Reaction. Food Biotechnology, 19 (3): 193-204.
9. **Shishan Wang** and Robert E. Levin. 2005. Quantification of *Vibrio vulnificus* by Polymerase Chain Reaction. Food Biotechnology, 19 (1): 27-35.
10. **Shishan Wang** and Robert E. Levin. 2004. Quantitative Detection of *Vibrio parahemolyticus* by Polymerase Chain Reaction. Food Biotechnology 18(3): 279-287.
11. **Shishan Wang**, Shouwen Chen and Ziniu Yu. 2001. Selection of Nitrogen Sources and Proportion of Carbon and Nitrogen of Jingtangmycin of *Streptomyces hygroscopicus*. Journal of Huazhong Agriculture University (in Chinese) 20(6): 551-556.
12. Liyou Qiu, **Shishan Wang**, Gongde Yu and Yunhan Wu. 2000. Screening of Chitinase Producing Strains and Conditions for Enzyme Production. Journal of Microbiology (in Chinese) 27(4): 270-272.

Conference presentations

1. Robert S. Salter, Gregory Durbin, **Shishan Wang**, Rami Abraham and Stanley Charm. 2009. Same-Day and Continuous Detection of Coliphage in Water. 109th ASM annual meeting. 2009: May 17 - 21, Philadelphia, Pennsylvania
2. **Shishan Wang**, Robert E. Levin. 2008. Interference of Interference of real-time PCR quantification of *Vibrio vulnificus* by a novel DNase from the Eastern oyster (*Crassostrea virginica*). 8th Joint Meeting Seafood Science and Technology Society of the Americas Atlantic Fisheries Technology Conference and 1st North Carolina Marine Biotechnology Symposium. Wrightsville Beach, North Carolina October 19-22, 2008
3. **Shishan Wang**, Robert E. Levin. 2005. Quantitative detection of *Vibrio vulnificus* in shellfish using competitive polymerase chain reaction. Institute of Food Technology annual meeting. June 16-20, 2005, New Orleans, Louisiana.