

Call to Order

Committee Clerk Mr. McBrien called the meeting to order at 4:09 pm, with Mr. McBrien acting as Chair for the start of the meeting. TGSC members all participated remotely via WebEx, able to see and hear each other and share documents for all to see. A feed from the WebEx was broadcast live on Andover TV, by which members of the public could observe the meeting.

Mr. McBrien also reviewed the agenda for this meeting. He announced that agenda item 6 would precede agenda item 5 as a key speaker on item 6 might need to leave early. He stated for the record that this was permissible under Open Meeting Law as all public comment would be taken during an agenda item prior to either items 5 or 6.

Participants

The following were online on WebEx for the meeting: Town Clerk & Chief Strategy Officer Austin Simko (ex-officio); Sheila Doherty (ex-officio, joined call at 4:17pm); TGSC Committee members Paula Colby-Clements, David Floreen, Richard Fox, Andrew McBrien, Gail Ralston and Sandy Stapczynski; and John Petrin and Bernie Lynch of Community Paradigm Associates. Jon Stumpf and Dara Obbard apologized in advance for being unable to be present at the start and joined the meeting once it was in progress (Ms. Obbard at 4:35pm and Mr. Stumpf at 5:10pm). Ms. Ralston left the meeting at 5:10pm.

1. Approval of Committee and Subcommittee Minutes

Ms. Colby-Clements moved that the committee accept the minutes of the May 24th meeting of the full committee, Ms. Ralston seconded. The TGSC voted by roll call 8 in favor, none against to accept the minutes, with Mr. Stumpf and Ms. Obbard not voting (not yet joined the meeting).

Mr. Simko moved that the committee accept the minutes of the June 18th meeting of the sub-committee on communication, Mr. Fox seconded. Mr. Simko and Mr. Fox were present at this meetings and voted in favor; Mr. Floreen was also present but was unable to vote because of technical issues. All other committee members present abstained.

Ms. Colby-Clements moved that the committee accept the minutes of the June 21st meeting of the sub-committee on committees, Ms. Stapczynski seconded. Ms. Colby-Clements, Mr. McBrien, Ms. Stapczynski and Mr. Simko were present at this meetings and voted in favor. Ms. Doherty and Ms. Ralston are members of this subcommittee but were absent from this sub-committee meeting and abstained. All other committee members present abstained.

2. Current Focus of the Committee

Mr. McBrien summarized the current focus of the TGSC as follows:

The committee has now turned its attention to the matters pertaining to governance other than Form of Government (the so-called secondary and tertiary matters). The majority of these topics were captured during the TGSC's outreach to the public and to other boards and committees.

Some have been added by TGSC members. The topics have been divided into two tiers for organizational and scheduling purposes. The tiers do not imply any relative importance.

- In Tier 1, in May and June, One sub-committees has been exploring Committee Appointment processes, Committee Structure, whether any committee or boards should be subsumed, retired or added, term limits, whether the Select Board should be involved in appointments of town staff, and related matters. A second sub-committee has been exploring communications between the Town and residents.
- In Tier 2, during July and August, the TGSC shall study Financial Processes, Government Business Processes and Miscellaneous topics shall be explored
- The month of September shall be reserved as contingency

At the last meeting of the full TGSC, both sub-committees delivered interim reports and asked for comment and guidance on further work. This evening, both sub-committees shall deliver their final reports to the full committee. The full committee will then discuss these reports. After this, the committee shall finalize the topics for Tier 2 and agree on the process that will be used to explore these topics

3. Public Comment

Mr. Simko informed the committee that no public comments had been received either by email or by phone.

4. Report by Sub-Committee on Committee Appointments, Existence and Structure, and Discussion by TGSC

Ms. Ralston summarized updates to the thoughts of the sub-committee since they last reported to the full committee at its previous meeting. She took her remarks from the minutes of the sub-committee's meeting of June 21st, and these minutes shall be considered a sufficient record of her remarks. She then reported on an interview between herself and the Town Manager which had taken place after the last sub-committee meeting. Her notes of this interview are attached as Appendix 1, and shall be considered a sufficient record of her remarks. The learnings from this interview had not yet been reconciled with the thoughts of the sub-committee.

While there was significant discussion of both reports, the committee was not able to distill a consistent and clear set of recommendations on which to vote. The committee instructed the sub-committee to develop a set of concrete proposals to be brought before the full committee at its next meeting.

Ms. Obbard joined during this discussion but agreed that Mr. McBrien should remain in the Chair for the duration of this agenda item.

5. Report by Sub-Committee on Communication, and Discussion by TGSC

Mr. Fox reported on behalf of the sub-committee on communications. He took his remarks from the minutes of the sub-committee's meeting of June 18th, and these minutes shall be considered a

sufficient record of his remarks. Ms. Obbard joined during Mr. Fox's report but agreed that Mr. McBrien should remain in the Chair for the duration of this agenda item.

Mr. Fox then delivered the following recommendations:

- An effectively full-time employee should be devoted to communications
- A digest should be published bi-monthly to inform the Town of what actions each board and committee and each major project plan to take in the coming 60 days.
- The Town should not run a news organization to cover Town affairs but should encourage a third party to do so as to maintain an independent voice.
- The TGSC should endorse development of the training packages for residents on Town Meeting that has previously been discussed and the proposed Citizens Academy
- No additional mechanism to notify residents of Town government actions is required as the digest discussed above will fully meet this need.
- Information in archives (for example, minutes) must be tagged and/or searchable.

Ms. Colby-Clements moved that the TGSC adopt these recommendations, Ms. Doherty seconded. The committee voted 9 in favor, none against, with Mr. Stumpf not voting (not yet joined the meeting).

6. Tier 2 Topics Study Plan

Mr. Stumpf joined at the beginning of this agenda item and took the Chair for the remainder of the meeting.

Mr. Simko proposed a process for Tier 2 topics as follows:

- Committee members must be exposed to the full breadth of the discussion of each topic in order to be able to make an informed decision on the committee's recommendations. Thus, it would be counter-productive to constitute sub-committees.
- Rather, background research and information gathering shall be conducted then presented to the full committee, after which, the full committee shall deliberate.
- The background research and information gathering might be conducted by committee members, town staff or Paradigm Associates as appropriate on a topic-by-topic basis
- One or more point persons shall be appointed per topic to work with town staff or Paradigm as they prepare their presentations to guide them on what information might be useful to the committee.

This proposal was accepted by the committee.

All topics in the list published in the agenda were confirmed as topics for study. Suggestions for any additional topics were then solicited.

Mr. McBrien proposed that the committee should consider whether to study whether Andover should adopt ranked-choice voting for local elections. It would seem remiss of the TGSC not to take some position on this as RCV is an emerging practice that has been adopted by a few communities in this country. Committee members were unsure whether RCV would even be

viable in Andover (for example, whether there are sufficient candidates in local elections). Mr. McBrien agreed to do some preliminary research into this and report back at the next meeting, when the committee could make a more informed decision on whether to embark on a study of whether RCV might be desirable.

Mr. McBrien also proposed that the committee should consider whether to study whether authority is properly delineated between the Select Board and Town Manager as this had been raised during the initial work to identify topics for study. It was agreed that the TGSC report should record that this topic had been considered for study but not pursued as it would receive full and proper study as an integral part of other topics in which relative authority is a consideration.

Thus, the following list of topics with point persons assigned was agreed for Tier 2:

Study Topic	Point Person(s)
1. Financial Process	Staff presents to full committee; Dick Fox, Austin Simko & Andy McBrien to guide staff on topics
2. Government Business Processes	Staff presents to full committee; Dick Fox, Austin Simko & Andy McBrien to guide staff on topics
3. How can the TGSC further diversity, equity, and inclusion goals?	Gail Ralston
4. Should elections be moved to June so newly-elected officials have 10 months and not one month to prepare for Town Meeting?	Austin Simko
5. Should we have a recall mechanism for elected officials?	Paradigm Associates
6. Should residency requirement for Town officials be removed?	Paradigm Associates; Austin Simko and Jon Stumpf to meet with Paradigm to develop agenda
7. To what degree should strategic planning be required by charter or bylaw?	Dick Fox, Austin Simko & Andy McBrien
8. Ranked choice voting	Andy McBrien

7. Next Steps

1. It was agreed that future meetings might be hybrid, but that it would be premature to return to full in-person meetings. Each meeting shall be considered on a case by case basis. It

was also agreed that the times of future meetings should be set cognizant that members of the committee are now starting to return to full-time, in-person work and commuting.

2. The sub-committee and committees shall reconvene to develop a set of concrete proposals to be brought before the full committee at its next meeting. Mr. Simko will circulate a Doodle poll to select the date
3. A team comprising Ms. Ralston, Mr. Floreen, Mr. Simko and Mr. Stumpf are already working to draft the committee's report, with other committee members also contributing specific sections under their guidance. It was stressed that this is a working group, not a sub-committee, and that all members of the full committee shall not only have the opportunity but shall be expected to play an active role in finalizing the draft.

Adjournment

Ms. Colby-Clements moved that the meeting adjourn, Mr. Floreen seconded. The committee voted by roll call unanimously in favor and the meeting was adjourned at 6:27 pm

Respectfully submitted,

Andrew McBrien, Clerk

Appendix 1: Ms. Ralston's Report of Interview with Town Manager

Town Governance Study Committee

Subcommittee on Committee/Board Appointments

Summary of Interview with Town Manager Andrew Flanagan and Executive Assistant Kathryn Forina

June 15, 2021

Interviewer: Gail Ralston

The Talent Bank form is accessible on the website and printed in the Finance Committee report for Town Meeting. To keep track of this information, a data base is kept including the committee preference (of any) indicated by the applicant. For instance, if the applicant shows interest in more than one committee, the name is recorded for each committee and can be accessed if needed when an opening occurs. If there is no preference, the other Talent Bank data is still added to the data base.

Currently, there are five years of Talent Bank forms for future openings on the town's online file. Paper files go back to about 2014.

The Town Manager's Office lets all those who apply know that most of the openings come around the end of the Fiscal Year. But if an opening occurs at any point, applicants could be contacted at other times.

We discussed the process of what happens when someone resigns. Mr. Flanagan pointed out that sometimes his office is not contacted – the member just stops coming to meetings – and in that case the Town Manager's Office would not know of the vacancy unless hearing about it from the committee chair. We discussed the idea of a "procedure form" given to all new committee members that includes the hope that when an individual – mid-term – no longer is able to serve, that contact is made with the Town Manager's office to give that information formally. In that way, the search process may begin without delay.

The Town Manager's goal is to not let vacancies go more than three months but, admittedly, sometimes names do fall through the cracks.

When the T.M. Office is made aware of a vacancy, and interest in that committee that has come in on the Talent Bank is noted and a conversation occurs with the chair, though the chair is not usually involved in the actual interview. At the very least, an email regarding the committee's vacancy is sent to the chair or to the staff, hopefully to solicit comments and/or suggestions.

Regarding advertising an opening. In addition to having that information on the website, the Town Manager's Office has scheduled FaceBook to put out a general, monthly solicitation for individual Boards and Committees by request on anticipation of a vacancy or when the office knows of a current vacancy.

NOTE – The Town Manager interviews every person personally, with, usually, the Assistant Town Manager for all openings. Again, this is “in a perfect world,” but it was acknowledged that sometimes the office does not respond always as promptly as they would like.

I shared that our subcommittee didn’t support term limits. However, due to the subcommittee suggestion that re-appointments do not occur automatically, he did assure us that everyone who is up for reappointment is contacted, usually in April, to assess their interest in continuing. Mr. Flanagan did not, however, feel it possible to do separate interviews with all those up for their reappointment, particularly in the case of individuals who have served multiple terms. He added that could mean as many as 200 separate interviews, which just isn’t possible in a short (April-June) time period. However, Mr. Flanagan also assured us that everyone who is up for reappointment is re-evaluated in some way.

NOTE: The interviewing of someone interested in a certain committee, even when the current member wishes to continue, wasn’t talked through. We might want to ask this as a follow-up question.

NOTE – Mr. Flanagan did point out that he sometimes feels an applicant doesn’t fit a specific committee, but often, in that case, will suggest another committee that might be a better fit.

If an individual isn’t felt to be the best candidate for an opening, reasons are given to that individual, i.e. that individual is not “left hanging.”

When an applicant is evaluated, these points were made:

- Make sure the individual knows that regular attendance is expected. In the case of reappointments, check on the attendance record. Multiple absences may be cause not to reappoint.
- Committee chairs may at any time review Talent Bank forms.
- Candidates are encouraged to attend at least two meetings of the committee they are interested in (if they have not done so already).
- Question the Town Manager likes to ask: “What is good about Andover and why do you want to volunteer. What do you hope to offer?”
- DEI issues will probably be a part of these conversations going forward.

NOTE: Select Board Liaisons to the individual board and committees don’t usually get involved unless there is a concern.

Current Openings – as the Select Board just did its large, annual reappointment, this is the time of year when there are the most vacancies. We referenced even the article that appeared in the Townsman.

Current summary of openings:

1 – Commission on Disability (Due to the recent death Julie Pike)

4 – Cultural Council

4 – Economic Development Council (All Talent Bank forms received are immediately sent to Paul Materazzo and Ann Ormond for vetting)

6 – Housing Partnership Committee (All Talent Bank Forms are immediately sent to Lisa Schwarz for vetting, traditionally a difficult board to fill)

1 – Housing Trust Fund Board of Trustees

1 – Patriotic Holiday Committee

4 – Revenue and Expenditure (Will be rebuilding this year due to death/resignation of members. Original members just finished first full terms.)

2 – Scholarship Committee

6 – Triad Committee (Hoping to rebuild this year now that Jane Burns is in place and Robb Center will be open)

1 – Trustees of Spring Grove Cemetery