

Call to Order

Committee Chair Mr. Stumpf called the meeting to order at 5:03 p.m. in the Third Floor Select Board Conference Room in the Andover Town Offices building. The meeting was live cablecast and recorded.

Participants

Present were: Town Clerk & Chief Strategy Officer Austin Simko (ex-officio); Sheila Doherty (ex-officio); TGSC Committee members Gail Ralston, David Floreen, Richard Fox, Paula Colby-Clements, Paul Cavicchi, Andrew McBrien, Dara Obbard, and Jon Stumpf; Bernie Lynch and John Petrin of Community Paradigm Associates; Andrew Flanagan, Town Manager; and Patrick Lawler, Director of Administrative Services.

TGSC Committee member Sandy Stapczynski sent apologies for her absence in advance.

Introduction

Mr. Stumpf thanked Andover TV for televising the meeting, and thanked the members of the public who were in attendance for their interest.

1. Approval of Minutes of Previous Meetings

Minutes of “Chair’s Forum” of December 3rd 2019: Mr. Floreen moved that these be accepted, Ms. Colby-Clements seconded. The committee voted 10 in favor of approval, none opposed, with Ms. Ralston abstaining as she was not present at the meeting in question.

Minutes of TGSC Committee Meeting of January 11th 2020: Ms. Colby-Clements moved that these be accepted, Ms. Ralston seconded. The committee voted unanimously in favor of approval.

2. Update on Town Communications Operations

Mr. Flanagan and Mr. Lawlor presented an update on the Town’s Communications strategy and operations. The slides that they used are attached as Appendix 1, and provide a detailed record of the content of their presentation. The following points are particularly noteworthy:

- The Town strategy emphasizes Town staff engaging in discussions between residents via Social Media to answer questions accurately and quickly, reduce the spread of misunderstanding and misinformation, and provide timely assistance. In this, Andover differs from many towns that believe that it is not their place to engage in this manner.
- The Town has observed that communication between Departments has improved as a side-effect of enhanced communication with residents.
- The Social Media Working Group amplifies the effect of each Social Media channel.
- Absolute levels of usage should not always be taken as either a metric or goal for Social Media. For example, easy access to budget and finance information is a core of the

communications philosophy, but only a few residents with specific interests avail themselves of this.

Mr. Stumpf thanked Mr. Flanagan and Mr. Lawlor.

3. Review Issues Studied by Predecessor Committee in 2002

Mr. Lynch and Mr. Petrin reviewed the report of the Town Government Review Committee of 2002 prior to this meeting, and summarized their key take-aways as follows:

- The scope and charter of the previous committee was very similar to that of the TGSC, covering Charter, Bylaws and Government Practice
- The previous committee concluded that Andover was well managed and well governed.
- The previous committee re-affirmed Andover's choice of Select Board and Open Town Meeting as our form of government. The committee saw no evidence that Representative Town or City forms of government would be better.
- The committee noted that Andover benefits from very strong volunteers who should be given the scope to achieve what they have been asked to accomplish.
- The committee saw no evidence of political interference
- The committee did recommend a few changes to the Charter, but did not recommend that a Charter Commission be established.
- The committee finished their report with the observation that times change and that it would be prudent to re-evaluate their conclusions from time to time.

As advice to the current TGSC, Mr. Lynch and Mr. Petrin offered the following:

- The previous report is not that old, and much of it should still stand. The report should be taken as a useful source of data for the TGSC.
- The previous committee did a good job of addressing in their report the core of their Charter, specifically by building their report around the themes of the first three bullets above.

In discussion, the TGSC acknowledged the quality and value work of their predecessors, but also agreed that the TGSC have an opportunity to prepare an even better report. The previous report reports decisions as statements but does not explain the rationale or present data to support the decisions. As such, the previous report may be read as statements of opinion. The TGSC should include justifications and supporting data in our report.

4. Discuss Process For Selecting Issues to be Included in Committee's Scope of Study

Mr. Stumpf introduced this topic. The outcome of the meeting of January 11th was a list of issues distilled from all sources of previous input, grouped as issues that most members of the committee thought might be worth study, issues that a majority thought might be worth study, and issues that a minority thought might be worth study. The task for the current meeting was to agree for each topic whether that topic definitely should be studied, definitely should not be studied, or that further consideration would be required before agreeing the disposition of that topic. Ms. Colby-Clements observed that she had gone through the list of issues in detail but felt she had got stuck in the weeds, and therefore proposed that the committee first look for issues that could be

dispositioned with little discussion. This was accepted. In addition, the committee agreed the following principles:

- Generally, issues would be studied by sub-committees, with the exception of which form of government should be recommended. The latter is the central issue of the study and should be considered by the full committee.
- In determining what to study, the committee should not filter issues that they believe will not require change. Part of the committee's remit is to examine existing situation to determine that the current state is optimal.
- After the January 11th meeting, all issues were rephrased into the form of neutral, non-leading, questions. However, the committee should feel free to further adjust wording of any issue to better express the underlying issue to be studied.
- The process can be iterative and the disposition of any issue might be revisited at a future date

5. Discuss Issues to be Included in Committee's Scope of Study

The committee started to disposition issues following the process as previously agreed. However, it became apparent that many issues could become entirely moot if certain forms of government were to be adopted and different conclusions might be reached for other issues depending on the form of government. Thus, the committee agreed that the initial effort should focus entirely on reaching a preliminary decision on which form of government the committee should recommend. Thereafter, additional issues should be studied but within the context of this decision. In effect, Phase 2 shall be divided into two phases:

- Study of form of government
- Study of remaining issues

The committee agreed the following principles:

- It is important to note that this decision does not reflect the committee's view of the importance of other issues. The form of government should be studied first because most other decisions are dependent on this.
- The study of form of government shall include the broad issue of which form to adopt (Select Board and Open Town Meeting, Select Board and Representative Town Meeting, and City form) as well as the specific study of whether and how existing Open Town Meeting should be enhanced. Indeed, both questions inform each other. Gathering further data required specifically to support the study of form of government is also in scope of this phase.
- The conclusion of this phase shall be treated as a preliminary working hypothesis. It may transpire that the decision might be revisited if study of other issues suggests that the form of government selected initially is sub-optimal.

5. Prepare for February 10th Presentation to Select Board

Mr. Stumpf will present on behalf of the TGSC. Mr. Stumpf will contact the Select Board to find out how much time is available. Mr. Stumpf's presentation will include an update on the TGSC's activities so far, a description of the process followed to identify issues to study, the conclusion

reached during this meeting, and the timescale for future activities. The timescale shall be presented as contingent on the scope of work that emerges as the study progresses.

Audience Participation

Mr. Fink of 21 Basement Drive, Andover, asked Mr. Simko how many responses had been received from the survey conducted by the Town in collaboration with the University of Massachusetts, Lowell. Mr. Simko responded that 900 to 1000 responses had been received, and data would be available in February. Mr. Fink commented it would be advisable for the TGSC to gather data from a broader constituency to ensure no resident feels disenfranchised. However, he stated that he was pleased that the committee has already included data gathering in a ongoing plans.

Next Meeting

The next meeting shall be held after the meeting with the Select Board. Mr. Simko shall circulate a poll to determine the preferred time and date.

Adjournment

Meeting adjourned at 7:43 p.m.

Respectfully submitted,

Andrew McBrien, Clerk

Attachments

Appendix 1: Slides used by Mr. Flanagan and Mr. Lawlor

Appendix 1: Slides used by Mr. Flanagan and Mr. Lawlor



**TOWN OF ANDOVER
COMMUNICATIONS OVERVIEW**

Town Governance Study Committee
January 30, 2020

COMMUNICATIONS OVERVIEW



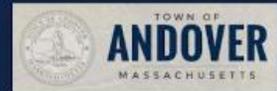
- Communications Philosophy
- Digital and Interactive Communications
- Internal Communications
- Traditional and In-Person Communications

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COMMUNICATIONS PHILOSOPHY



ANDOVER'S COMMUNICATION PHILOSOPHY



Engagement

Connecting the community with the town, town events, public meetings, and Andover news

Response

Proactive and reactive communications, typically surrounding major events, weather, or other out of the ordinary events

Interaction

Digital and in-person dialogue between town officials and residents, business owners and stake holders. This includes "rapid response" approach to social media posts and inquiries, public information sessions and resident meetings

DIGITAL AND INTERACTIVE COMMUNICATIONS SOCIAL MEDIA

SOCIAL MEDIA



@AndoverMA
3,709 likes



@AndoverMaGov
3,337 followers



@AndoverMaGov
718 followers

Primary Users

Director of Administrative Services

Executive Assistant

Police, Fire, Public Works, Recreation, and Library all have strong pages with dedicated staff to manage

Andover's Social Media Working Group is led by our Deputy Town Manager

SOCIAL MEDIA



- Followers on just the Town of Andover main social media accounts have increased 77% since this time last year
- Subscribers to our News Flash has nearly doubled over the last year
- Routine posts reach anywhere from 1,000 – 5,000 users, while critical messaging reaches between 10,000 and 15,000 users

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WHY WE ARE EMBRACING INTERACTION ON SOCIAL MEDIA



- We have an extremely active social media community. Currently there are three major “Groups” with 17,000 members
- We are meeting residents in the spaces they are comfortable and where they frequent
- We are communicating with residents one on one, but with a lot of observers

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WHAT DOES THIS LOOK LIKE?



Erin
November 11 at 1:02 PM

Hi all, just wondering if anyone knows how (or if) I should handle complaint with the town - as in, is there someone to contact re: water main construction? Do I start with water department? A man was banging on my door last week, insisting on coming in, even though I explained it was middle of the work day and I was on a call. He was super aggressive, so I finally let him in. A few days later I went down to the basement, and found a flood of water all over the floor and all over my stuff. It's taken me a few days to clean up, and I had to throw away some of our belongings. The main water valve now needs to be replaced (he also left it with a slow drip after doing whatever else he did to flood the place). They were working on the water mains in my street at the time. Any advice? I'm so mad at myself for letting him in, plus I was so busy working at the time I never grabbed his name or company info!

🤔 🙄 🙄 9

9 Comments

Patrick Lawlor Hi Erin, this is Patrick Lawlor from the Town Manager's Office. First off, I'm sorry you had this experience. If you would like to email me your address and any other information, I can discuss this with the Engineering and Water Divisions. My email is Patrick.Lawlor@andoverma.us. You are also always welcome to use our centralized online customer service center at www.andoverma.gov/311.

ANDOVERMA.OSCEND.COM
Andover MA -

Like · Reply · Remove Preview · 2w

Erin Patrick Lawlor thanks so much, Patrick, I will email you!

Like · Reply · 2w



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WHAT DOES THIS LOOK LIKE?



Erin Hi all, thank you for your advice & just wanted to let you know that the town addressed my concerns and fixed the water valve for me. I wrote up a (crazy, lol) email and they handled it really professionally. 🙌 happy thanksgiving 😊

Like · Reply · 4d

👍 2

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DIGITAL AND INTERACTIVE COMMUNICATIONS ANDOVER NEWS NEWSLETTER

ANDOVER NEWS



- Currently there are seven different newsletters users can sign up for.
 - Special newsletters have been created for Blasting Notifications and special interests like the MBTA Monopoles
 - Users can receive email and text alerts
- Users can sign up to receive automatic notifications for agenda postings for 30 Boards and Committees
- Andover News items are linked directly to the front page of our website

METHOD	LIST NAME	DESCRIPTION
	Andover News	News items posted on the homepage and also distributed to email subscribers View Previous Messages
	Project News and Updates	Project and construction news and updates from the town of Andover View Previous Messages
	Sustainability News	Learn more about sustainability efforts underway in the Town of Andover!

NOVEMBER 04, 2019

Andover EEE Risk Lowered Due to Hard Frost

Information on Mosquito Control. [Read On](#)

You are receiving this message because you are subscribed to Andover News on andoverma.gov. To unsubscribe, click the following link: [Unsubscribe](#)

DIGITAL AND INTERACTIVE COMMUNICATIONS WEBSITE RESOURCES

TOWN OF ANDOVER WEBSITE



- Website was re-designed and launched in 2017
 - Layout based on feedback from user groups
 - Refresh scheduled for Summer 2020
- Framework and organization uses municipal best practices
- Decentralized management of the resource



TOWN OF ANDOVER WEBSITE

Featured Items

Community Events and Programs

Public Records Center

Recycling and Trash

Social Media Channels

Property Lookup Tools

Projects Around Town: Upcoming & Ongoing

TOWN OF ANDOVER WEBSITE

1689 - 2020 - Community Events and Programs

Community Events and Programs

This calendar is to help publicize any event located in Andover sponsored by the Town, by a not-profit, or by a nonprofit organization standing as a charitable foundation, where the general public is invited to attend. No feeble's, clubs, social, religious, commercial, legal, or personal events are to be posted. Approval of a local business and contractor is not required or the approval of any event. Events posted are subject to any required permits, licenses, and/or other municipal approvals, approval of a governing body and apply permitting or license conditions. The Town of Andover reserves the right to cancel, as well as to modify or remove postings for an event or events at the discretion of the Town Manager or delegate.

To add new event, please click the "Add New Event" button from the calendar below.

Andover Community Events						
January 2020						
SUN	MON	TUE	WED	THU	FRI	SAT
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Tue Jan 28
Andover High School Winter Sports

Fri Jan 31 - Sat Feb 1
Middlesex Regional - Middlesex Regional
1200 St. Albans St. Middlesex Regional

Fri Jan 31 - Sat Feb 1
Middlesex Regional - Middlesex Regional
1200 St. Albans St. Middlesex Regional

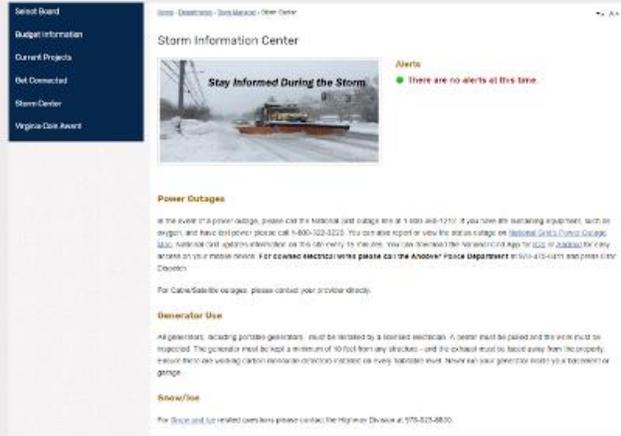
Sun Feb 2
Andover Snowshoes

Tue Feb 4
The Andover 2020 Gas Ave. Race Walk
by the town

Thu Feb 6
Introduction to the Bank of America
DEPARTMENT OF EDUCATION

- Community Events and Programs Page
 - Self service submittal; groups and organizations submit events, approved by town staff
 - Populates the only comprehensive events calendar in the Andover area

TOWN OF ANDOVER WEBSITE



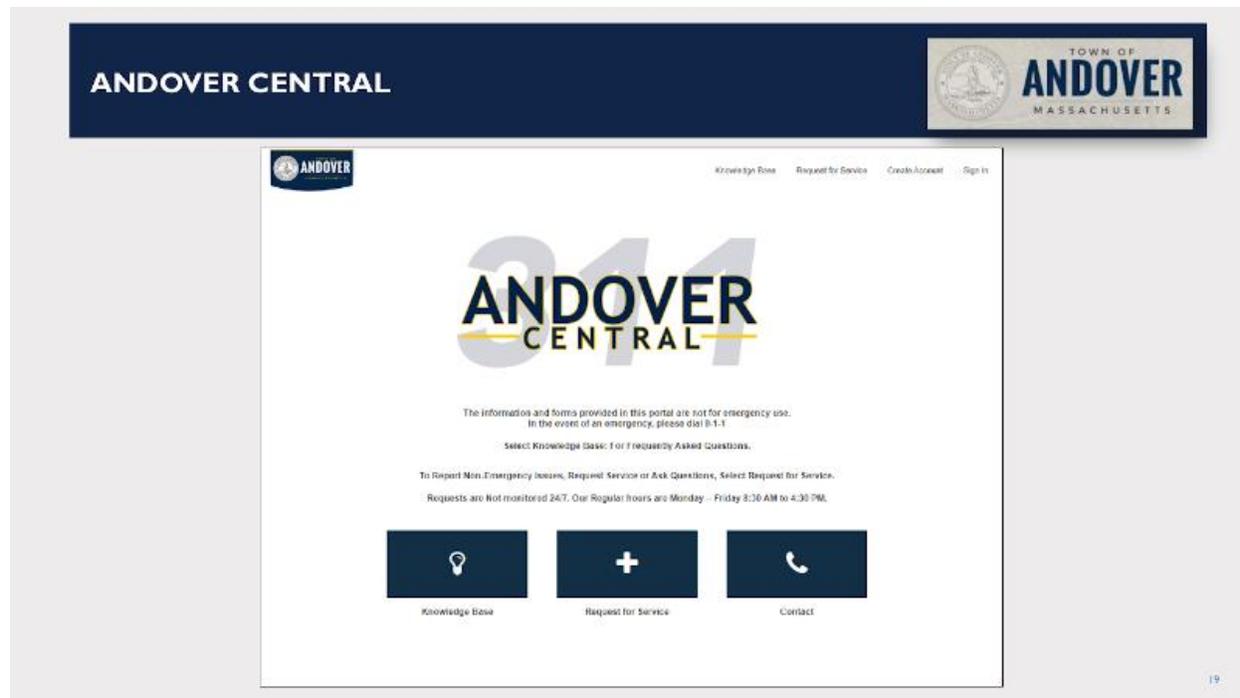
■ Storm Information Center

- Single source of information during weather events and other emergencies and school closings
- Managed by the Town Manager's Office and supported by the Emergency Management Working Group, Public Works, Police, Fire, and the School Department



ANDOVER CENTRAL 311 – REQUEST FOR SERVICE – KNOWLEDGE BASE





ANDOVER CENTRAL 

- Andover Central is the Town of Andover's customer service hub that can be thought of in three segments:

Digital Service Requests	Knowledge Base	311
<ul style="list-style-type: none">The public can submit requests for service that are geo-based, managed, and trackable	<ul style="list-style-type: none">An answer to any question related to town government that would not require follow-up	<ul style="list-style-type: none">Non-emergency customer service phone line.Ability to activate after hours or during emergencies

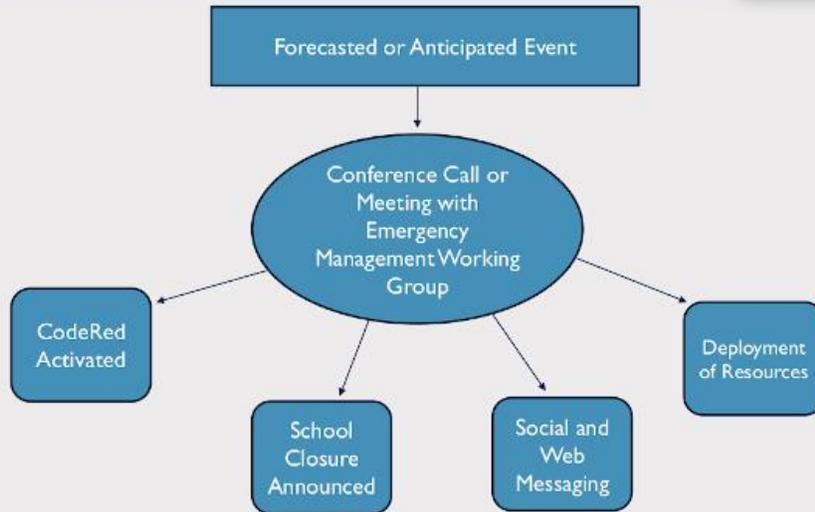
WWW.ANDOVERMA.GOV/311 20

INTERNAL COMMUNICATIONS

SAMPLE INTERNAL COMMUNICATIONS PROCEDURE



EMERGENCY COMMUNICATIONS FLOW

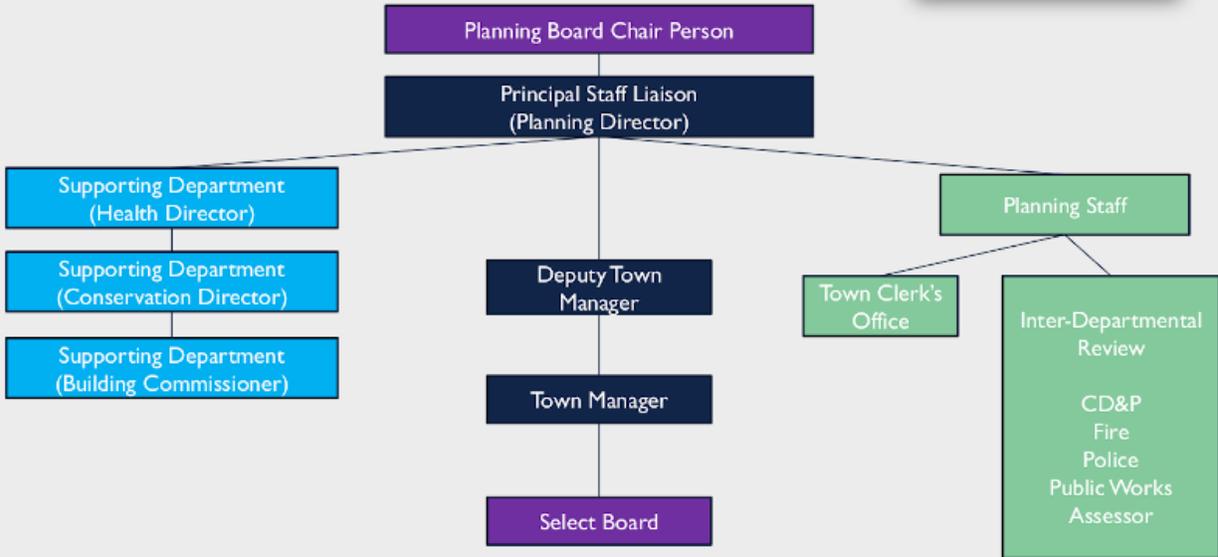


INTERNAL COMMUNICATIONS

SAMPLE BOARD RELATIONS COMMUNICATIONS FLOW



SAMPLE COMMUNICATIONS FLOW BOARD RELATIONS – PLANNING BOARD

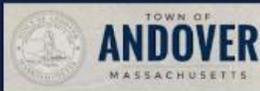


TRADITIONAL AND IN-PERSON COMMUNICATIONS

RESIDENT MEETINGS



PROJECT MEETINGS




ANDOVER, MA
LOWER SHAWSHEEN PLAYGROUND

Related Documents to the Lower Shawsheen Playground Project

Information from the Public Meeting on December 18th

Two design options for the Lower Shawsheen Playground were discussed at the December 18th meeting. After hearing public comments, the Town will be focusing on the [Dabbins Creek Concept](#).

If anyone has any feedback please e-mail ajones@andover.org, Director of Community Services.

Information about the upcoming Public Meeting on December 18th

Scope and Context

Please join us in selecting a new design for the playground at Lower Shawsheen Field. This is the second public meeting. It is on Tuesday, December 18th, 2018 at 3:30pm at The Memorial Hall Library in the Children's Room. [See Calendar Link](#)

Information from the Public Meeting on November 15th

Playground Ideas:

Group agreed that it is good to have each park have its own identity whether thematic or play structure or choice of colors.

Residents feel that the look of the [Rollerblade Playground](#) seems filled with play toys that are left behind and want to avoid that.

Swings are popular but they take lot of space. The idea of a hoist swing that is also adjustable and accommodates more users was well received but there will be in addition additional swings as well (Quantity TBD based on space/budget).

Residents mentioned that the picnic table is used by the soccer kids on the weekends and have noticed lot of trash. The picnic table surfacing collects sap and is not easy to maintain besides being in a location not easy to monitor.

Some residents like to see this with a nature theme with natural colors but others like some of the modern equipment with bolder colors.

Decision: A design for a splash pad was mentioned since there is a water connection but it was agreed that a splash pad would be a better fit at one of the other larger Andover playgrounds and not here due to limited size and budget.

Decision: New play structure should not offer climbing spaces to deter illegal activities.

Decision: New play structure will be primarily for the 9-12 age group but there will be other play elements such as swings, spinner or seesaw that can be used by the younger kids.

Decision: The surfacing material shall be primarily Poured-in-Place (PIP) rubber surfacing (fully ADA compliant) as much as possible but certain parts of the playground may still use Engineered Wood Fiber matting with PIP accessible path.

Decision: A new picnic table will be provided that allows rain water to go through and will be located in a more visible spot in the playground.

Decision: There will be some hardwood pavement play and 4 square was desired. No basketball hoops or leather ball (has maintenance requirements).

Next Steps

Residents voted their preference on choice of Playground Equipment. See Photos Below.

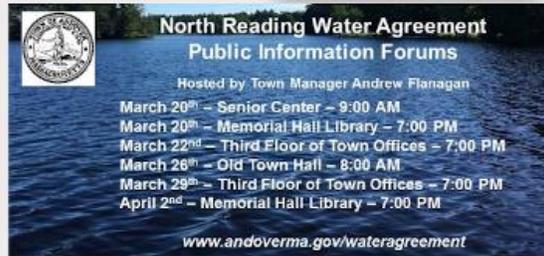
PUBLIC INFO MEETINGS




**Ballardvale Fire Station
Public Information Sessions**

- October 17th - 7:00 PM - Ballardvale Fire Station
- October 25th - 7:00 PM - Public Safety Center
- November 8th - 8:00 AM - Andover Senior Center
- November 10th - 11:00 AM - Ballardvale Fire Station
- November 15th - 7:00 PM - Andover Town Offices
- November 20th - 7:00 PM - Memorial Hall Library

manager@andoverma.gov (978) 622-8230



**North Reading Water Agreement
Public Information Forums**

Hosted by Town Manager Andrew Flanagan

- March 20th - Senior Center - 9:00 AM
- March 20th - Memorial Hall Library - 7:00 PM
- March 22nd - Third Floor of Town Offices - 7:00 PM
- March 26th - Old Town Hall - 8:00 AM
- March 29th - Third Floor of Town Offices - 7:00 PM
- April 2nd - Memorial Hall Library - 7:00 PM

www.andoverma.gov/wateragreement



Special Town Meeting

Columbia Gas Refinement
June 10th 7:00 PM
Andover Memorial Auditorium, 36 Ball's Street

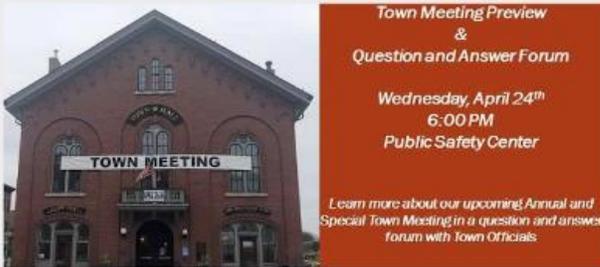
**Special Town Meeting
Public Information Sessions**

- June 11th - 7:00 PM
Memorial Hall Library - Third Floor
- June 12th - 8:00 AM
Town Offices - Third Floor
- June 17th - 8:00 PM
Town Offices - Third Floor



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PUBLIC INFO MEETINGS

**Town Meeting Preview
&
Question and Answer Forum**

Wednesday, April 24th
6:00 PM
Public Safety Center

Learn more about our upcoming Annual and Special Town Meeting in a question and answer forum with Town Officials.



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