



# TOWN GOVERNANCE STUDY COMMITTEE

February 10, 2020  
Update to Select Board

# TONIGHT'S TOPICS



1. Introduce Committee Members
2. Review the Committee's Progress to Date
3. Describe the Path Forward

# COMMITTEE MEMBERS



Jon Stumpf  
*Chair*



Dara Obbard  
*Vice Chair*



Andrew McBrien  
*Clerk*



Paul Cavicchi



Paula Colby-Clements



David Floreen



Richard Fox



Gail Ralston



Sandy Stapczynski

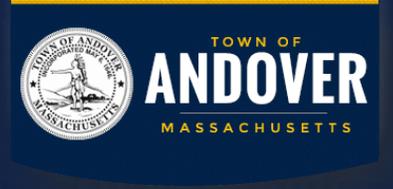


Sheila Doherty  
*Moderator (ex officio)*



Austin Simko  
*Town Clerk (ex officio)*

# COMMUNITY PARADIGM ASSOCIATES, LLC



*A resource providing data, context, and experienced insights*

## **Bernie Lynch**

- ❖ City Manager of Lowell
- ❖ Town Manager of Chelmsford
- ❖ Adjunct Professor at UMASS Lowell and Suffolk

## **John Petrin**

- ❖ Town Administrator of Burlington
- ❖ Town Manager of Ashland
- ❖ Town Administrator of Harvard



**COMMUNITY PARADIGM ASSOCIATES, LLC**

# SCHEDULE OF MILESTONES



1

2

3

4

Identify Issues  
to Explore and  
Sequence for  
Exploration

Explore Issues  
with Public  
Engagement

Make  
Recommendations

Advise Select  
Board and Town  
Meeting re  
Recommendations

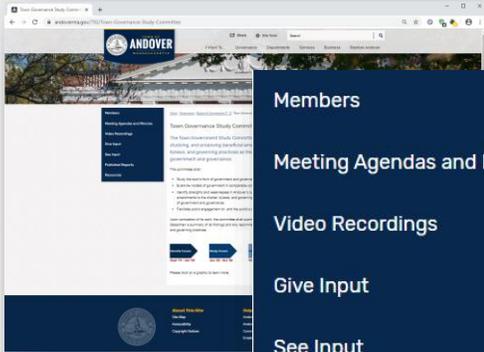
(September  
2019 – January  
2020)

# IDENTIFY ISSUES TO EXPLORE



- ✓ Established robust web presence (more to follow)
- ✓ Hosted three Community Listening Sessions (weekday, weekend, morning, evening)
- ✓ Interviewed 18 stakeholders: Select Board members, Chairs of key committees, Superintendent, Town Manager
- ✓ Hosted “Chairs’ Forum” with committee chairs
- ✓ Held 11 Committee and sub-committee meetings
- ✓ Received residents’ comments at committee meetings
- ✓ Received written comments via website and email

# COMMITTEE WEBSITE



- Members
- Meeting Agendas and Minutes
- Video Recordings
- Give Input
- See Input
- Published Reports
- Resources

[Home](#) > [Governance](#) > [Boards & Commissions F - Z](#) > [Town Governance Study Committee](#)

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## Coming Events

Mon Feb. 10  
[Select Board Meeting](#)

Wed Feb. 26  
[Town Governance Study Committee - TGSC](#)

[View All](#)

## Town Governance Study Committee

The Town Governance Study Committee shall be charged with studying, and proposing beneficial amendments to, the town's charter, bylaws, and governing practices as they relate to Andover's form of government and governance.

The committee shall:

- Study the town's form of government and governance.
- Examine models of government in comparable communities.
- Identify strengths and weaknesses in Andover's current government, and recommend any amendments to the charter, bylaws, and governing practices so as to improve the town's form of government and governance.
- Facilitate public engagement on, and the public's discussion of, the committee's work.

Upon completion of its work, the committee shall submit to the Town Manager and the Board of Selectmen a summary of its findings and any recommended amendments to the charter, bylaws, and governing practices.



Please click on a graphic to learn more



# BROAD CATEGORIES AND FREQUENCY OF ISSUES



## HIGH FREQUENCY

Form of Government  
Town Meeting Itself  
Appointment Process  
Communication

## MEDIUM FREQUENCY

Financial Process  
Government Business Processes  
Scope of Authority

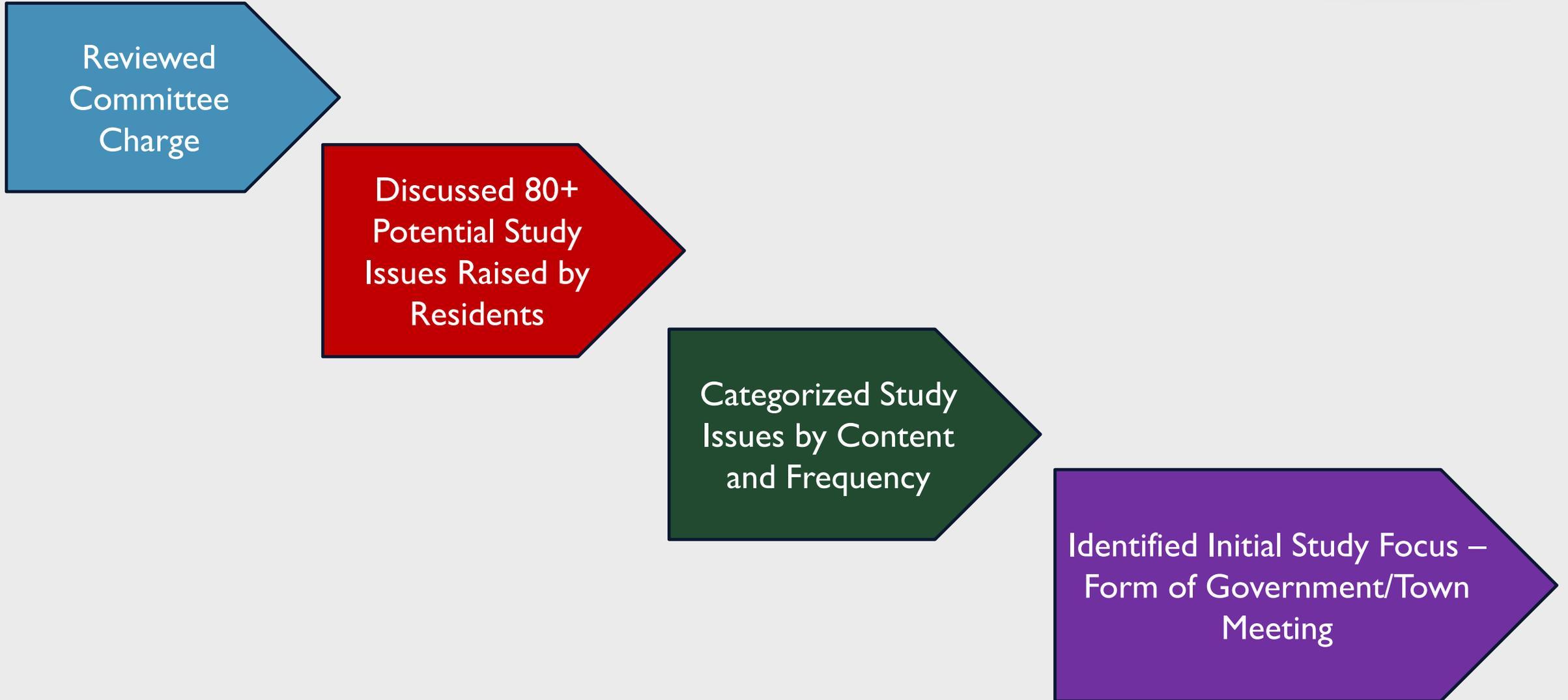
## LOW FREQUENCY

Election Dates  
Recall Provision  
Employee Residency Req't

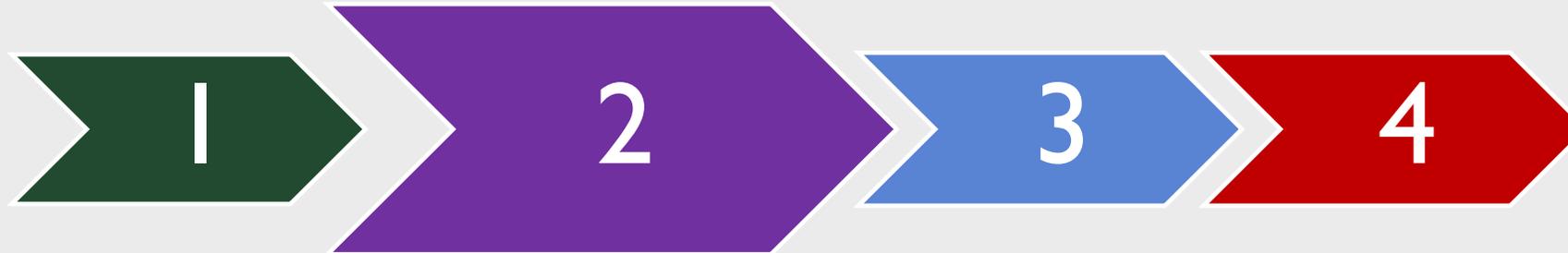
Data Gathering | Review Vision Statements | Review Past Town Meeting Articles

See Appendix for Specifics

# PROCESS FOR IDENTIFYING ISSUES: JANUARY 30<sup>TH</sup> MEETING



# PHASE 2: EXPLORE ISSUES



## Initial Study Focus: Form of Government (including Town Meeting)

- Review UMASS Lowell Resident Survey Results
  - Study different government forms (e.g., city vs. town; town council vs. Open Town Meeting vs. Representative Town Meeting)
  - Gather data from comparable communities
  - Gather insights from Andover Town records
  - Continue to take public input
- This may take between February and May. We will update the Select Board in June.

## Secondary Study Focus: TBD based on form of government findings

QUESTIONS?



# APPENDIX



# COMMITTEE CHARGE



*Established by Select Board April 22, 2019*

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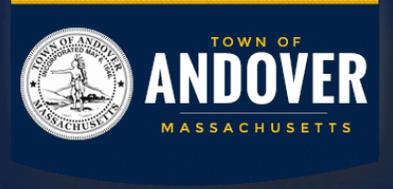
# COMPLETE LIST OF POTENTIAL STUDY ISSUES



Form of Government
What form of government should be adopted in Andover, considering Open Town Meeting, Representative Town Meeting, and Mayor and Council (and variation thereof, such as Town Manger and Council)
What can be learned from what is currently working?
Analyze positives and negatives of the various forms of government in other municipalities
Analyze drivers and outcomes when other municipalities have changed form of government
Town Meeting (specifically)
What is the optimum frequency on which Town Meeting should be held?
Should Town Meetings be held with specific themes at various times of the year (eg. legislation in Spring, zoning in Fall)?
Generally, what to-be state could be achieved if Town Meeting were to be evolved over a period of 3 years? This should be considered both as a source of recommendations by the TGSC, and as the baseline by which Open Town Meeting is compared to other forms of government.
Specifically, should a quorum be required at Town Meeting, and if so, what number is appropriate?
Specifically, what process issues reduce resident participation and/or representativeness and democracy of Town Meeting? How can these be alleviated?
Specifically, should Electronic Voting be adopted?
Specifically, how can we ensure that the organization of the Warrant and order in which Articles are addressed does not influence outcomes?

Appointment Process
By what process should members be appointed to Boards and Committees? Election or appointment? Appointment by who? Do different Boards have different requirements?
Should an Appointments Committee be constituted?
Is the appointment process sufficiently transparent, or how could transparency be enhanced?
Is it sufficiently clear who owns the appointment process and has authority to appoint for certain Town positions? If not, this needs to be clarified.
Specifically, by what process should members be appointed to FinCom?
Specifically, by what process should members be appointed to the Planning Board?
Specifically, is the Talent Bank form too vague to be a basis by which appointments are made?
Specifically, should openings be advertised more prominently?
Specifically, how do we ensure that the people who are appointed to committees are those who are most able to contribute?

# COMPLETE LIST OF POTENTIAL STUDY ISSUES



<b>Financial Process</b>
Should the process by which taxes and budgets are set include more points at which residents formally have input or can exercise control?
Should Town Meeting (or its successor) be required to approve contracts over a certain threshold value?
What should be the role of FinCom?
What should be the role, authority and method of appointment to the Economic Development Committee?
Should the CIP need to be released to the Select Board three months before the release of the operating budget?
<b>Government Business Processes</b>
Generally, how can Town business processes be made more efficient and streamlined?
Business process maps for as-is and to-be process should be developed.
Specifically, how can the permitting process be made more efficient and streamlined? How can the schedules of the involved Boards be coordinated to expedite decisions?
Specifically, how can processes for capital projects (of all sizes, and from cradle to grave) be made more efficient and streamlined?
Specifically, how can the process by which Zoning Bylaws are changed be made more efficient and streamlined?
Should the Select Board be required to approve appointments of hourly-paid and seasonal staff?

<b>Election Dates</b>
Should elections be moved to June so newly-elected officials have 10 months and not 1 month to prepare for Town Meeting?
<b>Recall Provision</b>
Is a Recall mechanism required for Select Board and School Committee members? If so, how would this work?
<b>Select Board Compliance with Charter</b>
Ensure Select Board Procurement and Appointment policies comply with the Charter
<b>Residency Requirement for Employees</b>
Should residency requirements for employees be relaxed?