

Select Board
Goal Setting Workshop

Tuesday, June 21, 2022

Town Offices

3rd Floor Select Board Conference Room

36 Bartlet Street, Andover, MA 01810

I. Call to Order

Select Board Chair, Alex Vispoli, called the Goal Setting Workshop to order at 7:00 PM.

Members in attendance Laura Gregory, Chris Huntress, Annie Gilbert, Melissa Danisch

Others in attendance: Town Manager Andrew Flanagan, Deputy Town Manager Mike Lindstrom, Asst. Town Manager Patrick Lawlor.

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. [Goal Setting Workshop](#)

Alex Vispoli announced that the Goal Setting presentation will be provided by the Town Manager followed by discussion with the Select Board on the process.

A. [Town Manager to update the Board on 2021-2022 Goals and Objectives](#)

The Town Manager will go through the goals adopted by the Board and provide a progress report of their status as of today. When they transition into next year's goals, there will be overlaps of some of the goals, but they are updated with deliverables and timelines based on certain circumstances.

Main General Goal Areas:

Administration & Finance

Goal: Work with the Investment Committee to develop and finalize an investment strategy for the Town Pension Obligation Bond proceeds (POB). **Deliverable:** An investment strategy was developed and \$98M of the bond proceeds have been invested through a dollar cost averaging method. The Investment Advisory Committee will continue to meet even after all the funds are appropriated.

Goal: Develop a revenue recommendation for the FY23 Operating Budget and present to the Select Board as part of the annual budget process.

Deliverable: Presentation given to the Board in January 2022. The Town Manager's recommended budget was developed using the 10-year average as a benchmark and consistent with what was presented in the budget.

Goal: Include a presentation and statement that illustrates and explains the projected tax impact of the proposed budget in the Town Manager's Annual Budget & Financial Plan and as part of the regularly scheduled meeting. Evaluate projected and estimated tax impacts of the proposed budget and the debt service needed to fund the West Elementary School Building Project and POB's outside of the levy limit. The Tax Impact Statement should analyze the impacts of major budget drivers and provide a comparative summary,

including the updated 10-year average and how the proposed budget relates to the average.
Deliverable: Presented Revenue Recommendation to the Board in January 2022. Using the 10-year average as a benchmark. The budget, and subsequent presentations included explanations on other tax impacts including the POB, an initial borrowing for year one of the WESP School Building Project and the Senior Tax Exemption. On average, about 150 people a year take advantage of the Senior Tax Exemption.

Goal: Develop policy framework for excess levy capacity that provides short and long term guidance on how it is managed in the context of the overall tax levy, average single family tax bill in the annual budget.

Deliverable: Policy Framework was presented and approved by the Board in January 2022. Long term options were discussed which will be included in next year's goals.

Goal: Develop framework for Town ARPA funds that focuses on investments that support promoting recreation and outdoor space, access and operational improvements, continued response to COVID-19 pandemic, expanding the capacity of water infrastructure and expanding access to human resources. |

Deliverable: The ARPA Framework Plan was presented to the Board and the Finance Committee. Upon approval and finalization of the plan by the Board, they began implementing aspects of the plan in the spring. They will present bi-annual updates expenditure category to the Board.

Goal: Secure federal funding for removal of lead water service lines. Develop a plan moving forward.

Deliverable: Working with our state delegation and the Governor's Office, the Commonwealth has \$5M earmarked for replacing the lead service water lines. A final plan will be presented once the funds have formally been secured. Service lines have been replaced as part of the water main improvement program where possible. Letters were sent to residents in an effort to identify additional lines. There is a plan in place with the EPA on how we will proceed.

Goal: Negotiate successor contracts for all town unions.

Deliverable: Two successor agreements have been ratified, one tentative agreement has been reached pending ratification, representing 80% of our unionized workforce. They will continue to negotiate agreements consistent with the Select Board's authorization.

Goal: Onboard new AYS Director and review mission and align programming.

Deliverable: The AYS Steering Committee developed a profile for the next Director and developed a community survey. The selection process is underway and expected to be completed in early July. Permanent staff were appointed in May. The Steering Committee has been very helpful in this process. Once appointed, the next Director will work with the administration on a strategic planning and visioning process.

Goal: Launch the Town's new Wellness & Support Services Division. Under the leadership of Wellness and Support Coordinator.

Deliverable: The Wellness and Support Services Department was proposed and approved as part of the FY2023 budget. The first coordinator has been hired and will start next week. The first task will be to identify what additional resources might be necessary. The Town

has added capacity to its human services functions through a one-time state grant in the amount of \$100,000 to support this Department (not for salary) and will also leverage ARPA funds to continue to build capacity.

2. 2022-2023 Goals

A. New Mobile App and Website Refresh Update

Patrick Lawlor provided an update on the mobile App refresh ANDOVER Central that will soon be launched and consistent with the branding of our one-stop customer service functions for residents and businesses. The App will be available through the App Store and Google Play with public access in early July. The app's main screen features the Town's most frequently used online and digital services including; request a service using the 311 platform, read and subscribe to Andover News, pay bills, view the Public Meeting Calendar, upcoming community events, agendas and minutes of board and committee meetings. In addition, you can find information on recycling and solid waste, visit the online permit center, research property information, and find information from all town departments.

The site's redesign will focus on what we know about our user's activity and an experience that is simpler and more user friendly. Andover's website is a portal for all town activity and services including permitting, licensing, election information, requests for service, emergency alerts and notifications that is the legal and official posting location for the Open Meeting Law.

An internal team has been established to serve as the Steering Committee for the new website with representation from the Town Manager's Office, Information Technology, DPW, Dept. of Community Services, and Community Development and Planning. This group will drive the internal decision-making process based on the experience of the power users from these departments. A residential group will be assembled for testing and feedback.

B. Andover Central Customer Service System Response Update. www.andoverma.gov/data

Patrick Lawlor provided an update on the Town's 311 customer service requests and response patterns.

Self Service and staff entry of service requests are the two pathways for case management. There are variations in the use of the system with some departments utilizing the system as a work process management system. They would like it to be available for all departments and that all employees have an awareness of the 311 System. All the information is available in the data portal as well (in real time). This is the 'one-stop' shop for all service requests.

Chris Huntress asked if they could include an option for information on upcoming events and using a QR code. Patrick responded that they are working on that.

Goal: Citizen Response Management and Engagement

This goal when adopted was to continue to expand the fully-integrated customer service model within Town Offices, including the development and training program for frontline

Town staff, developed by town staff, that focuses on professional training and development of those who most often interact with the public.

Deliverable: Finalize training program and begin implementation in 2022. Construction on the permanent customer service center is expected to begin this winter and the staffing component has been fully integrated into bargaining agreements. An internal credentialing program will allow staff to develop expertise across the organization. This is an on-going goal.

Goal: Reorganize existing resource to maximize and establish efficiencies through collective bargaining when necessary.

Deliverable: They negotiated language into all job descriptions of the Independent Association that allows them to move staff within the centralized service function, so people are working across department alliance regularly. They are always looking at vacancies and the evolving needs of the municipality which has created several efficiencies. They made adjustments to positions focused on: customer service, community development administration, engineering, finance, and recreation.

Goal: Continue to be a leader in the areas of transparency and engagement through module upgrades and data enhancement through the Town's portal-Andover Data and to develop quarterly reports to the Board on key metrics, trends, and response time.

Deliverable: All data modules were updated to include 2021 annual performance data; a new Grants dashboard was added to highlight grants received by departments.

Goal: Begin process for comprehensive update of the Town website and develop the framework for a regular communication. Explore the development of a mobile app and establish a resident focus group to support these efforts.

Deliverable: Focus group established in the winter of 2022. Mobile App developed and is ready for public launch; website update is underway through the work of the internal focus group; a resident feedback group will be developed to test and provide feedback.

Goal: Provide the Board with an update on departmental and division goals including relevant metrics and outcomes and potential barriers, including quarterly updates in the areas of DEI, Sustainability, Water & Business Engagement.

Deliverable: All data modules were updated to include 2021 annual performance data. A new grants dashboard was added to highlight grants received by departments.

Deliverable: The Board received an update on department goals at the April 2, 2022, Saturday Budget Meeting. Quarterly updates of these departments will begin in July 2022.

Capital Improvements:

Goal: 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.

Deliverable: Preliminary work has been ongoing to allow the transition of spaces; abatement is underway in certain areas and the full project scope work is expected to begin in the fall of 2022. The Town Manager's Office will be temporarily moving to the basement for a few

months until the third-floor construction is completed. They will be utilizing all of the spaces as best they can.

Goal: Continue to implement the Gas Disaster Recovery Plan and provide incremental updates to the Select Board. They expect to finish all of the work by the end of the summer.

Deliverable: They have been providing updates and are beginning Year 3 implementation of the road program with Lot 1 and 2 reconstructions to be rebid in July 2022.

Goal: Continue to implement the sidewalk program and continue to incorporate it into the FY-2023-2027 CIP based on the sidewalk inventory report and prepare to present the sidewalk inventory report at a public meeting and bring prioritization matrix to the Board for approval.

Deliverable: Sidewalk Master Plan is currently open for public comment. A prioritization plan will be put forward in the fall of 2022 that will also align with Complete Streets policy and prioritization plan. The public facing portal is open and the response has been solid.

Goal: Begin visioning process and develop a funding plan for potential future uses of the Park Property on Chandler Road and align with the Recreation Park Master Plan.

Deliverable: Selected consultant to begin visioning process. Phase 1 to be funded from ARPA and the development of a funding plan will begin in summer 2022. Three public meetings have been held to date with the community to solicit input. A preferred design concept for the property will be finalized in the fall of 2022.

Goal: Develop Final Plan for capping Ledge Road Landfill.

Deliverable: Updated plan was presented to the Board in the Winter of 2022. Planning will continue throughout the summer and fall of 2022 for a final plan for the landfill.

Downtown Andover, HMD, & Economic Development

Goal: Continue to provide oversight to the Parking and Hardscape Improvement Project behind Old Town Hall. **Deliverable:** Based on project bid responses modifications to this project will be needed in order to proceed.

Goal: Work with the selected developer for 11 Lewis Street and negotiate and finalize the land disposition agreement (LDA) pending approval, negotiations will begin.

Deliverable: Negotiations are underway and will work with the selected developer to finalize the land disposition agreement (LDA)

Goal: Move the Route 133 Corridor Improvement Project to the 25% Design Phase with MassDOT.

Deliverable: Public input via surveys, in person and virtual meetings have been held. A preferred alternative for reimagining the 1.25-mile corridor has been developed and public input received. They are working with the consultant TEC and 25% of the Design Plans have been submitted to MassDOT for review and approval this past winter. A Public Hearing is targeted for the Summer/Fall 2022 and a community update provided in the fall.

Goal: Support work of Master Plan Steering Committee in their work to update the 2012 Master Plan.

Deliverable: The Master Plan Steering Committee (MPSC) conducted over 20 focus groups with approximately 190 residents and business owners. With the feedback received, they created an Affinity Map and from that, a resident survey was sent out receiving almost 700 responses. The MPSC received a \$60,000 grant from the Dept of Housing & Community Development to hire a consultant to assist in the compilation of Plan.

Update: A Kickoff meeting will be held June 21st with additional information available soon.

Goal: River & Open Space Access.

They have been working with John Lavoie, Superintendent of the Gr. Lawrence Technical School on public safety access along the Heffron Right of Way and GLTS easement to the Merrimack River, including permitting, bidding and the start of construction. There will be parking for drop off and turnaround areas and we will provide power and a security camera. Three site walks were held over the past few weeks.

Update: They are in the middle of a peer review with the Conservation Commission and looking for more ADA access.

Goal: Continue to work with Open Space Task Force to further develop the process for identifying and prioritizing parcels for potential acquisition.

Update: The Open Space Task Force is currently in negotiations with two of the priority parcels approved at the 2021 Annual Town Meeting.

Goal: Continue to work collaboratively with the Merrimack River District Commission on regional access to the Merrimack River to improve the overall health of the river.

Update: The Town has signed an agreement with Clean Harbors/Safety Clean to place two booms (town owned) on the River and to collect and remove debris. They expect to get 2.5 seasons out of the \$75,000 in funding received. Having the resources allowed them to put out the RFP.

Goal: Kickoff Master Planning Process for Shawsheen River

Update: A kick-off meeting was held in January 2022 and stakeholder groups engaged throughout the winter which will be continued.

Update: They will reconvene public meetings in July to advance concepts and policies.

Goal: Increase access to the region's most scenic resources by constructing public pathways and enhancing river access for recreation. This is on-going.

Update: An update from the Land Manager was received this past winter. Currently, they are developing a comprehensive, accurate, and inclusive land management plan for the Town that guides the overall management and use of all conservation-controlled properties.

Energy & Sustainability

Goal: Begin work on the 2nd phase of the Climate & Sustainability Action Plan to address climate impacts, disaster preparedness, and sustainability for town and residents.

Deliverable: Climate Summit was held in April 2022 with more than 100 attendees. A workshop held on the second day kicked off the Climate and Sustainability Action Plan Engagement and feedback process.

Goal: Facilitate next steps for implementation of Andover’s Community Choice Aggregation Program upon approval of the Dept of Public Utilities which includes continued community engagement and comprehensive mailing program.

Deliverable: The DPU issued its first information request on the draft of the Andover Community Power Plan in June. This is a requisite step on the path for DPU approval and Town Management met with Good Energy to craft a response to DPU questions the first round of which was received last week.

Goal: Further align Town projects and sustainability initiatives with the Andover Green Advisory Board through a shared goals process.

Deliverable: Administration & SMT worked with AGAB this past winter.

Goal: Diversity, Equity & Inclusion

Onboard new Director of DEI and support this new resource and the DEI Commission as part of the ongoing effort to develop the Town’s progress.

Deliverable: provided an update to the Board in March and April 2022 and developed a consensus set of shared goals to be implemented in late FY22 and will continue throughout 2023. The DEI Director continues to develop networks within the community and is supported by cross-department efforts and resources to facilitate the Town’s DEI program

Goal: Support the work of the DEI Director and Commission as they work to implement the action items of the strategic plan, including identifying and implementing training opportunities for Town employees.

Deliverable: A DEI survey was recently distributed to Town employees and will be part of the data collection to drive training opportunities for Town employees. They look forward to bringing members of the DEI to the Select Board.

Draft Goals 2022-2023

The Town Manager went through the list of the new goals some of which are overlapping goals.

Goals: Administration & Finance for 2022.2023.

Goal: Continue to work with Investment Committee to develop and recommend an investment strategy for the Town’s Pension Obligation Bond proceeds.

Deliverable: Continue to develop ongoing investment strategy and recommend asset allocation changes as necessary

Goal: Develop a revenue recommendation for the FY 2024 Operating Budget and present to the Select Board as part of the annual budget process.

Deliverable: Present Revenue recommendations to the Board in January 2023 as part of the budget kick-off.

Goal: Include presentation on projected tax increase as part of the regularly scheduled meeting to review and evaluate projected and estimated tax impacts of 1) the proposed budget and 2) the debt service needed to fund WESP & POB outside of the levy limit and to include a tax impact statement in the Town Manager’s Annual Budget & Financial Plan that should include impacts of major budget drivers and provide a comprehensive summary, including the updated 10-year average and how the proposed budget relates to the average.

Deliverable: Establish the 10-year average single family tax increase as the benchmark for building the annual budget. Include tax impact statement as part of the Annual Budget & Financial Plan that provides comparative analysis of how the increase relates to the benchmark and identifies major budget drivers and the relative tax implications. Identify any economic implications that may impact the annual increase.

Goal: Review staffing levels in both the Police and Fire Departments and provide a staffing recommendation as part of the FY-24 budget proposal. There has been no real change in Police and Fire in 15 years. *Deliverable:* Include staffing plan with the FY-2024 recommended budget.

Goal: Develop draft for special legislation that will enable the Town to adjust the annual amount of exempt debt service from the Pension Obligation Bond Plan. *Deliverable:* To work with the legislature to draft, file and adopt legislation.

Response: Needs to be consistent with what was voted on at Town Meeting. Alex Vispoli would like to have discussions on this.

Goal: Continue to manage the Town's American Rescue Plan Act Funds (ARPA)
Deliverable: Present the Board with a bi-annual update by expenditure category.

Goal: Secure funding from the State for removal of lead water service lines.
Deliverable: Funds have been earmarked, the goal is to finalize the work and begin the work. They anticipate the funding to happen at the end of August.

Goal: Continue to negotiate all successor contracts for all town unions.
Deliverable: They will continue to negotiate with the units that are not settled.

Goal: Onboard the AYS Director and review inclusion and align programming.
Deliverable: Begin the work in Summer 2022 and after appointment to engage the public in this next chapter. The response to the opening and the candidates has been strong. There will be a major open house and engagement with the public once the Director is appointed.

Goal: Launch the Town's new Wellness and Support Services Division under the leadership of Wellness and Support Coordinator.
Deliverable: Identify necessary resources and collaborate with the Health Division on the Community Health Assessment. Community Health Assessment timeline is one year.

Goal: Citizen Response & Engagement
Collaboration with the Board to define and implement an enhanced communication function.
Deliverable: Present plan to Board in the Summer of 2022 and implement soon after.

Goal: Continue to expand the fully integrated customer service model within Town offices, including the development of a training program for frontline town staff that focuses on training and development for staff who most often interact with the public.
Deliverable: Continue working with a joint/employee/management committee on the customer service experience development program.

Goal: Reorganize existing resources to maximize productivity and establish efficiencies through collective bargaining when necessary.

Deliverable: On-going

Goal: Continue to be a leader in the areas of transparency and engagement through module upgrades and data enhancement through the Town's data portal – Andover data. Develop quarterly reports to the Board on key metrics, trends and response times.

Deliverable: On-going.

Goal: Continue to manage and update the Town website.

Deliverable: Establish resident focus group in the fall of 2022; launch new website in the fall/winter of 2022.

Goal: Update the Board on departmental and division goals including relevant metrics and outcomes and potential barriers, including quarterly updates in the areas of DEI, Sustainability, Water and Business Engagement.

Deliverable: Quarterly updates.

Capital Improvements

Goal: Finalize design and develop implementation plans and schedule for access and customer service improvements to Town Offices with a focus on meeting space, ADA compliance, customer service and user experience.

Deliverable: Begin construction in the fall of 2022.

Goal: Continue to implement the Gas Disaster Recovery Plan and provide incremental updates to the Board.

Deliverable: Begin Year 4 of implementation of the road restoration program. Municipal lots will be rebid in July 2022.

Goal: Continue to implement the sidewalk program and to incorporate it into the FY 2024-2028 CIP based on the Sidewalk Master Plan.

Deliverable: Begin to implement the prioritization plan created through the Sidewalk Master Plan process. The public portal for comments is open. Report will be given to the Board in the fall.

The Board asked about the request to have a sidewalk along the Chestnut Street side of the Park. Response: The parallel parking piece is not part of the plan, but the sidewalk piece is part of the plan.

Goal: Develop Plan for Capping the Ledge Road Landfill:

Deliverable: The project is now fundamentally different requiring an update of the permitting as necessary for landfill closure and present final plans this fall. We have the funding and expect to bid the project in the fall and begin in the work in the spring of 2023 that will take at least 18 months. There will be no active recreation for the property.

Goal: Continue to identify and implement accessibility improvements throughout Town.

Deliverable: Continue to work with the Commission on Disability to identify ADA needs as they relate to capital projects. The Town Manager thanked Janet Nicosia who has been an advocate for residents.

Goal: Develop Complete Streets Prioritization Plan and submit to the State for approval.
Deliverable: Goal is to complete in the fall of 2022 and to collaborate with stakeholders to identify eligible projects to submit as part of the prioritization plan.

Goal: Develop preferred concept and financing plans for recreational improvements including, but not limited to developing the Park Property and the potential construction of a rail trail.

Deliverable: Finalize the preferred concept with the community in the winter of 2022 in preparation for the 2023 Annual Town Meeting including initial funding recommendation in the CIP.

Goal: Continue to provide oversight to the parking and Hardscape Improvement Project behind Old Town Hall.

Deliverable: Re-construction of lots 1 and 2 will begin in the Fall of 2022 based on bid results.

Goal: Work with the selected developer of 11 Lewis Street and negotiate and finalize the land disposition agreement (LDA).

Deliverable: Negotiations with MINCO Development will continue.

Goal: Move the Route 133 Corridor Improvement Project to the 25% Design Phase with MassDOT.

Deliverable: Continue to engage the public in the design process; hold 25% design public hearing in the fall of 2022.

Goal: Support the work of the Master Plan Steering Committee in their work to update the 2012 Master Plan.

Deliverable: Continue the Master plan timeline and scope of work with a public input event in September 2022.

Goal: Develop process for considering 25 MPH speed limit requests.

Deliverable: Present process in the fall of 2022.

Chris Huntress asked about the construction staging area located on High Street and if it will continue to be used for this purpose and what the long-term goal is for this parcel. The Town Manager said the site is still in use but night work will not continue through the construction season. They expect to continue using it in the winter months for snow removal.

Goal: River & Open Space Access

Complete the Merrimack River Access Project along the Heffron Right of Way and the GLTS easement that will provide public safety and public access to the river.

Deliverable: Complete the Conservation Review in summer of 2022 and prepare bid documents for Fall 2022 bidding and construction.

Goal: Continue to work with the Open Space Task Force to further develop the process for identifying and prioritizing parcels for potential acquisition.

Deliverable: Ongoing.

Annie Gilbert asked if there should be language in the goal to identify ADA-compliant access to the river area.

Goal: Develop plan to collect trash and debris in the Merrimack River:

Deliverable: The Town is finalizing an agreement to place its own booms in targeted areas along Andover's shoreline to collect and professionally remove debris.

Goal: Continue the Master Planning Process for the Shawsheen River and improve safe access for fishing and boating.

Deliverable: Complete the Master Plan in the winter of 2022.

Goal: Increase access to our region's most scenic resources for the Shawsheen River and improve access for fishing and boating.

Deliverable: Completed the Master Plan – work is ongoing.

Goal: Finalize Climate Action Plan

Deliverable: Deliver draft of the Andover Climate Action Plan by June 2023.

Goal: Facilitate the next steps for implementation of Andover's Community Choice Aggregation Program upon approval of the Dept of Public Works which includes continued community engagement and comprehensive mailing program.

Deliverable: Review and respond to DPU information requests to prepare for final approval. Tentative target date of June 2023.

Goal: Further align town projects and sustainability initiatives with the Andover Green Advisory Board (AGAB) through a shared goals process.

Deliverable: Work with AGAB to implement shared goals including Complete Street Prioritization Plan, Town Tree Policy and C-Space.

Goal: Incorporate sustainability features into town projects.

Deliverable: Develop sustainable features as part of the final design of the Park Property.

Goal: Support the work of the Director of Diversity, Equity and the DEI Commission as part of the ongoing effort to develop the Town's DEI program(s).

Deliverable: Ongoing.

Goal: Support the work of the DEI Director and DEI Commission as they work to implement the action items of the strategic plan, including identifying and implementing training opportunities for Town employees.

Deliverable: Implement the results of the DEI employee survey.

Comments from the Board:

Citizen Response Management & Engagement: In reference to the comments from Dick Howe at a recent Board meeting, there is nothing we hear more frequently about than the need for more communication. As we look at the desire for more social media engagement, and focus on a comprehensive communication strategy and rollout, we should think about bringing in a dedicated resource as a Communication Resource person and explore what that might look like. The Town Manager has shown a tremendous amount of strength to

not add staff, but this is something we should be considering within this goal. The Board discussed possibly sending out a survey and other ideas on how to find out who is not getting the information and in what ways they could be reached. Having a comprehensive communications plan would be helpful.

Communicating proactively would offset some of the comments on social media without taking a lot of time from administrative focus. Some of the pieces are already in place with the Customer Service Center, we need to look at all of the pieces.

The Board asked the Town Manager to come back to them with some funding options, and options for a goal. Mr. Flanagan said he will need direction from the Board on how to offset the position.

Another goal to consider is to create a subcommittee or process to work on updating and revamping the Select Board Policy Manual. Professional help may be needed to do this and involve someone with the DEI perspective.

Other suggestions of the Board included: Reviewing the processes in place for the Board's governance structure, developing an annual calendar of dates and related steps in the process that are naturally built into the system, increasing the Board's engagement with the community and to make sure the departments have communication with DEI to look into changing wording that reflects the messaging we are trying to get out to the community. Category of Board Goals should be sent to the Chair.

Alex Vispoli spoke about the zoning decision that they will be presented with this year which could be a transformative change if we decide to implement the requirement for 2,000 units of housing near the railway stations. They will need to evaluate the process and include the community on the decision. Alex Vispoli will secure dates for the Governance Committee to present their report to the Board and to develop a process to deliberate on the items we want to go forward with, this would be a roll out. He suggested creating a timeline of what is required to do the items.

Next steps for Town Manager review: Schedule a meeting between June 27-August 1st to discuss the evaluation schedule. The Select Board will create a calendar of their meetings and events, i.e. when specific items are typically in the agenda. The Town Manager will work on his self-evaluation until the end of June. The Town Manager's new evaluation timeline is July 1, 2022-June 30, 2023.

IV. Adjourn

At 9:20 PM on a motion by Annie Gilbert and seconded by Chris Huntress, the Board voted 5-0 to adjourn the Workshop Meeting of June 21, 2022.

Respectfully submitted,

Dee DeLorenzo

Recording Secretary