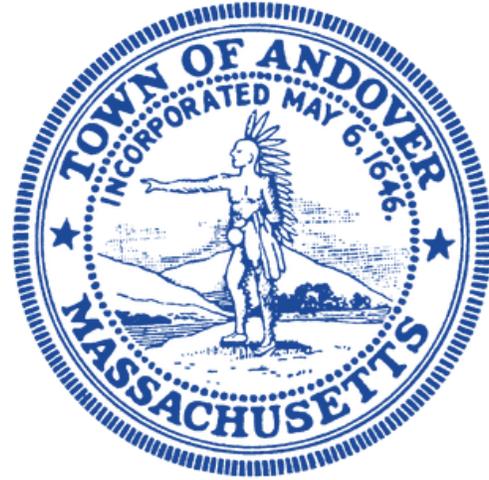


# 2020-2021 Select Board and Town Manager Goals Update



# Long Range Financial Planning

Deliverable	Status	Update
<p>Work with the Revenue &amp; Expenditure Task Force for the purposes of facilitating and leading a community discussion on revenue estimates, future structural deficits, and potential impacts to service delivery</p>	<p>✓</p>	<p>The Revenue and Expenditure Task Force studied revenue trends from the last fiscal year and receipt trends pre-COVID. Their recommendations for all revenues were incorporated in the Long Range Financial Plan and the FY2022 Budget. The Task Force will soon begin work refining our financial model and developing a public education process.</p>
<p>Develop a Revenue Recommendation for the FY 2022 Operating Budget and present it to the Select Board as part of the annual budget process</p>	<p>✓</p>	<p>The Revenue Recommendation was presented to the Select Board and was incorporated into the FY 2022 Budget.</p>
<p>Hold Tax Information Meeting to review and evaluate projected and estimated tax impacts of 1.) the proposed budget and 2.) any debt service needed to fund a major capital project outside of the levy limit. Include a tax impact statement in the Town Manager’s Annual Budget &amp; Financial Plan that illustrates and explains the projected tax impact of the proposed budget.</p>	<p>✓</p>	<p>The Tax Overview meeting was held on January 13, 2021 and provided an overview on average single family expenditures, an FY2022 preliminary tax projection, and the tax impacts of the Integrated Financing Plan. The Town Manager’s Recommended Budget &amp; Financial Plan included a tax impact statement and explanation.</p>



# Long Range Financial Planning

Deliverable	Status	Update
Increase resident engagement by identifying a funding source for a Participatory Budgeting Program and incorporate it as a component of the Capital Improvement Program	✓	Participatory Budget program has been designed. The program will launch in August with a deadline to submit proposals mid-October. An internal committee has been established to evaluate and select proposals.
Develop a plan and funding model for the Town's major obligations, including the construction of a new West Elementary School and unfunded pension liability. Identify potential tax implications and the opportunities for savings and increasing operational capacity	✓	The pension obligation bond and the West Elementary/Shawsheen pre-school project were approved by Town Meeting and at the ballot.



# Citizen Response Management and Engagement

Deliverable	Status	Update
Continue to expand the fully integrated customer service model within town offices, including extending self service functions, cross training of Town staff, and the making of physical improvements to the Town Offices facility		The Town Manager’s Office is working with HR and collective bargaining organizations on the development of a comprehensive training and professional development program for front line staff. A permanent customer service center has been designed within the town offices renovation.
Reorganize existing resources to maximize productivity and establish efficiencies through collective bargaining when necessary		An agreement regarding permanent changes to staffing complements to support a centralized/shared services is being finalized with the Andover Independent Employees Association.
Develop and implement Andover Data Center and continue to develop and promote Andover Central with the shared goals of increasing the efficiency of service delivery through performance metrics, service level agreements and process improvements and provide quarterly updates on resident & business requests, concerns and issues and identify trends		Andover Data was launched this spring. The data portal provides real time service analytics, fosters greater transparency through the display of information in one place, and provides a tool to our business and workforce partners looking for information on our local economy as well as insights into the services we provide. New data sets are added frequently.



# Citizen Response Management and Engagement

Deliverable	Status	Update
Provide the Board with an update on departmental and division goals including relevant metrics and outcomes and potential barriers	✓	Each Department and Division presented its goals and provided an update on operations to the Board on April 10 <sup>th</sup> .
Analyze and share with the community the Resident Public Opinion Survey results	✓	The survey results were presented to the Select Board on November 16, 2020.
Continue to expand effective communication systems with the public through a variety of media, including social and digital media, public forums, and information sessions.	○	Our continued commitment to increase communication methods through all media platform has been elevated through the pandemic; Andover continues to serve as a model for other communities in terms of community and social engagement.



# Capital Improvements

Deliverable	Status	Update
Manage the transition of operations to the new Ballardvale Fire Station and to the renovated and expanded Robb Center	✓	The Robb Center is open and active with daily programming. The transition to the new fire station is tentatively scheduled for August.
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	○	Design is being finalized, however, the bidding process has been delayed until construction costs have stabilized. The goal is to bid the project in spring of 2022.
Continue to implement the Gas Disaster Recovery Plan and provide incremental updates to the Select Board	○	The Gas Disaster Recovery Plan continues to be implemented, Phase 3 of the Road Restoration program is underway. The expanded Robb Center parking lot will be open later this month. The re-construction of Lots 1 and 2 are at 100% design and the Route 133 Improvement Project has been submitted for 25% design.



# Capital Improvements

Deliverable	Status	Update
Begin implementing the sidewalk program and continue to incorporate it into the FY2022-FY2026 Capital Improvement Program	✓	The sidewalk program has been funded for FY 2021 and FY 2022. \$1.9M has been appropriated and improvements will be based on an updated Sidewalk Masterplan which will soon be complete.
Work with the School Committee and the West Elementary Building Committee to provide direction to and oversight of the West Elementary School project, including continued participation in the MSBA process	✓	The Town Manager, Director of Facilities, and Finance Director are members of the West Elementary Building Committee and play an active role in the MSBA process including project financing. The West Elementary project was approved at Town Meeting and the ballot box.



# Downtown Andover and Historic Mill District

Deliverable	Status	Update
Work with the business community to support businesses through the fall and winter and develop the legal and logistical methods to make outdoor dining permanent May through October.	✓	Town Meeting approved the necessary zoning changes to make outdoor dining permanent.
Begin and provide oversight to the parking and hardscape improvement project behind Old Town Hall	○	Re-construction of Lots 1 and 2 are fully designed, the town has received a \$250k Housing Choice Grant to support the project and the Town has met with the business community about beginning the work. Work is slated to begin in fall of 2021.
Pending Town Meeting approval, develop process for the disposition of 11 Lewis Street, including issuance of the community-authored RFP and public selection process of a potential developer	✓	The Town Yard Selection Committee reviewed Phase 1 responses to the RFP and has narrowed the finalists down to 4 developers. The Selection Committee will review Phase 2 of the proposals in August and provide a recommendation to the Select Board in September/October.



# River and Open Space Access

Deliverable	Status	Update
Finalize design and begin permitting of the Merrimack River Access Project along the Heffron Right of Way and the Greater Lawrence Technical School easement		Design and survey work completed on the Merrimack River Access project. Currently undergoing permitting through numerous environmental agencies. Working with AFD on public safety dock design and GLTS on additional parking approval. Upon permit approval, the Town will begin preparation of construction and bid documents in Fall. Construction in Spring of 2022.
Appoint the newly formed Open Space Task Force and develop process for identifying and prioritizing parcels for potential acquisition		The Open Space Task Force was successful with an annual town meeting warrant article for Open Space Land Acquisition. Negotiations have begun on three priority parcels. OSTF also currently working with Conservation staff on a Land Management Plan.



# River and Open Space Access

Deliverable	Status	Update
Continue to work collaboratively with the Merrimack River District Commission on regional solutions to improving the overall health of the Merrimack River		The Town continues to serve on the Steering Committee of the Merrimack River District Commission working toward improved coordination of activities and integrated management of the Merrimack River. Since Town Meeting, convened an Andover working group that will run a pilot clean up effort and assessment of river conditions on 7/24 and again on 8/28 launching from the PA Boathouse.
Increase access to our region's most scenic resources by constructing public pathways for recreation.		Initiated feasibility study to construct pedestrian bridge at Dale Street. Design also underway of the Castle Heights ADA fishing platform. In addition, as part of the Shawsheen River Master Plan process, the Town will look for enhanced opportunities along the entire river. Part time Land Manager began in April.



# Energy and Sustainability

Deliverable	Status	Update
Begin work on the development of a climate and sustainability action plan to address climate impacts, disaster preparedness, and sustainability for town and residents	✓	Work on the emissions inventory phase of the Climate and Sustainability Action Plan has concluded on-time. Funds were approved in the FY 2022 Recommended Budget to continue Phase II of the work which includes sharing results and strategies at the upcoming Climate Summit with the community.
Work with Andover Green Advisory Board to design a rate structure for Andover's Community Choice Aggregation Program and make recommendation to the Select Board in the winter of 2021	✓	The Town worked with the CCA Design Team and the Good Energy consultant to name the program, Andover Community Power, and a series of product names associated with the rate structure. The aggregation plan was finalized after the DOER review and the public hearing in June, and was sent to the Department of Public Utilities on July 9 <sup>th</sup> .



# Energy and Sustainability

Deliverable	Status	Update
<p>Explore opportunities to invest in Climate Resiliency through the Municipal Vulnerability Preparedness (MVP) grant program and submit application for funding to support recommendations of the plan</p>		<p>The town submitted a Municipal Vulnerability Preparedness grant proposal focused on land protection along the Shawsheen riverway for targeted ecological restoration and flood mitigation. The town separately applied for a culvert restoration grant through the Department of Ecological Restoration to restore aquatic crossing underneath Woburn Street. In addition, the town is working with the Merrimack Valley Planning Commission to update its Hazard Mitigation Plan in order to be eligible for additional federal grant opportunities.</p>
<p>Complete Street Tree Inventory and Management Program and develop a sustainable funding source to implement street tree program</p>		<p>Davey Resource Group has completed a targeted inventory of over 16,000 tree locations in Andover. The inventory and management plan is being evaluated by Town staff to create best practices and budget recommendations. This information is available to the public on the Town’s website on Andover Data through the TreeKeeper software. Working group of advocates has been created to assist Town in this effort.</p>



# Diversity, Equity and Inclusion

Deliverable	Status	Update
<p>Complete community survey which, in conjunction with the outcomes of the focus groups, will define the town’s roadmap for next steps that are responsive to community priorities and create educational opportunities for residents and businesses on anti-racism and implicit bias. Work with Human Resources to identify and implement training opportunities for town and school employees that focus on implicit bias, equity and anti-racism and establish and appoint a permanent resident and staff joint committee to work on developing a charge for Andover DIVERSE. The Committee shall also support the work of Andover DIVERSE</p>	<p>✓</p>	<p>The community survey was completed in February, 2021. 1,461 individuals completed Andover’s on-line, anonymous survey representing a wide range of ethnic/racial identification and age. 65% of respondents live in Andover, 15% work in Andover, and 20% both live and work in Andover</p> <p>The DIVERSE Working Group is presently working with the project consultant on the analysis of project data. The final report was released and the town hosted a community forum on the results of the assessment/audit.</p> <p>The town is working with Crawford Collaborative Consulting on implicit bias and cultural awareness programs for staff.</p> <p>The Commission on Diversity, Equity and Inclusion was appointed and has begun meeting.</p>



# Diversity, Equity and Inclusion

Deliverable	Status	Update
<p>Work with Visions, Inc. to complete a community assessment by facilitating focus groups with residents, communities of faith, communities of color and public and private school leaders and other stakeholders</p>	<p>✓</p>	<p>A total of 23 focus groups were held that incorporated residents, communities of faith, communities of color, school-aged residents, town employees and other stakeholder groups.</p>
<p>Identify and fund a dedicated resource(s) focused on advancing the town’s work around diversity, equity and inclusion goals. Evaluate opportunities that may include regional partnerships, shared services or other assignments of responsibilities as part of the effort to establish this resource(s)</p>	<p>✓</p>	<p>Funding for a Diversity, Equity, and Inclusion Coordinator and associated expenses was approved in the FY2022 budget. A job description is in the process of being finalized and recruitment and the selection of a candidate is expected to be completed this fall.</p> <p>Andover is participating in a new DEI Coalition that includes participating municipalities from across the Commonwealth.</p>

