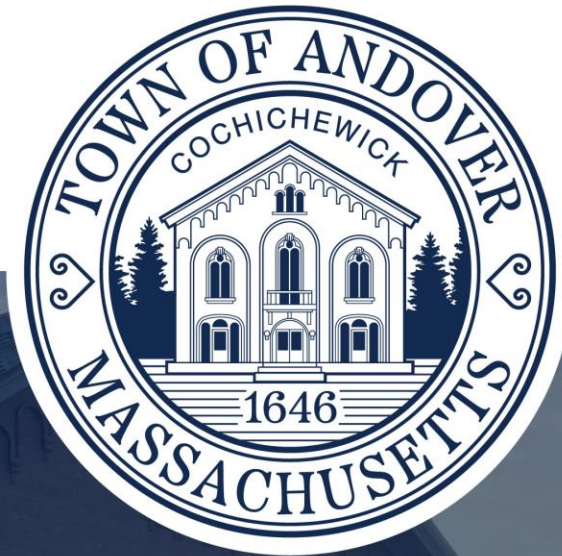


Town Manager & Select Board Strategic Goals & Objectives

Approved Strategic Goals and Objectives for 2025-2026



Final Document

ANDOVERMA.GOV

MAJOR GOAL AREAS

2025-2026



**ADMINISTRATION
& FINANCE**



**COMMUNICATIONS
& ENGAGEMENT**



**CAPITAL
IMPROVEMENTS**



**SELECT BOARD
PRIORITIES**

SUMMARY OF 2025-2026 STRATEGIC GOALS & OBJETIVES

The Select Board has adopted Strategic Goals & Objectives for FY2026. The goals are intended to reflect community priorities and provide a framework and direction for Town Administration and respective departments responsible for contributing to effective outcomes. The Board's goals for 2025-2026 include the following:



Administration & Finance: The Town will continue to prioritize responsible financial planning with a focus on updating the Long-Range Financial Plan. Through this process the Select Board, Finance Committee and School Committee will engage and contribute to the final document to ensure that it is reflective of the community's priorities. The Town's budget process for FY2027 will reflect the tenets of the updated plan.



Capital Improvements: The Town will continue to support strategic investment in capital projects that are intended to improve service delivery and critical infrastructure. The Town will support the development of a roadmap for future capital investment in town and school buildings by completing an update to the Facility Master Plan that identifies needs and prioritizes investment. The Town will also remain committed to making historic investments in water infrastructure and sidewalks that are consistent with the respective schedules and plans for both.



Communications & Engagement: The Town will launch Communications 2.0, a strategic approach to leading the way on the next evolution of municipal communications. Using new mediums, such as video production, the Town's efforts will focus on new ways to reach residents and businesses with the information that they are most interested in. This effort will be informed by the results of new Resident Survey and the outcome of an internal review of our emergency communications protocol.



Select Board Priorities: The Select Board has identified other priorities of significant importance and community interest. As identified priorities, they will be integrated into the Administration's workplan, and the Board will be updated accordingly.



ADMINISTRATION & FINANCE

GOAL:

Complete a deliberative engagement process that results in broad consensus around an updated Long Range Financial Plan that supports clarity, predictability, and responsible budgeting. The updated Long Range Financial Plan will be used as the foundation for the FY 2027 budget.

Review and update, based on best practices, the Town's financial policies as they relate to debt and reserves.

DELIVERABLE:

Conduct a series of workshops with the Select Board, Finance Committee and School Committee. Provide data and modeling to support these conversations. Present an updated Long Range Financial Plan at the conclusion of the process. Incorporate excess levy as a matter of Select Board priority.

The Select Board will work in collaboration with the Town Manager and Finance Committee to complete the review by the end of FY2026.



CAPITAL IMPROVEMENTS

GOAL:

DELIVERABLE:

Support the community’s decision-making on the scope, feasibility, and cost of improvements to Andover High School, consistent with the vote of the 2023 Special Town Meeting.	Provide design options, financial modeling, and other information to the School Committee in support of its decision-making role per the Town charter. Work with the PTBAC as necessary and appropriate. Manage the Town’s architect and OPM firms in support of the community’s goals.
Complete the Facility Master Plan Study & prioritization of future capital investment in town and school facilities.	Facilitate the study of all Town and school buildings to identify and prioritize long-term major capital needs.
Assess short-term use of Shawsheen School and advance long-term plan for use of the facility.	Develop a short-term utilization report on Recreation programming, and present a long-term facility use plan, based on public input by end of FY2026.



CAPITAL IMPROVEMENTS

GOAL:

Continue to prioritize investment in infrastructure projects including water main replacement and sidewalk improvements.

DELIVERABLE:

Sidewalks:

The Town will seek a borrowing authorization (approx. \$10M) from the 2026 Annual Town Meeting for the purpose of funding and completing the 2023 Sidewalk Masterplan in its entirety by FY2029. The Town will also allocate funds in FY2027 to begin the development of the next five-year sidewalk masterplan.

Water Mains:

The Town will plan to replace approximately 4 miles of water main per year, beginning in FY2027.

The Town will actively monitor progress towards both parts of this goal and provide semi-annual updates to the Select Board. In addition to measuring progress, the Town will monitor factors such as cost escalation or other extenuating factors that could impact the Town's ability to fully achieve the goal. It is acknowledged that weather, procurement outcomes and other related matters could impact overall performance towards achieving the goal.



COMMUNICATIONS & ENGAGEMENT

GOAL:

Launch Communications 2.0, which includes:

- 1. Identify preferred communications methods through Resident Survey**
- 2. Enhancing and the next phase of public communication through expanded use of video media, recognizing evolving methods by which residents consume and retain information.**
- 3. Reviewing emergency communications protocol with the Emergency Management Working Group.**
- 4. Provide new residents with a Welcome Guide.**
- 5. Improve search functionality of the website.**

DELIVERABLE:

Partner with UMASS Lowell Center for Public Opinion to develop and distribute Resident Survey. Present results to the Select Board and develop future communications goals based on results. In the next year, the Town will prioritize the following:

- Consistently record and release an informational video series featuring the Town Manager in partnership with AndoverTV, and produce shorter-form video segments for social media to highlight key messages, updates, and services in an accessible, engaging format.
- Recognizing every incident or event is different, develop reasonable expectations and protocols for communicating with the public when emergency or unexpected issues happen. Complete tabletop exercise with public safety team as part of review process.
- As recommended in the TGSC report, develop a Welcome Guide and include information on how new residents can receive official communications from the Town, etc.
- Endeavor to make improvements to website, including to the search function and general organization, within CivicPlus platform.



SELECT BOARD MEMBER PRIORITIES

GOAL:

Continue to advance Select Board priorities of significant importance to the community, including:

- 1. Monitor and facilitate processes to advance the disposition and development of 11 Lewis Street.**
- 2. Expand the Town's legislative affair activities and provide updates to the Select Board, other relevant boards, committees and the community, as necessary.**
- 3. Regularly review business activity through updates to the Select Board via "Business Scorecard".**
- 4. Plan for celebration of 250th anniversary of American Independence.**
- 5. Prioritize the process for selecting a new Director of Sustainability with the goal of having the new Director in place by end of 2025.**
- 6. Complete permitting and award contract for construction of the Nason's Landing Accessible Kayak Launch by the end of FY2026.**

DELIVERABLE:

1. Monitor Minco's progress on satisfying the pre-closing requirements of the Land Disposition Agreement. Support, where possible and appropriate, the actions needed to close on a sale of the land. This may include coordination with the MBTA and advising on architectural drawings.
2. Follow relevant bills, including S.2542, through the legislature and identify and potential impacts to Andover. Work with the delegation to provide the Board with updates, including at Select Board Meetings, and actively work with the delegation to secure funding for Town priorities and support for major initiatives.
3. Work with the Planning Division to develop a business scorecard that provides a snapshot of business activity, including relevant statistics about vacancy rates, planned improvements and collaborate efforts between the Town and business community and a summary of new businesses.
4. Work with the Board and create and appoint a Town Manager appointed committee to plan events and programming to celebrate the 250th anniversary of American Independence.
5. Design a recruitment and selection process intended to attract and evaluate qualified candidates for the position. Post position after Labor Day with the expectation of appointing a candidate in the fall.
6. Advance the project through the permitting phase with the Conservation Commission, finalize design as necessary, and complete the procurement and contracting project by end of FY2026.

Questions?

Andrew P. Flanagan

Town Manager

Andrew.Flanagan@andoverma.us

ANDOVERMA.GOV

