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Hey Andover Governance group,

After a discussion with Austin and attendance and/or consuming of all the subsequent meetings and citizen's input, here is where I'm currently thinking about priorities and things I'd like to see addressed...

I believe we should strive to have...

- \*High Resident Satisfaction with the Town's Services\* - I think we have opportunities to capture and improve satisfaction with citizen's perception of the town and the services we get from it. It would be nice to focus on areas of opportunity and adjust to trends heading in the wrong vs right direction. I'd love to see an annual satisfaction survey in the Town of Andover.

Effectiveness and accessibility in government in Andover should be a good measurement on how our governance structure is doing. I have opinions that my read of the UMass Lowell survey is tilted to those already engaged in town, leaving the perception of those not engaged largely voiceless. My read is most participants in the Committee meetings were advocating for the Committee to consider greater change to the existing structure. And although marketing has improved for this Committee in the last few weeks, a gap in media coverage and the current process of a "typical" citizen being aware of this topic and the ability to hear and contribute feedback, is low.

- \*Effective Communication between Town "leaders" and Citizens\* - I would like to see optimization of the process to communicate information out to the public so it is more accessible, there is an ability to ask questions to a real human being, and easily debate with a larger body of citizens in Andover. If it exists, we should educate maybe by short video tutorials on how this works OR make it more intuitive and accessible. I think a combination of web tools and facilitation online and offline of groups of people can help.

- \*Informed Residents\* - I think having as much information in advance, the ability to contribute / debate and ask real life human beings questions > 5 minutes before a vote should be a focus. I think a combination of web tools and facilitation online and offline of groups of people can help.

- \*Equal Representation\* - I think engagement in Andover Town Meetings has an imbalance in older, higher income, bachelor degrees or above citizens over the rest of the demographics that exist in the town. Just having equalized district representation isn't sufficient. We should seek to equalize the accessibility for those that may not have the best resources, time, and money to engage. It would be good to know if this is apathy, governance design, or something else. It would be nice for the Committee to understand this better.

- \*Inclusive Participation\* - I think "participation" should be expanded as a metric. I agree that more people voting (e.g., 600 in town meeting) is generally better than less people (e.g., 13 councilors) however, I question whether a different form of government wouldn't increase "participation" of citizens being engaged because there is more of a local focus and conceptually, more accessibility. (i.e., I have someone to go to / talk to that is accountable to represent me that can help facilitate more participation...more ability to debate, engage, meet, etc outside of 1 meeting a year...) It would be nice if the Committee had opinions about what they've found is the most effective way to increase this form of participation.

- \*Agility\* - I worry the current system puts us at risk for making decisions faster as we grow and get more complex. (lost opportunities, save money, etc) It would be good for the Committee to understand how this agility has hurt or helped towns that moved from Town Meeting to Council-Manager.

- \*Efficiency\* - I like being prepared going into decisions. I'd like to see decisions the town is proposing to be highlighted with what it is, a for and against, considerations / assumptions around stakeholders. I love what ballotpedia does (example.) It would be nice if we can do something similar.

I'd like to see the Committee invest time to understand what Town leadership and citizens (interviewing maybe 3?) like (or don't like) about a Council-Manager form of government in MA, what appeared to be their 2nd preference.

I'd also like to hear the Committee say they believe their recommendation is based on what Andover will look like 10 years from now (i.e., more than 36K citizens, more complex problems,) and not just today, much like we wouldn't want to build West Elementary school based on how many students they have today but a projection for what we need to build a foundation for tomorrow.

I'll note the formatting is lost I'd prefer on this input. Either way, I hope you'd consider it. Keep up the great work!