



Select Board Meeting

Monday, May 3, 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. Communications/Announcements/Liaison Reports

IV. Citizens Petitions and Presentations

To provide public comment during Citizens Petitions and Presentations visit:

www.andoverma.gov/JoinSelectBoardMeeting

V. Public Hearings

- A. Monarch Lane Street Acceptance – (5 minutes)

Board to hold a public hearing to consider the layout and acceptance of Monarch Lane as a Public Way.

VI. Regular Business

- A. Acceptance of Open Space Deed – Monarch Lane Open Space Lot – (5 minutes)

Board to consider voting to accept of the deed from Twin Birch Development, LLC, for the open space lot in the Monarch Woods Subdivision, to be under the care, custody, control and management of the Conservation Commission.

- B. 375th Anniversary Gift Acceptance and Expenditure – (5 minutes)

Board to consider voting to accept gifts and approve expenditures pertaining to the town's 375th Anniversary Celebration.

- C. Robb Center Room Naming – (10 minutes)

Board to consider voting to approve sponsored room names and a process for approving engraved bricks at the Robb Center.

- D. Diversity Audit – (20 minutes)

Board to hear findings and recommendations from Diversity Audit.

- E. Town Governance Study Committee – (20 minutes)

Board to receive update from Town Governance Study Committee regarding the committee's recommendations relative to Andover's form of government.

- F. Reopening and Closing Town Meeting Warrant – (5 minutes)

Board to consider to voting to re-open and close the Annual Town Meeting Warrant.

- G. Annual Town Meeting Warrant – (5 minutes)

Board to consider voting to sign the 2021 Annual Town Meeting Warrant.

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2021 APR 29 PM 2:43
TOWN OF ANDOVER, MASS

H. Annual Town Meeting Articles - (60 minutes)

Board to consider voting to take a position on the following articles:

Town Articles	
P4	Fiscal Year 2022 Budget
P32	Street Acceptance – Monarch Lane
P34	Land Acquisition

Private Articles	
P35	Merrimack River Solid Waste Collection & Removal Project From Free Cash
P36	Form of Government Ballot Question
P37	Town Election Date
P38	Terms for Boards, Committees & Commissions
P39	Noise and Vibration Standards Bylaw

VII. **Consent Agenda**

A. Appointments by the Town Manager

Board to vote that the following appointments by the Town Manager be approved.

Department	Name	Position	Rate/Term	Date of Hire
Fire Rescue	Michael Oteri <i>(William Loehr)</i>	Lieutenant	\$100,227.61/year	5/2/2021
Public Works	Randy Farnan <i>(Matthew Byrne)</i>	Equipment Operator I	\$56,001.20/year	5/4/2021
Police Department	Alexander King <i>(David Carriere)</i>	Patrolman	\$54,148.49/year	5/10/2021
Police Department	Benjamin Hardy <i>(William Bruner)</i>	Public Safety Communicator	\$53,576.41/year	5/16/2021
CD&P – Planning	Rebecca Anoli	Part-Time Administrative Secretary	\$24.00/hour	5/4/2021

VIII. **Approval of Minutes**

A. Board to approve minutes from the following meetings:

1. March 24, 2021
2. April 5, 2021

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.

Members of the public who wish to provide public comment on an item that is *not* on the agenda may do so by visiting www.andoverma.gov/JoinSelectBoardMeeting. They will be admitted during Citizens Petitions and Presentations.

To ask a question on particular agenda items during the regular meeting can do so by calling 311 from their landline or cell phone within the geographical boundaries of Andover or by calling 978-623-8311 from anywhere or by emailing manager@andoverma.gov. Residents are encouraged to email their questions ahead of the meeting, however, staff will be available to present the Board with questions received during the meeting. Please include your name and address with your question.

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.

PUBLIC HEARING
TOWN OF ANDOVER
SELECT BOARD
STREET LAYOUT MEETING

Notice is hereby given that pursuant to M.G.L. Chapter 82, Section 22, a public hearing will be convened by the Town of Andover Select Board on Monday, May 3, 2021 at 7:00 P.M. by remote participation to consider laying out Monarch Lane as a public way for consideration at the 2021 Annual Town Meeting. The meeting may be viewed on Andover TV Comcast Channel 22 and Verizon Channel 45. Those wishing to provide comment at the public hearing may do so by calling 311 from their landline or cell phone within the geographical boundaries of Andover or by calling 978-623-8311 from anywhere or by emailing manager@andoverma.gov.

Annie Gilbert, Chair
Andover Select Board

Date of Issue: April 15, 2021

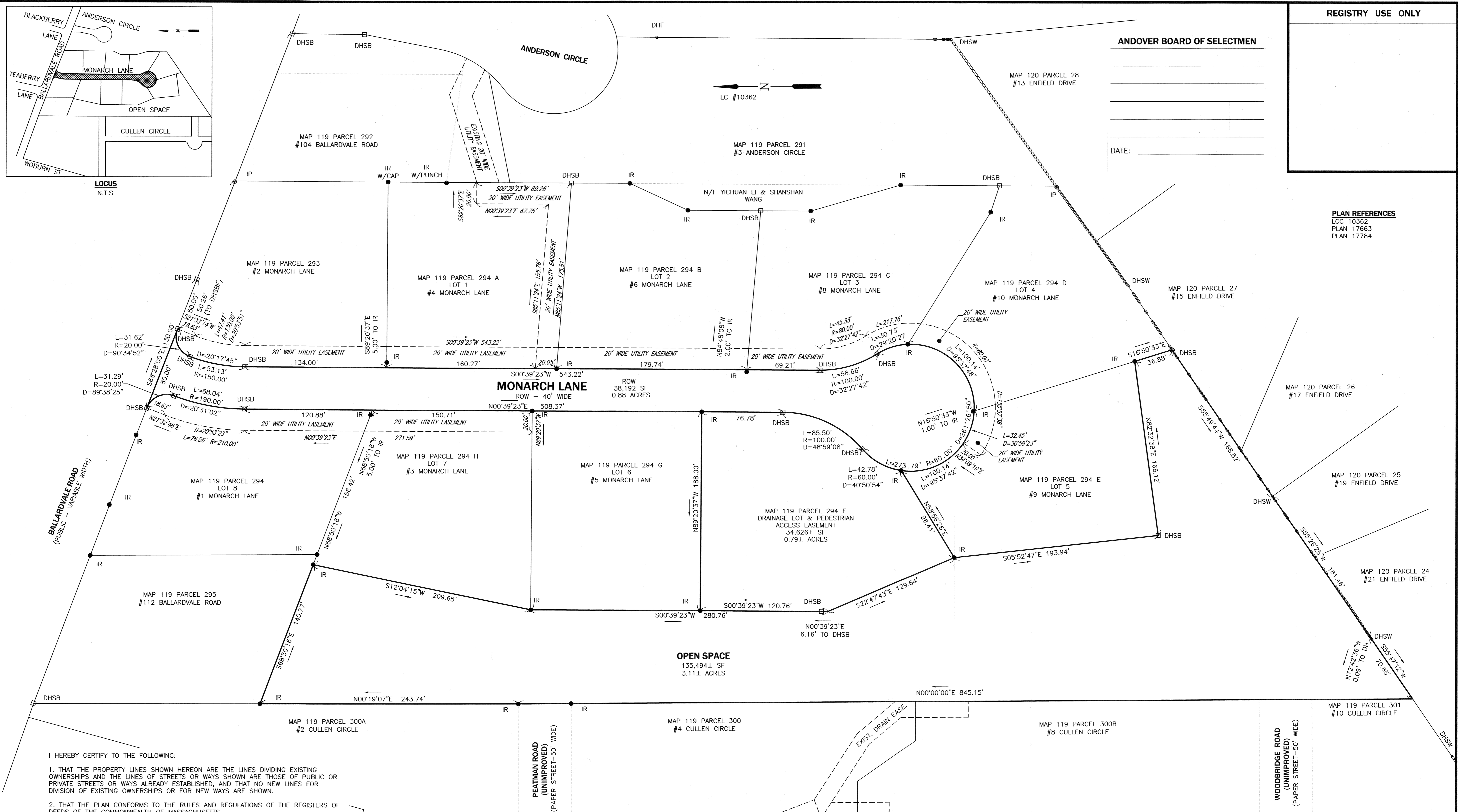
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2021 APR -6 AM 10: 01
TOWN OF ANDOVER, MASS

ANDOVER BOARD OF SELECTMEN

DATE: _____

PLAN REFERENCES

LCC 10362
PLAN 17663
PLAN 17784



I HEREBY CERTIFY TO THE FOLLOWING:

1. THAT THE PROPERTY LINES SHOWN HEREON ARE THE LINES DIVIDING EXISTING OWNERSHIPS AND THE LINES OF STREETS OR WAYS SHOWN ARE THOSE OF PUBLIC OR PRIVATE STREETS OR WAYS ALREADY ESTABLISHED, AND THAT NO NEW LINES FOR DIVISION OF EXISTING OWNERSHIPS OR FOR NEW WAYS ARE SHOWN.
2. THAT THE PLAN CONFORMS TO THE RULES AND REGULATIONS OF THE REGISTERS OF DEEDS OF THE COMMONWEALTH OF MASSACHUSETTS.

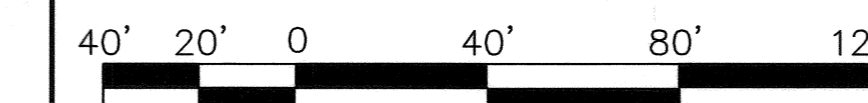


2/26/2021

LEGEND

- ROW/PARCEL PERIMETER ————
- ABUTTER PARCELS ————
- EASEMENT LINE - - - - -
- INTERIOR LOT LINE ————
- STONE WALL ————
- DRILL HOLE/NAIL ○
- BOUND □
- IRON PIPE ●
- IRON ROD ●

REV.	DESCRIPTION	DATE



STREET ACCEPTANCE PLAN

MONARCH LANE
ANDOVER, MASS.
 APPLICANT:
TWIN BIRCH DEVELOPMENT, LLC
 P.O. BOX 483
 NORTH ANDOVER, MA 01845

SCALE: 1"=40' DATE: FEBRUARY 26, 2021

Marchionda & Associates, LP


Engineering and Planning Consultants
 62 Montvale Avenue
 Suite 1
 Stoneham, MA 02180
 TEL: (781) 438-6121
 FAX: (781) 438-9654

Email: engineering@marchionda.com
Website: www.marchionda.com



TO: SELECT BOARD
ANDREW FLANAGAN, TOWN MANAGER

CC: THOMAS URBELIS, ESQUIRE
AUSTIN SIMKO, TOWN CLERK/CHIEF STRATEGY OFFICER
MICHAEL MORSE, TOWN TREASURER

FROM: PAUL MATERAZZO, DIRECTOR OF LAND USE & PLANNING 

SUBJ: TOWN MEETING 2021 – PLANNING BOARD RECOMMENDATIONS

DATE: APRIL 28, 2021

On April 27, 2021, the Planning Board held a public meeting to review several Town Meeting Articles. Following detailed discussion, the Planning Board made the following recommendations:

- P33 – Amendment of Open Space Land Acquisition Bonding Appropriations Voted 4-0 to recommend Town Meeting Approval.
- P38 – Terms for Boards, Committees & Commissions – Voted 5-0 to recommend Disapproval at Town Meeting. The Planning Board would welcome to have the Town Governance Study Committee investigate other communities as to best practices for engaging and populating boards and commissions and provide a recommendation for a Town wide policy.
- P39 – Noise and Vibration Standards Bylaw - Voted 4-0 to recommend Disapproval at Town Meeting.
- P32 – Street Acceptance – Monarch Lane – The Planning Board voted 5-0 to recommend Withdrawal of P32 at Town Meeting.

Motion for Layout of Monarch Lane

I move that the Board vote to not layout Monarch Lane as a public way and also vote to recommend withdrawal of Article P32 at Town Meeting.

(Space Above this Line Reserved for Registry of Deeds)

QUITCLAIM DEED

Twin Birch Development, LLC, a Massachusetts limited liability company, having a mailing address of P.O. Box 483, North Andover, Massachusetts 01845

for consideration paid and in full consideration of fewer than one hundred dollars (\$100.00)

hereby grants to the Inhabitants of the Town of Andover, to be under the care, custody and control and management of the Andover Conservation Commission under the provisions of Massachusetts General Laws, Chapter 40, Section 8C, having an address of 36 Bartlet Street, Andover, MA 01810.

with Quitclaim Covenants

That certain parcel of land located off Monarch Lane in Andover, Essex County, Massachusetts being shown as "Open Space" on plan of land entitled, "Plan of Land Monarch Woods in Andover, Mass." Prepared by Marchionda & Associates, L.P., dated August 30, 2016, Scale: 1" = 40' which plan is recorded with the Essex North District Registry of Deeds as Plan Number 17784, including, without limitation, the registered land portion of the lot, being

Lot 140 as shown on plan of land entitled, "Plan of Land in Andover, Mass" Sheet 1 of 1, Scale: 1"=40', Date: May 14, 2018, being a division plan of land of Lot 122 as shown on LC 10362K and Lot 124 as shown on LC 10362L creating Lots 125 through 140, record owners Twin Birch Development, LLC, Former Parcels C1 & C2/Formal Parcel 122 and Dana C. Scholtz & Anne Mattison, Former Lots A & 120/Formal Parcel 124, prepared by Marchionda and Associates, L.P., which plan is filed as Land Court Plan No. 10362N.

Lot 140 contains 2.44 +/- acres of land as shown on Plan Number 10362N. The Open Space, including both the registered and recorded portions, contains 135,488 s.f. +/- (3.06 Acres) of land, according to Plan Number 17784.

Property Address: Open Space off Monarch Lane (Lot 140), Andover, MA

The land hereby conveyed is more particularly described as follows:

REGISTERED LAND:

Beginning at a point at the southwesterly corner of the Open Space at a point at the intersection of the lot lines of the Open Space, the land designated on Land Court Plan 10362N as Map 120 Parcel 24 #21 Enfield Drive LC 14540D Lot 10 Cert 12452 N/F Richard, Jr. & Marie C. Licciardi, and the land designated on Land Court Plan 10362N as Map 119 Parcel 301 #10 Cullen Circle LC 10362B Cert 15882 Lots 25-27 N/F Peter & Jacqueline Hesketh;

Then running N 00°00'00" E a distance of 795.15' to a point at the northwest corner of Lot 140;

Then turning and running S 90°00'00" E a distance of 88.36' to the westerly boundary line of lot 137;

Then turning and running S 00°39'23" W a distance of 242.85' to a point;

Then turning and running S 22°47' 43" E a distance of 129.64' to a point at the northwesterly corner of Lot 135;

Then turning and running S 05°52'47" E a distance of 193.94' to a point at the southwesterly corner of Lot 135;

Then turning and running N 82° 32' 38" E a distance of 166.12 feet to the southeasterly corner Lot 135;

Then turning and running S 16° 50' 33" W a distance of 36.88' to the southeasterly corner of the Open Space;

Then turning and running S 55°49'44" W a distance of 168.82' to a point;

Then turning slightly and running S 55° 26'25" W a distance of 161.46' to a point;

Then turning slightly and running S 55°47'12" W a distance of 70.65' to the point of beginning.

RECORDED LAND:

Beginning at a point at the southeasterly corner of the parcel herein described being located 37.91' southerly of the northwesterly corner of Lot #6;

Then running N 00° 39'23" E a distance of 37.91' to the northwesterly corner of Lot #6;

Then turning slightly and running N 12°04'15" E a distance of 209.65 feet to the northeasterly corner of the parcel herein described;

Then turning and running N 68°50'16" W a distance of 140.77 feet the northwesterly corner of the parcel herein described;

Then turning and running S 00°19'07" W a distance of 243.74' to a point;

Then turning slightly and running S 00°00'00" E a distance of 50.00' to the southwesterly corner of the parcel herein described;

Then turning and running S 90°00'00" E a distance of 88.35' to the point of beginning.

There is conveyed herewith rights of access to and egress from the Open Space over Monarch Lane (Lot 130, Plan 10362N) and the Drainage Lot (Lot 136, Plan 10362N).

Access to the Open Space is conveyed subject to:

- A. Grant of Easement by Twin Birch Development, LLC to Massachusetts Electric Company, dated June 8, 2018, filed with the Land Registration Office of the Land Court in the Essex North District Registry of Deeds as Document No. 118,098, as noted on Certificate of Title No. 17980.
- B. Easement by Twin Birch Development, LLC to Bay State Gas Company d/b/a Columbia Gas of Massachusetts, dated September 13, 2018, filed with the Land Registration Office of the Land Court in the Essex North District Registry of Deeds as Document No. 118,696, as noted on Certificate of Title No. 17980.
- C. Rights of others to use Monarch Lane, Lot 130, for all purposes for which streets and ways are commonly used in the Town of Andover.

The Open Space and access thereto are conveyed subject to:

- D. Planning Board Decision SP16-02 – Cluster, dated December 14, 2016, filed with the Land Registration Office of the Land Court in the Essex North District Registry of Deeds as Document No. 118,072 as noted on Certificate of Title No. 17980.
- E. Planning Board Decision SP16-03 – Earth Movement, dated December 14, 2016, filed with the Land Registration Office of the Land Court in the Essex North District Registry of Deeds as Document No. 118,073 as noted on Certificate of Title No. 17980.
- F. Conditions of Approval filed on June 7, 2018, with the Land Registration Office of the Land Court in the Essex North District Registry of Deeds as Document No. 118,071 as noted on Certificate of Title No. 17980.

The Open Space is hereby conveyed to Grantee under the provisions of Massachusetts General Laws Chapter 40, Section 8C to be managed and controlled by the Conservation Commission of the Town of Andover, Massachusetts for the promotion and development of the natural resources and for the protection of the watershed resources of the Town of Andover, Massachusetts.


For grantor's title see deed dated June 6, 2018, filed with the Land Registration Office of the Land Court in the Essex North District Registry of Deeds as Document No. 118,070, as noted on Certificate of Title No. 17980 and deed recorded at Book 15504, Page 126.

This is not the conveyance of all or substantially all of the Massachusetts assets of an entity taxed as a corporation in Massachusetts. In addition, no member of the grantor is an entity taxed as a corporation in Massachusetts. This is not homestead property.

End of Text
Signature Page Follows

Signed as a sealed instrument this 16th day of April, 2021.

TWIN BIRCH DEVELOPMENT, LLC



By: David Kindred
Its: Manager/Real Estate Signatory

COMMONWEALTH OF MASSACHUSETTS

ESSEX, ss.

On this 16th day of April, 2021, before me, the undersigned notary public, personally appeared David Kindred, as Manager and Real Estate Signatory of Twin Birch Development, LLC, who proved to me through satisfactory evidence of identification, which was photographic identification with signature issued by a federal or state governmental agency, oath or affirmation of a credible witness, personal knowledge of the undersigned, to be the person whose name is signed on the preceding or attached document, and acknowledged to me that he signed it voluntarily for its stated purpose and has the authority to sign in that capacity.




Name: KATHRYN M MORIN
Notary Public
My Commission Expires: 21 May 21

Acceptance by Andover Conservation Commission

The foregoing conveyance is hereby accepted for and on behalf of the Inhabitants of the Town of Andover, this 21st day of April, 2021.

[Signature]

Donald D. Cooper

Thomas F. Brady

Ellen Townson

Kevin J. Porter

Alexander Driscoll

COMMONWEALTH OF MASSACHUSETTS

Essex, ss.

On this 21st day of April, 2021, before me, the undersigned notary public, personally appeared Donald D. Cooper, Thomas F. Brady, Ellen Townson, Kevin J. Porter, Alexander Driscoll and Floyd Greenwood

who proved to me through satisfactory evidence of identification, which was photographic identification with signature issued by a federal or state government agency, oath or affirmation of a credible witness, personal knowledge of the undersigned, to be the persons whose names are signed on the preceding or attached document, and acknowledged to me that they signed it voluntarily for its stated purpose.

Lynn M. Viselli

Name: Lynn M. Viselli
Notary Public

My commission expires: 8/15/2025

Acceptance by Select Board

The foregoing conveyance is hereby accepted for and on behalf of the Inhabitants of the Town of Andover, by its Select Board and signed by the Select Board Chair having been authorized b vote of the Select Board, this _____ day of _____, 2021.

Ann W. Gilbert, Select Board Chair

COMMONWEALTH OF MASSACHUSETTS

Essex, ss.

On this _____ day of _____, 2021, before me, the undersigned notary public, personally appeared Ann W. Gilbert who proved to me through satisfactory evidence of identification, which was photographic identification with signature issued by a federal or state government agency, oath or affirmation of a credible witness, personal knowledge of the undersigned, to be the person whose name is signed on the preceding or attached document, and acknowledged to me that she signed it voluntarily for its stated purpose.

Name:
Notary Public
My Commission Expires:

Motion for Acceptance of Open Space Deed for Monarch Lane

I move that the Select Board accept the deed from Twin Birch Development, LLC to the Open Space off Monarch Lane located in the Monarch Woods subdivision and authorize the Chair to sign the Acceptance on behalf of the Select Board.

Motion for 375th Anniversary Gift Acceptance and Expenditure

I move for the Select Board to accept gifts and approve expenditures pertaining to the town's 375th Anniversary Celebration.



Taking Diversity and Inclusion to the Next Level

Town of Andover

Assessment Report Presentation to Select Board

May 3, 2021

VISIONS, Inc.

Main Office:

Regional Offices:

www.visions-inc.org

1452 Dorchester Avenue, 4th Floor, Dorchester, MA 02122 (p) 617-541-4100 (f) 617-541-4109

308 East King Street, Edenton, NC 27932

Demographics

			Town Population
• Race/Ethnicity	#	%	%
• Black/African Descent	46	3.31	2.93
• Indigenous/Native American	7	0.49	0.05
• Hispanic or Latino	58	4.09	8.02
• Asian/Pacific Islander	129	9.59	9.89
• White/European Descent	977	70.94	77.34
• Biracial/Multiracial	49	3.88	1.74
• People who identified as 'Other'	104	7.69	not provided
• Gender			
• Male	448	31.68	48.41
• Female	938	66.34	51.59
• Transgender, Gender Queer, • Gender non binary	28	1.98	not provided
• Community Role*			
• Live in Andover	939	65.16	-----
• Work in Andover	218	15.13	-----
• Both	284	19.71	-----
• *Data in Merrimack Valley Planning Commission's report not provided in this way			
• Age**			
• under 20	46	3.21	-----
• 21 – 30	74	5.16	-----
• 31 – 45	367	25.59	-----
• 46 – 60	557	38.84	-----
• 61 – 75	302	21.06	-----
• 75 +	88	6.14	-----

**comparison not possible with the Merrimack Valley Planning Commission's data as the ages scales used were different (i.e., ages 10 - 19, 20 - 29, etc.)

Focus groups process

VISIONS also facilitated focus group discussions with participants representing various constituency groups in the community. Such constituency groups included groupings by race/ethnicity, gender, age, role in the community (i.e., employees of various town departments, schools).

The consultants designed a system of inquiry that, along with participants meeting in their constituency groups, was designed to promote participants' ability to speak freely about the successes and challenges that exist in the Town of Andover in general, and those successes and challenges that exist in the town with respect to diversity, equity and inclusion. To achieve this, the focus groups were conducted over several weeks, held virtually via a zoom platform.

Twenty-three 50 minute focus group interviews were held January 16 – February 22, with a variety of constituencies of community members and town employees, intended to gather cross sectional qualitative information on experiences and perceptions of the racial climate in Andover.

For the focus groups consultants focused on the participants' open, discussion based responses to the following questions:

- 1) What are the Town of Andover's strengths/what is working well in general?
- 2) What are strengths with respect to diversity, inclusion and equity?
- 3) What are some challenges, areas that need improving?
- 4) What is the impact of the racial climate on the participants?
 - a) In what ways do you feel valued and included as a member of your group?
 - b) In what ways do you feel devalued and excluded as a member of your group?
- 5) What are some changes or next steps that participants would recommend the town take on, moving forward?

Focus groups process

Challenges to the Focus groups process

A challenge to the focus group aspect of the assessment came up when the consultants were not able to meet in the focus groups with as large a random sample of community members as planned. This was due to the following complication: there had been 8 – 10 slots allotted for participants in each focus group; there was initial interest and registration for a full complement of focus group participants; yet when it came time for several of the groups to take place, fewer participants (than had signed up) actually appeared for the groups, despite several communications via email with confirmation of registration and links to the respective group sessions.

Summary of Key Andover Strengths

Most of the survey responses and focus group participants consistently identified certain Andover strengths, including:

- Andover is welcoming, the town is organized
- Overall, the schools are seen as effective with school clubs, and improving in their attempts to sponsor inclusive events, and enhancing faculty and staff learning regarding DEI
- The town community services and groups are seen as strong, particularly the library and its programs, elder and youth services, Merrimack Valley Black and Brown Voices
- Andover's slowly growing diversity along with many well-intentioned community members
- The town's support for small business
- A supportive faith community
- Town leadership is seen as being committed to examining and addressing DEI concerns and issues, has stated an openness to change, has made efforts to increase affordable housing in the community, and has improved with regard to gender diversity

Summary of Key Andover Challenges

Challenges include:

- Lack of diversity in many places: school staff/faculty and leadership, town employees and leadership, boards, elected officials
- Town, school employees and community members having varying degrees of ability (and needing to learn) to engage in or facilitate conversations regarding racial, ethnic, cultural and other differences, issues and challenges
- Overall need for more community-wide, cultural events, ongoing education and training on these issues
- Frequent incidence of demeaning comments, and use of stereotypes based on race, ethnicity and other identities (gender, class, etc.);
- Macro- and micro-aggressions by police, fire department employees and by students at school – one example, many reported via survey and focus group discussion that people of color have been consistently stopped without cause at a much higher rate than white community members;
- Low level of trust regarding the town's anticipated responses to challenges; belief by many community members, across racial lines, that the town does not effectively intervene when observing or made aware of incidents of concern; this is aligned with...
- The perception of significant communication-related challenges, including, sharing information with the community, and a reported low level of transparency about the pace and process for responding to concerns and incidents
- School curriculum viewed as not culturally responsive and relevant to a slowly growing diverse student population
- Some community members resistant to or hesitant about supporting efforts related to diversity equity and inclusion as noted by many comments in response to questions 14 and 16 of the survey
- The low level of racial diversity as compared to (and insular from) adjacent communities; the need for more affordable housing.

Recommendations

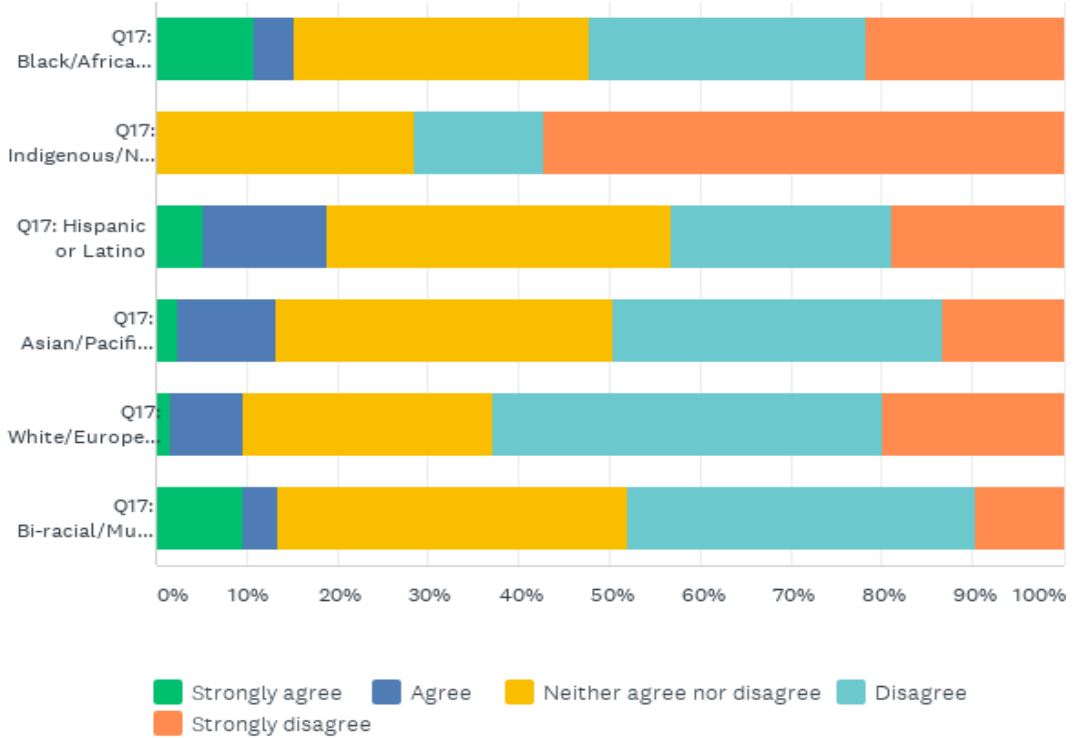
Based on the data collected via both processes, the following recommendations are suggested:

1) Hiring a more diverse workforce is seen as one of the most needed and recommended action steps by the community. This includes hiring for greater diversity in the schools, in all town departments, particularly Fire and Police, and in leadership roles in many of the departments. This usually requires a thorough examination of existing practices, with an expanded lens to include job description write up and languaging, outreach and community engagement (where and how), hiring committee membership (diverse), skills and process, examination of resumes and qualifications, interview process (for example, can hire with DEI skills and experience with discussing as challenging oppression as part of the skill set needed), examine and enhance cultural responsiveness of the department in which the new employee is to be hired, sustainability of employee (set up for success);

2) Multiple DEI trainings of town employees, leadership, school staff/faculty, boards, elected officials, and interested community and faculty to build the skills to effectively participate in and implement a long-term initiative to improve the racial climate and culture in the community. *Such a process would address responses to **Question 4** on the survey, providing the kind of practice that leads to greater comfort and skill in having/supporting these conversations and addressing the issues and challenges.* Such training would include opportunities for following facilitated elements;

- a. Learning/practicing multicultural tools, skills and processes to allow for cross cultural/cross level communication within meetings as well as informally
- b. Options to explore value of/institute caucus or affinity group work (race/ethnicity, gender, sexual orientation, etc.)

Q4: I frequently ask a person from a different group (race/ethnicity, religion, gender, sexual orientation, ability, etc.) about how my behavior has impacted them.



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	10.87% 5 DE	4.35% 2	32.61% 15	30.43% 14	21.74% 10	3.62% 46
Q17: Indigenous/Native American (B)	0.00% 0	0.00% 0	28.57% 2	14.29% 1	57.14% 4	0.55% 7
Q17: Hispanic or Latino (C)	5.17% 3 E	13.79% 8	37.93% 22	24.14% 14 E	18.97% 11	4.56% 58
Q17: Asian/Pacific Islander (D)	2.33% 3 AF	10.85% 14	37.21% 48 E	36.43% 47	13.18% 17	10.14% 129
Q17: White/European Descent (E)	1.53% 15 ACF	8.16% 80	27.55% 270 D	42.86% 420 C	19.90% 195	77.04% 980
Q17: Bi-racial/Multi-racial (F)	9.62% 5 DE	3.85% 2	38.46% 20	38.46% 20	9.62% 5	4.09% 52
Total Respondents	31	106	377	516	242	1,272

This question was designed to examine whether respondents saw themselves as skilled in being able to listen to feedback, ask for it, notice the ways that they can interact with others that may have challenging results, particularly across cultural and other differences. The fact that between 82 and 98% of the respondents did not see themselves in this way may mean that there is little confidence (or sense of competence) in being able to be in these kinds of conversations.

Recommendations

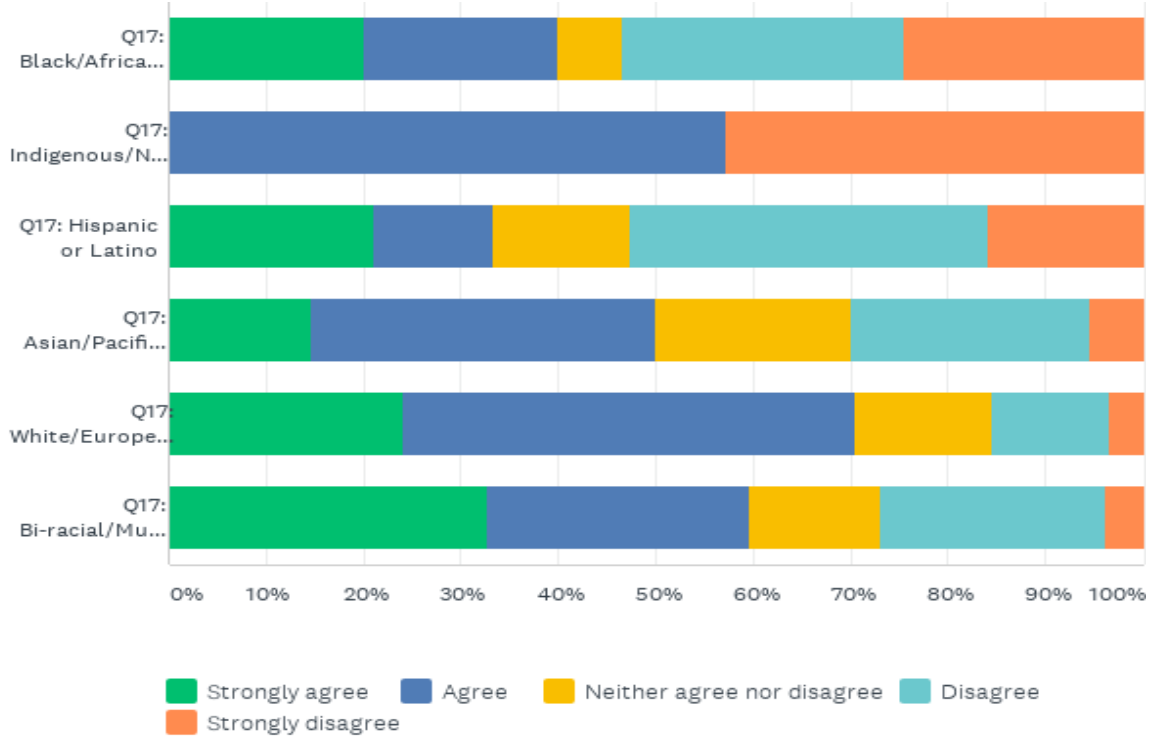
Training recommendations (continued)

c. Opportunity for all employees and leadership to improve skills for having cross cultural, challenging conversations; enhance problem solving using a multicultural lens; this, in turn, will support:

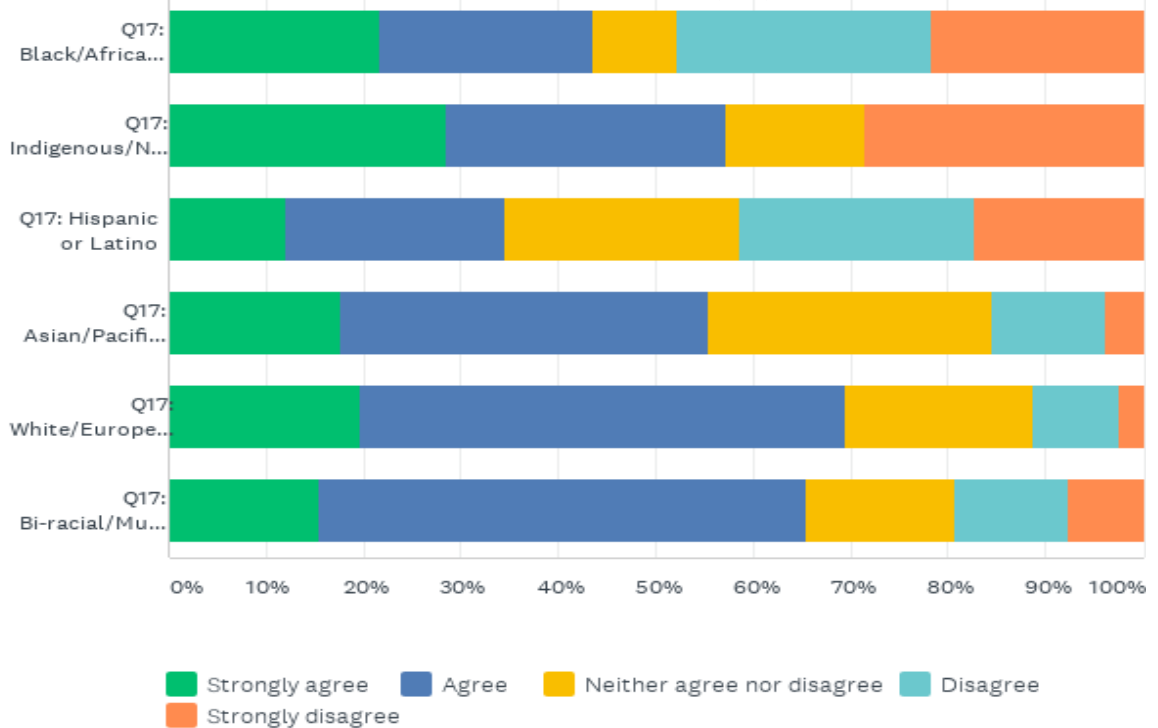
- i. Development of shared language
- ii. Greater awareness of intent and impact
- iii. Embracing the differences that exist among all
- iv. Holding selves and each other accountable
- v. Skills to interrupt micro-aggressions and more effectively manage implicit/unconscious bias
- vi. Practice and follow through in behavioral change
- vii. Improvement of quality of relationships across all levels
- viii. Leadership in its efforts to maintain a DEI lens as the town works towards its vision of enhanced inclusion and equity;

- 3) Institutional support for Commission on DEI to support its sustainability;
- 4) Examination and changing, where relevant, curriculum to include time and content related to these issues, including a mandatory social justice course for all students;
- 5) Encouraging an increase in classroom discussions regarding these issues, particularly when it overlaps with content; also in-time discussions when these issues are highlighted in the larger community (city, state, country, etc.);
- 6) Continue to enhance the process for engaging and developing strength of youth; leveraging youth voices/perspectives/impact (**survey questions 9 and 13 related to belonging**);
- 7) Increase practice of engaging community cultural events to facilitate additional cross-cultural engagement and learning (also survey questions 9 and 13 related to belonging);

**Question 9 and Question 13 will be examined together:
Q 9: I can be my full, authentic self in Andover.**



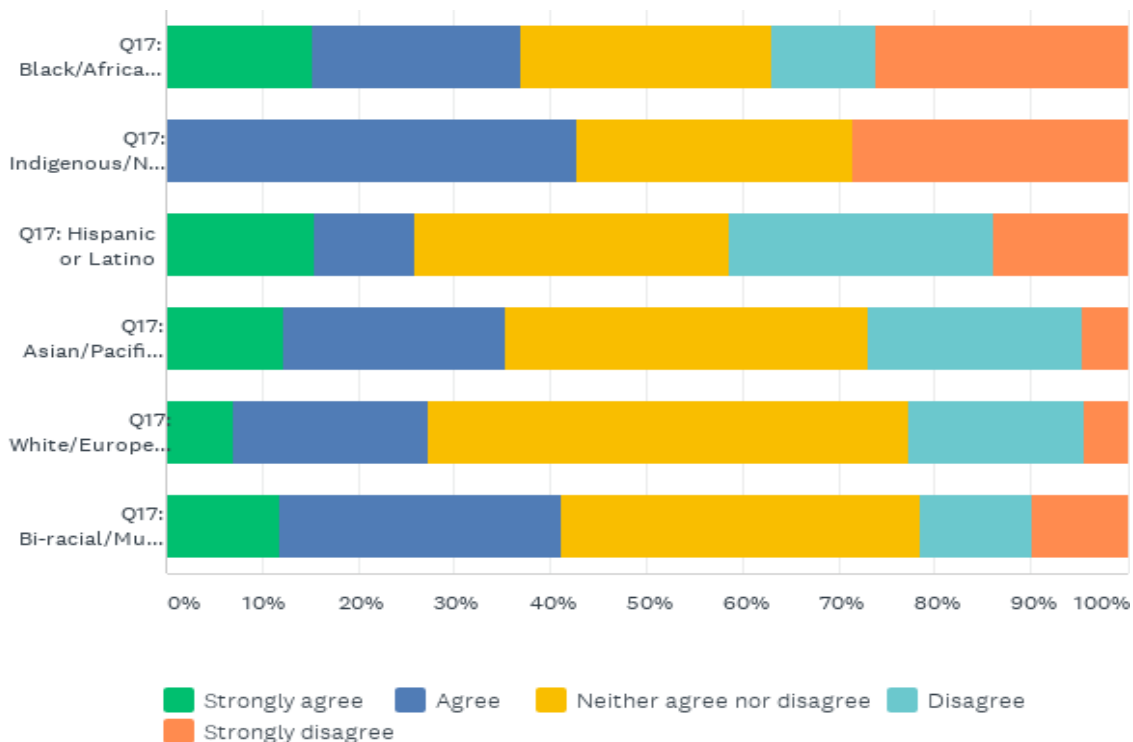
Question 13: I feel a sense of belonging in Andover.



Recommendations

- 8) Increase transparency and effectiveness in communication – around responsiveness to incidents, policy changes, community projects, etc.
- 9) Support for leadership (and others as needed) in the form of coaching. This can be conducted through individual sessions with leadership or with a leadership team, to support engaging a multicultural lens in leadership's work
- 10) In addition to examining hiring policy and practice, re-examine other policies/practices, with a multicultural lens, to look for changes that would reflect needed enhancements regarding inclusiveness;
- 11) Promote reporting, including by providing greater clarity to community members on the process and importance of reporting incidents of discrimination, including harassment or retaliation (in addition to embracing training and cultural learning events, this willingness to hear more will continue to demonstrate leadership's commitment – **Survey question 5**);
- 12) Communicate regularly and effectively to the community on the progress and plans regarding Andover's ongoing efforts related to the issues raised by the community;
- 13) In appropriate time intervals and/or as needed, perform follow-up racial climate audits, to assess progress in addressing the core issues addressed by this assessment.

Q5: Town leadership’s management decisions reflect a commitment to diversity, equity, and inclusion in/for the community.



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	15.22% 7 E	21.74% 10 E	26.09% 12 E	10.87% 5 C	26.09% 12 DEF	3.62% 46
Q17: Indigenous/Native American (B)	0.00% 0	42.86% 3	28.57% 2	0.00% 0	28.57% 2	0.55% 7
Q17: Hispanic or Latino (C)	15.52% 9 E	10.34% 6 DF	32.76% 19 E	27.59% 16 AF	13.79% 8 DE	4.56% 58
Q17: Asian/Pacific Islander (D)	12.31% 16 E	23.08% 30 C	37.69% 49 E	22.31% 29	4.62% 6 AC	10.22% 130
Q17: White/European Descent (E)	7.04% 69 ACD	20.31% 199	49.90% 489 ACD	18.27% 179	4.49% 44 AC	77.04% 980
Q17: Bi-racial/Multi-racial (F)	11.76% 6	29.41% 15 C	37.25% 19	11.76% 6 C	9.80% 5 A	4.01% 51
Total Respondents	107	263	590	235	77	1,272

For this question, between 55 and 75% of respondents either did not agree with or were not aware of town management’s decisions reflecting a commitment to DEI for the community. The large number of respondents who neither agreed nor disagreed, we think, speaks to a lack of information that participants, and thus the community, have about how leadership responds. Thus, the data suggests the need for town management to be more transparent and intentionally communicative related to DEI responsiveness.



Taking Diversity and Inclusion to the Next Level

Town of Andover

Assessment Report

April 27, 2021

VISIONS, Inc.

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Online Survey Process

Participants and Process

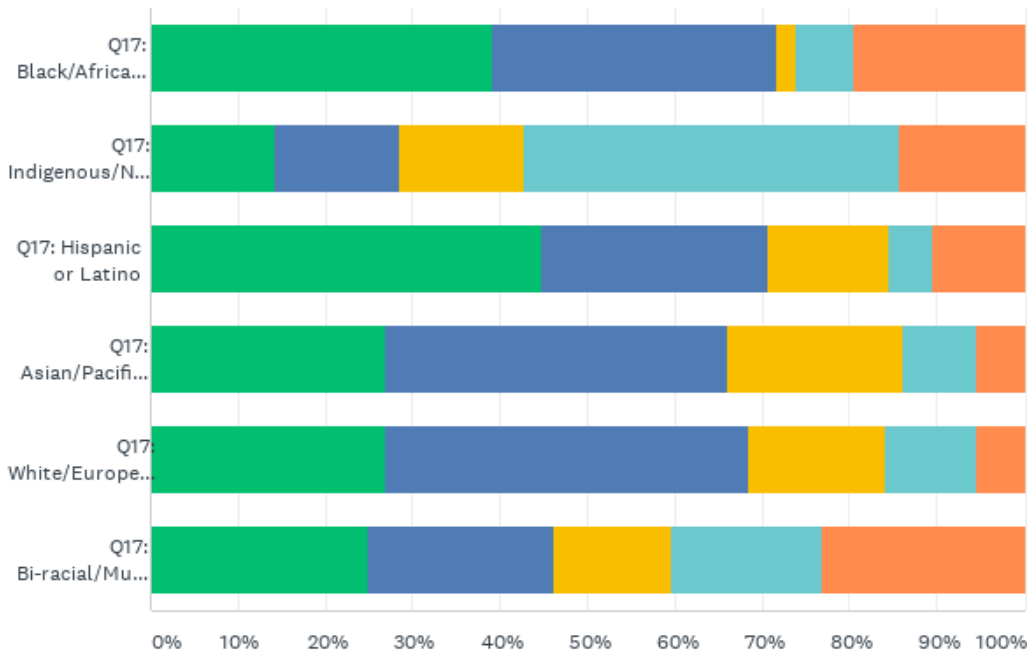
- Initial meetings with Town Manager, Director of Community Services, regular meetings with Andover Diverse Committee to plan, create, implement online survey, create and encourage participation in focus group interviews
- For the assessment, the consultants, along with the group Andover Diverse, co-created an online survey that was made available to the entire community; Many forms of communication were utilized to encourage the community's active participation in both forms of data gathering. These forms of communication included:
 - Email sent through multiple departments with links, and a lengthy introduction sent out no less than 6 times.
 - Same information posted on multiple social media platforms, weekly, for many weeks.
 - Information posted on the Town website in several locations.
 - Short articles in newspapers
 - A longer narrative on the Andover DIVERSE feed
 - Printed announcements in Elder Services newsletter, Recreation newsletter, library newsletter
 - Information sent out to local businesses
 - Announced at Select Board meetings several times

Demographics

			Town Population	
	#	%	%	
• Race/Ethnicity				
• Black/African Descent	46	3.31	2.93	
• Indigenous/Native American	7	0.49	0.05	
• Hispanic or Latino	58	4.09	8.02	
• Asian/Pacific Islander	129	9.59	9.89	
• White/European Descent	977	70.94	77.34	
• Biracial/Multiracial	49	3.88	1.74	
• People who identified as 'Other'	104	7.69	not provided	
• Gender				
• Male	448	31.68	48.41	
• Female	938	66.34	51.59	
• Transgender, Gender Queer,	28	1.98	not provided	
• Gender non binary				
• Community Role*				
• Live in Andover	939	65.16	-----	
• Work in Andover	218	15.13	-----	
• Both	284	19.71	-----	
• *Data in Merrimack Valley Planning Commission's report not provided in this way				
• Age**				
• under 20	46	3.21	-----	
• 21 – 30	74	5.16	-----	
• 31 – 45	367	25.59	-----	
• 46 – 60	557	38.84	-----	
• 61 – 75	302	21.06	-----	
• 75 +	88	6.14	-----	

**comparison not possible with the Merrimack Valley Planning Commission's data as the ages scales used were different (i.e., ages 10 - 19, 20 - 29, etc.)

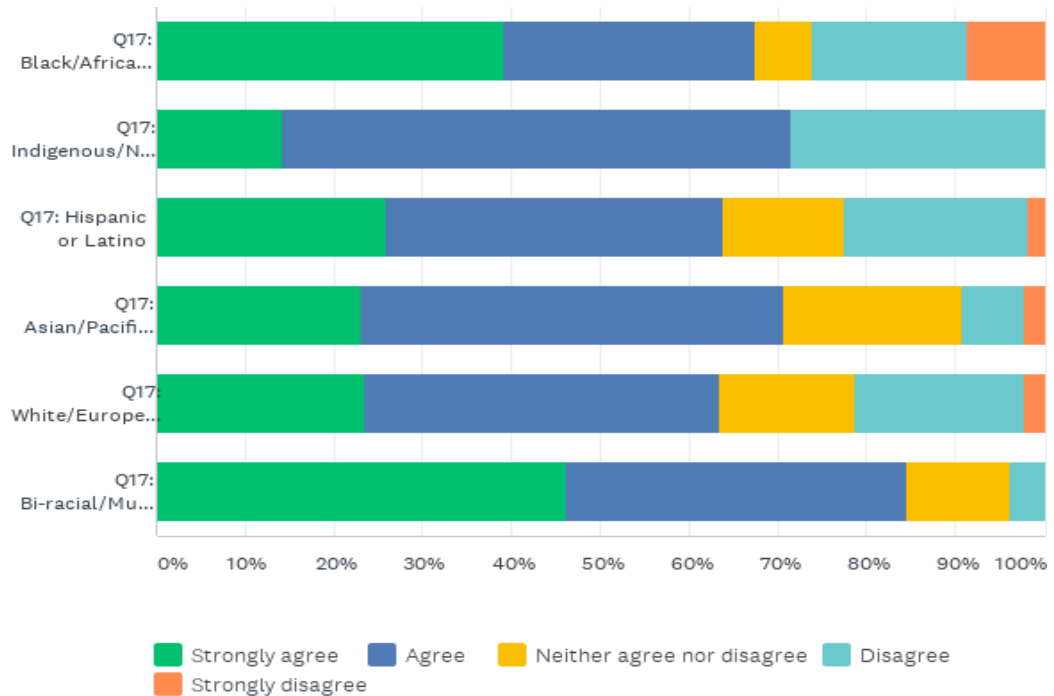
Q1: I believe that racism is a concern in Andover.



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	39.13% 18	32.61% 15	2.17% 1 CDEF	6.52% 3	19.57% 9 DE	3.62% 46
Q17: Indigenous/Native American (B)	14.29% 1	14.29% 1	14.29% 1	42.86% 3	14.29% 1	0.55% 7
Q17: Hispanic or Latino (C)	44.83% 26 DEF	25.86% 15 E	13.79% 8 A	5.17% 3 F	10.34% 6	4.56% 58
Q17: Asian/Pacific Islander (D)	26.92% 35 C	39.23% 51 F	20.00% 26 A	8.46% 11	5.38% 7 AF	10.23% 130
Q17: White/European Descent (E)	26.99% 264 C	41.51% 406 CF	15.54% 152 A	10.43% 102	5.52% 54 AF	76.95% 978
Q17: Bi-racial/Multi-racial (F)	25.00% 13 C	21.15% 11 DE	13.46% 7 A	17.31% 9 C	23.08% 12 DE	4.09% 52
Total Respondents	357	499	195	131	89	1,271

For this question, the largest population segments, White, Hispanic, Asian/Pacific Islander were aligned in that most of these respondents believe that racism is a concern in Andover. In addition, Black/African Descent respondents also aligned with this perspective, although 46% of participants identifying themselves as bi/multiracial concurred.

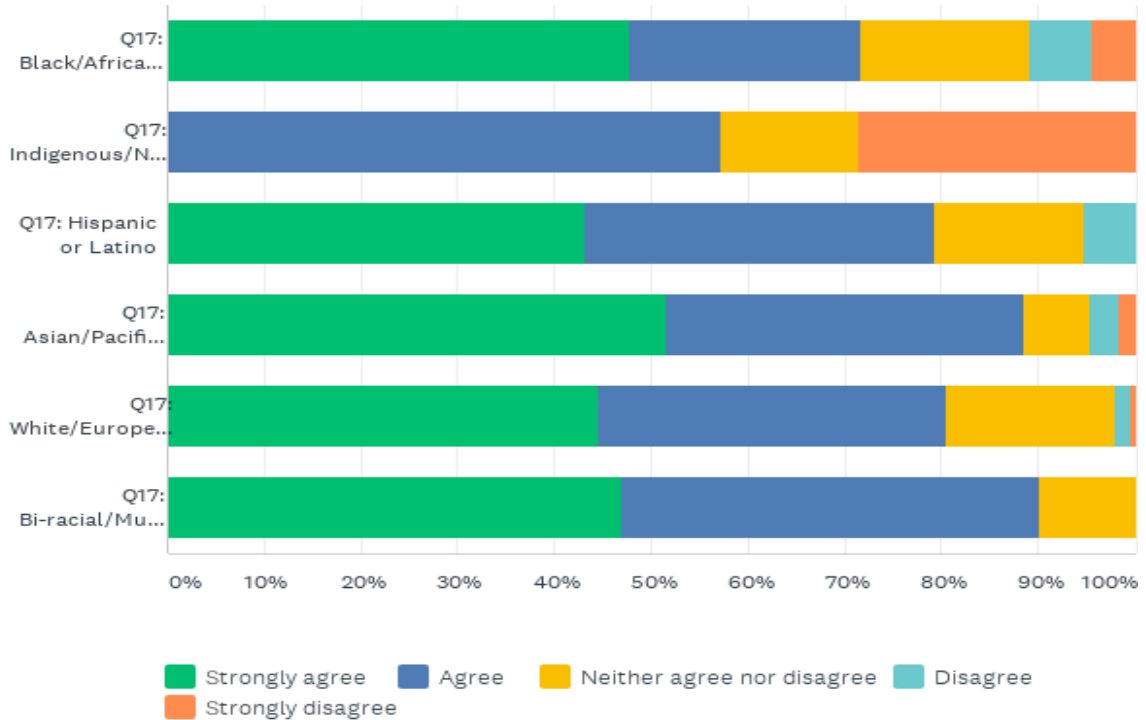
Q2: I regularly interact with people from other cultural backgrounds in Andover.



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	39.13% 18 DE	28.26% 13 D	6.52% 3 D	17.39% 8 DF	8.70% 4 EF	3.61% 46
Q17: Indigenous/Native American (B)	14.29% 1	57.14% 4	0.00% 0	28.57% 2	0.00% 0	0.55% 7
Q17: Hispanic or Latino (C)	25.86% 15 F	37.93% 22	13.79% 8	20.69% 12 DF	1.72% 1	4.55% 58
Q17: Asian/Pacific Islander (D)	23.08% 30 AF	47.69% 62 A	20.00% 26 A	6.92% 9 ACE	2.31% 3	10.19% 130
Q17: White/European Descent (E)	23.40% 230 AF	40.08% 394	15.16% 149	19.23% 189 DF	2.14% 21 A	77.04% 983
Q17: Bi-racial/Multi-racial (F)	46.15% 24 CDE	38.46% 20	11.54% 6	3.85% 2 ACE	0.00% 0 A	4.08% 52
Total Respondents	318	515	192	222	29	1,276

What is interesting about this question is that between 62 and 85% of all participants see themselves as interacting with people from other cultural backgrounds. Given the very large discrepancy in the demographics between Whites and other culturally identified people, there was an expectation by the consultants that many of the White participants would have answered this question with a much smaller percentage. It may be that participants had a broader definition of cultural background (for example, including ethnicity, gender, religion, etc.).

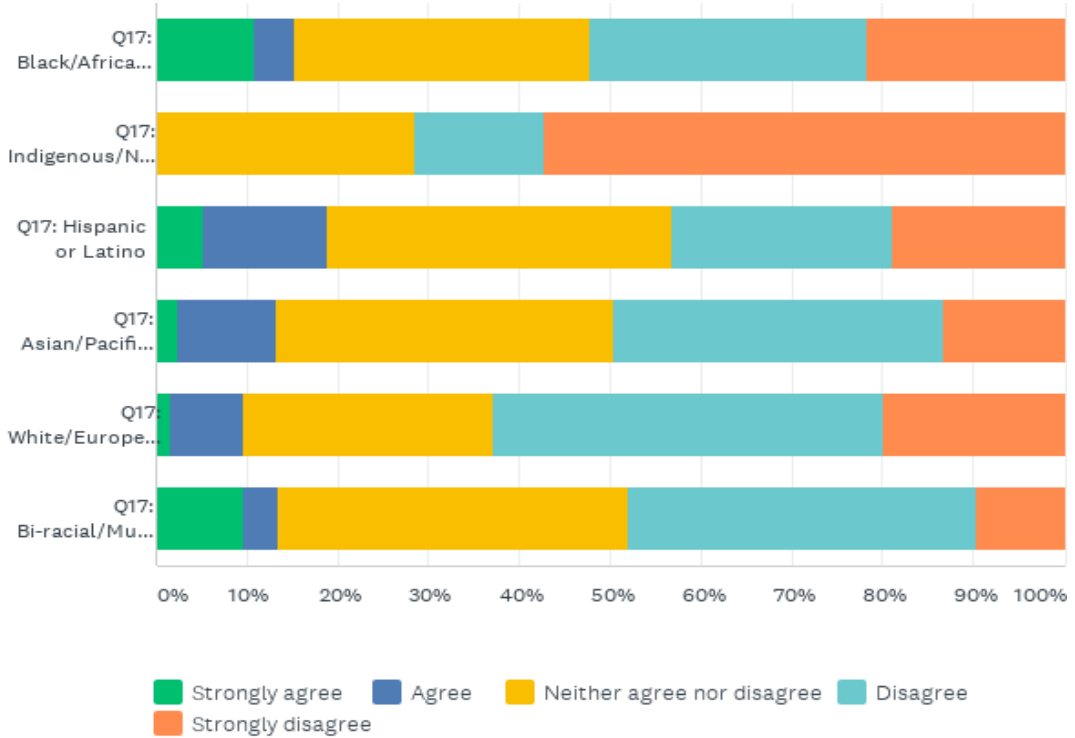
Q3: I encourage people in Andover to share their unique cultural perspectives and experiences.



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	47.83% 22	23.91% 11	17.39% 8	6.52% 3	4.35% 2	3.61% 46
Q17: Indigenous/Native American (B)	0.00% 0	57.14% 4	14.29% 1	0.00% 0	28.57% 2	0.55% 7
Q17: Hispanic or Latino (C)	43.10% 25	36.21% 21	15.52% 9	5.17% 3	0.00% 0	4.55% 58
Q17: Asian/Pacific Islander (D)	51.54% 67	36.92% 48	6.92% 9	3.08% 4	1.54% 2	10.20% 130
Q17: White/European Descent (E)	44.66% 439	35.81% 352	17.50% 172	1.63% 16	0.41% 4	77.10% 983
Q17: Bi-racial/Multi-racial (F)	47.06% 24	43.14% 22	9.80% 5	0.00% 0	0.00% 0	4.00% 51
Total Respondents	577	458	204	26	10	1,275

This question speaks to the sense of cultural curiosity and kinds of conversations Andover residents and people who work in Andover have with each other. Between 70 and 90 % of all respondents believe they are having these kinds of conversations. This is aligned with some of the open ended responses in this survey pointing towards the community being perceived as well intentioned and welcoming.

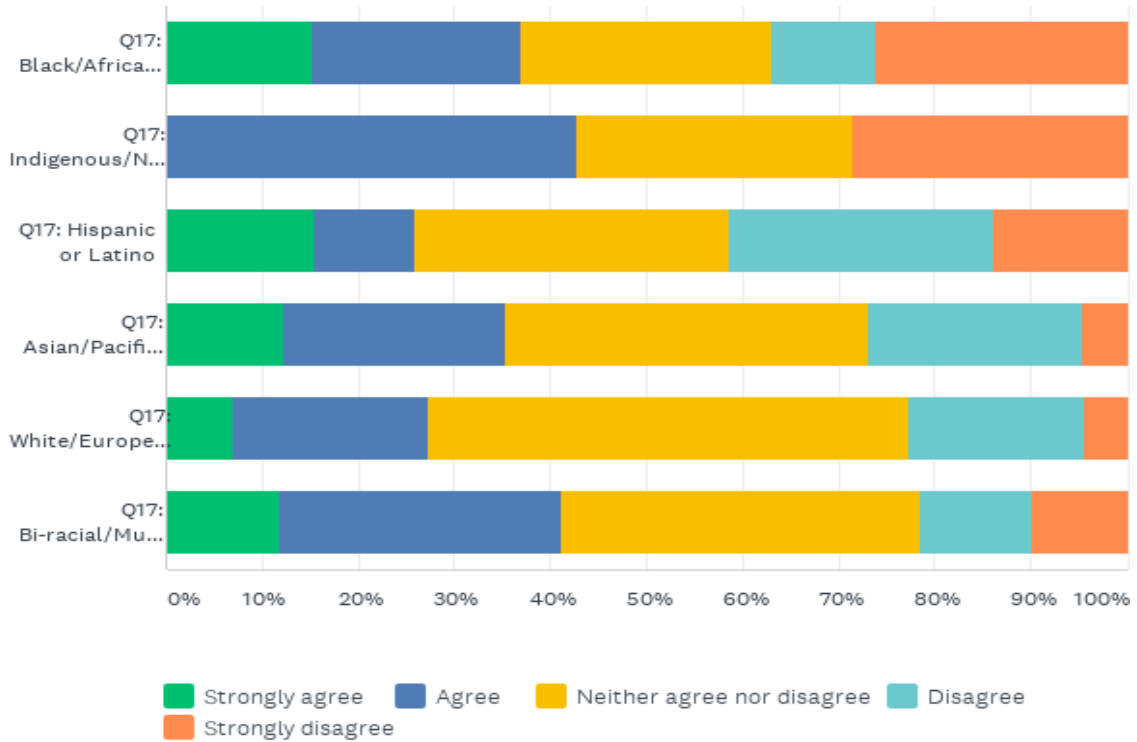
Q4: I frequently ask a person from a different group (race/ethnicity, religion, gender, sexual orientation, ability, etc.) about how my behavior has impacted them.



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	10.87% 5 DE	4.35% 2	32.61% 15	30.43% 14	21.74% 10	3.62% 46
Q17: Indigenous/Native American (B)	0.00% 0	0.00% 0	28.57% 2	14.29% 1	57.14% 4	0.55% 7
Q17: Hispanic or Latino (C)	5.17% 3 E	13.79% 8	37.93% 22	24.14% 14 E	18.97% 11	4.56% 58
Q17: Asian/Pacific Islander (D)	2.33% 3 AF	10.85% 14	37.21% 48 E	36.43% 47	13.18% 17	10.14% 129
Q17: White/European Descent (E)	1.53% 15 ACF	8.16% 80	27.55% 270 D	42.86% 420 C	19.90% 195	77.04% 980
Q17: Bi-racial/Multi-racial (F)	9.62% 5 DE	3.85% 2	38.46% 20	38.46% 20	9.62% 5	4.09% 52
Total Respondents	31	106	377	516	242	1,272

This question was designed to examine whether respondents saw themselves as skilled in being able to listen to feedback, ask for it, notice the ways that they can interact with others that may have challenging results, particularly across cultural and other differences. The fact that between 82 and 98% of the respondents did not see themselves in this way may mean that there is little confidence (or sense of competence) in being able to be in these kinds of conversations.

Q5: Town leadership’s management decisions reflect a commitment to diversity, equity, and inclusion in/for the community.



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	15.22% 7 E	21.74% 10 E	26.09% 12 E	10.87% 5 C	26.09% 12 DEF	3.62% 46
Q17: Indigenous/Native American (B)	0.00% 0	42.86% 3	28.57% 2	0.00% 0	28.57% 2	0.55% 7
Q17: Hispanic or Latino (C)	15.52% 9 E	10.34% 6 DF	32.76% 19 E	27.59% 16 AF	13.79% 8 DE	4.56% 58
Q17: Asian/Pacific Islander (D)	12.31% 16 E	23.08% 30 C	37.69% 49 E	22.31% 29	4.62% 6 AC	10.22% 130
Q17: White/European Descent (E)	7.04% 69 ACD	20.31% 199	49.90% 489 ACD	18.27% 179	4.49% 44 AC	77.04% 980
Q17: Bi-racial/Multi-racial (F)	11.76% 6	29.41% 15 C	37.25% 19	11.76% 6 C	9.80% 5 A	4.01% 51
Total Respondents	107	263	590	235	77	1,272

For this question, between 55 and 75% of respondents either did not agree with or were not aware of town management’s decisions reflecting a commitment to DEI for the community. The large number of respondents who neither agreed nor disagreed, we think, speaks to a lack of information that participants, and thus the community, have about how leadership responds. Thus, the data suggests the need for town management to be more transparent and intentionally communicative related to DEI responsiveness.

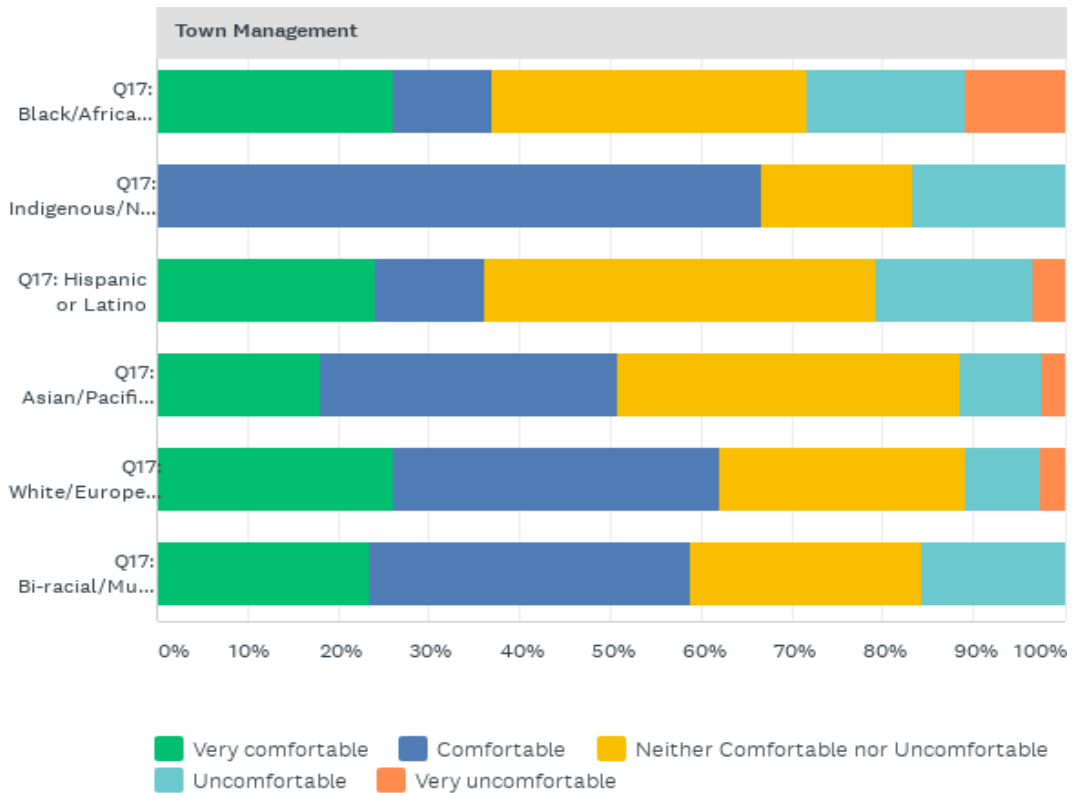
Q6: Please rate your level of comfort interacting with the following public services in Andover:

Overall summary of responses from all groups

	VERY COMFORTABLE	COMFORTABLE	NEITHER COMFORTABLE NOR UNCOMFORTABLE	UNCOMFORTABLE	VERY UNCOMFORTABLE	TOTAL
Town Management	26.03% 367	32.98% 465	28.65% 404	9.01% 127	3.33% 47	1,410
Schools	32.75% 453	32.47% 449	23.50% 325	8.82% 122	2.46% 34	1,383
Fire Department	33.69% 469	34.48% 480	25.29% 352	5.24% 73	1.29% 18	1,392
Police	31.37% 437	31.30% 436	20.75% 289	10.34% 144	6.25% 87	1,393
Other town services (ie. Library, Recreation department. etc.)	52.91% 746	34.54% 487	10.21% 144	1.84% 26	0.50% 7	1,410
Business community	33.38% 464	38.71% 538	22.81% 317	4.17% 58	0.94% 13	1,390
Faith communities	32.95% 462	31.60% 443	29.46% 413	3.78% 53	2.21% 31	1,402
Healthcare	35.08% 496	35.08% 496	26.24% 371	2.76% 39	0.85% 12	1,414

Please see pages 11 – 18 for examination of these results.

Q6: Please rate your level of comfort interacting with the following public services in Andover:

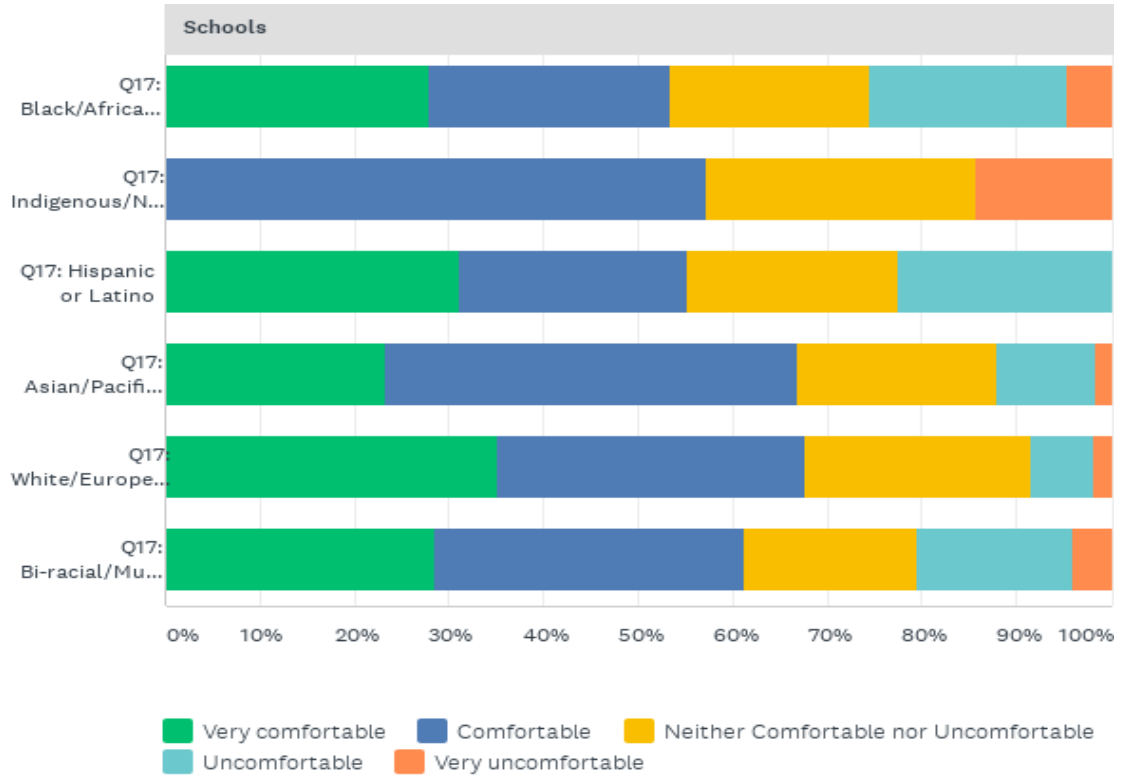


Town Management

There is a wide range of responses to the comfort level with interacting with Town Management. On one hand Black/African Descent and Hispanic or Latina respondents equally have a low level of comfort when engaging with town management, while Bi/Multiracial and White respondents rated themselves as mostly comfortable (59% and 62% respectively). On the other side of this, Black/African descent and Hispanic or Latino respondents were the groups who reported the highest prevalence of feeling uncomfortable (Black African descent at 28% and Hispanic or Latino at 21%).

The large number of ‘neither comfortable nor uncomfortable’ responses may be reflective of respondents not having much contact with town management other than through announcements (which also connects to not knowing what the town is doing to respond to DEI related concerns or how effective the town responds to incidents/concerns around race). More information is needed to connect these results to some additional conclusions.

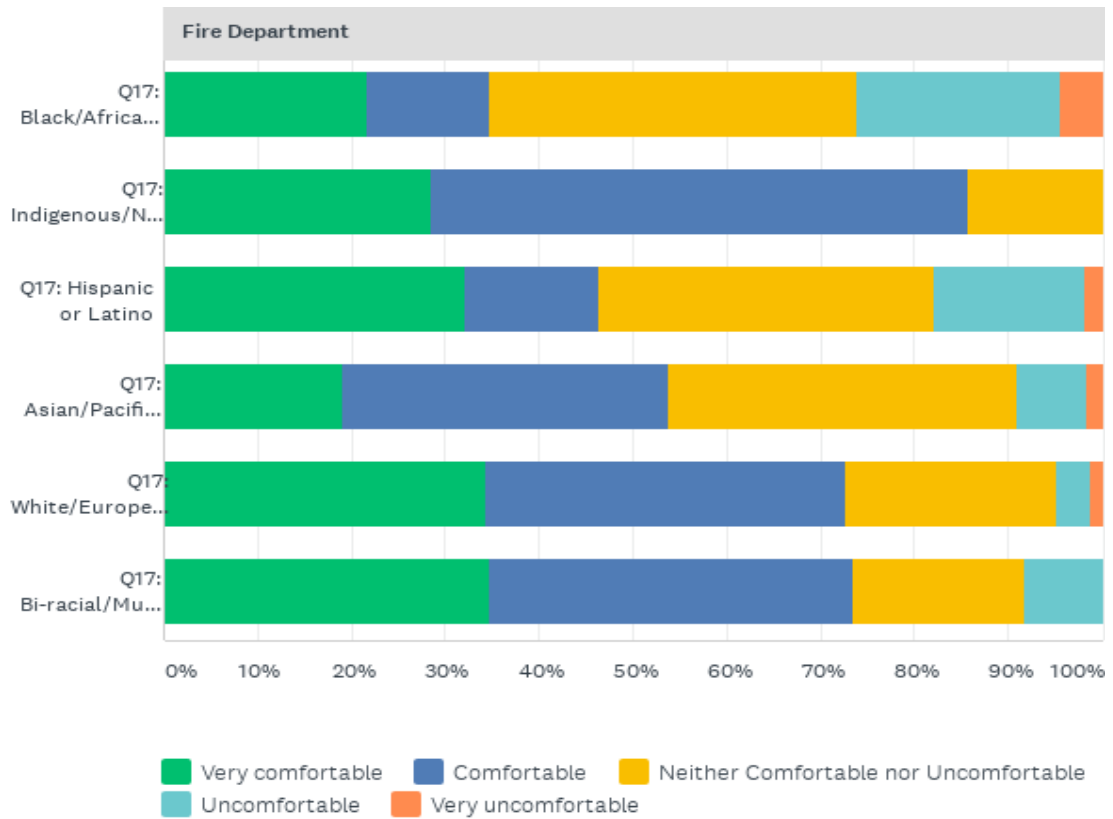
Q6: Please rate your level of comfort interacting with the following public services in Andover:



Schools

While most of the respondents reported they feel comfortable interacting with the schools (ranging from 52% Black/African descent to White and Asian at 67%), of note also is the range of differences between the White (8%), Asian/Pacifica Islander (12%), Hispanic or Latino (23%), and Black/African Descent (26%) respondents who reported they feel uncomfortable interacting with the schools.

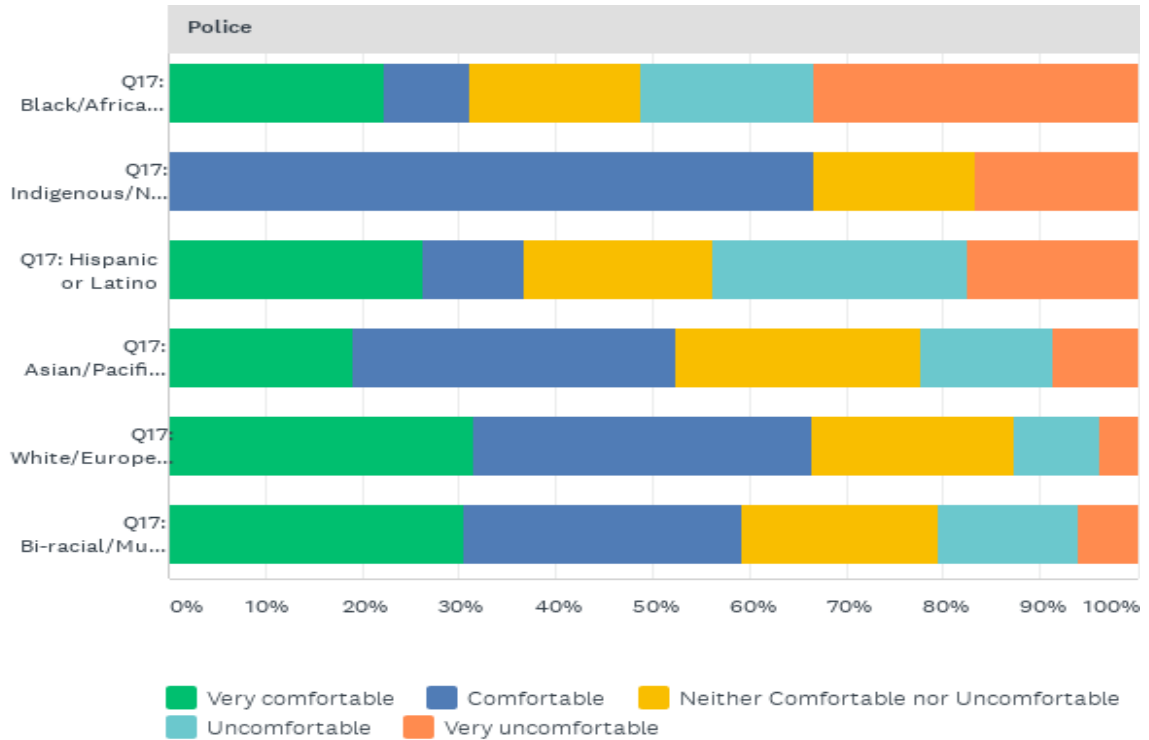
Q6: Please rate your level of comfort interacting with the following public services in Andover:



Fire Department

There is a large gap between the comfort level of all respondents: Bi/Multiracial and White respondents (73%), Asian/Pacific Islander (53%), Hispanic or Latino (47%), and Black/African descent (35%). The fact that a large number of respondents in most of these groups stated ‘neither comfortable nor uncomfortable’ may reflect little contact, if any with the department. What is of note is the alignment that three groups demonstrate regarding level of comfort interacting with the fire department and with the police. For Black/African descent (35% and 31% respectively) and Asian/Pacific Islander (43% and 42% respectively) respondents in particular, their responses across the two questions were very close, reflecting a consistent, yet small, level of comfort with each department. There was a gap between the Hispanic or Latino respondents’ level of comfort across the two questions (47% for the fire department and 37% for the police).

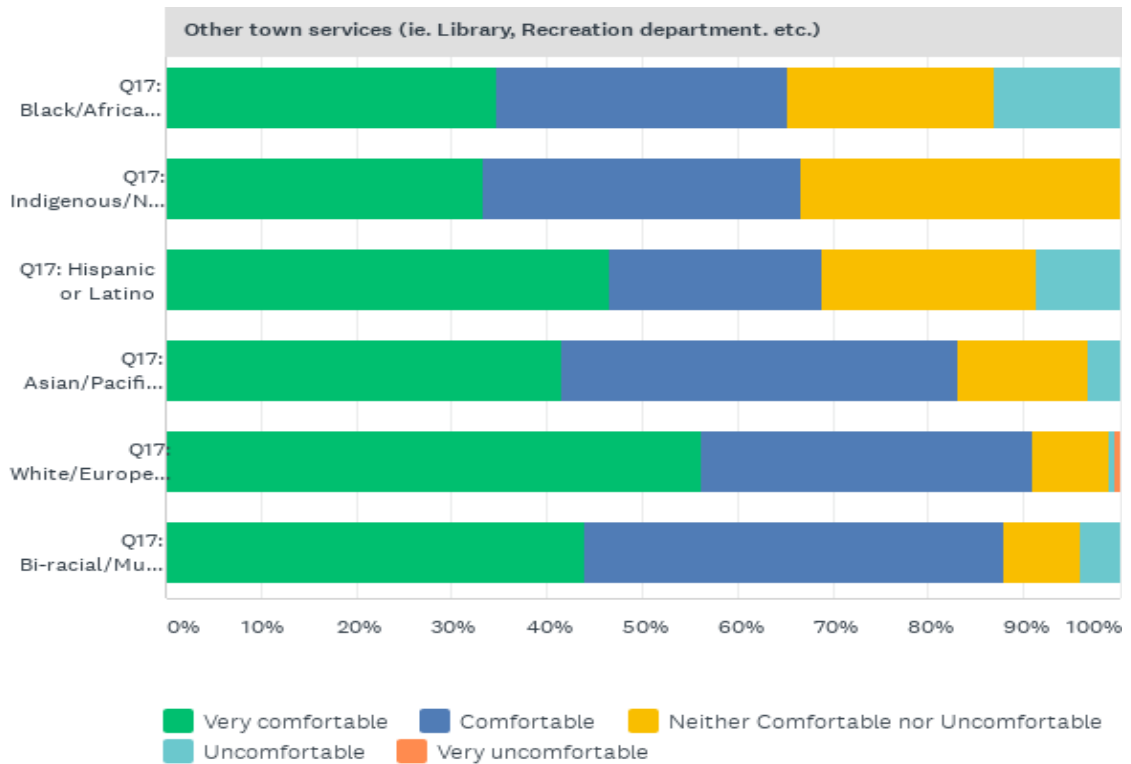
Q6: Please rate your level of comfort interacting with the following public services in Andover:



Police

There was a range in the level of comfort with interacting with the police, and combined with the explicit discomfort reported from these two groups (Black/African Descent at 51% and Hispanic or Latino at 43%) may reflect, as indicated in some of the text responses, the experiences Black/African descent, and Hispanic or Latino have reported (also reported by white participants noticing these incidents) of being stopped/followed/questioned by the police.

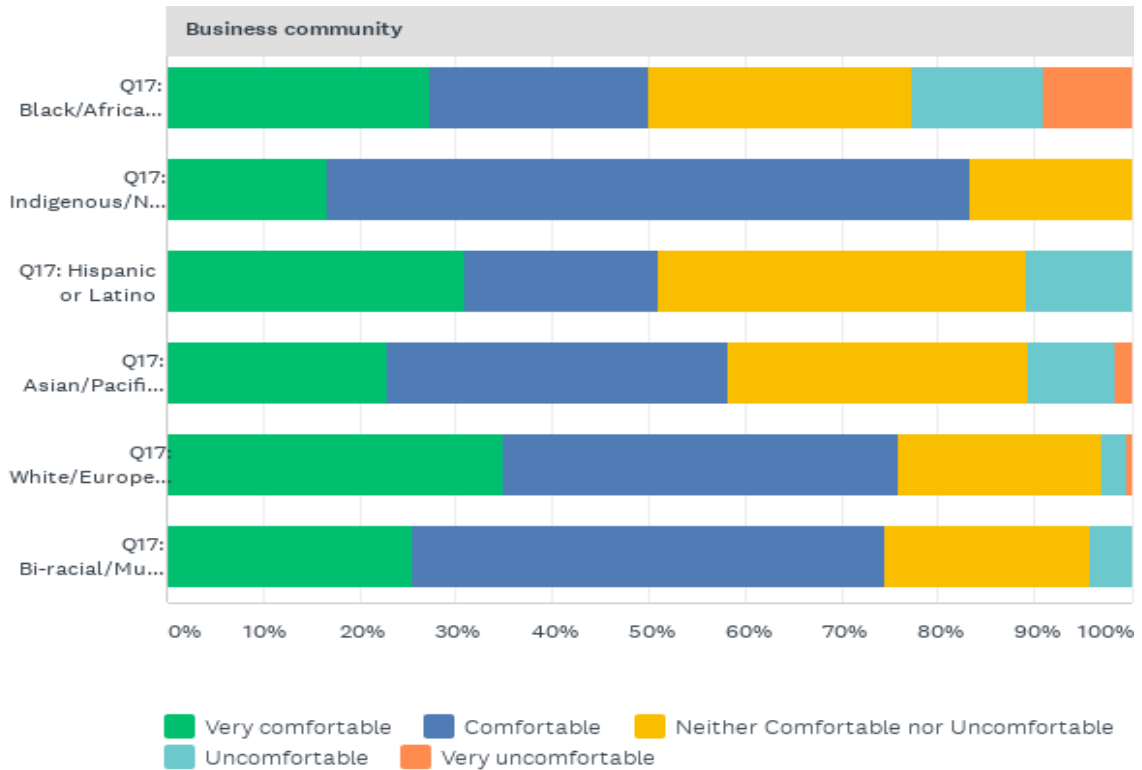
Q6: Please rate your level of comfort interacting with the following public services in Andover:



Other town services (i.e., library, Recreation department, etc.)

There was a good deal of alignment for many of the groups regarding these services, ranging from 65% (Black/African descent) to 91% (White) comfort level. For a few of these groups (Black/African descent, Hispanic or Latino) there was a large number of respondents who marked ‘neither comfortable nor uncomfortable’, which is likely to reflect little, if any contact with these services.

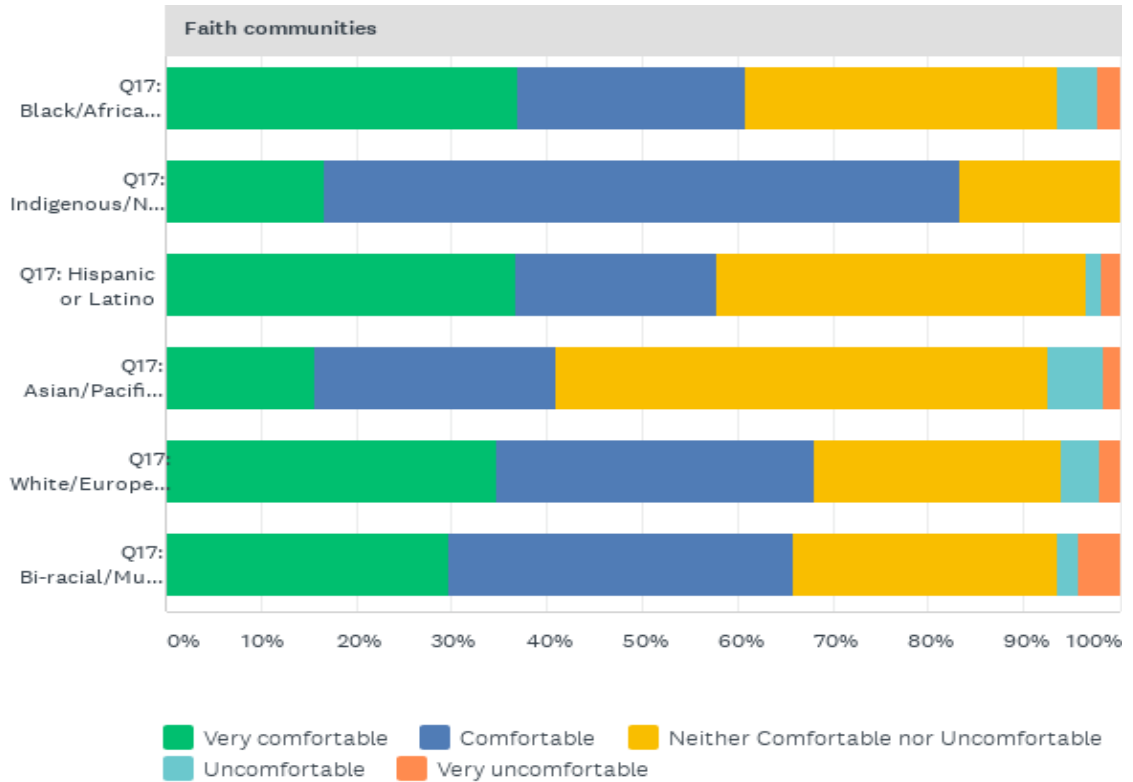
Q6: Please rate your level of comfort interacting with the following public services in Andover:



Business community

The large number of respondents that chose ‘neither comfortable nor uncomfortable’ for this question may reflect lack of clarity on what the ‘business community’ represents – i.e., all businesses, town related businesses; or it may merely reflect that respondents do not have a strong feeling in either direction relative to the business community. The distribution of White and Bi/Multiracial respondents feeling more comfortable and Asian/Pacific Islander, Hispanic or Latino and Black/African descent respondents feeling less comfortable is consistent with the overall distribution of many of the responses to the questions; that is Whites most often report comfort while other racial ethnic groups report less comfort.

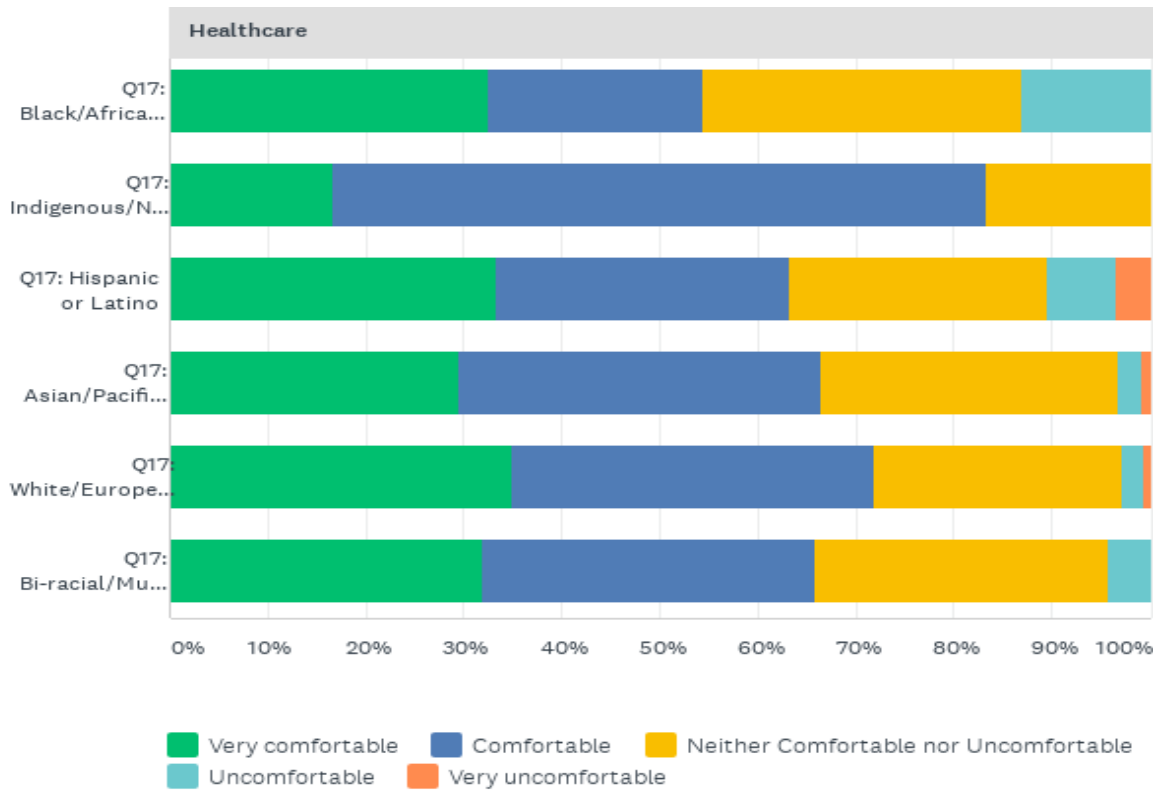
Q6: Please rate your level of comfort interacting with the following public services in Andover:



Faith communities

There was also a range of level of comfort interacting with faith communities. For many groups, there was a large number percentage here of ‘neither comfortable nor uncomfortable’, which may reflect lack of contact, perhaps less involved with the kinds of faith communities that exist in Andover, no connection to religion, lack of awareness of what is available, as well as, perhaps, not possessing a strong feeling in either direction. What is of note is the Asian/Pacific Islander respondents (41%) exhibited a much lower level of comfort than everyone else (Hispanic or Latino (58%), Black/African descent (61%), Bi/Multiracial (65%) and White (67%). While this may reflect a lack of feeling as welcomed as others, more information is required to conclude this. It may reflect the different ways that Asians/Pacific Islanders attend to their faith connections.

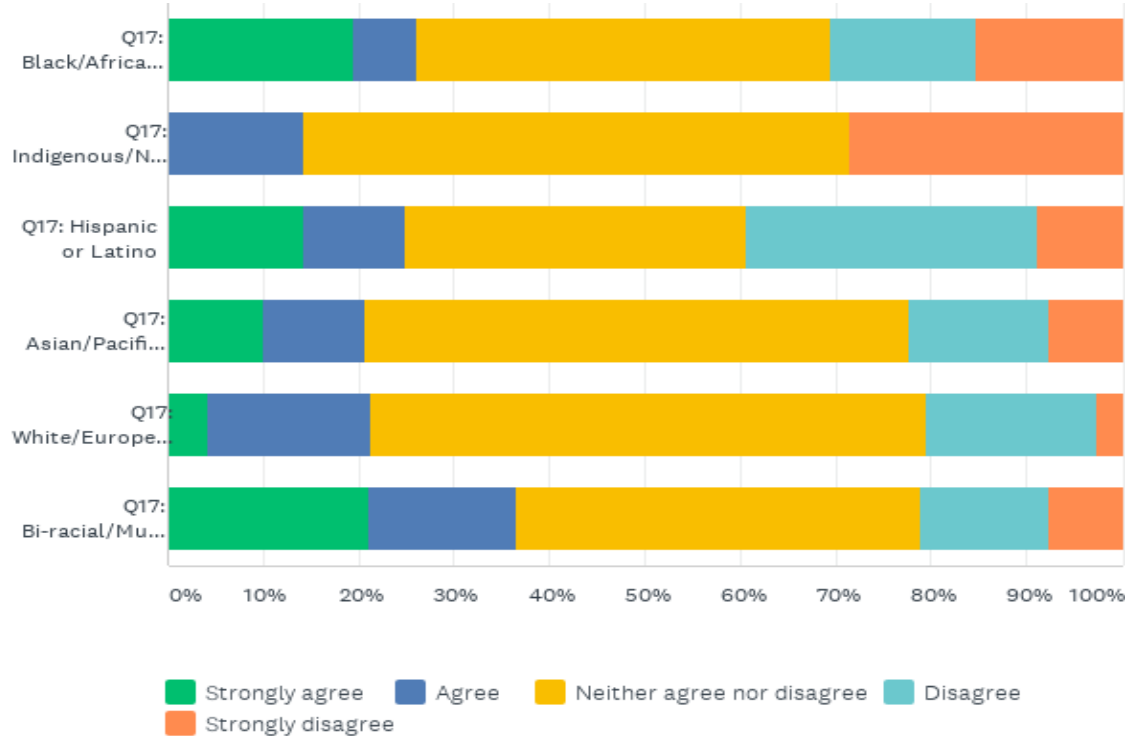
Q6: Please rate your level of comfort interacting with the following public services in Andover:



Healthcare

The level of comfort with interacting with healthcare and its institutions was much more closely aligned across the groups than for any other category. While most respondents in all groups felt comfortable (Black/African decent at 54%, Hispanic or Latino at 63%, Asian/Pacific Islander and Bi/Multiracial at 66%, and White at 72%) there was also a large number of ‘neither comfortable nor uncomfortable’ responses across all groups. It is uncertain whether this is connected to indifferent perspectives, some respondents getting their healthcare needs met outside of the community or some other factor(s). Again, more information would be needed to be more certain about what this reflects.

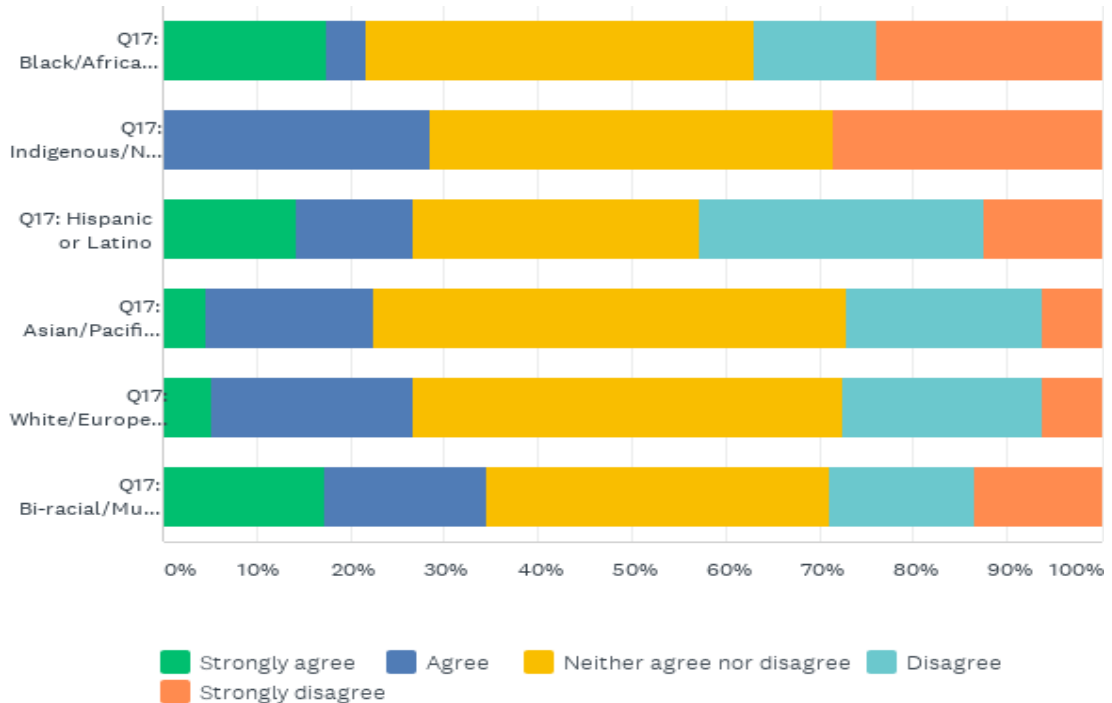
Q7: Andover is welcoming to businesses led by marginalized groups.



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	19.57% 9 E	6.52% 3 E	43.48% 20 E	15.22% 7 E	15.22% 7 E	3.62% 46
Q17: Indigenous/Native American (B)	0.00% 0	14.29% 1 E	57.14% 4 E	0.00% 0	28.57% 2 E	0.55% 7
Q17: Hispanic or Latino (C)	14.29% 8 E	10.71% 6 E	35.71% 20 DE	30.36% 17 DEF	8.93% 5 E	4.40% 56
Q17: Asian/Pacific Islander (D)	10.00% 13 EF	10.77% 14 E	56.92% 74 C	14.62% 19 C	7.69% 10 E	10.22% 130
Q17: White/European Descent (E)	4.18% 41 ACDF	17.13% 168 E	58.21% 571 ACF	17.94% 176 C	2.55% 25 ACDF	77.12% 981
Q17: Bi-racial/Multi-racial (F)	21.15% 11 DE	15.38% 8 E	42.31% 22 E	13.46% 7 C	7.69% 4 E	4.09% 52
Total Respondents	82	200	711	226	53	1,272

The data from this question may reflect a couple of issues: 1) that there is little information, and therefore a need to communicate more effectively to the community about businesses own/led by people from historically marginalized (People of Color, immigrants, members of LGBTQIA community, etc.); and 2) the potential of a lack of clarity participants may have experienced with the question itself. The use of the word ‘marginalized’ could have caused some confusion with some of the participants.

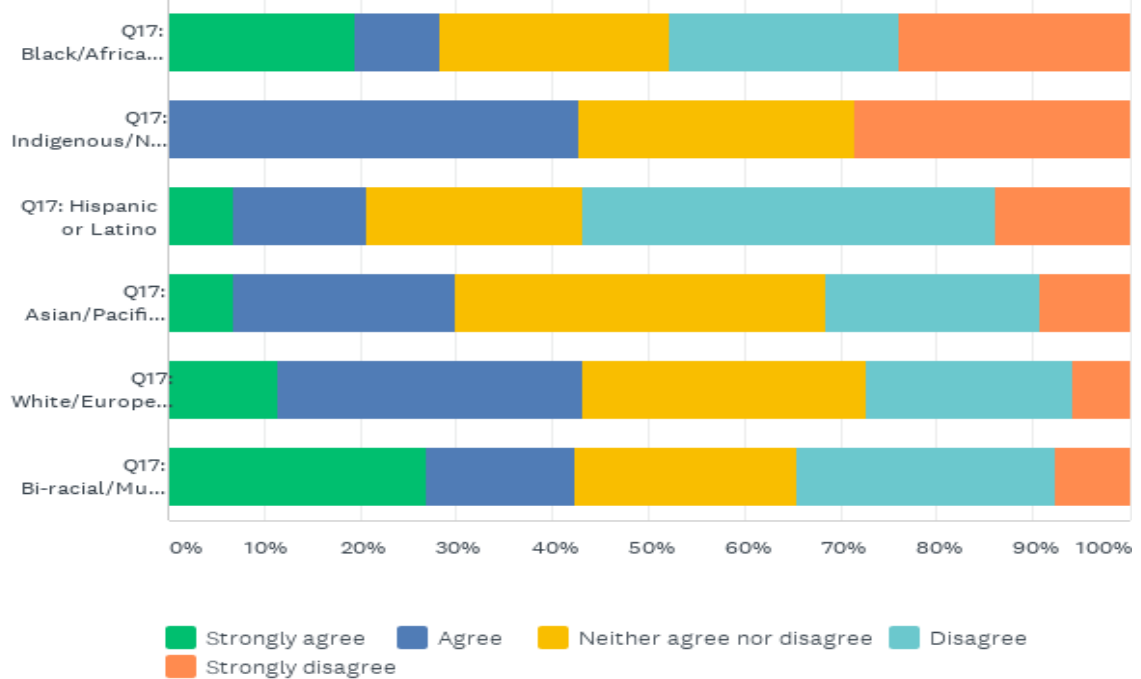
Q8: Town management and services respond appropriately in responding to incidents around race.



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	17.39% 8 DE	4.35% 2 DEF	41.30% 19	13.04% 6 C	23.91% 11 DE	3.62% 46
Q17: Indigenous/Native American (B)	0.00% 0	28.57% 2	42.86% 3	0.00% 0	28.57% 2	0.55% 7
Q17: Hispanic or Latino (C)	14.29% 8 DE	12.50% 7	30.36% 17 DE	30.36% 17 A	12.50% 7	4.41% 56
Q17: Asian/Pacific Islander (D)	4.65% 6 ACF	17.83% 23 A	50.39% 65 C	20.93% 27	6.20% 8 A	10.15% 129
Q17: White/European Descent (E)	5.30% 52 ACF	21.41% 210 A	45.77% 449 C	21.20% 208	6.32% 62 AF	77.18% 981
Q17: Bi-racial/Multi-racial (F)	17.31% 9 DE	17.31% 9 A	36.54% 19	15.38% 8	13.46% 7 E	4.09% 52
Total Respondents	83	253	572	266	97	1,271

Upon initial examination, it appears there is some degree of alignment across the respondents in that only between 23 and 35% of the respondents agreed that town management and services respond appropriately to incidents around race. However, when examining the large number of responses reflecting neither agree nor disagree percentage here, it may be that either the respondents don't know of how town management is responding, or they could be unaware of the incidents themselves. In either case, we see this as a communication issue; that town management may need to communicate more about the incidents themselves, and be more transparent about what they are doing to respond to them. More information is needed to get a more accurate sense of how people actually feel.

Q10: I can raise issues about unfair treatment without fear of consequences.

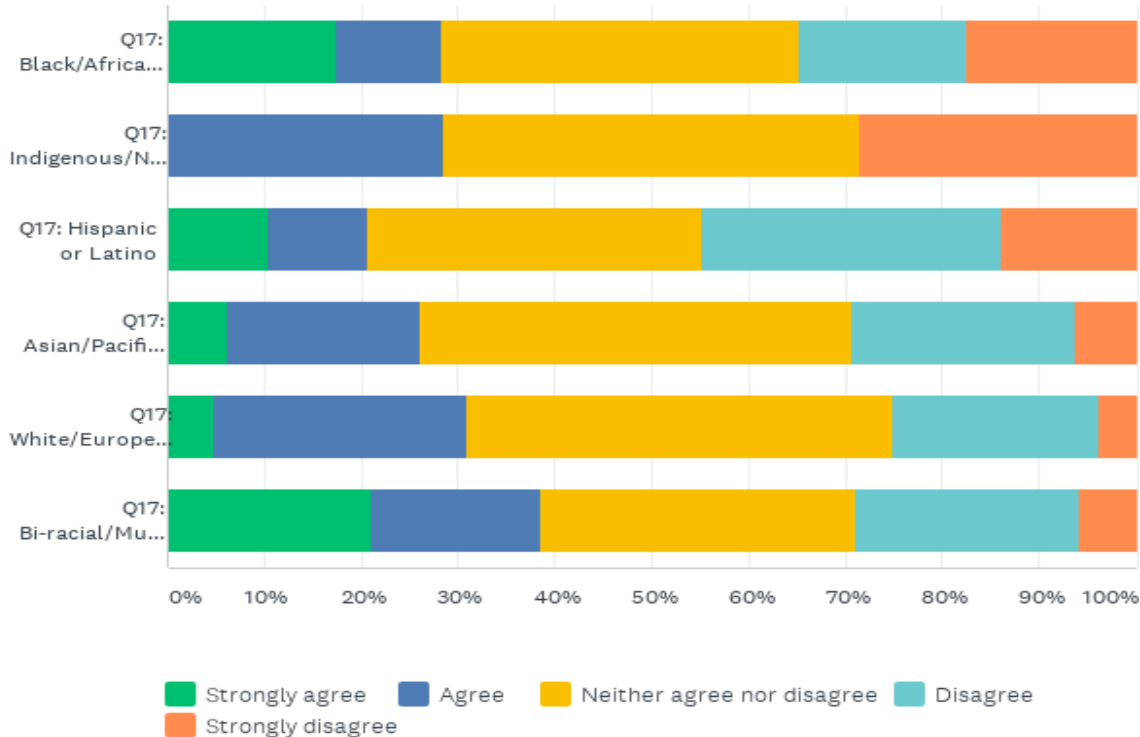


	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	19.57% 9 D	8.70% 4 DE	23.91% 11 C	23.91% 11 C	23.91% 11 DEF	3.61% 46
Q17: Indigenous/Native American (B)	0.00% 0	42.86% 3	28.57% 2	0.00% 0	28.57% 2	0.55% 7
Q17: Hispanic or Latino (C)	6.90% 4 F	13.79% 8 E	22.41% 13 D	43.10% 25 ADE	13.79% 8 E	4.56% 58
Q17: Asian/Pacific Islander (D)	6.92% 9 AF	23.08% 30 AE	38.46% 50 CEF	22.31% 29 C	9.23% 12 A	10.21% 130
Q17: White/European Descent (E)	11.43% 112 F	31.84% 312 ACDF	29.49% 289 D	21.43% 210 C	5.82% 57 AC	76.98% 980
Q17: Bi-racial/Multi-racial (F)	26.92% 14 CDE	15.38% 8 E	23.08% 12 D	26.92% 14	7.69% 4 A	4.08% 52
Total Respondents	148	365	377	289	94	1,273

While there is a range of responses to this question, ranging from 20% to 40% agreement, most of the respondents could not agree with this statement, which can reflect lack of safety in bringing up issues/concerns and therefore fear, or perhaps backlash to having done so already experienced. Within that set of disagreement responses, Hispanic and Black/African descent diaspora seemed again to be quite similar, with 60% of Hispanic respondents disagreeing, and 50% of Black/African diaspora respondents disagreeing.

The large number of 'neither agree or disagree' percentage here may reflect the lack of understanding of how and where to bring up concerns, which again could mean that the town could improve its effectiveness in identifying and communicating to the community a process for addressing concerns.

Q11: Does the Town address concerns related to diversity, equity, and inclusion?



	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	17.39% 8 DE	10.87% 5 E	36.96% 17	17.39% 8	17.39% 8 DE	3.62% 46
Q17: Indigenous/Native American (B)	0.00% 0	28.57% 2	42.86% 3	0.00% 0	28.57% 2	0.55% 7
Q17: Hispanic or Latino (C)	10.34% 6	10.34% 6 E	34.48% 20	31.03% 18	13.79% 8 E	4.56% 58
Q17: Asian/Pacific Islander (D)	6.15% 8 AF	20.00% 26	44.62% 58	23.08% 30	6.15% 8 A	10.23% 130
Q17: White/European Descent (E)	4.91% 48 AF	25.97% 254 AC	44.07% 431	21.17% 207	3.89% 38 AC	76.95% 978
Q17: Bi-racial/Multi-racial (F)	21.15% 11 DE	17.31% 9	32.69% 17	23.08% 12	5.77% 3	4.09% 52
Total Respondents	81	302	546	275	67	1,271

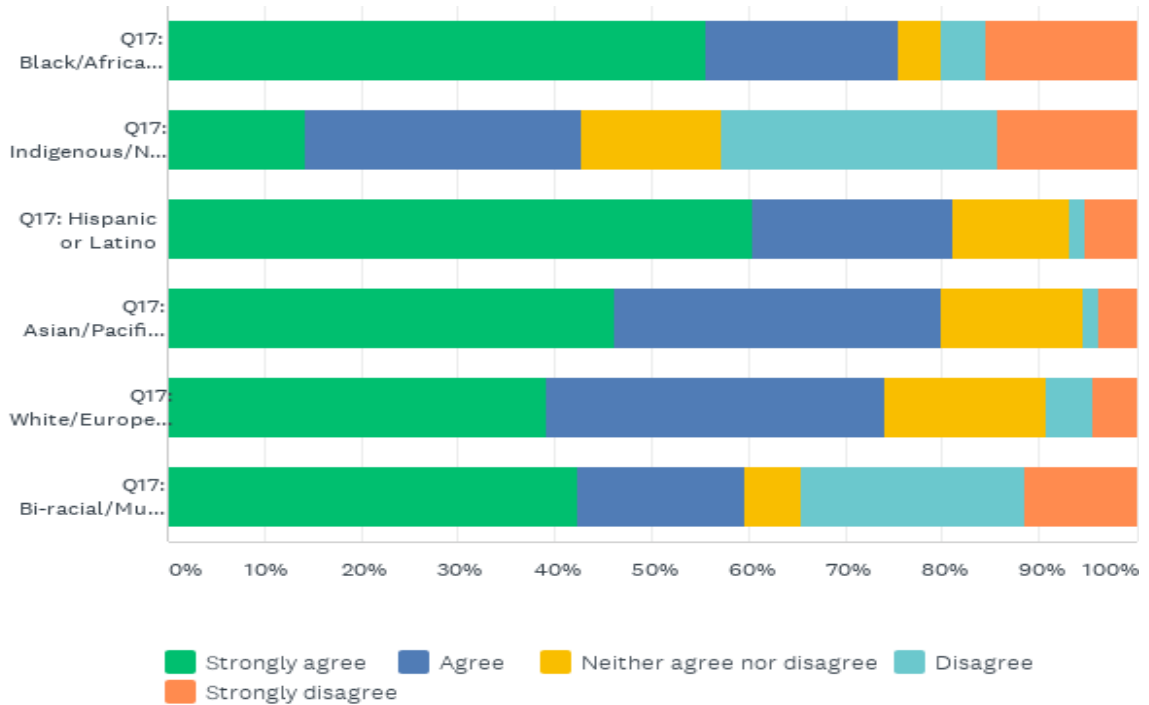
Please see examination of these results on next page.

Q11: Does the Town address concerns related to diversity, equity, and inclusion?

This question is aligned with Question 8. As in Question 8, the large number of responses reflecting neither agree nor disagree percentage here may reflect that either the respondents don't know how or whether the town addresses DEI related concerns, or they could be unaware of the concerns themselves. Again, this may be indicative of the need for the town to communicate more about the concerns and how they are going about addressing them.

What is of note, is the alignment between Q8 and Q11 with regard to the Hispanic responses (43% on Q8 and 45% on Q11) that disagree with each statement that the town does not address DEI related concerns, and that town management and services do not respond appropriately to incidents around race. Similar alignment is demonstrated across the two questions for Black/African descent respondents; namely, 35% of Black/African descent respondents disagreed that the town addresses DEI related concerns, and 35% disagreed that town management and services respond appropriately to incidents around race.

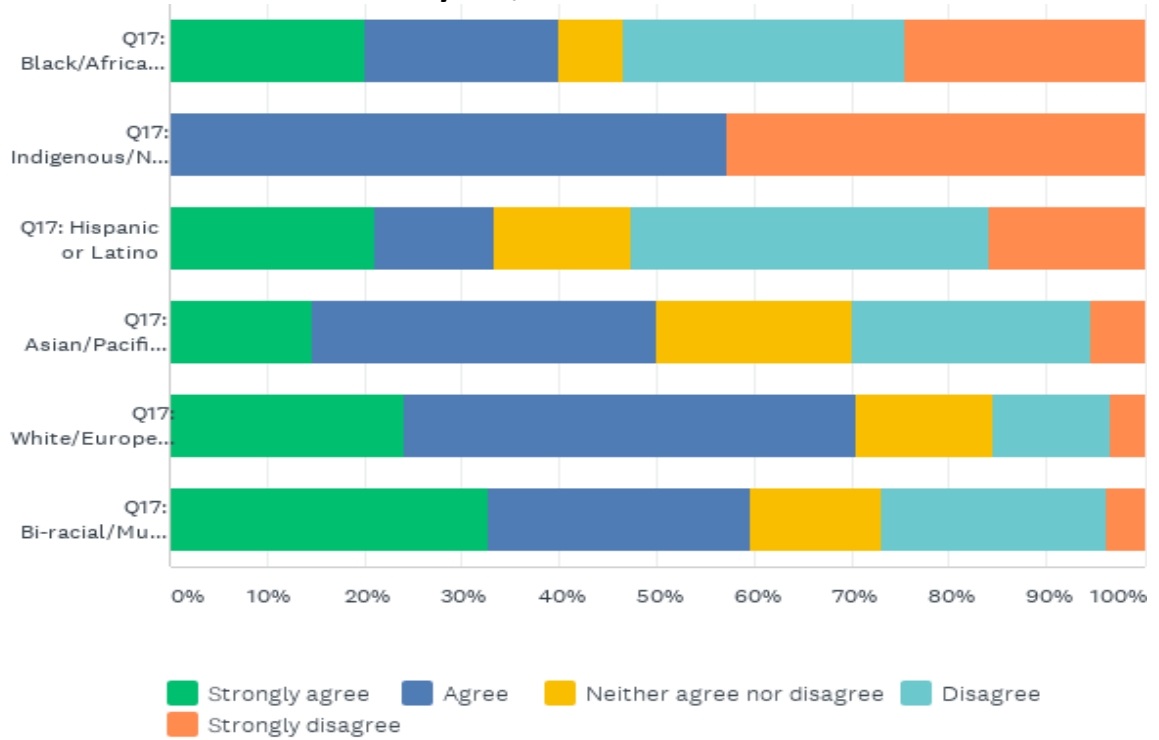
Q12: Should the Town of Andover do more to address diversity, equity, and inclusion?



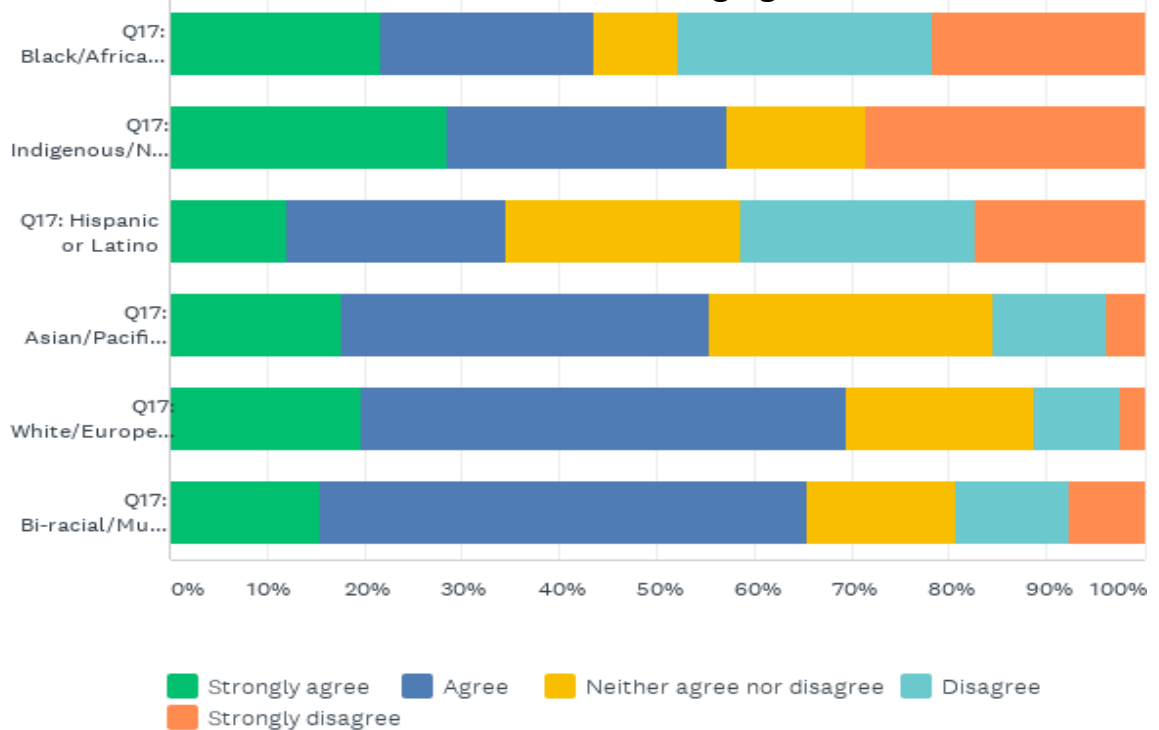
	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	55.56% 25 E	20.00% 9 E	4.44% 2 E	4.44% 2 F	15.56% 7 DE	3.54% 45
Q17: Indigenous/Native American (B)	14.29% 1	28.57% 2	14.29% 1	28.57% 2	14.29% 1	0.55% 7
Q17: Hispanic or Latino (C)	60.34% 35 E	20.69% 12 E	12.07% 7	1.72% 1 F	5.17% 3	4.56% 58
Q17: Asian/Pacific Islander (D)	46.15% 60	33.85% 44 F	14.62% 19	1.54% 2 F	3.85% 5 AF	10.22% 130
Q17: White/European Descent (E)	39.18% 384 AC	34.90% 342 ACF	16.63% 163 AF	4.90% 48 F	4.39% 43 AF	77.04% 980
Q17: Bi-racial/Multi-racial (F)	42.31% 22	17.31% 9 DE	5.77% 3 E	23.08% 12 ACDE	11.54% 6 DE	4.09% 52
Total Respondents	527	418	195	67	65	1,272

For this question, with the exception of Indigenous respondents (with an N=7, 2 or more responses in one direction of agree or disagree heavily impact the distribution), most of the respondents (60% of Bi/Multiracial, 74% of Whites, 75% of Black/African Descent, 80% of Asian/Pacific Islander, and 81% Hispanic) reported they think that the town should do more to address DEI. As we connect this to question 11, the responses to this question reflect not only the need for the town to do more; part of that increase is likely to be the communication/transparency around what the town is doing and how.

**Question 9 and Question 13 will be examined together:
Q 9: I can be my full, authentic self in Andover.**



Question 13: I feel a sense of belonging in Andover.



Q 9: I can be my full, authentic self in Andover.

	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	20.00% 9	20.00% 9 E	6.67% 3 D	28.89% 13 E	24.44% 11 DEF	3.53% 45
Q17: Indigenous/Native American (B)	0.00% 0	57.14% 4	0.00% 0	0.00% 0	42.86% 3	0.55% 7
Q17: Hispanic or Latino (C)	21.05% 12	12.28% 7 DE	14.04% 8	36.84% 21 E	15.79% 9 DEF	4.48% 57
Q17: Asian/Pacific Islander (D)	14.62% 19 EF	35.38% 46 CE	20.00% 26 A	24.62% 32 E	5.38% 7 AC	10.21% 130
Q17: White/European Descent (E)	24.13% 237 D	46.33% 455 ACDF	14.05% 138	12.12% 119 ACDF	3.36% 33 AC	77.14% 982
Q17: Bi-racial/Multi-racial (F)	32.69% 17 D	26.92% 14 E	13.46% 7	23.08% 12 E	3.85% 2 AC	4.08% 52
Total Respondents	294	535	182	197	65	1,273

Question 13: I feel a sense of belonging in Andover.

	STRONGLY AGREE	AGREE	NEITHER AGREE NOR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL
Q17: Black/African Descent (A)	21.74% 10	21.74% 10 DEF	8.70% 4 CD	26.09% 12 DE	21.74% 10 DEF	3.61% 46
Q17: Indigenous/Native American (B)	28.57% 2	28.57% 2	14.29% 1	0.00% 0	28.57% 2	0.55% 7
Q17: Hispanic or Latino (C)	12.07% 7	22.41% 13 DEF	24.14% 14 A	24.14% 14 DE	17.24% 10 DE	4.55% 58
Q17: Asian/Pacific Islander (D)	17.69% 23	37.69% 49 ACE	29.23% 38 AE	11.54% 15 AC	3.85% 5 AC	10.20% 130
Q17: White/European Descent (E)	19.67% 193	49.85% 489 ACD	19.16% 188 D	8.97% 88 AC	2.34% 23 ACF	77.00% 981
Q17: Bi-racial/Multi-racial (F)	15.38% 8	50.00% 26 AC	15.38% 8	11.54% 6	7.69% 4 AE	4.08% 52
Total Respondents	243	589	253	135	54	1,274

There is quite a bit of alignment between these two questions, as they both speak to a sense of belonging and comfort, and how is Andover doing regarding valuing its community members. Of note, most of the White and Bi/Multiracial respondents reportedly agree with these two statements (60 and 70% respectively), while Hispanic (35%), Black/African descent (40%) and Asian/Pacific islander (50%) concurred. On the other end of the scale, Black and Brown alignment was also noted: both Hispanic (53%) and Black/African descent (53%) respondents disagreed with Q9. Also, for Q 13 Black/African Descent (46%) and Hispanic (41%) responses were similar.

Open Ended Questions

On the following pages are themes for many of the most prevalent responses

Q 14: Please describe 1-2 of the Town's strengths with respect to DEI

- The work of Andover DIVERSE, this survey, having more conversations around
- DEI, etc.
- Schools, inclusive, events, teachers, training, etc.
- A welcoming, inclusive town
- Andover has a good amount of diversity in population
- The Community Services Department 's programming
- Community is well intentioned, listening
- Commitment of leadership on these matters
- Andover's diverse business and organizations (non profits, affinity groups), etc.
- The library; its programming, collections
- The faith community

Themes

- Overall, most of the comments were hopeful and positive
- There were many negative comments
- There were many comments stating that participants had nothing good to say

Open Ended Questions

Q 15: Please describe 1-2 challenges Andover has re: DEI

- There is not enough diversity in leadership positions in Town, in the schools or on boards or committees. (2 to 1 margin in terms of frequency of this comment to the second most popular)
- Schools, police, fire and community need to be educated on bias, racism, cultural sensitivity, etc.
- White privilege / bias / ignorance
- Acts of racism by police, fire and kids in school. Many spoke of police following and/or pulling over POC specifically
- Class/classism
- The Town not managing racist incidents well
- Affordable housing

Themes:

- Schools – need for BIPOC teachers, racism among students, acts not responded to by staff, need for improved curriculum
- Police – racial profiling, disproportionately stopping or following people of color
- Andover – described as a “white bubble” where class is a major issue and white people hold all positions of power

Open Ended Questions

Q 16: Identify 1-2 next steps you would recommend re: DEI:

- Curriculum/culture change in the schools
- Hire a more diverse work force, diverse volunteers in leadership roles
- Education/training for Town/school staff, boards, elected officials, community
- Hold more diverse celebrations/opportunities for people to come together in celebration
- Engage the community/engage with BIPOC community
- Communicate, condemn racist acts, address racist symbols
- Manage complaints with action, establish a system to report complaints
- (tied) Increase affordable housing / Police, Fire training/transparency/oversight

Themes:

- Stress on establishing policies, practices (institutional racism)
- Much concern about the schools and the school resource officer
- Lots of support for creating a Diversity Committee

Focus groups process

VISIONS also facilitated focus group discussions with participants representing various constituency groups in the community. Such constituency groups included groupings by race/ethnicity, gender, age, role in the community (i.e., employees of various town departments, schools).

The consultants designed a system of inquiry that, along with participants meeting in their constituency groups, was designed to promote participants' ability to speak freely about the successes and challenges that exist in the Town of Andover in general, and those successes and challenges that exist in the town with respect to diversity, equity and inclusion. To achieve this, the focus groups were conducted over several weeks, held virtually via a zoom platform.

Twenty-three 50 minute focus group interviews were held January 16 – February 22, with a variety of constituencies of community members and town employees, intended to gather cross sectional qualitative information on experiences and perceptions of the racial climate in Andover.

For the focus groups consultants focused on the participants' open, discussion based responses to the following questions:

- 1) What are the Town of Andover's strengths/what is working well in general?
- 2) What are strengths with respect to diversity, inclusion and equity?
- 3) What are some challenges, areas that need improving?
- 4) What is the impact of the racial climate on the participants?
 - a) In what ways do you feel valued and included as a member of your group?
 - b) In what ways do you feel devalued and excluded as a member of your group?
- 5) What are some changes or next steps that participants would recommend the town take on, moving forward?

Focus groups process

Challenges to the Focus groups process

A challenge to the focus group aspect of the assessment came up when the consultants were not able to meet in the focus groups with as large a random sample of community members as planned. This was due to the following complication: there had been 8 – 10 slots allotted for participants in each focus group; there was initial interest and registration for a full complement of focus group participants; yet when it came time for several of the groups to take place, fewer participants (than had signed up) actually appeared for the groups, despite several communications via email with confirmation of registration and links to the respective group sessions.

Summary of Key Andover Strengths

Most of the survey responses and focus group participants consistently identified certain Andover strengths, including:

- Andover is welcoming, the town is organized
- Overall, the schools are seen as effective with school clubs, and improving in their attempts to sponsor inclusive events, and enhancing faculty and staff learning regarding DEI
- The town community services and groups are seen as strong, particularly the library and its programs, elder and youth services, Merrimack Valley Black and Brown Voices
- Andover's slowly growing diversity along with many well-intentioned community members
- The town's support for small business
- A supportive faith community
- Town leadership is seen as being committed to examining and addressing DEI concerns and issues, has stated an openness to change, has made efforts to increase affordable housing in the community, and has improved with regard to gender diversity

Summary of Key Andover Challenges

Challenges include:

- Lack of diversity in many places: school staff/faculty and leadership, town employees and leadership, boards, elected officials
- Town, school employees and community members having varying degrees of ability (and needing to learn) to engage in or facilitate conversations regarding racial, ethnic, cultural and other differences, issues and challenges
- Overall need for more community-wide, cultural events, ongoing education and training on these issues
- Frequent incidence of demeaning comments, and use of stereotypes based on race, ethnicity and other identities (gender, class, etc.);
- Macro- and micro-aggressions by police, fire department employees and by students at school – one example, many reported via survey and focus group discussion that people of color have been consistently stopped without cause at a much higher rate than white community members;
- Low level of trust regarding the town's anticipated responses to challenges; belief by many community members, across racial lines, that the town does not effectively intervene when observing or made aware of incidents of concern; this is aligned with...
- The perception of significant communication-related challenges, including, sharing information with the community, and a reported low level of transparency about the pace and process for responding to concerns and incidents
- School curriculum viewed as not culturally responsive and relevant to a slowly growing diverse student population
- Some community members resistant to or hesitant about supporting efforts related to diversity equity and inclusion as noted by many comments in response to questions 14 and 16 of the survey
- The low level of racial diversity as compared to (and insular from) adjacent communities; the need for more affordable housing.

Recommendations

Based on the data collected via both processes, the following recommendations are suggested:

1) Hiring a more diverse workforce is seen as one of the most needed and recommended action steps by the community. This includes hiring for greater diversity in the schools, in all town departments, particularly Fire and Police, and in leadership roles in many of the departments. This usually requires a thorough examination of existing practices, with an expanded lens to include job description write up and languaging, outreach and community engagement (where and how), hiring committee membership (diverse), skills and process, examination of resumes and qualifications, interview process (for example, can hire with DEI skills and experience with discussing as challenging oppression as part of the skill set needed), examine and enhance cultural responsiveness of the department in which the new employee is to be hired, sustainability of employee (set up for success);

2) Multiple DEI trainings of town employees, leadership, school staff/faculty, boards, elected officials, and interested community and faculty to build the skills to effectively participate in and implement a long-term initiative to improve the racial climate and culture in the community. *Such a process would address responses to Question 4 on the survey, providing the kind of practice that leads to greater comfort and skill in having/supporting these conversations and addressing the issues and challenges.* Such training would include opportunities for following facilitated elements;

- a. Learning/practicing multicultural tools, skills and processes to allow for cross cultural/cross level communication within meetings as well as informally
- b. Options to explore value of/institute caucus or affinity group work (race/ethnicity, gender, sexual orientation, etc.)

Recommendations

Training recommendations (continued)

c. Opportunity for all employees and leadership to improve skills for having cross cultural, challenging conversations; enhance problem solving using a multicultural lens; this, in turn, will support:

- i. Development of shared language
- ii. Greater awareness of intent and impact
- iii. Embracing the differences that exist among all
- iv. Holding selves and each other accountable
- v. Skills to interrupt micro-aggressions and more effectively manage implicit/unconscious bias
- vi. Practice and follow through in behavioral change
- vii. Improvement of quality of relationships across all levels
- viii. Leadership in its efforts to maintain a DEI lens as the town works towards its vision of enhanced inclusion and equity;

- 3) Institutional support for Commission on DEI to support its sustainability;
- 4) Examination and changing, where relevant, curriculum to include time and content related to these issues, including a mandatory social justice course for all students;
- 5) Encouraging an increase in classroom discussions regarding these issues, particularly when it overlaps with content; also in-time discussions when these issues are highlighted in the larger community (city, state, country, etc.);
- 6) Continue to enhance the process for engaging and developing strength of youth; leveraging youth voices/perspectives/impact (survey questions 9 and 13 related to belonging);
- 7) Increase practice of engaging community cultural events to facilitate additional cross-cultural engagement and learning (also survey questions 9 and 13 related to belonging);

Recommendations

- 8) Increase transparency and effectiveness in communication – around responsiveness to incidents, policy changes, community projects, etc.
- 9) Support for leadership (and others as needed) in the form of coaching. This can be conducted through individual sessions with leadership or with a leadership team, to support engaging a multicultural lens in leadership’s work
- 10) In addition to examining hiring policy and practice, re-examine other policies/practices, with a multicultural lens, to look for changes that would reflect needed enhancements regarding inclusiveness;
- 11) Promote reporting, including by providing greater clarity to community members on the process and importance of reporting incidents of discrimination, including harassment or retaliation (in addition to embracing training and cultural learning events, this willingness to hear more will continue to demonstrate leadership’s commitment – Survey question 5);
- 12) Communicate regularly and effectively to the community on the progress and plans regarding Andover’s ongoing efforts related to the issues raised by the community;
- 13) In appropriate time intervals and/or as needed, perform follow-up racial climate audits, to assess progress in addressing the core issues addressed by this assessment.

It is our experience that in order to create and sustain the desired enhancement in the climate and culture of communities like Andover, members of the community must regularly and effectively practice changes at all levels – over the long term - the interpersonal (behaviors) and the institutional (examination of and relevant revision of policies/curricula/practices).

APPENDIX A

Town of Andover Assessment Survey

This survey is a baseline assessment of your thoughts and feelings related to diversity, equity, and inclusion for the Town of Andover. There are no right or wrong answers. Please select the answer that best fits your experiences. Your answers will be completely private, and VISIONS, Inc. will not share any individually identifiable information. Your responses will remain strictly anonymous and summarized into common themes.

The survey should take approximately 15-20 minutes to complete. We much appreciate your participation.

Scale: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree
Please choose the response that best describes your thoughts, feelings, or experiences at the current time.

1. I believe that racism is a concern in Andover.
2. I regularly interact with people from other cultural backgrounds in Andover.
3. I encourage people in Andover to share their unique cultural perspectives and experiences.
4. I frequently ask a person from a different group (race/ethnicity, religion, gender, sexual orientation, ability, etc.) about how my behavior has impacted them.
5. Town leadership's management decisions reflect a commitment to diversity, equity, and inclusion in/for the community.

6. Please rate your level of comfort interacting with the following public services in Andover:
Very comfortable, Comfortable, Neither Comfortable nor Uncomfortable, Uncomfortable, Very Uncomfortable

Town Management

Very comfortable, Comfortable, Neither Comfortable nor Uncomfortable, Uncomfortable, Very Uncomfortable

Schools

Very comfortable, Comfortable, Neither Comfortable nor Uncomfortable, Uncomfortable, Very Uncomfortable

Fire Department

Very comfortable, Comfortable, Neither Comfortable nor Uncomfortable, Uncomfortable, Very Uncomfortable

Police

Very comfortable, Comfortable, Neither Comfortable nor Uncomfortable, Uncomfortable, Very Uncomfortable

APPENDIX A (continued)

Other town services (ie. Library, Recreation department. etc.)

Very comfortable, Comfortable, Uncomfortable, Neither Comfortable nor Uncomfortable, Very Uncomfortable

Business community

Very comfortable, Comfortable, Neither Comfortable nor Uncomfortable Uncomfortable, Very Uncomfortable

Faith communities

Very comfortable, Comfortable, Neither Comfortable nor Uncomfortable Uncomfortable, Very Uncomfortable

Healthcare

Very comfortable, Comfortable, Neither Comfortable nor Uncomfortable Uncomfortable, Very Uncomfortable

For the remainder: Strongly Agree, Agree, Neither Agree nor Disagree, Disagree, Strongly Disagree

- 7) Andover is welcoming to businesses led by marginalized groups.
- 8) Town management and services respond appropriately in responding to incidents around race.
- 9) I can be my full, authentic self in Andover.
- 10) I can raise issues about unfair treatment without fear of consequences.
- 11) Does the Town address concerns related to diversity, equity, and inclusion?
- 12) Should the Town of Andover do more to address diversity, equity, and inclusion?
- 13) I feel a sense of belonging in Andover.

Open-Ended Questions

Please describe 1- 2 of the Town of Andover's strengths with respect to diversity, equity, or inclusion:

Please describe 1- 2 of the Town of Andover's challenges with respect to diversity, equity, or inclusion:

Please identify 1- 2 changes or next steps you would recommend for the Town of Andover with respect to diversity, equity, or inclusion:

APPENDIX A (continued)

Demographic Questions :

What is your racial/ethnic identity?

- Black /African Descent
- Indigenous /Native American
- Hispanic
- Asian /Pacific Islander
- White /European Descent
- Bi-racial /Multi-racial
- Other

What is your gender identity?

- Male
- Female
- Transgender, Gender Queer, Gender Non-binary

What is your community role? (check all that apply)

- Live in Andover
- Work in Andover

Age

- under 20
- 21 - 30
- 31 - 45
- 46 - 60
- 61 - 75
- 75 +

Thank you for participating in this survey!

APPENDIX B

安迪弗鎮 評估調查

此調查是您對 Andover

鎮多樣性、公平和包容性的想法和感受的基線評估。沒有正確或錯誤的答案。請選擇最適合您體驗的答案。您的答案將完全保密，VISIONS 公司不會共用任何個人身份資訊。您的回答將保持嚴格匿名，並總結為共同的主題。完成調查大約需要 15-20 分鐘。我們非常感謝您的參與。

請選擇最能描述您當前想法、感受或經歷的回答。

请选择最能描述您当前想法、感受或经历的回答。

規模：**非常同意, 同意, 既不同意也不反對, 不同意, 非常不同意**

1. 我相信種族主義是阿多弗的一個問題。
2. 我經常與來自來自其他文化背景的人互動。
3. 我鼓勵在安迪弗的人分享他們獨特的文化觀點和經驗。
4. 我經常問一個不同群體（種族/種族、宗教、性別、性取向、能力等）的人，我的行為如何影響他們。
5. 鎮領導的管理決策反映了對多樣性、公平和融入社區的承諾。

6. 請評價您與 Andover 以下公共服務互動的舒適程度

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

城鎮管理

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

學校

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

消防局

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

APPENDIX B (continued)

警察

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

其他城鎮服務 (即圖書館, 娛樂部。等)

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

商業社區

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

信仰社區

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

医疗保健

很舒服, 舒適, 既不舒適也不不舒服, 難受的, 非常不舒服

对于其余: 非常同意, 同意, 既不同意也不反對, 不同意, 非常不同意

- 7) Andover 對由邊緣化群體領導的企業表示歡迎。
- 8) 城镇管理和服务部门对种族事件做出适当反应。
- 9) 我可以成為我在《在安迪弗》中完全、真實的自我。
- 10) 我可以提出不公平待遇的問題, 而不必擔心後果。
- 11) 該鎮是否解決與多樣性、公平和包容性相關的問題。
- 12) 如果安迪弗鎮在解決多樣性、公平和包容性方面做更多工作。
- 13) 我在《阿多弗》中有一種歸屬感。

评论框: 开放式问题 請描述

- Andover 鎮在多樣性、公平性或包容性方面的優勢的 1- 2:
- 請描述 Andover 鎮在多樣性、公平性或包容性方面的挑戰的 1- 2 :
- 請確定 1 - 2 個更改或下一步, 你會推薦為安迪弗鎮尊重
多
樣
性
、
公
平
性
或
包
容
性
:

APPENDIX B (continued)

人口统计学问题

你的種族/民族身份是什麼？

- 黑色/非洲裔
- 土著/美国原住民
- 西班牙裔
- 亚洲/太平洋岛民
- 白色/欧洲血统
- 种族/多种族
- 其他

你的性別認同是什麼？

- 男
- 女
- 变性，性别酷儿，性别非二元

您的社區角色是什麼？（檢查所有適用項）

- 住在安多弗
- 在安多弗工作

年齡

- 20岁以下
- 21 - 30
- 31 - 45
- 46 - 60
- 61 - 75
- 75 +

感謝您完成問卷調查！

APPENDIX C

Town of Andover Assessment Survey

Esta encuesta es una evaluación básica de sus pensamientos y sentimientos relacionados con la diversidad, la equidad y la inclusión para la ciudad de Andover. No hay respuestas correctas o incorrectas. Por favor, seleccione la respuesta que mejor se adapte a sus experiencias. Sus respuestas serán completamente privadas, y VISIONS, Inc. no compartirá ninguna información de identificación individual. Sus respuestas permanecerán estrictamente anónimas y resumidas en temas comunes. La encuesta debe tardar aproximadamente 15-20 minutos en completarse. Agradecemos mucho su participación.

Por favor, elija la respuesta que mejor describa sus pensamientos, sentimientos o experiencias en el momento actual.

Escala: Totalmente de acuerdo, Aceptar, Ni de acuerdo ni en desacuerdo, Desacuerdo, Totalmente en desacuerdo

1. Creo que el racismo es una preocupación en Andover.
2. Regularmente interactúo con personas de otros orígenes culturales en Andover.
3. Animo a las personas de Andover a compartir sus perspectivas y experiencias culturales únicas.
4. Con frecuencia pregunto a una persona de un grupo diferente (raza/etnicidad, religión, género, orientación sexual, capacidad, etc.) sobre cómo mi comportamiento les ha impactado.
5. Las decisiones de gestión del liderazgo de la ciudad reflejan un compromiso con la diversidad, la equidad y la inclusión en/para la comunidad.

6. Por favor, califique su nivel de comodidad interactuando con los siguientes servicios públicos en Andover:

Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo

Administración de la ciudad

Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo

Escuelas

Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo

Bomberos

Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo

Policía

Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo

APPENDIX C (continued)

Otros servicios de la ciudad (es decir. Biblioteca, Departamento de Recreación. etc.)

Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo

Comunidad empresarial

Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo

Comunidades de fe

Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo

Atención sanitaria

Muy cómodo, Cómodo, Ni cómodo ni incómodo, Incómodo, Muy incómodo

Para el resto:

Totalmente de acuerdo, Aceptar, Ni de acuerdo ni en desacuerdo, Desacuerdo, Totalmente en desacuerdo

- 7) Andover acoge con beneplácito las empresas lideradas por grupos marginados.
- 8) La administración de la ciudad y los servicios responden adecuadamente al responder a los incidentes alrededor de la carrera.
- 9) Puedo ser mi yo completo y auténtico en Andover.
- 10) Puedo plantear cuestiones sobre el trato injusto sin temor a las consecuencias.
- 11) La Ciudad aborda las preocupaciones relacionadas con la diversidad, la equidad y la inclusión?
- 12) En caso de que la ciudad de And además haga más para abordar la diversidad, la equidad y la inclusión?
- 13) Siento un sentido de pertenencia en Andover.

Cuadro COMENTARIOS: Preguntas abiertas:

- Describa 1- 2 de las fortalezas de la Ciudad de Andover con respecto a la diversidad, la equidad o la inclusión:
- Describa 1- 2 de los desafíos de la Ciudad de Andover con respecto a la diversidad, la equidad o la inclusión:
- Por favor, identifique 1- 2 cambios o los siguientes pasos que recomendaría para la Ciudad de Andover con respecto a diversidad, equidad o inclusión:

APPENDIX C (continued)

Preguntas demográficas

¿Cuál es su identidad racial/étnica?

- Ascendencia Africana o Negra
- Indígena / Nativo Americano
- Hispano
- Asiático / Isleño del Pacífico
- Ascendencia Blanca / Europea
- Bi-racial / Multi-racial
- Otro

¿Cuál es su identidad de género?

- Masculino
- Mujer
- Transgénero, género queer, género no binario

¿Cuál es su función comunitaria? (marque todas las que correspondan)?

- Vive en Andover
- Trabajar en Andover

Edad

- menos de 20
- 21 – 30
- 31 – 45
- 46 – 60
- 61 – 75
- 75 +

¡ Gracias por participar!

Q14 Please describe 1- 2 of the Town of Andover's strengths with respect to diversity, equity, or inclusion:

Answered: 741 Skipped: 720

#	RESPONSES	DATE
1	Private and supportive.	3/22/2021 12:09 PM
2	Participation in Elder Services programs.	3/20/2021 8:13 AM
3	Commitment of leadership to do diversity.	3/15/2021 12:11 PM
4	diverse community! educational programs that focus on multiculturalism	2/11/2021 2:36 PM
5	Making friends can be pretty easy.	2/11/2021 10:13 AM
6	Engaged, educated community	2/9/2021 12:56 PM
7	- Several multicultural families and good diversity - Even with majority white population, i being from south Asia always feel welcomed here.	2/9/2021 11:26 AM
8	Anyone is free to move here or move away from here. Low crime rates apply to all residents.	2/2/2021 9:42 PM
9	The Town of Andover is a welcoming community that includes people of all backgrounds.	1/30/2021 1:30 PM
10	1. Memorial Hall Library -;Uncomfortable Conversations 2. Andover Youth Services	1/28/2021 2:44 PM
11	Willingness to do focus groups, survey, and Andover DIVERSE updates on website	1/27/2021 4:25 PM
12	Question. 1 I strongly agree that racism should be a priority, but I strongly disagree that it has been 1. AYF/AYS has been very supportive of youth with many types of differences 2. The library has held discussions around racism and antiracism	1/26/2021 8:03 PM
13	Lots of youth around the town uneducated about the topic.	1/26/2021 10:24 AM
14	Since the BLM movement, it appears that there has been a general awareness of racial injustices and an effort by the Town to address systemic racial issues in our community. Other than that, I know of none, but because I tend to live in a bubble, there may be efforts I am not aware of.	1/25/2021 6:32 AM
15	1. Some religious entities strive to be inclusive by welcoming diversity in their members. 2. Housing initiatives for low-income families - modicum of effort here - much more should be done.	1/24/2021 1:07 PM
16	None.	1/24/2021 2:47 AM
17	people willingness to speak	1/23/2021 10:23 PM
18	I think this survey and other efforts to promote diversity and Andover are a good beginning.	1/21/2021 7:51 PM
19	School system and worship community	1/21/2021 12:54 PM
20	I live in North Andover but have been an active member of the Andover Baptist Church since 1980, the nearest Baptist church to my home at that time. In 2004 as a very small, older white congregation we hired a black minister, Lyndon Myers. Soon after I was very impressed as the Free Christian Church offered much needed assistance to us as we transformed into a younger "black church". Since then the community has further supported our programs such as gospel concerts and the MLK, Jr. service.	1/21/2021 11:46 AM
21	The fact that the town is having race focus groups is a step in the right direction.	1/21/2021 9:00 AM
22	The response to the killing of George Floyd (i.e. the organized protest in Shawsheen square) was encouraging.	1/19/2021 1:33 PM
23	I have none	1/19/2021 1:32 PM

Town of Andover

24	Great	1/19/2021 1:17 PM
25	Publicizing diverse events in media.	1/19/2021 12:31 PM
26	Increased presence of diverse worship houses (e.g. addition of Chinmaya Mission Boston and Andover Islamic Center). Increased presence of diverse businesses such as Russian Arts and Language Center.	1/18/2021 11:22 PM
27	Andover tries to do the right thing by race and I think wants to improve.	1/17/2021 9:50 AM
28	My street has residents of various ethnicity	1/16/2021 8:26 PM
29	Andover is a wealthy community where resources are available to diverse communities	1/16/2021 4:08 PM
30	There are 16 houses of worship representing numerous denominations	1/15/2021 12:58 PM
31	Instead of promoting "diversity ", we should advocate "unity". Regardless where you were born, what skin color you have, we are all equal under God, and all the people of United States. Town of Andover should spend energy on uniting people.	1/15/2021 11:32 AM
32	People understand what racism is and seem willing to combat it.	1/15/2021 11:21 AM
33	Realizing there is a problem and looking for ways to know the diverse in the community.	1/15/2021 9:46 AM
34	Unfortunately no particular strengths come to mind.	1/15/2021 9:13 AM
35	Home to children from very diverse backgrounds who are living on campus at Phillips Academy & are welcomed into the community. All town programs are available to anyone & you are not discriminated against for race, religion or age!	1/15/2021 1:51 AM
36	There is a general message of tolerance, acceptance and appreciation of diversity, equity and inclusion. I would like to think the population is highly educated though agree that doesn't guarantee an open mind.	1/14/2021 1:23 PM
37	Town people in general are courteous and respectful to all ethnic groups.	1/14/2021 1:18 PM
38	I have lived here two years and except for one lovely Jamaican, I interact only with white people	1/14/2021 1:05 PM
39	It is not a diverse community	1/14/2021 8:24 AM
40	Financial means to do something, act	1/13/2021 9:37 PM
41	Diverse population Lots of diverse places of worship	1/13/2021 9:23 PM
42	Good community programs	1/13/2021 3:30 PM
43	Anybody can leave, work, or educate themselves here. I've never seen any problems at all.	1/13/2021 3:15 PM
44	In Andover High we see the leadership communicating with parents about issues that arise of racism and how they do not condone it and how they will address it.	1/13/2021 1:52 PM
45	very open communication	1/13/2021 1:31 PM
46	I am a minority and an immigrant. Trust me, you guys are doing awesome.	1/13/2021 1:10 PM
47	Andover is a town where you do not come across much racism and as a Asian/Hispanic I have experienced very little racism.	1/13/2021 12:42 PM
48	My children have far more culturally diverse friends than I had growing up in Andover; schools do a good job of creating opps for all kinds of kids in class and extracurricular	1/13/2021 9:10 AM
49	Local businesses are either managed, owned, or hire minorities.	1/13/2021 9:07 AM
50	Many wealthy members of the community who will voluntarily agree to significantly higher property taxes to fight entrenched, systemic racism.	1/13/2021 9:04 AM
51	Just looking around and seeing people of different backgrounds and different cultures in all settings is a great sign that Andover is a welcoming community.	1/13/2021 8:46 AM
52	Multi-cultures make up the community	1/13/2021 8:20 AM
53	this survey and the youth programs	1/13/2021 6:45 AM

Town of Andover

54	With all due respect, I'm not sure I know of any.	1/13/2021 6:09 AM
55	The school system is a gem with respect to inclusion yet the school board lacks diversity in staff and materials provided to its students.	1/13/2021 3:34 AM
56	A willingness to listen	1/12/2021 11:58 PM
57	There is no exclusion to take part in any social or work environments	1/12/2021 10:36 PM
58	People in Andover respect each other's differences. Most are curious and eager to learn about different cultures.	1/12/2021 10:00 PM
59	The town manager should come to the Culture event. Town of Andover may hold a diversity forums regularly.	1/12/2021 9:53 PM
60	Schools are good at recognizing all holidays for children. Teachers do their best.	1/12/2021 9:44 PM
61	Andover Youth Services do a great job with encouraging inclusion in town	1/12/2021 8:49 PM
62	Friendly	1/12/2021 8:40 PM
63	Anyone is free to move here. Low Crime Rates. People from any race can move here and feel safe. People of color like to live in crime free areas.	1/12/2021 8:40 PM
64	our neighborhood does not seem to have difficulty with black, asian and latino people. people in conservation areas are almost always pleasant regardless of race	1/12/2021 8:36 PM
65	Schools (Bancroft) does an international family say to celebrate the different cultures among the students and staff	1/12/2021 8:11 PM
66	The librarians have done a great job addressing diversity (Books, magazines, DVDs, conferences...)	1/12/2021 8:05 PM
67	We have a diverse pool of citizens from which to draw upon as resources.	1/12/2021 7:55 PM
68	Andover has always been a liberal inclusive town	1/12/2021 7:48 PM
69	There is a strong, authentic sense amongst citizens and businesses of the need for equity, inclusion, etc in the town.	1/12/2021 7:44 PM
70	Formed diversity committee	1/12/2021 7:43 PM
71	Kids fun run	1/12/2021 7:41 PM
72	the town has encourages inclusion and conversation	1/12/2021 7:27 PM
73	This question is dumb	1/12/2021 7:26 PM
74	Nothing that's visible	1/12/2021 7:18 PM
75	N/A	1/12/2021 7:07 PM
76	This survey, emailing when DEIA issues arise	1/10/2021 7:54 PM
77	Schools inclusion to all students attending school. First responders servicing those in need of help	1/8/2021 5:08 PM
78	Schools have developed climate culture committees to discuss, address and implement PD around these issues	1/8/2021 3:36 PM
79	1. 2.	1/8/2021 12:47 PM
80	no comment	1/8/2021 11:37 AM
81	Two typical examples can prove the actual strengths in the above-mentioned areas: the Gas explosions 2 years ago, the Covid-19 threats — even until now.	1/8/2021 11:23 AM
82	They are willing to address the problems and acknowledge that they are there when they are brought up.	1/8/2021 11:16 AM
83	The town prioritizes children and their wellness, safety etc. The town is beginning to prioritize the elderly -- their wellness, safety etc.	1/8/2021 10:30 AM
84	This survey shows they are thinking about it	1/7/2021 2:09 PM

Town of Andover

85	We have residents and students from many different cultures and races and religions. There have been instances when religious leaders from different religions have spoken out together.	1/7/2021 10:20 AM
86	teacher PD last year with panarama survey and facing history	1/7/2021 8:41 AM
87	youth programming including supporting and accommodating students during remote learning, library programming and services.	1/7/2021 8:09 AM
88	High level of ethnic diversity in town. Felt very welcome as an Indian-American	1/7/2021 12:19 AM
89	Town is very welcoming	1/6/2021 10:40 PM
90	Willing to work on and talk about diversity, equity and inclusion.	1/6/2021 6:30 PM
91	The turnout for the BLM rally at Shawsheen Square and the Juneteenth celebration.	1/6/2021 3:43 PM
92	Please take a look around. Yes, there are many diverse residents. Yes, many of them volunteer. However, I only see weak representation in Town Management or Town Govt. and public facing businesses.	1/6/2021 2:48 PM
93	gender inclusivity connection to ABC House	1/6/2021 2:26 PM
94	Andover Youth Services - invaluable support for all youth	1/6/2021 9:28 AM
95	Andover Youth Services is a wonderful and welcome resource for all students grades 6-12;	1/5/2021 9:55 PM
96	I am pleased that since last summer (following the George Floyd murder) the town has begun to reflect on what it can and should do to improve DEI for town residents, businesses and their customers. Housing matters, the soon to be DEI committee, these are good ways to begin, but so much more needs to be done. Changing the system of governance, however, would be a step in the WRONG direction, promoting exclusion and preventing voices from being heard. We need to encourage more voices to be heard, not fewer.	1/5/2021 5:18 PM
97	open, welcoming	1/5/2021 2:38 PM
98	My knowledge is through the schools and local business. We have been welcoming to people from different countries.	1/5/2021 2:00 PM
99	Good schools open to all. Police are part of the community.	1/5/2021 1:28 PM
100	If you can afford it, anyone from anywhere can move in to the town. The citizens of Andover are diverse, originally from different towns, and many countries. You have Liberals, and Conservatives, older and younger people, families and single people, everyone is here for different reasons (proximity to BOS, school system, history, reputation)	1/5/2021 11:44 AM
101	Young people especially are very inclusive when it comes to gender or sexual orientation and presentation. Businesses are open to sales associates of all gender representations.	1/5/2021 11:01 AM
102	Andover has 33K+ citizens but feels more like a small town. I have never witnessed any racism or persecution of any group in town. If it exists it is not apparent to me.	1/5/2021 9:55 AM
103	The Town of Andover seems to have the right intention of to address this issue as demonstrated through this initiative, but the follow-through is not always there. And there must be more actionable steps, accountability and visibility by town leadership to embrace the towns rich diversity, engage in it and celebrate it!	1/5/2021 9:46 AM
104	Recreation services, and Andover Soccer Association provide opportunities for youth to get involved from all backgrounds...great way for youth from all over town to interact. Andover Youth Services also provides programming open to all. Good communication and respect between different faith communities is also a plus.	1/5/2021 9:25 AM
105	Andover has had a history of both inclusion and exclusion. Two stops on the underground railroad and TONS of folks supporting Black Lives Matter.	1/5/2021 9:19 AM
106	I don't see this as a function of Town Government	1/5/2021 8:40 AM
107	We actually have a very diverse population.	1/5/2021 8:37 AM
108	Everything is fine	1/4/2021 8:06 PM
109	Effort, Open minded	1/4/2021 3:20 PM

Town of Andover

110	It has a solid foundation of a diverse population. It has many faiths represented with houses of worship in town. It has the resources to do more with diversity.	1/4/2021 1:44 PM
111	Forming this committee and library's recent programs I	1/4/2021 10:19 AM
112	I feel that in Andover, we have a community of people from many different backgrounds and cultures and this rich diversity is wonderful. The schools are working hard to create opportunities for all students to feel included by celebrating and honoring this diversity. Schools are doing a lot of work around tolerance and inclusion of people of all backgrounds.	1/3/2021 9:29 PM
113	responded quickly to reported issues around racial issues - willing to seek help to improve work	1/3/2021 11:43 AM
114	I have lived in Andover for nearly 30 years and I have not seen or experienced any significant issues related to race or diversity. I have encountered a few individuals who believe they deserve special treatment. Thus, Andover is apparently doing a good job.	1/2/2021 2:57 PM
115	faculty at PA at a large part of the diversity in Andover	1/1/2021 2:32 PM
116	*	1/1/2021 8:14 AM
117	Efforts to provide affordable housing; robust services for seniors	12/31/2020 12:00 PM
118	There is a freedom to be your self and be included if you wish.	12/31/2020 11:02 AM
119	The population is diverse The schools have global programs	12/31/2020 8:54 AM
120	Very inclusive. Great opportunities for everyone.	12/30/2020 5:34 PM
121	There are lots of different cultures represented in my neighborhood.	12/30/2020 3:19 PM
122	blah blah blah blah	12/30/2020 12:49 PM
123	Andover hired a diversity "officer" to work with the police department	12/30/2020 11:22 AM
124	They are doing these surveys and paying attention to the issues.	12/30/2020 10:46 AM
125	library programming	12/30/2020 10:15 AM
126	Attempt to maintain open dialogue	12/29/2020 7:30 PM
127	Schools offer different cultural events; however feel like the ones many celebrate have been nixed over the years, like Christmas and birthdays	12/29/2020 4:19 PM
128	The ABC house in Andover is a strength.	12/29/2020 4:00 PM
129	N. A.	12/29/2020 3:48 PM
130	Andover's prejudices and exclusionism is based more on economics than race.	12/29/2020 3:42 PM
131	Andover has significant (fractional) population from East-Asian & Indian Peninsula areas, but not so much from Africa, South & Central America.	12/29/2020 3:30 PM
132	Metco program ??? On current status	12/29/2020 3:16 PM
133	Open to all	12/29/2020 2:29 PM
134	Athletic Teams , Foreign business reps at Pfizer , Raytheon, Phillips Academy	12/29/2020 2:12 PM
135	Andover leadership thinks it is understanding of minorities- but it is not. Andover leadership patronizes its minority population.	12/29/2020 1:41 PM
136	Doing a public survey on diversity, and increasing Awareness by doing so.	12/29/2020 1:29 PM
137	I think the town makes an effort as evidenced by this survey and audit.	12/29/2020 1:25 PM
138	Diverse student and neighborhood populations, women holding visible leadership roles.	12/29/2020 1:15 PM
139	They are becoming more aware of the problem.	12/29/2020 1:11 PM
140	The mere commencement of an effort to examine things is great. It seems genuine and well-intentioned.	12/29/2020 1:03 PM
141	I appreciate their pulling together this diversity effort	12/29/2020 12:51 PM

Town of Andover

142	Andover has a myriad of different cultures represented among it's residents. Although there is some friction it's minor and the overwhelming majority of people are accepting of differences and enjoy celebrating other cultures.	12/29/2020 12:23 PM
143	STOP PAYING MONEY to Diversity GRIFTERS!!!! Fix the damn roads, don't give money to RACE CHARLATANS!!!	12/29/2020 11:39 AM
144	There is a low crime rate in Andover. When schools were in person, there were diversity activities and celebrations.	12/29/2020 11:24 AM
145	issues appear to be addressed promptly and vocally through social media, print media, announcements. appears to be a strong commitment to addressing issues when alerted	12/29/2020 11:22 AM
146	-Town supports the ABC Andover program which brings diversity to AHS	12/29/2020 11:21 AM
147	School system has taken strong steps toward improving policies and curriculum around inclusivity. Town has shown willingness to address DEI by establishing commission, as well as recent hiring of women to senior management positions.	12/29/2020 11:14 AM
148	1. Support of the ABC program 2. Programming from MHL around issues of race and gender.	12/29/2020 11:13 AM
149	Andover soccer association has always been inclusive of all youth players.	12/29/2020 10:59 AM
150	Andover is accepting of all people.	12/29/2020 10:58 AM
151	Real sense of Community. The Town responds immediately if an issue arises and addresses it.	12/29/2020 10:57 AM
152	The schools have begun to embrace pluralities in our community.	12/29/2020 9:17 AM
153	Library programming ABC house Music on the green Habitat/ community trust housing Farmers market	12/28/2020 10:20 PM
154	- conducting this survey - supporting the organization "MMVBBV" - Merrimack Valley Black and Brown Voices	12/28/2020 7:22 PM
155	Ann Ormond. She is the strength.	12/28/2020 6:44 PM
156	Don't know	12/28/2020 5:19 PM
157	there are no strengths	12/28/2020 2:47 PM
158	I think Andover is a safe community that might appeal to a broad range of people regardless of race.	12/28/2020 2:11 PM
159	Schools do an excellent job with equity and inclusion. Town also provides adequate low income rental housing.	12/28/2020 1:22 PM
160	There seems to be more diversity within the town than 20 years ago.	12/28/2020 12:38 PM
161	Public Library Conservation land/AVIS	12/28/2020 12:38 PM
162	This town is inclusive of people from all the walks of the life. It may not be as diverse as some of the other cities or town but its diversity quotient is certainly increased and has been increasing over the time.	12/28/2020 12:33 PM
163	There is a clear intention towards the inclusion of women in decision-making positions (staff & boards).	12/28/2020 10:03 AM
164	Inclusion	12/28/2020 9:36 AM
165	Hard to say. I don't see overt racism and I think town leaders say the right things.	12/27/2020 10:57 AM
166	welcoming, non-judgmental community	12/26/2020 12:38 PM
167	Andover is a typical well-educated American community in which the American dream is alive. We are fortunate to be wealthy , and with that goes the responsibility to insure equality of opportunity for all. However, there is unfortunate confusion in the Diversity and Inclusion crowd that seems to demand equality of outcome for all, which is a misguided socialist dream.	12/23/2020 5:26 PM
168	Many multicultural businesses. Availability of low income housing	12/23/2020 3:28 PM
169	*C3 committees in the schools/DEI PD offerings *people participating in Black Lives Matter	12/23/2020 1:18 PM

Town of Andover

	protests	
170	Interaction with Main St businesses and q	12/23/2020 12:43 PM
171	Library has programs on racial issues.	12/22/2020 9:07 PM
172	The town is getting attracted by many different races for the past 10 years and it is getting more and more diverse, however, the local government officers are not reflected yet.	12/21/2020 10:11 PM
173	Responding quickly, positively and uniformly to community suggestions for more diversity, equity and inclusion efforts.	12/21/2020 4:35 PM
174	The schools are fairly good examples of inclusion and diversity although it's the attitude and behavior of the unbiased children that make it so more so than the staff.	12/21/2020 10:20 AM
175	AYS Addison gallery	12/21/2020 9:41 AM
176	For the most part people are respectful, but you will get those few bad apples no matter where you are	12/21/2020 9:29 AM
177	They have a desire to improve the experiences of minority communities in the town	12/20/2020 5:07 PM
178	i literally cant think of any	12/20/2020 2:44 PM
179	I can't. But I can see it's becoming more diverse and am thankful.	12/20/2020 12:29 PM
180	Schools are making this a priority	12/20/2020 10:45 AM
181	Acknowledging their is a problem.	12/20/2020 9:04 AM
182	School and a good town to raise a family	12/20/2020 8:42 AM
183	Volunteers at BC and Memorial Circle	12/20/2020 8:04 AM
184	I have lived here for 60 years and have never thought there was a problem. We had diversity and inclusion in town and with neighboring Lawrence	12/19/2020 5:50 PM
185	Open to discussion and improvement. Asking for community inputs.	12/18/2020 10:01 PM
186	I don't think women and girls are strongly mistreated in Andover, misogyny generally isn't an enormous problem. Neither is homophobia. It's not as bad as it could be	12/18/2020 6:18 PM
187	Schools Business	12/18/2020 4:00 PM
188	The fact that you're asking these questions is a start!	12/18/2020 3:19 PM
189	The town leadership and some citizens' current movement to further address these issues is a strength as is the training/programming in our schools	12/18/2020 2:29 PM
190	None	12/18/2020 2:14 PM
191	None	12/18/2020 1:29 PM
192	School curriculums are somewhat inclusive	12/18/2020 1:23 PM
193	none	12/18/2020 1:07 PM
194	Openness of South Church Proximity to Lawrence	12/18/2020 12:28 PM
195	I think the Town Manager's decision to conduct a survey is the first step towards a right direction.	12/18/2020 10:46 AM
196	The sincerity of being diverse and inclusive is obvious.	12/18/2020 9:54 AM
197	As a white person, I don't feel that it's fair for me to answer this question	12/18/2020 9:41 AM
198	AYS Addison gallery	12/18/2020 9:23 AM
199	I think the schools and the library are doing really good work trying to raise awareness around issues of race and difference. I don't have enough experience with other departments to reflect on their strengths or weaknesses.	12/18/2020 9:21 AM
200	Juneteenth event in Andover	12/17/2020 10:31 PM

Town of Andover

201	Schools do a good job of teaching and having a dialogue regarding diversity, equity and inclusion.	12/17/2020 6:46 PM
202	1) interfaith efforts and services between South Church and Temple Emmanuel, 2) Youth Services and Library seem very open and eager to be inclusive.	12/17/2020 5:58 PM
203	I believe most people in Andover want to do the right things to promote diversity, equity and inclusion	12/17/2020 5:27 PM
204	I'm afraid I'm ignorant about the town's efforts and so unable to comment	12/17/2020 5:02 PM
205	The Town government encourages and supports building affordable housing.	12/17/2020 4:23 PM
206	Women are represented well in town management and government	12/17/2020 3:34 PM
207	I feel the town is very inclusive, but have no first hand knowledge of any particular situations to comment one way or another on the towns strengths.	12/17/2020 3:33 PM
208	Willingness to begin to address diversity, equity and inclusion. Willingness to gather information from everyone in the town.	12/17/2020 3:15 PM
209	Seems like there is more interfaith cooperation lately and that's nice to see. Faith organizations taking an interest and taking action on justice issues outside their own congregation. Its also good to acknowledge our diversity, even though we are a pretty white community. I'm glad this survey and conversations are happening.	12/17/2020 1:27 PM
210	I do receive emails from the Town of Andover on equity, and racism act that happens in High School.	12/17/2020 1:12 PM
211	Youth center has been doing an amazing job teaching middle schoolers about acceptance. High school teachers and counselors have also addressing issues regarding racism	12/17/2020 1:12 PM
212	Beginning to have conversations around race and anti racism as pd in schools.	12/17/2020 1:03 PM
213	There is clearly implicit racism in the Town and school department's hiring process. The school department has no identifiable diversity in it's administration or the employment of faculty and staff.	12/17/2020 12:59 PM
214	Not sure	12/17/2020 12:44 PM
215	The Town is beginning the discussion.	12/17/2020 12:29 PM
216	I haven't really seen anything outside of this survey	12/17/2020 12:13 PM
217	The schools do a nice job and the library.	12/17/2020 11:58 AM
218	Reach out/advertise opening to all faiths/groups to ensure there is representation on committees and in leadership positions for the town.	12/17/2020 11:55 AM
219	It's an inclusive and diverse community.	12/17/2020 11:49 AM
220	Everyone is becoming more aware of the need to address these issues	12/17/2020 10:31 AM
221	The high tech and medical based companies are responsible for bringing in highly educated persons from Asia and immigrants from Europe.	12/17/2020 8:00 AM
222	Since route 93 was built, Andover has grown to be a diverse community and I have never seen any issues related to race.the	12/17/2020 7:32 AM
223	A desire to do the right thing. A desire to learn as evidenced by this survey and initiative.	12/17/2020 12:03 AM
224	The elementary schools/teachers seem to celebrate and support all	12/16/2020 10:11 PM
225	Andover seems to be attempting to improve upon the current situation as evidenced by seeking input from the community.	12/16/2020 8:47 PM
226	#11 and #12 are questions....they CANNOT be answered by ANY of the 5 selections. Questions like this are answered Yes or No. Whoever designed this obviously does not understand the English language. I have lived in Andover for more than 30 years. This survey and the resulting activities is a complete waste of Town resources. You are trying to create issues where there are none. Very disappointed in our Town leadership.	12/16/2020 8:03 PM

Town of Andover

227	In the past few years, a small majority of the Select Board appears to want to move the Town forward in these areas. This is at least some progress after decades of status quo archaic thinking and behavior.	12/16/2020 7:26 PM
228	None	12/16/2020 7:03 PM
229	They are finally becoming more aware !!	12/16/2020 6:42 PM
230	Diversity exists in Andover for sure and non-profit programs and organizations (ASM, ABC, etc) have been great in supporting it but certainly more could be done	12/16/2020 6:08 PM
231	Andover High School has supported the diverse ABC of Andover program for more than 50 years.	12/16/2020 5:27 PM
232	Schools are beginning to offer more diverse programming to celebrate students' backgrounds and cultures.	12/16/2020 5:12 PM
233	The town isn't all white, and that's a good thing.	12/16/2020 3:47 PM
234	There is a small part of the population that is interested in the issue.	12/16/2020 3:41 PM
235	Open to people of all backgrounds and race at the lower levels	12/16/2020 3:33 PM
236	The new DIVERSE initiative, Courageous Conversations	12/16/2020 2:55 PM
237	Many good individuals who care about these issues. Commitment to improving DEI.	12/16/2020 2:49 PM
238	The town needs to primarily lead by example in hiring a more culturally and racially diverse staff. Other programs and initiatives need to be carefully thought out by way of funding. If the town were try to "force" programs that did not have a unifying affect and also cost taxpayer dollars, it would be ripe for failure. Start within, lead by example, build a foundation of inclusion, equality, and diversity.	12/16/2020 2:13 PM
239	there is a sense of respect for other cultures and inclusion in town	12/16/2020 2:10 PM
240	Senior Ctr. makes concerted effort to include other cultures, languages, races & nationalities in their program offerings.	12/16/2020 2:00 PM
241	I have not witnessed much in the way of strength with respect to diversity.	12/16/2020 1:25 PM
242	Community tends to speak out and others lead the charge for change.	12/16/2020 12:44 PM
243	Aa	12/16/2020 11:46 AM
244	Anyone can live here. There are no restrictions except your own budget, which is true everywhere.	12/16/2020 11:39 AM
245	I have no strong opinion as to witnessing first hand how. Andover politics are conducted. Just what I read.	12/16/2020 11:36 AM
246	n/a	12/16/2020 11:08 AM
247	We've become a more diverse community due to population changes in recent decades.	12/16/2020 11:03 AM
248	faith communities	12/16/2020 10:39 AM
249	This survey and hiring a diversity consultant to guide leadership.	12/15/2020 10:52 PM
250	I have lived in Andover for 36 years and all of my children have been through the school system, my youngest at the high school. My children have had relationships with children of other cultures and races without difficulties.	12/15/2020 10:44 PM
251	The youth center has stepped up as a strong voice for equality.	12/15/2020 7:58 PM
252	Andover's strength is in its schools and libraries. Staff makes ongoing efforts concerning inclusion and diversity.	12/15/2020 4:23 PM
253	The library and the towns recreation department	12/15/2020 3:59 PM
254	Growing immigrant / international population	12/15/2020 12:30 PM
255	Great town, very inclusive.	12/15/2020 11:50 AM

Town of Andover

256	The town of Andover has a somewhat racially diverse population. More BIPOC families are Asian than black or Hispanic though. Andover definitely lacks socio-economic diversity which is due to the cost of living here. I find my friends and colleagues often engaged in discussion about diversity and actually doing things to help, like the black and brown shop at South Church and the regular demonstrations about diversity and peace. Phillips Academy brings much diversity to our community.	12/15/2020 9:31 AM
257	they listen when there is a problem	12/15/2020 9:20 AM
258	It is refreshing to see the diversity from Phillips Academy now and then on Main street.	12/15/2020 7:53 AM
259	None, sorry! there are a few shops in Downtown were folks are nice, however that is very short of a strength	12/14/2020 10:09 PM
260	Scarecrows allow for groups in town to express their platform publicly. Open spaces are inclusive- library, parks, etc. YMCA is welcoming and was incredible to the community during the gas disaster Youth Center and Senior Center	12/14/2020 9:36 PM
261	this survey, church signs	12/14/2020 9:17 PM
262	The library and the towns recreation department	12/14/2020 8:32 PM
263	Annual town Fair, andover rec are generally very inclusive.	12/14/2020 7:54 PM
264	There are enough people from various ethnic and racial backgrounds- town needs to use it and provide opportunities without bias	12/14/2020 7:18 PM
265	Unknown to me. I know we are a diverse community in terms of affluent Asian and Indian cultures, but not as much with the Black and Latino communities.	12/14/2020 4:36 PM
266	They are making an effort to listen and learn..	12/14/2020 3:38 PM
267	This survey	12/14/2020 3:10 PM
268	The library seems to try.	12/14/2020 12:35 PM
269	I find Andover to be sensitive to an individual's cultural, race issues	12/14/2020 12:08 PM
270	Willingness to address this issue and engaging public.	12/14/2020 10:54 AM
271	You stress diversity but not in a positive way. Very one sided. All lives matter just not one ethnic group.	12/14/2020 10:52 AM
272	More diverse ethnic groups are moving to the Town of Andover without feeling discriminated against based on their ethnic groups.	12/13/2020 8:21 PM
273	There are diverse people in Andover.	12/13/2020 5:58 PM
274	They kind of just sweep things under the rug and say they will do something but they don't.	12/13/2020 12:07 PM
275	The town appears to open.	12/13/2020 12:00 PM
276	Police handling of incidents	12/13/2020 11:11 AM
277	I appreciated the statement released by the town in the wake of the highly offensive and racist lawn signs in one resident's yard.	12/12/2020 7:06 PM
278	low income housing	12/12/2020 2:31 PM
279	People are people regardless of color, ethnicity - treat others as you want to be treated	12/12/2020 1:44 PM
280	1) Creation of the Diversity group 2) Diversity audit at the library and its commitment to having items and programs with respect to diversity, equity, and inclusion.	12/12/2020 12:00 PM
281	That you are doing this to start! Willingness to have the conversations and keeping these issues in the forefront of minds and plans is so important. Everything I've seen from the Youth Center is a model of good policy and communication and action.	12/12/2020 9:16 AM
282	The school district and AYS seem to have placed an emphasis on inclusive, equitable educational and recreational opportunities for all children in town.	12/11/2020 6:10 PM
283	Andover Public Schools' population	12/11/2020 1:03 PM

Town of Andover

284	Diverse residents.	12/11/2020 12:45 PM
285	APS has participated in several diversity awareness building programs such as Challenge Day and Facing History & Ourselves.	12/11/2020 12:07 PM
286	I think Andover as a town has residents and organizations who are doing good work in spite of the town, not because of it.	12/11/2020 11:34 AM
287	I think that it is good that the town is doing this survey and creating a group dedicated to do better by diversity, equity, and inclusion.	12/11/2020 10:58 AM
288	I don't have any.	12/11/2020 10:37 AM
289	Andover, as a community, has a strong desire to improve and practice inclusion (however, this town is predominately white, waspy, and most white people have not been working, living or being in a community or group where they are a minority).	12/11/2020 10:26 AM
290	1. It is good that Andover is beginning to address the issues of racism by doing this surgery and putting together a committee of people to make improvements. 2. Andover Youth Center is doing an awesome job to help young people feel included.	12/11/2020 10:17 AM
291	As a resident, I have to say that the library is the only space that makes a clear effort through its programming to include diverse voices and creates activities where these different groups come together. Especially the Children's room.	12/11/2020 10:04 AM
292	The churches I've visited have made me feel comfortable. Some of the business owners/workers are super nice. Some have a long way to go. The town offices/poll workers assume that being of another race means your stupid and perhaps don't understand English.	12/11/2020 9:04 AM
293	Andover is very diverse and accepting.	12/11/2020 8:43 AM
294	Individual schools do a decent job with diversity and inclusion	12/11/2020 8:12 AM
295	Willingness to learn and change Recognition of need to change	12/11/2020 8:11 AM
296	Those hired in small businesses are diverse in ethnicity.	12/11/2020 7:53 AM
297	Lots of resources to go and check out.	12/11/2020 5:38 AM
298	Stop this fucking non sense	12/10/2020 10:09 PM
299	ANDOVER is slowly becoming more diverse. ANDOVER is starting to pay attention to issues equity and inclusion in relation to people from marginalized groups.	12/10/2020 8:56 PM
300	When I was a student at AHS a class Race in America was implemented, taught by one of our only if not only BIPOC woman teacher, who is amazing. I'm sure many schools don't have a class like this (although this class is not required, which I disagree with).	12/10/2020 7:51 PM
301	Great sense of community	12/10/2020 6:30 PM
302	I think the town of Andover, it's Town Manager and Police / Public safety do an amazing job of addressing issues or potential issues as well do a lot of training and education around these issues.	12/10/2020 6:26 PM
303	The Youth Center has a clear and public commitment to racial equity that makes us hopeful.	12/10/2020 6:14 PM
304	Individual teachers, not being directed by the town, educate on DEI. The town gives permits to DEI events.	12/10/2020 5:59 PM
305	willing to start the discussion	12/10/2020 5:22 PM
306	Elementary Shools do a good job	12/10/2020 4:56 PM
307	This survey is a strength. The Faith leaders in Andover are a strength. The library programming is a strength. The Principal at Sanborn Elementary, and the culture he is nurturing is a strength.	12/10/2020 4:41 PM
308	All of the above.	12/10/2020 4:31 PM
309	we haven't been directly involved with any racial issues or concerns so I haven't witnessed how the town has responded. I do know the schools try to address inclusiveness.	12/10/2020 3:53 PM

Town of Andover

310	Senior Center (when it's open!)	12/10/2020 3:31 PM
311	Andover talks a good game, but there is little follow through.	12/10/2020 3:13 PM
312	AYS, Local churches	12/10/2020 3:07 PM
313	There is a strong sense of community and getting involved	12/10/2020 2:47 PM
314	At my school we are working on it; the C3 committee is doing great work at the district wide level.	12/10/2020 2:27 PM
315	Andover youth services is the only interaction I've had with town services since we moved here in July. They seem to be doing a good job with inclusion, however, I am cisgender and white and am probably not the best at determining the strengths of inclusivity efforts.	12/10/2020 2:25 PM
316	1. Diverse population	12/10/2020 2:22 PM
317	OCON, new literature additions to classroom libraries, Andover Teacher PD course offering	12/10/2020 2:13 PM
318	Working in the schools I have seen diversity in the town's choices of school principals.	12/10/2020 2:02 PM
319	Putting the issues to the forefront and that it is a priority for Town Administration is comforting to know.	12/10/2020 1:46 PM
320	Past school district staff learning and professional development	12/10/2020 1:15 PM
321	I have no experience with these issues.	12/10/2020 1:00 PM
322	There are a number of students at the high school where I work that are from different backgrounds. Many of them are in some of the low income housing. Some of them are my best students. Housing opportunity seems to be a strength for the town.	12/10/2020 12:32 PM
323	resource availability willingness to address the issues	12/10/2020 12:15 PM
324	I am forever grateful that when we moved here 20 years ago, our 2 kids (who had had several experiences changing schools already) found a relatively friendly reception in their elementary school and in our neighborhood (although size of elementary school was a bit overwhelming). They had a range of experiences with town sports, depending on the sensitivity or lack thereof of coaches. Training here on how to coach youngsters might help. Bonnie Spurr could give the training! I have been impressed with and heartened by TM Flanagan's office's apparent commitment to and public statements about diversity, equity, or inclusion. Library programming has courageously demonstrated commitment to programming that airs these issues.	12/10/2020 12:14 PM
325	Leadership of library with courageous conversations. Hiring of consultants to dig into racism and diversity.	12/10/2020 11:57 AM
326	They try their best to be inclusive,	12/10/2020 11:50 AM
327	i think Andover has always been proud of our inclusion of students from all cultures. We had the ABC program at the high school, and have always been accepting of all disabilities. Having Phillips Academy students in town from all around the world has been as asset.	12/10/2020 11:21 AM
328	I try to stay out of town politics!	12/10/2020 11:19 AM
329	Education teaches diversity	12/10/2020 11:19 AM
330	Glad that you have put this survey in place. Many of us will be interested to see both the statistics of the likert questions and the verbatim comments that you receive.	12/10/2020 11:10 AM
331	All things considered I think the Town is doing a good job of inclusion. The school department needs to work on it.	12/10/2020 10:56 AM
332	I think they do more than other communities.	12/10/2020 10:54 AM
333	welcoming, friendly	12/10/2020 10:34 AM
334	The Town immediately acts when any issue is raised regarding potential or actual bias or discrimination.	12/10/2020 10:21 AM
335	The library tries hard to be inclusive and aware of equity and diversity. I believe the businesses downtown are also very inclusive.	12/10/2020 10:14 AM

Town of Andover

336	The schools are constantly aware of this issue and are always working to make things better.	12/10/2020 10:11 AM
337	Don't have enough information to answer.	12/10/2020 9:55 AM
338	Town Meeting is open to all	12/10/2020 9:47 AM
339	There seems to be a want for change to be more inclusive	12/10/2020 9:46 AM
340	Inclusion of all religions and culture Celebrate accomplishments of all cultures	12/10/2020 9:45 AM
341	Andover has over reacted to this issue to the pint of loosing credibility of its Citizens	12/10/2020 9:43 AM
342	The Town of Andover is very responsive to incidents and they are very receptive to learning more about diversity in the community.	12/10/2020 9:37 AM
343	try to accommodate all	12/10/2020 9:35 AM
344	I think the high school is pretty accepting .	12/10/2020 9:34 AM
345	I am not aware	12/10/2020 9:28 AM
346	I am an American who was born and raised in Massachusetts. My parents still live in Andover. We are Bangladeshi by race and ethnicity as well as American by ethnicity and nationality. I can tell you that growing up during the early 00s, I had no issues other than joking amongst friends in terms of race, gender, and sexuality. However, I have definitely experienced and continue to experience micro aggressions or overt verbal/digital correspondence that has been racist. but people of color in my circle of family and friends are not down with cancel culture or 'wokeness' whatsoever. Race, gender, sexuality, and religion are incredibly complex. I am also Sunni Muslim with a partner who is white and Catholic and part of the LGBTQ+ community. I preface all of the above because I cannot speak to Andover's strengths to equity and inclusion as of now or in the past decade, since I have not been living or working in this town until this past summer. However, i hope the town addresses any shortcomings that do exist when it comes to race, class, and religion by being honest and having truly grounded conversations. Otherwise, no progress will be made and we will operate out of fear instead of sincerity and community.	12/10/2020 9:18 AM
347	All cultures seem to blend well in Andover when I see students mingling in Town and around public places.	12/10/2020 9:12 AM
348	They make an attempt to respect diversity,equality and inclusion but seldom fallow through	12/10/2020 9:01 AM
349	Quick to respond when problems arise	12/10/2020 8:56 AM
350	Proactive in developing a full time position to address concerns	12/10/2020 8:54 AM
351	Efforts made by building principals, program advisors and teachers to present an inclusive curriculum to our students and training to staff. There should be more of this.	12/10/2020 8:53 AM
352	Andover Youth Services	12/10/2020 8:46 AM
353	Town's people are rarely overtly racist.	12/10/2020 8:45 AM
354	It is clear that there is a core belief in the town that diversity and inclusion are good for all of us. There continue to be many opportunities to experience different cultural events (well, when there isn't a pandemic) in town.	12/10/2020 8:35 AM
355	The attempt to have a diversity position for the town.	12/10/2020 8:33 AM
356	My experience with the school system has been positive.	12/10/2020 8:31 AM
357	IDEA, teacher training	12/10/2020 8:30 AM
358	West Elementary School started a group to celebrate diversity within it's school environment, and promote educational opportunities surrounding different faiths and cultural backgrounds. The school system's policies regarding equality for gender non-conforming students	12/10/2020 8:23 AM
359	It seems like the people in the schools are doing well to bring racial issues to light	12/10/2020 8:15 AM
360	Inclusivity in schools at the elementary level	12/10/2020 8:14 AM
361	They are at least trying to address the issue.	12/10/2020 8:06 AM

Town of Andover

362	The current effort to assess the issues is a good first step. The recent panel on affordable housing on which the town planner presented shows some commitment to diversity. The library is doing a fantastic job of hosting events and publicizing opportunities around diversity in their weekly newsletter. Having a social worker working with police to address addiction issues is a good example of how we should shift the balance of "power" from law enforcement to community engagement and support.	12/10/2020 8:05 AM
363	Can't think of any	12/10/2020 8:03 AM
364	Very inclusive, non judgmental community	12/10/2020 7:48 AM
365	Cultural Climate Committee in the schools Various groups led by interfaith leaders	12/10/2020 7:44 AM
366	Residents seem willing to elect the most qualified candidates regardless of race, religion, and gender.	12/10/2020 7:41 AM
367	The middle schools have been working to directly instruct staff and students on issues surrounding diversity and equity including hate speech, microaggressions, etc.	12/10/2020 7:34 AM
368	open to discuss issues	12/10/2020 7:29 AM
369	There are anti-discrimination laws and policies on how to handle complaints.	12/10/2020 6:32 AM
370	A very robust interdenominational religious community dedicated to help people be inclusive, and understanding diverse religious/ethnic communities	12/10/2020 5:33 AM
371	I think that Andover is trying to address the issue which is a strength. I also think that they are allocating resources and funds to try to help.	12/10/2020 5:28 AM
372	The Andover Youth Services staff and programs are an example of respect and inclusiveness.	12/10/2020 12:29 AM
373	Having this conversation is the beginning	12/9/2020 11:18 PM
374	Youth center is doing a great job in diversity.	12/9/2020 11:15 PM
375	The library had been offering thoughtful programming as well as Grassroots leaders willing to take this on	12/9/2020 11:04 PM
376	I was born and raised in Andover, was one of the first Asian families who settled in this area, and moved back here to raise my own family after graduate school. My parents have lived here in the Baker's Meadow area for over 50 years and are still in their original house. My mother worked at the Andover High School library, then the Memorial Hall Library. We have always felt included for the most part - the discrimination we ever experienced was passive due to ignorance rather than outward, active abuse. I have always loved this town and its history and have always been proud to be part of this community.	12/9/2020 11:03 PM
377	Everyone is listened too and opinions respected	12/9/2020 10:59 PM
378	Public reaction to recent events	12/9/2020 10:58 PM
379	willing to speak about diversity, equity, or inclusion	12/9/2020 10:38 PM
380	ANDOVER REALLY OPENS IT BORDERS TO DIFFERING ETHNICITY, RACE AND RELIGION WE HAVE REALLY ENHANCED THE AFFORDABLE HOUSEING IN ANDOVER	12/9/2020 10:15 PM
381	The school department has Cultural Climate Committees in every school building	12/9/2020 10:04 PM
382	They are beginning to participate in courageous conversations.	12/9/2020 9:52 PM
383	The schools are doing a great job in that area up to middle school.	12/9/2020 9:24 PM
384	They don't tolerate inappropriate behavior when it comes to racism. We look for diverse candidates when hiring in school.	12/9/2020 9:24 PM
385	We have done a pretty good job. Please do not waste my tax money on unnecessary work to damage my community as a whole.	12/9/2020 9:24 PM
386	There should be no "strength wrt diversity". Treat everyone the same. I think Andover does a good job at that.	12/9/2020 9:23 PM
387	People of color teaching at the high school.	12/9/2020 9:12 PM

Town of Andover

388	The schools are trying their best in this area.	12/9/2020 9:01 PM
389	School are starting to clearly address what micro aggressions are.	12/9/2020 8:56 PM
390	The town seems like a welcoming town to anyone that wants to live there	12/9/2020 8:55 PM
391	The youth center does an incredible job of making kids feel welcome.	12/9/2020 8:44 PM
392	The school systems have implemented anti-racist programing in some of the schools - teachers are becoming more educated on issues of race, diversity, and equity in a more authentic way.	12/9/2020 8:38 PM
393	I think they spend lots of money to include everyone	12/9/2020 8:30 PM
394	I cannot think of any	12/9/2020 8:29 PM
395	The town n is more open to listening to concerns and attempting to address problems	12/9/2020 8:28 PM
396	Wide array of affordable housing options Diverse faith communities	12/9/2020 8:20 PM
397	Youth center, MVBBV Juneteenth celebration, school curriculum on race/diversity, MHL conversations	12/9/2020 8:19 PM
398	Commitment to affordable housing projects, newly formed diverse committee.	12/9/2020 8:13 PM
399	Youth sports Youth center	12/9/2020 8:10 PM
400	Youth Center does a good job.	12/9/2020 8:05 PM
401	Schools and the Youth Center do a great job of offering programs to include all children.	12/9/2020 8:03 PM
402	I can't say that I know any strengths in particular	12/9/2020 7:53 PM
403	I think the folks at the Cormier Youth Center are playing an important role in supporting youth of diverse backgrounds. I'm not part of that effort, so I don't know its details well enough to say whether or not they could do more. I'm not aware of any other efforts in town to support residents of diverse backgrounds.	12/9/2020 7:48 PM
404	Open, will to make changes	12/9/2020 7:42 PM
405	Asian community	12/9/2020 7:41 PM
406	They promote events and call out racist behavior.	12/9/2020 7:39 PM
407	Diversity among all classes. Many immigrants.	12/9/2020 7:37 PM
408	The schools do quite a bit	12/9/2020 7:32 PM
409	Youth program does a great job with inclusion	12/9/2020 7:32 PM
410	learning about different countries (kenya, mexico, china, india) as part of the social studies unit in elementary schools	12/9/2020 7:28 PM
411	Some diversity is tolerated.	12/9/2020 7:19 PM
412	I appreciate that HR is asking these questions. I also like to see the steps that the schools have taken to become more inclusive.	12/9/2020 7:10 PM
413	Willingness to work on changing	12/9/2020 7:10 PM
414	Well balanced culture enrichment activities	12/9/2020 7:09 PM
415	I feel the town is divers in population. That is a strength in itself. Inclusion is lacking on school side.	12/9/2020 7:00 PM
416	I feel like 95 percent of Andover is very accepting/inclusive of all races, genders, cultural backgrounds and willing to fight for equal treatment. It is a shame 5 percent of the people can ruin the positive energy put out there by the 95 percent. Most of my friends who are people of color have not experienced any racism or being treated differently/unfairly in Andover.	12/9/2020 6:53 PM
417	This survey and recent events/conversations are what needs to happen.	12/9/2020 6:50 PM
418	Willingness at this time to seemingly hold a conversation	12/9/2020 6:48 PM

Town of Andover

419	Andover youth services and Merrimack valley black & brown voices. Other than that, it's a bunch of privileged white assholes.	12/9/2020 6:47 PM
420	Question 7 doesn't make sense. I'm sure any business is welcome if they pay the rent.	12/9/2020 6:47 PM
421	Many black lives matter signs	12/9/2020 6:47 PM
422	The youth center and the Merrimack valley black and brown voices	12/9/2020 6:46 PM
423	Idea committee at High Plain Elementary	12/9/2020 6:45 PM
424	I work for the APS-all of the Town does their part on all of the above. What else is there to say-you will NEVER please everyone.	12/9/2020 6:45 PM
425	The schools do a good job of promoting awareness among teachers. Recent news seems to indicate that the town as a whole has issues related to diversity.	12/9/2020 6:40 PM
426	I moved to Andover specifically because of how tolerant the town is to gender identity, racial and ethnic backgrounds. I feel that the community has a strong desire to be a better place. A place where all are welcomed and differences celebrated. I love living here and am thankful everyday for choosing Andover.	12/9/2020 6:37 PM
427	Proactive about trying to change.	12/9/2020 6:34 PM
428	Helping those in need	12/9/2020 6:34 PM
429	Need to be more proactive (vs. reactive when issues occur).	12/9/2020 6:24 PM
430	Not sure... How does a person find out what the town is doing to address this issue?	12/9/2020 6:17 PM
431	???? I have lived in Andover for more than 27 years and have experienced challenges regarding systemic racism in terms of policing, schools administration and unfair treatment of my kids, etc. I have not seen anything in regards to Andover strength with diversity, equity, or inclusion.	12/9/2020 5:23 PM
432	Glad to see town of Andover supporting Habitat & ACT on Lupine Road. We need more opportunities for Affordable housing options.	12/9/2020 5:08 PM
433	Effort is noted; More work needs to be done	12/9/2020 5:05 PM
434	The town is actually a very diverse place. I truly enjoy meeting people that live here who are from all over the world.	12/9/2020 4:39 PM
435	School population is diverse and my children have grown up with friends of diverse backgrounds and experiences.	12/9/2020 4:33 PM
436	People here seem to be very on board with responding to the George Floyd tragedy with sympathy and signs in their yards. Neighbors tend to be kind and ready to say hi on paths.	12/9/2020 4:18 PM
437	Inclusion, welcoming	12/9/2020 4:12 PM
438	1. Recent reaction to incidents on Whittier Street	12/9/2020 3:59 PM
439	Phillips academy is an example of multicultural multiracial student body and staff.	12/9/2020 3:51 PM
440	That we are talking about the issues is a start.	12/9/2020 3:20 PM
441	This effort the town is making to learn more about the issue and to reach out to residents is a good sign, but I don't feel that I know enough about what the town is doing beyond this to judge the town's strengths.	12/9/2020 3:16 PM
442	I don't think Andover addresses diversity but I have no confidence that will change regardless of what is spent to do so. Please don't waste more tax dollars.	12/9/2020 3:12 PM
443	recognizing there is a problem	12/9/2020 3:09 PM
444	Very tolerant	12/9/2020 2:58 PM
445	I think as the Town's population has changed over the past several years, the Town has had to respond to the changes in the community. I think there has been community interest in becoming more accepting and accommodating to diverse groups that are becoming representative of the Town's population.	12/9/2020 2:54 PM

Town of Andover

446	I tis a diverse multi-cultural community	12/9/2020 2:35 PM
447	I would never raise my children, who will be people of color, in Andover because I had a severely traumatizing experience growing in this town my entire life. I don't remember most of my childhood as a result and never felt comfortable even walking in this town.	12/9/2020 2:25 PM
448	The high school is not diverse, which of course cannot be changed in a year, but the addressing of racist actions has been lacking. When the students are held accountable, the future of our community will shine brighter.	12/9/2020 2:11 PM
449	Sending out this survey is a good first step.	12/9/2020 2:02 PM
450	There seem to be very visible signs - via banners, events, etc - in support of LGBTQ community and BLM.	12/9/2020 1:58 PM
451	Andover has some racial and ethnic diversity in its population.	12/9/2020 1:58 PM
452	Going back even to the 19th century Andover has always been a home for leaders in the struggle for civil rights and equality. The town doesn't appear to have any official policies that are racist, and even the cops seem fairly benign.	12/9/2020 1:55 PM
453	most people are very friendly and kind allies. Surrounded by very diverse towns such as Lawrence, Lowell. easy access to Boston.	12/9/2020 1:52 PM
454	I send my daughter to Pike, in part because it is so diverse.	12/9/2020 1:43 PM
455	In the last few decades, I feel that we have increased the diversity of the town. Continue this.	12/9/2020 1:41 PM
456	various ethnic groups working	12/9/2020 1:37 PM
457	Library materials	12/9/2020 1:36 PM
458	The meetings we used to have at the Old town hall were very inclusive and enjoyable to attend	12/9/2020 1:34 PM
459	Efforts are being made. Have a committee set up to study the challenges, however, the original chairman should have been kept despite the objections people made in regard to his race.	12/9/2020 1:17 PM
460	Unable to identify any.	12/9/2020 1:14 PM
461	Included the Black and Brown group at the Farmers Market	12/9/2020 1:11 PM
462	Rich cultural background	12/9/2020 1:05 PM
463	School administration does a good job of including and recognizing the diversity of the student body	12/9/2020 12:51 PM
464	Schools work to include diversity in curriculum and to treat students fairly.	12/9/2020 12:43 PM
465	That the Select Board includes 2 women. That the Town is taking up this issue seriously is encouraging. What pro-active steps are taken to address these issues will be the test.	12/9/2020 12:42 PM
466	Good that we are finally addressing these issues and bringing awareness to all.	12/9/2020 12:39 PM
467	multicultural neighborhoods: When we moved here a couple of decades ago, we feared that our son would grow up with a homogenous neighborhood population within an all white school system. We wanted him to have an inner sense of acceptance and tolerance which can only be developed within a community of diversity. We had nothing to worry about because our neighborhood and his classrooms represented numerous ethnic and cultural backgrounds as well as various lifestyles.	12/9/2020 12:35 PM
468	Fly rainbow flag	12/9/2020 12:30 PM
469	establishing a committee to evaluate racism in town	12/9/2020 12:30 PM
470	As an immigrant from Eastern Europe, I find Andover as a welcoming town and my new home. We are grateful to our town as well as to APS for a great place to live and study.	12/9/2020 12:30 PM
471	Habitat House being built on Lupine Rd a good step. Fury over the negative reactions from locals over hiring a POC for diversity office welcoming	12/9/2020 12:27 PM
472	I think as a whole Andover wants to care about diversity, I feel like my neighbors are good,	12/9/2020 12:21 PM

Town of Andover

inclusive people. But I think there's behind closed doors racism, and it comes out in our kids and they behave on social media.

473	This survey demonstrates interest. Library resources.	12/9/2020 12:18 PM
474	Andover has far more affordable housing than other Metro Boston suburbs of similar socio economic demos. ANDver hfrom which to build. as a much higher rate of minorities than Winchester, Lexington, Hingham or other comparable towns. This gives us a bse	12/9/2020 12:18 PM
475	It is preoccupied with addressing non-issues such as this.	12/9/2020 12:18 PM
476	Much like the most of the rest of the country, there is no actual issue with racism in Andover, only perceived issues fabricated by certain people. Strength comes from treating everyone equally, with no special treatment, or even acknowledgement of so-called marginalized groups. If you work hard and are a good person, you can thrive anywhere in America. Andover has innumerable examples of this, and that is our strength. Our weakness is diversity task forces and whistleblowers sounding alarms over frivolities.	12/9/2020 12:16 PM
477	Use of emails and social media to inform the community	12/9/2020 12:12 PM
478	Library titles reflect these efforts and we are grateful. We appreciate the existence of any projects that expand truly affordable, quality housing. We know there have been small steps which we applaud, but we need big strides!	12/9/2020 12:11 PM
479	A lot of Low income housing Many special Ed students	12/9/2020 12:09 PM
480	Making everyone feel included.	12/9/2020 12:07 PM
481	We are not 90% white like some well to do suburbs.	12/9/2020 11:59 AM
482	0	12/9/2020 11:58 AM
483	racist police corrupted gilbert's and gaffney	12/9/2020 11:57 AM
484	There is some diversity among town staff. The town issued this survey to find out more.	12/9/2020 11:50 AM
485	The numbers. Andover has a significantly diverse population	12/9/2020 11:47 AM
486	Senior Town management is fair when issues are brought to their attention.	12/9/2020 11:45 AM
487	The Community Garden is one of the most diverse groups in town.	12/9/2020 11:39 AM
488	Willingness to access diversity, equity and inclusion.	12/9/2020 11:38 AM
489	The schools do foster a sense of inclusion	12/9/2020 11:36 AM
490	I strongly disagree	12/9/2020 11:36 AM
491	Department supervisors seem, at least on the face of it, willing to address problems when they appear. But can they be proactive?	12/9/2020 11:35 AM
492	No insight	12/9/2020 11:34 AM
493	The BIPOC youth at the high school and BIPOC residents who are just trying to survive.	12/9/2020 11:31 AM
494	Andover does a good job in the area of age diversity -- supporting seniors, opportunities for youth and in non-pandemic times social scene for 30-60-somethings.	12/9/2020 11:30 AM
495	Inclusion and professionalism. Wonderful police department.	12/9/2020 11:30 AM
496	Creating this poss is a good step in the right direction	12/9/2020 11:25 AM
497	Awareness	12/9/2020 11:24 AM
498	none needed	12/9/2020 11:09 AM
499	The diversity committee. South Church has done the most in this town to give BLPOC a place and a voice.	12/9/2020 11:06 AM
500	It's encouraging that there's a committee working on this and that town management has made a commitment, but more needs to be done to involve the people who are being excluded and not being reached.	12/9/2020 11:05 AM

Town of Andover

501	Feel welcomed by my neighbors.	12/9/2020 10:58 AM
502	To be honest, I am not aware of Andover's efforts regarding diversity, equity, or inclusion. I am aware the Andover School system implemented recognition and acknowledgement of religious holidays celebrated by all races not just days off for Jewish/ Christian holidays - this was a big step towards inclusion and much appreciated!	12/9/2020 10:54 AM
503	Public buildings are welcoming	12/9/2020 10:51 AM
504	1 Good Schools draw good residents regardless of background 2 There is a commitment to Equal OPPORTUNITY	12/9/2020 10:36 AM
505	None	12/9/2020 10:32 AM
506	Very good	12/9/2020 10:22 AM
507	Our community and schools are very diverse..and people are respected for their diversity...I am from a "minority group" and feel respected and a full part of the Andover community...I think Andover is exceptional	12/9/2020 10:19 AM
508	education, town based programs, Sr & youth center	12/9/2020 10:05 AM
509	As a recently retired middle school teacher, I saw every possible effort made on a consistent basis to fully include every member of our school community, including students, staff, and visitors. This encompasses a multitude of races, languages, intellectual ability, and sexual orientation. In my 28 years as an Andover resident I've also seen great promotion of acceptance and equality in the town's many religious and spiritual institutions.	12/9/2020 9:53 AM
510	None.	12/9/2020 9:52 AM
511	- more open to DEI-related conversations, even when they are challenging - engaging more diverse voices and content experts	12/9/2020 9:44 AM
512	Fabulous library as a resource and safety -net for the whole town.	12/9/2020 9:26 AM
513	multiple religious and minority community venues for celebrating diversity. Philips Academy as a world class venue for multi cultural learning and experiences.	12/9/2020 9:22 AM
514	All are treated equally	12/9/2020 9:18 AM
515	People have the freedom to protest.	12/9/2020 9:18 AM
516	The strength to use survey MONKEY software! It takes guts to use this when wanting to address diversity issues!	12/9/2020 8:47 AM
517	Attempts being made to bring issues of diversity, equity and inclusion to the forefront, like this survey.	12/9/2020 8:44 AM
518	Performative: Statements made public on the Town's (different entities) stance; just words to say we said it.	12/9/2020 8:32 AM
519	Andover is a diverse town. I personally am drawn towards people who are more inclusive and avoid people who are openly abrasive or underhandedly mean. So there is a good pool of people to choose from. AYS had a brown Elsa in Frozen just based on talent- that was wonderful.	12/9/2020 8:30 AM
520	None. Marginalized groups have no interest in participating in town activities as the do not feel welcomed or safe. Prefer to visit town on own time or just for transactional activities.	12/9/2020 8:28 AM
521	Schools are very inclusive. Sports is inclusive.	12/9/2020 8:21 AM
522	Residents I am aware of in Andover are very respectful of the D&I.	12/9/2020 8:18 AM
523	Neighborhoods are more mixed now ABC house and more students of color in town	12/9/2020 8:17 AM
524	The Town Management Leadership team seems to be committed in helping with diversity needs and awareness. We need more of it.	12/9/2020 8:03 AM
525	Its openness, the willingness of leadership to start the conversation	12/9/2020 7:52 AM
526	This survey is a good first step	12/9/2020 7:45 AM

Town of Andover

527	There are many women town employees and in leadership positions	12/9/2020 7:39 AM
528	Diversity activities at school, neutral decorations for holidays, lots of programs, groups and school clubs for inclusion.	12/9/2020 7:30 AM
529	I commend the towns interest in learning more about how residents feel about these issues.	12/9/2020 6:54 AM
530	School committee, Dr Berman and most of APS have done a good job for our schools.	12/9/2020 6:41 AM
531	Open to other groups.	12/9/2020 6:26 AM
532	Schools are very inclusive!	12/9/2020 6:19 AM
533	4	12/9/2020 3:22 AM
534	Employment	12/8/2020 11:34 PM
535	This Diverse Working Group is a great addition.	12/8/2020 11:15 PM
536	I think there is a desire to be inclusive. I like that many of the faith based institutions around town proudly display Black Lives Matter signs.	12/8/2020 10:35 PM
537	The library community is fantastic and offers discounts for cultural events and facilities	12/8/2020 9:59 PM
538	The Town Manager has made these 3 topics a current priority and is generating focus and publicity on these topics. This is long overdue so happy it is now in the forefront.	12/8/2020 9:59 PM
539	Making the effort to be more inclusive in an intentional way. Selecting books at Andover Bookstore.	12/8/2020 9:53 PM
540	That there is an internationally recognized boarding school in town.	12/8/2020 9:34 PM
541	The Town is sending out this email to gain a baseline set of data. I believe that our current Select Board is interested in working on this issue. Thank you.	12/8/2020 9:29 PM
542	Andover Youth Services is one of our towns biggest strength in addressing issues.	12/8/2020 9:28 PM
543	Andover has a community feel. Most people are very helpful.	12/8/2020 9:09 PM
544	I think the town listens to peoples concerns but I don't think they follow through with consequences for negative racist behavior. I do think that they are trying to learn to do better.	12/8/2020 9:09 PM
545	-more school info has the ability to be translated on website -the superintendent always would always extend a well written statement after some horrific event in the town, world or country that did not support equality (for example after the Orlando nightclub shooting or after anti-semitic graffiti on desktops)	12/8/2020 9:07 PM
546	Don't know	12/8/2020 9:03 PM
547	Representation of women in local government positions	12/8/2020 9:03 PM
548	High Plain Elementary has well-behaved bring the most diverse school in Andover by evolving the curriculum and starting IDEA. I'm also looking forward to what comes out of the town's DEI committee.	12/8/2020 8:53 PM
549	Having the ABC house in Andover.	12/8/2020 8:49 PM
550	Acknowledging its importance by offering opportunities to provide feedback is key.	12/8/2020 8:45 PM
551	Public schools have D, E and I training for teachers	12/8/2020 8:41 PM
552	There is a position devoted to the issue.	12/8/2020 8:38 PM
553	Good multicultural groups	12/8/2020 8:34 PM
554	Senior community	12/8/2020 8:32 PM
555	Andover seems to have addressed the problems that have been in the news at Andover High	12/8/2020 8:32 PM
556	None that I can see.	12/8/2020 8:12 PM
557	Signs on lawns and church's about diversity	12/8/2020 8:09 PM
558	Places like South Church are able to display signs that support diversity	12/8/2020 7:57 PM

Town of Andover

559	Andover ABC Program for years has had full Town support. Many families of Asian and Indian background are fully included in town.	12/8/2020 7:53 PM
560	The town has a number of amazing people and groups who reach out to fight for what is right and what is needed. Some deal only with Andover and some deal with a wider geographical area. I am so proud of each of these people and groups. I think groups like the Kindness Collaborative are working wonders. Their work is bringing ALL people together to do good deeds for ALL people. They are teaching that we are much more alike than different. That we all have the same needs. That when we all work together as one, so much good can happen. When one reads about the people who are involved in big and little ways we see people of every color, culture, religion, age, etc. We see great people and we learn about them and they are showing diversity, equity, equality and inclusion, without even calling it out. It's happening naturally.	12/8/2020 7:53 PM
561	Creating diversity task force and addressing the issue.	12/8/2020 7:48 PM
562	Generally accepting but not very diverse	12/8/2020 7:42 PM
563	1. diverse makeup of population 2. openness	12/8/2020 7:39 PM
564	Half-hearted attempts at acceptance of Asians, Blacks, and other non-white folks, regardless of their economic situation (well off, but not "white").	12/8/2020 7:37 PM
565	Sadly none. I feel discriminated every day.	12/8/2020 7:29 PM
566	Celebration of a variety of holidays and cultures through events in the park, parades, etc. Bancroft school has a cultural awareness committee that organizes numerous great events for the students and their families	12/8/2020 7:27 PM
567	Andover is an international community and town well understands and respects that.	12/8/2020 7:21 PM
568	Diverse school population	12/8/2020 7:20 PM
569	School have cultural climate committees, strive to hire more diverse candidates	12/8/2020 7:18 PM
570	Andover is a great community but has never been diverse outside of Phillips Academy. In general people are nice and it is Massachusetts but I would not say there are strengths	12/8/2020 7:14 PM
571	I think the survey is a good indication of future intent and appreciate the group that's been put together to talk about this	12/8/2020 7:10 PM
572	Starting to develop task force / initiatives	12/8/2020 7:10 PM
573	We don't care about people's race or where they come from. We let people become the best version of themselves without obsessing over nonsense like identity/race	12/8/2020 6:56 PM
574	Culturally and intellectually diverse	12/8/2020 6:49 PM
575	Schools celebrate diversity I do not see many other opportunities (as a representative of a diverse family)	12/8/2020 6:43 PM
576	socioeconomically we have some diversity based on mixed housing and that is helpful and we have diversity based on towns we are surrounded by and influx of people to our town and schools both public and private - that is all positive. there is a sense of "click" in andover and contingencies and i have worked to find the people that make me feel a sense of belonging here.	12/8/2020 6:43 PM
577	There is strong diversity for lgbtq communities that are support.	12/8/2020 6:42 PM
578	Andover does not look like a diverse town to me at all and it is likely at least somewhat due to the cost of living and owning in this town	12/8/2020 6:41 PM
579	I am not very familiar with what the town is doing, but I appreciate that the Police Department posts about training to address these issues.	12/8/2020 6:36 PM
580	The youth center	12/8/2020 6:35 PM
581	-Paying Lip service and participating in tokenism—the feel-good theatre of social justice—without systemic change. -Some of our faith communities seem to be committed to social justice.	12/8/2020 6:25 PM

Town of Andover

582	The town seems to be willing to work towards improvement in diversity and inclusion. Several key elected and appointed members in town government value diversity and inclusion.	12/8/2020 6:17 PM
583	This survey is a start.	12/8/2020 6:16 PM
584	There are groups that address this issue that are open to everyone	12/8/2020 6:10 PM
585	Lots of cultural diversity present - racial, ethnic, religious	12/8/2020 6:03 PM
586	Great leadership!	12/8/2020 5:59 PM
587	Andover has always been open to all cultures and opinions. sometimes they go beyond.	12/8/2020 5:59 PM
588	AYS is a really welcoming organization!	12/8/2020 5:44 PM
589	I'm actually quite pleased to see the increasing diversity in the town's population in terms of race and ethnicity. When we first moved here some 33 years ago, I was astonished at the lack of diversity on all fronts -- racial, cultural, political	12/8/2020 5:18 PM
590	We have a fairly international community. We have some town leadership (elected folks) who are strongly interested in DEI.	12/8/2020 5:16 PM
591	Having PA and ABC house and the diversity they bring South Church's outward and bold inclusion and openness	12/8/2020 5:14 PM
592	The fact that the town is presenting this survey.	12/8/2020 5:12 PM
593	None	12/8/2020 5:00 PM
594	Overboard	12/8/2020 5:00 PM
595	Youth center Its ability to accept everyone	12/8/2020 4:59 PM
596	Much of the diversity Andover has as a town is due to the students and faculty of Phillips Academy; programming that is put on by the library	12/8/2020 4:56 PM
597	I have yet to experience an organized opportunity to engage in celebrating the diversity of Andover or any systemic change in societal norms (e.g. events engaging the arts featuring diverse cultural/religious representation, lectures in public venues about shifting social perspectives about historical norms, or inviting authors of color to share experiences or begin a dialogue about equity within town accessible in public venues, etc.) The public schools have organized events in the past but they appear to be a focus for a short duration of time rather than a systematic shift in the social perspective across town. This may very well be occurring but I am not aware of it at this point.	12/8/2020 4:47 PM
598	publicizes what it does to be inclusive	12/8/2020 4:44 PM
599	Race is not a concern in our daily life, all are equal and respected as individuals of our community. I play tennis with such a diverse group it's incredible that this is even being discussed. When there aren't any race issues and everyone harmoniously gets along here why do we talk about race and diversity issues. I think Andover is the most diverse and inclusive town I've ever lived in.	12/8/2020 4:42 PM
600	The town is willing to talk about it.	12/8/2020 4:39 PM
601	a number of open and reconciling churches in Andover.	12/8/2020 4:38 PM
602	Electing strong non-white leadership. Representative Tram Nguyen for example	12/8/2020 4:38 PM
603	Black Lives Matter signs around Andover, shows support although does not do much systematic or lasting change.	12/8/2020 4:35 PM
604	none	12/8/2020 4:33 PM
605	Not sure. Haven't lived here very long.	12/8/2020 4:32 PM
606	The town took much needed action to begin work to identify inclusion opportunities. This is a courageous (and overdue step). Unfortunately, this should have taken place prior to national outcries for better and fair representation but now is better than never.	12/8/2020 4:31 PM
607	The courageous conversations and the Race and Membership class at the high school.	12/8/2020 4:30 PM

Town of Andover

608	1. This survey 2. The holiday decorations downtown shows pictures of Diverse groups of people.	12/8/2020 4:30 PM
609	The Youth Center offers lots of programs but struggles creating a safe space for youth with more conservative views. An example was the staging of BLM signs on the Youth Center Property for 3 months. This was not welcoming to "all" who want to participate or don't share the same political views. Most especially youth who have parents or family members serving on the police force etc. The youth center should be agnostic to politics and that the Town Manager and Select Board allowed this to go on for months was very disappointing. This stand taken by the town of Andover was discriminatory and frightening to many youth who were silenced. Reverse discrimination counts too.	12/8/2020 4:27 PM
610	1. Welcoming newcomers 2. Providing information to new job seekers	12/8/2020 4:20 PM
611	Let's stop catering to minorities.	12/8/2020 4:09 PM
612	I am not aware of this.	12/8/2020 4:02 PM
613	This survey and the work around it is a good start!	12/8/2020 4:01 PM
614	Very welcoming community.	12/8/2020 4:01 PM
615	Walking around people are friendly and respectful. I appreciated seeing inclusive yard signs and banners	12/8/2020 3:59 PM
616	I've only lived here for a year but am pleased to have at least some diversity in our immediate neighborhood.	12/8/2020 3:59 PM
617	Town sports Community building events including parades	12/8/2020 3:56 PM
618	Acknowledge the problem. Try to take initiatives to resolve.	12/8/2020 3:56 PM
619	This is America. If you work hard enough, you can achieve your goals.	12/8/2020 3:53 PM
620	1. I appreciate that Andover acknowledges the issues and is proactively working toward improvement. That's more than what a lot of other towns are doing. 2. The schools are also places that try hard to celebrate diversity and pursue inclusion and equity. They're not perfect but they're better than they were even 15 years ago.	12/8/2020 3:46 PM
621	Many international residents. Mostly progressive/liberal population. The schools do a good job with diversity/inclusion with the kids.	12/8/2020 3:46 PM
622	andover is not racist as a system.	12/8/2020 3:46 PM
623	good intentions.....	12/8/2020 3:37 PM
624	The town should not be involved. Do your job. Cut taxes , trim fat . Manage the town . Stop at the diversity bullshit	12/8/2020 3:34 PM
625	Ive never seen anything racial happen here in Andover.	12/8/2020 3:29 PM
626	The town is at least trying to address diversity with this survey and committee. I was very unhappy about what happened to the original group leader and that he felt he had to step down from his leadership role on the committee. The reaction to his appointment proves how much work the town needs to do.	12/8/2020 3:28 PM
627	The Town of Andover is taking this initiative to look at diversity.	12/8/2020 3:27 PM
628	I appreciate the effort of the Town to create this diversity survey, task force, etc.. The library is very friendly and accepting of minorities and others.	12/8/2020 3:26 PM
629	Andover goes above and beyond to make diverse groups feel a part of the community....enough is enough!! Stop trying to make a major issue out of a non issue!...People are sick of it even though they may not voice their opinion aloud...Be respectful to all and get on with life!	12/8/2020 3:23 PM
630	They address it.	12/8/2020 3:21 PM
631	The library is welcoming to everyone. Very inclusive.	12/8/2020 3:19 PM
632	Clearly there is an awareness that these are issues for our town and our nation. Clear, too, is the town making a sincere effort to address these issues. That effort is a strength.	12/8/2020 3:17 PM

Town of Andover

633	Residents of Andover make up a diverse population so whatever is on purpose or not, the diversity that already exists is an example of the towns openness to diversity	12/8/2020 3:12 PM
634	willingness	12/8/2020 3:11 PM
635	Home to different races	12/8/2020 2:55 PM
636	Talking about the issue is a great start and I appreciate the conversation. I'm not sure I can say much more than that.	12/8/2020 2:42 PM
637	People who help	12/8/2020 2:31 PM
638	Pockets of safe areas fir minority do exist in town. Some of the Select Board members are champions of the cause. I can call out Laura, Annie and Dan for sure. But their ability to make changes in the town management culture is extremely limited. Wish there were more champions of the cause within the Town management.	12/8/2020 2:29 PM
639	Good schools have attracted a diverse population.	12/8/2020 2:24 PM
640	we have many smart, engaged, willing people to help change culture and address issues	12/8/2020 2:22 PM
641	The existence of this survey, and the committee who formed it, is a testament to steps in the right direction.	12/8/2020 2:21 PM
642	Inclusion of other religions in the holiday schedule for the schools. Progress also made in school education.	12/8/2020 2:18 PM
643	Businesses on Main Street are welcoming of people with disabilities living in our community.	12/8/2020 2:15 PM
644	I appreciate that Phillips Academy offers more diverse cultural opportunities than a town like Andover would normally get. I see Bancroft school working hard in this area.	12/8/2020 2:15 PM
645	I have no positive examples	12/8/2020 2:13 PM
646	We are diverse. I am told 20% Asian. Let's share that. Also many different religions	12/8/2020 2:11 PM
647	The town is more diverse than many people realize. We have a wealth of experiences and representation at our fingertips.	12/8/2020 2:05 PM
648	ABC Program Enlightened Select Board	12/8/2020 2:02 PM
649	good schools no redlining, per se	12/8/2020 1:57 PM
650	They don't need to address it. People are getting so bent out of shape about something that barely exists. Looking for victims that don't exist	12/8/2020 1:43 PM
651	1. Affordable housing stock is sufficient relative to state standards. 2. There are a few BIPOC town employees.	12/8/2020 1:42 PM
652	Andover started a group to discuss diversity, race, etc. It is a start, but seems to just be a group to just check the box. I'm not sure how genuine it is.	12/8/2020 1:35 PM
653	Schools and Churches	12/8/2020 1:28 PM
654	this survey itself is an indication of the level of focus Andover has with respect to diversity, equity, and inclusion.	12/8/2020 1:27 PM
655	making an strong effort to become more diverse and inclusive	12/8/2020 1:16 PM
656	Arts, Dining	12/8/2020 1:14 PM
657	As an upper middle class, well educated community residents are aware of the the need to be inclusive, diverse and equal in treatment.	12/8/2020 1:06 PM
658	The creation of the new position and committee is a great step.	12/8/2020 12:58 PM
659	Dr. Berman's statements as superintendent over the past 5 years have very clearly set a tone of inclusion and acceptance in the district which has been very positive during a time of the opposite at the federal level in this country. I have very much appreciated his leadership and public statements around creating and maintaining an inclusive, welcoming to all education environment in the town.	12/8/2020 12:56 PM

Town of Andover

660	Cultural Council directs programs towards racial equity and inclusion. Town of Andover collaboration with ABC house.	12/8/2020 12:55 PM
661	From what I have read/ heard town has responded quickly to complaints ; we are home to various religious communities	12/8/2020 12:47 PM
662	Willingness to ask questions Strong statements from leadership	12/8/2020 12:45 PM
663	I have lived in Andover for 50 years. Town people are very welcoming to all people, however today we are seeing discrimination against white people - just take a walk up to Phillips Academy and open your eyes.	12/8/2020 12:42 PM
664	It's in the early stages of meaningfully responding with anti-racism. Town officials have openly acknowledged that problems exist, so that is a strength. But the roll-out of addressing the issues has been ineffective, at best, and bungled.	12/8/2020 12:41 PM
665	None	12/8/2020 12:34 PM
666	Most people are nice but when lapses occur they are not addressed and brushed aside.	12/8/2020 12:32 PM
667	Inclusion is good	12/8/2020 12:27 PM
668	Everything is great	12/8/2020 12:26 PM
669	Inclusive, liberal, pretty nice considering Lawrence	12/8/2020 12:24 PM
670	There are many businesses in town that are owned by different races and cultures. In my opinion Andover is very diverse.	12/8/2020 12:23 PM
671	Andover is about average wrt these issues. It could be worse given current climate.	12/8/2020 12:10 PM
672	All or most nationalities and ethnic groups are represented in Andover's population.	12/8/2020 12:09 PM
673	Offers programs for specific ethnic groups. Has data/literature in other languages, e.g., Senior Center.	12/8/2020 12:06 PM
674	Andover has a relatively diverse population	12/8/2020 12:01 PM
675	Waste of resources in my opinion	12/8/2020 11:57 AM
676	None.	12/8/2020 11:49 AM
677	Growth in international population	12/8/2020 11:45 AM
678	The Town is making an effort as evidenced by this survey.	12/8/2020 11:43 AM
679	Community wide discussions about diversity and inclusion so the benefits are realized.	12/8/2020 11:42 AM
680	The town reports anti race/culture to the public. Anti-Semitism is taken seriously in Andover.	12/8/2020 11:40 AM
681	Library, town offices	12/8/2020 11:40 AM
682	Efforts to increase affordable housing	12/8/2020 11:36 AM
683	diverse faith communities	12/8/2020 11:34 AM
684	Responsible and conscientious leadership is in place. Forward thinking and planning.	12/8/2020 11:34 AM
685	Great	12/8/2020 11:34 AM
686	Responds to reported incidents promptly Good representation of persons of Asian descent	12/8/2020 11:26 AM
687	I am not aware of anything the town is now doing to increase diversity, equity, or inclusion- except allowing the Chinese New Year to use the high school for festival.	12/8/2020 11:26 AM
688	Open up the schools.	12/8/2020 11:24 AM
689	There are none	12/8/2020 11:22 AM
690	This town bends over backwards for everyone. The whole town is petrified of being called racist.	12/8/2020 11:22 AM
691	Diversity survey; diversity department head	12/8/2020 11:21 AM

Town of Andover

692	It's encouraging that the Town is beginning to examine the breadth and depth of some of the problems related to race and ethnicity.	12/8/2020 11:19 AM
693	No known town road blocks	12/8/2020 11:17 AM
694	Andover has a more diverse population in general than like suburbs which is a good starting point. Living together and growing up together so you never think anyone is different really is the way to start	12/8/2020 11:15 AM
695	this survey is a beginning establishing a permanent DEI committee with authority is a next step	12/8/2020 11:14 AM
696	(1) Volunteer church and other groups (i.e., ABC) committed to promoting inclusion	12/8/2020 11:13 AM
697	A recognition that more can be done in the area of D&I.	12/8/2020 11:06 AM
698	The town listens and demonstrates a commitment to change.	12/8/2020 11:01 AM
699	I see a sense of earnestness about wanting to address inequities.	12/8/2020 11:00 AM
700	Realizing that there is a problem was a major turning point.	12/8/2020 10:59 AM
701	We aren't making enough progress.	12/8/2020 10:56 AM
702	Andover has residents that respect and appreciate diversity.	12/8/2020 10:56 AM
703	There are diverse ethnic restaurants in town, diversity in the schools	12/8/2020 10:54 AM
704	They seem to be addressing the issue after being motivated by recent incidents.	12/8/2020 10:50 AM
705	Town management is finally putting DEI on the table High Plain and Wood Hill work hard to continually improve DEI in their schools	12/8/2020 10:10 AM
706	Senior center. Schools	12/8/2020 10:08 AM
707	test	12/8/2020 10:08 AM
708	Public school initiatives to address these issues with students. Commitment to A Better Chance.	12/8/2020 10:00 AM
709	The schools are culturally diverse and are doing a good job of improving how they explore, share and celebrate the many cultures, religions and traditions that exist in the school system.	12/8/2020 9:59 AM
710	Frequent encouragement to include persons of multiple races , gender & sexual orientation.	12/8/2020 9:59 AM
711	1. Andover prioritizes diversity, equity and inclusion 2. Andover communicates lots around diversity, equity and inclusion	12/8/2020 9:58 AM
712	It's a very diverse town, which I appreciate very much.	12/8/2020 9:57 AM
713	A majority of residents are generally well educated and want to do the right thing in building and being n a community of belonging.	12/8/2020 9:56 AM
714	I really can't think of a single one, and I've lived here for 14 years. Thank God for Phillips Academy - which is the only place with people of color and the only place that brings people of different races and cultures to speak on campus. If I didn't have to live here for my job, I absolutely would not choose to live in this town and raise our children here.	12/8/2020 9:56 AM
715	They are trying and one role model is AYS	12/8/2020 9:56 AM
716	Price of Housing Drugs	12/8/2020 9:54 AM
717	Andover has a diverse open population and groups within the community are not exclusionary.	12/8/2020 9:50 AM
718	The Cener at Punchard's many programs over several years are excellent examples.	12/8/2020 9:47 AM
719	POLICE and FIRE	12/8/2020 9:46 AM
720	ANY one can purchase ANY property ANY time in Andover no matter race, religion, gender, sexual preference etc. if they can afford it. That is freedom.	12/8/2020 9:44 AM
721	The Town, for the most part, follows reasonable approaches to equity and inclusion. However the recent lack of support surrounding the former Diversity administrator Siobhan, was very	12/8/2020 9:44 AM

Town of Andover

	disappointing - qualifications and character are more important than the whim of complainers.	
722	Business opportunities,	12/8/2020 9:41 AM
723	Follows up on reported incidents	12/8/2020 9:41 AM
724	Town is doing all lot	12/8/2020 9:40 AM
725	Andover is a fairly highly educated population. As educated and faith filled people, most respond to all others in a respectful manner to all town people.	12/8/2020 9:36 AM
726	The Town leadership does not tolerate racism or sexism. The Town is actively making public spaces inclusive to all abilities.	12/8/2020 9:35 AM
727	Willingness to identify issues relative to inclusion.	12/8/2020 9:34 AM
728	Andover is a welcoming town & so far i haven't experienced anything bad personally but i have friends who have had not so pleasant experiences.	12/8/2020 9:33 AM
729	respectfully? Andover is made of many schools but the rivalry between Andover high and Phillips is uncanny. Phillips is the only thing that brings people into the town. people of all races, genders, colors, and whatever come to Phillips, not Andover.	12/8/2020 9:32 AM
730	Town has begun the process toward Anti-Racism with the formation of the DEI committee. However, it is way too early to see whether this commitment becomes a "habit" or whether it falters as time goes on.	12/8/2020 9:31 AM
731	It is not a strength, but a weakness to overlook individual rights and responsibility in favor some ephemeral group identity.	12/8/2020 9:30 AM
732	Conscious of the issue, trying to make improvements	12/8/2020 9:29 AM
733	Communications have been better in recent years (especially in schools after Superintendent Berman arrived).	12/8/2020 9:27 AM
734	Recreation services and school services are diverse	12/8/2020 9:25 AM
735	schools respond publicly to incidents various town organizations promote diverse events	12/8/2020 9:24 AM
736	I honestly have seen zero evidence of the strengths in this town. I am white and while I hate to use the term white privilege, simply based on the fact that I am white, not poor, I am privileged.	12/8/2020 9:23 AM
737	it is run fair to all, thats all you can ask.	12/8/2020 9:22 AM
738	I am a female minority immigrant. I have always been treated fairly and with respect by any and all town employees.	12/8/2020 9:21 AM
739	Diverse residents	12/8/2020 9:15 AM
740	None	12/8/2020 9:13 AM
741	I've worked here In Andover 19 years. I love Andover and the people who lives and work here. It's very different from 19 years ago in a good and comfortable way. Town people are great and very helpful anytime I needed help. I am Asian	12/8/2020 9:13 AM

Q15 Please describe 1- 2 of the Town of Andover's challenges with respect to diversity, equity, or inclusion:

Answered: 793 Skipped: 668

#	RESPONSES	DATE
1	I'm not from Andover. This is a work thing.	3/22/2021 12:09 PM
2	Limited numbers of people from diverse backgrounds.	3/15/2021 12:11 PM
3	awareness	2/11/2021 2:36 PM
4	Their are so many people who are rasict, say the most offensive things to my face, people online say stuff that is so disrespectful and some people are homophobic,rasict, is terrible.	2/11/2021 10:13 AM
5	Lack of acknowledging current prejudices	2/9/2021 12:56 PM
6	- May use several mediums to constantly make people aware of encouraging tolerance to diverse communities. - Start small, meet	2/9/2021 11:26 AM
7	None. We are a welcoming community.	2/2/2021 9:42 PM
8	The TOA needs to do more to address systemic racism and social justice issues.	1/30/2021 1:30 PM
9	1. I have not interacted with any town employee or school employee (for my grandchildren) who was not Caucasian. No African-Americans, Asian-Americans or Hispanics at any level have interacted with me 2. The issue with the fire fighter appears to have been buried. The investigation protected the employee? the town? avoided financial settlement and was unfair to the young woman/victim	1/28/2021 2:44 PM
10	Overwhelmingly white and privileged population, which leads to limited perspectives and empathy	1/27/2021 4:25 PM
11	1. BIPOC are subject to direct, explicit racism as well as indirect racism and it's tolerated by others instead of called out 2. Andover is not integrated. There are not measurable anti-racist goals for all levels of town employees	1/26/2021 8:03 PM
12	More education about the topic within schools.	1/26/2021 10:24 AM
13	One issue is getting people like me to engage in the process. I live in Andover, but my kids are grown up and do not engage in the community to the degree most people do.	1/25/2021 6:32 AM
14	1. Unconscious biases that exist in Andover's Town employees especially police, fireman, and school teachers towards people of difference 2. Lack of opportunities for non-whites to live and work in Andover.	1/24/2021 1:07 PM
15	People need to be intentionally welcoming and make us feel at home be sure this is where we work and live.	1/24/2021 2:47 AM
16	Understanding that there are challenges in Andover	1/23/2021 10:23 PM
17	I think this survey and other efforts to promote diversity and Andover are a good beginning.	1/21/2021 7:51 PM
18	I am not aware of any	1/21/2021 12:54 PM
19	The winter 2021 issue of "The Andover's" magazine arrived in my mailbox today. Flipping through the magazine and observing all the faces shown, in both articles and advertisements, I found one black face and one Asian face, both in advertisements. That magazine is not a Town product, but you should see my point.	1/21/2021 11:46 AM
20	Very white community which some racists undertones makes racial tolerance more difficult	1/21/2021 9:00 AM
21	The lack of diversity amongst the staff of teachers in Andover Public schools.	1/19/2021 1:33 PM
22	Do you have people who work in the Town Hall who is brown or black	1/19/2021 1:32 PM

Town of Andover

23	N/A	1/19/2021 1:17 PM
24	Community outreach to people of color for opportunities.	1/19/2021 12:31 PM
25	(1) Not managing complaints/feedback effectively with sufficient action to improve experiences across multiple domains of the town experience (e.g. town manager's office, community service lead, library, and schools) and (2) Resistance by town leadership (e.g. community service head) to support and not be a barrier to town-school partnered improvements on these themes like Lexington's with confusing explicit statements that the town and schools operate separately in spite of much evidence of regular partnership between the two.	1/18/2021 11:22 PM
26	It is not clear to me that traffic stops are not racially motivated even if unintentional. Andover as a society still needs to be aware of its biases intentional or not. I have been to meetings where residents of Andover have hinted that problems in town are caused by those outside of town (usually Lawrence)	1/17/2021 9:50 AM
27	I don't see many diverse ethnicities in the downtown	1/16/2021 8:26 PM
28	Andover is insular and not accountable or sharing with neighbors, particularly Lawrence	1/16/2021 4:08 PM
29	Bias is always a problem. We're a very wealthy community and that comes with certain blinders, privileges and responsibilities. Humans tend to assume that their own experiences are more universal than they are. As a researcher, I think it's important to recognize that we are all biased, and then work to overcome that and learn about others. It's not a one-time thing. It's an ongoing approach.	1/16/2021 7:18 AM
30	The focus is on making money often a great cost to other people, and are not concerned unless it impacts them directly. Try to change the narrative on openly hostile incidents, by applying terms like politically motivated and being a good neighbor to dismiss them and not address the motivations behind what happened. Questioning some one's religion for a secular job.	1/15/2021 6:19 PM
31	I cannot think of a single black town employee	1/15/2021 12:58 PM
32	There are challenges to deal with people who wants to celebrate individuality., using the " respect to diversity " for gaining popularity.	1/15/2021 11:32 AM
33	(Middle) Schools have very little teacher diversity.	1/15/2021 11:21 AM
34	Making them and us...	1/15/2021 9:46 AM
35	Large lack of town wide cultural diversity events. More diverse retail and restaurants needed.	1/15/2021 9:13 AM
36	Can't think of any that I've observed	1/15/2021 1:51 AM
37	I haven't experienced this personally but I hear about racist incidents in the community especially in the schools. The challenge is in changing mindsets. Ideas and perspectives are discussed in private and it is always hard to gauge what people really think. Additionally it is a predominantly a white town and I do see parents of certain ethnicities huddled together at soccer fields and hardly making an effort to mix. This is not always intentional though, it could be also a function of familiarity and comfort. Even though it is diverse community people of different ethnicities seem to form their own groups.	1/14/2021 1:23 PM
38	None	1/14/2021 1:18 PM
39	High cost of housing precludes diversity of families moving in.	1/14/2021 1:05 PM
40	in the schools it would be nice if other cultures would actually remain friends with kids from other cultures instead of segregating themselves to only their group.	1/14/2021 9:38 AM
41	Narrow-minded and self-centered community,classism, not welcoming or friendly, not interested in other cultures	1/14/2021 8:24 AM
42	Too white across the population, businesses, and especially town employees. Assess what the town can do to attract more diverse businesses and residents. Pilot some of the ideas.	1/13/2021 9:37 PM
43	Still a very white, upper-class community that excludes Programs for youth	1/13/2021 9:23 PM
44	I am concerned with the attitudes of the officers in the police and fire departments regarding issues of respect for racial equality	1/13/2021 8:17 PM

Town of Andover

45	1) The Andover Mums FB forum - passively supports white preference on numerous levels --I believe/observed its cultivated in the administration of owner of this page, Johanna Buoncontri who does not seem to have the interpersonal skill set to manage outreach and inclusion. I find "Andover Area Moms" FB page -- and "North Andover Moms" FB are a much more progressive and inclusive representation of Andover. 2) Challenges.. Where are the Black people in Andover ? Clearly they are not comfortable in and around Andover. They exist because the The Andover Baptist church has a large healthy population - yet I NEVER see anyone (Black) walking around or shopping in the community -unless its at Whole Foods. I have a black woman friend who has been a resident for 25 years and she has told me how UN-comfortable it has been for her and her family ..	1/13/2021 4:47 PM
46	Don't know of any	1/13/2021 3:15 PM
47	The challenges are that a lot of people do not admit they are racist or have an unconscious bias. Its hidden but it is known.	1/13/2021 1:52 PM
48	lots of undercover racism	1/13/2021 1:31 PM
49	Please don't over emphasize the issues of race, etc. I want people to be comfortable around me (minority/new immigrant) not tiptoe around me thinking they will offend me all the time. If they think they will offend me, out of the goodness of their hearts, they may end up excluding me. Most "racism" is not true racism (ie is my race is superior to your race) but stems from ignorance. When such incidents occur, they are teachable moments.	1/13/2021 1:10 PM
50	More ethnic and minority diversification in the employment of senior managers and administrators in all town departments and committees .	1/13/2021 12:50 PM
51	There was once a student being homophobic in a public place with teachers around and nothing was being done. I'm not saying that they can't have their own beliefs but they didn't know that I wasn't bisexual and I felt uncomfortable by some of the things they said.	1/13/2021 12:42 PM
52	My Asian daughter has had serious encounters with people in the town of Andover since the pandemic. She is also disabled	1/13/2021 9:58 AM
53	A lack of economic diversity is very evident and creates a false sense of what is happening outside our insular community	1/13/2021 9:10 AM
54	Andover and all cities/towns must allow freedom of speech without fear of attack or disenfranchisement.	1/13/2021 9:07 AM
55	Asians and Jews and Indians seem to be welcome in Andover. Hispanics and African-Americans are not.	1/13/2021 9:04 AM
56	As with most groups we tend to associate with people we are comfortable with. The challenge is to get together people of different backgrounds with different perspectives in non-confrontational settings that allow for the exchange of thoughts and ideas.	1/13/2021 8:46 AM
57	Brown and non-white people pulled over by police more often than whites.	1/13/2021 8:20 AM
58	While the town may try to improve diversity and equity, I feel the residents are not as inclusive or welcoming.	1/13/2021 7:48 AM
59	The town of Andover doesn't do enough to recognize and embrace different cultures and diverse groups. Our town shares many different ethnic groups and I can't think of any town wide activities that acknowledge that.	1/13/2021 7:48 AM
60	culture of inattention, needs to be addressed and prioritized	1/13/2021 6:45 AM
61	It's not a diverse town to begin with. There is a reputation of racism based on what has happened at the high school and based on incidents that people report in social media.	1/13/2021 6:09 AM
62	The town should employ teachers from different races and backgrounds yet it discourages immigrants from working for the town. I experienced this first hand, being offered a job and discriminated against after the fact.	1/13/2021 3:34 AM
63	It's systematic, there hard to change without full support from town , businesses townspeople alike.	1/12/2021 11:58 PM
64	Andover is historically a predominantly white community. Although it has become more diverse in the current years it still has a long way to go. There needs to be more diversity in the	1/12/2021 11:28 PM

Town of Andover

community groups such as town management, fire, and police. We have had instances where town board members told us that Andover should give our land to a neighboring town. It really makes you think about where comments like that come from.

65	To change the mindset of residents	1/12/2021 10:36 PM
66	Individuals with conservative views are not always encouraged to express said views.	1/12/2021 10:32 PM
67	The group of Jewish people was not listed in your focus group. You should address/ include antisemitism in your study.	1/12/2021 10:28 PM
68	Many feel pressured to find problems where there are none. Andover should be seen as an exceptional community in accepting and welcoming different groups.	1/12/2021 10:00 PM
69	The public works or officers like town offices or librarians don't have much culture knowledge and background.	1/12/2021 9:53 PM
70	Some people are very racist and don't even say hi to you/don't respond if you say hi to them. While others are just awesome and made us feel very welcome when we first moved to Andover.	1/12/2021 9:44 PM
71	There is very little racial or economic diversity, which makes addressing it difficult.	1/12/2021 9:43 PM
72	Town is very cliq-y. I am a POC and moved here 5years ago with kids from hs and elementary. I have only 3 friends so far in the community. There's like a wall where they will only be friends with you if you were white.	1/12/2021 9:23 PM
73	I think that often inclusion isn't encouraged in our schools, and sometimes the topic is avoided	1/12/2021 8:49 PM
74	Too many white residents with white privilege.	1/12/2021 8:40 PM
75	People obsessed with making everything racial all the time. It stokes racial tensions when there are none.	1/12/2021 8:40 PM
76	sorry, I am simply ignorant.	1/12/2021 8:36 PM
77	political correctness & aberrant "progressive thought."	1/12/2021 8:17 PM
78	I have heard there is a lot of problems at the high school level in regards to race	1/12/2021 8:11 PM
79	Discussions on racism/diversity in schools	1/12/2021 8:05 PM
80	School system	1/12/2021 7:58 PM
81	We address issues on a superficial level without a clear commitment to dealing with the pervasive undercurrent in this town.	1/12/2021 7:55 PM
82	Don't know	1/12/2021 7:48 PM
83	The only challenge I see (and this is not necessarily Andover-specific) is that there is an overwhelming and discouraging sense that everything must have a racial lens attached to it. It leads to a lack of true, intelligent and meaningful change, and instead leads to overcorrections, a lack of trust, and general animosity.	1/12/2021 7:44 PM
84	Prejudiced town employees Entrenched culture of no accountability	1/12/2021 7:43 PM
85	Cant think any	1/12/2021 7:41 PM
86	some efforts are mostly focused on BLM or african americans, but there are many other ethnicities too and without acknowledging ALL races and ALL people are equal it can leave those races to feel marginalized too	1/12/2021 7:27 PM
87	The fact that so many people want to focus on fake victims and made up problems	1/12/2021 7:26 PM
88	It's not the town, it's the people's lack of education and understanding of another culture/background, and lack of interest and it doesn't matter attitude	1/12/2021 7:18 PM
89	Close-minded	1/12/2021 7:07 PM
90	Min diversity in andover in all sectors (Ed, business, government, etc.). When DEIA issues arise seems like just an email is sent, not much else done to move forward - just recognized as event that is not supported but no proactive solutions	1/10/2021 7:54 PM

Town of Andover

91	Policing, and management at CVS harder on teens of color	1/9/2021 10:35 AM
92	Not enough diversity in the police department Not enough diversity in town management	1/8/2021 5:08 PM
93	incidents, such a numerous micro-aggressions, continue to occur which has a huge impact on many students of color and cultural diversity	1/8/2021 3:36 PM
94	1. 2.	1/8/2021 12:47 PM
95	no comment	1/8/2021 11:37 AM
96	The examples cited here above also the Town's challenges.	1/8/2021 11:23 AM
97	Especially students fear repercussions when they try and express their opinions and beliefs regarding these issues. Many do not feel like they can use their voice without getting in trouble.	1/8/2021 11:16 AM
98	zero accountability in schools if someone (mainly male, white, wealthy, involved in sports, from a prominent Andover family) displays abhorrent behavior, thus emphasizing and reinforcing the system of zero accountability or consequences	1/8/2021 11:13 AM
99	The town has done very little to hire people of color in managment positions. Women in management are hired from within the town and as internal candidates.	1/8/2021 10:30 AM
100	The Andover High school.	1/7/2021 4:29 PM
101	People are afraid of offending other people, especially in schools, honest conversations are not happening because of fear of retribution from parents or administration.	1/7/2021 2:09 PM
102	There is very little minority representation in visible businesses in Andover, and there are very few teachers of color. Response to the racial profiling of a young woman of color by an off-duty officer was lukewarm. Racial comments are made at the high school, and students of color are often marginalized. LGBTQ students also experience harrassment and name calling or exclusion.	1/7/2021 10:20 AM
103	hiring a diverse staff	1/7/2021 8:41 AM
104	access to devices in schools	1/7/2021 8:09 AM
105	The Town of Andover is forcing the subject on its residents and I feel it it is having a negative effect on my family. Andover was a good community, the political movement to force inclusion has made my family and I feel isolated.	1/7/2021 12:19 AM
106	Like any affluent town, Andover is too insular and feels threaten by differences	1/6/2021 6:30 PM
107	Too many of Andover's residents are afraid and/or unwilling to discuss these issues To few Andover residents stand up to the bigots among us.	1/6/2021 3:43 PM
108	I have often seen that White folks do not want to spend time, starting with making an effort to pronounce ethnic names properly. Second, the Town Govt. needs to work really hard to recruit talented folks from other ethnicities, especially in the Police or FD. Not just a token Asian or a Token African American or a token woman. This should extend to other town departments, school and library too. For example, I had applied to the Town's IT department. I believe I am a good candidate. However, I never ever even got a response to sell myself. The IT position is still open. So I am guessing it has to be my ethnic name that disqualified me.	1/6/2021 2:48 PM
109	Need for more BIPOC living in Andover stronger connection with Lawrence	1/6/2021 2:26 PM
110	Routine traffic stops for driving-while-black. (Relayed to me by black friends)	1/6/2021 9:28 AM
111	Town employees across ALL areas (including town office, APD, schools seem to lack understanding of diversity and it's effects as it may not be as obvious.	1/5/2021 9:55 PM
112	Education, Housing, and the need for better/more accessible, public Transportation.	1/5/2021 5:18 PM
113	Andover's pretty damn white because it is so expensive to live here. The issue is socioeconomic, not racial. Clearly, judging by all the BLM signs in town, Andoverites are very progressive and inclusive when it comes to race.	1/5/2021 2:38 PM
114	I am concerned that the list does not include antisemitism. I have encountered it at various times as my children grew up and I am concerned that some in town do not know anything about the holocaust. Before the survivors pass, we should go back to using the Collins Center	1/5/2021 2:00 PM

Town of Andover

for community programs to show diverse cultures and speakers and film them and put them on our local TV.

115	Too safe when zoning or granting licenses. Why we're allowed to have a brewery and not a bar is pretty telling. A brewery is a "respectable" type of socializing while bars are not. Even the term "dive bar" is classist, it's just baked into our MA elitism.	1/5/2021 1:28 PM
116	Buying and owning a house or condo is too expensive for most families (property taxes).	1/5/2021 11:44 AM
117	Latinx and Black people are singled out, especially by police. My darker skinned relatives get stopped while driving through Andover all the time, whereas those who pass for white never do.	1/5/2021 11:01 AM
118	there has been increased diversity in our population and the town should continually look for opportunities to blend diverse cultures into mainstream Andover.	1/5/2021 9:55 AM
119	Too much lip service and not enough actionable steps - lack of follow-through is disappointing. Make more of an effort to have the Town Offices (staff) and leadership reflect the changing demographic of the community including Schools, library, department heads, etc.	1/5/2021 9:46 AM
120	Neighborhoods are very split by socio-economic status. The current pandemic situation makes resources like the library less available, leading to unequal access. Also, the town "feels" very white, despite the numerous Black Lived Matter signs.	1/5/2021 9:25 AM
121	So few live here, that is the major challenge. They are now arriving, that is a major challenge.	1/5/2021 9:19 AM
122	I don't see this as a function of Town Government	1/5/2021 8:40 AM
123	Doing a better job celebrating our diversity and recognizing what a strength it is to our community. Our town employees (teachers, town offices, fire, police, etc.) should reflect this diversity.	1/5/2021 8:37 AM
124	Property taxation of retirees is robbery-like	1/4/2021 8:06 PM
125	there are people who feel there is a lack of respect	1/4/2021 3:20 PM
126	Most of Andover's diversity is hidden. How many people in town even know there is a Mosque in Andover? Or know there is a Chinese New Year celebration? Or the demographics of the town's population?	1/4/2021 1:44 PM
127	Lack of diversity in the population	1/4/2021 10:19 AM
128	I am not sure that diversity in cultures, values, thoughts and ideas always has a platform or a place where it can be shared in the larger community, beyond the schools. I think people in our community may not believe there are any issues in Andover with respect to diversity, equity and inclusion, if they have not personally experienced it or know someone personally who has had to deal with issues around this.	1/3/2021 9:29 PM
129	very wealthy town - not a lot of affordable housing seem to think diversity is just about race - should also be about age/disability as well	1/3/2021 11:43 AM
130	I do not believe there is an endemic issue with racism in Andover that requires a generalized response. If Instances of racism arise they should be dealt with individually. That is most effective. Generalized virtue signaling and self righteousness is obnoxious, offensive and ineffective, The town needs NONE of this.	1/2/2021 2:57 PM
131	Andover prices itself out of a diverse population I don't trust the powers of being just and fair	1/1/2021 2:32 PM
132	*	1/1/2021 8:14 AM
133	Racial diversity in leadership positions	12/31/2020 12:00 PM
134	The Town is not the culprit, it is certain individuals or groups.	12/31/2020 11:02 AM
135	Despite some global programs, There is a lack of sensitivity in the schools to people from non-majority cultures. It's like we're aware of other cultures globally but do not respect them locally.. My students say that racial remarks and "jokes" are a regular, daily occurrence in the AGS community. They also see inequity in the ways minority students have been disciplined. The schools do not learn and grow from their experiences with the above; we see continued cultural insensitivity	12/31/2020 8:54 AM
136	Taxes are going up too fast, which makes it harder to maintain residence in Andover for	12/30/2020 5:34 PM

Town of Andover

	everyone, regardless of age, race, gender, etc.	
137	Inclusion of seniors should be considered a priority.	12/30/2020 3:19 PM
138	the fact that they feel they need this survey they feel they are not woke enough	12/30/2020 12:49 PM
139	People need training and experience working across cultural differences -- damage has occurred in groups without such leadership/guidance	12/30/2020 11:22 AM
140	Firing Sobhan Namvar from his role in this project seems racist and like a capitulation to racist interests.	12/30/2020 10:46 AM
141	town symbols	12/30/2020 10:15 AM
142	General population is white Town management is predominately white School faculty and administrators are predominately white	12/30/2020 9:04 AM
143	Lack of diverse representation within Town leadership and community.	12/29/2020 7:30 PM
144	While putting my child in Andover school, the lady who took my documentation immediately assumed I lived in the projects. Stereotyping is a national challenge.	12/29/2020 7:16 PM
145	I think you are overthinking it . In these days everyone is super sensitive and people cannot express their opinions without someone getting upset. Makes things superficial and difficult to talk about things.	12/29/2020 4:19 PM
146	There aren't many people of color in Andover	12/29/2020 4:00 PM
147	N. A.	12/29/2020 3:48 PM
148	Andover markets itself as an upper middle class white community. And its residents often seem to have an attitude of entitlement.	12/29/2020 3:42 PM
149	While Andover appears to have significant population from some non-WASP (diversity) groups, the town leadership and committee positions seem to me to be primarily filled by WASP types. I don't have real numbers, however. Look at Select Board or Planning Board, or Department Directors.	12/29/2020 3:30 PM
150	What happened with the diversity officer who was of a different ethnicity was disgraceful. I am ashamed that I didn't speak up and letters to the Andover townsmen	12/29/2020 3:16 PM
151	Fire department issue	12/29/2020 2:29 PM
152	Look at the employee base. Almost no minorities.	12/29/2020 1:41 PM
153	There seems to be an appropriate emphasis on the importance of multicultural community in schools	12/29/2020 1:38 PM
154	Its always a challenge to increase awareness	12/29/2020 1:29 PM
155	I don't believe the town population is interested or open to other people's culture.	12/29/2020 1:25 PM
156	Immature disrespectful children mouthing off to adults in public or in private. Parents ignoring or seeming to ignore the actions of their children. Dragging up past actions by minors that were addressed with disciplinary actions already. That is not productive or helpful.	12/29/2020 1:15 PM
157	Educating families and enforcing zero tolerance for racism at the schools. Town government should be more diverse. Start hiring people of color and different cultures.	12/29/2020 1:11 PM
158	Wow, such tense times. I'm a middle-aged white guy, and I answered the question about how comfortable I feel with the police with a grimace. They *always* make me tense, though in fact pretty much all of my actual interactions (in Andover and elsewhere) have been just fine. That I'm anxious when interacting with them just highlights the uphill battle they face -- we just all know the incredible downside if things go south for some reason during an encounter. They likely feel similar apprehension all day, every day. It's not like an interaction with a bank teller or a pharmacist or a librarian. There's an ever-present vibe of physical danger. So, yeah, that's a challenge!	12/29/2020 1:03 PM
159	Racial incidents are overlooked and the aggressors are not held accountable.	12/29/2020 12:51 PM
160	Some people want to feel better by making a big deal out of diversity issues in Andover. They are wrong! The fact is that Andover should hold itself out as an outstanding example of how to	12/29/2020 12:23 PM

Town of Andover

	welcome diverse groups and work together to have a great community.	
161	STOP PANDERING to RACE HUSTLERS!!!!	12/29/2020 11:39 AM
162	Need to be more proactive, especially in schools.	12/29/2020 11:31 AM
163	Since the children are not in school daily, they are not exposed to the diversity of their classmates. Opening schools full time will support diversity and inclusion.	12/29/2020 11:24 AM
164	publicly backing/supporting diversity initiatives and learning (for example, the Courageous Conversations learning series hosted at the Memorial Hall Library). Since the MHL hosts, the Town is inherently supporting, but there is no explicit support , e.g, "Town of Andover sponsors this month's learning program brought to you by Courageous Conversations and Memorial Hall Library".	12/29/2020 11:22 AM
165	-No way to track/be aware of the many micro-aggressions people of color face in Andover NOTE: This survey is a start	12/29/2020 11:21 AM
166	There is a definite sense that police engage in racial profiling and have done so for many years. The town and schools need to hire more people of color to better reflect the composition of the community.	12/29/2020 11:14 AM
167	There seems to continually be problems at AHS around issues of race, and has been as long as I have lived here (44 years). I'm not aware if similar issues exist around gender identification.	12/29/2020 11:13 AM
168	Please include hoarders	12/29/2020 10:59 AM
169	The downtown commercial area is exclusively white and upperclass. How many banks, boutiques, and upscale restaurants do we need? These may create a Newbury Street-like destination for shoppers, but they are hardly accessible to people of non-white and middle class backgrounds.	12/29/2020 9:17 AM
170	Residents not so racially or economically diverse	12/28/2020 10:20 PM
171	- racist Town Seal (depicting a stereotypical image of an indigenous person) - lack of transparency around the change in leadership of the DIVERSE task force announced in the virtual meeting this summer	12/28/2020 7:22 PM
172	The Town of Andover is far too expensive to have a diverse community. From residential to commercial everything is too expensive. People can't live here. Businesses can't survive here. It is will be mainly a rich white community until something is done. Controlling commercial real estate prices might be step 1. I mean look at all of the store fronts that are always empty downtown... sad.	12/28/2020 6:44 PM
173	Don't know	12/28/2020 5:19 PM
174	lack of diversity in teaching staff lack of diversity in town offices, police, fire dept., etc	12/28/2020 2:47 PM
175	Andover is inherently exclusive in that it's median home price is \$687k. Therefore, Andover is largely made-up of high income households with older parents (over the age of 40) and school age children. It's not a place for Millennial-age parents in their 30s.	12/28/2020 2:11 PM
176	Taxes too high which makes it harder for lower income families to be homeowners.	12/28/2020 1:22 PM
177	Addressing issues that are blatantly racist without being blind to the facts and people involved. Too many racial issues.tjis year inappropriately addressed.	12/28/2020 12:38 PM
178	Housing businesses/retail social studies curriculum	12/28/2020 12:38 PM
179	I strongly feel that its not just town's officials job but its individual people's job to have a fair perspective to all these issues. Be able to separate personality clashes befom racism (just because clash occurred between two people of different race, or gender ...etc , doesn't necessary mean it is tagged with his/ her race or gender.)	12/28/2020 12:33 PM
180	Leaders that represent racial minority populations do not seem to be cultivated or engaged in community development -- i.e. participation in town boards, committees, working groups, or even for participation in broader public meetings.	12/28/2020 10:03 AM
181	More economical than cultural, IMO. I do think there is a challenge in regards to low income areas and the respect accorded individuals living there.	12/28/2020 9:52 AM

Town of Andover

182	People who like drama	12/28/2020 9:36 AM
183	Incidents in Andover suggest a minority of residents are overtly racist, in a way that is difficult for government to do much about. We have a strong streak of "pro-Trump" rhetoric that is coded or overt racism. A history of looking down upon Lawrence has not helped.	12/27/2020 10:57 AM
184	lack of diverse food establishments	12/26/2020 12:38 PM
185	Very low number of African Americans and Hispanic residents	12/24/2020 9:31 AM
186	The challenge is to not succumb to left wing propaganda which fails to recognize the unparalleled opportunity for success in this country for all hard workers of all races and backgrounds. That's why the US is the ultimate magnet for opportunity and immigration.	12/23/2020 5:26 PM
187	Should attract more African American businesses	12/23/2020 3:28 PM
188	*not recognizing that it is an important issue that deserves \$ & resources *a majority white, upper middle class population that easily skews conservative	12/23/2020 1:18 PM
189	Lack of diversity in the population	12/23/2020 10:50 AM
190	Policing and responding to racial/hate incidents in a way that is most concerned with the victim instead of the perpetrator	12/22/2020 9:07 PM
191	It will be challenged for the town to have diverse officers for the next 3-5 years since they might not have enough candidates pool.	12/21/2020 10:11 PM
192	It's very white. Hard to get full awareness of unconscious biases. Hard to get representation of all colors.	12/21/2020 6:20 PM
193	1. Recent incidences at schools and by off duty personnel appear to suggest that more work can be done.	12/21/2020 4:35 PM
194	Teachers and officials with very antiquated ideas/concepts that do not entirely support inclusiveness with the children.	12/21/2020 10:20 AM
195	Overcoming and educating sa out white privilege	12/21/2020 9:41 AM
196	There is not a whole lot of diversity based on race, and that is what some people like to focus on, but there is a lot more to someone that the color of their skin	12/21/2020 9:29 AM
197	Andover is a very white wealthy town. As long as you are white, it is a fair and equitable town. Andover is not noted for its diversity or inclusion and there are daily acts of racism in this town. Andover needs to and should work harder at promoting diversity, equity, and inclusion in our town.	12/20/2020 6:17 PM
198	Nothing is done when a problem surrounding diversity or inclusion is brought up	12/20/2020 5:07 PM
199	they disrespect those who stand up for BLM and stuff like that and the case from last year where we had trump supporters desecrate the LGBT rock outside AHS and they didnt really do anything about that it made me feel unsafe i can list a lot more lol	12/20/2020 2:44 PM
200	I only hear about the racism others have experienced, particularly in the high school.	12/20/2020 12:29 PM
201	A mainly white affluent community that is fairly conservative for Massachusetts	12/20/2020 10:45 AM
202	Population includes very small percentage of diverse groups. Most residents are Caucasian.	12/20/2020 9:04 AM
203	Not sure	12/20/2020 8:42 AM
204	Not very diverse	12/20/2020 8:04 AM
205	Don't let liberal democrats have you believe there is a problem in this town	12/19/2020 5:50 PM
206	Hate crimes, lack of representation	12/18/2020 11:24 PM
207	Andover is dominated by white upper class residents. Racism is an academic concept for most of them and they have no clue about life outside of our little bubble.	12/18/2020 6:23 PM
208	People of color generally feel excluded, uncomfortable or unsafe in Andover. Andover is a rich and white bubble in which many people of those two categories are somewhat ignorant to the outside world.	12/18/2020 6:18 PM

Town of Andover

209	Just beginning Lack of understanding	12/18/2020 4:00 PM
210	It's a mostly white, wealthy town... The feelings expressed at town meetings about affordable housing were thinly veiled racism and skewed that a large portion of our community thinks mostly of themselves in an individualistic way	12/18/2020 3:19 PM
211	some residents' racism. self-focus, and lack of compassion toward others	12/18/2020 2:29 PM
212	Townies Privileged Cliques	12/18/2020 2:14 PM
213	Lack of awareness, education and candid conversations.	12/18/2020 1:29 PM
214	Racism is allowed, homophobia and transphobia are allowed	12/18/2020 1:23 PM
215	lack of education about LGBTQ+ issues in elementary/middle school health classes, lack of facilities to ensure a non-transphobic environment in lower schools (ex gender neutral bathrooms) lack of focus on non Eurocentric people and ideas in schools, particularly mainstream English and history courses	12/18/2020 1:07 PM
216	Materialism is so important to a high proportion of the people. Most also shy away from people who appear "different," a practice born of prejudice and inexperience.	12/18/2020 12:28 PM
217	The challenges will be to raise awareness of residents and educate them.	12/18/2020 10:46 AM
218	The school system seems inclusive at the expense of those with differing political or religious beliefs. If you are conservative, Bible believing, your viewpoint is discounted.	12/18/2020 9:54 AM
219	As a white person, I don't feel that it's fair for me to answer this question	12/18/2020 9:41 AM
220	Overcoming and educating sa out white privilege	12/18/2020 9:23 AM
221	I think there are a lot of people with different privileges in this town that don't want to engage with uncomfortable conversations about their behaviors or even complicity.	12/18/2020 9:21 AM
222	Deciding a NOOSE was NOT a racial incident!!!! Police consistently pulling over every Toyota Corolla or Honda Civic that crosses from Lawrence into Andover. Bogus representation of a native americans on the town seal. Police arresting a black student at the high school and not any white students all involved in an incident. Dozens of police from Andover, Lawrence, and other locations (including several detectives in plainclothes) being called to do 'event control' during protests about black lives on Route 28/Main St. just to show a police force and to ramp up police overtime pay.	12/17/2020 10:31 PM
223	It's challenging to celebrate diversity when the community is not particularly diverse. May seem forced.	12/17/2020 6:46 PM
224	I have never felt good towards the town police. There always seem to be too many of them on detail, and NOT paying attention to me as a driver or as a bike rider when I approach a construction site. They seem to be talking to other police or to the construction workers, which is worse than useless! In Tewksbury, I was shocked one day that a policeman was helpful, friendly and wished me a good day after giving me directions regarding a detour! I wish Andover police were that friendly. If I, as a white woman, feel that way about our police, I can't even imagine what a minority male would feel about interacting with them.	12/17/2020 5:58 PM
225	Recruiting and retaining a diverse workforce in both the schools and the town.	12/17/2020 5:27 PM
226	Very few people of color work for the town or schools or are in management/leading roles. There is very little affordable housing. the Elderly are being pushed out with the increase in property taxes every year. I don't trust the police to interact fairly with all people.	12/17/2020 5:08 PM
227	I am ignorant about our challenges. As a white male I feel totally isolated in an affluent white bubble in Andover and so to ignorant about these issues, except I think its a major problem in the country and we need to do better!	12/17/2020 5:02 PM
228	A challenge is making people aware of the advantages of diversity and equity to all people of Andover.	12/17/2020 4:23 PM
229	As with the rest of the US, there are issues about fear of reprisal based on politics, race, and gender	12/17/2020 3:34 PM
230	I don't know enough about how they have handled situations, with respect to diversity. So I will not comment. I work in a very diverse school, and have never heard of any problems with	12/17/2020 3:33 PM

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inclusion, equity or diversity. I'm very glad about that, because I feel IF we had been having problems, I would have heard something.

231	Lack of affordable housing. Ignorance of white people, especially older adults, about the history of racism in the US and in Massachusetts.	12/17/2020 3:15 PM
232	From what I can see, Andover's residents are not diverse, comparing to national or state average.	12/17/2020 3:14 PM
233	I don't have a lot of interactions with most town offices except for the schools. My experience is that the school leadership, PTO, room parents are not respectful of the socioeconomic diversity in town. They expect everyone to have the latest tech, have flexible work schedules to attend events, and to be able to bring in lots of extra stuff. It's very frustrating. I've also seen room parents use cultural or language differences as an excuse to exclude families they aren't 'comfortable' with. From my kids' report, some teachers don't address overt racism among students, probably because that's really hard to do. But letting students treat each other badly is not acceptable either. Some of the downtown businesses are snobby and I feel unwelcome there. I have money to spend but I don't "look the part" of an Andover mom. Sorry, that's more than 2.	12/17/2020 1:27 PM
234	Andover does not educate the youngers to accept and embrace the changes and the diversity. What we show our young generations will pave their road to the next yet we are not doing that anywhere to show how to embrace and how to accept the differences and respect one and other. More and more incidence we are seeing happening in high school which brings me to think did this happen prior to high school and yet we are not seeing or recognizing it at earlier stage?	12/17/2020 1:12 PM
235	We need more diversity among our teachers, principals, librarians, police, firefighters, nurses, etc	12/17/2020 1:12 PM
236	There is a louder and more privileged whit voice with a longer history in the town. There are mostly white people in positions of power in our town and the majority of teachers in town are white.	12/17/2020 1:03 PM
237	Be honest and open about hiring. The fire department has no minorities and less than a 1/2 dozen minority police officers/command staff.	12/17/2020 12:59 PM
238	Not sure	12/17/2020 12:44 PM
239	The majority of the population including those in leadership with decision making roles are white and privileged.	12/17/2020 12:29 PM
240	I haven't really seen anything outside of this survey	12/17/2020 12:13 PM
241	We don't have many cultural festivals or ways for people to share their culture.	12/17/2020 11:58 AM
242	Do we have a human rights committee in town?	12/17/2020 11:55 AM
243	None.	12/17/2020 11:49 AM
244	Friends who are people of color report being stopped by police without cause, sometime asked why they were in this neighborhood. The schools have very few people of color on their staff, offering few role models for students of color.	12/17/2020 10:31 AM
245	The new diversity (Asian esp) is all almost entirely well educated and wealthy. New racial and diversity does not include African Americans or Latinos. No new income diversity - all people with higher incomes.	12/17/2020 8:00 AM
246	The challenge is acknowledging the fact that there are individuals who are obnoxious Everywhere, but also knowing that they do not represent Andover ...or me.	12/17/2020 7:32 AM
247	We have very few people of minority or maginalized groups in elected office or working for the Town. Our population has only begun to become more diverse in recent years and it's partly due to apartments that many in this town resent because they want to "preserve our community". We need to actively promote and celebrate diversity (and not just in elementary school) if it's going to happen.	12/17/2020 12:03 AM
248	Leadership, and population in general, is not diverse. Apathy from so many (low #s at Town Meeting, for example) makes DEI work seem/feel marginalized.	12/16/2020 10:11 PM

Town of Andover

249	I think all primarily white communities, like Andover, don't have an awareness of the experience of people of color or different cultural backgrounds and thus don't recognize the need for improvement. So just taking steps to increase awareness is a great start.	12/16/2020 8:47 PM
250	Vast majority of police department is lacking in diversity-hires should include more female, people of color, etc. The department has not evolved in its understanding or acceptance of diversity in our community and it is reflected in their work.	12/16/2020 7:26 PM
251	Town Management only serves a small portion of the population -- its allies. It actively works against everyone else with a significant level of vindictiveness.	12/16/2020 7:03 PM
252	Stop looking at people of color when they are shopping !!	12/16/2020 6:42 PM
253	I think there is lack of leadership and someone to shepherd the DEI process in Andover so a lot of issues are often sidelined or mis-represented.	12/16/2020 6:08 PM
254	Complaints of racist behavior by some local residents/officials are not publicized.	12/16/2020 5:27 PM
255	Elem curriculum is very traditional and outdated - no discussion of history other than white history in New England. No diverse perspectives offered. Very disappointed with town police response to racial profiling incidents - young man attacked by Whittier St. resident and young woman profiled at her own mailbox. Unacceptable.	12/16/2020 5:12 PM
256	There is a large part of the population that either doesn't care, doesn't know about or is outright hostile to the ideas of DEI	12/16/2020 3:41 PM
257	Shut for business or conversations at the top levels	12/16/2020 3:33 PM
258	Slow police response to racial incidents Lack of awareness that racial incidents are due to systematic racism and mostly referred to as one time incidents (this is seen through communication from the school and the police force)	12/16/2020 2:55 PM
259	Not a terribly diverse business community.	12/16/2020 2:49 PM
260	9x% of the town is white...we have a diversity problem that "the town" is not going to solve on its. INCLUSION needs to be the message, Equality is next. Diversity comes over time when the first two are the focus.	12/16/2020 2:13 PM
261	I, personally do not see that there are challenges that need to be further addressed in Andover. I see acceptance and inclusion of other races & religions.	12/16/2020 2:00 PM
262	The main challenge I see is that a lot of old Andover families happen to be white; this can be off-putting to minorities who want to feel like they fit in.	12/16/2020 1:25 PM
263	None	12/16/2020 12:59 PM
264	Racism discussions to emerge last year from school and community members has not been addressed in an appropriate manner.	12/16/2020 12:44 PM
265	Racist storekeepers who profile youth and adults fo color	12/16/2020 12:34 PM
266	Doing too much ...	12/16/2020 11:46 AM
267	There are no challenges.	12/16/2020 11:39 AM
268	Challenges to me wd be sorting out or identifying genders. Interesting but confusing. If a person is law abiding, respectful to the environment and its inhabitants, I feel they should have a fair chance...of course, each person is or becomes a contributor to their community and that means paying their way as well.	12/16/2020 11:36 AM
269	communication	12/16/2020 11:08 AM
270	We need to make sure that diverse populations are included in the community and afforded equitable outcomes within our community.	12/16/2020 11:03 AM
271	shops	12/16/2020 10:39 AM
272	1. Cost of living is a huge issue. 2. Hiring and attracting diverse leadership to work here would lead to more diversity. 3. Biases and attitudes of superiority especially concerning our neighbors in Lawrence.	12/15/2020 10:52 PM
273	It is difficult as socio economics are from very little to overabundance. It is harder on the	12/15/2020 10:44 PM

Town of Andover

children of all races when they have friends with much less or much more than they do. My children have had friends at the memorial circle (of all races) as well as very well off children (of all races) and I feel that in Andover it is difficult to not have much when so many have so much. I feel in Andover the problems are more socio economic as just to live here is so expensive, and those with less cannot keep up the standard of living regardless of race. I felt very badly for the principal of AHS last year, when he was carrying out what the student spearheading awareness for the black culture and then he got in trouble for doing what she advised/wanted. that kind of thing should never happen and then he suffered as well as the girl.

274	I teach in Andover, the teacher population is probably about 90% white, if not higher.	12/15/2020 7:58 PM
275	Police and firefighters! The racism we've experienced is sad and infuriating.	12/15/2020 4:23 PM
276	Fire department	12/15/2020 3:59 PM
277	Following up on racially charged incidents in APS The overall "image" of Andover	12/15/2020 12:30 PM
278	The Youth Center and their employees need to stop preaching division.	12/15/2020 11:50 AM
279	Frankly? Money. Most marginalized groups do not have enough money to be able to live in Andover. And if they do, they don't have enough money to be able to put their kids into sports etc. So the community is and remains mostly whitewashed.	12/15/2020 11:14 AM
280	I do not know the numbers, but expect that the majority of town employees are white. Hopefully, we look to hire a more diverse group going forward. I was disappointed to see our director of diversity step down due to hate speech.	12/15/2020 9:31 AM
281	well all these programs are new in the town so its very hard to answer these types of question	12/15/2020 9:20 AM
282	White privilege prevails in most public spaces. Multi-ethnic businesses are hidden away from Main street.	12/15/2020 7:53 AM
283	There is no diversity, there have been many overt instances of prejudice, both at the schools and in town. Police seem to always be stopping POC. The majority white population is lacking exposure.	12/14/2020 10:09 PM
284	Opening businesses run by underrepresented groups Attracting a diverse population to live in Andover	12/14/2020 9:36 PM
285	police stopping drivers - racially profiled	12/14/2020 9:17 PM
286	Fire department	12/14/2020 8:32 PM
287	Many residents are very closed to accepting other cultural backgrounds around them. It will take a lot more exposure to culturally diverse events for them to become more accepting and inclusive.	12/14/2020 7:54 PM
288	You can't have change if your town offices all look and feel and serve a homogeneous population	12/14/2020 7:18 PM
289	Why don't we have more diverse restaurants in the Town of Andover? I was told a story upon first moving to Andover by a long-time resident about how a famous sushi restaurant/chain was trying to get permits to open their restaurant in Andover and that the Board of the Town of Andover made it so difficult for them because the fish was raw, thus unhygienic?? (my assumption), that this restaurateur gave up after attempting for a bit of time. This anecdote is a story I was told, thus I don't know if it can be proven, but I believe it!	12/14/2020 5:55 PM
290	Socio-economically not diverse which is a positive (i.e. house values) and negative way (not enough diversity).	12/14/2020 4:36 PM
291	I have heard too many stories of people of color having opportunities taken away because of what appears to be other louder voices.	12/14/2020 3:38 PM
292	Attracting diverse people to work in Andover	12/14/2020 3:10 PM
293	The police are awful. They are sexist, ageist, condescending, smug little fascists. They also don't know the law and try to use their uniforms to intimidate people. Let them know they can't tell citizens to not film from their own property or on public land, because apparently that's news to them. They are bullies and they treat dark skinned people and Spanish speakers differently.	12/14/2020 12:35 PM

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294	The challenge I see with Andover is the inclusion of individuals with disabilities.	12/14/2020 12:08 PM
295	Appointing head of the diversity/equity and inclusion program. Addressing/ Condemning incidents where issues have happened with regards to race: e.g. harassment of African American lady by a previous employees of Andover to her house to make sure she is not accessing a mailbox not belonging to her.	12/14/2020 10:54 AM
296	Much too into social correctness. Follow the herd.	12/14/2020 10:52 AM
297	Lack of acceptance among the citizens of lifestyle difference such as socioeconomic.	12/13/2020 6:38 PM
298	Andover is classist and racist. It is reactive rather than proactive in regard to DEI.	12/13/2020 5:58 PM
299	a lot of the people in down discriminate against those who are part of marginalized communities and it makes people of those groups unsafe	12/13/2020 12:07 PM
300	The High School needs to remove the police officer it's had in the school. Replace him with people who are trained in DEI.	12/13/2020 12:00 PM
301	N/a	12/13/2020 11:11 AM
302	The population of Andover is primarily white, which means the Town must do even more to reach out to non-white community members to make sure they feel safe, comfortable, and included in our town.	12/12/2020 7:06 PM
303	Discussion of the topic in the abstract at the district level doesn't really translate down the line. Without a cohesive set strategy, discussion on these topics tend to cause staff to react defensively. This is an ongoing challenge.	12/12/2020 6:04 PM
304	town services are not equally available to all in the town	12/12/2020 2:31 PM
305	Sometimes we have a tendency to see problems when there aren't any. There is equal opportunity--this does not mean equal income.	12/12/2020 1:44 PM
306	1) This survey. Some of the questions are not worded correctly (for example, number 4) and therefore are not very helpful. 2) Groups are so separate.	12/12/2020 12:00 PM
307	Majority white town and people and businesses appetite and stamina for systemic change is varied. There is such division-same as the rest of the country. Doesn't mean we shouldn't organize and get to work on it. It's a process and the time is now.	12/12/2020 9:16 AM
308	I hear about kids being disrespectful or racist at school and you realize their parents must feel the same way. How do you eradicate that?	12/12/2020 8:13 AM
309	Andover is a town where there are many initiatives and projects that appear oriented to this mission, and there are specific examples of successes, but in general, progress is stymied by the general disposition of residents with privilege. The primary demographic in Andover is financially secure White people, and while there are predominantly good people, there is a significant sense of entitlement and "keeping up with the Joneses." Very often people interact with surface pleasantries, but become hostile if they believe other people are getting something they aren't. There are many people who blame the inclusion of others for their own lack of opportunities. For example, parents whose children play sports frequently complain that other children 'bring down' the team, which will impact their own child's future successes (i.e. less talented kids or children from another culture who are there for fun versus achievement) . Similarly, many parents struggle to accept that their child could be average at something (i.e. sports, school), and would rather blame other people for being incompetent or problematic, causing their child to be less exceptional, versus accepting their child's normal capacities. This blame may be pointed at an institution, like the school, or specific groups, such as people with less financial means, people of color, or both.	12/11/2020 6:10 PM
310	No representation AtAll in the schools, school committee and other leadership town groups from other diverse social ethnic groups.	12/11/2020 1:20 PM
311	The biggest problems are the left leaning educators trying to shove the "WOKE" agenda down our students' throat. My daughter was forced to pretend to be liberal in order not to be penalized grade-wise by her teachers.	12/11/2020 1:03 PM
312	Can't speak opposite of the teachers union without backlash.	12/11/2020 12:45 PM
313	The hiring of Sobhan Namvar, "Soap" as I know him, for the diversity program was good	12/11/2020 12:13 PM

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intentioned, and turned out terribly, in my mind. I have known Soap for many years through Andover Youth Services. He is a wonderful, committed person. I was glad to hear he had offered to lead that difficult job. What happened was an awful outcome, expressing the worst of Andover's exclusive, racist, attacks in public. What a bad example that set of the town of Andover.

314	Students of color and low income backgrounds continue to feel marginalized	12/11/2020 12:07 PM
315	I'm very concerned about the racist behavior allowed to continue within the fire department and schools. I'm concerned that Sobhan Namvar was not supported in his role with Andover DIVERSE and I worry that the DIVERSE committee is now headed by a white person. I worry about the lack of diversity within town leadership. I work for a town department and have not felt supported when I bring up issues of equity and diversity.	12/11/2020 11:34 AM
316	1. I believe that if the person who was offensive had money they wouldn't do anything. Like if it was a high up official they'd push it under the rug.	12/11/2020 10:37 AM
317	Few have had training in diversity and inclusion. Few have been a minority. Few have been discriminated against. Few have been told that their opinion doesn't matter. All of our have our biases. We need to recognize them, understand them, and not only be well meaning, but well doing.	12/11/2020 10:26 AM
318	1. I believe the challenges are racism as well as classism. Is the rent for business space such that it can include anyone from any race to afford? 2. Thinking back on an incident that occurred at AHS last year, and other events that have happened, I don't feel the leadership in Andover acted appropriately. Further education and workshops are needed for the leadership in this town. 3. I have not seen the town manager/chief of police interacting and leading the town. This was very evident during the early days of the covid-19 outbreak. Other towns were encouraging their community to wear masks and in Andover the police and town workers weren't wearing them. This sense of "the rules don't apply to me because I live in Andover" needs to change. Residents feel this way because the leadership feels this way.	12/11/2020 10:17 AM
319	Honestly, I avoid town activities and business. As a woman of color, I rather drive to Lawrence or Lynn to get services or go into shops. In the short 3 years I have lived in Andover, I've had police follow my partner, who is Black, four times, I've had the shop owners downtown follow my Black daughter and her friends around the store, and 2x I've had people randomly come up and touch my toddler's hair. It's outrageous and I've never had those types of experiences when I lived in other towns.	12/11/2020 10:04 AM
320	It seems that every brown/black person gets stopped automatically by police without reason.	12/11/2020 9:04 AM
321	The town is doing a great job!	12/11/2020 8:43 AM
322	School Responses to racial incidents are not proper nor effective. Lack of racial diversity among teachers is a big issue. A number of high school teachers are strongly biased towards kids of color- kids know who they are- very sad situation. Insufficient meaningful diversity, equity, and inclusion training at the high school (probably the same situation in other schools). Leadership needs to have a plan that should be shared with residents on how diversity, equity, and inclusion is being addressed at schools. Kids of color voices in high school are not taken seriously- administration should listen to them.	12/11/2020 8:32 AM
323	Police department is not respectful of diversity in many instances	12/11/2020 8:12 AM
324	Not enough teachers of color Not enough business owners of color	12/11/2020 8:11 AM
325	Given the current political climate, what does the government do to ensure reasonableness vs extremism? Prominent Civil Rights Activists express opposition from the black community as politicians marginalize them. In general, blacks consider the country to offer an unlimited opportunity which many have benefitted from. What are the current challenges that the Andover government is aware of? Where is it shared? In other words, where is the starting point? If you are trying to improve, what are you improving upon?	12/11/2020 7:53 AM
326	Celebrating various cultures.	12/11/2020 5:38 AM
327	None	12/10/2020 10:09 PM
328	It is overly liberal and conservative viewpoints are criticized and vilified.	12/10/2020 10:09 PM
329	Racial profiling. School treatment of differently able learners. LGBTQ acceptance/safety	12/10/2020 9:40 PM

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	especially in school	
330	High school students of color face discrimination from peers and adults. Implicit bias is a problem all people need to recognize and address.	12/10/2020 8:56 PM
331	Blatant racism that happens in the school and town that administration doesn't care to deal with.	12/10/2020 7:51 PM
332	I wanted to put a black Lives Matter sign on my lawn but I feared retribution	12/10/2020 6:30 PM
333	There is a huge bias amongst Andover Public School STAFF members towards conservative and moderate students. Especially at AHS (history department being the worst offenders). The staff has a bias towards students that do not align politically with them. Many students leave class feeling attacked if they have had the courage to express their opinions. Many do not feel comfortable at all to voice their thoughts or opinions. School is supposed to be a safe environment to express opinion. Students are made to feel excluded rather than included. The literacy dept at all levels of APS is another left leaning dept which is evident in their literacy resources provided to students. The Literacy depts political bias is clearly reflected at all age levels and students feel very uncomfortable with many of their resources.	12/10/2020 6:26 PM
334	There are clearly, openly racist residents that have felt emboldened in their racism this past year. The incident with the young woman of color getting her mail and being interrogated by a town employee was disconcerting. The recent meeting wherein a committee member repeated the "n-word" in a storytelling mode was at best tone-deaf and at worst a complete disregard for the harm of that word.	12/10/2020 6:14 PM
335	Officials are afraid to call out wealthy townie families for harassing poc. Town of andover likes to keep everything pristine, and often makes policies that indicates that officials view POC as not pristine or good enough for the town.	12/10/2020 5:59 PM
336	Consequences are not given at the high school	12/10/2020 5:41 PM
337	The Police department does not mirror its constituents. The amount of time I see a BIPOC person be stop in comparison to white is disheartening. For example, I've been stop multiple times, no tickets or warnings. Simply because being BIPOC while driving in Andover is a threat.	12/10/2020 5:30 PM
338	it takes work and makes people uncomfortable	12/10/2020 5:22 PM
339	Problematic Facebook groups. Poorly handled investigation into off duty misconduct. Bias against affordable housing.	12/10/2020 4:41 PM
340	None	12/10/2020 4:33 PM
341	There are none.	12/10/2020 4:31 PM
342	One challenge is that the boards (whether it's PTO boards or town boards) rarely include other races and minority races aren't reached out to or generally encouraged to join...primarily because I think the ones currently involved don't know how to find willing and qualified candidates as they aren't currently in their circles.	12/10/2020 3:53 PM
343	Can't think of any.	12/10/2020 3:31 PM
344	There are no challenges. The overwhelming majority of people have no issues with others of different raceX religion or ethnic background. The town of Andover is actually making this issue greater than it really is and thus adding to division between people. For instance, this survey. Some of these questions are absurd to be asking every community member.	12/10/2020 3:17 PM
345	Look a the cover the of the Andover Magazine.	12/10/2020 3:13 PM
346	Cost of living, white overprivileged students in schools	12/10/2020 3:07 PM
347	I sometimes get the sense it is a tolerant versus accepting/welcoming community. It's subtle. There's a bit of ignorance when it comes to diversity, what it means and how to be inclusive. There can sometimes be a reactionary mode in the town and addressing only when there is an issue or concern expressed. We get into a mode of eliminating broadly rather than including or broadening. It's not only ethnicity that makes up diversity it's age, gender, socio-economic background, religion.	12/10/2020 2:47 PM
348	There are a lot of white people here and very few BIPOC. the town is dripping in privilege and	12/10/2020 2:45 PM

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the residents love all the privilege.

349	BIPOC families who are low income specifically have reported how uncomfortable and unwelcome they feel in Andover. They report that they have been asked about their skin color, hair texture, called the "n" word, etc. CVS in downtown is notorious for bad incidents of hate.	12/10/2020 2:27 PM
350	I may be too new to town and may have interacted too little (COVID) to comment	12/10/2020 2:25 PM
351	1. White dominated town administration and staff 2. Lack of mutual knowledge between culture/race groups	12/10/2020 2:22 PM
352	Vocal families who feel threatened by discussions regarding institutional racism, need for equality and equity, and education about these issues	12/10/2020 2:13 PM
353	I would like to see more diversity in the teaching staff in Andover.	12/10/2020 2:02 PM
354	Putting the issues to the forefront and acknowledging potential bias is appreciated by this Town employee.	12/10/2020 1:46 PM
355	My high school child tried to address these issues at AHS a few years ago. She met with teachers & admin individually and as part of a club. Many teachers & admin gave token or even dismissive responses, though though a few were encouraging and supportive. The Safety Officer was especially dismissive.	12/10/2020 1:25 PM
356	Low numbers of residents with diverse backgrounds and understanding of challenges people with diverse backgrounds are facing.	12/10/2020 1:15 PM
357	I have no experience with these issues.	12/10/2020 1:00 PM
358	Representation in many of the committees, schools, police and fire, town offices seems to be lacking.	12/10/2020 12:32 PM
359	incomplete understanding of the issues for organizations and individual citizens.	12/10/2020 12:15 PM
360	I do not know if the TM's commitment trickles down to the department leadership. I was (some time ago) contacted "on behalf of the police" raising funds for police training out of state by what appeared from their website to be training in weaponry and civil disturbances. It frightened me that the local leadership was ceding responsibility for how to deal with such disturbances	12/10/2020 12:14 PM
361	How many non white men Selectmen does Andover have? How many Andover police are non White men?	12/10/2020 12:00 PM
362	Housing. Diverse leadership in town	12/10/2020 11:57 AM
363	They overcompensate to a point where it looks like there trying really hard to be forgiven	12/10/2020 11:50 AM
364	We have a culture of the "haves" and "have nots" in town. There are some very wealthy people who don't seem to understand that not all Andover residents are as privileged. I have been criticized by spouses of town officials because I own one of the smaller homes in andover and therefore do not pay my share of taxes compared to the larger homes in town.	12/10/2020 11:21 AM
365	Diversity is a 2 way street . . .	12/10/2020 11:19 AM
366	Tolerance can be a challenge	12/10/2020 11:19 AM
367	Like many densely populated centers in New England, Andover has forgotten Dr. Martin Luther King's vision of judging people by the content of their character rather than the color of their skin. Some aspects of the town (esp. schools) are hyper sensitized to, and actively emphasize, cosmetic differences between humans rather than emphasizing that we are all of one race (the human race). This tactic only serves to divide us further. It is possible to appreciate perspectives coming from different backgrounds without attempting to subdivide people according to external characteristics, pit them against each other, and hold them to different standards. Typically the inequity in schools I see is giving a complete pass to people who claim some protected class while coming down hard on white male kids in a misguided attempt to counteract "white privilege." Kids have learned all too quickly how to manipulate the system. If you can't win an argument, or you don't like an individual, just shout racist, homophobe, or fascist, whether warranted or not, and the system will do the rest. The fact that many people fear consequences for expressing viewpoints such as these publicly is truly depressing. The suppression of speech and healthy debate is chilling. I think it's quite likely	12/10/2020 11:10 AM

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that you'll dismiss my feedback because of my demographics. Until you treat all ideas as having equal potential merit, you are part of the problem.

368	Many teachers, at all levels, continue to express their political views and spread negativity regarding certain professions. There are children in their class that have parents in these professions that feel they could never speak up or there would be consequences. It is completely disrespectful on the teachers part and if the Town wants to be all inclusive that needs to change.	12/10/2020 10:56 AM
369	Personal biases. People grow up a certain way and that's hard to change. We can also have a lot of discussions and talk about it, but you have to actually do something (I'm just not sure what)	12/10/2020 10:54 AM
370	How many non white men Selectmen does Andover have? How many Andover police are non White men?	12/10/2020 10:49 AM
371	this town is not racially diverse per se, but it is not racist, the barriers here educational and economic. This may masquerade as racial. I think most people are welcoming.	12/10/2020 10:34 AM
372	Getting the community to understand what bias or discrimination actually is and also getting the community to understand that Andover is welcoming to any and all cultures and the insinuation that racism is prevalent in Andover is absolutely false and should not be given a platform.	12/10/2020 10:21 AM
373	I don't always feel that town management is as open to cultural diversity as expected.	12/10/2020 10:14 AM
374	There is a lack of diversity in the upper sector of town management and the hiring practices over the past few years reflect that. Also, the town leadership doesn't seem to embrace and take pride in the work done by certain town departments who are constantly working with young people of all ethnic and socio-economic backgrounds	12/10/2020 10:11 AM
375	Don't have enough information to answer.	12/10/2020 9:55 AM
376	The Town Seal is an embarrassment for not only depicting a Native American but also the story of how the land was taken Andover kids don't seem to get out into surrounding communities	12/10/2020 9:47 AM
377	I don't believe management knows how to actually change practices and there are plenty of people that don't see any issue with the way things are now.	12/10/2020 9:46 AM
378	Andover needs to prioritize education, good governance and fiscal responsibility	12/10/2020 9:43 AM
379	I think students from diverse backgrounds don't always feel as though they fit in at schools.	12/10/2020 9:37 AM
380	that they accommodate all	12/10/2020 9:35 AM
381	I am not aware	12/10/2020 9:28 AM
382	Schools specially middle and high school should educate the student about this issue	12/10/2020 9:22 AM
383	Cannot speak to this because I have only returned to the town and district since the summer of 2020. But I can tell you that in communities that are largely Caucasian and affluent, I'm sure there are challenges that exist.	12/10/2020 9:18 AM
384	Getting people of different backgrounds to apply for Town positions and Boards. North Carolina has become a leader in its diversity hiring practices, a good model to follow.	12/10/2020 9:12 AM
385	With respect to paraprofessionals in APS, the town in particular the school committee do not treat them fairly. The schools should try running without them and see what happens.	12/10/2020 9:01 AM
386	Policing social media, and rampant hatred towards different political viewpoints	12/10/2020 8:56 AM
387	Intransigence of part of population of residents	12/10/2020 8:54 AM
388	The School Committee members (not all) who are NOT well practiced at honestly considering the perspectives of others.	12/10/2020 8:53 AM
389	Many see "diversity, equity, or inclusion" as being politically correct and so are immediately against it. Need to find middle ground	12/10/2020 8:46 AM
390	Few people in positions of power are people of color.	12/10/2020 8:45 AM

Town of Andover

391	Hiring staff	12/10/2020 8:37 AM
392	Like everywhere else, racism runs very deep and I think we have a minority, but a powerful minority, of people that still have a hard time appreciating the value of diversity.	12/10/2020 8:35 AM
393	Not enough diversity in staff or positions of power.	12/10/2020 8:33 AM
394	I am disturbed by the house on Whittier with Trump effigy and noose as are my children who walk by. This should be removed.	12/10/2020 8:31 AM
395	Protocol, being aware of all issues of equity & inclusion	12/10/2020 8:30 AM
396	There are not many people of color in Andover, so children are not raised in a culturally diverse environment.	12/10/2020 8:23 AM
397	The town doesn't appear to address the blatant racist comments well at the school level	12/10/2020 8:15 AM
398	Inclusivity in schools at the middle school and high school level	12/10/2020 8:14 AM
399	Try not to patronize those who are racist. Hit it on the head and don't back down.	12/10/2020 8:06 AM
400	The biggest issue is the lack of accountability in our police and fire departments. When a white police officer can conclude that a racist incident is "not racist" it shows that our white town employees (the majority) don't truly understand the impact of racism on BIPOC people who live and work here, and don't understand systemic racism. It is no secret that APD regularly stop black and brown people driving in our town. Do we track that data? The Town can be more proactive and public in addressing racist incidents as reported to police or school officials. I would love to see a town that is so known for being welcoming, inclusive and just that by reputation BIPOC folks flock here and we become a more multicultural and diverse community. Our business community also needs unconscious bias training so that BIPOC adults and young people don't feel harassed and discriminated against in our downtown. We also need to make a commitment to address the legacy of settling on Indigenous land by both changing our town seal/flag and replacing Columbus Day with Indigenous People's Day, and more publicly acknowledging that the history of the area began thousands of years before colonial settlement. The schools should continue the work that's begun to diversify the curriculum and present more realistic narratives not solely centered on a white perspective AND inform that public including non-parents. Curriculum should tell unfortunate truths (internment camps, Jim Crow, destruction of Black Wall Street) AND also celebrate Black joy and resilience. I'm pleased to hear some training like White Fragility has been done at AHS. That has to be sustained and ongoing, and incorporated into goals and performance evaluations for all town employees, town and otherwise. There is an opportunity to do more to break down wall between Andover and Lawrence. What role can the town and schools play?	12/10/2020 8:05 AM
401	Fire Dept Police Dept School Administration	12/10/2020 8:03 AM
402	consistent attention and resources political climate	12/10/2020 7:44 AM
403	Socioeconomic challenges can make it difficult for some to keep up with those who can afford academic and athletic tutors and coaches	12/10/2020 7:41 AM
404	Christmas heavy celebrations, parades, decorations	12/10/2020 7:34 AM
405	community's perception that helping someone from one group means taking away from another	12/10/2020 7:29 AM
406	The underlying societal assumption of class, racial, religious and heterosexual privileges.	12/10/2020 6:32 AM
407	Good luck with the crowd, not hopeful when the diversity coordinator had to quit	12/10/2020 5:33 AM
408	I think that the community population is changing quickly. I think that there are many in charge that are resistant to change.	12/10/2020 5:28 AM
409	Town management seems intimidated by agencies that challenge their sense of entitlement.	12/10/2020 12:29 AM
410	Need to hire more POC, Asian (non white) within town positions, police, fire, library and in the schools	12/9/2020 11:18 PM
411	High End town center, no room for median family	12/9/2020 11:15 PM
412	I feel as though the town is leaving too much up to local opinion rather than morality. If 90% of town doesn't think we have a race problem it's because 90% of town is white and doesn't notice the way others are being treated	12/9/2020 11:04 PM

Town of Andover

413	There is not a lot of representation on public committees, boards, governance, leadership from a culturally diverse set of individuals.	12/9/2020 11:03 PM
414	Sometimes the customer is not always right. The simple act of saying no to someone often leads to false allegations about the motivation of the answer.	12/9/2020 10:59 PM
415	Lack of diversity in town committees and government. Lack of diversity in police force.	12/9/2020 10:58 PM
416	willing to stand up and address concerns/problems about diversity, equity, or inclusion	12/9/2020 10:38 PM
417	Issues of racism, discrimination, prejudice are not necessarily confronted because everyone is squeamish about these issues.	12/9/2020 10:04 PM
418	We do not have enough people of color working for the town. Housing costs are so high, we are unable to attract people who are lower wage earners which would help our town with greater diversity.	12/9/2020 9:52 PM
419	Andover is mostly white , rich suburban town with no people from other groups in high position in town management team or schools.	12/9/2020 9:24 PM
420	Finding diverse employees who want to work in a school that is not diverse because of demographics.	12/9/2020 9:24 PM
421	Having an unnecessary taxpayer funded group concerned with diversity	12/9/2020 9:23 PM
422	There is a big problem with town sports and people being excluded because of not being part of the white team...	12/9/2020 9:19 PM
423	Not enough people of color in education or celebrated enough.	12/9/2020 9:12 PM
424	Hiring	12/9/2020 9:01 PM
425	The population remains predominantly Caucasian with very little inclusion of others.	12/9/2020 8:56 PM
426	It seems challenging to hire teachers that aren't Caucasian. I've seen several get hired and then leave for one reason or another.	12/9/2020 8:55 PM
427	I don't think the middle schools and high schools do enough to prevent racism.	12/9/2020 8:53 PM
428	Need to see a wider variety of folks in leadership/visable roles - library, cops, town management	12/9/2020 8:44 PM
429	There is a great deal of ignorance which is just as bad as blatant racism and constant micro-aggressions.	12/9/2020 8:38 PM
430	As a town employee, I was extremely disappointed in the Jewish holidays being taken away, making me feel less valued. I now have to decide whether to celebrate my holidays or use my bargained sick days. This should not be the case.	12/9/2020 8:38 PM
431	Andover is financially and culturally diverse. I don't agree with bending over backwards to continually point this out and try to pretend to address it and solve a problem that is unsolvable... identify differences and then make sure no difference is addressed	12/9/2020 8:30 PM
432	Many students are marginalized who are of a different race or gender by the other students	12/9/2020 8:29 PM
433	Need to hire individuals from diverse backgrounds Much stereotyping - over identification of problems in lower socio-economic groups . Businesses do not represent the diversity and high real estate costs encourage high end businesses vs allowing the possibility of diverse business types.	12/9/2020 8:28 PM
434	Community majority caucasian and change is often met with resistance From outside looking in Andover perceived as rich white community and not welcoming to others	12/9/2020 8:20 PM
435	Fear of change	12/9/2020 8:19 PM
436	Lack of small minority owned businesses, lack of minorities in paid positions at all town services.	12/9/2020 8:13 PM
437	We need more diversity in our leadership and our schools	12/9/2020 8:10 PM
438	Andover does not look at itself as a diverse community, but it is! We should not be erasing the identities of the many but celebrating them, and looking at how we can be more inclusive of	12/9/2020 8:08 PM

Town of Andover

	non-white members of the community and unlearn racism.	
439	Responding to incidents.	12/9/2020 8:05 PM
440	Rent downtown is too expensive for businesses that are just starting out.	12/9/2020 8:03 PM
441	Not enough color on boards fir town and school, even within the small groups like PAC in all schools there isn't much diversity of any and I have sat in these groups. Mostly All white upper class moms with a couple middle class whit moms thrown in. Zero diversity.	12/9/2020 7:53 PM
442	Town officials and staff do not take diversity training and leadership doesn't appear to recognize why it is necessary. This survey is an important step toward improving that record.	12/9/2020 7:48 PM
443	Hiring, and promoting.	12/9/2020 7:42 PM
444	Population of white people	12/9/2020 7:41 PM
445	Most people are white in the town and pretend to be open minded and not biased.	12/9/2020 7:39 PM
446	Andover is predominately white . The culture here is one if privilege and it has been taught for generations. Breaking that will be hard. My children have been teased for being Jewish and I have Been told by a few that Jews were not able to live in certain areas of towns. When I went to a visit at the cultural society there is documentation that Jews were not to live in Johnson acres. There is no one from the the temple on this committee as well .	12/9/2020 7:38 PM
447	Identifying those in need. Attracting diverse applicants	12/9/2020 7:37 PM
448	Should do more do be inclusive and celebrate all religions and holidays. We are Jewish and my kids feel very left out and misunderstood by peers	12/9/2020 7:32 PM
449	Elitism is a big problem in regard to inclusion	12/9/2020 7:32 PM
450	although teachers are supposed to teach about kenya, mexico, china, india as part of the social studies unit, the units aren't developed at all like they are in other subjects	12/9/2020 7:28 PM
451	I am not sure the community believes there are racial issues in town I am not sure the town is open to change	12/9/2020 7:19 PM
452	The faculty of our schools appears a bit narrow.	12/9/2020 7:10 PM
453	The lack of diversity in the community	12/9/2020 7:10 PM
454	Not been used as a political trick like everywhere else	12/9/2020 7:09 PM
455	Andover looks at diverse groups within the confines of stereotypes. Andover treats diverse groups as charity cases that they need to donate goods to but never takes the time to understand who they are as people and all of the rich culture they bring to the community.	12/9/2020 7:07 PM
456	Seems this issue and this survey was significantly driven by ONE event? If the event was so significant then it should be rigorously investigated and prosecuted as need be. The perprotratur should be found, and details played out in the local paper (ANdover Townsman). Even if the event was orchestrated by a minor the story (less details of the specific individual) should be details in the paper	12/9/2020 7:03 PM
457	I think Andover has a lot of vocal people who are eager to turn everything into an argument and sometimes twist others' words to create issues that were not intended.	12/9/2020 6:53 PM
458	Students with special needs. Students from white families usually get more services, placed on ed plans faster and stay on plans longer than minority students.	12/9/2020 6:50 PM
459	So many don't believe it's an issue, and get upset if you bring it up or point out their shortcomings - this includes packs of students	12/9/2020 6:50 PM
460	Skills needed to facilitate the conversation i	12/9/2020 6:48 PM
461	Umm you allow racist displays to stay in peoples yards and then defend them through the tribune.	12/9/2020 6:47 PM
462	Incidents at the high school Not everything is in the police logs.	12/9/2020 6:47 PM
463	Everybody is white because it's super expensive to live there because of the school system. Which is great but update the high school.	12/9/2020 6:46 PM

Town of Andover

464	Stories of individual incidences that seem swept under the rug.	12/9/2020 6:45 PM
465	We are more diverse than when I started working in this town 22 years ago. What more can you do than what you already do?	12/9/2020 6:45 PM
466	I think that minorities in Andover, especially African American and Middle Eastern do not feel accepted.	12/9/2020 6:40 PM
467	I think one of the challenges is economic inclusion. I want all to prosper. How to go about that is the question. Hand outs are not long term solutions and are offensive. People want opportunities to grow and have equal access. How can a town like Andover facilitate that?	12/9/2020 6:37 PM
468	Few people of color in leadership positions	12/9/2020 6:34 PM
469	Racist acts that are dismissed as a misunderstanding	12/9/2020 6:34 PM
470	Rich white people No non-Asian diversity	12/9/2020 6:22 PM
471	The town management needs diversity.	12/9/2020 6:17 PM
472	I feel the high school under Mr. Conrad dealt with several issues punitively when they could have been learning experiences and opportunities for individual and community growth.	12/9/2020 6:09 PM
473	It is not different than in many communities where class, power and race intersect. It is sad that despite our family living here for more than 17 years, homeowners, third generation college educated, numerous graduate degrees under one roof including a retired military officer we still feel that there is always a question as to whether we live here or are visiting from another town.	12/9/2020 6:09 PM
474	1. Stop acting like minorities are invisible, acknowledge and weed out systemic racism 2. Make real changes for inclusion not superficial gestures that make you feel better	12/9/2020 5:23 PM
475	Andover is lily white. No one notices this. We talk about inclusion but don't have many minorities who live in Andover.	12/9/2020 5:08 PM
476	Dealing with the Police Union ? Saying that racism doesn't exist in Andover is not helpful.	12/9/2020 5:05 PM
477	I don't think the leadership of the town is very diverse. It seems to me that there are very few people of color and not all that many women in leadership positions, other that the select board.	12/9/2020 4:39 PM
478	Adult population doesn't seem mix as well as school aged children. Not much diversity in parent friend groups and this missed opportunities to understand ans learn from one another.	12/9/2020 4:33 PM
479	Town administration and office holders can be cold and condescending, as an asian family coming from NYC, Andover is a much more secluded and white community. It is hard to become real friends with our white neighbors and police officers especially have not given us a welcoming experience.	12/9/2020 4:18 PM
480	1. Rents are too high in Downtown Andover for any new business 2. Not enough outreach to and collaboration with Lawrence	12/9/2020 3:59 PM
481	Promote Andover as a welcoming town for all races.	12/9/2020 3:51 PM
482	We need more groups represented. Right now, I see mainly white and male.	12/9/2020 3:20 PM
483	Clearly some people feel they are not being heard. Also this effort is proceeding at a glacial pace and I think some momentum felt this summer among the larger community is being lost.	12/9/2020 3:16 PM
484	Look at the Facebook video of the mother/daughter. Look at the firefighter stopping the teen going into her own mailbox. These are two recent examples.	12/9/2020 3:12 PM
485	no visibility into what the town does to act on its words.	12/9/2020 3:09 PM
486	Not enough block events	12/9/2020 2:58 PM
487	I think that in my experience both attending and working for the public schools, there is a lack of inclusivity for students and families who represent diverse populations. I also feel that there is a lack of current practices to cultivate a rich educational environment for students from diverse backgrounds. This does appear to be changing, but there is still a lot of work to be done for professional development of educators to create this as a predominant school culture.	12/9/2020 2:54 PM

Town of Andover

488	I can speak to my personal experience which is mainly in the school. They should make no assumptions just because students/parents speak a second language. For eg. the schools reached out to me asking to place my daughter in English as a second language program as she needed help with reading and they said to me this is because you speak a second language at home!!!! I did explain to the school then that if a child needed help in reading this should not have been automatically linked to having parent who speak second language especially that my daughter does not even speak that second language!! I felt it was strange that I needed to explain to the school how they needed to deal with this and not to just prejudge and make assumptions. There might be are reasons if a student needs helps with reading !! as I had to explain this to the teacher and the ESL teacher :) . It was not a big deal but this is one example of prejudging students based on their background. This was one example but I see this all the time.	12/9/2020 2:35 PM
489	I grew up severely traumatized as a young child because of white peers who would tell me their parents were going to shoot me and my family after school if I didn't get out of the country. There was no normalization about conversations of race so I swallowed each, and multiple, racist/violent interactions. I grew up believing it was normal to hate my race, cry everyday after school, to never feel belonging, and to aspire to whiteness which was synonymous with belonging. A challenge Andover has is to find these experiences/stories, and lift them and share them so everyone knows how hard it is to grow up in this town as a person of color. Another challenge is to educate children in our public and private schools about the real histories of this country/town and the importance of activism and antiracism, and you can't do that with white people or for white people's guilt. You have to actually talk to how BIPOC feel and protect the youth in ways I feel I never was.	12/9/2020 2:25 PM
490	Creating a space where voices can be heard without judgement.	12/9/2020 2:02 PM
491	The pandemic and budget concerns.	12/9/2020 1:58 PM
492	Andover does nothing to proactively engage citizens in their government or community. It almost seems like we - the residents - are a threat to the power/authority of Town management, and therefore we are kept at arm's length. Andover may engage with established constituencies - chamber of commerce, etc - but that isn't engagement, leaves out the bulk of the community, and reinforces the existing power and other dynamics. If Andover is a community, it should seek to engage the community - residents - in a way it has never done before. Don't make us come to you - to one public hearing held at a time that's convenient for you. Get off the couch and meet us where we are, physically, psychologically, in our schedules and otherwise.	12/9/2020 1:58 PM
493	Predominantly white suburb with nazi children. I am terrified to send my kid(s) to school in Andover.	12/9/2020 1:55 PM
494	very homogenous town socio-economically. Not enough town employers that are minorities. very few teachers at school that are minorities and can empower minority students in our school.	12/9/2020 1:52 PM
495	I don't, in the normal course of going about my business, see much diversity or its promotion.	12/9/2020 1:43 PM
496	Still do not have enough diversity in town. What other activities can we do to increase inclusiveness?	12/9/2020 1:41 PM
497	na	12/9/2020 1:37 PM
498	Especially in pandemic times, how we gather to share stories and experiences.	12/9/2020 1:36 PM
499	Having more opportunities to meet would be great after the virus concerns are over	12/9/2020 1:34 PM
500	See the above.	12/9/2020 1:17 PM
501	The leadership functions as a clique, talking only to each other and expressing very little personal interest in town affairs beyond their particular jobs.	12/9/2020 1:14 PM
502	Employee more diverse people in all departments.	12/9/2020 1:11 PM
503	Not very welcoming and warm to newcomers, especially people of color	12/9/2020 1:05 PM
504	Long held views on racism are hard to change. The lack of diversity in the town makes teaching kids about race and diversity harder	12/9/2020 12:51 PM
505	As more minorities move into town, the town must step up training of town employees and	12/9/2020 12:43 PM

Town of Andover

school students and staff.

506	The repeated occurrence of overt racist harassment of people of color and the police response to these incidents is very disturbing. We need more clarity in why these were addressed with no clear indication of recognition of racism and solution.	12/9/2020 12:42 PM
507	These is a small group of residents who do not agree with these concerns and issues.	12/9/2020 12:39 PM
508	The contrast with our Lawrence neighbor is extreme. There is overt stereotyping about those who live in poverty or are Latinx. There is generalized anxiety about criminal activity and potential violence. There are even "jokes" about the police "border patrol" stopping cars near the Voc School. I know Andover people who won't hesitate to shop in North Reading or Tewksbury, but won't even drive through Lawrence streets. overzealous expectations don't leave much room for a middle ground in our schools: Bigger, newer SUVs. McMansion or white-fenced historical property. Summer homes and winter vacation getaways. High grades for entry to the best universities. Travel teams and sports ranking systems. The expectation to excel does not allow room for failure (or even mediocrity without a sense of failure) and that's not healthy or leave room for real learning opportunities. It's not surprising that we have a long history of a high rate of drug addiction and suicide among our youth. This is an expensive-to-live-in community which makes it extremely difficult for entry. It is also difficult for younger people to remain in our community after growing up here. And it is challenging for older folks on reduced fixed incomes to remain in their homes.	12/9/2020 12:35 PM
509	More promotion of BLM	12/9/2020 12:30 PM
510	I'm not satisfied with the town's response to apparent racist events in town, specifically the woman who was questioned getting main and the noose on Whitmore street	12/9/2020 12:30 PM
511	None	12/9/2020 12:30 PM
512	Need more low income housing	12/9/2020 12:27 PM
513	This is a pretty white, Catholic place. Example: my daughter's friend said she couldn't pray with them bc she wasn't baptized. Innocent enough, but a good anecdote. I grew up in a much more diverse area, there were still issues but homogeneity is much more prevalent here.	12/9/2020 12:21 PM
514	Entrenched community perspectives. Historical systems with built in racism.	12/9/2020 12:18 PM
515	Older generations thinking it is their god given right to be racist and to never change. NIMBYism in general is killing the Metro Boston area	12/9/2020 12:18 PM
516	It must not allow political correctness to dominate its decision making.	12/9/2020 12:18 PM
517	Too much emphasis is put on diversity, which actually highlights our differences, further separating people and reinforcing disparate groups.	12/9/2020 12:16 PM
518	Addressing this topic and reaching the older demographic residents and high school kids. Taking specific steps to encourage more diversity in Andover.	12/9/2020 12:12 PM
519	Heard anecdotal accounts of people of color being stopped in traffic stops when driving through Andover and fearing practices of racial profiling. We think an audit of police practices and statistics related to traffic stops, with tra sparency around these numbers, would be an important step towards wunning greater trust from people of color who live and work in our community.	12/9/2020 12:11 PM
520	None	12/9/2020 12:07 PM
521	Our town is a mix of people with progressive views on race who value diversity and people who are racist.	12/9/2020 11:59 AM
522	Persons employed to Leadership roles Town manager etc	12/9/2020 11:58 AM
523	its police, the gilberts, board of health, the aberdeen.	12/9/2020 11:57 AM
524	Diversity is hard to achieve when affordable housing is so limited--not just to attract racial minorities, who may be of any income level, but to attract a diversity of ages of residents and of economic classes of residents. As a relatively young person, I can't see ever being able to afford a house in Andover, despite working here for a good salary for someone my age.	12/9/2020 11:50 AM
525	Some residents still need to have their mindset opened up when it comes to inclusiveness	12/9/2020 11:47 AM

Town of Andover

526	People of color I know in town recount incidents with citizens and with police during which they feel they are ethnically, racially, or religiously profiled and unfairly treated with suspicion.	12/9/2020 11:45 AM
527	Housing costs are astronomical.	12/9/2020 11:39 AM
528	Getting commitment from it's citizens.	12/9/2020 11:38 AM
529	Families need to work harder to encourage children of different backgrounds to become friends. I would like to see fewer groups of kids that all look alike hanging out together.	12/9/2020 11:36 AM
530	I see no efforts	12/9/2020 11:36 AM
531	Recognizing it exists is the first challenge Providing more than lip service is the second I read the blog posts from students describing their experiences within the schools and was heartsick at the level of casual racism these students had to endure. Training is about understanding and validating the different experiences and figuring out how to respond proactively, not reactively.	12/9/2020 11:35 AM
532	No insight	12/9/2020 11:34 AM
533	The fact that the incident with the firefighter being racist was "determined" not to be racist. Lack of BIPOC in town employment. Lack of awareness about	12/9/2020 11:31 AM
534	I think Andover doesn't know if it wants to be the next Winchester or the next Topsfield. So many people are fighting tooth and nail to maintain/increase property values meanwhile others are working to broaden what it means to be from Andover (ie affordable housing, senior housing, etc).	12/9/2020 11:30 AM
535	Determining the truth in the current climate with respect to diversity. Andover is a welcoming community.	12/9/2020 11:30 AM
536	Not reacting to incident especially in schools	12/9/2020 11:24 AM
537	none needed	12/9/2020 11:09 AM
538	We need to have BLPOC people in positions of power from teachers to selectmen.	12/9/2020 11:06 AM
539	Changing attitudes of town workers and citizens will be a big challenge, especially with regard to the core group who grew up in town and don't want anything to change and don't welcome 'outsiders' very well.	12/9/2020 11:05 AM
540	Lack of people of color in Andover Lack of leaders (teachers, business people) that are of color	12/9/2020 11:02 AM
541	Police called on my son and I playing at basketball court by ourself. Officer was very nice he stated someone called b/c we had no mask on, however, we were all alone no one with in sight and I have noticed other folks in areas w/o mask on different occasions . Also, I feel at first glance some residents don't think we live in Andover. Usually when using the basketball courts the assumption is we drove over from another city or town.	12/9/2020 10:58 AM
542	Whatever efforts are being done, I think there needs to be a good communication mechanism to show those efforts as I am not aware of any	12/9/2020 10:54 AM
543	Not enough diversity among employees Not enough diversity on boards and commissions	12/9/2020 10:51 AM
544	1 There are only a few Black people in Andover to include. Our Asian community is vibrant in its own right. Who do we outreach too? 2 The emphasis on diversity is misplaced in my opinion. Equal treatment and opportunity should be the emphasis. By emphasizing diversity you make us more tribal.	12/9/2020 10:36 AM
545	Always reactive, very little attempt at being proactive	12/9/2020 10:32 AM
546	Needs slight improvement	12/9/2020 10:22 AM
547	Andover Schools are not welcoming of diversity. Even though they profess it in email communications, there are many undertones and people of color/ or from different background are treated not equal. School is where it needs to start. Kids should feel safe in school environment.	12/9/2020 10:10 AM
548	affordability, housing, transportation	12/9/2020 10:05 AM
549	My next door neighbors are a mixed-race family. The children have had experiences with other children who have made negative remarks about black people.	12/9/2020 9:53 AM

Town of Andover

550	Town leadership is hyper-majority white male and majority white. It has a history of not dealing with issues of racism or inclusion issues (ADA) in a equitable way. Even internal processes, like defaulting to my husband's name on all our Town bills and mailers is unbelievably misogynistic.	12/9/2020 9:52 AM
551	- limited diversity to draw from within the community itself (for real-life perspectives, expertise, etc.) - a long and deep history of white leadership and privilege, fueled by a significant amount of conservative residents who are resistant to change/progress	12/9/2020 9:44 AM
552	Stratification and segregation by socio-economic status is fueled by housing costs. Too many banks and corporate offices in the downtown area which keeps small business out of the center.	12/9/2020 9:26 AM
553	Always jump to the conclusion of the minority without having the whole facts. They jump to conclusions fast	12/9/2020 9:25 AM
554	I feel the town is well suited to attract a diverse professional population to those who have the resources to live here.	12/9/2020 9:22 AM
555	Get away from politically correct speech and actions. Truth speaks louder!	12/9/2020 9:18 AM
556	People in this town need to knock it off with "all lives matter", "blue lives matter", and "thin blue line". Everyone knows that all lives matter and police are important. But those aren't the groups that are being marginalized! Quit worrying about a shift in the balance of power and do the right thing by showing what the Andover Police Department does to protect the safety of black men. That's the group that is in danger in the US right now.	12/9/2020 9:18 AM
557	Will you make bananas the official fruit of the town?	12/9/2020 8:47 AM
558	School system tries but as evidenced by celebrating Hispanic Heritage Month when there were only a few days left and Thanksgiving lessons were focused mainly on Pilgrims and not Native Americans.	12/9/2020 8:46 AM
559	People who are in positions of leadership are typically "townies." There seem to be few new faces involved in committees and positions of leadership.	12/9/2020 8:44 AM
560	The Statements need to become operative	12/9/2020 8:32 AM
561	We have to constantly monitor and teach our kids how to deal with issues in school and after school activities. It is a burden on the parents that we are happy to hear but the effect of the individual incidents on the kids is immense. Example of a comment "why are you carrying that bag like that - is it because you are Indian hahahahaha?" And so on and so forth. And this is to a strong well adjusted happy child who can handle it.	12/9/2020 8:30 AM
562	Truly and truthfully accepting there is a diversity, equity and inclusion issue. Avoid normalizing there is a diversity, equity and inclusion problem.	12/9/2020 8:28 AM
563	No conversations happen about the above, there is no safe space where people can come and talk about their experiences.	12/9/2020 8:21 AM
564	Needs to be discussed more openly around the town. Don't see that happening yet.	12/9/2020 8:18 AM
565	We don't talk about it. We're a bit exclusive. Relationships with neighboring towns with more mix are hidden or non-existent	12/9/2020 8:17 AM
566	Not just Town of Andover but everywhere we need to make sure that there is not any reverse discrimination.	12/9/2020 8:06 AM
567	When someone complains about racially biased events, there should be a public acknowledgement of the same. I have seen it getting implemented inconsistently.	12/9/2020 8:03 AM
568	Teaching young people to respect all people regardless of race, religion or sexual orientation.	12/9/2020 7:57 AM
569	Every time I see a police car pull over someone, they are a person of color	12/9/2020 7:56 AM
570	we may not be willing to let go of some of privileges the schools still overwhelming serve those with money and education, and we resist any housing that would help lower income folks.	12/9/2020 7:52 AM
571	Response to racially charged issues has been terrible: painting the rock at the high school, unfair treatment of children, noose as "decoration", diversity chair being forced to resign...	12/9/2020 7:45 AM

Town of Andover

572	There are not enough people of color employed by the town especially in the schools. Students need to see adults that look like them at school. My child says that there is an undercurrent of racism at Andover High School. My child feels that he/she is treated differently in negative way due to his/her skin color by students and some staff.	12/9/2020 7:39 AM
573	Ye biggest issue I see at the moment is the equity in school- the wealthy can afford tutors and counselors which keep their kids on track (as much as possible). Their is a lot of struggle in the school for some students right now who are doing it on their own while their parents are working. It is not equitable AT ALL.	12/9/2020 7:30 AM
574	As a parent of high schoolers I have seen social media posts made by students that are incredibly discriminatory. Andover is a very affluent and very white town that doesn't really reflect the diversity both in color and life experiences that many people experience. Residents tend to insulate themselves from the very real issues many people face.	12/9/2020 6:54 AM
575	I am concerned that most Andover (residents) does not have an understanding of diversity, equity or inclusion.	12/9/2020 6:41 AM
576	Limited number of people from diverse backgrounds live here.	12/9/2020 6:26 AM
577	Needs to be more so at town hall, fire & police dept.	12/9/2020 6:19 AM
578	7	12/9/2020 3:22 AM
579	Don't know	12/8/2020 11:34 PM
580	Lawrence is right next door but many of us whites are afraid to see all that the people there have to offer.	12/8/2020 11:15 PM
581	Wanting to be civically engaged is difficult. I find that I am very knowledgeable about how the town works and where to find things / look for information and I find it difficult to understand what is happening when in the town. "Inclusion" I think should be defined by how many people are engaged in the town's activities. Look out the Town Meeting attendance compared to how many people live in the Town. Inclusion to me is making an effort to pull people in by making things accessible, being clear and consistent in communications, making things simple.	12/8/2020 11:00 PM
582	I think Andover took a huge step backwards when it decided after almost 2 decades to open schools on the Jewish High Holidays. My children attended school this year on Yom Kippur- the holiest day of the year in the Jewish faith because I was concerned about them missing one of their 2 in person learning days. The faculty were oblivious that it was an important religious holiday, which was very difficult for my children to understand. There's been an uptick in anti-Semitic incidents in this country over the past several years and changing the school's practice of being closed on those days sent a very negative message to members of the Jewish faith in this town. It also made us an outlier from other towns in the greater Boston area with a sizable Jewish population like Andover. Many other towns are closed on those holidays.	12/8/2020 10:35 PM
583	There is absolutely no regard for families with two working parents or hourly paid providers, particularly with youth enrichment programs and the school system	12/8/2020 9:59 PM
584	Deeply held racist attitudes embraced by a noteworthy segment of the Andover community.	12/8/2020 9:59 PM
585	Complete lack of diversity in town offices, schools/school department, police and fire departments. Much fewer children of color on sports teams as kids grown older and teams are competitively selected.	12/8/2020 9:53 PM
586	It's too easy to remain n our own little bubble, never seeking out or stumbling upon much diversity here. Since our daughter's marriage to a man identifying as Black, I find myself more self-conscious about the whiteness I have always had in my surroundings. I'm trying to be less clueless, but until I stretch to seek out more diversity here, it probably won't happen.	12/8/2020 9:41 PM
587	The rest of the town is really white.	12/8/2020 9:34 PM
588	I have to defer to the people impacted and posting their experience elsewhere.	12/8/2020 9:29 PM
589	There isn't much diversity, too many white men in leadership	12/8/2020 9:28 PM
590	-sometimes the schools are always asking for fees for this and that and this can be exclusive to lower income people, for example matching tshirts for this event and that event, money for field trips, money for gifts for teachers, ect I went through a period of time where I personally	12/8/2020 9:07 PM

Town of Andover

could not pay for things, but I will say, when I spoke up, I was allowed to have payment plans, get scholarships, etc...but sometimes it was hard to ask

591	Don't know	12/8/2020 9:03 PM
592	Very few people of color represented in town positions, school leadership, businesses.	12/8/2020 9:03 PM
593	I don't know what challenges the town itself faces. I have heard about adults and kids alike in town using racial slurs toward black and brown people. That's a major concern for me. I also think we need to focus on welcoming those in the LGBTQIA community. At the elementary level, I've experienced some resistance to things like including library books about kids with same sex parents and about kids who might identify as trans.	12/8/2020 8:53 PM
594	Have had police come to the door to make sure everything was ok when we had welcomed a nonwhite person into our house	12/8/2020 8:49 PM
595	There is a large sense of superiority and entitlement in this largely white, affluent town. Lack of awareness of privilege.	12/8/2020 8:45 PM
596	Need more D, E, I training for students and other residents	12/8/2020 8:41 PM
597	Ignorance of history of racism in Andover	12/8/2020 8:38 PM
598	Lack of multicultural events, and publicity. More leaders in the community that could represent different minority groups	12/8/2020 8:34 PM
599	We need to work to attract more lower income people of all races and work to include them socially.	12/8/2020 8:32 PM
600	There seems to be a culture in the schools that is concerning - we've seen frequent casual and occasionally aggressive anti-semitism, for example.	12/8/2020 8:29 PM
601	I live here so my child can get a decent education. But after seeing, hereing and now experiencing some acts of racism within the schools, im starting to think of other options.	12/8/2020 8:12 PM
602	Don't know enough out diversity or timid to speak out about it	12/8/2020 8:09 PM
603	Although the police may have responded to the gentleman in the downtown area who displayed hideous racist items on his yard., The town did nothing to say that they were going to deal with it head on and address issues of race because of it	12/8/2020 7:57 PM
604	Not as inclusive of Hispanic and Black visitors and residents. Terrible negativity toward Muslim employee of Police Dept... the social worker who helps with substance abuse programming.	12/8/2020 7:53 PM
605	We still live in a time and place where white privilege rules. Andover is definitely not alone with this. Most places have not dealt with it. It's not easy. There's so much resistance and denial. It need to addressed head on. We need to each look into ourselves. I think when something comes up it is lightly dealt with within the schools and all departments and then swept under the rug. Too many feel that they have their own issues and don't want to take this on except lightly. The people who feel they are friends with all people, so this doesn't have to do with them. It does. It involves everyone. If we don't look into ourselves and how we have had certain privileges that we never even thought about, we are part of the problem. You also have a small minority of haters. People who they are better or more deserving than other. They have been getting away with inappropriate things forever. It needs to be stopped!	12/8/2020 7:53 PM
606	1.) Sobhan being named a leader in this initiative, and then issues forcing a change...indicative of a problem! 2.) Almost all town leaders Caucasian	12/8/2020 7:48 PM
607	1. old people diversity (ageism) 2. native Americans	12/8/2020 7:39 PM
608	Andover is a white person's town.	12/8/2020 7:37 PM
609	There are some nice people, but sadly there a lot who discriminate.	12/8/2020 7:29 PM
610	People seem to be pretty negative about the government right now and suspicious so I think that it will be a challenge for the Town to overcome these perceptions and get people's trust in the work being done.	12/8/2020 7:27 PM
611	I don't think there are any challenges.	12/8/2020 7:21 PM
612	Systemic racism; denial of systemic racism	12/8/2020 7:20 PM

Town of Andover

613	The town is not diverse to begin with and there are not a lot of draws to the town to attract a more diverse crowd, even downtown	12/8/2020 7:14 PM
614	1. While our population has diversified over the years we are generally a more homogenous town which can limit people's interactions with people of different backgrounds 2. People are not always aware of what constitutes racist and inequitable actions	12/8/2020 7:10 PM
615	School curriculum, not condemning racist incidences	12/8/2020 7:10 PM
616	There are no challenges. If you grow up/live in Andover you are incredibly privileged no matter your background. If you disagree, spend a day in downtown Lawrence	12/8/2020 6:56 PM
617	Lack of cultural events (Diwali, Eid al-Fitr, etc) No human rights commission	12/8/2020 6:49 PM
618	Diverting attention real issues to satisfy an ineffectual minority.	12/8/2020 6:49 PM
619	Can't see actions positive or negative, more needs to be done	12/8/2020 6:43 PM
620	parents shielding and directing their children, sense of clicks amongst parent communities....not quite sure how to describe this,	12/8/2020 6:43 PM
621	Not nearly as much inclusion of voice of people from marginalized identities in decision making spaces. The sidewalks are awful and are not at all accessible.	12/8/2020 6:42 PM
622	I thought it was awful that the person hired to address this in town was bullied into leaving his position. Who were the people preventing him from doing his job? Whoever they were, they certainly didn't represent the entire town.	12/8/2020 6:36 PM
623	Homogeneous town with many racist statements overhead at the playground and in the neighborhood.	12/8/2020 6:26 PM
624	Latino students are overrepresented in the population of students diagnosed with learning disabilities/on IEPs—there's something wrong with our metrics and our system. They're not inherently more prone to learning disabilities. Math leveling. Students of color disproportionately represented in lower level courses. Retaliation from management against educators of color for raising issues around race. Students, educators, and community members don't feel safe speaking up. Commitment to diversity, equity, and inclusion is superficial at best without systemic change. Four days of professional development about microaggressions will help a little bit, but it won't solve the roots of the "-isms" and "-phobias." Classism.	12/8/2020 6:25 PM
625	There seems to be a lack of focus and urgency in addressing the issues of systemic racism and cognitive biases.	12/8/2020 6:17 PM
626	Treatment of students of color. Minimal consequences for White students who act in racist behavior.	12/8/2020 6:16 PM
627	I would say opportunities to interact. It seems various religious and ethnic groups stick together	12/8/2020 6:10 PM
628	As far as I can see, it is 90% white. Ageism is definitely a problem here.	12/8/2020 6:10 PM
629	White cultural is dominant, especially in places like the high school.	12/8/2020 6:03 PM
630	Unfortunately, the Trump era has roused up people's underlying racism and emboldened them to do and say things that are racist.	12/8/2020 5:59 PM
631	not to emphasize on one issue so that the others are not recognized	12/8/2020 5:59 PM
632	I think the way that the case of the woman being followed was handled horribly, I think the schools do not have enough BIPOC representation there to support one Black teacher. I think people here are close minded many store things where have been known to kick out teenagers just browsing from their stores, white and POC.	12/8/2020 5:44 PM
633	while in many cases in this survey I have checked the "agree" box, I'm fully aware that I can do so because I'm an older, well-educated, financially comfortable, white, female. In other words, the stereotypical Andover resident. I fear my answers might be different were I a person of color or disadvantaged in any way.	12/8/2020 5:18 PM
634	There is a strong pull towards not having hard discussions — they are seen as divisive. We have a very small Black and Latinx community, which makes people feel as though they are	12/8/2020 5:16 PM

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	not welcome in this town — and our housing and school districts reflect and sustain this.	
635	It doesn't feel like the town has a clear value of embracing diversity and advocating for it. Everything feels reactive rather than proactive	12/8/2020 5:14 PM
636	The pathetic response when Sobhan Namvar. decided for the 'good of the town he had to step down from his newly appointed position. The	12/8/2020 5:12 PM
637	Respecting people of different beliefs.	12/8/2020 5:00 PM
638	Do not believe all you hear. You have to hear both sides.	12/8/2020 5:00 PM
639	The non minority trying to make themselves sound sorry for who they are Getting this survey to work correctly. You ask to check all that apply in one question and it will only let you check one spot	12/8/2020 4:59 PM
640	Real estate and taxes here are so high that it makes it very hard to increase diversity (of many kinds) as most of the wealth in this state (and the country) is held by white people; I have witnessed business owners and residents act in racist/discriminatory ways that it seems are due to racist beliefs that have gone unchecked	12/8/2020 4:56 PM
641	I have kids in Elementary, middle and high school. Never had a black teacher.	12/8/2020 4:50 PM
642	I would encourage the school district to hire a Director of Equity and Student Supports who is a person of color and the town to create a similar position to create leadership and initiatives that authentically begin to broaden the norms of Andover. This could potentially include affinity group meetings in public spaces, diversifying the number of authors that are female and people of color in public libraries and schools, and creating more opportunities to celebrate the arts in Andover by inviting local stakeholders (e.g. religious organizations, cultural centers) to engage the public in celebration of the arts, and potentially providing opportunities to implement discussion groups about antiracism. Other communities in Massachusetts are already doing this. Reaching out to leadership in other towns (e.g. Lexington) might help inform this process. This would also help create more opportunities for open dialogue, learning from each other, and establishing a stronger social foundation for relationships to grow within the community.	12/8/2020 4:47 PM
643	A rich community not receptive of including lower income earning residents, many who are minorities, as true residents.	12/8/2020 4:44 PM
644	There is no challenge, when everyone is treated equally, there is no issue. I see no reason to be wasting time on some hyped up issue.	12/8/2020 4:42 PM
645	Most residents in Andover stereotype minorities and are prejudice. I know this as a minority who experiences stereotyping, prejudice and racism countless times in Andover.	12/8/2020 4:39 PM
646	Lack of diversity in leadership positions in all departments	12/8/2020 4:38 PM
647	Police department is notoriously racist, schools are very white dominated with not enough race and diversity education	12/8/2020 4:38 PM
648	No mandatory diversity classes in schools! We need that	12/8/2020 4:35 PM
649	more	12/8/2020 4:33 PM
650	It seems that a fair number of people in Andover have an incorrect idea of how ethnically diverse it is becoming already, as if the town were more white than it is.	12/8/2020 4:32 PM
651	- Very limited representation in town government - No reference to diverse businesses in Andover that can be supported - Representation seems rooted in town history. If you didn't grow up here and build long standing relationships in the community, you play at a disadvantage across multiple fronts. This is true for all.	12/8/2020 4:31 PM
652	I think it is hard to have racial equity and inclusion when there is very little racial diversity in Andover. This segregation of MA's suburbs can be in part remedied by stopping the funding of education in part by property taxes. This would would mean towns with lower property values wouldn't start with a disadvantaged education. Because of the racial wealth cap caused by many structures of racism, both past and present, this funding of schools based on property taxes segregates people of color to lower performing schools. What is needed to stop the funding of schools based on property taxes is legislation at the state level. While I am very happy that Andover is concerned with being more conscience about issues of race, we must	12/8/2020 4:30 PM

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face the glaring issue here, which is the lack of diversity in Andover, caused by the systems that have upheld segregation since the Jim Crow Era.

653	The town boards are not diverse.	12/8/2020 4:30 PM
654	There should be more women on the police force and in the fire department. Police/Fire - More attention should be placed on emergency protocols working with families who have individuals with special needs living at home with family members or living in group homes. Understanding aggressive behavior, identifying individuals with autism and safety measures around risk of flight. The same applies to the aging population in Andover.	12/8/2020 4:27 PM
655	1. Greater global perspectives needed. 2. Creating a mix between urban and rural perspectives.	12/8/2020 4:20 PM
656	Andover is by and large white. That is one of it's greatest limiting factors.	12/8/2020 4:02 PM
657	I'm concerned about the handling of some of the more public issues (like the off duty cop/fireman who hassled the black woman getting her mail)	12/8/2020 4:01 PM
658	None more than any other like community.	12/8/2020 4:01 PM
659	As I am not a person of color, I do not feel I am qualified to answer this question.	12/8/2020 3:59 PM
660	I was disappointed to read that the man who was to head Andover's diversity dept was made to feel disrespected and is no longer in the position.	12/8/2020 3:59 PM
661	Efforts seem superficial at times just to appease people. Non-White people are still considered "Guests" and not "Owners" or partners in Town.	12/8/2020 3:56 PM
662	1. Andover is full of defensive, fragile white people everywhere who are unable to understand and acknowledge structural racism and privilege. They are the people who claim they raise their kids to be colorblind, yet their kids are the ones at school using the n-word or telling peers to "go back to where you came from." I don't know how we reach those people, but there are a LOT of them in Andover and it's troubling. 2. I was embarrassed and disappointed that so many racially-toned incidents over the past six months have been determined to be "misunderstandings" or the like. Come on, does anyone believe that a known mentally ill man with racist tendencies is making a profound philosophical statement about media silencing Trump by placing a noose on his lawn — when he lives across the street from a black family? It just strains credulity. I understand the limits of the law and the nature of the investigative process, but it is just hard to believe that in every single case the end result is that the alleged perpetrator did nothing untoward, and it was all an overreaction on the part of the person of color. I keep hearing about how great APD is, but I'm unable to find evidence that they're any better (read: less racist, less biased) than any other police union.	12/8/2020 3:46 PM
663	Not enough visibility of POC. Also, many of the Latino families who have moved here from Lawrence tend to socialize with each other more than other Andover crowds.	12/8/2020 3:46 PM
664	we are a largely white town, so we miss out on some of the boons that can come from more diverse community.	12/8/2020 3:46 PM
665	attracting non-traditional businesses in Andover, including restaurants (vegan, vegetarian, Latin, African cuisine, better Asian food, non-chains)	12/8/2020 3:37 PM
666	The poor firefighters I thought he was doing the right thing by thinking that someone's breaking into a mailbox and you guys want to hang them. That was not racist he was a caring citizen that was worrying about someone's mail being stolen	12/8/2020 3:34 PM
667	Our challenges are the same as everyone else. There are jerks who are racist among all races.	12/8/2020 3:29 PM
668	Not an equal representation in government /municipal jobs. Stop clumping ethnic groups in one area of town . Diversify across the schools	12/8/2020 3:29 PM
669	The Town of Andover is not a very diverse town. So what diversity we have needs to be included and supported. the ideal would be if people of color would begin to feel comfortable settling in Andover and stay to help us have a more complete, inclusive town.	12/8/2020 3:28 PM
670	Have seen cases where the town supported police and fire personnel over the safety and needs of residents - specifically women and people of color.	12/8/2020 3:27 PM
671	The Town should have made a tougher stand on behalf of the Muslim diversity director and	12/8/2020 3:26 PM

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kept him on the job. You should have found those people that harassed them and identified them in the paper, they deserved to be publicly shamed for going after him for his heritage.

672	If the truth be told...so many of our "WOKE" community members wouldn't know a thing about the struggles of the minority communities, but all of this makes them feel better...less guilty about their affluence!	12/8/2020 3:23 PM
673	I am not aware of their challenges.	12/8/2020 3:21 PM
674	I would like to see more women in positions of authority.	12/8/2020 3:19 PM
675	When diversity and inclusion is pushed on people, it does not have the same effect. It is the role of the residents of Andover to be open to diversity. The town offices or schools should not be the ones telling us how or what we should be doing or thinking in regards to this topic.	12/8/2020 3:12 PM
676	Bullying in schools and sports	12/8/2020 3:11 PM
677	I don't believe diversity, equity, or inclusion efforts are a good domain for Town government. The Town, businesses, and citizens should be kind to each other and comply with state law.	12/8/2020 2:55 PM
678	Difficult to change mindset of people	12/8/2020 2:55 PM
679	Lack of diversity among town leadership conveys an impression this may not be a welcoming community to all. Perception (fair or not) of poor handling of incidents involving race (firefighter/mailbox issue, Whittier Street) contributes to feelings of exclusion.	12/8/2020 2:42 PM
680	We are doing a good job at this	12/8/2020 2:31 PM
681	Town management has no minority!!! Neither the school nor the town government has efforts to recruit minority. Its a mostly Irish heritage club. There is also complete lack of efforts to reach out to minority. All board meetings use inside lingo to express ideas. Outsiders have to way to know how the issues being discussed may affect them. Just look at participants in various town meetings and board meetings. You rarely see minority participating. And on rare occasion they do, their view point make hardly any dent in final outcome. It's a government by the whites for the whites. Unless we go out and recruit minority for major decision-making divisions, we will not see a change. Here is a good example. Look at budget allocations for various departments. DPW headed by a white person (for more than 10 years!!) gets lion share (\$11.5M)of CIP budget with no oversight in place. Where as Sustainability Coordinator headed by a minority gets less than 0.5% of that amount (\$44k). Yes there is more to it but the discrepancy is startling.	12/8/2020 2:29 PM
682	Police handling of Whittier at resident and publicly charged racism. Resident approached by town employee and accused of taking mail	12/8/2020 2:28 PM
683	Not sure minorities are fully respected.	12/8/2020 2:24 PM
684	Recently there were two incidents in the news and reading about it made me very sad and angry. I don't think it was handled well. It sounded racist and for an independent probably white investigator to day it was ok. That's not right.	12/8/2020 2:22 PM
685	the answer to the previous question only works if we can identify, gather, and harness the power of these people	12/8/2020 2:22 PM
686	Having an honest (and hard) conversation about race/racism here in town. Being willing to push through the pain barrier of anger and resistance from those who don't see the need to grow. A review of town hiring practices and culture to properly welcome and retain non-white candidates.	12/8/2020 2:21 PM
687	See a lot of issues in the high school with kids and their behavior with other students as well as outside of school. Do the incidents against minorities really get addresses with perpetrators or do they get brushes under the carpet.	12/8/2020 2:18 PM
688	The town should be encouraging people to step up and step in and involve themselves instead of sitting or laying back waiting for change to happen or blaming other for change not happening.	12/8/2020 2:15 PM
689	The high cost of goods in town mean that town shopping is skewed white and wealthy. Racist people. Full stop.	12/8/2020 2:15 PM
690	I am an educational consultant (for 20+ years) and I would have Latina mentees visit me at	12/8/2020 2:13 PM

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my Andover home to help with their undergraduate and graduate school applications. While driving through Andover they were stopped so often by Andover police we transferred to a non-Andover meeting site - either in Lawrence or No. Andover. I found it shocking.

691	Schools don't take on the challenge about learning from incidents and proper punishment. Police treat you guilty until innocent.	12/8/2020 2:11 PM
692	Lack of certain communities of color within the population.	12/8/2020 2:09 PM
693	The town operates as though it is still a white, Christian, heteronormative town. Attitudes and representation in businesses and leadership rarely reflect the reality of the community today.	12/8/2020 2:05 PM
694	Some racist adults, such as firefighter who questioned a woman of color in front of her own home! Fire and Police especially need to be well trained.	12/8/2020 2:02 PM
695	lack of affordable housing limits on assisted housing	12/8/2020 1:57 PM
696	It's not the town management or service. The people who move to andover are racist and snobs. Residents discriminate about if you have money or not. The haves and have nots	12/8/2020 1:54 PM
697	None	12/8/2020 1:43 PM
698	1. The Town of Andover needs to acknowledge the exclusionary zoning practices that are perpetuated by Town Meeting and other policy making structures. 2. Andover has drive only streets - Andover should make its streets more accessible to multimodal travel options.	12/8/2020 1:42 PM
699	The Town Manager is not transparent when it comes to racial issues in Andover. He picks and chooses what he wants to get involved in. Not giving all the information leads to assumptions and false allegations.	12/8/2020 1:35 PM
700	Housing	12/8/2020 1:28 PM
701	I believe Andover is a diverse community and the challenge with that is ensuring each and every affinity group feels accepted and welcomed.	12/8/2020 1:27 PM
702	housing opportunities	12/8/2020 1:16 PM
703	Forced Social Pressure from non-Andover residents	12/8/2020 1:14 PM
704	The challenge as an upper middle class, well educated community, our residents are aware of inclusion issues but not concerned . It doesn't effect them, living in their safe and secure cul de sacs. They can't see needy residents on Town.	12/8/2020 1:06 PM
705	Not enough training of town Training of APD, services and town staff on DEI issues. No follow up on resolution of incidents of bias crime and events (high school, neighborhoods, etc.)	12/8/2020 12:58 PM
706	The leadership of the town does not yet reflect much diversity; I would expect to see more diversity in the coming years.	12/8/2020 12:56 PM
707	Hiring more POC throughout all town departments: schools, Town office. Putting educational programs in place K-12 that address diversity and inclusion.	12/8/2020 12:55 PM
708	Making everyone feel / perceive welcoming	12/8/2020 12:47 PM
709	No actionable follow-up as yet Highly insular group of decision makers that has yet to be materially broadened	12/8/2020 12:45 PM
710	The town should be more inclusive towards white males as they are being targeted by hate groups such as BLM and Antifa. These hate groups are spreading hate and propaganda. We must treat all people the same not based upon people's skin color.	12/8/2020 12:42 PM
711	Because our history, institutions, policies and practices have long been racist, Andover has its own examples of racism. "Driving while Black or Latino" has long resulted in police action. Merchants have a history of treating minority customers with suspicion and contempt. Some Town employees evidence a white bias and attitude.	12/8/2020 12:41 PM
712	None	12/8/2020 12:34 PM
713	Actively supporting diversity and showing with due representation at all levels is important	12/8/2020 12:32 PM
714	Nothing really	12/8/2020 12:27 PM

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715	People criticize the town but just don't realize how good it is here	12/8/2020 12:26 PM
716	None	12/8/2020 12:24 PM
717	Integration at Senior Center School curriculum afraid to address US history.	12/8/2020 12:10 PM
718	Claims of victimhood	12/8/2020 12:09 PM
719	When programs are made available to specific ethnic groups, also welcome people of other ethnicities to participate. Encourage others to "blend in" without losing their individuality. All to appreciate the "history" while being open to some thing perhaps new.	12/8/2020 12:06 PM
720	I was one who was incredibly disheartened when Sope (Siobhan) had to step down from his role on heading the office on diversity because of overtly racist voices that were smearing him because he is a Muslim on one side and not black enough on the other.	12/8/2020 12:04 PM
721	Andover parents are struggling to stop racist behavior in their children	12/8/2020 12:01 PM
722	None.	12/8/2020 11:49 AM
723	There appears to be a very large distinction between the wealthy and those who fall into the category of inadequate financial means. My family attended an Andover church for a while but were completely turned off by the "Aren't we wonderful for sharing our resources with those less fortunate?" And those resources were always distributed to a border community without acknowledging that Andover has impoverished areas as well.	12/8/2020 11:45 AM
724	Longtime residents who want nothing to change ever.	12/8/2020 11:43 AM
725	Affordable housing so that people of color can come to Andover to live	12/8/2020 11:42 AM
726	Protesters are allowed during a pandemic. Not enough media coverage for all groups in Andover.	12/8/2020 11:40 AM
727	To me, no perceptible problems	12/8/2020 11:40 AM
728	There isn't much cultural diversity in Andover therefore not much of a challenge	12/8/2020 11:37 AM
729	Continuing lack of affordable housing. A prevailing sense of wealth and entitlement among Andover high school students	12/8/2020 11:36 AM
730	rich, entitled republicans	12/8/2020 11:34 AM
731	The challenge is human nature. Change is slow.	12/8/2020 11:34 AM
732	Great	12/8/2020 11:34 AM
733	- We do not attract many African Americans to live here - Only a tiny percentage of Andover teachers, are persons of color - No persons of color in Town Management	12/8/2020 11:26 AM
734	I have heard complaints from an Indian woman	12/8/2020 11:26 AM
735	Open up the schools.	12/8/2020 11:24 AM
736	Price of homes Cronyism	12/8/2020 11:22 AM
737	It has none.	12/8/2020 11:22 AM
738	Including more non-white people in governing decisions	12/8/2020 11:21 AM
739	The slow and rocky rollout of this effort itself underscores the Town's cluelessness when it comes to matters of race and inclusion.	12/8/2020 11:19 AM
740	Allow open conversion for all. Don't begin witch hunt	12/8/2020 11:17 AM
741	The focal groups that get together and plan for Andover are the same people or a group of people that want something. They are not diverse or inclusive. You are not planning for or include the wishes desires of the population.	12/8/2020 11:15 AM
742	Andover tends to over correct or over react when it comes to this issue	12/8/2020 11:15 AM
743	microaggressions in the schools stopping people of color "driving while black" giving a "pass" to racists acts because "they were not intentional"	12/8/2020 11:14 AM

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744	As the town "face," all town workers need to be trained in understanding the way their own behavior affects the people they serve.	12/8/2020 11:13 AM
745	Hidden biases. Don't know what one does not know.	12/8/2020 11:06 AM
746	The town is white and wealthy. Many efforts to diversify or include will naturally be met with pushback from the community because of white fragility and ignorance. There has to be a personal commitment from each individual to educate themselves, listen, and make space for diverse voices.	12/8/2020 11:01 AM
747	I know of one group of neighbors who is particularly judgmental of people in the neighborhood who are non-white, and who frequently discuss complaints to file with the town, if those people don't keep their lawn sufficiently tidy, and so on. I also know of at least one person who has black skin who has been pulled over for no reason and repeatedly questioned regarding where he was going. Answering "home" was not sufficient, even though the plates had been run, he'd handed over his license, and was headed toward the address on his license. And we all know about the recent harassment of a woman in her own driveway by a fireman.	12/8/2020 11:00 AM
748	Incidents at high school, lack of diversity in town employees	12/8/2020 10:59 AM
749	I see no challenges.	12/8/2020 10:57 AM
750	One of my black interns is consistently stopped by police, unlike my white interns.	12/8/2020 10:56 AM
751	Antisemitism	12/8/2020 10:56 AM
752	Tax paid, Full day kindergarten would help address the inequity in early education.	12/8/2020 10:56 AM
753	Please don't try to change the town based on current political pressure.	12/8/2020 10:54 AM
754	Need to be more present at DEI focus events, such as MLK events, BLM, etc. Need to walk the talk.	12/8/2020 10:50 AM
755	Providing affordable housing Providing opportunities for business owners from different races	12/8/2020 10:10 AM
756	I have no idea	12/8/2020 10:08 AM
757	test	12/8/2020 10:08 AM
758	Racial profiling by business owners and police. Dearth of affordable housing.	12/8/2020 10:00 AM
759	The community needs to acknowledge the issues that have and still exist in terms of equity, racial and cultural discrimination. Our town government and services is not reflective of the population we have. I think the town has been slow to react and deal with issues of racial discrimination within the police and fire departments. To have so many creditable complaints against a police officer who works with and in the high school is unconscionable. To allow a town employee to blatantly follow a young woman and accuse her of stealing with no evidence is ridiculous. These two departments are tasked with protecting and working with their community! That means everyone, no matter what they look like, what language they speak, etc. Frankly if a town employee can't do that they don't deserve to work for this town.	12/8/2020 9:59 AM
760	Difficulty sharing knowledge of individual cultures & behavior	12/8/2020 9:59 AM
761	1. Andover has over-prioritized diversity, equity and inclusion at the expense of other important civic responsibilities 2. Andover have over-communicated around diversity, equity and inclusion at the expense of other important civic duties	12/8/2020 9:58 AM
762	*This is unrelated, but I cannot get Question #6 to accept my check-marks. *	12/8/2020 9:57 AM
763	The town isn't very forward thinking in terms of its commitment and position on DEI issues. Handling of racial issues have been problematic in the past.	12/8/2020 9:56 AM
764	I don't even know where to begin with responding to this question. There are so many challenges that I find it nearly impossible to pick 1 or 2. It seems like leaders and everyone I interact with in town offices, schools, and shops/restaurants is white. So hiring people of color seems to be a challenge. The elementary school curriculum is all white, all the time except for on holidays - perpetuating the whiteness that already is omnipresent.	12/8/2020 9:56 AM
765	There are not enough diverse people living and working in Andover. Many students in our community feel marginalized .	12/8/2020 9:56 AM

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766	Busing free food	12/8/2020 9:54 AM
767	Our town is wasting resources on virtue signaling with surveys like these. Chasing microaggressions is a waste of time. Pronouncements on cultural issues from town manager or other officials is not the proper role of town government.	12/8/2020 9:50 AM
768	how to continue to watch and care for our neighbors, and follow *see something, say something*	12/8/2020 9:47 AM
769	NO COMMENT	12/8/2020 9:46 AM
770	The Town is challenged with an excessively vocal group that seems to want to shame people into acting to the point of excessive virtue signaling. The Town should focus on equitable and fair actions in its core business, we don't need to spend extra tax dollars to create programs that can be handled by NGO's, and Religious institutions.	12/8/2020 9:44 AM
771	Lack of diversity in leadership positions	12/8/2020 9:41 AM
772	You cant change mindset of people. if they dont want to be inclusive they wont. The political landscape in the country itself encourages this belief.	12/8/2020 9:40 AM
773	Andover has a hard time to learn about different cultures and understand that different cultures have different customs. And the American way is not the only way to live a life.	12/8/2020 9:37 AM
774	The whole town is a predominantly white bubble. Need to attract more diverse group of people to live and reside in town.	12/8/2020 9:37 AM
775	There are no challenges. I respond to people based on their character and ethics, not race.	12/8/2020 9:36 AM
776	Town Hall has hired mostly white staff over the last five years.	12/8/2020 9:36 AM
777	The Town government's mindset is more diverse, equitable and inclusive than its residents.	12/8/2020 9:35 AM
778	Although sometimes it s difficult to recruit people of diversity, the town should place a stronger commitment to this area.	12/8/2020 9:34 AM
779	Having more diversity on boards and committees including persons with lower income	12/8/2020 9:34 AM
780	Difference in treatment meted out to people of color VS White people.	12/8/2020 9:33 AM
781	if you're white then everyone expects you to have money when in actuality it is the other way around. everyone white woman who owns a business is as selfish as any other buisness owner except the women are nastier.	12/8/2020 9:32 AM
782	As a predominantly White community, Andover will need to re-think basically all practices with regard to language, recruitment, and governance. When I've tried to bring up conversations, White members of the community tend to go silent or defensive. They'll say things like "I'm not a racist." Well, I can probably show them where they are wrong in that thinking.	12/8/2020 9:31 AM
783	We should have the courage to recognize the progress we've made. I remember when Joe Dorsey had a problem finding an apartment, one of the great people I've met. We're long past that.	12/8/2020 9:30 AM
784	Housing costs are high so there is not a lot of economic diversity. Most people probably don't identify their beliefs or actions as racist of priveleged	12/8/2020 9:29 AM
785	People want to say they are open to diversity and inclusion, but they don't want to feel any discomfort. As a person of color, I feel discomfort all the time and I have gotten used to it. It's disheartening when I have to dance around other people's sensitivities.	12/8/2020 9:27 AM
786	The town jumps to conclusions without a fair review of the situation	12/8/2020 9:25 AM
787	lack of admission of an issue lack of follow-up	12/8/2020 9:24 AM
788	They need to address it, it has become increasingly clear over the past 4 years that people who were racist and not approving of people who were of a different color or ethnicity than they are feeling quite confident in being outwardly racist, etc. Maybe that is good as now we can identify them but the current president has given them his seal of approval which is disgusting. There are a lot of similar thinking people in Andover.	12/8/2020 9:23 AM
789	not very diverse resident population	12/8/2020 9:22 AM

Town of Andover

790	The biggest challenge will be satisfying everyone. The extreme left will never be pleased. It is best to find a balance.	12/8/2020 9:21 AM
791	Businesses are discriminatory Clear divide between immigrants and non-immigrants (discriminatory) Schools do not address diversity and inclusion	12/8/2020 9:15 AM
792	Not one perdon of color in leadership position	12/8/2020 9:13 AM
793	N/a	12/8/2020 9:13 AM

Q16 Please identify 1- 2 changes or next steps you would recommend for the Town of Andover with respect to diversity, equity, or inclusion:

Answered: 732 Skipped: 729

#	RESPONSES	DATE
1	I'm not from Andover. This is a work thing.	3/22/2021 12:09 PM
2	1. More affordable housing. 2. Develop free wifi throughout the town.	3/15/2021 12:11 PM
3	increase sensitivity through programming	2/11/2021 2:36 PM
4	I have no idea.	2/11/2021 10:13 AM
5	Make tackling prejudice the central principle of town government	2/9/2021 12:56 PM
6	- May use several mediums to constantly make people aware of encouraging tolerance to diverse communities. - Start small, meet with local residential communities and encourage programs within the apartment complex to come together and interact. - Start with schools. Organize frequent activities at schools for all families to get together and meet each other.	2/9/2021 11:26 AM
7	None. It's been a great place to raise families since 1646.	2/2/2021 9:42 PM
8	1. Andover must integrate at all levels of town departments and schools. Outside experienced non Caucasians need to be hired because otherwise the excuse is waiting for new hires to get experience and get promoted - starting at the bottom rung 2. It appears that there are almost no minority owned businesses in Andover except a few food establishments.	1/28/2021 2:44 PM
9	Transparency and community oversight in police activity, including asking them to demonstrate higher training and a reduction in profiling	1/27/2021 4:25 PM
10	1. DEI training in all schools and town departments. There should be a one civilian board who meets regularly to ensure the town is adopting and adhering to policies that promote DEI, especially racial equity. And a second civilian board that oversees officer (fire and police) complaints and makes sure they are held accountable for their actions. 2. Increase (double or more) affordable housing. Town and school activities that are not fee based so those who are less well off can fully participate.	1/26/2021 8:03 PM
11	education through forums where marginalized people/communities are able to share their experiences. We did this at the law firm I work at, and it was a powerful awakening.	1/25/2021 6:32 AM
12	1. Increase demographic makeup and diversity of people who live and work in Andover. This includes setting goals such as establishing % of employees working in public positions that reflect national demographic % (i.e. 13.4% of all americans are black). This approach would allow us to hire minorities and pay them sufficient wages to allow them to live in or around Andover. 2. Increase investment and subsidies for building homes in Andover for people of color 3. Make diversity and unconscious bias training mandatory for all Andover employees as well as students 4. Establish venues and activities where people of difference religious, ideology, ethnicity, and sexual orientation can safely gather and interact with one another in an environment of inclusiveness. 5. Hiring practices need to vet potential Andover employees to ensure we don't hire white nationalist/supremacist, neo-nazi, anti-muslim, anti-LGBTQ, and black separatist	1/24/2021 1:07 PM
13	The police needs to be intentionally friendly.	1/24/2021 2:47 AM
14	Educate the community about diversity and equity	1/23/2021 10:23 PM
15	Andover needs to do something to promote affordable housing in town.	1/21/2021 7:51 PM
16	I don't have anything to offer here	1/21/2021 12:54 PM
17	Encourage the Eagle Tribune newspaper to cover the subject.	1/21/2021 11:46 AM
18	Appoint a commission that is ongoing and sustained over time.	1/19/2021 1:33 PM

Town of Andover

19	N/A	1/19/2021 1:32 PM
20	N/A	1/19/2021 1:17 PM
21	Get diverse leaders involved ie clergy members, town reps etc	1/19/2021 12:31 PM
22	(1) Better public school experience from ground levels with alignment and consistency among classes across a grade in any given school and across all schools in the district. These issues are pervasive and undermine the good that's being done on matters inclusive of and beyond inclusivity, diversity and equity. (2) Positively managing complaints and feedback in the town and schools and being willing to engage even one individual with action based solutions. Things will happen and how we deal with them from the smallest to largest ways will make all the difference.	1/18/2021 11:22 PM
23	Please do not create a problem where none exists.	1/17/2021 6:13 PM
24	I think that the Andover running workshops on recognizing implicit bias would be helpful other than the likelihood that the only people attending would be ones that don't need the workhops.	1/17/2021 9:50 AM
25	This is a very difficult question. I would appreciate possible solutions	1/16/2021 8:26 PM
26	Be sure that all services and town opportunities are shared equitably. Encourage community celebration and sharing of diverse cultural events	1/16/2021 4:08 PM
27	I think you're already doing it - gathering information from the various communities - understanding what needs exist, what gaps should be filled, where we can be more supportive. Basically, where we have opportunities to grow.	1/16/2021 7:18 AM
28	Follow Joe Biden's lead and work toward a more diverse Town workforce and leadership	1/15/2021 12:58 PM
29	Please don't spend tax payer's money to set up a separate division for "respect to diversity ". Did we vote on that spending? All the lives and culture are important from individuals who prefers to celebrate , not one is better than the other, color is not better than "white ", same that "white " is not better than brown, black and yellow,. The character of a person is the most important fact we should celebrate.	1/15/2021 11:32 AM
30	Have teachers of different ethnicities	1/15/2021 11:21 AM
31	Incorporate more culturally diverse retail and restaurants	1/15/2021 9:13 AM
32	1. How about a diversity and inclusion celebratory event? Food, music, dance, stores that celebrate our differences. The only problem with this approach is that the burden is still on the people who are different. 2. How about an event/project where people who are white (sorry, hope this is the right term to use) share their experiences about other ethnicities? What do they need to assimilate with different ethnicities? Let the majority take some of the burden to solve the issue instead of putting the burden on the minority group.	1/14/2021 1:23 PM
33	None	1/14/2021 1:18 PM
34	Increase affordable subsidized housing.	1/14/2021 1:05 PM
35	1. Celebration of holidays from diverse cultures that make up the population of Andover. 2. Food festivals celebrating different cultures.	1/14/2021 8:57 AM
36	Change leadership, open eyes to the world, celebrate differences	1/14/2021 8:24 AM
37	have a 3rd party check police and fire policies and especially history, have a 3rd party assess town employee promotions and hiring practices	1/13/2021 9:37 PM
38	Have a DEI committee/task force Encourage diverse representation in town governance and businesses	1/13/2021 9:23 PM
39	Disband Andover Mums FB page -so overage will go to Andover Area Mums - and North Andover Mums whose administration is shared by several admins who have the skill set to foster inclusion. 2) Reach out to the Black community (start with the church perhaps) and extend opportunity for paid positions in town management. 3) Continue efforts by Memorial Library to have ZOOM learning about Diversity - like the one offered a few months back (sorry forget the title) it was EXREMELY well done and I enjoyed and found a lot of value in it.	1/13/2021 4:47 PM
40	If it ain't broke, don't fix it.	1/13/2021 3:15 PM

Town of Andover

41	Have more representation in the town leadership of people of different cultural backgrounds. In Andover Day have different ethnic food vendors. Have banners posted saying the town is supportive of Diversity, Equity, or Inclusion.	1/13/2021 1:52 PM
42	condemn racism	1/13/2021 1:31 PM
43	Maybe make people more aware of how voicing their beliefs on people of color or the LGBTQ+ could effect people in those categories	1/13/2021 12:42 PM
44	Addressing problems openly and constructively. Have an appointed task force to address these situations.	1/13/2021 9:58 AM
45	Please identify the problem with diversity, inclusion, etc as it is not obvious. Are we taking action to be politically correct or to sincerely identify areas for improvement?	1/13/2021 9:07 AM
46	Immediately, secure a 100-acre parcel of land for low-income housing. Build 500 units. Build three comprehensive gyms and courts and youth athletic facilities. Build two new libraries, one for low-income residents only. Provide basic income for all residents of low-income housing. Do not let police near the neighborhood, regardless of alleged crime reports. This can easily be paid for by immediately instituting a 25 percent (On gross income "resident tax." ALL residents must pay their fair share to combat racism.	1/13/2021 9:04 AM
47	Equity and inclusion can be achieved in many ways and the more opportunities, whether through community, school or neighborhood events that allow for us to interact with our fellow residents and get to know them as they get to know us can only help break down those barriers that artificially separate us.	1/13/2021 8:46 AM
48	Survey Education zero tolerance for racism Examples	1/13/2021 8:20 AM
49	???	1/13/2021 7:48 AM
50	Create a diversity, equity committee made up of members of the community from different ethnic groups. with their guidance, begin to work with town organizations and departments to organize events that acknowledge and embrace various backgrounds. also work with different community organizations to foster deeper understanding of different ethnic groups and challenge stereotypes both in policy and individuals.	1/13/2021 7:48 AM
51	better handicapped accessibility, better able to destigmatize individuals afflicted with mental illness challenges, you g and old	1/13/2021 6:45 AM
52	Mire diversity within the town residents; more diversity of teachers in schools; more diversity training of kids in schools from the elementary schools up.	1/13/2021 6:09 AM
53	Employ greater diversity, provide better housing, affordable housing for all income levels and/or regular housing complexes within the town.	1/13/2021 3:34 AM
54	Education, awareness. A social work class would be eye opening	1/12/2021 11:58 PM
55	Before you can change you need to understand your problem. Inclusion isn't something that can happen over night. The minds of the residents in this community have to be changed. People have to actually want to change and admit that there is a problem.	1/12/2021 11:28 PM
56	Should create policies to support more diversify cultural groups and events	1/12/2021 11:06 PM
57	Be more aware of what is happening around	1/12/2021 10:36 PM
58	Include antisemitism.	1/12/2021 10:28 PM
59	Stop spending money on diversity consultants.	1/12/2021 10:00 PM
60	Town managers townsmen should meet culture group regularly.	1/12/2021 9:53 PM
61	Training for all town officials for diversity.	1/12/2021 9:44 PM
62	Minorities and whites need to intermingle more.	1/12/2021 8:40 PM
63	Fix the roads and improve the schools. And don't waste taxpayer money on an unnecessary high school.	1/12/2021 8:40 PM
64	We often are unaware. Provide a forum where people can anonymously inform us of unequal or unfair behavior.	1/12/2021 8:36 PM

Town of Andover

65	The focus groups should include Jewish. It's a unique identity especially among white supremacists. As a Jewish person, I don't feel comfortable joining a White focus group.	1/12/2021 8:21 PM
66	Discussions on racism/diversity in schools Same emphasis in the curriculum	1/12/2021 8:05 PM
67	Greater awareness, and inclusion	1/12/2021 7:58 PM
68	A member of every group that lives in Andover should have a seat at the planning table. The schools need to value their diversity beyond token potluck dinners and costumes/dance routines. Students and the community need to learn about the many contributions of these many different groups to our town/country/society. Our students need role models and representation every day, not just during black history month, etc	1/12/2021 7:55 PM
69	No suggestions	1/12/2021 7:48 PM
70	None, really. The Town is responding appropriately.	1/12/2021 7:45 PM
71	Stop looking at it as some sort of singular problem to be solved. It doesn't live in a vacuum. It's influenced by many different dynamics.	1/12/2021 7:44 PM
72	For starters terminate town employees who sent emails to diversity head.	1/12/2021 7:43 PM
73	Culture food festival	1/12/2021 7:41 PM
74	I recommend not taking it too far where you could negatively impact without realizing it. Don't condemn people who don't already agree with the idea, encourage dialog. Maybe more cultural events rather than "discussions" on topics	1/12/2021 7:27 PM
75	Stop pandering to the fake victims	1/12/2021 7:26 PM
76	More cultural events, celebrations. Increase diversity in schools - especially faculty and leadership to a massive extent.	1/12/2021 7:18 PM
77	More concrete, explicit steps on addressing DEIA, diversifying the town Leverage DEIA in hiring practices (e.g., my children have had all white teacher, 90% female outside of foreign language) - child has not exposure to diverse people/perspectives in school.	1/10/2021 7:54 PM
78	Hiring competent diverse cultural persons in the town management	1/8/2021 5:08 PM
79	continuous professional development, not "one and done"	1/8/2021 3:36 PM
80	no comment	1/8/2021 11:37 AM
81	One change is just to talk about it more in the school curriculum and daily lives of people here	1/8/2021 11:16 AM
82	Listen to newcomer residents. Listen to the people who move away because Andover is unaffordable. I am neither.	1/8/2021 10:30 AM
83	Support teachers and students who are activists in their conversations and actions.	1/7/2021 2:09 PM
84	Greater diversity is needed in leadership positions and on boards and councils in town and in the school system. Diverse students should be given a platform.	1/7/2021 10:20 AM
85	Please address the issues in town instead of hiding them. Address false allegations against good people and hold the accusers accountable. The Indian community in Andover has many of its own problems and none of them are due to those of other ethnic backgrounds, or color. The Town of Andover has marginalized Asians, Whites, and Indians to cater to the specific groups that are politically beneficial.	1/7/2021 12:19 AM
86	Hiring of minorities for town offices, schools, police, fire departments...etc	1/6/2021 6:30 PM
87	Ongoing Diversity training for ALL elected officials.	1/6/2021 3:43 PM
88	Sending out this survey is already a good first step. Parsing the data from this survey and acknowledging there is a problem is the next step. Andover is either ignoring the problem or is totally oblivious if the results indicate that there is no problem. Believe me as a minority person, when I say there is a problem.	1/6/2021 2:48 PM
89	Increase in affordable housing	1/6/2021 2:26 PM
90	Ongoing, mandatory diversity education and training for all town employees	1/6/2021 9:28 AM

Town of Andover

91	Mandate ALL town employees (town offices, hr, aps, fire, schools, etc) gain a better understanding of diversity by way of a "diversity training" from VISIONS! While it was years I went through a WONDERFUL diversity training program from VISIONS through my former employer. VISIONS was hired to assess and roll out a diversity training program that was mandatory for all of their employees (from polished white collar to blue collar field operations.	1/5/2021 9:55 PM
92	Drop the effort to change our system of governance. Change when the meetings are offered. Do more to reach residents and educate them about upcoming topics and educate them about how to properly raise questions so they feel comfortable participating. Do more to bring along marginalized students, and improve our education system...why do so many residents feel the need to send their students to private schools, only to find that the public education they received left them behind in math...unless they are privileged enough to also send their children to private tutors such as Russian School of Math, which is prevalent in Andover. These are indicators of real problems with the quality of our local public education system.	1/5/2021 5:18 PM
93	This is just a distraction from more important issues. I don't think it's the town's place to waste taxpayer money on what is currently a trendy issue just to appear progressive and inclusive. I'd rather the town resources be directed to infrastructure, reducing OPEB obligations and eliminating Town Meeting. Also, question 4 is stupid - anyone who says they would do that is lying. Question 12 is a yes/no question, not a scale - did this (no-doubt expensive) survey not allow that as an option?	1/5/2021 2:38 PM
94	whoops answered this in number 15	1/5/2021 2:00 PM
95	Open up more space for unstructured community gatherings. Why we need a multi year process to decide how to make the mill district into yet another mixed use vanilla development is beyond me.	1/5/2021 1:28 PM
96	None. I think the government should not get involved. The people of Andover are good, law abiding people who do not need a 'racial intervention'. Only if the law is broken should the government get involved.	1/5/2021 11:44 AM
97	Training on racial bias, especially for those who deal with the public, like police.	1/5/2021 11:01 AM
98	Include inclusivity based on religion and intolerance for anti-semitism	1/5/2021 9:59 AM
99	Seek ways to feature cultural diversity in the community.	1/5/2021 9:55 AM
100	More inclusion of diversity at all levels starting with the Town Offices, including teaching staff, department heads, etc. The Town Manager should be more accessible to the community and avail himself to community events that highlight the rich diverse culture of the community.	1/5/2021 9:46 AM
101	Working to increase diversity in hiring (in the schools especially) Providing incentives for local businesses that are aimed at different ethnic, racial, or socio-economic groups Continued support for community speakers/programs through library for example	1/5/2021 9:25 AM
102	What you are doing.	1/5/2021 9:19 AM
103	I don't see this as a function of Town Government	1/5/2021 8:40 AM
104	Hire more racially diverse people to leadership positions. The elementary schools hold events celebrating different cultures, the town should consider changing "Andover Days" so that it showcases our multi-cultural community.	1/5/2021 8:37 AM
105	Reaching out to those that don't feel respected and finding a way to make them feel heard continuously.	1/4/2021 3:20 PM
106	Hire someone to direct issues of diversity and inclusion and to promote cultural awareness and programming. Have them interface with business sector, public education, and faith groups to build a more inclusive town.	1/4/2021 1:44 PM
107	Increase hiring of people of color in the schools and town offices and services	1/4/2021 10:19 AM
108	1)We need to acknowledge that some citizens of our town may experience issues around diversity, equity and inclusion. People who are in the minority in Andover in terms of race, culture, sexual orientation, religion, language, etc. really need to see their thoughts, values, needs and ideas represented in the community, in order to feel a sense of belonging. Those in powerful positions have an opportunity to make sure all of the citizens in Andover feel included, valued and recognized. One place to start is by listening to citizens and hearing the voices of those who have faced issues around diversity, equity and inclusion in our	1/3/2021 9:29 PM

Town of Andover

community. 2)In particular, I think our town can do more to support families who may be marginalized or isolated due to language barriers, education level, low income, race, ethnicity, etc. Perhaps a leadership group with representatives from the town's public services (all those listed above-police, fire, business, healthcare, etc.) could come together to discuss ways to ensure that every citizen in our town feels valued, recognized and included. The schools are doing a lot of work in the classrooms, but issues around diversity, equity and inclusion have existed for centuries and cannot be fixed through the schools alone. It takes changes in policies, structures, "business as usual" mentality across all parts of the community to begin to make positive changes around diversity, equity and inclusion.

109	before you put in new systems - parking meters and other technology - talk to seniors and folks with disabilities to get their input; need solve affordable housing issue - limits who can live here	1/3/2021 11:43 AM
110	I recommend nothing be done of a general nature. I do not believe, nor have I observed, any serious instances relating to diversity, equity or inclusion. My extended family includes white, black, brown and yellow individuals with educational attainment from HS to PhD. For this reason we never answer questions 17 and 18.	1/2/2021 2:57 PM
111	have diverse representation in the government and administration	1/1/2021 2:32 PM
112	*	1/1/2021 8:14 AM
113	Demonstrate interest and opportunities to discuss.	12/31/2020 12:00 PM
114	It would be inclusion of all groups and some sort of media campaign to educate the populous.	12/31/2020 11:02 AM
115	More work with school faculty and staff Stronger penalties for racial intolerance or racist acts in the schools	12/31/2020 8:54 AM
116	Reduce costs so that taxes can be lowered.	12/30/2020 5:34 PM
117	Plan days of celebrating our diversity.	12/30/2020 3:19 PM
118	stop these nonsense surveys lose the white guilt	12/30/2020 12:49 PM
119	Engage in training/education experiences as a town	12/30/2020 11:22 AM
120	I highly recommend looking into the work of Truth & Reconciliation as a way of fostering in-depth conversations around heated topics.	12/30/2020 10:46 AM
121	professional development for town employees	12/30/2020 10:15 AM
122	Town should increase the number of people of color in all aspects of town positions	12/30/2020 9:04 AM
123	An Open Forum Speaker series that could facilitate and offer perspective from the point of view from the diverse groups.	12/29/2020 7:30 PM
124	More diversity and cultural input in the classroom; teaching to avoid stereotyping and clicks starting with pre-k and kindergarten; any racial comments among kids should be addressed with the consequences; school psychologists should work with the child to ensure tolerance towards diversity.	12/29/2020 7:16 PM
125	N. A.	12/29/2020 3:48 PM
126	more ethnically diverse representation among the Town's personnel, including school personnel This survey itself, seems to be created from and for a white point of view.	12/29/2020 3:42 PM
127	Create a non-defensive environment to hear about diversity/equity/inclusion issues. Make it clear that "complaints" are valuable input (i.e. data) that should not be swept under a rug. Perhaps we need an ombudsperson? If we have one now I regret to say I don't know about it.	12/29/2020 3:30 PM
128	Steps Connect with social justice groups at Andover church	12/29/2020 3:16 PM
129	Monitor to see if any reported issues occur. To date the only issue reported was the fire Lt issue. This was essentially dismissed as an act of stupidity by the Town's investigation.	12/29/2020 2:29 PM
130	Start hiring people based on qualifications as opposed to who you know. The best candidates do not get the jobs in Andover. People know this so they do not bother applying for positions.	12/29/2020 1:41 PM
131	I would like to see more education and acknowledgment of ongoing racism in this country and how to engage in anti-racist behaviors.	12/29/2020 1:38 PM

Town of Andover

132	keep the Steady as You Go attitude alive.	12/29/2020 1:29 PM
133	Celebration of different cultures in town with food, customs, etc.	12/29/2020 1:25 PM
134	Make it easier to surface and identify specific actions that are negatively affecting our neighbors and hold the children and their parents accountable at the time when they occur. However, it is very unfair that a minor was called out repeatedly on social media for something that happened years ago and addressed with disciplinary actions years ago.	12/29/2020 1:15 PM
135	see above	12/29/2020 1:11 PM
136	Be really, really transparent about what you hear in these surveys, public sessions, etc.	12/29/2020 1:03 PM
137	Persons of color should be intentionally sought for the open Superintendent position and any open Town positions. Open positions on the police force should be prioritized for persons of color, particularly Black candidates .	12/29/2020 12:51 PM
138	No steps are needed. Keep doing what we've been doing all along. Let the rest of the country catch up.	12/29/2020 12:23 PM
139	Stop waisting money on this garbage IMMEDIATELY!	12/29/2020 11:39 AM
140	More education in schools.	12/29/2020 11:31 AM
141	Open the schools so the children can attend full time to experience diversity. Re it's schooling does not support diversity or inclusion.	12/29/2020 11:24 AM
142	provide a widely publicized method of alerting the Town about issues of race - when something occurs, do people call the safety center, town offices, town manager? Will they be speaking with an informed listener ready to fully take in the description of the issue without judgement or bias? does that office have the ability to take specific action on the report? (I'm aware that there are currently ways to do this, but not aware that all townspeople know and if it is a clear path to communicating issues and getting resolution)	12/29/2020 11:22 AM
143	-Set up a process for people to report incidents of racism so that they can be addressed - both specific incidents that require direct follow-up and to have an understanding of the culture/vibe in Andover for people of color	12/29/2020 11:21 AM
144	Hire someone whose job it will be to wake up every day thinking about and implementing strategies to support DEI efforts.	12/29/2020 11:14 AM
145	I support the continuing efforts of the Town Manager and others to have these issues discussed and addressed by individuals reflecting a broad range of experience and behaviors.	12/29/2020 11:13 AM
146	Actively seek and install leaders, both elected and employed, who reflect the demographics of our town and our nation. The more people in charge of Town operations who understand and reflect values and experiences of non-white, non-Christian people, the more likely we will succeed in making space for people of all backgrounds. The schools need more diversity in the staff, as do the school board, the Town services, the volunteer boards, etc.	12/29/2020 9:17 AM
147	More Programming exploring other cultures and races, businesses run by black and brown people	12/28/2020 10:20 PM
148	- immediately change the racist town seal and link this change to explicit curriculum around this work at each grade level in public and private schools in the town. This can and will be an incredible example of and institution (Town of Andover) following the lead of many other organizations who have used indigenous mascots and symbols inappropriately (Washington football team, Cleveland baseball team, etc.). Will be such a powerful teachable moment for school-aged children and adults alike.	12/28/2020 7:22 PM
149	Control Commercial real estate prices.	12/28/2020 6:44 PM
150	Please make sure the police don't mistreat people of color or subject them to unfair traffic stops.	12/28/2020 5:19 PM
151	Start calling racism for what it is, stop ingnoring it or pretending that it doesn't exist.	12/28/2020 2:47 PM
152	I was disappointed to hear about the Andover was focused on building a large senior center in the mill district instead of mixed condos and retail which might attract a younger more diverse group of people.	12/28/2020 2:11 PM

Town of Andover

153	More diversity in town management itself would offset the outcome of some of the issues the town has faced. You have to live it to understand or be directly involved.	12/28/2020 12:38 PM
154	social studies curriculum be updated and authentic attract diverse food/entertainment settings to attract diverse clientele	12/28/2020 12:38 PM
155	I come across a lot of people who mistake different personality traits for unfair equity or racism. I feel we need to change it at the grass root level and that way this town or any other town might have very few real problems associated with racism.	12/28/2020 12:33 PM
156	Understand what would make participation in town leadership activities attractive to members of our racial minority populations. Provide rigorous training to current members of boards etc. to ensure that when a new racially diverse member joins, they are welcomed and made to feel included and empowered to participate.	12/28/2020 10:03 AM
157	Follow the golden rule: treat others as you would want to be treated	12/28/2020 9:36 AM
158	Expanded DEI efforts in the Andover Public Schools. Investment in equipping all residents with the knowledge and tools to be advocates for DEI.	12/27/2020 10:57 AM
159	Among the various facets of DEI, I believe dietary inclusion and equity is also important, although it's not often considered. For example, most of the latest fine dining restaurants to come to Andover have few (lacto-ovo) vegetarian options... and even fewer have any vegan options. To enable more social and group dining in Andover, our dining establishments could explore offering an inclusive menu.	12/26/2020 12:38 PM
160	If we all treat each other with respect and kindness , regardless of background we will all succeed. The push for increased "diversity /inclusion " or whatever you want to call it unnecessarily divides and racializes our community, to it's great detriment.	12/23/2020 5:26 PM
161	*more BIPOC in leadership positions *more outreach/connections/recruitment from colleges with diverse populations in order to bring in teachers, interns, and student teachers of color *affinity groups for staff at all Town/School levels, so that like-minded people can commiserate and problem solve together	12/23/2020 1:18 PM
162	1) Introduce foreign language in elementary schools, so that children can begin to learn a second language as early as possible. This is INCREDIBLY IMPORTANT and it is disappointing that APS doesn't start foreign language instruction until middle school. Language is the foundation of learning about other cultures. Provide more services to welcome new families to town so that they feel a sense of connection and belonging. The schools could play a larger role in this too. Connection between families who have moved here from other countries and families who are native to this area will surely foster more understanding about different cultures and teach valuable lessons about the value of diversity and celebrating our differences. In our neighborhood alone there are new families from China, Spain, and Argentina and it has been difficult for them to find activities for their children and make friends, especially during the pandemic. As a community, we can do better and establish resources for these families and help them make connections.	12/22/2020 10:49 AM
163	Attract diverse candidates from other towns/cities, broaden main street to more diverse audiences, try offer rent booths to attract new and diverse vendors - small starts-up (like winter market in Cambridge)	12/21/2020 10:11 PM
164	Implicit bias training should be offered to all staff at Town and School.	12/21/2020 4:35 PM
165	Removing those with highly antiquated attitudes and replacing them with a team with a fresher, newer, naturally inclusive perspective.	12/21/2020 10:20 AM
166	Hiring	12/21/2020 9:41 AM
167	It goes beyond Andover, but instead of trying to make everything generic let's celebrate everything so kids can LEARN about different cultures and beliefs. And how about not make everything about race, but that is what gets the media excited and ends up causing a bigger divide. Racism will only be extinguished when we stop talking about it and never treat ourselves as 'white', 'black', 'yellow', whatever. Smart people see through the fake optics of a town/organizations reaction when the put out some statement or put some joke policy in place.	12/21/2020 9:29 AM
168	Make an effort to learn and educate yourself on different cultures and celebrate each other's differences	12/20/2020 5:07 PM

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169	probably make those who did those actions get in trouble like i dont understand at all why you would nt support the victims and make time to educate your students	12/20/2020 2:44 PM
170	Address that it's a problem.	12/20/2020 12:29 PM
171	Show DEI by actions not just words.	12/20/2020 9:04 AM
172	Town workers	12/20/2020 8:42 AM
173	Don't let people make something out of one or two isolated incidents	12/19/2020 5:50 PM
174	I moved here in August, so I don't feel qualified to answer any of these questions.	12/19/2020 4:34 PM
175	Hire people of color, offer forums on diversity, proactively address hate crimes/hate speech (like the noose).	12/18/2020 11:24 PM
176	Ensure town positions are filled equitably, in particular publicly facing ones. Continue to support and encourage minority owned businesses. Maybe an event such as the black & brown owned farmers market this year could be given more marketing/logistics support from the town.	12/18/2020 10:01 PM
177	The town should acknowledge that acts of racism and exclusion committed by residents are representative of our community and that is who we are. It may not be what we aspire to be, but it is who we are.	12/18/2020 6:23 PM
178	Stronger enforcement of anti-discrimination policies, investigating incidences of discrimination and hate crimes, and for the love of all that is holy PLEASE replace the Andover High School police officer, he has gone out of his way to make many people of color feel uncomfortable or marginalized within AHS and it's gone unaddressed for a long time	12/18/2020 6:18 PM
179	In person meetings when allowed All age groups represent	12/18/2020 4:00 PM
180	We need to somehow attract people of many diverse backgrounds to want to live here...	12/18/2020 3:19 PM
181	Candid conversations, implicit bias training and microaggression	12/18/2020 1:29 PM
182	Make it mandatory for teachers to ask for students pronouns, handle racism and racist incidents properly	12/18/2020 1:23 PM
183	include more books with a variety of marginalized characters in English classea and school libraries, particularly ones written by people of the marginalization (ex books about transgender people written by transgender people, books about Black people written by Black people foster and support addiotions of education about LGBT+ identities in middle and elementary school classes	12/18/2020 1:07 PM
184	Be thorough and effective in our schools to make the coming generation more just and inclusive; and really invest there where minds are still open.	12/18/2020 12:28 PM
185	More teachers of color	12/18/2020 12:08 PM
186	The first step is to appoint a diversity officer. The second will be to support the diversity officer's work.	12/18/2020 10:46 AM
187	If we are inclusive, we should include the ability to disagree with other views instead of shutting the opposite views down.	12/18/2020 9:54 AM
188	Focus on affordable housing so that people of different economic backgrounds can afford to live here	12/18/2020 9:41 AM
189	Hiring	12/18/2020 9:23 AM
190	Start talking to people of color in town, particularly students. Mandate antiracism curriculum from K through 12. Diversify curriculum. Push back when families raise objection. Force the hard conversations.	12/18/2020 9:21 AM
191	1. Eliminate ALL police overtime. 2. Eliminate all police details for roadwork projects and use private traffic control companies (eliminate the 'detail' gravy train for the police. 3. Actually enforce discrimination regulations on realtors marketing & selling properties in Andover.	12/17/2020 10:31 PM
192	It would be great to incorporate culture into events or downtown area. Andover day.....music, food. Library could have guest speakers or authors. The restaurants are main stream.	12/17/2020 6:46 PM

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193	Regarding police details, I feel that the Town Manager should have to sign off on any site where more than one detail cop is required. I also feel that the police should have more visible and positive roles (bike safety days, CPR classes for the public, teaching de-escalation techniques to the public, etc) and working with various groups before events/demonstrations to ensure safety and respect for all.	12/17/2020 5:58 PM
194	We need more people of color in elected and appointed leadership positions in the Town.	12/17/2020 5:27 PM
195	Hire a more diverse workforce in the town and in the schools. Make sure the police are training in stress management and de-escalation, for themselves so they don't overreact when in a crisis situation. Find ways to increase the amount of affordable housing in our town. Welcome Black or Latino owned businesses.	12/17/2020 5:08 PM
196	I don't know - I'd be interested in what non-whites suggest	12/17/2020 5:02 PM
197	Keep moving forward. There are some, mostly older folks, who will never adapt to reality and the present, and give up their self-proclaimed superiority. Just keep doing the right and ethical thing.	12/17/2020 4:23 PM
198	Have a wider and more diverse management/government/hiring of police, fire, etc	12/17/2020 3:34 PM
199	no idea... am not aware of any problems.	12/17/2020 3:33 PM
200	Town-wide reading and discussion group via Zoom using such books as So You Want to Talk About Race (Oluo), White Fragility (Di Angelo), Caste (Wilkerson), Stamped (Kendi). Small group trainings led by professional consultants and discussion groups using these or similar books for all Town Employees.	12/17/2020 3:15 PM
201	Share this survey results with public in details; Connect with surrounding towns where the population is more diverse - there are a lot we can do to help or to raise awareness; Recruit minority owned businesses to Andover.	12/17/2020 3:14 PM
202	This survey is a good step. Having open conversations can be helpful too. Unfortunately the uber-righteous liberal crowd can be difficult. Their smugness really turns other people off and prevents constructive movement. I think it would be helpful to educate the public safety crew that Black Lives Matter is not an anti-police organization. Ok, some BLM folks don't like police, but many of us do support both and local officers' hostility is really disappointing. Please tell the Business association that some of their members need to chill out. I don't want to hear pleas to shop local when my dollars aren't wanted.	12/17/2020 1:27 PM
203	One thing I love Andover is that the events we through out for ppl in Andover and show our community and what businesses are surrounding us during Andover day. However I do not see other diversity in these groups. There are towns that celebrate Diwali and there are towns that celebrate Chinese New year however when I look at Andover we do not see any of these. It makes me think is Andover diverse?	12/17/2020 1:12 PM
204	Math continue to be a weakness of our schools. In Andover, a student is good in math if they have the money for paying a tutor or enroll in Russian Math. In Andover, a student will be interested in Computer Science/robotics if they have the money for enrolling in special and expensive camps. Math needs to improve specially in elementary level. Buying apps for math is not the solution. Our teachers really need to rethink their teaching methods	12/17/2020 1:12 PM
205	Attract more diverse talent to the town to employ. Acknowledging and celebrating more holidays from other religions of residents in town.	12/17/2020 1:03 PM
206	Implement a minority hiring quota for town personnel and police and fire. Town statements on inclusion and diversity are belied by the town's practice.	12/17/2020 12:59 PM
207	Please do not judge anything without asking any questions. For example, a different culture with a tongue language different does not mean they do not speak English at home. I have seen in the school, that they just assume that they only speaking their culture language at home.	12/17/2020 12:45 PM
208	Keep trying to do the right thing	12/17/2020 12:44 PM
209	Refer to Black, Indigenous and POC for advice and leadership in this area.	12/17/2020 12:29 PM
210	It would be nice to have a cultural festival (obviously once COVID allows)	12/17/2020 11:58 AM
211	Don't implement CRT-based trainings.	12/17/2020 11:49 AM

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212	Unique training, where trainees are placed in situations where THEY are in the minority, and then their THEIR presence is questioned.	12/17/2020 10:31 AM
213	None needed	12/17/2020 9:20 AM
214	Town employees are largely "townies" or white. - Website does not reflect diversity etc..	12/17/2020 8:00 AM
215	Acknowledge that we, as a town, are a great place to live. PS why should we identify below as to race or gender? I/ we are Americans who reside in Andover	12/17/2020 7:32 AM
216	More affordable housing to encourage racial, ethnic and economic diversity . ACTIVE and committed efforts to diversity Town and School staff. Eliminate the School Resource Officer from the police department, because this position can make minority students feel uncomfortable.	12/17/2020 12:03 AM
217	?	12/16/2020 10:11 PM
218	As a white person who is not aware of all of the issues faced by other community members, I can't say what the most important next steps would be, aside from providing "diversity training" (for lack of a better term) to town officials, police, and the fire department as a start. Beyond that, I think it's important to not just stop at that but to constantly examine how we can be more inclusive as a community...it should be an ongoing effort, not an isolated project/effort.	12/16/2020 8:47 PM
219	Sensitivity training and education for police to better understand and serve the needs of marginalized and/or minority populations within the community	12/16/2020 7:26 PM
220	Replace the Town Manager	12/16/2020 7:03 PM
221	Look at the ABC scholars who have left home to immerse them selves into a "white community " !!	12/16/2020 6:42 PM
222	Would be great to see a dedicated team focused on DEI with representation from town leadership as well as local constituents	12/16/2020 6:08 PM
223	Create a diverse panel of influential local residents to review and recommend remedial action, as appropriate.	12/16/2020 5:27 PM
224	More training for police and fire officers on racial sensitivity Review of social studies curriculum in schools	12/16/2020 5:12 PM
225	training to make diversity feel welcomed in their interactions.	12/16/2020 4:00 PM
226	1) Move the Police Dept to Civil service, increase transparency and move applicable functions to other service providers 2) Include more education programs in the schools 3) Implement DEI hiring, training and promotion policies in the schools, fire, police and all other town employees	12/16/2020 3:41 PM
227	Do not conflate diversity, equity, and inclusion with income and wealth inequality even though there is some overlap. Think about which is the symptom and which is the cause. How does the Town effectively open itself to do business with local businesses, especially at the top levels of management?	12/16/2020 3:33 PM
228	Financially support DEI team, encourage more BIPOC-owned business with financial incentives to promote a culture of inclusion	12/16/2020 2:55 PM
229	Training of ALL public servants in Andover.	12/16/2020 2:49 PM
230	Change hiring practices to be absolutely sure managers are hiring the most qualified people who reflect the diversity (ethnic, racial, religious....) of the broader community around us. Not to fit the demos of Andover, but of Eastern Massachusetts and Southern New Hampshire.	12/16/2020 2:13 PM
231	Recognize cultural holidays, have programs to educate youth about diversity and inclusion	12/16/2020 2:10 PM
232	Advertising for town positions in areas rich in diversity, including the surrounding areas. Trying to bring in diverse business people by reaching out to business groups to highlight the advantages of doing business here.	12/16/2020 1:25 PM
233	None	12/16/2020 12:59 PM
234	Real anti-racist curriculum in schools. Teach our kids to be better.	12/16/2020 12:44 PM
235	bring in affordable housing so ordinary people can live here	12/16/2020 12:34 PM

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236	Slow down	12/16/2020 11:46 AM
237	None	12/16/2020 11:39 AM
238	My experiences have been limited lately but I have not witnessed firsthand any exclusions. This does not include real estate transactions as I have no occasion to witness.	12/16/2020 11:36 AM
239	Talk in a structured, intentional way with residents who feel exterior to the community.	12/16/2020 11:03 AM
240	downtown festivals multi ethnic	12/16/2020 10:39 AM
241	No changes needed to diversity	12/16/2020 10:32 AM
242	Hiring BIPOC staff and more affordable housing	12/15/2020 10:52 PM
243	I feel that people should be appointed to positions that they are best qualified for and do not think it should be based on race. I feel that in society that kind of thinking is becoming problematic for every race. I am a nurse and have worked with black, hispanic, white, asian and African nigerian haitian patients and medical providers of all races. I wish that thought processes could change from being race based as they are now, to the quality of the individual person. I do not think establishing guilt and victimhood is a good idea. If you are a poor white family in Anodver, you do not feel you have a white priviledge, and it is alienating. Children do not even know what all of this means. My family has many Jewish members as well and I feel that that kind of history is not being covered as much and we are creating a disasterous situation instead of giving a real education covering history. I think all of history should be covered in the schools as it relates to slavery, not just parts of it.	12/15/2020 10:44 PM
244	hire more diverse community employees (teachers, police etc.)	12/15/2020 7:58 PM
245	Racial bias training for all employees.	12/15/2020 4:23 PM
246	See above. Youth center brain washing children is bad for everyone.	12/15/2020 11:50 AM
247	Privately make sure each family which is identified as a minority family has the ability to enroll their children in the sports and activities in which they want to participate. Sponsor scholarships for those who don't. Inclusion begins YOUNG... very young. I have heard 4yos (literally) bullying and putting down others. It's important to start with youth programs.	12/15/2020 11:14 AM
248	Hire more diversity. Increase the number of books by minority authors taught in our schools.	12/15/2020 9:31 AM
249	i started here 19 years ago and this subject has not been talk about in 17 years, when i was ask to be on the Diversity group when they want to start a group	12/15/2020 9:20 AM
250	A resourceful institution like Phillips Academy could integrate into the public schools for programming and outreach.	12/15/2020 7:53 AM
251	Diversify your town management, and police force.	12/14/2020 10:09 PM
252	More events that celebrate cultural diversity. Including streamlined curriculum for DEI in public schools Training in DEI for town leaders	12/14/2020 9:36 PM
253	more activities of this sort	12/14/2020 9:17 PM
254	It will be lovely if the town could organize more culturally diverse events like celebrations for Diwali, Chanukah, Chinese New Year, and Emancipation Day.	12/14/2020 7:54 PM
255	Educate people on unconscious bias and be culturally sensitive, organize festivals of other cultures and celebrate multilingualism	12/14/2020 7:18 PM
256	Na	12/14/2020 6:31 PM
257	We need to hear more from the minority communities. I was surprised to hear how bad some minorities felt during the racial equity protests.	12/14/2020 4:36 PM
258	There should be a paid part-time position for someone solely focused on diversity, equity, or inclusion in Andover. The schools (high school) need better communication with the students to de-escalate situations and open lines of communication to the entire student body. There is so much hearsay for students not directly involved in a situation. Confidentiality laws are either a challenge or something to hid behind and an open discourse is hurting because of it.	12/14/2020 3:38 PM
259	Do more to attract and hire diversity	12/14/2020 3:10 PM

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260	I'm planning on moving so I really don't care. If I stayed I'd suggest you try to hire a few minority cops and put women on the force. All those overweight, overpaid white guys do not inspire confidence. Less SWAT training, more community policing. It's a problem.	12/14/2020 12:35 PM
261	Many years ago, I reached out to the community director about developing recreational activities for individuals with disabilities. He said he would get back to me, after getting school aged child programs developed first. I am still waiting for his response. Some kind of recreational programming, like what is offered to community students, at the Youth Center is lacking in our community. The youth center is a beautiful setting that could be utilized more than what is currently happening over there.	12/14/2020 12:08 PM
262	Providing an environment for families of color to live in Andover. Providing program for less privileged kids in our town. Providing more feedback and how Town of Andover is tackling issues related to Race, diversity and equality using different platforms. This will encourage residents.	12/14/2020 10:54 AM
263	Include all groups as equals. Do not try to change history from what it is.	12/14/2020 10:52 AM
264	The schools could start to incorporate cultural assemblies into their yearly schedules. Less education on SEL, more on cultural diversity and respect.	12/13/2020 8:23 PM
265	I think on Wednesday's at the park should hire music groups of different backgrounds where everyone is welcome to join.	12/13/2020 8:21 PM
266	Hire DEI leaders for the town and the schools and utilize consultants and DEI staff to facilitate town-wide dialogues while also engaging in a DEO assessment.	12/13/2020 5:58 PM
267	make a safe space for people to talk and meet.	12/13/2020 12:07 PM
268	Strive for a minimum of 40% diversity of school teachers and leadership. Strive for a minimum of 40% diversity of leadership in official Andover Town positions.	12/13/2020 12:00 PM
269	Stop making police the enemy.	12/13/2020 11:11 AM
270	The Town should reach out to community organizations who are already doing this work and ask them what changes need to be made first.	12/12/2020 7:06 PM
271	1. Make if an actual priority across the town and all departments. 2. Show how these issues are damaging to members of our own community and how recognition of that fact can help strengthen our whole town.	12/12/2020 6:04 PM
272	Definitely a need for education within the town departments with regard to residents rights and where the line has to drawn and how.	12/12/2020 2:31 PM
273	Please see above answers and more community events.	12/12/2020 1:44 PM
274	1) Ask better questions and really listen to the answers. 2) Be pro-active in getting the word out to town residents about this particular step and the ones you will be taking next.	12/12/2020 12:00 PM
275	Create a task force whose role is to meet with and provide resources (thinking non financial but likely needs some backing) for anti racist education and policies in our schools and businesses. They would also help liaise regarding broader community programming and events in Andover.	12/12/2020 9:16 AM
276	Stressors on people who are more marginalized in society in general, such as people of color or people with financial struggles, are amplified in a town where there are clear "haves" and "have nots." If there is going to be movement towards a truly inclusive culture in the town, these groups need a voice. In addition, there are many, many wonderful, compassionate residents who do not have an entitled, aggressive attitude. Those residents also need to be empowered to challenge their peers to support inclusion efforts.	12/11/2020 6:10 PM
277	Hire other qualified professionals and residents that represent other ethnicities c groups to work in schools, town, fire and police Dept.	12/11/2020 1:20 PM
278	Andover jumped on the DEI bandwagon because it's the "woke" thing to do. A few cops' bad decision does not make us all racists and feel like we have to apologize for being white.	12/11/2020 1:03 PM
279	Charter schools.	12/11/2020 12:45 PM
280	Start with teaching all employees about racism, LGBTQ+ issues, white privilege, feminism, exclusivism, and pluralism. Pluralism goes beyond "melting pot". It is people and cultures	12/11/2020 12:13 PM

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welcoming each other to live and work together and to learn from each other, with ALL changing, to create new systems and policy, being in dialogue, building bridges to understanding, to include the new best way way forward, but always looking to change and inclusion, tolerance, at least respectful coexistence.

281	Hire more diverse teachers in the school system	12/11/2020 12:07 PM
282	I think the Town should prioritize hiring more BIPOC employees and support the ones they already have. I think the town should make stronger statements including saying outright that "Black Lives Matter" instead of more vague statements condemning racism.	12/11/2020 11:34 AM
283	I would like to see the Town of Andover take the results of this survey and come up with ways to make everyone feel more included and comfortable in Andover.	12/11/2020 10:58 AM
284	Please bring in more affordable and diverse businesses down town.	12/11/2020 10:37 AM
285	Diversity and Inclusion training Welcoming more diversity and practicing more inclusion	12/11/2020 10:26 AM
286	1. Hire more people of color in leadership/community worker roles. I am happy to see a person of color as vice principal in the high school. What about the police force and fire department? Who can people of color turn to for support? 2. More education in the younger elementary grades about racism that continues through elementary and middle school. I have heard 5th graders use racist language.	12/11/2020 10:17 AM
287	Have an outside group audit the different aspects of the city. Hold affinity space for BIPOC folks to share their narratives—have the people holding that space also be BIPOC folks who are trained in that area.	12/11/2020 10:04 AM
288	Cultural Competency Training. Understanding Bias.	12/11/2020 9:04 AM
289	See above. Great job!	12/11/2020 8:43 AM
290	Hire diverse faculty at schools and other municipal departments in town, diversify school committee members. Hire people of color in leadership positions. Develop and share a long term plan on how diversity, equity, and inclusion (DEI) will be addressed in schools- Hire professional organization of color to work with school faculty - long term reflective DEI trainings are needed! Incorporate DEI lens into curricula- Topics addressed in "Race and membership" class at the high school should be incorporate in core social studies curriculum. Black authors and scientists should be featured in core classes throughout the year, etc Empower students of color and other minority groups to speak up and create a safe space for them to do that- have faculty who they can trust. Create opportunities in town to celebrate different cultures.	12/11/2020 8:32 AM
291	Training and education. Putting programs in place to include all people especially young people	12/11/2020 8:12 AM
292	Where are the goals stated for this effort? What is the end game? Is it to develop programs to educate, local businesses, governments, and residents on this subject matter? Or is it to appease some Federal mandate or political correctness? Where is the transparency wrt this effort? Who is funding this effort, Fed govt, State govt, local govt, taxpayers? Volunteers from govt, business, and residents to critique the information gathered from Visions or other agencies.	12/11/2020 7:53 AM
293	Making Andover a more welcoming community for all.	12/11/2020 5:38 AM
294	Town should stop wasting tax payer's money on stupidity like this.	12/10/2020 10:09 PM
295	Stop focusing on race. We are welcoming to all people, but making something ABOUT a race, or persons race is perpetuating racism. If race doesn't matter it shouldn't matter.	12/10/2020 10:09 PM
296	None of these (diversity, equity, and inclusion) has much relevance to the governance of a town. Equity, in particular, is not a cause that is appropriate for the town to take on. Freedom of association of private persons and businesses is paramount. The town should leave social causes like the promotion of ethnic mixing and equality of outcome to private organization. ————— On a separate note regarding Question 18 , "gender" is a characteristic of languages not living beings. The English language is a non-gendered language, so I do not have any particular gender to identify with. On the other hand, living beings possess the intrinsic characteristic of "sex." Although the question is poorly worded, I assumed that this was the intended meaning, and answered appropriately.	12/10/2020 9:35 PM
297	Look for Town policies that have a disparate racial impact. Help Town employees and	12/10/2020 8:56 PM

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	administration learn about the history of racism in America	
298	Hire more BIPOC teachers, hire a BIPOC councilor. Anti-racism training for all town administration. Defund the police, especially no more police in schools. Invest In and highlight POC orgs/clubs/ and businesses.	12/10/2020 7:51 PM
299	Educate kids about racism	12/10/2020 6:30 PM
300	Schools need to keep their political and racial bias out of their classrooms. It's not inclusive at all when they are making so many students feel excluded and in many cases students are being silenced by teachers for voicing their thoughts and opinions.	12/10/2020 6:26 PM
301	Sensitivity training and racial awareness training; way, way more opportunities for people of color to be in leadership positions. Diversifying our teacher pool, town leadership positions, etc, should be a priority.	12/10/2020 6:14 PM
302	Make poms pond out-of-town prices cheaper again. The out-of-town price hike in the early 2010s was a thinly veiled attempt to exclude people of color from summer activities. Before, many families of color from surrounding towns would enjoy the pond, and now it is often empty in the summer. Second, let students from GLTS participate in AHS exclusive programs like show choir. Lawrence public schools previously offered to work with APS on the liability/legality aspect of this, but the school board still turned it down with no good reason other than prejudice.	12/10/2020 5:59 PM
303	Hold students accountable and give them consequences for their actions	12/10/2020 5:41 PM
304	Be more open about what steps are taken and how this has impacted the town's decisions - hiring and other areas	12/10/2020 5:22 PM
305	Town sponsored events should always be planned with a view on diversity, equity, and inclusion - are you hiring vendors who support that mission? Are you proactively seeking out diverse voices and representation? When racially charged issues arise with the police and fire departments, there should be a mitigation plan in place that was developed with contributions from a diverse set of voices.	12/10/2020 4:41 PM
306	None	12/10/2020 4:33 PM
307	No change.	12/10/2020 4:31 PM
308	good to have liaisons connected with the town and schools who are also connected to other racial/ethnic groups	12/10/2020 3:53 PM
309	Can't think of any.	12/10/2020 3:31 PM
310	Make efforts to reflect diversity in the town, from the mailings to the decorations.	12/10/2020 3:13 PM
311	Prosecute racial incidences at high school as hate crimes, Hold police accountable for actually punishing white teens who commit crimes in and over and not just those of a different ethnicity.	12/10/2020 3:07 PM
312	Asking questions (like the survey), listening to feedback are key first steps. Utilize the recent census to look at the town's demographics. Are there groups that are not being represented in leadership roles, programming, businesses, etc? Are there reasons why they may/may not participate in programs, apply to town jobs, or seek to have their business based here? What areas do we address and opportunities can be created for a more diverse landscape?	12/10/2020 2:47 PM
313	I don't know but I've seen the racism towards Tram Nguyen and I am ashamed to live here. I heard about the instagram page where students were posting their experiences and I am ashamed to live here even more.	12/10/2020 2:45 PM
314	Much more public proclamations against racism and hate; signs about Black Lives Matter; and anti racism. So many things need to change. Diversify the curriculum; teach in our schools about the history of oppression and systemic racism.	12/10/2020 2:27 PM
315	Does Andover have any low income housing? YIMBY! Does Andover have any special support for POCs to start businesses? What incentives are there for POC to live here vs anywhere else? What about zoning restrictions that forbid multi family housing on some of these giant residential lots (I live on one of these and know I can't currently build a tiny home on my property, for example). Increasing density is good for incorporating various income types and the environment.	12/10/2020 2:25 PM

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316	1. Diversify literature learning school curriculums. 2. Encourage people of color in participating town activities. 3. Diversify culture celebrations	12/10/2020 2:22 PM
317	Adopt a SS curriculum that gives teachers a more specific framework to teach history through an antiracist lens	12/10/2020 2:13 PM
318	Listen and address potential issues....	12/10/2020 1:46 PM
319	WHY CAN'T EVERYONE GET WHAT THE WORK FOR! WHY MUST WE CONTINUE TO GIVE TO THOSE THAT DON'T WORK FOR IT	12/10/2020 1:44 PM
320	Ensure that the town's zoning and housing policies encourage diversity, equity, and inclusion.	12/10/2020 1:25 PM
321	Community outreach Leadership communication about icluion and diversity	12/10/2020 1:15 PM
322	I have no advice to offer.	12/10/2020 1:00 PM
323	Seek more strong candidates to fill higher skilled positions and improve communication through interaction of employees in a meaningful way, not just through programs during professional days. For housing find ways to have more diversity, equity, or inclusion in the neighborhoods though more low/middle income housing. Seven room capes and ranches are being swallowed up by McMansions and Townhouses.	12/10/2020 12:32 PM
324	Have more than one way to keep asking for opinions and examples of individual experiences of what it is like to live or work or shop or be in Andover.	12/10/2020 12:15 PM
325	More communication of commitment to diversity, equity, and inclusion from police and fire on all levels formal and informal would help. Department leadership could identify specific department goals to address diversity, equity, and inclusion each year. I would like to see them say that behavior by their employees that does not support these goals will not be tolerated and such employees will be dismissed. I would like to see police and fire chiefs and town take sole responsibility for training and compensation. Town Meeting approves budget and there should NEVER be fundraising beyond that to additionally compensate police and fire officers and their families. The unavoidable impression from such fundraising - even if solicitations are made by a neighboring town's officers - is that whether you contribute or not could affect their delivery of services to you. This injects fear into our town culture. I also felt, with this survey even, that sometimes town communications are somewhat randomly distributed. I would make a priority of developing a more effective way of communicating with townspeople. Is there a weekly summary from the TM's office of things the citizenry should know about what is going on? I registered for some notices but I never see anything.	12/10/2020 12:14 PM
326	Reflect the diversity of the country in all aspects Be anti - racist	12/10/2020 12:00 PM
327	Publish results of survey. Sponsor activities to "mix it up" with ages, ethnicities, backgrounds, etc. - just to interact to start rather than get into heavy conversations.	12/10/2020 11:57 AM
328	Move forward with open unity for all racial issues and don't dwell on the past.	12/10/2020 11:50 AM
329	Be fair to all	12/10/2020 11:19 AM
330	Hold all people to uniform standards of decency. Understand and abide by the principle that most matters which arise outside of school hours, on forums that have nothing to do with the school, are not the school's business.	12/10/2020 11:10 AM
331	No student should ever feel uncomfortable in a class room or youth center based on their political view or parents occupation. This is all part of diversity, equity, and inclusion!	12/10/2020 10:56 AM
332	Sobhan would have been a great position. Very difficult question.	12/10/2020 10:54 AM
333	Reflect the diversity of the country in all aspects Be anti - racist	12/10/2020 10:49 AM
334	Spend time interviewing members of non white communities and seek input about their experiences the communities are varied and their interests and need may differ. Let the community as a whole that outcome for consideration.	12/10/2020 10:34 AM
335	Promote Andover as a welcoming community and fight against false attacks of racial or bias activities.	12/10/2020 10:21 AM
336	It seems they are stepping the right direction by sending out an inclusivity statement, and gaining programming for town citizens to be trained on what it is and how to embrace our new	12/10/2020 10:14 AM

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	diversity.	
337	They should involve groups in this discussion that have day to day experiences like the schools and youth services.	12/10/2020 10:11 AM
338	Less attention to Christian holidays in public schools.	12/10/2020 10:04 AM
339	Don't have enough information to answer.	12/10/2020 9:55 AM
340	Change the Town Seal Support diverse and community integrated affordable housing initiatives	12/10/2020 9:47 AM
341	Acknowledgement that change can be progress for all and that inclusivity is not taking away from others.	12/10/2020 9:46 AM
342	Maintain current efforts on diversity and inclusion, while significantly increasing exports on education, sound governance and fiscal responsibilities	12/10/2020 9:43 AM
343	I think there should be more diversity training.	12/10/2020 9:37 AM
344	Maybe have speakers like transgender and other minority groups present to the community.	12/10/2020 9:34 AM
345	The Andover location I work in is entirely white. I would love to see more diversity, but I do understand that the employees have been here for years and that in order to add more diversity, a new position would have to open up	12/10/2020 9:26 AM
346	Educate school kids and town about all the different cultures in town	12/10/2020 9:22 AM
347	Create and encourage conversations between all different types of people where people do not feel ganged up on or guarded. EVERYONE has implicit bias, not just white people.	12/10/2020 9:18 AM
348	This survey and committee you have formed seems like the logical and best first step.	12/10/2020 9:12 AM
349	Make those who are offenders accountable	12/10/2020 9:01 AM
350	Not at the present time	12/10/2020 8:56 AM
351	Specific and authentic training for Select Board, School Committee, Superintendent, Town Manager and heads of all town departments in diversity, equity and inclusion. THEN the same for all town/school employees.	12/10/2020 8:53 AM
352	Finding middle ground between groups especially different political groups	12/10/2020 8:46 AM
353	Minority candidates for gov't positions need to be encouraged.	12/10/2020 8:45 AM
354	Training	12/10/2020 8:37 AM
355	The town seal/emblem is problematic.	12/10/2020 8:33 AM
356	I was so disappointed to hear that our equity person felt disrespected and quit. He was skilled and a great resource for ppl. This is embarrassing. Also upset that parents feel they can bully teachers in the high school publicly on social media for being "too liberal".	12/10/2020 8:31 AM
357	Having more teachers share what they see/know/feel rather than making educated guesses. Create a community celebration of D, E, & I	12/10/2020 8:30 AM
358	I don't know	12/10/2020 8:15 AM
359	More education on implicit bias for families, educators, and students	12/10/2020 8:14 AM
360	Let's be honest and say we have a problem. Give a voice to our diverse population.	12/10/2020 8:06 AM
361	Hire a full time Anti-racism Coordinator to work with town and school officials on hiring practices, anti-bias training, curriculum, and responding to racist incidents. This person could help guide the work of town and school officials, which I believe should include: review police training practices regarding implicit bias/racial profiling, use of force, de-escalation; assess police practices against the six pillars from the President's Task Force on 21st Century policing; reconsider how police resources are used in schools; host a community forum for local businesses to address racial profiling; review hiring policies and set goals to increase the diversity of town and school work force; be intentional about contracts with black-owned businesses; collaborate with our Greater Lawrence neighbors and consider a public apology of the racial profiling that occurs in traffic stops at the town border; encourage historical society to publish the unexamined history of our town with respect to indigenous people, slavery,	12/10/2020 8:05 AM

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segregation; examine school curriculum, incorporating resources from the 1619 project, the Equal Justice Initiative, the Zinn Project, Teaching Tolerance and more; fund programming at the library to bring diverse speakers and programming and to support a community read on anti-racism; create a new town seal, celebrate Indigenous People's Day instead of Columbus Day, and develop a practice of Land Acknowledgement

362	Affirmative Action in hiring	12/10/2020 8:03 AM
363	partner with groups and organizations that give BIPOC a voice and some power MORE resources to schools.	12/10/2020 7:44 AM
364	Including literature for all ages written by and about authors of all different backgrounds to create an understanding of cultural and perceived differences and hopefully evoking empathy and understanding.	12/10/2020 7:41 AM
365	Training, training, training!!! This includes business and sales personnel.	12/10/2020 6:32 AM
366	Please address and help fight against anti Muslim and anti Jew incidents, ideas and rhetoric. This is not even addressed as an issue in your survey.. It doesn't even have a category for Middle East descent e.g. Arab,Muslim Mizrachi Jew	12/10/2020 5:33 AM
367	I think that a culture initiative should be a weekly/daily part of the school curriculum. I think the community should host more cultural events.	12/10/2020 5:28 AM
368	Replace town management with people who respect and encourage diversity and inclusion.	12/10/2020 12:29 AM
369	Inclusivity events	12/9/2020 11:15 PM
370	Affordable housing, anti racist curriculum in schools, no police in schools, accountability from racist government officials	12/9/2020 11:04 PM
371	Encourage more participation from people of diverse backgrounds who are qualified to lead or deal with town matters.	12/9/2020 11:03 PM
372	Further education	12/9/2020 10:59 PM
373	Focus on increasing diversity in police, fire and town government.	12/9/2020 10:58 PM
374	awareness of presence of concerns/problems about integrity, equity, or inclusion	12/9/2020 10:38 PM
375	Making the 1:1 computer initiative not Bring Your Own Device, but district supplied devices Create school ambassadors who can help parents with forms/paperwork, access to information, access to culture of that school	12/9/2020 10:04 PM
376	More affordable single family homes.	12/9/2020 9:52 PM
377	Hire more people that are not white male	12/9/2020 9:24 PM
378	Continue to call out acts of racism or discrimination.	12/9/2020 9:24 PM
379	Dissolve the diversity group	12/9/2020 9:23 PM
380	Doing more community events rather than remaining silos.	12/9/2020 9:01 PM
381	Some gender and equality workshop would be beneficial	12/9/2020 8:56 PM
382	Long-term professional development. I'm not suggesting the pie in the sky type of educating. I'm talking about the boots on the ground type. Something that is applicable in day-to-day life.	12/9/2020 8:55 PM
383	Do not pander, treat everyone the same	12/9/2020 8:49 PM
384	Even things like the new super intendent search... more old white people.	12/9/2020 8:44 PM
385	Educate EVERYONE leaders, community members, families, old, young, and in between.	12/9/2020 8:38 PM
386	Include religious/cultural days for town employees that do not punish people for celebrating an important day that represents their identity by making them use their sick days. Create funding for our Culture Climate Committee so that we can continue to do our anti-racist work in the schools.	12/9/2020 8:38 PM
387	Stop identifying differences	12/9/2020 8:30 PM
388	hire more diverse teachers	12/9/2020 8:29 PM

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389	Provide an incentive for diverse retail entities Hold festivals for other religious groups downtown - eg chinese New Year, Diwali, Hannukah ,	12/9/2020 8:28 PM
390	Police and other town employees need to wear masks and acknowledge the disproportionate impacts non BIPOC communities Community service days, meet your neighbor day- as a way to celebrate and come together AFTER covid vaccination is broadly administered	12/9/2020 8:19 PM
391	Vamp up Andover day and revitalize it into a "diversity and inclusion day" with vendors from lawrence asked to attend instead if just stallsof vendors giving away free bags etc! Each year it can be a partnership with a different town/city. Advertise it in said town/city to gain foot traffic and more of a "carnival" atmosphere. It will encourage people from other towns yo visit for the day and think about moving here. Make it much more well known that Andover has services for at risk youth and hire help for town social workers so they can expand their programming, visit high school and the glts. Involve all glts students in community projects alongside ahs students. Have glts students mentor an Andover elementary age kid. More diverse journalism in the townsman. I would support the town promoting the painting of the wall near Perfecto's with BLM and other racial justice themes. A group of high schoolers and their parents were planning on doing this mural years ago but not sure what has slowed the process down.	12/9/2020 8:13 PM
392	Let's openly admit there are problems and have All our leadership and educators do Sensitivity training	12/9/2020 8:10 PM
393	More training for schools (students and staff) and town employees about diversity, equity, inclusion. Also there should be more anti-racism incorporated into all school curriculum, even as early as elementary school.	12/9/2020 8:08 PM
394	Being proactive, organizing events to educate about the importance of having diversity, equity, inclusion and social justice, and that sending a clear message that racist or other forms of discriminatory behavior won't be tolerated.	12/9/2020 8:05 PM
395	Sadly, I have no idea. I don't know enough about how Andover governs.	12/9/2020 7:53 PM
396	Have town officials and staff participate in diversity training such as this one: https://www.factualitythegame.com/	12/9/2020 7:48 PM
397	Evaluaye job descriptions to not exclude people.	12/9/2020 7:42 PM
398	Andover Diversity Council-volunteers or different backgrounds to discuss/ debate this question.	12/9/2020 7:41 PM
399	Hire diverse people and not solely focus on a diversity role. This should be done in town positions, police, schools and the fire department.	12/9/2020 7:39 PM
400	Include all religions on the committee. Start educating children as early as kindergarten. There are not many books or curriculum avail to these teachers . It needs to change. LGBT families , families of color, religions are not shown in town. Start showing diversity in town and in schools And respond when hate crimes are visabke.	12/9/2020 7:38 PM
401	International celebrations. Campaign for more diverse workforce.	12/9/2020 7:37 PM
402	develop more of a curriculum in social studies at the elementary level	12/9/2020 7:28 PM
403	Education for the community on diversity Celebrating diversity	12/9/2020 7:19 PM
404	Id like to see geater diversity being represented in our hiring practices.	12/9/2020 7:10 PM
405	Be open to everyone about the decision making process, not make decisions because concerned about potential legal issue, do the right things, just use common sense, be mindful everyone count.	12/9/2020 7:09 PM
406	Andover needs to recruit a more diverse workforce in all town departments to reflect the diversity in the community. Andover needs to provide more opportunities for diverse groups to share their talents and cultures with the community. NOT a food event, but a genuine event learn something of substance about other cultures. Start reading social media. See how the residents really feel!	12/9/2020 7:07 PM
407	Appears the diversity team assembled whole heartedly is aligned in thought (from their organizatioinal titles). if it is wished to truely get to a better place thouse with dissenting	12/9/2020 7:03 PM

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options should be included. Might start with a member of the Catholic Church (i.e. the church has generally frowned on Gays/etc.)

408	To be more inclusive of all, and listen with an open mind. Have diversity represented to understand how decisions that are made effect all.	12/9/2020 7:00 PM
409	They should hire more teachers with diverse backgrounds and public service officials.	12/9/2020 6:50 PM
410	parent workshops, student workshops	12/9/2020 6:50 PM
411	Finding an appropriate person to lead the conversation. A Paula Green.	12/9/2020 6:48 PM
412	Get rid of the 3 white men in charge and bring in some diversity. Also, why are you spending so much money on this survey that isn't even grammatically correct? Put that money towards other things. Why are you not making this survey yourself? It's so easy.	12/9/2020 6:47 PM
413	Learn from black peoples what can be done to improve. All departments need to admit there is a problem. Since there's so many white people they will think there's none because they haven't seen it or had it happen to them.	12/9/2020 6:47 PM
414	Have more farmers markets put on by the Merrimack valley black and brown voices	12/9/2020 6:46 PM
415	Better education and transparency.	12/9/2020 6:45 PM
416	More diversity in town offices and schools	12/9/2020 6:34 PM
417	Open communication	12/9/2020 6:34 PM
418	Add individuals to the mana tent team that represent some of the diverse groups.	12/9/2020 6:17 PM
419	1. Hire more diverse staff throughout town services, schools and administration. 2. Include cultural diversity in education curriculum and town events and services 3. Change policing approach towards minorities and hire more diverse police staff	12/9/2020 5:23 PM
420	As stated in above question 14 - offer more opportunities for affordable housing.	12/9/2020 5:08 PM
421	Ongoing opportunities to listen and have conversations How diverse is town staff?	12/9/2020 5:05 PM
422	More inclusivity on boards and within the administration. Open conversations/events with people of color similar to the multicultural nights that are held at the schools.	12/9/2020 4:39 PM
423	Events such as concerts, all town reads, maybe a food fair in the park that week to highlight the unique aspects of our cultures and traditions so that we learn about one another and appreciate the ways we are alike and different.	12/9/2020 4:33 PM
424	The library can dedicate more programs to minorities and multicultural gatherings. We can also see more multiracial representation in our administration and public officer holders.	12/9/2020 4:18 PM
425	1. Better physical connections (like bike routes) with Lawrence 2. More diverse/local vendors at Farmer's Market, Craft Fairs, etc. 3. Getting Andover school kids outside and involved with the Merrimack River and its communities (environmental justice) 4. Getting Andover more involved in water quality of Merrimack River	12/9/2020 3:59 PM
426	Promote all people of all races to run for town office.	12/9/2020 3:51 PM
427	More diverse hiring and support is needed for those folks to succeed.	12/9/2020 3:20 PM
428	More moderated forums for towns people where the concerns of people experiencing challenges to the above can be heard. Like many andoverians, I don't know enough people of diverse backgrounds personally.	12/9/2020 3:16 PM
429	Teach it to students. Note it to parents. No town hires for this. Enough money wasted on positions like the Business liaison.	12/9/2020 3:12 PM
430	I think the Town and schools would benefit from educator professional development around creating a learning community that draws upon all diverse backgrounds and acknowledges and celebrates what diversity brings to the community. Also, as a community, I feel that many in the community have a preconceived notion of what is "normal" or "acceptable" or "correct" for all people, and these ideas exclude many families and individuals who do not fit into these molds. As a community, I feel that everyone could benefit from seeing value in different cultural, linguistic and ethnic backgrounds, as well as different family definitions and dynamics, and to see the value that all individuals bring to a community. (not just the value of	12/9/2020 2:54 PM

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those who fit a certain "mold") I also feel that the Town could incorporate Town events that are inclusive to all and include cultural events, celebrations, and themes from different cultural and ethnic backgrounds.

431	Implement a more radical and antiracist education. Teach about how the foundation of our country is built off of slavery and indigenous genocide and how we are indebted to black and indigenous people; not from a place of guilt but gratitude and love. Make it an entire class like health class. It is health class for our community. Make a center that will function as a safe space for activism and anti racism to take place fully funded by the town where BIPOC can feel safe surrounded by other BIPOC. Fund the critical thinking and movement building spaces that the BIPOC community in Andover needs and which will help transform the environment of this town from a place of love.	12/9/2020 2:25 PM
432	These are important conversations to have. Need someone full time to work with the town and schools.	12/9/2020 2:02 PM
433	Engage in a process where you examine what other communities are doing - regionally and beyond - to engage residents. Provincetown used to do a radio program - with call-ins - with their Town Manager. Can that be done as a Zoom? Have standing office hours for Select Board members, in the community? Hire folks from the diverse backgrounds we seek to engage so people see themselves and feel comfortable engaging with their community.	12/9/2020 1:58 PM
434	Stop building f*****g mansions. I am fine with continued development but build reasonable houses that real people can afford. Otherwise you just have a bunch of white lawyers and heirs to family wealth. New rule: you can only build a million+ dollar house if there are fewer than 3 on the market.	12/9/2020 1:55 PM
435	make sure there is more affordable housing in the area. give permits and licenses that favor minority business owners.	12/9/2020 1:52 PM
436	More celebrations of holidays like Diwali, Juneteenth, etc and more educational/cultural opportunities to learn about other cultures/people	12/9/2020 1:43 PM
437	interfaith activities. town activities around more diverse events (celebration of all holidays).	12/9/2020 1:41 PM
438	na	12/9/2020 1:37 PM
439	Not sure - we are minimally involved in town activities as we neither work here, nor attend faith services here, and our children are older.	12/9/2020 1:36 PM
440	K - 12 diversity training during every year the student is in school.	12/9/2020 1:17 PM
441	Represent multiple sides of each position. Seek open minded input from the get go, rather than after decisions are essentially made.	12/9/2020 1:14 PM
442	Training for all departments to improve respect for all people. Employ more diverse people.	12/9/2020 1:11 PM
443	Hold cultural events of different communities, showcasing few aspects (food, clothes, dances, etc.), something like a passport to the world, of course after the Covid madness is over.	12/9/2020 1:05 PM
444	I would like to see more unique events downtown celebrating different cultures and the arts. Andover day is awesome but would love to see Art Andover (like Art Basel)! Art fair, maybe st Patrick's festival, cinco de Mayo, Diwali, Chinese New Year, there are many events that can be brought downtown using the park and it would add some Cultural diversity.	12/9/2020 12:43 PM
445	Training for town employees.	12/9/2020 12:43 PM
446	Celebrate cultural diversity through arts, festivals, food, grocery shops. Offer healthy and tasty vegetarian alternatives with ethnic flavor at the Senior Center. Invite artists from diverse cultures to perform at the library, and schools. Offer programs that highlight early African-American history in Andover and connection to Lawrence at the Historical Society.	12/9/2020 12:42 PM
447	Promote to include a more diverse workforce, management, businesses, and continue to educate residents with respect to diversity, equity, and inclusion.	12/9/2020 12:39 PM
448	Look at the big picture but don't miss the details. Develop a long-term plan for community development with an awareness of human needs. Think housing that is affordable (and not all meet-state-guidelines Affordable Housing) for increased financial inclusion to encourage younger and older populations. Consider the needs of people with physical and emotional challenges. Encourage business for affordable shopping, dining, and entertainment.	12/9/2020 12:35 PM

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449	See above	12/9/2020 12:30 PM
450	training for the police and first responders	12/9/2020 12:30 PM
451	Informally Celebrate (mention) various cultural holidays such as Orthodox Christmas at schools and throughout town to educate others	12/9/2020 12:30 PM
452	Find ways to build housing available to people who can't afford the housing prices in Andover	12/9/2020 12:27 PM
453	Keep on trying, it's not easy but it's important.	12/9/2020 12:21 PM
454	More work and education about best ways to be allies. More public programming committed to sharing communities of color cultural programming	12/9/2020 12:18 PM
455	civilian oversight of Police and Fire Dept. allow cannabis companies to set up in town as to give minorities a chance to benefit from recreational and medical marijuana business models	12/9/2020 12:18 PM
456	Eliminate political correctness.	12/9/2020 12:18 PM
457	Cancel the diversity audit	12/9/2020 12:16 PM
458	I am concerned about the handling of diversity, equity and inclusion in the school system. How is the town interacting with neighboring communities on this Merrimack/N. Andover and Lawrence?	12/9/2020 12:12 PM
459	We think the number one step to consider is bringing in leaders, organizers and educators who have specific demands and recommendations about how municipalities can change policies, practices and infrastructure to promote racial, economic and gender justice. As part of this process, it is vital that Andover town leaders reach out to residents and community leaders of surrounding communities like Lawrence with larger populations of BIPOC residents, many of whom have deep connections to our town through family, work, commerce, etc.	12/9/2020 12:11 PM
460	Don't know	12/9/2020 12:07 PM
461	Admit the incident with the fire personnel going after the two women of color was racially motivated.	12/9/2020 11:59 AM
462	Replace Town Manager	12/9/2020 11:58 AM
463	fire police chief, chad cooper and the rest of police officer involved in the aberdeen case.	12/9/2020 11:57 AM
464	Celebrate minority communities Condemn racist incidents when they happen across USA	12/9/2020 11:55 AM
465	Talk to local leaders who are themselves diverse--racially, foremost, but any LGBTQIA+ groups, and possibly low-income groups.	12/9/2020 11:50 AM
466	Set aside positions in the town committee and other organizations specifically for minorities	12/9/2020 11:47 AM
467	1. Begin a public discussion of the town's resistance to change. 2. Identify a Town Ombudsman to whom citizens can take questions, observations, or complaints without fear of disrespectful resistance.	12/9/2020 11:45 AM
468	Maybe more affordable housing....	12/9/2020 11:39 AM
469	Question 17 is a problem. Racial is not the same as ethnic. Race is a poorly defined social construct, while ethnicity is the group that one identifies with, which could be a religion or region or some other defining characteristic. Does a person from a Pacific Island identify themselves as Asian (or visa versa)? If my family emigrated to Europe from Africa 3 centuries ago, would I not be of European Descent?	12/9/2020 11:38 AM
470	Try harder for inclusion	12/9/2020 11:36 AM
471	No insight	12/9/2020 11:34 AM
472	Commit to hiring, supporting, and promoting BIPOC. Divert money from public safety to education. Fire racist town employees.	12/9/2020 11:31 AM
473	Hire more women in town gov't leadership positions and chart a course for flexible municipal employment -- work from home, flex hours for working parents etc.	12/9/2020 11:30 AM
474	Keep doing what you're doing.	12/9/2020 11:30 AM

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475	Diversity at police department	12/9/2020 11:25 AM
476	none	12/9/2020 11:09 AM
477	Put a person of color in charge of the diversity committee. It seems contradictory to have white people leading this. Hold conversations for young people about race.	12/9/2020 11:06 AM
478	Make a concerted effort to hold listening sessions and other opportunities where people can air their concerns and feel heard and let those sessions help guide future actions. Don't be tempted to act without involving the very people who have been disenfranchised in the first place. This will take time and sustained commitment. It will never be done, finished, and all set. It's going to be a constant work in progress.	12/9/2020 11:05 AM
479	Make sure women and people of color are being properly represented in businesses, town management, etc	12/9/2020 11:02 AM
480	A noticeable issue for me is when I go into Town Hall. There is no diversity. I have never seen anybody besides white working there? Also question #17. Only allows me to identify as one.	12/9/2020 10:58 AM
481	Whatever efforts are being done, I think there needs to be a good communication mechanism to show those efforts as I am not aware of any	12/9/2020 10:54 AM
482	Recruit more diverse candidates for open positions and encourage diverse townspeople to become active on boards and commissions	12/9/2020 10:51 AM
483	-Recognize our lack of ethnic and economic diversity. -develop programs to recognize and encourage our civic engagement	12/9/2020 10:36 AM
484	A department lead/director with a team managing diversity, equity, and inclusion with oversight of town politics, processes, schools, business, inter-faith, and individuals.	12/9/2020 10:32 AM
485	Town. Hall mtgs to discuss. Any and all problems	12/9/2020 10:22 AM
486	there are people who work for and in the town of Andover, teachers, public works, safety depts that can't afford to live here. It would strengthen the community interactions and diversity if they could.	12/9/2020 10:05 AM
487	Lead by example. Most people think Andover is immune to discrimination. It isn't. I think here are many great efforts made toward inclusion, but change takes time. Rather than forcing equity on people, lead quietly but firmly as I believe is being done now. Our library and it's programs and visibility is a great way to keep spreading the message.	12/9/2020 9:53 AM
488	Town first needs to look inward at its own staffing and diversity. Town needs to work on inclusive policies internally that support physical (ADA improvements for existing businesses, front entrance of library, not just back door which was a huge equity error) changes in the community as well as cultural changes.	12/9/2020 9:52 AM
489	- engage content experts to lead a town-wide initiative - foster more consistency in DEI practices across town-sponsored departments (ie schools) and events	12/9/2020 9:44 AM
490	PAY more attention to senior citizen needs esp Baby Boomers who are retired but very active and vital. Very little money fr the town is actually earmarked for the sr center .The new director is always looking to cut costs and reducing active programming. Hire more teaching staff of color by reaching out to minority candidates.	12/9/2020 9:26 AM
491	to listen get all facts stay calm do not let the voices of the few out speak the voices of the many. To many times this town reacts without finding out all the facts, taking the position of the complaint being made and fanning the flames without due diligence	12/9/2020 9:25 AM
492	Promote the current assets and resources we already have in a manner and in venues that attract a more mixed populace who can realistically afford the housing stock we have.	12/9/2020 9:22 AM
493	None needed	12/9/2020 9:18 AM
494	Andover Police Department isn't at fault for the many black men and women that are killed by police each year. But they SHOULD express that those fatalities are not OK and what Andover does to prevent that from happening in our town or neighboring communities. I'm so tired of people keeping quiet because it is "not a problem here". If you live in the US, you need to be part of fixing the problem in the US.	12/9/2020 9:18 AM
495	Hannah Duston monument is looking for a new home. Andover may be a good location.	12/9/2020 8:47 AM

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496	More inclusive events in town	12/9/2020 8:46 AM
497	Encourage and support people from all backgrounds to participate in Town of Andover activities. Highlight some of the activities on social media and include an invitation to participate.	12/9/2020 8:44 AM
498	Racism and "perceived" acts of racism and intimidation are a BIG deal and the town needs to respond in a BIG way. Make the issue known to the community, along with the actions taken to resolve. Call even the small things out. More training on DEI.	12/9/2020 8:32 AM
499	For starters - I am American and I checked Asian/Pacific Islander - what information does that give you at all of my ethnic origin? How do we get people to acknowledge color and embrace the variety in people. The non white people are not "ethnic" - it is just their way of life.	12/9/2020 8:30 AM
500	New management at all levels. Can't fix it with a survey and with the same administration.	12/9/2020 8:28 AM
501	1. Develop a Diversity and Inclusion Committee 2. Have a minority authors section in the library and bring in speakers of color	12/9/2020 8:21 AM
502	Identify action based steps around D&I and highlight them. Call for focus groups around this topic.	12/9/2020 8:18 AM
503	Let's talk about it more. Have we increased or decreased people of color and women in public administration and town services (PD or FD)	12/9/2020 8:17 AM
504	Schedule periodic forums on shorter cadence and invite people to participate. Consequence have to be real and informed so that there is awareness within the society about repercussions of supporting any such undesired causes of bias.	12/9/2020 8:03 AM
505	Hire a more diverse workforce and educate young people about diversity and the benefits of a diverse community.	12/9/2020 7:57 AM
506	Continue with regular panels/discussions Be open about problems (all of them, not just race) Look at data re schools, achievements, etc.	12/9/2020 7:52 AM
507	Hire diverse people for roles within town management. Welcome BIPOC business. Acknowledge inherent bias and racism	12/9/2020 7:45 AM
508	Hire more people of color. Increase training in schools, with town employees, and the community about diversity and race. Hold students, town employees and community members more accountable for incidents of racism.	12/9/2020 7:39 AM
509	Don't go overboard on this.	12/9/2020 7:39 AM
510	I think the "town" is doing a good job. I don't think you can totally control all people and sometimes there are just bad people or stupid kids. Most insensitivity comes from the home. I don't see how the town can change that. Schools in my opinion are doing a good job. Until the wealth gap all over the country and also in Andover is addressed- their will always in equity issues. I think this plays a big part. In terms of diversity- I think Andover has a lot of diverse students and families. My children and myself have a pretty diverse group of friends (race, transgender, gay etc.). A good amount of these people we have met in town and in our neighborhood.	12/9/2020 7:30 AM
511	Stop listening to whiny, privileged white women tell you we have a race problem.	12/9/2020 6:56 AM
512	Listening sessions with impacted groups so you hear from people who are directly impacted especially for law enforcement. Strengthening our relationship with our neighboring city of Lawrence so residents have more opportunities to learn and support other groups.	12/9/2020 6:54 AM
513	Education for all town employees.	12/9/2020 6:41 AM
514	Make it a priority in training regarding inclusion! And hire for diversity and nit pay lip service to it.	12/9/2020 6:19 AM
515	Access to business development	12/9/2020 3:22 AM
516	Promote minority -owned businesses	12/8/2020 11:34 PM
517	I'm more concerned with institutional racism than blatant racist acts. Racism training for town employees - Materials from Robin DiAngelo may help, esp. regarding implicit biases. Hire more	12/8/2020 11:15 PM

Town of Andover

black and brown teachers so students see POC as leaders. Hire more black and brown police. Require more affordable housing

518	Make engagement in town government like buying baby yoda on Amazon - super simple.	12/8/2020 11:00 PM
519	Inclusive to all without excluding past/tradition. For example, let's celebrate and enlighten all holidays. Like they say the more you know...	12/8/2020 10:59 PM
520	All-employees-Agency wide awareness, quarterly refreshers and immersion sessions with diverse community members.	12/8/2020 10:51 PM
521	We should close schools on the Jewish High Holidays We should administer unconscious bias training to our police force We should consider offering some form of age appropriate unconscious bias training in our schools	12/8/2020 10:35 PM
522	More widespread communication about town events- more multicultural town events with better use of public grounds. Live music- family night events that are not fundraisers, food, speakers, movies, etc in the park in the main square. Anything inviting to families would be good. More youth sports and enrichment opportunities in the evenings/weekends Adult Enrichment programs	12/8/2020 9:59 PM
523	Introduce different learning via Civics class. An improved and consistent curriculum for all town schools K-12. Showing the history of power, equity and inequity in American History. As well as role models in the ethnic community. Bottom line is we need to somehow do a better job, not just on educating, but perhaps with the content or story of what is being told which is not reaching out far enough.	12/8/2020 9:55 PM
524	Diversifying hiring practices in town positions. Training coaches/club and extracurricular advisors in implicit bias.	12/8/2020 9:53 PM
525	Encourage more affordable housing development, more ability in zoning for people to have accessory dwellings on their properties	12/8/2020 9:41 PM
526	Outlaw racist symbols	12/8/2020 9:34 PM
527	I also would defer to those impacted and who can speak to their experience.	12/8/2020 9:29 PM
528	Education at all levels	12/8/2020 9:28 PM
529	Educating kids about different cultures and religions would be a good start.	12/8/2020 9:09 PM
530	we REALLY need some diversity in teaching staff...Mr Bledsoe is the ONLY African American teacher...REALLY that is so sad! Why can't the district attract more diverse teachers?	12/8/2020 9:07 PM
531	Don't know	12/8/2020 9:03 PM
532	I'm not aware of what exactly Andover does for diversity, equity, or inclusion. That is the problem. It's not what you do, it's that we don't know what you ARE doing.	12/8/2020 9:01 PM
533	A lot of racist incidents I've heard about happen at the high school, and involved the corner SRO. Research had shown that school resource officers do far more damage in supporting the school to prison pipeline than any benefits. I strongly believe the town should eliminate that position and put the money toward social workers or councilors to help students. The overall district curriculum also needs updating to teach antiracism. For example, the whole 5th grade at High Plain was assigned a book from the 1970s that referred to Massive Americans as "redskins" throughout the book.	12/8/2020 8:53 PM
534	Strong diversity training for town service providers	12/8/2020 8:49 PM
535	Host more cultural events that represent the diverse communities in town. Diwali celebration, dance and food festivals, Andover Day focus on cultural diversity, etc...	12/8/2020 8:46 PM
536	Training on unconscious bias and understanding media and press should be a focus in school.	12/8/2020 8:45 PM
537	Training all town employees, hire employees from various races, genders, and other identities	12/8/2020 8:41 PM
538	Examine racial history in Andover	12/8/2020 8:38 PM
539	More history and social studies is needed in the elementary level.	12/8/2020 8:37 PM
540	More diverse boards in the school system and government Better school education on diversity and sensitivity training, look into what colleges and universities are doing.	12/8/2020 8:34 PM

Town of Andover

541	When it is safe for all of us to resume our normal activities it might be possible to have special events aimed at celebrating diversity with emphasis on encouraging everyone to interact with people with whom they hadn't come into contact during their usual routines.	12/8/2020 8:32 PM
542	The lack of housing choices here contributes to a less diverse community. We'd like to continue seeing affordable housing options promoted and embraced by the town.	12/8/2020 8:29 PM
543	More representation. Where are the people of color? What opportunities are they getting in the community, to make decisions.	12/8/2020 8:12 PM
544	Having more diverse people in the town and more groups and festivals celebrating diversity	12/8/2020 8:09 PM
545	I think the town needs to make diversity on committees and departments a priority. I think the town needs to be inviting two businesses from black or brown owners. Many people and Andover seem to be quietly homophobic. Many progressive political signs I heard or either defaced or stolen this year. I've heard young students are emboldened to be racist	12/8/2020 7:57 PM
546	Training for police and fire personnel. Helping residents know how to confront incidences when they occur.	12/8/2020 7:53 PM
547	1. I think there needs to be a real look how all town department, the schools (staff and students), business the public, etc deal with issues and what are their policies. Maybe we need stronger policies with real consequences. Nothing will every change without there being consequences. 2. We need to educate people for them to internalize why diversity, equity, equality and inclusion of all is so important. Change one's feeling and we will see changes in behavior. We will see people will want to have change. There are so many things that can be done to make people see others as people just like them. To appreciate how we are alike and how we have different ways. Have international fairs in the park, food events, music events, art events, theater and dance events, movies, panels where various people tell about their lives, accomplishments and dreams, etc. I'm sure there are a million more ideas that can bring all of us together with an open mind, desire to learn and have fun along the way. People will learn without even realizing that they are changing.	12/8/2020 7:53 PM
548	1.) More programming on churches and schools addressing the issue. 2.) Encouraging businesses that would bring in more racial diversity	12/8/2020 7:48 PM
549	1. do not guilt shame 2. do not emphasize one diversity group over others ex. (blacks over others, trans over others)	12/8/2020 7:39 PM
550	Hire a more diverse workforce for starters.	12/8/2020 7:37 PM
551	There should be more awareness and there should be more unity among all races. Our police force should participate and recognize different races.	12/8/2020 7:29 PM
552	Andover Rec and the Youth Center are incredible resources for parents and families - I think they can be utilized more to help promote this cause to people of all ages and backgrounds.	12/8/2020 7:27 PM
553	Keep doing a great job!	12/8/2020 7:21 PM
554	Awareness of workplace biases; awareness of biases when working with minority residents	12/8/2020 7:20 PM
555	Much more ongoing training for police and fire Work on figuring out how to hire more diverse teaching population candidates often prefer Newton and Brookline for proximithy to Boston	12/8/2020 7:18 PM
556	A business campaign and signage, etc. to be more welcoming	12/8/2020 7:14 PM
557	1. Educate people. Bring in experts to lead a series of conversations, working groups, book clubs to educate people first and lead them through self reflection around equity and race 2. Ensure that all town decisions are made through a lens of equity first	12/8/2020 7:10 PM
558	Curriculum changes, punishment	12/8/2020 7:10 PM
559	Nothing. The town handles complaints well and is a welcoming place	12/8/2020 6:56 PM
560	Prioritize the children rather than the teacher's union	12/8/2020 6:49 PM
561	Dei hiring goals Attracting minority owned bussiness (offering tax incentives or subsidized loans) we have such a diversity in neighboring towns that would make andover more inclusive and less majority white	12/8/2020 6:43 PM

Town of Andover

562	AYS promotes DIB as do many of the community programs in Andover, trails, faith communities.	12/8/2020 6:43 PM
563	A community forum that centers BIPOC, lgbtq+, immigrant, low-income, and disabled voices.	12/8/2020 6:42 PM
564	Seek more black and brown owned businesses into the downtown area. Do more reach out and x-community events bringing in area communities that are more diverse	12/8/2020 6:41 PM
565	Provide funding to form steering committees in the schools. It starts with young people and making sure they feel included. Tap into some of the in town resources such as the inclusive places of worship (South Church and the Unitarian Universalist Church come to mind as well as Temple Emmanuel.)	12/8/2020 6:36 PM
566	Continue open conversations on these topics in the town	12/8/2020 6:26 PM
567	More affordable and multi family housing options. Remove funds from police and invest in resources for English language learners. Diverse Representation in leadership positions in identity, neurodiversity, and class background.	12/8/2020 6:25 PM
568	1. Get the diversity and inclusion commission going. It would be highly advisable to have the commission be comprised of majority minority demographic. It would also be best if at least half of the commission members are town residents. The commission should have enforcement authority with a clear mandate and powers to launch investigations into cases of systemic biases. 2. Make a hiring plan to have the town government be representative of the town's demographics.	12/8/2020 6:17 PM
569	Build a DEI committee in all facets with regular meetings that tie in the community	12/8/2020 6:16 PM
570	After Covid... different social functions.	12/8/2020 6:10 PM
571	Don't discount older people, they have a lot to offer.	12/8/2020 6:10 PM
572	small group (virtual) meetings	12/8/2020 6:03 PM
573	Ensure training for police and fire.	12/8/2020 5:59 PM
574	keep a better balance of all religions, race, and diversity on one level and dont make others uncomfortable that if they voice their opinion it's not heard	12/8/2020 5:59 PM
575	I would recommend an anti racist webinar, and anti racist classes in elementary, middle, and high school curriculums!	12/8/2020 5:44 PM
576	I think you're moving in the right direction in terms of bringing these issues to the fore. Keep on raising them in the public forum. The arts could help tremendously -- we need a large scale mural or two in downtown Andover, celebrating both our history and diversity. And while it has been a number of years since my son graduated from Andover schools, I remember being shocked at the overt racism and anti-semitism in the playground, (not to mention one of the soccer coaches). Is there a program akin to the "Facing History Facing Ourselves" program in Andover? The kids need to be taught about diversity, racism, and prejudice in a developmentally appropriate way.	12/8/2020 5:18 PM
577	I would like to see more representation of our communities of color on all town positions.	12/8/2020 5:16 PM
578	A clear set of values to guide decision making in the town and schools	12/8/2020 5:14 PM
579	Really listen and build awareness of the TRUTH from black and brown voices about living in Andover via a task force with adequate coverage in the Townsman and on the website, and action steps outlined and taken! The task force should have all ages, genders included. I was saddened to hear the comments of many folks who had been discriminated against in ANdover schools and shops during the summer gathering behind the youth center where many speakers spoke of their Andover experiences. And the recent noose incident reported by the Townsman was a disgraceful act by an Andover citizen!	12/8/2020 5:12 PM
580	explicitly promote the value of diversity and multi-culturalism	12/8/2020 5:04 PM
581	Stop putting people into groups.	12/8/2020 5:00 PM
582	Be fair.	12/8/2020 5:00 PM
583	The town has done a great job so far, but perhaps come out publicly to support the police department with a written and signed statement of support	12/8/2020 4:59 PM

Town of Andover

584	We need to label the racism that exists in this town, say it is unacceptable, and act accordingly; we need to partner with the town of Lawrence and perhaps Phillips Academy to further our education and outreach to our literal neighbors	12/8/2020 4:56 PM
585	1. Hire a leadership position in the schools and at the town level to oversee and initiate the policies and programming needed to successfully enhance the diversity, equity, and inclusion of all members of the Andover community. These roles should be filled by people of color. 2. Create more opportunities to celebrate the arts in Andover while engaging local religious and cultural group participation. This includes updating the visual arts displays (e.g. the hot air balloon mural at the library needs updating) to feature greater diversity in artists and subjects. Holding celebrations that feature diverse participation (e.g. Points of Light Lantern Celebration in Lowell) across religious and cultural groups featuring live music, dancing, theater, etc. The broader the representation is at such celebrations the more people can learn from each other. This should occur in addition to not replacing the current celebrations (e.g. Santa Parade) as to broaden our appreciation of all cultures while maintaining well-loved traditions. Why can't we also celebrate Diwali? Or 2021's Year of the Ox? Children's crafts? Music? Lights? Sounds wonderful. My family and I would participate in all these and would make donations to support its cost.	12/8/2020 4:47 PM
586	Start in the schools. Especially Andover High School. Show no tolerance for racial slurs and ill mannered treatment to those of color. Include diversity training in the schools.	12/8/2020 4:44 PM
587	I have friends in town of many different races and backgrounds and none raise any issues so nothing has to be done. I interact with all equally and they with me. I've never seen or heard of any issues ever so what are you wasting time on this for?	12/8/2020 4:42 PM
588	More education on stereotyping and prejudice	12/8/2020 4:39 PM
589	Place more people of color in senior roles	12/8/2020 4:38 PM
590	I think to make the most change towards true racial equity, the Town of Andover should publicly support the stopping of funding of schools based on property taxes and meet with our state elected officials, Reps Nguyen and Moran and Senator Finegold, to talk to them about using their power in the state legislature to create equally funded public schools. I also recommend expanding the Race and Membership class at the High School, it seems fitting given a clear issue with race in America and Andover that this half-year class be required.	12/8/2020 4:38 PM
591	Mandatory race classes in schools	12/8/2020 4:35 PM
592	better	12/8/2020 4:33 PM
593	Report publicly on bias incidents and concrete measures to improve them.	12/8/2020 4:32 PM
594	- Consider benefits that are only available to diverse groups to establish new businesses in the town. - Celebrate diverse holidays in a more visible fashion - Research and model other town successes. May or may not be in MA.	12/8/2020 4:31 PM
595	I think to make the most change towards true racial equity, the Town of Andover should publicly support the stopping of funding of schools based on property taxes and meet with our state elected officials, Reps Nguyen and Moran and Senator Finegold, to talk to them about using their power in the state legislature to create equally funded public schools. I also recommend expanding the Race and Membership class at the High School, it seems fitting given a clear issue with race in America and Andover that this half-year class be required.	12/8/2020 4:30 PM
596	Recruit more minority from the community to participate or volunteer on the board. Post recruitment posters downtown to encourage people from other cultures to participate or the town could Sponsor a cultural Diversity month via zoom (upcoming Chinese Lunar New Year, Black history month, Hispanic Heritage, etc).	12/8/2020 4:30 PM
597	The Town Manager Andrew Flanagan must be more discreet with regard to how and where he spends his time out of the office after hours if he wants to maintain any semblance of credibility among the citizens of Andover. This should be a priority. Also the Senior Citizens in Andover are underserved, that is unless you are of Asian descent. Serving the aging is not about bricks and mortar. This is about elderly shut ins living in Andover. It is about stopping the shuttle during COVID. That shuttle should run all day if it can only have the driver and one passenger. The elderly need to eat too. Also the Sr Center should have Zoom classes and technology available to those they serve now, during this pandemic. The elderly in Andover are discriminated against everyday. Create programs to reduce property tax for people over 80 that	12/8/2020 4:27 PM

Town of Andover

can't do 500 hours of free labor but live on a fixed income. Keep them in town and in their home rather than chasing them away cause they can't pay the taxes on their home. These are the real life problems in Andover.

598	1. Build more capacity and funding for Andover Day. 2. Strengthen community dialogue programs around DEI.	12/8/2020 4:20 PM
599	encourage candidates for a more diverse select board and school committee	12/8/2020 4:02 PM
600	Recruit businesses and people of different races and culture into Andover.	12/8/2020 4:02 PM
601	Would love to see zoning/policy changes that made housing in Andover more accessible to POC and lower income families.	12/8/2020 4:01 PM
602	Encourage input from diverse members of the community (ie, since the school committee members are all white...encourage diverse races get involved when helping to choose a new superintendant)	12/8/2020 4:01 PM
603	None	12/8/2020 4:01 PM
604	none known at this time	12/8/2020 3:59 PM
605	Please stop this hyper focus on race ... and dividing people into groups and sub-groups based on skin and hair color. It accomplishes the exact opposite of what is intended. Can we focus instead on what binds us together and find joy in our common values?	12/8/2020 3:56 PM
606	Promote deserving Non-White Scientists, Researchers, Historians, artists etc to highlight their achievements and bring them closer to what typical White deserving people have always seen.	12/8/2020 3:56 PM
607	APD needs more officers of color. Ideally the next police chief should be a person of color.	12/8/2020 3:46 PM
608	don't get pulled into playing identity politics. Make sure to hear past the loudest voices. know that lack of diversity is not the same as presence of racism.	12/8/2020 3:46 PM
609	more thrift stores, different non-Italian restaurants, shops that cater to a less affluent population	12/8/2020 3:37 PM
610	The town does not belong involved with diversity equity and inclusion. Manage the town as you are paid to do. That means tightening budgets. Save people money on their taxes and cut waist	12/8/2020 3:34 PM
611	I dont agree with Tram making an issue over a noose around Halloween, when there is a noose around a Trump skeleton right near downtown RIGHT FREAKING NOW. I understand the cultural signifcnace of a noose, but Ive found this town to be great to all people. I think there are people in town that look for trouble where there is none.	12/8/2020 3:29 PM
612	Hire more diverse people to represent the changing environment.	12/8/2020 3:29 PM
613	We need more diversity in our workforce and on our boards. we need to attract qualified people of color to work and live here and honestly feel included and valued.	12/8/2020 3:28 PM
614	It certainly seems that we could use more diversity with police and fire departments, and I'm sure in all other departments.	12/8/2020 3:28 PM
615	Hold police and fire personnel responsible for their actions. Don't give them immunity from their actions.	12/8/2020 3:27 PM
616	Show more Town of Andover interest in collaboration projects with Lawrence. They are right next door.	12/8/2020 3:26 PM
617	Encourage all those Andoverites to invite one minority family over for dinner each month from Lawrence or Boston so that they can walk their talk!!	12/8/2020 3:23 PM
618	stop making such a big deal about it. treat everyone equally and don't single out individual groups for special treatment.	12/8/2020 3:22 PM
619	Stop pushing it.	12/8/2020 3:21 PM
620	Police need to be aware they are here to serve the community and not dismiss concerns. I would again recommend more women in positions of power.	12/8/2020 3:19 PM
621	Leave it up to the citizens.	12/8/2020 3:12 PM

Town of Andover

622	Programs to educate bullies. It seems more is done to talk to the victims than correct the errors of the bullies	12/8/2020 3:11 PM
623	Eliminate the office, this is not a good use of taxpayer funds.	12/8/2020 2:55 PM
624	It starts within the home How can you change racist people's mindset	12/8/2020 2:55 PM
625	Do more to actively engage minority communities in conversations; encourage police department to be more open to conversations (my feeling is they've been very defensive which makes them appear resistant); acknowledge racism exists here; find qualified, marginalized community member to lead this effort.	12/8/2020 2:42 PM
626	She the history of andover with respect to diversuty	12/8/2020 2:31 PM
627	Go out and recruit minority for major decision-making divisions. Town has an opportunity for replacing the superintendent of the school. Why not try a minority candidate? Create a board for ensuring fairness across all functions. It should report to the Select Board. They should have oversight over all departments and interfaces to the citizens. Anybody can go in front of the board with complains that will have to be addresses transparently without any pressure from the town management. HR department is not capable of being impartial. I have personally experience their biases! Even when you complain they look the other way!	12/8/2020 2:29 PM
628	More afford housing, More diverse police force who can afford to live in this town	12/8/2020 2:28 PM
629	Not sure	12/8/2020 2:24 PM
630	More inclusion, address white privilege, educate,, work with schools because there's racism there too. Take action on racist comments on social media.	12/8/2020 2:22 PM
631	getting a group together to assess and address	12/8/2020 2:22 PM
632	A review of town hiring practices - how are we hiring? From where are we soliciting candidates? How are we privileging some backgrounds over others? Robust cultural education for current town leaders and employees. Clear and prominent statements of inclusivity and commitments to diversity.	12/8/2020 2:21 PM
633	Is there a DE&I committee with representation from the community. Start with the parents and town institutions.	12/8/2020 2:18 PM
634	Offer more opportunities for engagement to folks who are feeling left out.	12/8/2020 2:15 PM
635	Attention to more explicit welcoming of diversity in business, including a more welcome business environment to brown and black owned businesses. More affordable housing and more affordable business space.	12/8/2020 2:15 PM
636	The police need diversity training and I think the Andover education curriculum especially in history/social studies needs a major overhaul.	12/8/2020 2:13 PM
637	Address the issue in the high school with bullies and hold people accountable. Share how divers Andover actually is. Diversity is not just black vs white	12/8/2020 2:11 PM
638	Review of policies and procedures in all departments to ensure they are actively anti-racist. Establish plans with measurable goals to make offices, businesses, etc more reflective of the town.	12/8/2020 2:05 PM
639	Training, especially of employees coming into direct contact with the public.	12/8/2020 2:02 PM
640	broader housing options	12/8/2020 1:57 PM
641	Stop pandering to the fake victims	12/8/2020 1:43 PM
642	1. Change the charter to replace Town Meeting with a Town Council-Manager form of government. 2. Actively reach out to BIPOC members of the Andover community to take part in decision making processes. Consider paying people to attend public meetings.	12/8/2020 1:42 PM
643	Be open to discussion from all sides and backgrounds. Town Manager Flanagan, Chief of Police and Chief of Fire need to support their staff when FALSE accusations are made against their employees. The current approach is to allow false information to continue. This doesn't allow for communication or change and further divides the community based on inaccurate information.	12/8/2020 1:35 PM

Town of Andover

644	Rezoning to allow for more single home ownership	12/8/2020 1:28 PM
645	sharing the results of this survey would be a great next step	12/8/2020 1:27 PM
646	more affordable housing and educational opportunities	12/8/2020 1:16 PM
647	Andover should allow fewer housing developments.	12/8/2020 1:14 PM
648	First of all, I find out who "called out" Sobhan Navmvar several months ago for Chairing The Town Diversity program. He's a good man for the job and the names of those who "called him out" need to be made public. All emails sent to the Town or thru the Town email server are public information. Don't call him out CALL THEM OUT! That is the problem in Andover... hold people accountable for their raciest actions. NOW	12/8/2020 1:06 PM
649	Increased training and community dialogue. A town resolution and funding of equity position separate from police department. Improved diversity candidates in hiring. An HR audit of diversity candidates in hiring for schools, police, government. Ongoing training.	12/8/2020 12:58 PM
650	ESL programs Fee waiver for cultural groups to use Andover auditoriums	12/8/2020 12:55 PM
651	Perhaps advertising town employment opportunities in more diverse media	12/8/2020 12:47 PM
652	Concrete discussions led by town officials to get diverse groups in the room Hold town divisions accountable when bias is shown (e.g. recent off duty fire official harassing young woman of color)	12/8/2020 12:45 PM
653	Andover has literally been home to the Underground Railroad and abolishment. Let's not try and solve a problem that does not exist. Maybe you could help lower our property taxes.	12/8/2020 12:42 PM
654	Anti-racist training is essential. Employees must be called out when they are behaving in a racist manner. Often people say truly insensitive, racist things without knowing how hurtful the comments can be. Again, by acknowledging the conduct and teaching how to respond and behave in an anti-racist manner would go a long way to making much-needed progress.	12/8/2020 12:41 PM
655	None	12/8/2020 12:34 PM
656	Inclusion. We have seen reports of people resigning in public roles due to racism.	12/8/2020 12:32 PM
657	None	12/8/2020 12:27 PM
658	None	12/8/2020 12:26 PM
659	None	12/8/2020 12:24 PM
660	1. Better integration at Senior Center between different groups. Common programs to integrate Minority and Majority groups 2. School curriculum to boldly address unwillingness of the major institutions to address issue of slavery, Jim Crow and current hostility of the Majority population to fear the Minority group.	12/8/2020 12:10 PM
661	Have you thought of the town sponsoring a folk festival where people of the various ethnic groups in Andover could show off their unique cultural aspects, such as food, music, dance, etc.?	12/8/2020 12:09 PM
662	Learning about other people's customs, culture, issues, concerns, challenges may bring people together and lead to improvements. Also, those of various age groups, the youth can learn from elders and vice versa. A wealth of knowledge on both ends of the spectrum.	12/8/2020 12:06 PM
663	Weave a more comprehensive history of racism in America into the school curriculum and offer tools/training on how to recognize prejudice --- start early! Educate the police on the roots of racism	12/8/2020 12:04 PM
664	Stop with the surveys and pushing inclusion/diversity. It isn't organic for town leadership to do this. This doesn't encourage change or acceptance and could push people the other direction. And I'm a POC	12/8/2020 11:57 AM
665	None.	12/8/2020 11:49 AM
666	Honestly, no idea.	12/8/2020 11:45 AM
667	Hire more BIPOC people in management positions. Work on zoning issues to create more affordable housing.	12/8/2020 11:43 AM

Town of Andover

668	Try to attract small business owned by people of cooler.	12/8/2020 11:42 AM
669	More website messages of how people of Andover stands up to help people feel included.	12/8/2020 11:40 AM
670	No suggestions	12/8/2020 11:40 AM
671	I'm not aware of any issues relating to these issues	12/8/2020 11:37 AM
672	Visible and consistent signs of how Andover townspeople appreciate the practical advantages of diverse views and seek to increase them.	12/8/2020 11:36 AM
673	more low income opportunities	12/8/2020 11:34 AM
674	Police implicit bias training and continued conversation about race through discussions in the general public.	12/8/2020 11:34 AM
675	Not sure	12/8/2020 11:34 AM
676	Much more targeted effort is needed to recruit people of color for town jobs, including teachers, and other professional/management levels across the board	12/8/2020 11:26 AM
677	As a member of the Cultural Council- we are encouraging the applicants to reach out to the community and emphasize inclusion, diversity, equity.	12/8/2020 11:26 AM
678	Open up the schools.	12/8/2020 11:24 AM
679	Anything the town will do will just alienate the people against that subject. It would be nice to see more minority owned businesses in Andover. Provide tax benefits and zero interest loans for such.	12/8/2020 11:22 AM
680	Cut this bs. This town has no racism issues and by the way there are only two genders, can't make up your own, science is science.	12/8/2020 11:22 AM
681	New police guidelines; reform policies for police	12/8/2020 11:21 AM
682	I would like to see a survey and a focus group or two designed to identify specifically (by department, shopping district, school, etc.) and type of interaction (traffic stop, service request, retail shopping, etc.) experiences that have caused pain to minority residents or visitors. A sample of Lawrence residents should be included.	12/8/2020 11:19 AM
683	After covid have celebration of different cultures. Example; food vendors at the Lowell folk festival, invite crafters etc	12/8/2020 11:17 AM
684	need to go away from in person town meeting votes and focal groups deciding plans	12/8/2020 11:15 AM
685	None	12/8/2020 11:15 AM
686	improve communication following investigation of a racist act the Town must learn to be "anti racist" and educate its population about what that means	12/8/2020 11:14 AM
687	(1) Promote self-understanding in employees so they understand the impact of their behaviors on other. (2) Include more diversity in boards, committees, non-profits, etc.	12/8/2020 11:13 AM
688	Wider recognition or understanding (amongst employees? and residents?) that there is a thing called hidden or unconscious bias. We need to correct for that....not by apologizing or overt manouevres but by becoming sensitive and kind to others who are different from one's own ethnic / social background. Not just politeness but really open to and accepting of "the other".	12/8/2020 11:06 AM
689	Promote more diverse voices through cultural programming, new businesses, and hiring. Educate the community on other cultures, races, and experiences. Partner more greatly with Lawrence or other nearby communities of color to create meaningful personal relationships with those that are different than the typical Andover resident.	12/8/2020 11:01 AM
690	Talking, listening sessions, trainings, and surveys are all well and good, but there need to be structural changes in how the town searches for personnel, how personnel are disciplined for racism, etc. There needs to be a consistent effort, *with deadlines* to effect changes, including changes to funding allocations, so that the appropriate people are responding to a given type of situation in the community. There need to be community-led programs and discussions of solutions, including student-led programs - bottom up, not top-down.	12/8/2020 11:00 AM
691	More training on how to treat people equally.	12/8/2020 10:59 AM

Town of Andover

692	I do not think we need a task force; the community is diverse.	12/8/2020 10:59 AM
693	No change needed.	12/8/2020 10:57 AM
694	Tough given COVID-19, but we need more dialogue. And then joint projects bringing us together. Not just talking at each other, but working together on common causes.	12/8/2020 10:56 AM
695	More cultural opportunities to learn about different cultures: teaching the Holocaust: online talks about the different ethnic groups in Andover- black, Japanese, Chinese, Indian etc	12/8/2020 10:56 AM
696	Implicit bias training for ALL town employees, staff, boards, commissions and volunteers.	12/8/2020 10:50 AM
697	I have no idea	12/8/2020 10:08 AM
698	test	12/8/2020 10:08 AM
699	Town-wide recommended read. Public forum to discuss that shared reading. Expansion of the public school D-E-I programs to include other groups such as business owners, elders, town employees	12/8/2020 10:00 AM
700	Acknowledge there problems publicly and create a place where people can feel safe in reporting, and/or working with the town to solve problems not just stick a bandaid on it and hope it gets better. More diversity in staffing and training would be a good start to. This work is humbling- we all have work to do, but the town should lead the way!	12/8/2020 9:59 AM
701	More publicity not only on the internet & facebook but written in newspapers & mailings	12/8/2020 9:59 AM
702	1. De-prioritize efforts around diversity, equity and inclusion 2. Prioritize efforts around government / civic duties and responsibilities	12/8/2020 9:58 AM
703	I'd like to see more diversity on the committee to reflect the population, ie, maybe reach out to various immigrant communities, a wider range of religious affiliations, etc. Diversity can mean equity for people with disabilities, people of various economic backgrounds, sexual orientation, etc., so reaching out to various groups is key. Also, ensure that all members of the group feel welcome, supported and safe to contribute to the conversation.	12/8/2020 9:57 AM
704	We need to be a leader in DEI instead of being reactive.	12/8/2020 9:56 AM
705	1) Mandate annual, meaningful, ongoing DEI training for elected officials (especially the school committee!) and town employees. 2) Do better with multicultural education in the elementary schools. It's really awful - very tokenized in our experience (a book about slavery or MLK during Black History Month). There really is no consistent approach to teaching kids from diverse backgrounds or to teaching all of the white kids about people from diverse backgrounds. The elementary school curriculum centers the experiences and values of white people. Full stop. It simply does.	12/8/2020 9:56 AM
706	FREEWIFI. Green new deal	12/8/2020 9:54 AM
707	Stick to managing the town and stay out of racial topics.	12/8/2020 9:50 AM
708	control spending, taxes need to allow older residents, as well as younger ones to remain in Andover!	12/8/2020 9:47 AM
709	NO COMMENT	12/8/2020 9:46 AM
710	Stop spending money on this issue.	12/8/2020 9:44 AM
711	Continue to review business and administrative practices to be fair, equitable and inclusive, including for those with disabilities. Less effort on spending more money to create new programs or initiatives.	12/8/2020 9:44 AM
712	Seek to hire more minorities in leadership positions Train town employees on bias (especially for those who don't feel they have any bias)	12/8/2020 9:41 AM
713	Changing bias towards races very difficult to do. Glad Andover is doing it.	12/8/2020 9:40 AM
714	Perhaps interviews, conversations with different cultures on Andover Cable TV	12/8/2020 9:37 AM
715	No need as far as I can see.	12/8/2020 9:36 AM
716	Town Manager should look at hiring a more diverse staff than white males.	12/8/2020 9:36 AM

Town of Andover

717	The Town could engage residents in both education and habit building of these 3 areas.	12/8/2020 9:35 AM
718	Actively seek/identify/include persons of diversity. Seek wisdom of the youth in town.	12/8/2020 9:34 AM
719	Listen to what people have to say Do not jump to conclusions as soon as you see people of color. Transparency and absolute fairness while dealing with White people and People of color. Rules need to be the same for both.	12/8/2020 9:33 AM
720	replace all the nasty selfish white business-owning women with stores that high school students and middle school students can come in comfortably and shop around instead of these stores that carry ugly overpriced sweaters that only elderly women who have lived in Andover since the witch trails wear. Andover is exclusive and only exclusive to those who have money. no one cares what color you are unless you have money then youre in the clear.	12/8/2020 9:32 AM
721	Active recruitment effort for town boards and committees. Strong, difficult, examination into the training of groups such as the police and fire department.	12/8/2020 9:31 AM
722	Don't fall for the BLM organization, a communist front group. Rather stand up for all lives. Tone it down in schools and get back to education away from emotion.	12/8/2020 9:30 AM
723	Hiring more teachers of color. Examining curriculum in the schools and taking students' concerns seriously.	12/8/2020 9:29 AM
724	More forums for open discussion. Normalize diversity. Find ways to get people to not fear it, and to face their own fears.	12/8/2020 9:27 AM
725	The town does not need a specific diversity and inclusion manager. This bureaucratic measure is a waste of taxpayer money	12/8/2020 9:25 AM
726	stronger written / verbal support of our minorities in the community stronger responses to incidents	12/8/2020 9:24 AM
727	Tell it like it is, call people on their racism and their privilege. If they do not like it work with them to change their attitudes if you can.	12/8/2020 9:23 AM
728	continue to do what you are doing	12/8/2020 9:22 AM
729	Nothing. The town is doing just fine. We don't need to create situations or push a race issue.	12/8/2020 9:21 AM
730	Swift addressing of racial incidents Events to mark different cultures to spread awareness	12/8/2020 9:15 AM
731	Only have 5 ppl of color working for town	12/8/2020 9:13 AM
732	Town of Andover have been doing a great job.	12/8/2020 9:13 AM

ARTICLE 34 LAND ACQUISITION

To see if the Town will vote to appropriate the sum of Four Million Twenty Five Thousand (\$4,025,000.00) Dollars for the acquisition of the land with the buildings thereon, and for costs related to such acquisition including but not limited to costs of demolition and removal of property from the buildings and land, such land and buildings being described as follows:

The land with the buildings thereon known as a portion of 138 Chandler Road and a portion of Assessors Map 147, Lot 4, shown as Lot 1 on Page 1 of Plan of land entitled "Plan of Land in Andover, Mass., Prepared for the Town of Andover, Date: April 26, 2021, Scale: 1"=80'," by Andover Consultants, Inc., which Plan is on file with the Town Clerk, containing 1,617,193 square feet, more or less, as shown on said Plan; the land with the buildings thereon known as 140 Chandler Road and Assessors Map 147, Lot 5, shown as Lot B-1 on Page 1 of said Plan, containing 79,196 square feet, as shown on said Plan; and the land known as 0 Cross Street and Assessors Map 170, Lot 1 and Map 170, Lot 2, shown as Lot 2 on Page 2 of said Plan, containing 239,375 square feet, more or less, as shown on said Plan, for municipal purposes, and for any other costs incidental and related thereto, and to authorize the Select Board to acquire such land with the buildings thereon, by gift, option, purchase or eminent domain, upon terms and conditions deemed by the Select Board to be in the best interest of the Town and to determine whether the amount appropriated by the Town under this Article shall be raised by taxation, transfer from available funds, borrowing, or otherwise provided, or to take any other action related thereto.

I HEREBY CERTIFY THAT THE PROPERTY LINES SHOWN ON THIS PLAN ARE THE LINES DIVIDING EXISTING OWNERSHIPS, AND THE LINES OF STREETS AND WAYS SHOWN ARE THOSE OF PUBLIC OR PRIVATE STREETS OR WAYS ALREADY ESTABLISHED, AND THAT NO NEW LINES FOR DIVISION OF EXISTING OWNERSHIP OR FOR NEW WAYS ARE SHOWN, AND THAT THIS PLAN CONFORMS TO THE RULES AND REGULATIONS OF THE REGISTERS OF DEEDS OF MASSACHUSETTS.

REG. PROF. LAND SURVEYOR

CHANDLER ROAD

CHANDLER ROAD

INTERSTATE

ROUTE 93

COMMONWEALTH OF MASSACHUSETTS

LOT 1
1,617,193 S.F.
37.126 ACRES

LOT B-1
79,196 S.F.

- LEGEND:
- STONE WALL
 - STONE BOUND W/D.H.
 - DRILL HOLE
 - IRON PIN

REFERENCE PLANS:

PLANS ON FILE AT THE ESSEX COUNTY REGISTRY OF DEEDS, NORTHERN DISTRICT.

- 1.) PLAN 18061
- 2.) PLAN 17152
- 3.) PLAN 14469
- 4.) PLAN 12483
- 5.) PLAN 3388
- 6.) PLAN 1334
- 7.) PLAN 900

DEED REFERENCE:

BOOK 13971 PAGE 66

ASSESSORS REFERENCE:

147-4

PLAN OF LAND IN ANDOVER, MASS.

PREPARED FOR: THE TOWN OF ANDOVER
DATE: APRIL 26, 2021
SCALE: 1"=80'



1 East River Place
Methuen, Mass. 01844
Telephone: 978-687-3828
Peter D. Goodwin
Reg. Prof. Land Surveyor



I HEREBY CERTIFY THAT THE PROPERTY LINES SHOWN ON THIS PLAN ARE THE LINES DIVIDING EXISTING OWNERSHIPS, AND THE LINES OF STREETS AND WAYS SHOWN ARE THOSE OF PUBLIC OR PRIVATE STREETS OR WAYS ALREADY ESTABLISHED, AND THAT NO NEW LINES FOR DIVISION OF EXISTING OWNERSHIP OR FOR NEW WAYS ARE SHOWN, AND THAT THIS PLAN CONFORMS TO THE RULES AND REGULATIONS OF THE REGISTERS OF DEEDS OF MASSACHUSETTS.

REG. PROF. LAND SURVEYOR

INTERSTATE

ROUTE 93

LOT 2
239,375 S.F.
5.495 ACRES

REFERENCE PLANS:

PLANS ON FILE AT THE ESSEX COUNTY REGISTRY OF DEEDS, NORTHERN DISTRICT.

- 1). PLAN 17003
- 2). PLAN 3489

DEED REFERENCE:

BOOK 13971 PAGE 66

ASSESSORS PARCELS:

170-1 & 170-2

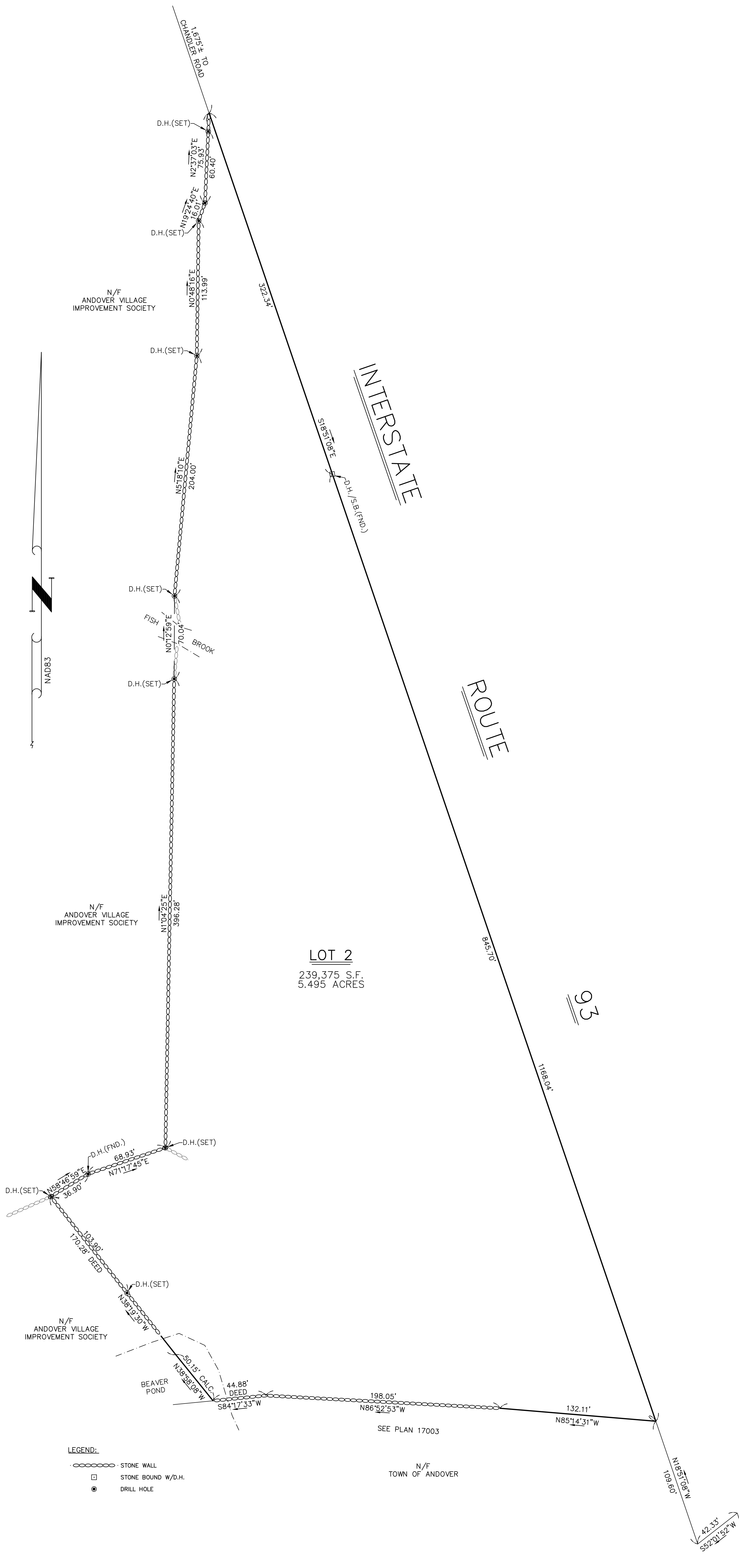
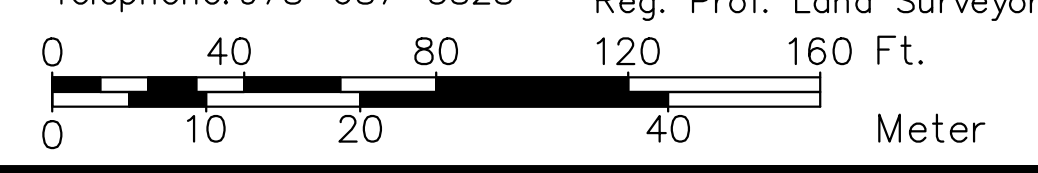
PLAN OF LAND IN ANDOVER, MASS.

PREPARED FOR: THE TOWN OF ANDOVER
DATE: APRIL 26, 2021
SCALE: 1"=40'



PROGRESS

1 East River Place
Methuen, Mass. 01844
Telephone: 978-687-3828
Peter D. Goodwin
Reg. Prof. Land Surveyor



N/F ANDOVER VILLAGE IMPROVEMENT SOCIETY

N/F ANDOVER VILLAGE IMPROVEMENT SOCIETY

N/F ANDOVER VILLAGE IMPROVEMENT SOCIETY

N/F TOWN OF ANDOVER

- LEGEND:
- STONE WALL
 - STONE BOUND W/D.H.
 - DRILL HOLE


Motion to Reopen and Close Town Meeting Warrant

I move that the Select Board reopen the 2021 Annual Town Meeting warrant, withdraw Article P-24 Shawsheen School, insert a new Article P-34 Land Acquisition in place of the existing P-34, and close the Warrant.



TO: SELECT BOARD
ANDREW FLANAGAN, TOWN MANAGER

CC: THOMAS URBELIS, ESQUIRE
AUSTIN SIMKO, TOWN CLERK/CHIEF STRATEGY OFFICER
MICHAEL MORSE, TOWN TREASURER

FROM: PAUL MATERAZZO, DIRECTOR OF LAND USE & PLANNING 

SUBJ: TOWN MEETING 2021 – PLANNING BOARD RECOMMENDATIONS

DATE: APRIL 28, 2021

On April 27, 2021, the Planning Board held a public meeting to review several Town Meeting Articles. Following detailed discussion, the Planning Board made the following recommendations:

- P33 – Amendment of Open Space Land Acquisition Bonding Appropriations Voted 4-0 to recommend Town Meeting Approval.
- P38 – Terms for Boards, Committees & Commissions – Voted 5-0 to recommend Disapproval at Town Meeting. The Planning Board would welcome to have the Town Governance Study Committee investigate other communities as to best practices for engaging and populating boards and commissions and provide a recommendation for a Town wide policy.
- P39 – Noise and Vibration Standards Bylaw - Voted 4-0 to recommend Disapproval at Town Meeting.
- P32 – Street Acceptance – Monarch Lane – The Planning Board voted 5-0 to recommend Withdrawal of P32 at Town Meeting.



TOWN OF ANDOVER *Facilities*

Janet Nicosia CEM, Director

Andrew P. Flanagan
Town Manager

Michael Lindstrom
Deputy Town Manager

*Municipal Services Facility
5 Campanelli Drive
Andover, MA 01810
(978) 623-8702*

April 26, 2021

To: Andover Planning Board

From: Janet Nicosia

RE: Article P39 Noise and Vibrations Standards Bylaw

Dear members of the board,

The Department of Facilities manages vertical construction projects for both the Town and Schools. Construction inherently can produce both noise and vibration. In so far as the proposed Article P39 pertains to noise and vibration, and may impose limitations and regulations, we embarked upon an investigation on how this bylaw could affect our operations.

We engaged the expert opinion of Acentech acoustical engineers of Cambridge, Massachusetts to review the bylaw. Acentech was recently hired under the architecture firm SMMA to perform pre-construction testing at the West Elementary site in preparation for major construction of a new three-story elementary school. The investigations, which are required by the Massachusetts School Building Authority, determine baseline acoustics and then model post-construction acoustics in order to influence design.

Please see their attached report. It raises serious concerns about both the measurement parameters used in Article P39, their form an enforceability, and the limitations that are being proposed. The pre-construction ambient noise levels measured by Acentech at the West Elementary site *already* exceed the standards proposed under this article. Construction of a new school would be impossible to achieve within the standards proposed.

Although I understand that the intent of Article P39 is to protect residents from excessive noise and vibration, passage of this Article would essentially halt much of the construction work performed in Andover. I recommend that this article be withdrawn or defeated.

Sincerely,

Janet Nicosia
Director of Facilities



April 23, 2021

Janet Nicosia
Town of Andover
5 Campanelli Drive
Andover, MA 01810

Subject: Review of Proposed Noise and Vibration Standards Bylaw Article
Town of Andover, MA
Acentech Project No. 634525

Dear Janet,

Acentech was contracted on April 20, 2021 to conduct a review of the proposed Town of Andover Private Warrant Article that proposes a Noise and Vibration Standards Bylaw, submitted to the town on January 21, 2021. The scope of this review is to provide critical comments of the technical content of this proposed Article that pertains to our expertise.

Acentech, has been and is currently contracted for a number of projects in the Town of Andover for a variety of applications. We are cognizant of any potential conflicts of interest between the scope of review of this document and any of our projects, and we state that there are none. We intend for this report to be an unbiased technical review of the submitted Article, and have not included specific technical information pertaining to any of our projects, past or current. We have, however, included some presentations of measured ambient sound data from the site of one of our current projects (Andover West Elementary School), for reference only.

In general, we are firmly in support of local regulatory bylaws for the enforcement of noise and vibration standards. Well-constructed regulations allow for us, as sub-consultants, to define and design detailed noise and vibration control measures for our projects to meet. They also present clear guidelines for municipalities to enforce that noise and vibration standards are met, and avenues for remediation if they are not met.

In our opinion, local regulatory bylaws pertaining to noise and vibration are most successful if they are:

1. Interpretable by the “average” reader,
2. representative of “good faith” effort for noise and vibration control,
3. specific and objective in a technical sense for the interpretation of acoustic professionals,
4. objective and enforceable by Town officials or others who are not necessarily acoustic professionals

We would like to firstly commend the author(s) of this Article for a detailed draft noise and vibration standards bylaw. However, the Article would be better defined as a “Construction Noise and Vibration Standards Bylaw”, as the sound metrics and descriptions pertain mostly to relatively loud, transient sounds, rather than the steady-state background sounds of an environment. This point is elaborated upon further in our comments regarding the *Exterior Noise Standards* presented in the Article. We recommend that if a noise and vibration standard is adopted, it should have standards designed to regulate various types of sound and noise that could be present in a community.

[\(this letter continued on the following page\)](#)


Many of our comments therefore, pertain to items (3) and (4) above, which pertain to the technical feasibility of the standards proposed. The following sections of this letter report address a number of potential technical inconsistencies that could leave room for subjectivity for both designers and enforcement officials, which could result in the inability of such a bylaw to work as intended. In some cases, we have presented alternative recommendations for the structure of a bylaw, but primarily intend to make these potential inconsistencies clear for further discussion.

Our comments are presented in order that they appear in the proposed Article for reference and comparison. In some cases, they may reference later sections of the Article and this report which may be necessary for interpretability and background.

* * * * *

Sincerely,

ACENTECH INCORPORATED



Jack Briskie, P.E.
Consultant



Michael Bahtiarian, INCE Bd. Cert.
Principal Consultant

Attached: Review of Proposed Noise and Vibration Standards Bylaw Article
 Figures 1 through 3

REVIEW OF PROPOSED NOISE AND VIBRATION STANDARDS BYLAW ARTICLE

1.01 DEFINITIONS

k. “Pure tone” definition

The definition of acoustic “pure” tones have been used in Massachusetts regulatory literature for a number of years, and is defined fairly differently across municipalities, and in the state code. We will firstly suggest that the word “pure” is not technically correct in this context. More accurate might be the simple definition of “tonal sound”, which is a sound that is perceived by the human ear as a single pitch or set of distinct pitches.

The reference to the EPA definition of “pure tones” is in reference to a manual authored in 1977, to our knowledge. Although much of that information holds true today, acoustic prediction methods and instrumentation have advanced significantly, and we suggest that there are more complete definitions to address the control of tonal sound.

The way that this definition is worded, the designer, receptor, or enforcement official is able to subjectively decide on a case-by-case basis on the presence of a tonal sound. As discussed in the introduction of this report, this can be problematic from both a design and enforcement standpoint. Therefore, we recommend that an objectively measurable definition of tonal sounds be proposed as part of this regulation.

Although also an older document, the Massachusetts Department of Environmental Protection (MassDEP) Noise Policy¹, authored in 1990, defines their “Pure Tone condition” in a technically predictable and enforceable way.

Although there are potential criticisms of this particular definition, advantages of an objective technical definition include:

- A project could demonstrate predicted compliance (or non-compliance) during the planning or permitting stage
- Easily calculable via modern instrumentation in the field by enforcement officials
- Not subjective

Therefore, we would recommend that a definition of tonal sound which incorporates each of the above elements be considered for this potential bylaw.

1.03 EXTERIOR NOISE STANDARDS

Before proceeding with the discussion of exterior noise standards, it is necessary to first address a technical point of how sound is defined. A “sound level” as we perceive and measure it is in fact an integration of a pressure wave in the air over a pre-determined period of time. All sound levels therefore are necessarily associated with a time constant, and cannot be quantified without it. Although discussed in many different forms of literature, there is no objective definition of “peak sound level”, “maximum sound level”, “lowest sound level”, or similar, without a specific definition of the corresponding time constant.

After specifying a time constant, the “sound level statistic” or “sound level percentile” must be specified for a full definition. Examples of these are L_{eq} and L_{10} sound level metrics, as defined in the proposed Article, which define how the sound pressure captured within the defined time constant is expressed as a single number. Sound level quantities must always therefore be expressed as both a function of their time constant and percentile metric.

Furthermore, it must be understood that environmental sound levels fluctuate from second-to-second, hour-to-hour, and from day-to-day. There is no possible definition of “the ambient sound level” as a single number, due to the natural changes in sound sources, meteorological conditions, and a myriad other factors. Therefore, it is important to consider this natural fluctuation when quantifying and conceptualizing environmental sound or noise.

¹ MassDEP Noise Policy ([link](#)) and reference for enforcement and interpretation ([link](#))

To illustrate these concepts, we present ambient sound levels measured in the Town of Andover (on the property of the existing Andover West Elementary School) as Figure 1 attached to this report, which shows the L_{eq} on a one-second (denoted $L_{eq}(s)$) and one-hour (denoted $L_{eq}(h)$) basis, as well as the L_{10} on a one-hour basis (denoted $L_{10}(h)$). It can be seen that the one-second sound level fluctuates with a relatively large variance, where although the one-hour metrics vary, their measured values are much “smoother”. This figure will be referenced in further sections of this report.

90 dBA sound limit

The first paragraph of Section 1.03 of the proposed article states: that “at no time shall the exterior sound level in Land Use Area I exceed 90dBA...”. We assume that the intent of this section is to limit potentially intrusive transient sound levels, such as from construction noise source, to a reasonable level. However, this definition does not define either the time constant or sound level percentile metric for quantification.

We assume that this proposed regulation is meant to address transient sound levels, so we further assume that it refers to one-second L_{eq} sound levels, a metric commonly measured by precision sound measurement equipment. As initially presented in the previous section of this report, this measurement metric is presented in Figure 1 attached for an ambient sound level survey of the Andover West Elementary School property.

We can see from those measurements that although the majority of measured one-second L_{eq} sound levels are significantly less than 90 dBA, there are those which reach 88 dBA, even as an ambient sound level monitor during a day that school was not in session at the property. Therefore, this presents potential problems for enforcement, as the interaction of even quiet or moderately loud construction noise with the naturally-occurring sound on a project site would result an “exceedance” of these criteria, even if unintended by this standard. This is expected to be even more frequently the case in more populated areas of Andover, such as closer to the highway or Town center.

Furthermore, due to the relatively high variance in sound levels from second-to-second, even modern construction noise analysis tools cannot feasibly predict transient sound levels with high accuracy. Therefore, we strongly recommend that this standard be replaced with one that considers a longer-term sound metric, as discussed further in this report.

L_{10} sound limits presented in Table I

Table I of the Article and proposed standard proposes daytime and nighttime sound level limits for Land Use Area I of the Town of Andover as 70 dBA during daytime (7:00am to 6:00pm) and 55 dBA during nighttime (6:00pm to 7:00am). These sound levels are both based on the L_{10} sound level percentile, which is typically intended to capture somewhat transient, but repeated, sound sources in an environment (typical examples are truck pass-bys or relatively frequent aircraft overflights).

This sound level limit is presented without a corresponding time constant. Although the sound percentile metric (90th percentile of sound energy, mathematically) is well defined by the L_{10} descriptor, it is unclear if this L_{10} is calculated for a one-minute period, one-hour period, both, neither, or something else entirely. We recommend that this is clarified in the standards bylaws, but for this report, we have assumed that it pertains to one-hour sound levels.

We have re-presented, for clarity, the measured one-hour L_{10} sound levels at the Andover West Elementary School project site, compared to the proposed criterion from the Article, as Figure 2 attached to this report. From this figure, we can see that even on a one-hour basis, there are a number of “exceedances” of the standards set forth in this Article, even throughout the ambient sound level survey. This presents a problem for enforcement, where “false-exceedances” may be measured even for extremely quiet sound sources that are audible. It also presents a problem for design, where projects in certain environments within this Land Use Area would be subject to extremely stringent (and often infeasible) design measures.

We strongly recommend that this measure, if incorporated, include provisions for how to consider situations where the existing noise environment exceeds this standard. We have included some preliminary recommendations on this point further in this report.

1.06 VIBRATION LIMITS AND STANDARDS

Item 1

This item specifies that vibrations measured must meet those specified in the American National Standards Institute (ANSI) standard for the human perception of vibration. We firstly note that this standard, formerly numbered S3.29-1983 has been updated, and is now published as ANSI S2.71-1983 (R2006).

We assume that the intent of this section is to limit noticeable and potentially intrusive vibrations in residences. We agree with the sentiment of this item, and recommend only that it be revised for specificity regarding measurement position, and to account for existing ambient vibration environments that might already exceed this standard.

We recommend therefore that an item be included to define that vibrations should not exceed these standards, as measured on a horizontal structural surface of an affected receptor (not on a table or chair). We further recommend that a provision be added that if the ambient vibration environment be shown to exceed these standards, any vibrations induced by an additional or new source must not cause the existing vibration environment to increase further.

Item 2

We assume that this item is intended to include low-frequency “bass” sound that can be emitted by subwoofers, large engines, and relatively large transportation noise sources in the environment. However, similar to our review of Section 1.03 of this Article, this item does not specify a sound level metric or time constant, and is therefore open to interpretation for assessment.

We will not reiterate our review of Section 1.03, but very similar points apply. We have, for simplicity of this presentation, assumed that this proposed standard refers to the one-hour L_{eq} sound level in a given environment in the 31.5 Hz octave band. We have presented this metric of measured sound levels, again at the Andover West Elementary School property, in Figure 3.

It can be seen that existing one-hour existing “ambient” sound levels exceed this standard, at times by up to 15 dB, which again poses a problem both for design and enforcement. We note that if we compared measured sound levels in the one-hour L_{10} metric, or on a one-second sound level basis, “exceedances” of this standard would be even more significantly pronounced.

We therefore recommend similarly to in Section 1.03 of the proposed article, that this standard be amended to include specificity of assessment metric, and to account for situations in which the existing ambient sound environment exceeds these proposed standards.

ADDITIONAL RECOMMENDATIONS AND REFERENCES

We are not currently contracted to provide guidance or recommendations for the drafting of a regulatory bylaw with respect to sound and vibration, but would be happy to discuss this service with the Town following submission of this letter. However, we do provide some references of alternative regulations that may be of interest or utility in the design of standards for the Town of Andover.

Regulation of continuous sound

The current Article, as it is proposed, addresses only intrusive sound from relatively transient sources (by use of maximum sound levels and the L_{10} metric), such as from construction. As such, the definition of this proposed article could be better categorized as a “Construction Noise and Vibration Standards” bylaw. We recommend that if a standard is adopted, it be broken into two tiers, one as conceptualized, and the other to address continuous sound sources such as standby generators, mechanical systems such as HVAC, and others, which are much more likely to affect the permanent or long-term acoustic environment.

One such definition is that presented in the MassDEP Noise Policy (linked in footnote on page 2 of this report), which designs criteria based on the allowable increase of the L_{90} sound level. Such a standard would protect community members from the increase of the “steady-state” ambient sound levels in the environment, even when no particularly loud transient source is introduced. There are many different methods of regulating, predicting, and enforcing such sounds, and the MassDEP policy presents only one example.

Regulation of transient sounds, including construction

Federal guidelines presented by the Federal Transit Administration (FTA)² lays out clear guidelines for the prediction and assessment of construction noise, which could apply or translate to non-transit projects. Although more verbose, and potentially more complicated to understand for the “average” reader, a structure of a standard in such a manner presents several advantages:

- Restriction of relatively short-term sound levels in a given hour of the day ($L_{eq}(1\text{-hr})$), which are stringent, but not such that they completely disallow short-term construction activity near property lines
- Restriction of “medium-term” sound levels in a given day ($L_{eq}(8\text{-hr})$), which is quieter to not allow sites to be particularly loud for more than an hour in a day
- Restriction of “long-term” sound levels in a given month ($L_{eq}(30\text{-day})$) to limit the average cumulative noise exposure to residents

Furthermore, this structure of longer-term average sound levels allows for a much more robust and accurate prediction of sound levels in the design and planning stage for acoustic consultants. Therefore, the Town could request planning-stage acoustic reports which address these specific sound levels and measures for mitigation or remediation.

Another alternate structure for the regulation of construction noise is adopted in the City of Boston³, which, similarly to the proposed article, is based on the L_{10} sound level metric. This ordinance presents an older method of assessing the L_{10} , but presents advantages when compared to the proposed Article and the FTA guidance above, in that it:

- Is stringent in that it protects the community from construction noise
- Is simple to assess and understand, both for project prediction and compliance measurements

However, this structure also presents potential drawbacks:

- Sound levels are extremely stringent, and would likely not allow for louder activities, such as hoe-rams (commonly used for earthwork activities) for any length of time at any point during the day, especially when close to property lines
- Does not account for the existing environment, as we have discussed previously in this report

² Federal Transit Administration Noise and Vibration Impact Assessment Manual ([link](#)), construction noise guidance in Chapter 7 starting on PDF page 186)

³ Regulations for the Control of Noise in the City of Boston ([link](#))

- The older method of defining the L_{10} is prone to measurement error, and should be revised to account for newer equipment that can directly calculate the L_{10} for any length of time by integrating

We hope that this information has been helpful in the review of this proposed Article, and as a background for the assessment and regulation of environmental noise. We would be happy to answer questions regarding the technical material or our interpretation presented in this report, and will additionally be available to propose complementary services to this review, such as the drafting of future bylaw documents for the Town's review.

* * * * *

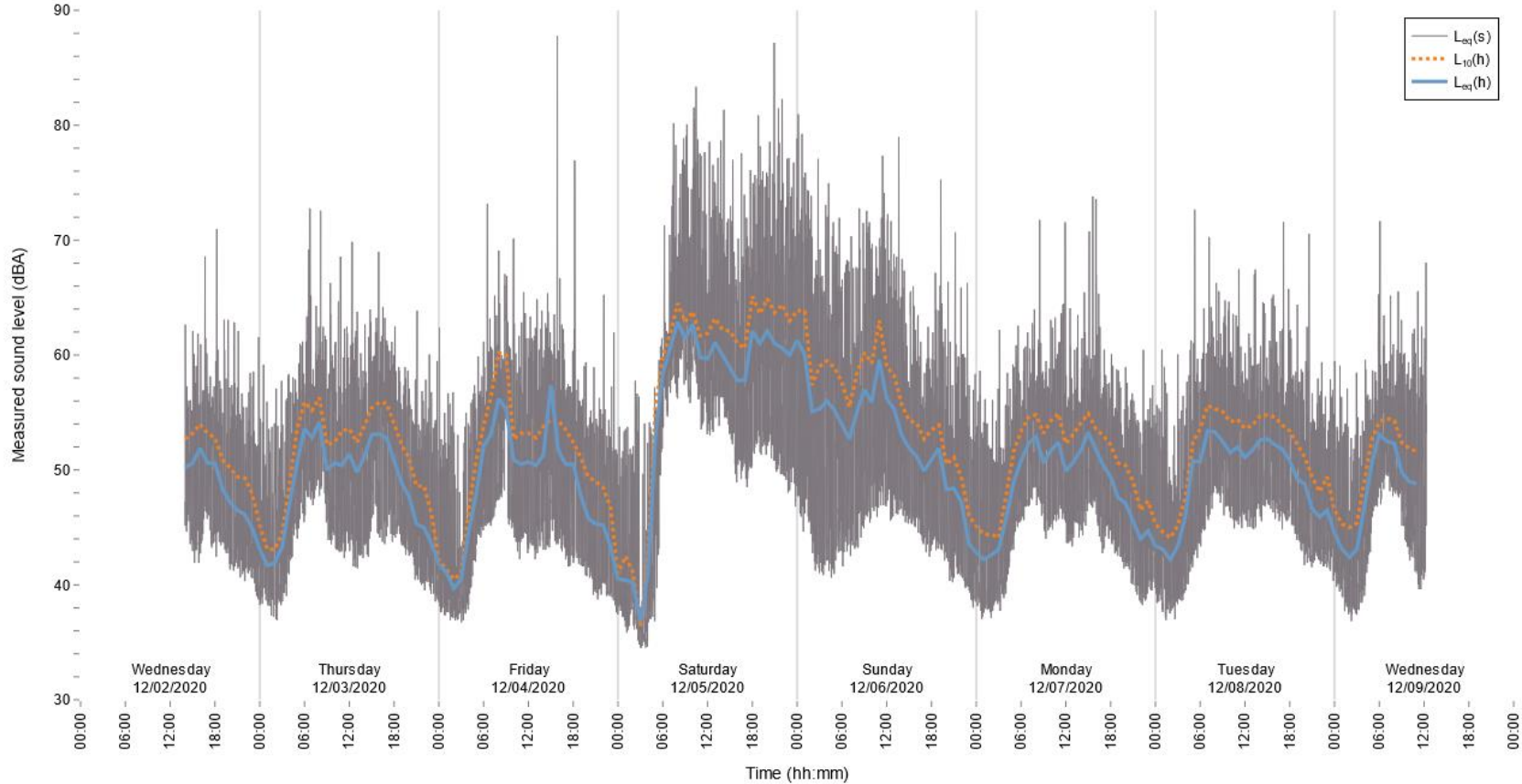


Figure 1. Comparison of measured sound levels with different time domains in Town of Andover

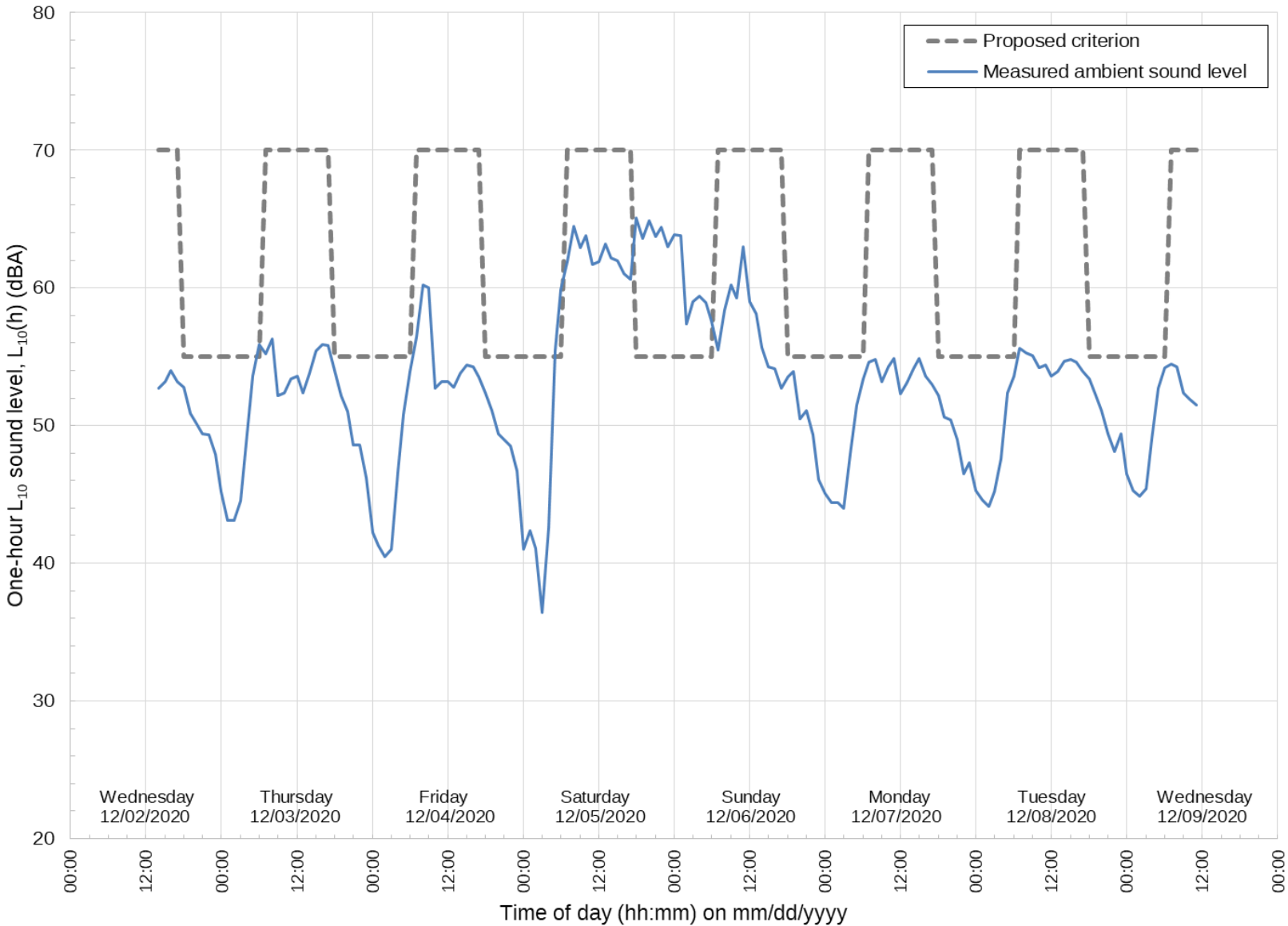


Figure 2. Measured one-hour sound levels compared to proposed standard in Town of Andover

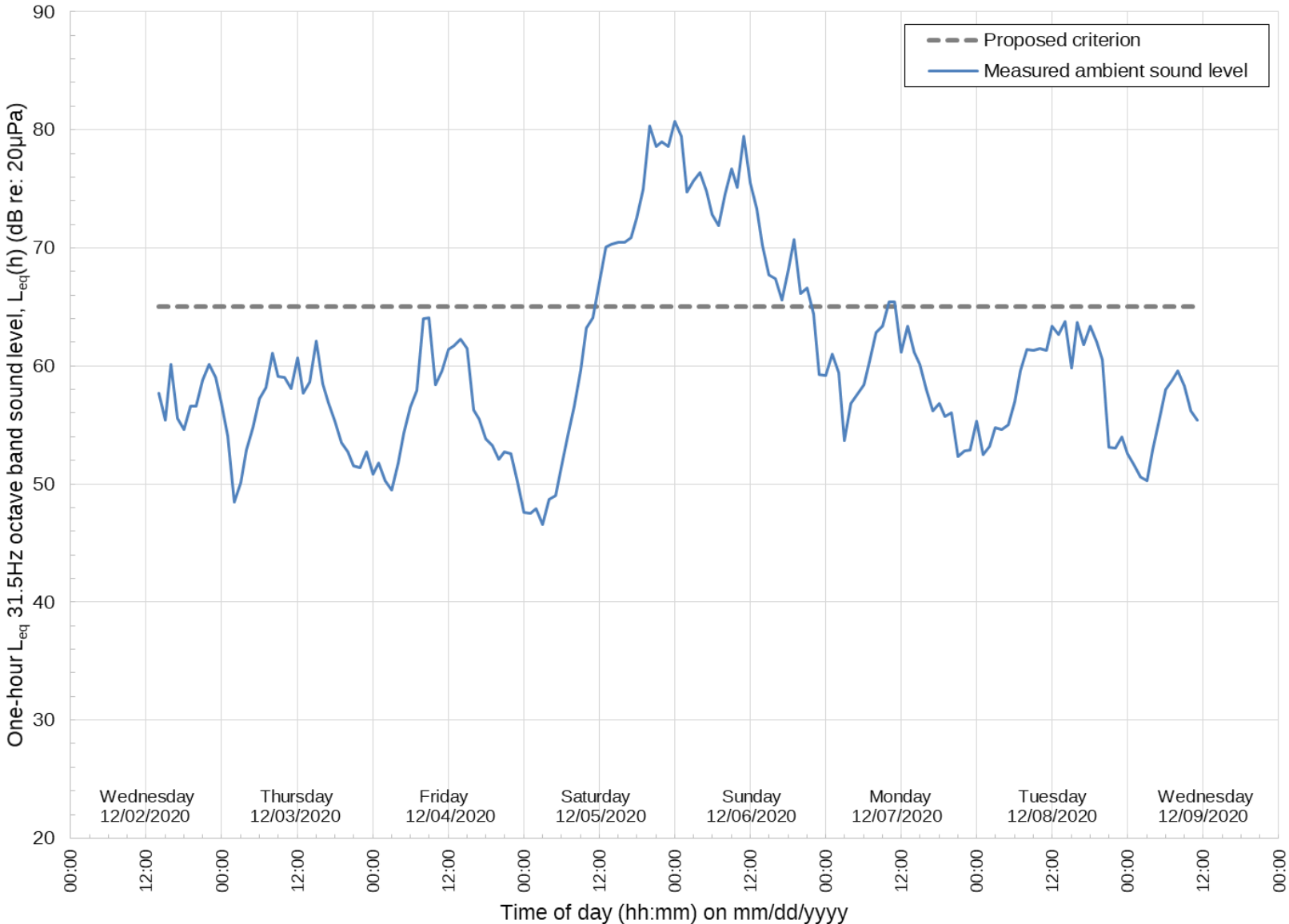


Figure 3. Measured 31.5Hz octave band one-hour sound levels compared to proposed standard in Town of Andover



Christopher Cronin
Director of Public Works

TOWN OF ANDOVER

Department of Public Works
5 Campanelli Drive
Andover, MA 01810
(978) 623-8700
www.andoverma.gov

MEMORANDUM

TO: Andrew Flanagan, Town Manager
FROM: Christopher Cronin, Director of Public Works *CMC*
SUBJECT: Noise & Vibrations Standard Bylaw – Proposed Article
DATE: April 22, 2021

I have reviewed the proposed bylaw, submitted by Jose Albuquerque, that would establish a Noise and Vibration Standard Bylaw for the Town of Andover. At this time, I do not recommend the approval of the bylaw for the following reason:

The bylaw establishes maximum allowable exterior sound levels for the entire town which in many cases, are below the average daytime background levels. Many of our operations exceed those suggested in Mr. Albuquerque's proposal. Our daily operations include the use of a leaf blowers, lawn mowers, and chain saws. All of these generate in the range of 105-115 db. Snow blowing will exceed the proposed levels and heavy equipment operations will greatly exceed those levels. Should this bylaw pass, the residents of Andover would not receive the most basic of services.

The Department of Public Works would not be able to perform many of our routine operations if this bylaw passes as written. There is simply no provision that would allow construction in the Public Way or within easements to proceed without running afoul of the proposed ordinance.

Cc: Planning Board



TOWN OF ANDOVER

Town Offices
36 Bartlet Street
Andover, MA 01810
(978) 623-8200
www.andoverma.gov

RECEIVED

APR 16 2021

PLANNING DIVISION

To: Andrew Flanagan
Town Manager

From: Thomas Carbone
Director of Public Health

CAC

Date: April 15, 2021

Re: Noise & Vibrations Standard Bylaw – Proposed Article

I have reviewed the proposed bylaw, submitted by Jose Albuquerque, that would establish a Noise and Vibration Standard Bylaw for the Town of Andover. At this time, I do not recommend the approval of the bylaw for the following reasons:

1. The bylaw establishes maximum allowable exterior sound levels for the entire town which in many cases, are below the average daytime background levels. For instance, the bylaw establishes a maximum daytime level of 70 dBA, but my experience in establishing daytime background levels during complaint investigations shows that routine traffic can exceed that level.
2. The way this bylaw is written, a single reading of exceedance could constitute a violation of the bylaw. Sound is a wave, and the same source could emit sounds that vary across several readings due to atmospheric changes and times of year (for instance, foliage and snow each attenuate sound); this is why the state guidance references time-weighted averages for taking readings.
3. Municipal staff did not move this draft forward in 2018 because we did not think it was a workable option; the current state regulations and policies offer a better regulatory framework than this does.

Cc: Board of Health
Planning Board



TOWN OF ANDOVER

Town Offices
36 Bartlet Street
Andover, MA 01810
(978) 623-8620
www.andoverma.gov

RECEIVED

APR 15 2021

PLANNING DIVISION

DATE: April 12, 2021

FROM: Chris Clemente, Building Commissioner/Inspector of Buildings

TO: Annie Gilbert, Chairperson, Selectboard

CC: Planning Board
J. Byerley, Town Planner

RE: Proposed Noise By-Law

I have reviewed all noise complaints filed with this office over the past 3 years.

Discounting one construction project that engendered multiple noise complaints (over a multi-year period), this office receives on average 3-4 noise complaints a year related to temporary construction projects. All of these complaints have been resolved quickly and with a minimum of staff resources.

Noise Complaints

Police Review 2018 Noise Complaints

With the exception of the North Main Bridge Project, Idling trains, and the Stonehill Project on Elm Street, there were 280 noise complaints investigated by the APD from 3/2016 to 3/2018. I reviewed approximately 100 of those incidents. The following is a list of the most documented calls.

1. House parties and loud music.
2. Apartment and condo residents complaining about their neighbors.
3. Transformer explosions and loud sounds like gunshots and fireworks.
4. Unfounded calls. Officers arriving with no disturbance.
5. Kids playing outside.
6. House and vehicle alarms.
7. Hotel clerks complaining of loud guests.

Low calls to service:

1. Residents or contractors using landscape equipment such as lawnmowers, leaf blowers, etc.
2. Animal complaints
3. Sporting events. Special events, parades, road races, parades (none)
4. MV complaints. There were only a few and they were mainly ATV and dirt bike offenders.

The Board of Health had 4 incidents from 2016 to present:

1. Elm Street Project
2. Train idling
3. Grinder being used on the siding of a home
4. Machinery being used in a residential neighborhood

The Building Department had 3 incidents since 2016 to present:

1. All were complaints concerning landscapers at Minuteman Park.

Noise Ordinance

On 03/12/18, The Board of Health voted for disapproval of Article P-63- Noise Control due to its vagueness.

Who is responsible for noise control enforcement? Board of Health, Building Department, and Police?

The cost of a high quality decibel meter is between \$5,000 and \$10,000. Each department should have its own sound measuring device. Every employee would have to be trained. Training will have to be

done on overtime basis. The town would also have to hire a technician to certify, maintain, and recalibrate the equipment.

A typical sound test at Stonehill on Elm Street takes about 1 ¼-1 ½ hours to perform. The Noise Ordinance would expand the BOH, Building and Police Department duties. There would be a large increase in calls to service for the police department especially when the town offices are closed.

2021 Police Review:

There is vagueness to the proposed bylaw.

-There are exemptions for "active snow storms". What is an "active snow storm"

-Often, deliveries happen at night on Main St after 10pm because for local businesses, will these be exempted?

-The language states it is written to eliminate noise from construction but could home owner maintenance be targeted?

-The whole measurement idea is something that is going to cause more issues than it will solve.

Select Board Meeting

Wednesday, March 24, 2021

Virtual Meeting Broadcast on Comcast Channel 22 Verizon Channel 45

I. Call to Order

Chairperson Annie Gilbert called the Select Board Meeting of March 24, 2021 to order at 6:30 P.M. Other Members in attendance: Laura Gregory, Chris Huntress, Alex Vispoli. **Others in Attendance:** Town Manager Andrew Flanagan, Deputy Town Manager Mike Lindstrom, Asst. Town Manager Patrick Lawlor, Town Clerk Austin Simko, and Town Counsel Tom Urbelis.

II. Opening Ceremonies

A. Moment of Silence/Pledge of Allegiance

The meeting began with a Moment of Silence followed by the Pledge of Allegiance.

III. Regular Business

A. Select Board Appointment

On behalf of the Select Board, Annie Gilbert thanked all of the residents who applied for this opening on the Board.

Alex Vispoli moved that the Board appoint Dick Howe to fill the one year opening on the Select Board between now and March 2022. Motion seconded by Laura Gregory. Roll Call: L. Gregory-Y, A. Vispoli-Y, C. Huntress-Y, A. Gilbert-Y. Motion passes 4-0.

The Select Board Meeting recessed at 6:34 PM so that Mr. Richard Howe could be sworn in by Town Clerk Austin Simko. Mr. Howe joined the meeting at 6:37 PM. He appreciates the honor and will work hard to fill Dan Kho's shoes.

IV. Communications/Announcements/Liaison Reports

The Town Manager received a number of questions about the public outreach schedule for the Integrated Financial Plan (IFP). He plans to release the schedule on April 1st and will be providing the schedule to the Board within the next few days.

In response to the events that occurred in Georgia last week against Asian American Pacific Islanders, Laura Gregory read the response from Andover DIVERSE (Diversity, Inclusion, Values, Respect, Support and Education), who acknowledged that the Asian American Pacific Islanders have experienced discrimination throughout the pandemic. We must work harder and fight together for social change. The Andover Community held two events in support of the Asian American Pacific Islander Community (AAPI) last week. Laura recognized Austin Simko and his team on overseeing a second local election yesterday and also welcomed Dick Howe to the Board.

Chris Huntress, Annie Gilbert, and Alex Vispoli also acknowledged the support of the Andover Community in addressing the discrimination experienced by the AAPI

Community. In addition, they recognized Austin Simko and the poll workers for their work on the election process and welcomed Dick Howe as a member of the Select Board.

Alex Vispoli congratulated Annie Gilbert and Chris Huntress on being elected to the Select Board for another three years. Alex also commented on Andover's 375th anniversary celebration kick-off which will be on May 6th the date that the Town was originally incorporated. Thank you, Ann Ormond, for organizing this event.

Annie Gilbert will send out a list of committees and boards for the Board to review for liaison opportunities.

V. Citizens Petitions and Presentations

To provide public comment during Citizens Petitions and Presentations visit:

www.andoverma.gov/JoinSelectBoardMeeting

VI. Regular Business

A. Board of Registrars

Board to consider nominees for appointment to the Board of Registrars of Voters and to appoint a registrar for a term expiring March 31, 2024.

The Democratic Town Committee nominates Robert Willard of 76 Tewksbury Street and Vinod Bhandari of 8 Iron Gate Drive. The Republican Town Committee nominates William Melahn of 172 Haverhill Street. Mr. Melahn is an incumbent who's 3-year term has come to an end. All three candidates submitted a statement of interest to the Select Board. Each candidate gave a brief statement on their qualifications and why they want to serve on the Board of Registrars. The Board was provided an opportunity to ask questions of the nominees. The Board then discussed the candidates and qualifications.

Laura Gregory moved that the Select Board appoint Robert Willard, 76 Tewksbury Street, to serve on the Board of Registrars of Voters for a term expiring on March 31, 2024. Motion seconded by Dick Howe. Roll call: A. Vispoli-N, C. Huntress-N, D. Howe-Y, L. Gregory-Y, A. Gilbert-Y. Motion passes 3-2.

B. Retirement Board Appointment

A few weeks ago, the Select Board voted to appoint Aiden Forde to the Retirement Board, after which, PERAC, the oversight agency for all Mass Public Employee Retirement System, said Mr. Forde could not serve on the Board because of conflicts with his job. The Board discussed next steps to consider: 1) open up the application process again, or (2) appoint Mr. Stoltz; and vote at their next meeting. The Board cannot vote to appoint Mr. Stoltz tonight because it is not on the agenda. The Board discussed next steps.

Alex Vispoli moved to adopt the plan to put a solicitation for the opening and to vote on April 5, 2021. Motion seconded by Chris Huntress. Roll call: C. Huntress-Y, D. Howe-Y, L. Gregory-N, A. Vispoli-Y, A. Gilbert-Y. Motion passes 4-1.

C. Massachusetts Clean Water Trust

Donna Walsh reported on the details of a bond to be issued to the Massachusetts Clean Water Trust for Loan No. DW-19-13 and part of the financing plan for our waterworks. The request is to increase the total amount of \$3.2M to \$4.7M from the Trust.

Chris Huntress moved that the votes to approve the issuance and details of a bond to be issued to the Massachusetts Clean Water Trust for Loan No. DW-1913 and incorporated into the minutes of this meeting in its' entirety. Motion seconded by Alex Vispoli. Roll call: C. Huntress-Y, L. Gregory-Y, A. Vispoli-Y, D. Howe-Y, A. Gilbert-Y. Motion passes 5-0.

D. Outdoor Dining License

Board to review and consider voting to approve the application of Ultimate Perk, Inc. d/b/a Ultimate Perk, 96 ½ Main Street, for an Outdoor Dining License of 8 seats and 4 tables.

Laura Gregory moved to approve the application of Ultimate Perk, Inc. d/b/a Ultimate Perk, 96 ½ Main Street for an Outdoor Dining License of 8 seats and 4 tables as shown on the submitted "Ultimate Perk Outdoor Seating Plans," subject to the following conditions: 1. That State law, including the Governor's Executive Orders regarding conduct of restaurant activities, are adhered to; and 2. That all other requirements of the Town are met prior to issuance. Motion seconded by Alex Vispoli. Roll call: D. Howe-Y, L. Gregory-Y, C. Huntress-Y, A. Vispoli-Y, A. Gilbert-Y. Motion passes 5-0.

E. Town Manager's FY 2022 Recommended Budget and Financial Plan

Town Manager provided an overview of the FY-2022 Recommended Budget and Integrated Financial Plan.

The FY-22 Budget was built to include the impacts of COVID, and is a level-service budget with some changes due to reconfiguring departments. The budget adheres to the goals: to develop a budget in accordance with Prop 2 1/2, maintain a level service delivery budget, maintain employee compensation through modest adjustments and consistent with long-term financial agreements, and to continue to aggressively manage employee benefits both long and short term. They will continue to identify opportunities to reduce the Town's unfunded liabilities including pension and OPEB costs and developing a long-term financial model that provides for predictability and sustainability of operations.

FY-22 Revenue Assumptions:

- . The tax levy: to increase by 2.5% as allowed by Prop 2 ½ plus new growth.
- . New growth: \$1,931,422 projection is based on an adjusted 10-year average.
- . Local receipts: \$11,398,551 projection based on trend analysis on each individual category reflective of reductions as a result of Covid-19.
- . State Aid projections: \$14,221,482 have been adjusted to reflect the Governor's budget.
- . Chapter 70: 1.45% increase for Education, and 3.5% increase in unrestricted municipal aid.
- . Free Cash: \$1,983,372 to be approved at Town Meeting.

FY 2022 Expense Assumptions

- Town and School Operating Budget to increase only by the amount of funds available after meeting all funding requirements and all obligations.
- Retirement Contribution will total \$12,897.390 per the existing funding schedule.
- OPEB Contributions will increase by 2.5%; the additional incremental savings in health insurance resulting from the OPEB Funding Plan will be appropriated into the trust.
- Employee Health Insure expenses to increase by 3.62%.
- Total Appropriation to fund Capital Expenditures 5.72% (cash and non-exempt debt) will be based on a percentage of the budget (5.72%).
- Total Town budget to increase by 3.30% (2.75% plus 0.55% employee contributions to the ULO account).

Budget Drivers:

- School Department: Increase of 3.75% over 2021 \$3,346,752.
- Public Works Solid Waste: Increase of \$308,493 Solid waste disposal to increase by 10%. Recycling collection to increase by 9%.
- Fire Rescue: Increase of 170,000 allocated for Ladder Aide position and overtime account of \$100,00 reduction of revenue offset due to decreased ambulance utilization.
- Community Services-Andover DIVERSE: Increase of \$86,000 in accordance with the Select Board & Town Manager goals and objectives to fund a full-time staff member (\$80,000) and related expenses (\$6,000).

Tax Implications: Assuming that the tax classifications remain the same as a percentage of the total levy, the projected average single-family tax bill increase for FY2022 is 3.7%. This does not include the impact of the exempt debt service associated with the West Elementary/Shawsheen School Building Project and/or the unfunded pension liability through pension obligation bonds.

The Budget includes no additional FTE's. They were able to reduce the FTE count in the Recreation Department by reorganizing. Information Tech expanded hours by .1 FTE, and Facilities increased the hours in an already benefited position by a .5 (increase paid for through CARES Funding). This is the 4th year of no new benefitted positions.

Alex Vispoli asked about the funds Andover will receive from the CARES Act and how those funds will help us. Mr. Flanagan said the funds will help in some way and we will know more once we receive guidance from the State. Andrew will update the Board when he has the information; it may be used to offset revenue losses, it cannot be used to reduce taxation.

F. Annual Town Meeting Articles

Board to consider voting to take a position on the following articles:

P5	Fiscal Year 2022 Capital Projects Fund: Funded through Cash \$3,010,000. Alex Vispoli moved to recommend approval of WA P5 as
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	<p>presented. The motion was seconded by Laura Gregory. Roll call: C. Huntress-Y, D. Howe-Y, L. Gregory-Y, A. Vispoli-Y, A. Gilbert-Y. Motion passes 5-0 to recommend approval of Article P5.</p>
P11	<p>Alex Vispoli moved to recommend approval of WA P11, Chapter 90 Authorizations as presented. The motion was seconded by Chris Huntress. Roll call: L. Gregory-Y, C. Huntress-Y, A. Vispoli-Y, D. Howe-Y, A. Gilbert-Y. Motion passes. 5-0.</p>
P12	<p>Granting Easements Chris Huntress moved to recommend approval of WA P12 Granting Easements as presented. Motion seconded by Dick Howe. Roll call: D. Howe-Y, A. Vispoli-Y, C. Huntress -Y, L. Gregory-Y, A. Gilbert-Y. Motion passes 5-0.</p>
P13	<p>Stabilization Fund Bond Premium Alex Vispoli moved to recommend approval of WA P13 as presented. Motion seconded by Laura Gregory. Roll call: L. Gregory-Y, D. Howe-Y, C. Huntress -Y, A. Vispoli-Y, A. Gilbert-Y. Motion passes 5-0.</p>
P14	<p>Water Treatment Plant Maintenance Laura Gregory moved to recommend approval of WA P14 as presented. Motion seconded by Alex Vispoli. Roll call: A. Vispoli-Y, C. Huntress -Y, Gregory-Y, D. Howe-Y, A. Gilbert-Y. Motion passes 5-0.</p>
P17	<p>Capital Projects from Special Dedicated Funds Laura Gregory moved to recommend approval of WA P17 as presented. Motion seconded by Dick Howe. Roll call: L. Gregory-Y, D. Howe-Y, A. Vispoli-Y, C. Huntress-Y, A. Gilbert-Y. Motion passes 5-0.</p>
P20	<p>Interest on Late Payments Chris Huntress moved to recommend approval of WA P20 as presented. Motion seconded by Dick Howe. Roll call C. Huntress-Y, A. Vispoli-Y, L. Gregory-Y, D. Howe-Y, A. Gilbert-Y. Motion passes 5-0.</p> <p>*Annie Gilbert recused herself from the meeting for WA P27</p>
P27	<p>Retail Package Store Quota Alex Vispoli moved to recommend approval of WA P27 as presented. The motion was seconded by Laura Gregory. Roll call: D. Howe-Y, A. Vispoli-Y, L. Gregory-Y. C. Huntress-Y. Motion passes: 4-0</p> <p>*Annie Gilbert rejoined the meeting after the vote on WA P27.</p>

P28	Means Tested Senior Citizen Property Tax Exemption Laura Gregory moved to recommend approval of WA P28 as presented. Motion seconded by Alex Vispoli. Roll call: A. Vispoli-Y, L. Gregory-Y, C. Huntress-Y, D. Howe-Y, A. Gilbert-Y. Motion passes: 5-0
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VII. Consent Agenda

A. Appointments by the Town Manager

Chris Huntress moved that the following appointments by the Town Manager be approved. Motion seconded by Alex Vispoli. Roll call: C. Huntress-Y, A. Vispoli-Y, L. Gregory-Y, R. Howe-Y, A. Gilbert-Y. Motion passes 5-0.

Department	Name	Position	Rate/Term	Date of Hire
Accounting	Kimberly Matthes <i>(Colleen Currier)</i>	Accounts Payable Coordinator	\$58,662.71/year	3/29/2021
Elder Services	Nina D'Agostino <i>(Patricia McCloskey)</i>	Office Assistant I	\$23.01/hour	3/30/2021
Information Technology	Luke Davey	Intern	\$14.00/hour	3/23/2021
Youth Services	Quinn Sobieraj	Seasonal	\$13.50/hour	3/16/2021
Youth Services	Riley Lowe	Seasonal	\$13.50/hour	3/16/2021
Youth Services	Hanna Medwar	Seasonal	\$13.50/hour	3/23/2021
Youth Services	Grace Gervais	Seasonal	\$13.50/hour	3/23/2021
Youth Services	Meghan Gallagher	Seasonal	\$13.50/hour	3/23/2021
Youth Services	Kelley Ross	Seasonal	\$13.50/hour	3/23/2021
Youth Services	Alana Miller	Seasonal	\$13.50/hour	3/23/2021

VIII. Approval of Minutes

A. Board to approve minutes of February 22, 2021 and March 1, 2021.
Laura Gregory moved that the Select Board Minutes of February 22, 2021 and March 1, 2021 be approved as printed. Motion seconded by Alex Vispoli. Roll call: L. Gregory-Y, A. Vispoli-Y, C. Huntress-Y, A. Gilbert-Y. Motion passes 4-0-1 Richard Howe abstained.

IX. Adjourn

At 8:48 PM Alex Vispoli moved to adjourn from the Regular Meeting of March 24, 2021. The motion was seconded by Laura Gregory. Roll call: L. Gregory-Y, A. Vispoli-Y, R. Howe-Y, C. Huntress-Y, A. Gilbert-Y. Motion passes 5-0.

Respectfully submitted,
Dee DeLorenzo
Recording Secretary

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.

Members of the public who wish to provide public comment on an item that is *not* on the agenda may do so by visiting www.andoverma.gov/JoinSelectBoardMeeting. They will be admitted during Citizens Petitions and Presentations.

To ask a question on particular agenda items during the regular meeting can do so by calling 311 from their landline or cell phone within the geographical boundaries of Andover or by calling 978-623-8311 from anywhere or by emailing manager@andoverma.gov. Residents are encouraged to email their questions ahead of the meeting, however, staff will be available to present the Board with questions received during the meeting. Please include your name and address with your question.

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.

Select Board Meeting

Monday, April 5, 2021

Virtual Meeting Broadcast on Comcast Channel 22 Verizon Channel 45

I. Call to Order

Chairperson Annie Gilbert called the Select Board Meeting of Monday, April 5, 2021 to order at 7:05 PM. Members in attendance: Laura Gregory, Chris Huntress, Alex Vispoli, D. Howe.

Others in Attendance: Town Manager Andrew Flanagan, Deputy Town Manager Mike Lindstrom, Assistant Town Manager Patrick Lawlor, Town Clerk Austin Simko, Town Counsel Tom Urbelis.

II. Opening Ceremonies

A. Moment of Silence/Pledge of Allegiance

The meeting began with a Moment of Silence followed by a Salute to the Flag.

III. B. Communications/Announcements/Liaison Reports

The Town Manager made the following announcements:

~The Annual Departmental Budget Hearing will be held on Saturday April 10 starting at 9:00 A.M.

~The Integrated Financial Plan (IFP) Public Outreach Program will be held 7:00 PM on April 6th and going forward he will be holding virtual office hours at noon on Thursdays to answer questions about the IFP as well as some morning and afternoon presentations

~Residents can visit the Customer Service kiosk in the lobby at Old Town Hall to pay a bill.

Mike Lindstrom thanked Tom Carbone and his team on the vaccination clinics held at the AHS Field House, the last being on Wednesday, March 31st with just under 500 residents fully vaccinated in total. On March 27, the Town held the first of the Shared Streets Pedestrian and Bicycle Tune-up Event. It was a shared street pilot to make Andover streets more accessible. The next event will be held on April 11th. Information is available on the Town website.

Chris Huntress reported that an update on the Downtown Project to make the area immediately behind Old Town Hall more pedestrian friendly, greener, and more exciting, will be held on April 13th from 9:00 AM to 10:00 AM. Additional information can be found on the Town website www.andoverma.us

Laura Gregory reminded everyone to continue following the mask and social distancing protocol for Covid and urged everyone to get a vaccine at their earliest opportunity. Visit the Memorial Hall Library Website to order your very own White Oak seedling.

Alex Vispoli congratulated the Community Development and Planning team, specifically Lisa Schwartz, on receiving a \$250,000 grant towards linking the Town Center together. The funds will offset the amount we had allocated to the project. The

Bike event was a success, and he saw the pilot for Punchard Avenue. Alex also shared that the 375th Committee adopted a theme for the celebration, which will be a one-year rolling event, Andover Thrives at 375.

IV. Citizens Petitions and Presentations - none

To provide public comment during Citizens Petitions and Presentations visit:
www.andoverma.gov/JoinSelectBoardMeeting

V. Public Hearings (Annie Gilbert recused herself at this time)

A. Transfer of Wine and Malt Retail Package Store License

Board to review and consider voting to approve the application of Energy North Incorporated, 2 International Way, Lawrence, MA, for a transfer of a Wine and Malt Retail Package Store License from Verc Enterprises, Inc., 309 Lowell Street. Mobile on Rte. 133/Lowell Street transfer to Energy North Inc. Austin Simko reported that all departments have reviewed and signed off on the application. Alex Vispoli asked if the employees serving the alcohol have changed. Atty. Kass, representative Energy North, said there will be no change of employees in the operation.

Alex Vispoli moved to approve the application of Energy North Incorporated, 2 International Way, Lawrence, MA, for a transfer of a Wine and Malt Retail Package Store License from Verc Enterprises, Inc., 309 Lowell Street, Andover, MA, subject to the condition that all other requirements of the Town are met prior to issuance. Motion seconded by Laura Gregory. Roll call: D. Howe-Y, L. Gregory-Y, A. Vispoli-Y, C. Huntress-Y. Motion passes 4-0.

Annie Gilbert returned to the meeting.

VI. Regular Business

A. Retirement Board Appointment

1. Board to interview candidates, deliberate and consider voting to appoint a fifth member to the Retirement Board. The Board thanked all of the candidates for submitting their application to serve on the Retirement Board. The applicants are: James Bonfanti, Harold Melandri, Stuart Rubin, and Blackwell "Bojay" Taylor.

Questions asked of the applicants included:

1. How would you approach decisions on decisive issues?
2. What do you know about the Retirement Board (RB) and what do you believe are the greatest challenges facing the pension system?
3. The Town may consider issuing Pension Obligation Bonds (POB) as part of a larger plan to fund our major liabilities, what do you know about POB and how do you see them as a potentially usable tool?
4. The annual pension appropriation is a major factor in the Town budgeting process how do you see the RB in the context of a larger budgeting discussion?
5. As with any Board, members of the RB may have to take positions on potentially divisive issues. In general, how would you approach these issues and how would your experience?

Discussion: Chris Huntress asked the Town Manger if the candidates have been reviewed for potential conflicts? Andrew said they have no reason to believe there are any conflicts at this time. PERAC reviewed the candidates in advance.

All of the candidates have good experience to bring to the Retirement Board. The Board deliberated on the candidates and the attributes they would bring to the position.

Chris Huntress moved that the Select Board appoint Blackwell 'Bojay' Taylor as a representative on the Retirement Board. Motion seconded by Alex Vispoli.

Further discussion: None

Roll call: C. Huntress-Y, D. Howe-Y, L. Gregory-Y, A. Vispoli-Y, A. Gilbert-Y.

Motion passes 5-0 to appoint Bojay Taylor as the 5th member of the Retirement Board.

B. Re-Organization of the Board

The Board to elect a Chair, Vice Chair and Clerk for 2021-2022 to be effective following the 2021 Annual Town Meeting scheduled for June 5, 2021.

Alex Vispoli moved to appoint Chris Huntress as Chair of the Select Board. The motion was seconded by Dick Howe. Roll call: A. Vispoli-Y, D. Howe-Y, L. Gregory-Y, A. Gilbert-Y, C. Huntress-Y. Motion passes 5-0. Chris Huntress accepted the appointment.

Chris Huntress moved to appoint Alex Vispoli as Vice Chair of the Select Board. Motion seconded by Dick Howe. Roll call: D. Howe-Y, C. Huntress-Y, L. Gregory-N, A. Vispoli-Y, A. Gilbert-Y. Motion passes 4-1. Alex Vispoli accepted the appointment.

Laura Gregory moved to appoint Dick Howe as Clerk of the Select Board. The motion was seconded by Alex Vispoli. Roll call: L. Gregory-Y, C. Huntress-Y, A. Vispoli-Y, A. Gilbert-Y, Dick Howe-Y. Motion passes 5-0. Dick Howe accepted the appointment as Clerk of the Select Board.

C. Vehicle for Hire Policy Amendments

Austin Simko provided information on the proposed amendments to the Town of Andover Rules & Regulations for Public Vehicles for Hire.

The regulations for vehicles for hire (taxis or liveries) have not been updated since 2008 and the Town Clerk's Office faces a perennial waste of Town resources on multi-vehicle livery licenses. Almost all livery licensees with multiply vehicles submit incomplete applications, failed vehicle inspections, and erroneous information on where the vehicles are garaged. We have to do driver background checks and find multiple infractions, failed vehicle inspections, missing insurance coverage information. There are six multi-vehicle licenses and one single vehicle licensee in Andover.

The proposed amendments to the policy include: no longer offering licenses to multi-vehicle operators, offer to single vehicle businesses only with the requirement that a

member of the applicant’s firm must reside in the Town of Andover, and not just operate via a PO Box. Clarification of the definitions of taxicab and livery vehicle, strengthening trip logs requirements and the rules regarding licensees OUI convictions, motor vehicle citations, sex offender registration status and correcting scrivener’s errors. The changes would cost the Town approximately \$7,000.

The Select Board discussed the information presented by the Town Clerk and determined that this would be a first reading of the proposed amendment changes.

D. Town Manager and Select Board Goals Update (Progress Overview)

Significant progress has been made in all of the endeavors despite the pandemic.

Strategic Goals. Andrew of the overarching goals have made significant progress in all endeavors despite the pandemic.

Long Range Financial Planning

Work with Revenue & Expenditure Task Force	Completed
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Develop a Revenue Recommendation for the FY-2022 Operating Budget and present to Select Board	Completed
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Hold Tax Information Meeting to review and evaluate projected and estimated tax impacts of the proposed budget, and debt service to fund a major CIP Item outside of the levy limit. Include a tax impact statement in the Town Manager’s Annual Budget & Financial Plan.	Completed
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Increase resident engagement by identifying a funding source for a participatory Budget Program and incorporate it as a component of the CIP.	In process
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Develop a plan and funding model for the Town’s Major Obligations including the construction of a new West Elem/Shawsheen School and unfunded pension liability.	In process
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Citizen Response Management and Engagement

Continue to expand the fully integrated Customer Service model within town offices including extending self-service functions, cross training of Town staff, and making of physical improvements to the Town Offices facility.	In process
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Reorganize existing resources to maximize productivity and establish efficiencies through collective bargaining when necessary.	In process
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Develop & implement a Data Center and continue to develop	Completed
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to develop and promote Andover Central with shared goals of increasing the efficiency of service delivery through performance metrics, service level agreements, and process improvements.

Provide the Board w/update on Departmental division goals including relevant metrics and outcomes and potential barriers. In process - April 10

Analyze and share with the community the Resident Public Opinion Survey Results. Completed

Expand effective Public communication systems. On-going

Capital Improvements:

Manage transition of operations to new Ballardvale Fire Station and expanded Robb Center. In Process

Finalize Design and develop implementation schedule for access and customer service improvements to Town Offices with a focus on meeting space, ADA compliance, Customer service and user experience. In Process - late April

Continue to implement the Gas Disaster Recovery Plan and provide incremental updates to the Select Board. On-going

Begin implementing the sidewalk program to be continued continued into FY-22-26 CIP. Completed

Work with School Committee and West Elem School Building Committee to provide direction and oversight of the project. On-going

Downtown Andover & Historic Mill District

Work with business community to support businesses Through the summer/fall and develop legal and logistical methods to make outdoor dining permanent. Completed

Begin and provide oversight to the parking and hardscape improvement project behind Old Town Hall. In process

Pending Town Meeting approval develop a process for the disposition of 11 Lewis St, including issuance of the community authored RFP and public selection process of a potential acquisition. Completed

River & Open Space Access

Finalize design and begin permitting of the Merrimack In process

River Access Project along the Heffron Right of Way and The Gr. Lawrence Tech School easement.

Appoint the newly formed Open Space Task Force and develop process for identifying and prioritizing parcels for potential acquisition. Completed

Continue to work collaboratively with Merrimac River District Commission on regional solutions to improving the overall health of the Merrimack River. The part-time Land Manager begins in April. On going

Increase access to our region's most scenic resources by constructing public pathways for recreation. On going

Energy and Sustainability

Develop a climate & sustainability action plan to address climate impacts, disaster preparedness, and sustainability for town and residents. On-going

Work with Andover Green Advisory for Andover's Community Choice Aggregation Program and make recommendation to Select Board in the Winter of 2021. On-going

Explore opportunities to invest in Climate Resiliency through the MVP Grant program and submit an application. On-going

Complete Street Tree Inventory and Management Program and develop a sustainable funding source to implement Street Tree Program. View TreeKeeper software on website. On-going

Diversity, Equity and Inclusion – Andover DIVERSE.

Complete community survey, create educational opportunities for resident and businesses on anti-racism on implicit bias. Work with HR to identify and implement training opportunities for town and school employees, appoint a permanent resident and staff joint committee to work on developing a charge for Andover DIVERSE and to support their work. On-going

Work with Visions Inc. to complete a community assessment. Completed

Identify and fund a dedicated resource focused on the Town's work around diversity, equity and inclusion goals. Evaluate opportunities. On-going

E. Annual Town Meeting Articles

Board to consider voting to take a position on the following articles:

P8	<p>Minor Financial Articles (A through D) Alex Vispoli moved to recommend approval of WA P8 as presented. Motion seconded by Chris Huntress. Roll call: C. Huntress-Y, L. Gregory-Y, D. Howe-Y, A. Vispoli-Y, A. Gilbert-Y. Motion passes 5-0.</p>
P9	<p>General Housekeeping Articles (A through G) Alex Vispoli moved to recommend approval of WA P9 as presented. Motion seconded by Dick Howe. Roll call: D. Howe-Y, A. Vispoli-Y, L. Gregory-Y, C. Huntress-Y, A. Gilbert-Y. Motion passes 5-0.</p>
P10	<p>Unpaid Bills Alex Vispoli moved to recommend approval of WA P10 as presented. Motion seconded by Chris Huntress. Roll call: C. Huntress-Y, A. Vispoli-Y, L. Gregory-Y, D. Howe-Y, A. Gilbert-Y. Motion passes 5-0.</p>
P15	<p>Capital Projects from General Fund Borrowing Dick Howe moved to recommend approval of WA P15 as presented. Motion seconded by Alex Vispoli. Roll call: L. Gregory-Y, A. Vispoli-Y, C. Huntress-Y, D. Howe-Y, A. Gilbert-Y. Motion passes 5-0.</p>
P16	<p>Capital Projects from Free Cash Alex Vispoli moved to recommend approval of WA P16 as written. Motion seconded by Dick Howe. Roll call: C. Huntress-Y, A. Vispoli-Y, D. Howe-Y, L. Gregory-Y. A. Gilbert-Y. Motion passes 5-0.</p>
P19	<p>Establish New Revolving Fund – Student Technology Rental Chris Huntress moved to recommend approval of WA P19 as presented Motion seconded by Laura Gregory. Roll call: L. Gregory-Y, C. Huntress-Y, A. Vispoli-Y, D. Howe-Y, A. Gilbert-Y. Motion passes 5-0.</p>
P21 P22 P23	<p>Alex Vispoli moved to recommend approval of WA's: P21, P22 and P 23 as presented. Authorize Lease of Land/Rooftop Space at Sanborn School for Solar Photovoltaic Facilities. Motion seconded by Chris Huntress. Roll call: D. Howe, C. Huntress-Y, L. Gregory-Y, A. Vispoli-Y, A. Gilbert-Y. Motion passes 5-0.</p>
P24	<p>Shawsheen School – To Be Withdrawn</p>
P26	<p>Andover High School Design Laura Gregory moved to recommend approval of WA P26 as presented. Motion seconded by D. Howe. Roll call: L. Gregory-Y, D. Howe-Y, A. Vispoli-Y, Gilbert-Y. Motion passes 4-0-1 Chris Huntress abstained.</p>
P29	<p>General Bylaw Amendment – Outdoor Dining or Retail License Bylaw.</p>

	Laura Gregory moved to recommend approval of WA P29 as presented. Motion seconded by Alex Vispoli. Roll call: L. Gregory-Y, A. Vispoli-Y, C. Huntress-Y, D. Howe-Y, A. Gilbert-Y. Motion passes 5-0.
P30	Amend Andover Zoning Bylaw Article VIII Chris Huntress moved to recommend approval of WA P30 as presented. Motion seconded by Alex Vispoli. Roll call: C. Huntress-Y, L. Gregory-Y, D. Howe-Y, A. Vispoli-Y, A. Gilbert-Y. Motion passes 5-0.
P33	Amendment of Open Space Land Acquisition Bonding Appropriations. Alex Vispoli moved to recommend approval of WA P33 as presented. Motion seconded by Laura Gregory. Roll call: L. Gregory-Y, C. Huntress-Y, A. Vispoli-Y, A. Gilbert-Y. Motion passes 4-0. Dick Howe Recused himself from the vote.

VII. Consent Agenda

A. Appointments by the Select Board

Alex Vispoli moved that the Select Board vote to approve following appointments as printed. Motion seconded by Chris Huntress. Roll call: A. Vispoli-Y, C. Huntress-Y, L. Gregory-Y, D. Howe-Y, A. Gilbert-Y. Motion passes 5-0.

Department	Name	Position	Rate/Term	Date of Hire
Town Clerk	Kenneth Gasse	Poll worker	\$9.25/hour	3/29/2021

B. Appointments by the Town Manager

Laura Gregory moved that the Board vote to approve the following appointments by the Town Manager. Motion seconded by Alex Vispoli. Roll call: A. Vispoli-Y, D. Howe-Y, C. Huntress-Y, L. Gregory-Y, A. Gilbert-Y. Motion passes 5-0.

Department	Name	Position	Rate/Term	Date of Hire
Facilities	Gary McKenney <i>(Michael Gillespie)</i>	Custodian	\$24.09/hour	4/19/2021
Youth Services	Samantha Racca	Seasonal	\$13.50/hour	3/30/2021
Master Plan Steering Committee	Morgan von Prella Pecelli	Member	Term Expires 6/30/2024	4/5/2021
Master Plan Steering Committee	Ann Knowles	Member	Term Expires 6/30/2024	4/5/2021
Master Plan Steering Committee	James Bonfanti	Member	Term Expires 6/30/2024	4/5/2021
Master Plan Steering Committee	Lelani Foster	Member	Term Expires 6/30/2024	4/5/2021

Master Plan Steering Committee	Brian Masterson	Member	Term Expires 6/30/2024	4/5/2021
Master Plan Steering Committee	Matthew Quinlan	Member	Term Expires 6/30/2024	4/5/2021
Master Plan Steering Committee	Melissa Cryan	Member	Term Expires 6/30/2024	4/5/2021
Master Plan Steering Committee	Richard Padova	Member	Term Expires 6/30/2024	4/5/2021
Master Plan Steering Committee	Allison Lex	Member	Term Expires 6/30/2024	4/5/2021
Master Plan Steering Committee	Patricia Bechard	Member	Term Expires 6/30/2024	4/5/2021
Master Plan Steering Committee	Michael Shyu	Member	Term Expires 6/30/2024	4/5/2021
Master Plan Steering Committee	Amy Brearley	Member	Term Expires 6/30/2024	4/5/2021

VIII. 2021 Board of Selectmen Meetings

A. Board to accept the following Board of Selectmen Meeting Schedule:

May 3, 2021, May 17, 2021, June 21, 2021, July 19, 2021, August 2, 2021, and August 16, 2021.

Alex Vispoli moved to accept the following meeting schedule as printed for 2021. Motion seconded by Chris Huntress. Roll call: C. Huntress-Y, L. Gregory-Y, D. Howe-Y, A. Vispoli-Y, A. Gilbert-Y. Motion passes 5-0.

IX. Approval of Minutes

A. Board to approve minutes from the following meetings:

March 9, 2021, March 17, 2021, March 18, 2021, and March 19, 2021.

Laura Gregory moved to approve the Meeting Minutes of March 9, 2021, March 17, 2021, March 18, 2021, and March 19, 2021. Motion seconded by Chris Huntress. Roll call: L. Gregory-Y, C. Huntress-Y, A. Vispoli-Y, A. Gilbert-Y. D. Howe- abstained. Motion passes: 4-0-1

X. Executive Session

Chris Huntress moved that the vote to go into Executive Session for confidential communication with Town Counsel and pursuant to option 6 to discuss the purchase,

exchange, lease or value of real property, for the Chair to declare that an open session may have a detrimental effect on the negotiating position of the Town; and not to return to open session. The Chair so declared. Motion seconded by Dick Howe.

Roll call: A. Vispoli-Y, L. Gregory-Y, C. Huntress-Y, D. Howe-Y, A. Gilbert-Y.

Motion passes 5-0.

XI. Adjourn

The Select Board adjourned from the Regular Meeting of April 5, 2021 at 10:19 PM.

Respectfully submitted,

Dee DeLorenzo

Recording Secretary

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.

Members of the public who wish to provide public comment on an item that is *not* on the agenda may do so by visiting www.andoverma.gov/JoinSelectBoardMeeting. They will be admitted during Citizens Petitions and Presentations.

To ask a question on particular agenda items during the regular meeting can do so by calling 311 from their landline or cell phone within the geographical boundaries of Andover or by calling 978-623-8311 from anywhere or by emailing manager@andoverma.gov. Residents are encouraged to email their questions ahead of the meeting, however, staff will be available to present the Board with questions received during the meeting. Please include your name and address with your question.

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.

W A R R A N T
THE COMMONWEALTH OF MASSACHUSETTS
ESSEX, SS.

To Either of the Constables of the Town of Andover

Greeting:

In the name of the Commonwealth you are hereby required to notify and warn the Inhabitants of said Town who are qualified to vote in Town Affairs to meet and assemble at Andover High School, Shawsheen Road, in said Andover, on

SATURDAY, THE FIFTH DAY OF JUNE, 2021

At nine thirty A.M. to act upon the following articles:

ARTICLE 1	ANNUAL TOWN ELECTION
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Annual Town Election: Moderator for one year, two Select Board members for three years, two School Committee members for three years, one Housing Authority member for five years, one Greater Lawrence Regional Vocational Technical School District Commission member for three years and two Punchard Free School Trustees for three years, or take any other action related thereto.

On request of the Town Clerk

ARTICLE 2	ELECTION NOT REQUIRED BY BALLOT
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To elect all other officers not required by law to be elected by ballot, or take any other action related thereto.

On request of the Town Clerk

ARTICLE 3	SALARIES OF ELECTED OFFICIALS
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To establish the salaries of the elected officers for the ensuing year, or take any other action related thereto.

On request of the Town Clerk

ARTICLE 4	FISCAL YEAR 2022 BUDGET
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To see if the Town will vote to determine what sums of money the Town will raise and appropriate, including appropriations from available funds, to defray charges and expenses of the Town, including debt and interest, and to provide for a reserve fund for the Fiscal Year beginning July 1, 2021 and ending June 30, 2022, or take any other action related thereto.

On request of the Town Manager

ARTICLE 5	FISCAL YEAR 2022 CAPITAL PROJECTS FUND
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To see if the Town will vote to raise by taxation and appropriate the sum of money for the purpose of funding the Fiscal Year 2022 appropriation for the Capital Projects Fund, or take any other action related thereto.

On request of the Town Manager

ARTICLE 6	FINANCIAL HOUSEKEEPING ARTICLES (A THROUGH H)
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- A. **Budget Transfers** To see if the Town will vote to transfer from amounts previously appropriated at the September 2020 Annual Town Meeting as authorized by Massachusetts General Laws Chapter 44, Section 33B, or take any other action related thereto.

On request of the Finance Director

- B. **Supplemental Budget Appropriations** To see if the Town will vote to transfer from available funds a sum of money to supplement appropriations voted at the September 2020 Annual Town Meeting, or take any other action related thereto.

On request of the Town Manager

- C. **Stabilization Fund** To see if the Town will vote to appropriate and raise from taxation or available funds a sum of money to the Stabilization Fund in accordance with Massachusetts General Laws Chapter 40, Section 5B, as amended by Chapter 46, Sections 14 and 50 of the Acts of 2003 and Chapter 218 of the Acts of 2016, or take any other action related thereto.

On request of the Town Manager

- D. **Free Cash** To see what amount the Town will vote to permit the Assessors to use in Free Cash to reduce the Fiscal Year 2022 tax rate and to affect appropriations voted at the 2020 Annual Town Meeting, or take any other action related thereto.

On request of the Finance Director

- E. **Unexpended Appropriations** To see what disposition shall be made of unexpended appropriations and Free Cash in the treasury, or take any other action related thereto.

On request of the Finance Director

F. Unexpended Appropriations Capital Projects Fund To see what disposition shall be made of unexpended appropriations in the Capital Projects Fund, or take any other action related thereto.

On request of the Finance Director

G. Fiscal Year 2022 Revolving Accounts To see if the Town will vote to authorize the following expenditure limits for revolving funds for certain Town departments under Massachusetts General Laws, Chapter 44, Section 53E½ for the fiscal year beginning July 1, 2021, or take any other action related thereto:

Revolving Fund	FY2022 Limit
Community Development & Planning Department	\$20,000
Memorial Hall Library-Lost/Damaged Materials	\$20,000
Health Clinic	\$60,000
Division of Recreation	\$750,000
Division of Youth Services	\$400,000
Field Maintenance	\$150,000
Division of Elder Services	\$225,000
Police Communications	\$50,000
School Photocopy Fees	\$10,000
Compost Program	\$60,000
Solid Waste	\$40,000
Stormwater Management	\$5,000
Fire Rescue	\$100,000
Health Services	\$100,000
Professional Development Institute	\$50,000

On request of the Finance Director

H. PEG Access and Cable Related Expenses To see if the Town will vote to appropriate cable franchise fees and other cable-related revenues to support PEG access services, cable related expenses, and oversight of the cable franchise agreements for fiscal year 2022, which begins on July 1, 2021, or take any other action related thereto.

On request of the Finance Director

ARTICLE 7	UNFUNDED PENSION LIABILITY
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To see if the Town will appropriate a sum of money for the purpose of funding the unfunded pension liability, so-called, of the retirement system of the Town, and for the payment of all costs incidental or related thereto; to determine whether this amount shall be raised by borrowing or otherwise provided that no amounts shall be borrowed or expended hereunder unless the Town shall have voted to exclude the amounts required to repay any indebtedness authorized by this vote from the limitations on property taxes set forth in G.L. c. 59, §21C.; to determine whether a reserve fund shall be established in connection with the undertaking of any such borrowing, or take any other action relative thereto.

On request of the Town Manager and Finance Committee

ARTICLE 8	MINOR FINANCIAL ARTICLES (A THROUGH D)
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- A. Overlay Surplus Transfer** To see if the Town will vote to transfer \$10,000 from Overlay Surplus to fund expenses related to the FY2022 valuation of personal property accounts of locally assessed gas distribution companies, or take any other action related thereto.

On request of the Finance Director

- B. Elderly/Disabled Transportation Program** To see if the Town will vote to appropriate and raise by taxation a sum not to exceed \$12,000 for the purpose of continuing to provide for an elderly and disabled transportation subsidy program, or take any other action related thereto.

On request of the Council on Aging

- C. Support for Andover Day** To see if the Town will vote to appropriate and raise by taxation or transfer from available funds a sum not to exceed \$5,000 for the purpose of paying a portion of the municipal costs associated with Andover Day in the downtown, or take any other action related thereto.

On request of the Town Manager

- D. Spring Grove Cemetery Maintenance** To see if the Town will vote to transfer the sum of \$6,000 from the Spring Grove Cemetery Perpetual Care reserve account and appropriate the sum of \$6,000 for the purpose of cemetery maintenance including costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Public Works

ARTICLE 9	GENERAL HOUSEKEEPING ARTICLES (A THROUGH G)
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To see if the Town will vote the following consent articles, or take any other action related thereto:

- A. Grant Program Authorization** To see if the Town will vote to authorize the Select Board and/or the Town Manager to apply for, accept and enter into contracts from time to time

for the expenditure of any funds allotted to Andover by the Commonwealth of Massachusetts or the U. S. Government under any State or Federal grant program, or take any other action related thereto.

On request of the Town Manager

- B. Road Contracts** To see if the Town will vote to authorize the Town Manager to enter into a contract with the Massachusetts Highway Department Commissioners or the Federal Government for the construction and maintenance of public highways in the Town of Andover for the ensuing year, or take any other action related thereto.

On request of the Town Manager

- C. Town Report** To act upon the report of the Town officers, or take any other action related thereto.

On request of the Town Manager

- D. Property Tax Exemptions** To see if the Town will vote to accept the provisions of Section 4, Chapter 73 of the Acts of 1986 as amended by Chapter 126 of the Acts of 1988 to allow an additional property tax exemption for Fiscal Year 2022 for those persons who qualify for property tax exemptions under Massachusetts General Laws Chapter 59, Section 5, or take any other action related thereto.

On request of the Board of Assessors

- E. Contracts in Excess of Three Years** To see if the Town will vote in accordance with the provisions of Massachusetts General Laws Chapter 30B, Section 12(b) to authorize the Town Manager or the Superintendent of Schools to solicit and award contracts for terms exceeding three years but no greater than five years, including any renewal, extension or option, provided in each instance the longer term is determined to be in the best interests of the Town by a vote of the Select Board or the School Committee, as appropriate, or take any other action related thereto.

On request of the Town Manager

- F. Accepting Easements** To see if the Town will vote to authorize the Select Board and the School Committee to accept grants of easements for streets, water, drainage, sewer, public access and utility purposes or any public purpose on terms and conditions the Board and the Committee deem in the best interests of the Town, or take any other action related thereto.

On request of the Town Manager

- G. Rescinding of Bond Authorizations** To see if the Town will vote to rescind unissued bond authorizations from prior Town Meetings, or take any other action related thereto.

On request of the Finance Director

ARTICLE 10	UNPAID BILLS
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To see if the Town will vote to transfer from available funds a sum of money to pay unpaid bills for which obligation was incurred in prior fiscal years, or take any other action related thereto.

On request of the Town Accountant

ARTICLE 11	CHAPTER 90 AUTHORIZATIONS
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To see if the Town will vote to authorize the Town to acquire any necessary easements by gift, by purchase or by right of eminent domain for Chapter 90 Highway Construction or any other federal or state aid program for road or sidewalk improvements, or take any other action related thereto.

On request of the Town Manager

ARTICLE 12	GRANTING EASEMENTS
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To see if the Town will vote to authorize the Select Board and the School Committee to grant easements for water, drainage, sewer and utility purposes or any public purpose on terms and conditions the Board and the Committee deem in the best interests of the Town, or take any other action related thereto.

On request of the Town Manager

ARTICLE 13	STABILIZATION FUND BOND PREMIUM
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To see if the Town will vote to transfer the sum of \$100,000 from the Bond Premium Stabilization Fund to the General Fund to offset non-exempt debt interest payments, or take any other action related thereto.

On request of the Finance Director

ARTICLE 14	WATER TREATMENT PLANT MAINTENANCE
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To see if the Town will vote to appropriate the sum of \$300,000 in the Water Enterprise Fund for the purpose of paying various maintenance costs related to the water distribution system and the Water Treatment Plant, including any other costs incidental and related thereto, or take any other action related thereto.

On request of the Director of Public Works

ARTICLE 15	WEST ELEMENTARY SCHOOL DESIGN AND CONSTRUCTION
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To see if the Town will vote to appropriate, borrow or transfer from available funds, an amount of money to be expended under the direction of the West Elementary School Building Committee for the design and construction of a new Pre-K through Grade Five Elementary School with an approximate square footage of 191,000 square feet located at 58 Beacon Street, Andover, Massachusetts inclusive of abatement and demolition of the existing school structures on said property, new parking lots, multi-purpose fields, and all other costs incidental and related thereto (the "Project:"), which school facility shall have an anticipated useful life as an educational facility for the instruction of school children of at least 50 years, and for which the Town may be eligible for a school construction grant from the Massachusetts School Building Authority ("MSBA"). The Town acknowledges that the MSBA's grant program is a non-entitlement, discretionary program based on need, as determined by the MSBA, and any project costs the Town incurs in excess of any grant approved by and received from the MSBA shall be the sole responsibility of the Town. Any grant that the Town may receive from the MSBA for the Project shall not exceed the lesser of (1) 40.47 percent (%) of eligible, approved project costs, as determined by the MSBA, or (2) the total maximum grant amount determined by the MSBA, provided that any appropriation hereunder shall be subject to and contingent upon an affirmative vote of the Town to exempt the amounts required for the payment of interest and principal on said borrowing from the limitations on taxes imposed by M.G.L. 59, Section 21C (Proposition 2½) and that the amount of borrowing authorized pursuant to this vote shall be reduced by any grant amount set forth in the Project Funding Agreement that may be executed between the Town of Andover and the MSBA. Or take any other action relative thereto.

On request of the School Committee

ARTICLE 16	INTEREST ON LATE PAYMENTS
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To see if the Town will vote to add to the general by-laws the following:

"Pursuant to General Laws Chapter 40, Section 21E due dates for water and sewer bills and charges shall be thirty days after the bills and charges are mailed. For all water and sewer bills and charges which remain unpaid after the due date, interest at the rate of 14 per cent per annum shall accrue" or take any other action related thereto

On request of the Finance Director

ARTICLE 17	AUTHORIZE ELECTRICITY SUPPLY / ON BILL CREDIT PURCHASE AGREEMENTS AT SANBORN SCHOOL
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To see if the Town will vote to authorize the School Committee to enter into one or more electricity supply, on-bill credit or similar agreements with the owner(s) of solar voltaic facilities to be installed at the Sanborn School for such terms of years, and on such other terms and conditions, as the School Committee deems in the best interests of the Town, or take any other action related thereto.

On request of the Director of Facilities

ARTICLE 18	AUTHORIZE LEASE OF LAND/ROOFTOP SPACE AT SANBORN SCHOOL FOR SOLAR PHOTOVOLTAIC FACILITIES
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To see if the Town will vote to transfer the care, custody and control of the land and buildings located at 90 Lovejoy Road shown on Assessors Map 153 as Lot 3 and known as the Sanborn School, to the School Committee for school-related purposes and for the purpose of (i) leasing building rooftop space and any unused, open-land areas for installation of solar voltaic facilities and (ii) granting easements on, over and under said parcels of land in connection with such solar photovoltaic facilities, with such leases and easements to be for such terms of years, and on such other terms and conditions, as the School Committee deems in the best interests of the Town, or take any other action related thereto.

On request of the Director of Facilities

ARTICLE 19	AUTHORIZE AGREEMENTS FOR PAYMENT IN LIEU OF TAXES AT SANBORN SCHOOL
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To see if the Town will vote to authorize the Select Board to enter into one or more agreements for payments in lieu of taxes pursuant to G.L. c. 59 s.38H(b) with the owner(s) of solar voltaic facilities to be installed at the Sanborn School for such terms of years, and on such terms and conditions, as the Select Board deems in the best interests of the Town, or take any other action related thereto.

On request of the Director of Facilities

ARTICLE 20	ANDOVER HIGH SCHOOL DESIGN
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To see if the Town will vote to appropriate the sum of \$1,238,419.73 by repurposing funds remaining from Article 1 of the 2013 Special Town Meeting so that such funds may, instead, be used to pay costs for the Andover High School Design project, including all costs incidental and related thereto, or take any other action related thereon.

On request of the Town Manager

ARTICLE 21	RETAIL PACKAGE STORE QUOTA
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To see if the Town will vote to authorize the Town Manager to petition the legislature for a special act to authorize the Town to grant seven additional licenses for the sale of all alcoholic beverages not to be drunk on the premises pursuant to section 15 of chapter 138 of the General Laws and the licenses shall be subject to all of said chapter 138 except section 17, provided that the legislature may reasonably vary the form and substance of the required legislation within the scope of the general public objectives of the petition, or take any other action related thereto.

On request of the Select Board

ARTICLE 22 | MEANS TESTED SENIOR CITIZEN PROPERTY TAX EXEMPTION

To see if the Town will vote to authorize the Select Board, on behalf of the Town, to petition the General Court for passage of a special law substantially as provided below. The Legislature may make clerical or editorial changes in form only to the bill, unless the Select Board approves amendments to the bill before enactment by the Legislature. The Select Board is hereby authorized to approve amendments that shall be within the scope of the general public objectives of this petition.

AN ACT AUTHORIZING THE TOWN OF ANDOVER TO ESTABLISH A MEANS TESTED SENIOR CITIZEN PROPERTY TAX EXEMPTION

SECTION 1. With respect to each qualifying parcel of real property classified as class one, residential in the town of Andover there shall be an exemption from the property tax in an amount to be set annually by the Select Board as provided in section 3. The exemption shall be applied to the domicile of the taxpayer only. For the purposes of this act, “parcel” shall be a unit of real property as defined by the board of assessors under the deed for the property and shall include a condominium unit. The exemption provided for herein shall be in addition to any other exemptions allowed by the General Laws.

SECTION 2. Real property shall qualify for the exemption under this act if all of the following criteria are met:

- (a) The qualifying real property is owned and occupied by a person who qualified and received the circuit breaker income tax credit the previous year under subsection (k) of section 6 of chapter 62 of the General Laws;
- (b) The qualifying real property is owned by a single applicant age 65 or older at the close of the previous year or owned jointly by persons either of whom is age 65 or above at the close of the previous year and if the joint applicant is 60 years of age or older;
- (c) The qualifying real property is owned and occupied by the single applicant or joint applicants as their domicile
- (d) The single applicant or at least 1 of the joint applicants has been domiciled and owned a home in the town of Andover for at least the 10 consecutive years preceding the filing of an application for the exemption;
- (e) The maximum prior year assessed value of the domicile is not greater than the prior year’s maximum assessed value for qualification for the circuit breaker income tax credit under subsection (k) of section 6 of chapter 62 of the General Laws as adjusted annually by the Department of Revenue; and
- (f) The board of assessors has approved the application.

SECTION 3. The Select Board shall annually set the exemption amount provided for in this act, provided that the amount of the exemption shall be up to a 100% match, and not less than a 50% match, of the amount of the circuit breaker income tax credit under subsection (k) of section 6 of chapter 62 of the General Laws for which the applicant received in the previous year. The total

amount exempted by this act shall be allocated proportionally within the tax levy on all residential taxpayers.

SECTION 4. A person who seeks to qualify for the exemption under this act shall, before the deadline established by the board of assessors, file an application, on a form to be adopted by the board of assessors, along with the supporting documentation of the filed income tax return of the applicant showing the circuit breaker tax credit. The application shall be filed each year for which the applicant seeks the exemption.

SECTION 5. No exemption shall be granted under this act until the department of revenue certifies a residential tax rate for the applicable tax year where the total exemption amount is raised by a burden shift within the residential tax levy.

SECTION 6. The exemption provided for in this act shall begin in fiscal year 2023 and shall expire after five years; or take any other action with respect thereto.

On request of the Council on Aging

ARTICLE 23	CAPITAL PROJECTS FROM GENERAL FUND BORROWING
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To see if the Town will vote to raise by taxation, borrowing, transfer from available funds or by any combination thereof and appropriate the sum of \$6,595,000 to pay costs of purchasing capital equipment, making infrastructure improvements, or for purchasing services and materials related to capital improvements, as more particularly described below, including the payment of any other costs incidental and related thereto, or take any other action related thereto.

CIP #	Project	Amount	Statutory Citation
CDP-4	Historic Mill District-Circulation and Street Construction	\$500,000	C 44 Sec 7(1)
LIB-1	Ground Level Renovation - Makerspace	\$225,000	C 44 Sec 7(1)
FR-1	Fire Apparatus Replacement	\$360,000	C 44 Sec 7(1)
FR-4	Public Safety Bi-Directional Amplifier System	\$200,000	C 44 Sec 7(1)
DPW-7b	Public Works Vehicles – Large	\$400,000	C 44 Sec 7(1)
TM-2	Sidewalk Program	\$950,000	C 44 Sec 7(1)
FAC-6	Major Town Projects	\$605,000	C 44 Sec 7(1)
FAC-7	Town & School Energy Initiatives	\$530,000	C 44 Sec 7(1)
SCH-5	Major School Projects	\$2,825,000	C 44 Sec 7(1)

On request of the Town Manager, Director of Planning, Library Director, Police Chief, Fire Chief, Director of Public Works, and Director of Facilities

ARTICLE 24	CAPITAL PROJECTS FROM FREE CASH
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To see if the Town will vote to transfer from available funds and appropriate the sum of \$1,983,372 to pay costs of purchasing capital equipment, infrastructure, or for purchasing services and materials related to capital improvements, as more particularly described below, including any other costs incidental and related thereto, or take any other action related thereto.

CIP #	Project	Amount
IT-1	Annual Staff Device Refresh	\$627,744
IT-2	Annual Student Device Refresh	\$418,128
IT-3	IT Platforms and Infrastructure	\$687,500
DPW-2	Minor Sidewalk Repairs	\$250,000

On request of the Chief Information Officer and Director of Public Works

ARTICLE 25	CAPITAL PROJECTS FROM WATER AND SEWER ENTERPRISE FUNDS
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To see if the Town will vote to raise by taxation, borrowing, transfer from available funds or by any combination thereof and appropriate the sum of \$9,375,000 to pay costs of purchasing capital equipment, making infrastructure improvements, and purchasing services and materials related to making capital improvements, as more particularly described below, including the payment of any other costs incidental and related thereto, or take any other action related thereto.

CIP #	Project	Amount	Statutory Citation
DPW-12	Water & Sewer Vehicles (Water Enterprise Reserves)	\$125,000	N/A
DPW-14	Water Main Replacement Projects (Water Enterprise Borrowing)	\$6,000,000	Ch 44 Sec 8 (5)
DPW-20	Water Treatment Plant Generator (Water Enterprise Reserves)	\$2,500,000	Ch 44 Sec 8 (4)
DPW-24	Minor Sanitary Sewer Collections System Improvements (Sewer Enterprise Reserves)	\$100,000	N/A
DPW-29	Fish Brook Intake Replacement (Water Enterprise Borrowing)	\$500,000	Ch 44 Sec 8 (4)
DPW-30	Inflow/Infiltration (I/I) Removal Program (Sewer Enterprise Reserves)	\$150,000	N/A

On request of the Director of Public Works

ARTICLE 26	ESTABLISH NEW REVOLVING FUND – STUDENT TECHNOLOGY RENTAL
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To see if the Town will vote to amend General By-Law Article XII Section 48.5 by establishing, authorizing and adding a new Revolving Fund entitled “Student Technology Rental” with the Chief Information Officer authorized to spend from the fund monies received by the Information Technology Department from families of Andover Public School students to rent computing equipment to assist them in their course of studies, and to authorize expenditures from the fund to pay the cost of acquiring and maintaining the equipment for fiscal year 2020 in the amount of \$12,800, and to authorize the amount of \$200,000 to be expended in fiscal year 2021 and subsequent years.

On request of the Chief Information Officer

ARTICLE 27	DEFICIT REDUCTION
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To see if the Town will vote to appropriate a sum of money from available funds to cover deficits in special revenue and capital project funds or take any action relative thereto.

On request of the Finance Director

ARTICLE 28	AUTOMATIC SPRINKLERS
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To see if the Town will vote to accept the provisions of Massachusetts General Laws Chapter 148, Section 26 H, relating to automatic sprinklers, or take any other action related thereto.

On request of the Fire Chief and the Inspector of Buildings

ARTICLE 29	STREET ACCEPTANCE – MONARCH LANE
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To see if the Town will vote to accept and name as a public way the following street: Monarch Lane as further described below, and to accept deeds to the streets and all related easements:

Monarch Lane, as shown on a plan approved by the Andover Planning Board entitled “DEFINITIVE SUBDIVISION (FORM C) SPECIAL PERMIT FOR CLUSTER DEVELOPMENT & EARTH MOVEMENT PLAN FOR MONARCH WOODS ANDOVER, MASS’ dated August 30, 2016 last revised August 8, 2017, sheet 4 of 15 (Recordable sheet 1 of 1) being recorded in the Essex North District Registry of Deeds as Plan Number 17784 and further shown as Lot 130 on Land Court Plans filed as Plan Number 10362N; or take any other action related thereto.

On request of Select Board

ARTICLE 30	MERRIMACK RIVER SOLID WASTE COLLECTION & REMOVAL PROJECT FROM FREE CASH
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To see if the Town will vote to transfer from available funds and appropriate the sum of \$75,000 to pay the costs for purchasing services for the collection and removal of floatable solid waste debris from the Merrimack River, and any tributaries thereto including immediately adjacent upland areas from where improperly discarded solid waste may fall into and/or otherwise enter these waterways, as well as the sorting, handling and ultimate recycling or proper disposal of such removed solid waste, including any other costs incidental and related thereto, or take any other action related thereto.

On petition of Lindsay Concemi and others

ARTICLE 31	TOWN ELECTION DATE
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To see if the Town will vote to approve and amend the day and month in Bylaw Article II, Section 1 for our Town local elections to be held from fourth Tuesday in March to second Tuesday in June.

Current Article II, Section 1:

The Annual Town Meeting for the election of town officers and for other purposes shall be held on the fourth Tuesday of March in each year at such place or places within the town as the Select Board may designate in its notice thereof.

Proposed Article II, Section 1:

The Annual Town Meeting for the election of town officers and for other purposes shall be held on the second Wednesday of June in each year at such place or places within the town as the Select Board may designate in its notice thereof.

On the petition of Jose Albuquerque and others

ARTICLE 32	TERMS FOR BOARDS, COMMITTEES & COMMISSIONS
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To see if the Town will vote to amend the Town Charter, Section 4 to include the following language on term limits for appointed officials:

The limit of tenure for all boards, committees, and commissions shall be three (3) consecutive, three year terms for a total of nine (9) years to a single board, committee or commission. The limit of tenure for the Planning Board shall be two (2) consecutive, five-year terms for a total of ten (10) years. A member who has served the aforementioned consecutive terms shall not be eligible for reappointment. Regardless of tenure, each board, committee, or commission member shall serve until their successor shall be appointed. No board, committee, or commission member shall serve as chairperson for more than two consecutive years.

On the petition of Jose Albuquerque and others

ARTICLE 33	FORM OF GOVERNMENT BALLOT QUESTION
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To see if the Town will authorize the Select Board to add the following ballot question on the form of government in the Town of Andover for the next Town local election:

Ballot Question:

Please select what form of government that you are in favor of for the Town of Andover’s future:

- Open Town Meeting

All voters eligible to vote on budgets, bylaws and all matters brought before town meetings and approve indebtedness. Town meeting acts as legislative body while Select Board and Town Manager act together as the executive branch.

- Representative Town Meeting

Limited number of voters are elected, usually by precinct/district, to represent all voters in a representative town meeting (RTM). Representatives vote on bylaws and all matters brought before Town Meeting and approve indebtedness. RTM is legislative body while Select Board and Town Manager act as executive branch.

- Council/Manager

Voters elect Council and the Council appoints a Town Manager. Council is the legislative body. Town Manager is chief executive, appoints key officials, prepares budget, approves contracts, negotiates with unions, and oversees administrations.

- Town Council/Mayor

Voters directly elect a mayor and council. Council is legislative body. Mayor is chief executive who appoints key officials and all or some boards, and prepares budgets, approves contracts, negotiates with unions and oversees administration.

On the petition of Jose Albuquerque and others

ARTICLE 34	NOISE AND VIBRATION STANDARDS BYLAW
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To see if the Town will vote and approve the following noise and vibration standard bylaw:

1.0 Applicability.

This Bylaw shall pertain to, but not be limited to, activity associated with the construction of Major Non-Residential Projects and Special Residential Projects as defined by Sections 10.00 and Section 7.0 Special Residential Regulations, of the Andover Zoning Bylaw. Specifically, this bylaw regulates outdoor sound amplifying equipment, motor vehicles, trucks, construction and demolition equipment, industrial and commercial sources of sound, and other manmade sounds that cause noise.

1.01 Definitions.

Except as may be specified herein, acoustical terminology used throughout this Bylaw is that approved as American National Standard Acoustical Terminology [ANSI S1.11994] by the American National Standards Institute (ANSI). The following words, phrases and terms as used in this bylaw shall have the meanings as indicated below:

- (a) “Background sound level” shall mean the sound level associated with a given environment, being a composite of sounds from all sources excluding the alleged Intruding Noise, at the location and approximate time at which a comparison with the alleged offensive noise is to be made.
- (b) “Construction” shall mean those activities requiring a building permit. Construction shall also include any site preparation, seismic surveys, grading, assembly, erection, substantial repair, alteration or similar action, including demolition, for or of public or private right-of-way, structures, utilities or similar property.
- (c) The abbreviation dBA shall mean the A-weighted sound pressure level expressed in decibels and referenced to 20 micropacals.
- (d) “Emergency vehicle” shall mean any vehicle operated in an effort to protect, provide or restore public safety, including DPW Vehicles, ambulances, police vehicles and fire vehicles.
- (e) “Emergency work” shall mean any work performed in an effort to protect, provide or restore public safety, or work by private or public utilities when restoring utility service.
- (f) “Enforcing person” shall mean any police officer of the Town or any other Town employee designated by the Selectmen for this purpose. For complaints under this bylaw an enforcing person shall also include any authorized employee of the Office of Community Development & Planning.
- (g) “Intruding noise” shall mean the total sound level created, caused, maintained by, or originating from an alleged offensive source at a specified location while the alleged offensive source is in operation.
- (h) “Leq” equivalent sound level, is the level of a constant sound which, in a given situation and time period, would convey the same sound energy as does the actual time varying sound during the same period, as measured with a sound level meter measuring Leq.
- (i) “L10 Level” shall mean the A-Weighted sound level exceeded ten percent of the time.
- (j) “Person” shall mean an individual or individuals, firm, association, co-partnership, joint venture, corporation or any entity recognized by applicable law, public or private in nature.
- (k) “Pure tone” means any sound which can be distinctly heard as a single pitch or a set of single pitches, as defined by the Environmental Protection Agency (EPA).

- (l) “Sound level” shall mean the instantaneous A weighted sound pressure level, in decibels, as measured with a sound level meter set to the “A” weighting scale, slow response.
- (m) “Sound level meter” shall mean an instrument meeting American National Standard S1.41983 for Type 1 or Type 2 sound level meters or an instrument and the associated recording and analyzing equipment which will provide equivalent data.

1.02 Designated land use areas.

The properties hereinafter described are hereby assigned to the following noise zones:

Land Use Area I:	All Residential Zoning Districts and the grounds of any school, day care, hospital or similar health care institution, house of worship or library while the same is in use, and any Cemetery.
Land Use Area II:	All other properties.

1.03 Exterior Noise Standards.

It shall be a violation of this bylaw for a Major Non-Residential or Special Residential Construction project, as defined by paragraph 1.00, to create Intruding Noise, or to allow the creation of any noise, on property owned, leased, occupied or otherwise controlled by such entity, which causes a sound level which exceeds the limits set forth for the receiving land use category in Table 1, without prior written approval from the Special Permit Granting Authority, when measured at or within the property boundary of the receiving land use. Daytime measurements are to be determined at an L10 level provided that at no time shall the exterior sound level in Land Use Area I exceed 90dBA or cause a PURE TONE condition for the receiving land use category.

Table I. Maximum Allowable Exterior Sound Level

Land Use Area	Daytime level 7:00 AM to 6:00 PM	Nighttime level 6:00 pm to 7:00 AM
Land Use Area I	70 dBA	55dBA
Land Use Area II	N/A	N/A

If the intruding noise is continuous and cannot reasonably be discounted or stopped for a time period whereby the background sound level can be determined, the measured sound level obtained while the source is in operation shall be compared directly to the maximum allowable exterior sound level outlined in Table I.

1. Construction & Demolition

Notwithstanding the provisions of Section 1.03, the following are the maximum noise levels that may be permitted by the Special Permit Grating Authority for Construction and Demolition purposes:

- a. Unless otherwise permitted by the Special Permit Granting authority, the cumulative noise level of all construction and demolition on one site at any one time shall not exceed 90dBA. No individual piece of equipment shall exceed a maximum noise level of 90 dBA. **Noise levels shall be measured at or within the property boundary of the receiving land use.**

1.04 Site Plan Review & Special Permit Requirements.

Prior to the issuance of a Special Permit under section 10.00 Major Non-Residential Projects, or Special Residential Projects under Section 7.0 of the Andover Zoning Bylaw, approval of any potentially nuisance generating facility with potential to impact any Land Use Area I receptor, the applicant shall be required to demonstrate to the Special Permit Granting Authority the unlikelihood of noncompliance with such Noise Limits and Standards, or that proper mitigation measures will be taken as a condition of permit issuance.

The Special Permit Granting Authority may, at its discretion, require pre-construction background sound level readings during the daytime, night time and weekend hours from the applicant at the time of the public hearing. Pre-construction background noise levels are to be recorded with a sound level meter by a professional trained in providing such documentation.

1.05 Special provisions.

Limitation of Construction Activity: Noise associated with Construction is only permitted between 7:00AM and 6:00 PM on weekdays and 8:00am to 6:00pm on Saturdays, unless otherwise approved by the Special Permit Granting Authority.

Noise associated with the following activities shall be exempted from the provisions of this bylaw:

- (a) Emergency Work or Emergency Vehicles.
- (b) Activities, other than construction, conducted in public parks and playgrounds, and on public or private school grounds so long as authorized by the appropriate jurisdiction including but not limited to school athletic and school entertainment events, and on church grounds, including but not limited to, bells or chimes.
- (c) Occasional outdoor gatherings, public dances, shows, and sporting entertainment events provided said events are conducted pursuant to a permit or license issued by the appropriate jurisdiction relative to the staging of said events;
- (d) The maintenance of real property (not Construction), such as temporary use of power tools and equipment such as lawn mowers, snow blowers, chain saws and similar equipment, provided said activities take place between the hours of 7:00 AM and 10:00 PM on any day. The use of snow blowers during an active snow storm shall be exempt.
- (e) Motor vehicle back-up alarms required for site safety.

1.06 Vibration Limits and Standards

No party owning, leasing, or otherwise controlling a facility within the Town of Andover shall be allowed to:

1. Produce vibration which exceeds the combine-axis one-third octave band vibration accelerations of ANSI §3.29, Guide to the evaluation of human exposure to vibration in buildings. (Table one, as read in (meters/second)).
2. Produce sound levels in the 31.5 Hz octave band, and in lower bands, that exceed 65dB.
3. Exceptions: The above performance standards shall not apply to noise and vibration emitted during and associated with the following:

- a. Parades, public gatherings, sporting or special short duration events.
- b. Emergency, police, fire and ambulance vehicles.
- c. Police, fire, and civil and national defense activities.
- d. Temporary construction activity associated with a permitted facility, operating within normal daytime hours.

1.07 Prima facie violation.

Any measured noise exceeding the sound level standards as specified in Sections 1.03 Exterior Noise Standards shall be deemed to be prima facie evidence of a violation of the provisions of this Bylaw.

1.08 Penalties for violations.

- (a) Violations under this Noise Bylaw, in the discretion of the enforcing person, may be enforced by noncriminal disposition as provided in Chapter 40, Section 21D of the Massachusetts General Laws (“Section 21D”).
- (b) The penalty for a violation under 1.03 Exterior Noise Standards shall be a written warning for a first offense; \$100 for a second offense; \$200 for a third offense; and \$300 per offense, without limit, for each succeeding offense. Each day or part thereof shall constitute a separate offense.
- (c) Additionally under Section 1.03, at the discretion of the enforcing officer, all construction activities may be suspended following
- (d) initial warning until the violation is cleared to the reasonable satisfaction of the enforcing officer, or Special Permit Granting Authority.
- (e) An enforcing officer investigating a violation of this Bylaw, or any rule or regulation adopted hereunder, shall give the offender a written notice for the noncriminal disposition thereof in accordance with the provision of Chapter 40, Section 21D of the Massachusetts General Laws. The provisions of Section 21D are incorporated by this reference.

1.09 Manner of enforcement.

- (a) The enforcing officer(s) may include the Andover Police, Town of Andover Building and/or Health Officials, as necessary.
- (b) Violations of this Chapter shall be prosecuted in the same manner as other violations of the Andover General By-Laws provided, however, that in the event of an initial violation of the provision of this bylaw, a written notice shall be given the alleged violator which specifies the time by which the condition shall be corrected. No complaint or further action shall be taken in the event the cause of the violation has been removed or fully corrected within the time period specified in the written notice.
- (c) In the event the alleged violator cannot be located in order to serve the notice of intention to prosecute, the notice as required herein shall be deemed to be given upon mailing such

notice by registered or certified mail to the alleged violator at his last known address or at the place where the violation occurred in which event the specified time period for abating the violation shall commence at the date of the day following the mailing of such notice. Subsequent violations of the same offense shall result in the immediate filing of a complaint.

1.10 Severability.

The invalidity of any section or provision of this bylaw shall not invalidate any other section or provision hereof.

On the petition of Jose Albuquerque and others

ARTICLE 35	LAND ACQUISITION
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To see if the Town will vote to appropriate the sum of Four Million Twenty Five Thousand (\$4,025,000.00) Dollars for the acquisition of the land with the buildings thereon, and for costs related to such acquisition including but not limited to costs of demolition and removal of property from the buildings and land, such land and buildings being described as follows:

The land with the buildings thereon known as a portion of 138 Chandler Road and a portion of Assessors Map 147, Lot 4, shown as Lot 1 on Page 1 of Plan of land entitled “Plan of Land in Andover, Mass., Prepared for the Town of Andover, Date: April 26, 2021, Scale: 1”=80’,” by Andover Consultants, Inc., which Plan is on file with the Town Clerk, containing 1,617,193 square feet, more or less, as shown on said Plan; the land with the buildings thereon known as 140 Chandler Road and Assessors Map 147, Lot 5, shown as Lot B-1 on Page 1 of said Plan, containing 79,196 square feet, as shown on said Plan; and the land known as 0 Cross Street and Assessors Map 170, Lot 1 and Map 170, Lot 2, shown as Lot 2 on Page 2 of said Plan, containing 239,375 square feet, more or less, as shown on said Plan, for municipal purposes, and for any other costs incidental and related thereto, and to authorize the Select Board to acquire such land with the buildings thereon, by gift, option, purchase or eminent domain, upon terms and conditions deemed by the Select Board to be in the best interest of the Town and to determine whether the amount appropriated by the Town under this Article shall be raised by taxation, transfer from available funds, borrowing, or otherwise provided, or to take any other action related thereto.

On request of the Town Manager

ARTICLE 36	AMENDMENT OF OPEN SPACE LAND ACQUISITION BONDING APPROPRIATIONS
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To see if the Town will vote to appropriate \$1,215,270.75 to pay costs of acquiring all or any portion of certain additional listed parcels of real property or interest in such real property for conservation and open space purposes under the provisions of Chapter 40, Section 8C of the Massachusetts General Laws, and for expenses incidental or related thereto, together with any buildings that may be thereon, consisting of the acres, more or less, of land above or below water or both together with all flowage and other rights and easements which may exist, which parcels are described as follows:

2014 List of Approved Open Space Parcels

<u>Assessors Map</u>	<u>Lot</u>	<u>Address</u>	<u>Acreage</u>
183	11	83 Lowell Junction Road	3.08
123	30	25 Willard Circle	1.48
123	31	23 Willard Circle	0.90
125	2	57R River Road	7.80
24	4	12 Woodland Road	35.46
24	7	22 Woodland Road	24.60
24	8	28 Woodland Road	9.40
24	9	Woodland Road	8.93
24	10	Woodland Road	7.67
25	12	50 Woodland Road	14.67
25	30	74 Salem Street	18.00
25	44	Route 125	1.88
25	45	Route 125	10.60
25	45A	Route 125	3.56
95	1	141 Abbot Street	53.04

2020 List of Open Space Parcels To Be Added

<u>Assessors Map</u>	<u>Lot</u>	<u>Address</u>	<u>Acreage</u>
72	1	18 Red Spring Road	1.40
72	2	Red Spring Road	0.33
138	23	204 Andover Street	1.04
159	10A	Lowell Junction Road	3.00
159	10	Lowell Junction Road	1.00
158	1	Tewksbury Street	5.00
74	95	Lupine Road	0.10
158	2	Tewksbury Street	2.22
158	8	84 Tewksbury Street	3.50
158	8C	86 Tewksbury Street	1.04
182	4	92 Tewksbury Street	4.38
182	5	4 Pine Cone Lane	1.03
182	5B	3 Pine Cone Lane	1.10
10	4A	15 Tucker Road	10.00
54	14	20 Stevens Street	3.44
54	13T	10 Stevens Street	6.62
54	48A	81 Gradall Lane	2.45
54	48	Essex Street	0.53
60	4B	320 South Main Street	12.80
60	4C	3 West Knoll Road	5.62
60	4D	320 South Main Street	2.01
73	17A	St. Augustine Cemetery	18.87
55	27	Essex Street	0.21
25	43	Route 125	1.00
228	4D	439 River Road	11.80

And

(i) to authorize the Select Board and Conservation Commission to acquire the property or interest in the property described herein by gift, purchase, or eminent domain, and to use such funds to acquire all or any portion of such real property or interest in such real property for conservation and open space purposes under the provisions of Chapter 40, Section 8C of the Massachusetts General Laws on terms and conditions they deem to be in the best interest of the Town,

(ii) to meet this appropriation, (a) the Treasurer, with the approval of the Select Board, is hereby authorized to borrow \$1,200,000 and premium received upon the sale of any bonds or notes approved by this vote, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. c. 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount; and (b) \$15,270.75, representing unexpended proceeds of bonds issued in December 2004 to fund a land acquisition project that is now complete or abandoned and for which no further liability remains, is hereby authorized to be transferred; and

(iii) to rescind the authorized yet unissued balances of (a) \$800,000 appropriated under Article 12 of the 2001 annual town meeting, as amended by Article 56 of the 2014 annual town meeting for land acquisition, and (b) \$400,000 appropriated under Article 23 at the 2002 annual town meeting for land acquisition; or take any other action related thereto.

On request of the Open Space Task Force

ARTICLE 37	GENERAL BYLAW AMENDMENT - OUTDOOR DINING OR RETAIL LICENSE BYLAW
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To see if the Town will vote to amend the General Bylaws of the Town Article XI Section 9, as follows:

OUTDOOR DINING OR RETAIL LICENSE BYLAW

SECTION 1 - LICENSE

Section 1.1 Purpose, Scope, Authority

The purpose of this bylaw is to provide for the licensing on public property of outdoor dining areas and the placement of retail furniture, products and/or fixtures of appropriate design, configuration, and appearance that will be an amenity to the Town during the spring, summer and fall. The Select Board may issue annual outdoor dining and retail licenses which shall be for or within the period from March 1 to November 30. Licenses shall be valid for one season and must be renewed annually. If a licensee previously issued an outdoor dining or outdoor retail license by the Select Board wishes to renew that license for activities substantially identical to those previously licensed, the Town Manager may issue the renewal license without action by the Select Board, provided the licensee submits all necessary materials required for renewal.

Section 1.2 Conditions of the License

The Select Board shall impose such conditions on each license as the Board determines to be appropriate and in the best interest of the Town. License fees shall be established by the Select Board. The Select Board may also make such regulations governing the outdoor dining or retail licenses as the Board considers to be necessary or appropriate to carry out the purposes of this bylaw.

Section 1.3 Design and Appearance

The outdoor dining placement of tables and chairs containing nine (9) or more seats shall be separated from their surroundings by a perimeter fence or barrier. No such fences or barriers may damage the public property. Perimeter treatments, umbrellas, furniture and trash receptacles shall be supplied by the licensee and shall be maintained in a safe and sanitary manner by the licensee. All trash receptacles shall be covered and trash removed nightly. All perimeter treatments, umbrellas, furniture and trash receptacles placed by the licensee must be removed at the end of each season.

Section 1.4 Pedestrian and Wheelchair Passage

In no event shall the placement of furniture, fixtures, products, umbrellas, perimeter fences or barriers create a pedestrian or wheelchair passage width of less than what is required by 521 CMR.

Section 1.5

Outdoor food preparation shall not be allowed unless approved by the Board of Health in accordance with their procedures and regulations.

Section 1.6 Other Licenses and Approvals

Approval of an outdoor dining or retail license shall not be construed as an approval of any other license or an approval for the alteration or extension of premises where alcoholic beverages are served. The serving or consumption of alcohol outside of premises duly licensed for the service of alcohol is expressly forbidden unless approved by the Select Board.

Section 1.7 Temporary Seating

Due to the seasonal and temporary nature of outdoor dining areas, the seating allowed by an outdoor dining license will not be considered an increase in the number of seats serving a business establishment, and will not be counted toward any off-street parking requirement.

SECTION 2 – SUBMISSION AND APPROVAL OF APPLICATION

Section 2.1 Filing Procedure

Application for an outdoor dining or retail license shall be made to the Select Board and a copy shall be submitted to the Inspector of Buildings, Board of Health, Andover Fire Rescue and the Andover Police Department for their reviews. When located within the General Business and Mixed Use Zoning Districts, the applicant shall consult with the Design Review Board prior to seeking a license. Each application will include the name, address and telephone number of the

business owner, the proposed dates and times of operation, and a plan meeting the requirements of Section 2.2 below. The application shall be signed by the owner of the building or owner's representative or attorney.

Section 2.2 Plan Requirements

A neatly drawn scaled plan and seven (7) copies shall be submitted with the application depicting the precise dimensions and location of the temporary and seasonal placement of outdoor dining areas and placement of retail furniture and fixtures; the arrangement of furniture, perimeter fencing, umbrellas, and any other obstruction, and the width of sidewalk/parking space/other public area to be used, and a description of the area available for pedestrian and wheelchair passage. The plan will also include a written description of the colors and materials to be used. Photographs or samples of proposed furniture and materials shall be provided upon request of the Select Board or Design Review Board.

Section 2.3 Insurance

The licensee shall carry or require that there be carried Workers' Compensation Insurance for all employees and those of its contractors and/or subcontractors engaged in work at the business or dining facility, in accordance with the State Workers' Compensation Laws. The licensee shall, prior to the issuance of the license, furnish a certificate of insurance with associated endorsements to the Town evidencing coverage for all insurance required by the Town. In addition, the licensee shall carry Commercial General Liability Insurance and, if applicable, liquor liability insurance, to cover the licensee and its contractors and subcontractors against claims due to accidents which may occur or result from operations under the license. Such insurance shall cover the use of all equipment related to the provision of temporary and seasonal outdoor services. The Commercial General Liability Policy shall insure against all claims and demands for bodily injury and property damage with respect to the temporary and seasonal outdoor dining facilities and retail services, and shall be in such form and amount as determined by the Select Board. The Town shall be named as an "additional insured" in all policies for such insurance. All insurance policies shall be primary and noncontributory and shall contain a waiver of subrogation in favor of the Town. The licensee (and their heirs, successors and assigns in interest) shall also agree to hold harmless, defend and indemnify the Town of Andover and its employees and agents from any responsibility, liability and claims arising out of or related to the operations under the license. Where such insurance is renewed or replaced the licensee shall furnish the Town with a certificate of insurance and endorsements evidencing the same.

Section 2.4 Approval

The Select Board may approve an outdoor dining or retail license after determining that the design and location is suitable to its environs, and that all other requirements of the license have been met. The Select Board shall consider any comments made by the Inspector of Buildings, Board of Health, Andover Fire Rescue, Andover Police Department, Planning Division or the Design Review Board prior to rendering a decision.

Upon approval of an outdoor dining or retail license by the Select Board, the owner and operator of the business and the Select Board shall sign a License Agreement prepared for these purposes

by Town Counsel and shall pay any applicable license fee prior to the commencement of any activities under the license.

SECTION 3 – SEVERABILITY

Section 3.1

If any provisions, paragraphs, sentence, or clause of this bylaw shall be held invalid for any reason, all other provisions shall continue in full force and effect; or take any action related thereto.

On request of the Planning Board

ARTICLE P38	AMEND ANDOVER ZONING BYLAW ARTICLE VIII
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To see if the Town of Andover will vote to amend Section 3.2.1 to the Andover Zoning Bylaw, Article VIII and amend the Andover Zoning Bylaw, Article VIII, Section 3.1.3 Table of Use Regulations Appendix A Table 1, and Section 10 Definitions by adding the following:

Amend Section 3.2.1 Specific Accessory Uses by adding a number 6 to read as follows:

6. Temporary and Seasonal Placement of Tables and Chairs and Retail Fixtures

A permitted commercial structure may place tables and chairs or retail fixtures and products on public or private property for the convenience of patrons as a use incidental and accessory to a permitted food or retail sales establishment where the principal activity is the service or sale of food for consumption on or off the premises, or the retail sale of merchandise. An application for temporary and seasonal placement of tables and chairs or for retail fixtures on private property shall be made to the Building Division on an annual basis and a copy shall be submitted to the Board of Health and Public Safety Officer for their respective reviews. The annual permit shall be issued by the Inspector of Buildings for or within the period from March 1st to November 30th. An application for public property placement shall be made in accordance with the General Bylaw Article XI Section 9 Outdoor Dining or Retail License Bylaw and Regulations.

Amend Section 10 Definitions by deleting Temporary and Seasonal Placement of Tables and Chairs and replacing it with Temporary and Seasonal Placement of Tables and Chairs and Retail Fixtures and further amend the definition to read as follows:

TEMPORARY AND SEASONAL PLACEMENT OF TABLES AND CHAIRS AND RETAIL FIXTURES

The temporary and seasonal placement of tables and chairs or retail fixtures and products outside a permitted commercial structure for the convenience of patrons as a use incidental and accessory to a permitted food or retail sales establishment where the principal activity is the service or sale of food for consumption on or off the premises, or the retail sale of merchandise. Outdoor tables and chairs or retail fixtures shall not interfere with pedestrian access or access for emergency purposes.

Amend Appendix A Table 1 F.8 by replacing “Temporary and seasonal placement of tables and chairs” with “Temporary and seasonal placement of tables and chairs and retail fixtures,” and further amend BA to Y:

F. Accessory Uses (See Section 3.2)	SRA	SRB	SRC	APT	LS	OP	GB	MU	IG	IA	ID	ID2
8. Temporary and seasonal placement of tables and chairs and retail fixtures	N	N	N	N	Y	N	Y	Y	Y	Y	Y	Y

or take any action related thereto.

On the request of the Planning Board

Hereof fail not, and make return of this Warrant with your doings thereon, at the time and place of said meeting.

Given our hands this 3rd day of May 2021.

_____)	
Ann W. Gilbert, Chair)	
_____)	
Christian Huntress, Vice Chair)	SELECT BOARD
_____)	
Laura M. Gregory, Member, Select Board)	OF
_____)	
Richard T. Howe, Member, Select Board)	ANDOVER
_____)	
Alexander J. Vispoli, Member, Select Board)	

A true copy

A T T E S T

Ronald Bertheim, Constable

Andover, Massachusetts, _____, 2021

Pursuant to the foregoing Warrant, I, the subscriber, one of the Constables of the Town of Andover, have notified the Inhabitants of said Town to meet at the time and place and for the purposes stated in said Warrant, by posting a true and attested copy of the same on the Town Hall, on each school house, and in no less than five other public places where bills and notices are usually posted and by publication in the *Eagle Tribune*. Said warrants have been posted and published fourteen days.

Ronald Bertheim, Constable