



Douglas W. Heim
Town Counsel

TOWN OF ANDOVER

Legal Department
36 Bartlet Street
Andover, MA 01810
978-623-8260
www.andoverma.gov

BY EMAIL

November 26, 2024

Mr. Dave Copeland
dave@andovermanews.com

RE: Public Records Request

Dear Mr. Copeland:

This is to provide a follow-up response to your public records request of October 23, 2024, in which you requested the following:

Under the Massachusetts Public Records Act § 66-10 et seq., I am requesting an opportunity to inspect or obtain copies of public input solicited by the Andover Select Board as part of its reappointment process for the Town Manager.

As previously communicated to you by email on November 6, 2024, the requested documents were used in a Select Board executive session. The Open Meeting Law requires public bodies to review and approve executive session meeting minutes in a timely manner and allows them to withhold executive session minutes and documents used therein from the public until the purpose for confidentiality has expired (See G.L. c. 30A, §§ 22(f)). The Select Board voted to both approve and release the Executive Session minutes including the resident feedback documents utilized in their October 23, 2024 meeting at their meeting of November 25, 2024 subject to modest redaction discussed below.

Under M.G.L. c. 4, § 7 (26)(c), the following records are exempt from disclosure: “personnel and medical files or information; also any other materials or data relating to a specifically named individual, the disclosure of which may constitute an unwarranted invasion of personal privacy.” Accordingly, we have redacted within the provided correspondence personal email addresses and telephone numbers of private individuals. Additionally, one email contains substantive redactions with respect to a baseless, personal and libelous allegation against the Town Manager without firsthand knowledge of its truth. The allegation, based on a salacious rumor and innuendo, was previously thoroughly investigated and proven false nearly a decade ago. The Select Board voted to redact portions of this email as disclosing this email in its entirety would unjustly invade Mr. Flanagan’s privacy and further publish defamatory information. The Town respectfully advises against any further dissemination of this email in whole or part.

You have the right to appeal this determination to the Supervisor of Public Records within ninety (90) days pursuant to G.L. c. 66, sec. 10A(a) and 950 CMR 32.08(2). Additionally, you have the right to seek judicial review of an unfavorable decision by commencing a civil action in Superior Court pursuant to G.L. c. 66, sec. 10A(c).

Sincerely,

A handwritten signature in blue ink that reads "Kathryn L. Forina". The signature is written in a cursive style with a large initial 'K' and a distinct 'L'.

Kathryn L. Forina
Records Access Officer

From: [Lindsay Murray](#) on behalf of [Lindsay Murray](#) [REDACTED]
To: SelectBoard@andoverma.us
Subject: TM Input
Date: Wednesday, October 16, 2024 3:18:38 PM
Attachments: [image0.jpeg](#)
[ATT00002.txt](#)

Hello, I tried to send an email to the TM Input email address but kept getting an error as seen below. I have included my original submission below for your consideration. Thank you

To Members of the Select Board,

I am writing to you today in response to the feedback requested on the performance of the Town Manager, Andrew Flanagan. Andrew has been an invaluable asset to our community since his appointment. Andrew is well respected by both the Andover Police Department and Andover Fire Department. He has long been a supporter of all of our town workers and residents alike. He has always stepped up to bat for projects and issues within the community in a timely, thoughtful manner. Andrew is open to discussion and feedback and consistently has the residents best interests at heart when making challenging, sometimes controversial decisions. I know there are many residents who will submit feedback pushing you to hire a new town manager. I urge you to take a really close look at what is driving their feedback. I can confidently say it is not based on the job he has performed competently during his tenure. Many people are quick to point fingers and make assumptions based on social media threads. Those of us that watch the inner working of this town can see that Andrew has done an outstanding job navigating challenging obstacles in a challenging town.

Andrew is thoughtful, respectful and highly intelligent. We would be hard pressed to find anyone with a better understanding of municipal finance. We are living in a complex time and we need an out of the box thinker like Andrew to continue to run this town. Andrew cares deeply about this town and his job and I hope to see him continue in this very important position.

Respectfully,
Lindsay Murray - Resident
8 Ellsworth Rd
Andover, MA

From: [Peter J. Caruso](#) on behalf of [REDACTED]
To: TMinput@andoverma.us
Subject: Andrew Flanagan - Town Manager
Date: Wednesday, October 16, 2024 1:10:16 PM

Selectboard:

I have been in Town since 1974. We have had very good Town Managers. Andrew Flanagan continued and exceeded those before him and has guided Andover to new heights in fiscal responsibility. We are fiscally the strongest I can remember. Andrew has the best interests of all businesses in Town from his great infrastructure programs to beautifying our Downtown. Mr. Flanagan is responsive to my requests and those of my clients. He is hands on and personally sees project to their completion. Mr. Flanagan needed to make changes which were neglected in the past; these decisions which have benefited the Town greatly have, as any change would, caused differing opinions; however, in my view they were necessary and benefited the Town of Andover.

We are fortunate to have his caliber of fiscal and personal commitment as our Town Manager.

Peter

Peter J. Caruso, Esq.
Caruso & Caruso, LLP
68 Main Street
Andover, MA 01810

[REDACTED]
Tel. 978.475.2200
Fax. 978.475.1001
[REDACTED]

www.carusoandcaruso.com



From: [Kathleen Grant](#) on behalf of [Kathleen Grant](#) [REDACTED]
To: [SelectBoard](#)
Subject: Letter about Andrew Flanagan
Date: Wednesday, October 16, 2024 12:00:26 PM

8:53 AM (2 hours ago)



Kathleen Grant [REDACTED]

to Steve



I know your meeting is going on, so you probably won't have time to read it.

Dear Select Board members,

I would like you to consider the importance of diversity while you consider signing Andrew Flanagan to another 5 year contract. He is ineffective at diversity as evidenced by failure to hire, failure to retain, his isolation from working level employees and fails to effectively communicate with the Andover residents who are not paid or volunteer workers associated with Town government, the majority.

- 1, When you attend Select Board meetings 5 White men of similar age represent the senior Town leadership. They were all hired by Mr. Flanagan The hiring of Attorney Heim is the most recent example of working with Mr. Flanagan in the past makes one attractive for positions that report to Mr. Flanagan.
2. There have been no diverse management hires in the last 5 years that have lasted more than 2 years. There has been turnover in Human Resources, Town Clerk's office and in the Director of DEI position. After 14 months, Andover still has not hired a new Director. Other positions are valued and do not remain unfilled for 14 weeks let alone 14 months.
3. Meanwhile Mr. Flanagan in practical terms went from one assistant Town Manager to three. The CFO, Patrick Lawlor, was acting Town Manager while Mr. Flanagan was out on paternity leave. In addition, the former Finance Director, Donna Walsh has returned to help Mr. Lawlor. If Mr. Lawlor is sitting with the Select Board, why wasn't Ms. Walsh when she was the Director of Finance? She wasn't a de facto Town Manager.
4. The bloated bureaucracy leaves only the 4 White male executives reporting to Mr. Flanagan. This new homogenous layer allows him to operate in an echo chamber. He is not exposed to the experiences and points of view of lower level employees and supervisors.
5. The last point is the failure to reach the diverse majority of residents who live in Andover and have no employment or volunteer connections with the Town Government. This prevents Mr. Flanagan and his executive team from hearing a variety of ideas and points of view. Communication for some projects and necessary information appears to be secret and is only publicized at a late date. It leads to inefficiencies and higher costs. Here are 3 recent examples.
 - A. Mr. Flanagan was on the new AHS Building Committee. He knew Andover's bond rating was at risk in Dec. 2022, but did not bring it up until after the 2023 Annual Town meeting. At the meeting, attendees were assured that any of the warrant articles passed would not affect Andover's bond rating because it was solid. On May 31, 2023 the public was informed that the >\$400 million would lower our bond rating. Why wasn't this emphasized before or at the 2023 Annual Town Meeting and much earlier in the new AHS building planning process? Was this a failure of the CFO, Patrick Lawlor to communicate with attendees at Town Meeting and/or his boss Mr. Flanagan or a failure in communication by Mr. Flanagan. Either way the buck stops with Mr. Flanagan.

There was a huge push pack from the residents and the proposition for the new AHS building failed. This delay in communication wasted many people's time and increased the citizen's distrust of the Town government.

B. Hikers, bicyclists, fishing people and abutters of Haggetts Pond were not consulted before a MA Rail Trail grant

application was written. Almost two months after the grant was awarded, only abutters were invited to the first meeting about the Haggett Pond Rail Trail project, Did the Town really think only those who live at the trail and its parking lot areas would be affected by this project?

This approach to the project may result in a lawsuit.

C. People who use Lincoln St. daily were caught by surprise with the one way street/bike lane experiment. This change affected more people than live on Lincoln St. and its cul de sacs. The Town is caught by surprise by the passionate thoughts and alternative proposals residents have.

Outreach needs to reach a diverse group of people. A count of public meetings held has not been a good metric to evaluate if a diverse group has been reached. A new Communications Director has not improved things either. Residents are still left in the dark about topics that affect their lives in important ways..

Mr. Flanagan has successfully surrounded himself with direct reports who look like him and is out of touch with the residents of Andover which leads to more expenditures and inefficiency. This costs Andover money, time and reputation. I recommend hiring a new Town Managers who includes diversity in all aspects of Town government.

Thank you for reading this.

Best,
Kathy (she, her, hers)

Kathleen Grant

From: [S McCready](#) on behalf of [S McCready](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Reappoint Andrew Flanagan
Date: Wednesday, October 16, 2024 12:00:26 PM
Attachments: [Reappoint Andrew Flanagan .pdf](#)

October 2024

Dear Andover Select Board,

We are writing today to submit our full support for reappointment of Andrew Flanagan as Andover's Town Manager.

We have seen the dramatic and positive changes in our town since Andrew became our Manager in July 2015. The level of activity and action is monumental to boost a town that has so much to offer while was so behind on many of the challenges that faced it.

As a former member of the Andover School Committee, Susan had the opportunity and the honor to serve for nearly nine years with Andrew, three of those years as chair of the Committee. She had opportunities to build relationships and have meaningful discussion, planning, and budget sessions with Andrew and his staff leading to increased collaboration between our town and its school department which included bringing balanced budgets to annual town meeting.

While Susan and Andrew have not always agreed on priorities or execution, there has always been openness to discussion, adjustment, and compromise to achieve what is necessary for the best of Andover and its residents. These are hallmarks of effective working relationships and Andrew is to be credited for this engagement and leadership style.

Of note, was Andrew's decision to serve as a member of the AEA bargaining committees although he was never required to and there, to my knowledge was no precedent of the Town Manager doing so. He willingly added that to his already full plate back in 2017 and has continued to serve in this capacity most recently last year.

The Select Board knows first-hand the work that Andrew has led, but for the record we will acknowledge the 2016 MGT building study, movement of the

town yard to Campanelli Drive, the rebuild of Ballardvale fire station, the renovation of the Robb Center, the new West Elementary and Shawsheen Preschool , the pension obligation bond, long range financial plan, and support of the school department to build its own long range financial plan.

As CEO of a health system, David recognizes what it takes to work with many stakeholders and to balance many priorities and opinions in leadership of a complex organization forward. Andrew brings all of this through professionalism, grounding, the ability to assemble strong teams, and the willingness to listen and learn.

There is so much work left to be done in Andover and there are going to be challenges in this work. Let's ensure we maintain a strong and effective Manager to lead us. Andrew is a gift to Andover – our town would be derelict in not maintaining him as our Manager.

Thank You,
Susan & David McCready
8 Dean Circle

From: [John Page](#) on behalf of [John Page](#) [REDACTED]
To: [SelectBoard](#)
Subject: Fwd: Town Manager Feedback
Date: Wednesday, October 16, 2024 11:58:17 AM

----- Forwarded message -----

From: [John Page](#) [REDACTED]
Date: Wed, Oct 16, 2024 at 11:56 AM
Subject: Town Manager Feedback
To: <sb@andoverma.us>

Dear Select Board Members,

I am writing in response to your request for feedback on the Town Manager, Andrew Flanagan.

1. Andrew seems generally capable, as one would expect of this position, but with the Select Board's permission has exploded the size and cost of the Town's Administration adding significantly to the cost to taxpayers in the budget.
2. It appears that the current and past Select Board members have given away too much responsibility to the Town Manager, and his scions. This is an ineffective way for the Select Board to run the town. Andrew and his administrative staff have too much power. When you give away power and responsibility to a town employee you have abnegated your responsibilities as an elected Board. Shame on you..
3. I am not personally opposed to continuing Andrew's term with the town but feel that 5 years is too long an extension and should be shortened to no more than 3 years. This would take an article on Town Meeting Floor in 2025. If it goes through he would need to be reduced to the 2 or 3 year extension period determined at ATM,
4. Andrew should be given a pay cut if he wants to stay on board and he should cut some administrative staff as well. Andrew needs to cut at least one Deputy- this isn't a big city administration. It should be a condition of his being extended.
5. Andrew appears to have hired numerous people from Arlington that he worked with prior. The practice of bringing in "my guys" is a bad practice in the private sector and even worse in the public sector. We need better oversight by you on the Board to prevent this form of nepotism from occurring.

5. The Town Manager is too involved in appointing individuals to various boards, committees and commissions across town government. He should be consulted but the ultimate choice needs to be with the select Board. He has been building an intricate network of yes persons. He may be consulted but the choice needs to be with the Select Board.

6. The pay scale for our Town Manager is disproportionate to the level of expectation and responsibility. Andrew should take a cut in pay after the Select Board does its due diligence for equitable pay scales with similar sized towns in Massachusetts/ New England. We are seriously overpaying him and his staff. Their salaries should be cut as well.

7. The whole fiasco with the Haggetts Pond Rail Trail did not have to happen if the process had been open to begin with. He and the COMmission on Disability and the Conservation Commission colluded on this very important Town project. They excluded voices of those concerned for the preservation of the wetlands and vernal pools and endangered species habitat. He and his team spread misinformation/dis-information that we were out of compliance with ADA Title II until we built an ADA compliant trail. This is false information and purposefully spread by ANDrew and his team. For that reason he should be asked to resign. It was mostly for his personal aggrandizement and political benefit. This was a major black mark on his career here and will eventually be stopped on appeal.

Thank you,

John Page
15 Harding Street
Andover, MA 01810

From: [John Barry](#) on behalf of [John Barry](#) [REDACTED]
To: TMinput@andoverma.us
Subject: TM Feedback
Date: Wednesday, October 16, 2024 11:55:07 AM

I am writing to provide feedback regarding the town manager's performance. I believe Andrew Flanagan has done a tremendous job these past 10 years. His leadership skills have been clearly demonstrated time and time again. Examples include the Columbia Gas explosion and Covid pandemic. As a member of the finance committee for 9 years, I was impressed by his insight into municipal finance and his commitment for sustainable budgets. In addition to his commitment in managing the budget process every year, I was also impressed with his team. Their commitment to the town, communication skills and transparency are even more of a testament to Andrew's leadership.

Andover is in a good position as a town where community is valued, and we have strong municipal leadership. Lead by Mr. Flanagan.

John Barry
Brookfield Rd, Andover
Resident and former member of Andover's Finance Committee

From: [Eugenie Moffitt](#) on behalf of [Eugenie Moffitt](#) [REDACTED]
To: [Laura Gregory](#)
Subject: TM reappointment
Date: Wednesday, October 16, 2024 11:54:53 AM

Hi Laura,

I strongly back appointing Andrew Flannagan as Town Manager for the next five year. I did send an email through the website delineating some of his many successes over the last decade. It would be unwise not to continue with his leadership.

Many thanks,

Janie Moffitt
68 Beacon

From: [Eugenie Moffitt](#) on behalf of [Eugenie Moffitt](#)
To: sselectboard@andoverma.us
Subject: TM
Date: Wednesday, October 16, 2024 11:51:18 AM

To the Select Board,

I strongly recommend reappointing Mr. Flannagan for a five-year term based on his successes of the last ten years. A broad overview includes compensation, capital capacity and the ability to deal with significant crisis.

Thanks to his 5-year budget model, which is constantly being evaluated and adjusted, he has provided long term financial stability for Andover. He has deftly dealt with many problems concerning compensation for employees such as health insurance for both current and retired employees and a sound plan for the pension obligation for retirees along with other post-employment benefits. Over the years he has developed the Town's capital capacity for multiple capital projects including the Town Yard, a Fire Station, and several schools and the Senior Center to name a few. His year over year investment in the maintenance of town facilities has paid off. He was adroit in negotiating the water deal with the town of Reading. All this and more in 10 years.

Mr. Flanagan has dealt with several unanticipated crisis such as the Columbia Gas explosion, severe weather storms, flooding and the like. Under his leadership the town departments came together successfully to meet the needs of the citizens in a timely collaborative way. Furthermore, I have observed strong working relationships between the manager and the heads of the many departments in town.

There is always room for improvement such as his communion skills but in light of his many successes I heartly recommend keeping Mr. Flannagan as Town Manager for the next five years.

Sincerely,
Eugenie Moffitt
68 Beacon St

From: [mcs](#) on behalf of [mcs](#)
To: [SelectBoard](#); [Kevin Coffey](#); [alex.vispoli@andoverma.us](#); [kevin.coffee@andoverma.us](#); [Melissa Danisch](#); [Ellen Townson](#); [laura.gregory@andoverma.us](#)
Subject: Review of the Current Town Manager
Date: Wednesday, October 16, 2024 11:48:49 AM

Dear Selectboard Members,

While I have observed several positive qualities of the current Town Manager, I believe we can look at several cases where he has failed.

There are several reasons why the town manager might not be rehired, but one in particular concerns his handling of road safety in general and the implementation of the Community's Town Meeting Vote (and Selectboard vote) regarding Article 17C. Here are some key points:

- 1. Public Safety Concerns:** Speeding traffic has posed significant safety risks to residents, especially near schools, parks, recreation areas, and trails and most of all in the vast majority of neighborhoods that are thickly settled districts. This is a decades-old problem as reported in the local press and has been exacerbated by driving apps. A lack of an effective response to this issue suggests the Town Manager has a high disregard for public safety priorities. During the current Town Manager's tenure, at least three noticeable fatalities have happened on Town-controlled roads. Action has only been taken on Elm Street, and Elm Square post hoc (after these deaths).
- 2. Community Engagement and erstwhile Communication:** The Town Manager has failed to engage with residents or address their concerns regarding traffic safety. Over 700 homes have posted 25 mph signs on their own property to raise community awareness about traffic speeds. On the other hand, the Town Manager has not developed nor implemented any effective public campaign to initiate or maintain the awareness of these new roadway laws. Effective leadership involves listening to and acting on the will of the people.
- 3. Failure to Implement Article 17C:** There has been no real implementation of the policies or changes supported by Article 17C; it reflects poorly on the Town Manager's ability to execute the will [and vote] of the community. 17c is now law! While 17c has been implemented on Paper and with Metals Signs, it has not been implemented on the ground through regular enforcement, nor through regular communication by the Town [Manager] to Town Departments and the community at large. I asked a question about this at a recent Selectboard Meeting and there was no follow-up.
- 4. Accountability and Leadership:** The #1 phrase on Andover's Mission is to protect the "...safety ... and well-being..." of its residents. Moreover, the Town has signed on to Vision Zero, Complete Streets, MBTA zoning and other people-friendly sustainability initiatives. All these initiatives strongly infer goals and objectives of very safe streets not only for vehicular traffic, but moreover for pedestrians, individuals of different mobilities and disabilities, bicyclists, and similar. The Town Manager is ultimately accountable for the safety and well-being of the community. Continued issues without appropriate action suggests a lack of effective leadership on this issue among others.
- 5. Reputation and Trust:** Ongoing issues with traffic safety and unfulfilled community

initiatives erode trust between the Town Manager and residents. For example: Six years ago (2018), the Town Manager's Office with the Police Department in tow visited my residence, which is in the thickly settled historically designated district of Tewksbury Street. It's just 2/10 of a mile from the MBTA Commuter Ballardvale Rail Station. At that meeting, headed by the Town Manager's Office, they stated they would take action to calm traffic on the road. Despite the meeting and the passage of 17c, no measurable action, such as traffic calming, has occurred. According to Andover Police documents. There have only been two traffic stops on Tewksbury Street over the past 18 months despite known speeds averaging 39 mph [Pedestrians are 50% more likely to be severely injured or die in an accident at that speed than at 25 mph). Rehiring someone who has not built that trust may lead to further dissatisfaction within the community.

6. **Opportunity for Change:** This situation presents an opportunity for new leadership that may be more aligned with community values and priorities, not only in regards to safe streets for all, but also on other issues. Changing the Town Manager now may potentially lead to better outcomes in addressing traffic safety, which is only more of a concern due to the ongoing growth in our very region, and the use of driving apps that bring many more vehicles onto Andover's roadways. For several years, the Police Department has reported that over 110,000 vehicles come and go on Anover's roadways each week day. The Town Manager either hasn't taken the time to understand these issues or perhaps just **does not care to care** for the Town's 36,000+ residents and businesses.

In summary, the town manager's lack of response to critical and key issues such as the ability to safely leave and return to our homes whether by foot, two wheels, or four, dog-in-tow or not, justifies a decision not to rehire him (as one issue among many that show his ineffective leadership), as effective governance requires responsiveness and accountability to the laws approved by the people.

Michael Silverman, Ph.D.

From: [Eugenie Moffitt](#) on behalf of [Eugenie Moffitt](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Reappoint the Town Manager
Date: Wednesday, October 16, 2024 11:47:58 AM

To the Select Board,

I strongly recommend reappointing Mr. Flannagan for a five-year term based on his successes of the last ten years. A broad overview includes compensation, capital capacity and the ability to deal with significant crisis.

Thanks to his 5-year budget model, which is constantly being evaluated and adjusted, he has provided long term financial stability for Andover. He has deftly dealt with many problems concerning compensation for employees such as health insurance for both current and retired employees and a sound plan for the pension obligation for retirees along with other post-employment benefits. Over the years he has developed the Town's capital capacity for multiple capital projects including the Town Yard, a Fire Station, and several schools and the Senior Center to name a few. His year over year investment in the maintenance of town facilities has paid off. He was adroit in negotiating the water deal with the town of Reading. All this and more in 10 years.

Mr. Flanagan has dealt with several unanticipated crisis such as the Columbia Gas explosion, severe weather storms, flooding and the like. Under his leadership the town departments came together successfully to meet the needs of the citizens in a timely collaborative way. Furthermore, I have observed strong working relationships between the manager and the heads of the many departments in town.

There is always room for improvement such as his communion skills but in light of his many successes I heartly recommend keeping Mr. Flannagan as Town Manager for the next five years.

Sincerely,
Eugenie Moffitt
68 Beacon St

From: [deb landers](#) on behalf of [deb landers](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager Feedback
Date: Wednesday, October 16, 2024 11:47:41 AM

Hello

I am a lifelong resident of the town and I feel like the town has changed beyond anything I could have imagined and not in a good way.

The Mayor of Haverhill, a city with a population double that of Andover has a salary of 150,000 while our Town Manager had a salary of 239,989 in 2023 and per his contract is allowed merit increases and the "amount to be in the Board's sole discretion."

As a taxpayer in the town I find the fact that he went from 214,000 in 2020 to 239,989 in 3 years unacceptable.

The town has lost services while giving themselves raises. The requirement for the employees to live in town is no longer and as such the best interest of the town is no longer their best interest. All of this is wholly unacceptable, living in the town one serves should be mandatory.

Thank you
D Landers
N main st

From: [Shannon Scully](#) on behalf of [Shannon Scully](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager Input
Date: Wednesday, October 16, 2024 11:21:36 AM

I'm writing to provide feedback on the reappointment of Andrew Flanagan as Andover's Town Manager. I served as an elected member of the Andover School Committee for six years while Andrew was Town Manager, and my perspective comes from working closely with him during that time.

Andrew's strengths include:

- **Expertise in municipal finance:** Andrew has a thorough and complete understanding of the revenue and expenditure levers available to a town and how to use them. This includes relationships with state resources (both in municipal and school areas) that provide outside perspective and guidance when needed. I've also seen (and benefitted) from mentorship and the time he is willing to spend to make sure decision-makers (and sometimes random community members who think they're smarter than everyone else, happy to provide examples) have what they need to understand town finances.
- **Professionalism in negotiating contract settlements:** Having spent several hundred hours (no exaggeration) in collective bargaining and preparation sessions with Andrew, I can attest that he is data-driven and realistic, both financially and strategically. Andrew considers how one agreement will impact other town departments and constituent services, and develops creative financial proposals (ULO, for example) as he tries to find common ground that benefits both employees and taxpayers.
- **Ability to make hard decisions:** Andrew has shown he will do the right thing, even under enormous public pressure. For example, with personnel decisions very few can or should know the specifics of any separation situation, and it's hard to do the right thing knowing you don't have the right to share all the facts with the public. Good leaders do hard things anyway (sometimes to the brutal chagrin of keyboard warriors), much like we have all seen Andrew do.
- **Working with town & school boards:** Andrew looks to understand the perspective of elected and appointed officials, and is willing to give his time to hear people out and bring their ideas together.

I haven't always agreed with Andrew, but I know he is fair, and he is transparent about what he values for our town (the bond rating in the near-term over the impact of rising costs for a high school facility later, for example).

Also, I will remind the Select Board (and community members with public record request hobbies) there are no unicorns. Hiring a good leader is difficult. Finding one with professional expertise on par with the current Town Manager's would be challenging, at best. Gauging someone as the right fit for our community is imperfect work. Building and transitioning teams takes time and is disruptive. It would take an enormous leap of faith to believe going

through that process would bring Andover an upgraded result.

More directly, you would be doing a disservice to Andover residents by looking for another Town Manager and only then realizing you don't know what you've got until he's gone. Appreciate the steady and fair expertise we already have and renew Andrew's contract (if you're lucky enough to keep him).

Thanks for the consideration,

Shannon Scully

School Street, Andover

From: [ellen townson](#) on behalf of [ellen townson](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Fwd: Review of Town Manager Andrew Flanagan
Date: Wednesday, October 16, 2024 11:15:10 AM

----- Forwarded message -----

From: **Alix Driscoll** [REDACTED]
Date: Wed, Oct 16, 2024 at 10:52 AM
Subject: Review of Town Manager Andrew Flanagan
To: Townson, Ellen M [REDACTED]

I am not able to send this via the special website due to my computer failure and cannot send through WORD to the site. I am asking Select Person Ellen Townson. to send it for me if that is possible.

From Alexandra Driscoll
11 Forbes Lane, Andover

[REDACTED]

I am a resident, and a member of the Conservation Commission and the AVIS Board

I strongly recommend. Andrew Flanagan for reappointment because of his very wise fiscal decisions. He has dealt with the pension needs of our employees, OPEB with a wise and timely move to purchase a large bond at very low municipal bond rates. I am eager to hear his presentations at the beginning of each Town Meeting alerting us to the big picture of the yearly budgets and the ramifications for our town goals in perspective. His grasp of the details of budgets is impressive and he answers questions on detailed CIP issues immediately. I find that his manner is accessible and forthright. Alexandra Driscoll, Oct. 16, 2024

From: [Alix Driscoll](#) on behalf of [Alix Driscoll](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager's review
Date: Wednesday, October 16, 2024 11:14:55 AM

From Alexandra Driscoll
11 Forbes Lane, Andover
[REDACTED]

I am a resident, and a member of the Conservation Commission and AVIS Board

I strongly recommend Andrew Flanagan for re-appointment because of his very wise fiscal decisions. He has dealt with the pension needs of our employees, OPEB with a wise and timely move to purchase a large bond at very low municipal bond rates. I am eager to hear his presentations at the beginning of each Town Meeting alerting us to the big picture of the yearly budgets and the ramifications for our town goals in perspective. His grasp of the details of budgets is impressive and he answers questions on detailed CIP issues immediately. I find that his manner is accessible and forthright. Andover would benefit greatly by Andrew Flanagan's re-appointment.

Alexandra Driscoll
11 Forbes Lane
[REDACTED]

October 16, 2024

I am a resident, and member of the Conservation Committee and the AVIS BOard

From: [Karen Van Welden-Herman](#) on behalf of [Karen Van Welden-Herman](#) [REDACTED]
To: [TMinput](#)
Subject: Reappoint Andrew Flanagan
Date: Wednesday, October 16, 2024 11:08:23 AM

To Whom It May Concern,

Andrew Flanagan is a great asset to Andover as Town Manager. He is professional, competent, even handed, thoughtful and responsive to feedback and inquires.

As a member of town committees over many years, I fully support his reappointment as Town Manager.

Thank you.

Sincerely,

Karen Van Welden -Herman
50 Sunset Rock Road
Andover, MA 01810

From: [Stephen Fink](#) on behalf of [Stephen Fink](#) [REDACTED]
To: [Melissa Danisch](#); [Paul Salafia](#); [Laura Gregory](#); [Alex Vispoli](#); [Ellen Townson](#); kevin.coffey@andoverma.us
Subject: Fwd: Tremendous support for Andrew Flanagan
Date: Wednesday, October 16, 2024 11:04:56 AM

Thank you all for your service to the community.

Sadly, I have a conflict next Wednesday evening, and won't be able to join you. As each of you know, my personal support for Andrew is based on a range of activities over many years.

Steve

Steve Fink
[REDACTED]

Begin forwarded message:

From: Stephen Fink [REDACTED]
Subject: Tremendous support for Andrew Flanagan
Date: October 16, 2024 at 10:51:24 AM EDT
To: TMinput@andoverma.us

Submitted by

Stephen Fink
26 Bateson Drive
Andover MA 01810

Personal Town affiliation: Resident, active community volunteer, Andover Rotary Board Member

Tremendous Support for Andrew Flanagan

Working on community support, Town Governance and the Town's schools brought me in touch with Andrew Flanagan prior to his becoming our Town Manager. I remember sharing Andover Rotary's first "Citizens who Cares" drug abuse event with Andrew during a rainy night the fall of 2017, meeting with folks suffering from and addressing the problem. That was just the start of our work together in support of youth drug challenges. Together, Andrew, the Town, and the community brought down those horrible numbers substantially.

Andrew has built a remarkably strong team to support our community, from the work of the Robb Senior Center to our schools and public safety teams. The strength of his

presence and his team is visible all around Town. He and his team worked to support of APS's Bancroft and West El very successful building projects. The proof of this success is in the eyes of the students, teachers, and parents in these great new buildings. Our Rotary Readers program in the new West El is just such a joy. Similarly, a meeting this week at the Robb Center explaining Andover Community Power was in a great enhanced facility, staffed by our great senior center staff, and conducted by the Town's gifted sustainability lead.

There are many more stories to tell, but one in particular personal story stands out. Our car was involved in an accident caused by a drunk driver in a situation where the need to keep everything in order was clearly called for. A member of our public safety staff was near at hand, and all the needed elements quickly fell in place with no effort on our part. This resolution was truly a thing of beauty.

Thank you, Andrew, for the many aspects of your service to our community.

Steve Fink
[REDACTED]

From: [REDACTED]
To: TMinput@andoverma.us
Subject: Feedback on Town Manager Performance – Andrew Flanagan
Date: Wednesday, October 16, 2024 11:04:00 AM

Dear Select Board,

As a lifelong resident and business owner in Andover, I would like to offer my strong endorsement of Town Manager Andrew Flanagan during his reappointment process.

Since becoming Town Manager in 2015, Andrew has consistently demonstrated exceptional leadership. His financial management has been exemplary, as shown by his strategic oversight of budgets that balance the town's needs with fiscal responsibility. For example, his FY2025 budget plan reflects a thoughtful approach to expanding public services, including the addition of nine firefighters and three police officers, addressing long-standing needs in public safety due to the town's growth. This plan also maintains a commitment to innovative and sustainable practices, including investments in energy efficiency and diversity initiatives .

Andrew's leadership during crises, such as the 2018 Merrimack Valley gas explosions, has been critical to Andover's recovery and resilience. Furthermore, his efforts to improve town infrastructure, including the West Elementary and Shawsheen Preschool building project, highlight his commitment to the future of our community .

I highly recommend Andrew Flanagan for reappointment as Town Manager. His ongoing contributions have made Andover a better place to live and work.

Tyler Bishop
Owner

[REDACTED]

From: [Stephen Fink](#) on behalf of [Stephen Fink](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Tremendous support for Andrew Flanagan
Date: Wednesday, October 16, 2024 11:01:06 AM

Submitted by

Stephen Fink
26 Bateson Drive
Andover MA 01810

Personal Town affiliation: Resident, active community volunteer, Andover Rotary Board Member

Tremendous Support for Andrew Flanagan

Working on community support, Town Governance and the Town's schools brought me in touch with Andrew Flanagan prior to his becoming our Town Manager. I remember sharing Andover Rotary's first "Citizens who Cares" drug abuse event with Andrew during a rainy night the fall of 2017, meeting with folks suffering from and addressing the problem. That was just the start of our work together in support of youth drug challenges. Together, Andrew, the Town, and the community brought down those horrible numbers substantially.

Andrew has built a remarkably strong team to support our community, from the work of the Robb Senior Center to our schools and public safety teams. The strength of his presence and his team is visible all around Town. He and his team worked to support of APS's Bancroft and West El very successful building projects. The proof of this success is in the eyes of the students, teachers, and parents in these great new buildings. Our Rotary Readers program in the new West El is just such a joy. Similarly, a meeting this week at the Robb Center explaining Andover Community Power was in a great enhanced facility, staffed by our great senior center staff, and conducted by the Town's gifted sustainability lead.

There are many more stories to tell, but one in particular personal story stands out. Our car was involved in an accident caused by a drunk driver in a situation where the need to keep everything in order was clearly called for. A member of our public safety staff was near at hand, and all the needed elements quickly fell in place with no effort on our part. This resolution was truly a thing of beauty.

Thank you, Andrew, for the many aspects of your service to our community.

Steve Fink
[REDACTED]

From: [David Matson](#) on behalf of [David Matson](#) [REDACTED]
To: TMinput@andoverma.us
Subject: TM Feedback
Date: Wednesday, October 16, 2024 10:40:49 AM

SB,

While serving as the Andover Town Manager, Andrew Flanagan [REDACTED]
[REDACTED] Specifically, an [REDACTED]

This [REDACTED] to then [REDACTED], by the [REDACTED].
However, it was apparently [REDACTED]. I'm sure you will agree, the TM [REDACTED]
[REDACTED]

Even though the [REDACTED] it demonstrates [REDACTED]
[REDACTED] prior to deciding whether or not to reappoint him. If the TM isn't
[REDACTED] then you will have confirmed what many people already suspect, there's a double
standard in Andover.

Sincerely,

David Matson

124 Rattlesnake Hill Rd, Andover, MA 01810

From: [Dorothy Hollenbeck](#) on behalf of [Dorothy Hollenbeck](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager
Date: Wednesday, October 16, 2024 10:40:37 AM

I support the reappointment of Town Manager, Andrew Flanagan.

One area that impresses me is his conduct at our annual Town Meetings. No matter what is on the agenda, Mr. Flanagan seems to have a wealth of knowledge about the subject matter and is able to respond to questions competently. I am always amazed, especially with financial questions, at how he has all the numbers stored in his memory and can answer immediately.

A satisfied resident,

Dorothy R. Hollenbeck
71R River Street

From: [Kimberly Perry](#) on behalf of [Kimberly Perry](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager Reappointment ~ Please reappoint Andrew Flanagan
Date: Wednesday, October 16, 2024 10:37:20 AM

Good morning -

I fully support the reappointment of Andrew Flanagan as Andover's Town Manager.

Sincerely,

Kim Perry
16 Wild Rose Drive
Andover, MA

Member of the Finance Committee

From: [John Marocco](#) on behalf of [John Marocco](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager Reappointment - Supporter of Andrew
Date: Wednesday, October 16, 2024 10:33:18 AM

Good morning, as an Andover town resident I fully support the reappointment of Andrew Flanagan as Town Manager.

John Marocco
16 Wild Rose Drive
Andover, MA 01810

I have no affiliation with the Town.

Thank you,
John

From: [Sr. Madonna](#) on behalf of [Sr. Madonna](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Andrew Flanagan
Date: Wednesday, October 16, 2024 10:19:46 AM

Madonna Kling
9 Juniper Rd
Andover
Resident

I would like to give an extraordinarily excellent review for Andrew Flanagan. His in-depth reports and astute answers to questions during town meeting and his equally expert knowledge of town , state and national norms, laws, etc. speak for his excellence as town manager. I sincerely hope that the few negative responses are not a determining factor in Mr. Flanagan's position renewal. We are lucky to have him!

Sr. Madonna M. Kling, CDP
Pastoral Associate, St. Augustine Parish

[REDACTED]
[REDACTED]

From: [Lauren M. Conoscenti](#) on behalf of [Lauren M. Conoscenti](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Support for Town Manager Andrew Flanagan
Date: Wednesday, October 16, 2024 10:08:33 AM

Dear Chairperson Gregory and members of the Select Board--

I just want to send a note of support for Town Manager Andrew Flanagan and hope that Andover will renew his contract. As residents, my husband and I have valued the sense of stability he has brought to the town. His leadership during the gas crisis and the pandemic were outstanding, his financial foresight and leadership (especially with the pension obligation bond and the long range financial modeling) have us moving in the right direction, and we deeply appreciate the sense of community he is trying to bring to Andover vis a vis events, arts and culture, business development, and town services. When we have had issues on our street (trash pickup, paving, need for police) or needed a building inspector or other town service, Andover has been prompt, responsive, and kind -- a notable change from the pre-Andrew days, when our calls went unanswered or we were treated dismissively. We feel that an overall positive change has happened since we moved here in 2009, and we believe these changes are attributed to his leadership, organization, and planning.

As a School Committee member, I have deeply valued his partnership. I want to share a conversation I had with a fellow SC member in another MA town. That person relayed to me, unprompted, their envy that Andover schools can look forward to a 3.75% budget increase every year, as their school district is constantly at battle with the town over pennies and fractions of percents, all well below 3%. This has created a current budget crisis that has led to failed overrides, layoffs (on a scale grander than Andover's), and community-breaking drama. I attributed this to Andrew and his team and their hard work to find a path forward, and this person commented that they hope one day to have a leader in their town like that. Although Andrew and I do not agree on everything when it comes to the schools, our disagreements are about substance and not personality, and our disagreements are respectful and productive. At the end of the day, I know he is looking out for the best of the town (which includes the schools), and I value the time he will spend with me to help me understand his thinking.

Thank you for taking this into consideration.

--Lauren Conoscenti (and Tom Esposito)
129 Rattlesnake Hill Road, Andover

--

Lauren M. Conoscenti
[REDACTED]

From: [Linda Cummings](#) on behalf of [Linda Cummings](#) [REDACTED]
To: tminput@andoverma.us
Cc: "[Linda Cummings](#)"
Date: Wednesday, October 16, 2024 10:04:42 AM

Good morning,

My name is Linda Cummings. I live at 7 Roulston Circle. I have lived in Andover for over 30 years and at this specific address for 24. My husband and I have also put 5 children through the Andover school system (our youngest is a senior this year).

I think that Andrew Flannigan has done an excellent job as town manager. Have I agreed with everything he has done or every decision he has made - of course not. That he doesn't always see it exactly my way or the same as any other resident sees it, should never be a performance measure. My husband and I have always found him to be intelligent, competent and engaged. We sincerely hope that the Select Board renews his contract.

My biggest concern in this process is that there are a relatively small group of VERY vocal, social media/keyboard warriors that regularly make unfounded allegations regarding corruption etc. all because Mr. Flannigan has not supported their niche issues, including but not limited to the Haggetts' Pond Trail, the handling of the controversy re: the prior leadership at the youth center etc. If citizens threaten to weaponize town officials' jobs each and every time that person makes a decision contrary to their own, town government can't function, and we will be replacing town officials every time the wind blows contrary to that vocal minority.

If anyone has actual evidence that Mr. Flannigan has acted in a corrupt or unethical manner of course you should consider same (I have seen no evidence to support this). If the negative feedback that you receive is purely linked to the fact that he was in favor of terminating Bill Fahey, or is in favor of the handicapped trail at Haggett's Pond, as a taxpayer I sincerely hope you can see that for what it is and only consider relevant factors such as intelligence, hard work and competence.

Again, my husband and I are very much in favor of the selectboard renewing Mr. Flannigan's contract.

Best regards,

Linda and Peter Cummings

From: [James Doherty Jr.](#) on behalf of [James Doherty Jr.](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Twon Manager
Date: Wednesday, October 16, 2024 9:51:37 AM

Good morning:

I thought I'd take a few minutes to express my thoughts on the reappointment of the Town Manager Andrew Flanagan.

I have had the pleasure of knowing and in a limited degree, working with Andrew and always found him as kind, thoughtful and hard working. Andrew has worked hard and put Andover first in the years he has worked here. Has he ruffled a few feathers along the way, yes, but that's what a good leader does. He is ALWAYS approachable which is not always the case with some officials. He has turned Town Hall and various department into user friendly, which was not always the case. Most recently I have had business dealings with the Town Clerks office, Treasures Office, Building Department, and DPW, I walked away feeling very satisfied I got the job done and got the assistance I needed. I know this was a goal of Andrews and based on my experience he has more than succeeded.

I think it would be a mistake not to reappoint Andrew as TM, it is my hope that the Select Board reappoint unanimously.

Thank You

James D Doherty Jr
45 Martingale Lane
Andover, MA. 01810

From: [Art Barber](#) on behalf of [Art Barber](#) [REDACTED]
To: [Kevin Coffey](#); [Alex Vispoli](#); TMinput@andoverma.us
Subject: Andover Town Manager Community Feedback
Date: Wednesday, October 16, 2024 9:49:00 AM

Dear Andover Select Board:

I am sending my comments regarding my observations of the current Town Manager, Mr. Flanagan. As a point of reference, I have been a home owner in Andover since 1987 and am a former chair of the Andover School Committee. I live at 3 Sparta Way.

While many may think Mr. Flanagan has performed well, I think otherwise. The entire situation with the "fish tank" was sad. This demonstrated careless allocation of funds and a lack of respect to the community in general. The optics were poor and it made me wonder how many other "fish tank" like expenditures are there which we had no knowledge of. As a faculty member who taught many subjects including "Ethics" (Northeastern University and the University of Massachusetts,) I question Mr. Flanagan's ethics. Each and every public dollar is precious and deserves to be protected! The "fish tank" did not pass the "smell test!" I also believe the board at that time was negligent in its duties!

Another area of concern is the entire legal action with the charter school. WOW! How did this ever happen?

The removal of upwards of 60 town employees during Mr. Flanagan's tenure should be investigated. Many of these loyal employees dedicated their professional lives to the Town of Andover. Were they given due process? While I can understand a few adjustments, Mr. Flanagan has dismissed too many. This is also in line with the out of control budget, the extraordinary amount of funds used to "refurbish" certain areas of the town hall and salaries which appear to be out of control. Quite frankly, you, the board are responsible for allowing Mr. Flanagan to spend in this manner. I would never allowed this to happen while on the School Committee!

Another area of major concern is the dismantling of Andover Youth Services. My children as well as many others were nourished by the caring staff led by William Fahey. The entire situation is now an abomination. Fahey worked around the clock to ensure our youth were safe! The alleged "crimes" committed by Fahey and staff do not appear to fit the punishments. Who loses here, the youth of Andover. The current "operation" has nowhere near the positive impact of the team headed by Fahey!

I could say more but believe the above is sufficient. Count me as disappointed in Mr. Flanagan and think we can do better. I also think, you the board can do better.

Best regards,
Sent from my iPhone,
Arthur Barber, EdD

From: [Paul Monticciolo](#) on behalf of [Paul Monticciolo](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Andrew Flanagan
Date: Wednesday, October 16, 2024 9:38:01 AM

I strongly support the reappointment on Mr. Flanagan. He has led the Town through serious challenges and possess outstanding leadership skills. He has a wide and deep knowledge of all the Town departments and has a vision for our future. After having worked with Andrew for 5 years while being a member of the Town Finance committee, I have first-hand knowledge of his skills and temperament and have confidence in his ability to continue to perform extremely well in this most important position. I would be happy to have a follow-on discussion.

Sincerely,

Paul Monticciolo

51 Pleasant St.

Andover

Sent from my iPhone

From: [Tracey Spruce](#) on behalf of [Tracey Spruce](#) [REDACTED]
To: tminput@andoverma.us
Subject: Town Manager
Date: Wednesday, October 16, 2024 9:14:38 AM

Hello Select Board members,

I'm writing to provide feedback about Andrew Flanagan's work. Although I no longer live in Andover, I lived there for 23 years and saw firsthand how Andrew does his job. I fear you will mostly receive negative input from Andover's keyboard warriors, most of whom delight in the vilification of public officials, appointed and elected. I hope you will take their input with a significant grain of salt, especially since few have worked directly with him. I have, and I wanted to share my perspective.

The unfortunate reality today is, whether someone is appointed to a full-time, paying job as a town employee (like Andrew) or volunteers their time as an elected official (as I did on the school committee), they can expect to be publicly demonized simply for making the best decisions they can with the information available at the time (knowing no decision will please everyone). I suspect the people who are quick to criticize Andrew and demand new leadership have not taken any time to research all the good he's done since he became Town Manager, including addressing failing town and school buildings and the OPEB problem. The previous town manager ignored these for decades, as I'm sure you all know, and yet somehow he kept his job for 25 years. I can't conceive of a fact-based reason to replace Andrew given his strong record of achievement.

I haven't always agreed with Andrew on every issue, and there were times during my 6 years as a school committee member when I was pretty angry about how he handled a particular matter (e.g., following the 2016 facility master plan faithfully and then when it was time to address the AHS facility, ignoring the plan). No leader is perfect or without room to improve (and that includes those of us who are elected to serve our communities). But I challenge each member of the Select Board to identify an area of improvement for Andrew so major that it would justify replacing him. It's not easy to find talented town managers; it's a thankless job that requires the thickest of skin. It requires a strong grasp of municipal finance, and it cannot seriously be disputed that Andrew's grasp is incredibly strong. It requires the ability to inspire a large staff, and Andrew's staff respects and admires him. It requires the ability to engage with the public, and Andrew has always made himself available to Andover residents. It requires the ability to tune out the negativity and remain focused on the job at hand and while I don't know how, Andrew does it.

Having worked closely with Andrew for 6 years, I can say that I always found him to be thoughtful, respectful, intelligent, and full of integrity. A complex town like Andover needs a complex thinker like Andrew. Please do the right thing for Andover and renew his contract.

Thanks,
Tracey Spruce

From: [Sheila Doherty](#) on behalf of [Sheila Doherty](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager Appointment Process
Date: Wednesday, October 16, 2024 9:07:16 AM

Members of the Board,

I find that processes like this can either be effective to collect good information, or it can be a forum for folks who are disgruntled to tear down good people out of displaced anger. At the end of the day, our Charter gives the majority rule of the five of you the authority to make the decision for all of us regarding who our Town Manager will be.

I would ask that you reappoint our Manager, Andrew Flanagan. I believe Mr Flanagan has earned a reappointment for another five years. Our Town is one we should all be proud of. Andrew has accepted the challenge to stand on the shoulders of the managers that have gone before him and taken Andover to new heights. His greatest strengths, I believe, are his ability to financially manage the needs of Andover and put us on a road to true strength. To call out the concerns when we are over stepping our financial capacity, and to manage the resources we have. Let's not forget that time and time again, we have received awards from the Commonwealth for the budget and budget process Andrew has instituted. I am not sure many in Town know that, it is not a horn Andres blows, But it is not insignificant. The other real strength I believe Andrew has is his ability to build a team of exceptional individuals who work very hard for Andover, and can implement the vision and direction Andrew helps set. I don't want to imply that they are all in lock step on every issue, But the common focus on the best interests of Andover is reassuring to me.

We have one of, or perhaps the best Town Administrator in New England. I know for a fact that other communities have sought to hire Andrew. And why wouldn't they? His reappointment should be a process where we are affirming to him that we want him here, that we expect he will meet his goals as he generally does, and that he is valued. From what I understand from other Moderators around the State, the caliber of Andrew Flanagan is not readily available with other candidates.

Mostly, I believe this is far more than a job to Andrew Flanagan. He has embraced our community as his own. Andrew wants Andover to thrive, and he is willing to put every effort into that. I have the unique perspective of having lived in Andover with every Town Manager that Andover has had, from Tom Duff to Andrew. We have an excellent Town Manager, who has moved Andover further than anyone before him.

I generally don't envy your job as select board members. The decisions you often have to make can be difficult. But, to each of you, this is not a hard decision and I envy that you get

to make this one. It is the right decision for Andover to reappoint Andrew Flanagan. We should pay him like we value him, we should Challenge him to be his best and then support him in that process. We can all benefit from that.

You all know what Andrew has accomplished in his time in Andover. He has made some tough decisions that has made our Town a better community. Andrew has admitted when he got it wrong, and he should be supported when he gets it right..... I look forward to your decision to reappoint Andrew Flanagan as Town Manager.

Sheila M Doherty
Town Moderator

From: [Andrew McBrien](#) on behalf of [Andrew McBrien](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Feedback on Performance of Mr. Andrew Flanagan, Town Manager
Date: Tuesday, October 15, 2024 10:07:59 PM

Dear Ladies and Gentlemen of the Select Board,

My name is Andrew McBrien of 11 Brady Loop, Andover. I write as a resident although my experience of working with Mr. Flanagan as a member of Finance Committee and while serving on previous committees inevitably informs my opinion.

In my opinion, the Town of Andover provides excellent services to residents. The MMA and other communities recognize Andover as being outstanding in a number of areas. Town employees consistently find creative and parsimonious solutions to deliver these services. Andover's residents pay lower taxes than more than 50% of comparable communities. This is the result of a strong team effort and positive attitude by all Town employees. Residents should be grateful for everyone's efforts. However, in my experience, teams only perform well if they are led well from the top and in my opinion therefore, Mr. Flanagan deserves great credit.

I would like to highlight three areas in which Mr. Flanagan consistently impresses me.

1. Mr. Flanagan has encyclopedic and detailed knowledge of the history and current business of the Town and is able to present pertinent facts on demand. I have seen this bring clarity to Town Meeting debates repeatedly and I feel that he adds a very concrete basis to many FinCom deliberations. He inspires confidence with his thorough command of the facts and it is clear that he approaches his work very professionally and thoughtfully.
2. He is impartial and objective when appointing members to the majority of Town and School system boards and committees for which he is the appointing authority. He selects committee members who in his opinion will best contribute. Indeed, he has appointed individuals who are openly critical of himself. I believe this shows strong integrity.
3. Finally, Mr. Flanagan has consistently demonstrated courage with his willingness to "speak the unspeakable" and make tough decisions. By doing so, he has opened himself up to sometimes vitriolic personal attacks. One might reflect that many of the major issues that his administration face arise from his predecessor's desire to avoid unpopular but necessary decisions, for example, to increase budgets and thus taxation to replace aging water mains. I commend Mr. Flanagan for doing what is right rather than focusing on what is popular.

Conversely, I believe that Mr. Flanagan should make more effort to introduce himself to residents when he is on duty at informal events and encourage the resident to talk about anything that might be on their mind. I think he and Andover would benefit if he appeared more approachable and "human"; he can appear somewhat distant. I consider this an area where growth would be beneficial and suggest Mr. Flanagan's review should recommend this. I stress that I am referring specifically to informal, quasi-social occasions. I am entirely satisfied that the Town makes sufficient effort to solicit input on formal matters. If residents express a widely differing or even conflicting opinions, it is inevitable that some will be dis-satisfied with the outcome. This does not imply anyone was ignored or that the decision was made improperly.

Given his performance, I believe that the Select Board should re-appoint Mr. Flanagan. I also note that Andover has approved an operating budget for 2025 for the Town of \$226.69 million. In the private sector, a CEO of a company with an analogous budget would earn a cash salary somewhat similar to Mr. Flanagan's but would also likely receive substantial equity compensation on top of this for which Mr. Flanagan is not eligible.

Best regards

Andrew McBrien

From: [Al Ruthazer](#) on behalf of [Al Ruthazer](#) [REDACTED]
To: tminput@andoverma.us
Subject: Town Manager Input
Date: Tuesday, October 15, 2024 9:46:21 PM

I'd like to take a moment to share my support of Andrew Flanagan to be re-appointed for another term as town manager, for the town of Andover.

I've had the privilege to get to know Andrew in several capacities. He's supported Andover Rotary's mission to support our town, particularly providing leadership in the area of the fight against substance abuse and addiction in Andover. Andrew's leadership during the Columbia Gas situation was exemplary. I also think Andrew's financial acumen is extraordinary. From a town leadership perspective, he's implemented an extremely effective program for screening/selecting employees into key position, using cross-functional collaboration to fill open position with exceptional talent, possessing the right character and culture, and skills for each department.

Those are just a few of the positive attributes of Andrew, and some of the reasons I'd like to see him continue with the progress and achievements he's already done.

There are areas for growth and development too, which I'm hopeful you on the Select Board can work with him on, in the future.

I'd like to see our Town Manager be more public facing, at more local events shaking hands and kissing babies. I believe elected town Mayors are often more charismatic and zealous about striving to be "liked" by everybody in town. The best Town Managers are typically more knowledgeable about municipal finances, labor management, and organizational leadership and development than elected mayors. Andrew is in this category. I believe Andrew approaches situations with thoughtfulness, intelligence, and logic. I'd like to see him expand his skillset of collaborating and communicating better with citizens, seeing him improve his approach communicating about "tricky" situations. This can help grow his likability. The North Reading water deal was wonderful for our town, but it wasn't until after the first losing vote that we had numerous excellent, informative, collaborative meetings. The Bill Fahey personnel situation singlehandedly defined him to many citizens. I understand that delicate confidential HR issues are difficult to navigate as a leader, both internally and externally. That said, I believe there was opportunity to better manage the messaging to help citizens understand a fair and legal process was followed...respectfully and professionally sharing more regular (appropriate) updates. Andover's approach we mostly silence, which resulted in citizens "hearing" news and updates exclusively from one "side." It didn't need to be that way.

I strongly disagree with the small number of vocal disgruntled citizens flooding local social media with negativity about our town. From my perspective, Andover is overall a GREAT town. We have a wonderful downtown area, good schools, strong industrial base, excellent police and fire, and effective excellent public works. We're not perfect, but overall, we're excellent in so many areas. These successes and areas of excellence don't happen by accident. I credit Andrew's leadership, wisdom, and knowledge to help lead us to being the great town we are right now, and I look forward to continued improvement in the upcoming years under his leadership.

Thank you for considering my input.

Alan Ruthazer
12 Olde Berry Road
Andover, MA 01810



From: [Michelle Doucette](#) on behalf of [Michelle Doucette](#) [REDACTED]
To: TMinput@andoverma.us
Cc: [REDACTED]
Subject: Town Manager Reappointment Input
Date: Tuesday, October 15, 2024 9:21:08 PM

Dear Select Board Members:

My name is Michelle Doucette and I was born and raised here in Andover. I worked for the Andover Department of Community Services for 23 years and for the Andover Public Schools for 10 years. I continue to live and work in Andover presently. I am very well aware of the inner workings of the Town of Andover departments and how it has been run in the past. Andrew Flanagan does not have the best interests of the Andover residents in mind. He needs to be replaced immediately.

Please do the right thing for Andover. I appreciate your time and consideration.

Sincerely,

Michelle Doucette
170 Haverhill Street
Andover, MA 01810

From: [Steve Walther](#) on behalf of [Steve Walther](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Public input on Town Manager Andrew Flanagan
Date: Tuesday, October 15, 2024 9:04:02 PM

Dear Select Board,

Thank you for soliciting public input on the Town Manager as you consider if Mr. Flanagan is the best choice for the coming years. I think you need to strongly consider replacing him with someone who can actually be a respected leader for the Town. Mr. Flanagan's ethical standards are very poor, he fails to bring in experienced leadership for senior roles, and reacts poorly to any perceived challenge. He is not a leader and certainly not a respected one that we could be proud of. For the sake of brevity I will illustrate the problem with two examples.

1. Mr. Flanagan's ethical failings are readily available in the public record

I'd like to remind the Select Board of the public record on Mr. Flanagan, specifically documented in findings of fact by a State Hearing Officer, regarding his actions as a member of an arbitration panel dealing with a contract dispute between the Chelmsford Superior Officers and the Town of Chelmsford. No need to take my word for it, please read the actual Hearing Officer's findings, including:

- a. Mr. Flanagan colluded with the Town to undermine the arbitration, by sharing confidential documents, plagiarizing Chelmsford Town Counsel's written opinion and presenting it as his own independent opinion. This happened over the course of months and the resulting fraud could never have happened without Mr. Flanagan's active participation.
- b. Mr. Flanagan signed the arbitration agreement with the Chelmsford Town Counsel's opinion masquerading as Flanagan's minority opinion and this now fraudulent agreement went before the Chelmsford Town Meeting.
- c. The fraud and the collusion behind it were eventually uncovered, but not before harming the police who didn't get their contract for several years, Chelmsford Town Meeting's wasted time, and the extra expense to Chelmsford taxpayers to deal with the mess.
- d. When the case was heard before a State Hearing Officer, Mr. Flanagan testified under oath. Despite having already responded to questions where he said he could not recall or was unsure, in several instances Mr. Flanagan testified falsely, apparently ready to leave the false answer in the record. Only when confronted with documentary evidence did he flip his testimony to the Hearing Officer.
- e. A better person, would take responsibility for their actions, acknowledge what they had done wrong and how their actions had harmed others. A better person would show contrition and strive to make amends. Andover's Town Manager Mr. Flanagan is not that better person.
- f. One of the few functions of the Select Board is to provide oversight and accountability for the actions of the Town Manager. Now is the time to do so. Imagine the youth of Andover watching our leadership in action and seeing no consequences for such bankrupt ethics. Why take responsibility, when pretending nothing happened seems to work so well for Mr. Flanagan?

2. Mr. Flanagan fails to recruit experienced senior leaders

This comment is about Mr. Flanagan's recruitment process and is not a comment about individuals hired. Andover should be an attractive place to recruit talent to. Mr. Flanagan's results say otherwise. Andover has an annual budget in excess of \$250 million. When recruiting for senior positions, one should expect candidates with an extensive track record in a similar role at an enterprise of equivalent scale.

- a. Consider the Chief Financial Officer (CFO), we should expect to be choosing from several candidates with experience as CFO's at \$100 million+ scale enterprises or municipalities. Failing that, maybe someone seeking to get into the CFO role from a subordinate role at a \$250 million+ scale operation. Someone who has track record over years showing their problem solving and innovation talent. Does Andover not deserve experienced people who can bring their knowledge from directly relevant positions? Where were they?
- b. CFO is not an isolated example of recruiting failure, consider the Director of Communications. This is a sensitive role that benefits every bit as much as CFO from extensive experience dealing with the realities of local government needs. Did we hire someone with that experience, with that track record and knowledge of the role in local government, or is Andover just such an unattractive place to work that we don't get those candidates?

- c. A confident and capable leader wants to hire the best, such a leader is not afraid to be challenged and actually seeks to bring in people who could replace him. We don't have a confident and capable leader.

Summary - Andover does not have an ethical or capable leader. I don't know anyone who is proud of Andover's Town Manager, at best they may say he is clever or financially savvy. Nobody thinks Mr. Flanagan exemplifies leadership or would want their children to look to him as an example. Andover should be an attractive place to work and that includes the position of Town Manager. Andover deserves a leader we can respect, and it is the Select Board's responsibility to recruit one.

Steve Walther
83 Morton St.
Andover

From: [REDACTED]
To: TMinput@andoverma.us
Subject: Reappointment of Andrew Flanagan as Town Manager
Date: Tuesday, October 15, 2024 8:20:40 PM

I strongly oppose the reappointment of Andrew Flanagan as Town Manager. He disregard for the residents of Andover and their concerns, and his personal agenda has done a true disservice to the people of Andover and town of Andover as a whole. A fresh start is warranted.

Cindy Piterra

From: [Geri Kelley](#) on behalf of [Geri Kelley](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager Feedback
Date: Tuesday, October 15, 2024 7:44:02 PM

I oppose the reappointment of Andrew Flanagan as Town Manager. It is time for a new direction, a new set of ideals and ideas if the town of Andover is to thrive and develop in the way its citizens want. From my perspective and in my opinion, feedback from residents often falls on deaf ears. Decisions are made by a few, actions taken in near obscurity. There is a real need for change. Greater communication and transparency from the Town Manager is crucial.

Geri Kelley
10 Cyr Circle
Resident
Sent from my iPhone

From: [Geri Kelley](#) on behalf of [Geri Kelley](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager Feedback
Date: Tuesday, October 15, 2024 7:44:02 PM

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Geri Kelley
10 Cyr Circle
Resident
Sent from my iPhone

From: [Andrew Gordon](#) on behalf of [Andrew Gordon](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Flanagan
Date: Tuesday, October 15, 2024 6:29:31 PM

We need to cut ties and move in a new direction. We can and should do better for the residents of Andover that pay a premium to live here. His total lack of resident empathy during difficult times makes him a liability and disliked by many paying attention to local town governance. Examples: Youth Center disaster, personal issues that have come forward that are a distraction, Elm Street disaster lack of follow up with his appointed boards, building inspector, planning board etc. has a poll been facilitated with residents as if they feel the TM is doing a good job?

Thank you,

Andrew Gordon
15 Pine St

From: [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager Letter of Support
Date: Tuesday, October 15, 2024 4:08:47 PM

Dear Members of the Select Board,

I believe that Andrew Flanagan has been an excellent Town Manager and you should work to negotiate a contract renewal.

I have lived in town over 30 years. For the first two decades, I watched as this town **talked** about doing a lot. We talked about building buildings, moving the town yard, addressing the looming pension disaster...but nothing got done. Those cans just kept getting kicked further and further down the road without any measurable movement. The Select Board hired Andrew Flanagan, and things got done.

- He established a capital improvement financing mechanism that has finally enabled major building projects, and repairs.
- He created the Pension Obligation Bond fund which has saved our town from financial ruin.
- He enabled the moving of the town yard (finally!) which has opened up a huge opportunity in the heart of our downtown, increasing residential opportunities and transit oriented development and improving our tax base.
- He put together a professional municipal team that regularly seeks out grants and other funding opportunities to further improve our town at no cost to the taxpayers.

I could go on...but the point is that fundamentally, the Town Manager's performance should be measured against the goals and objectives that you set. Over and over again, he has demonstrated that he can and will do whatever you put before him.

I also ask you and our fellow residents to simply look around town as you move through it. Do you like what you see? Are your streets clean and well maintained? Do you sleep safely? As you walk through wooded trails or along the streetscape, are you grateful that you live here? Do you have clean water to drink? Does the town care for citizens with services for both young and old? When you tell someone where you are from, does it make you proud? That is high quality municipal work completed by a talented and dedicated team managed by Andrew Flanagan.

AND, he has demonstrated great skill under pressure. He has been challenged by gas disasters, pandemics, blizzards and microbursts and his team has handled it all with terrific success.

There will always be disgruntled naysayers, grudge-holders who remain angry over some decision that didn't go their way or some perceived slight. The Town Manager will never please everybody and should not be measured accordingly. The town manager is not an

elected official, he is an employee. He reports to you. If he has successfully completed the tasks that you put before him, he should be commended. And we should retain him. Clearly he knows how to do the job.

Ellen Keller
Resident, ZBA Member, PTBAC Chair
39 Bannister Road
Andover, MA

From: [Paul Salafia](#) on behalf of [Paul Salafia](#) [REDACTED]
To: Melissa.Danisch@andoverma.us
Subject: Town Manager Reappointment
Date: Tuesday, October 15, 2024 3:40:36 PM

Dear Melissa,

On the matter of the Town Managers reappointment, I believe I can offer you all a unique prospective.

I was elected to the Select Board for 3 terms and served on the board when we initially hired Andrew Flanagan. After a long and comprehensive 8-month search process, Andrew was our unanimous choice. I served as the Select Board chairman and worked very closely with him on a day-in-day out basis on all the challenges and opportunities that faced our community. I have observed his growth both professionally and personally. I have observed his ability to navigate the municipal finance intricacies which is a rare, unique and much sought after skill.

He has accomplished more in his tenure than I ever thought possible when he first came to Andover 8 years ago. He has saved Andover millions of dollars with the North Reading water deal and by refinancing Andover's Pension Liability. Among many other accomplishments, his steady leadership and collaboration during the Columbia gas crisis was nothing short of remarkable. He has (finally) built the new Andover Town Yard, the new Ballardvale Fire Station without proposition 2 1/2 overrides and has built strong partnerships and collaborations throughout the region. He keeps us safe by enthusiastically supporting the Andover Fire and Rescue and the Andover Police Departments.

To put it simply, he just has a talent for the job, leadership is in his DNA. I have personally watched him agonize over the many difficult but necessary decisions that needed to be made. I have watched the exacting, deliberate and caring process he brings to all things Andover.

Today, I am chairman of the Andover Chamber of Commerce. A lively Andover is essential to a thriving business community and a thriving business community is essential to the stability of Andover's tax base. Under Andrew Flanagan's leadership the Chamber of Commerce has found the town to be a willing partner in several community events and collaborations.

Our community is complex and demanding, pleasing all 36,615 of its citizens is impossible but I believe in my heart that Andrew will always act in Andover's best interest. Andrew Paul Flanagan is a bright, talented, thoughtful, honest and well-intentioned leader and should be reappointed as our town manager.

Sincerely,



283 South Main Street
Andover MA 01810



From: [Paul Salafia](#) on behalf of [Paul Salafia](#) [REDACTED]
To: kevin.coffey@andoverma.us
Subject: Town Manager Reappointment
Date: Tuesday, October 15, 2024 3:40:06 PM

Dear Kevin,

On the matter of the Town Managers reappointment, I believe I can offer you all a unique prospective.

I was elected to the Select Board for 3 terms and served on the board when we initially hired Andrew Flanagan. After a long and comprehensive 8-month search process, Andrew was our unanimous choice. I served as the Select Board chairman and worked very closely with him on a day-in-day out basis on all the challenges and opportunities that faced our community. I have observed his growth both professionally and personally. I have observed his ability to navigate the municipal finance intricacies which is a rare, unique and much sought after skill.

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Sincerely,



283 South Main Street
Andover MA 01810



From: [Paul Salafia](#) on behalf of [Paul Salafia](#) [REDACTED]
To: ellen.townson@andoverma.us
Subject: TM Reappointment
Date: Tuesday, October 15, 2024 3:39:35 PM

Dear Ellen,

On the matter of the Town Managers reappointment, I believe I can offer you all a unique prospective.

I was elected to the Select Board for 3 terms and served on the board when we initially hired Andrew Flanagan. After a long and comprehensive 8-month search process, Andrew was our unanimous choice. I served as the Select Board chairman and worked very closely with him on a day-in-day out basis on all the challenges and opportunities that faced our community. I have observed his growth both professionally and personally. I have observed his ability to navigate the municipal finance intricacies which is a rare, unique and much sought after skill.

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Sincerely,



283 South Main Street
Andover MA 01810



From: [Paul Salafia](#) on behalf of [Paul Salafia](#) [REDACTED]
To: laura.gregory@andoverma.us
Subject: Town Manager Reappointment
Date: Tuesday, October 15, 2024 3:38:41 PM

Dear Laura,

On the matter of the Town Managers reappointment, I believe I can offer you all a unique prospective.

I was elected to the Select Board for 3 terms and served on the board when we initially hired Andrew Flanagan. After a long and comprehensive 8-month search process, Andrew was our unanimous choice. I served as the Select Board chairman and worked very closely with him on a day-in-day out basis on all the challenges and opportunities that faced our community. I have observed his growth both professionally and personally. I have observed his ability to navigate the municipal finance intricacies which is a rare, unique and much sought after skill.

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Sincerely,



283 South Main Street
Andover MA 01810



From: [Paul Salafia](#) on behalf of [Paul Salafia](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Andrew Flanagan Reappointment
Date: Tuesday, October 15, 2024 3:36:53 PM

Dear Andover Select Board,

On the matter of the Town Managers reappointment, I believe I can offer you a unique prospective.

I was elected to the Select Board for 3 terms and served on the board when we initially hired Andrew Flanagan. After a long and comprehensive 8-month search process, Andrew was our unanimous choice. I served as the Select Board chairman and worked very closely with him on a day-in-day out basis on all the challenges and opportunities that faced our community. I have observed his growth both professionally and personally. I have observed his ability to navigate the municipal finance intricacies which is a rare, unique and much sought after skill.

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Our community is complex and demanding, pleasing all 36,615 of its citizens is impossible but I believe in my heart that Andrew will always act in Andover's best interest. Andrew Paul Flanagan is a bright, talented, thoughtful, honest and well-intentioned leader and should be reappointed as our town manager.

Sincerely,

A handwritten signature in blue ink that reads "Paul J. Salajin". The signature is written in a cursive style with a large initial "P".

283 South Main Street
Andover MA 01810



From: [Annie Gilbert](#) on behalf of [Annie Gilbert](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager Input
Date: Tuesday, October 15, 2024 12:50:49 PM

Members of the Select Board,

Thank you for your service to Andover, and for the opportunity to provide input on the Town Manager's reappointment.

Ten years ago, when the Town Manager search process was underway, we all wanted to find a candidate with the requisite experience, work ethic, and personal characteristics befitting the town's most important job. Beyond that, I hoped for two essential qualities.

The first was true leadership. It sounds obvious, but look around and you will find that very often, town managers are exactly what their name implies: they are managers, or stewards, rather than leaders. They keep things running, they effectively manage programs and personnel, but they are risk-averse and largely reactive rather than proactive. In 2015, Andover faced multiple major issues that had been simmering, unresolved, for years. In order to move forward, we truly needed a person who could assess where we were, identify where we wanted to be, and have the courage, vision, and energy to lead effective change.

Andrew Flanagan has been that person. In relatively short order he successfully addressed issues the community had been wrangling with for decades: the Municipal Services Facility, the disposition of the town yard parcel, the Ballardvale Fire Station, the Robb Center, and--perhaps most importantly--our serious long-term unfunded OPEB and pension liabilities.

Each of these issues required complicated, overlapping processes that engaged many competing stakeholders -- and in the case of the pension obligation bond, breakthrough labor agreements not seen before in the Commonwealth. Yet the progress never stopped, even during the 2018 gas explosions and the coronavirus pandemic. The overwhelming support for all of these initiatives at Town Meeting is testament to the Town Manager's leadership.

The second thing I hoped for in 2015 was someone who could break through the seemingly intractable tension between the town and the schools. I know some of you will remember, as I certainly do, the annual showdowns over the school budget - the marathon triboard meetings, the brinksmanship, the confusing, last-second agreements on the floor of Town Meeting.

Andrew is the reason why we have had consensus budgets for the last nine years, and the significance of that simply cannot be understated. We now have a paradigm in which the schools have been able to make needed investments while also supporting the importance of the town's long-range financial plan.

During this process you will doubtless receive emails motivated by anger over a specific issue or a particular interaction. There will always be some measure of frustration and, yes, room for improvement. But I hope you will remember that your job is to consider the totality of the Town Manager's record, and to compare his performance against the goals set by you, the Select Board, over his last contract period. Change can be difficult and progress does not come without controversy, but if you look at where Andover was when Andrew arrived and compare it to where we are now, I believe the answer is very clear. Andrew Flanagan is an exceptional Town Manager, and I strongly support his reappointment.

Thank you again for your service to our community.

Best,

Annie Gilbert - Resident
12 Gray Road, Andover

From: [steve bullis](#) on behalf of [steve bullis <sbullis2478@yahoo.com>](#)
To: tminput@andoverma.us
Subject: Town Manager Input
Date: Tuesday, October 15, 2024 10:06:37 AM

Hello,

I would like to give a little input. It seems to me that the town is spending money on things that do have a lot of value to the whole town. Not sure if the Town Manager has a good handle on the town's finances.

Also, he does not seem to feel the need to reply to emails. I send Mr. Flanagan an email on 5/29 at 8:24 regarding the side walks on Part St and I never got a reply from anyone.

Steve Bullis
65 Park St
Andover, MA 01810
978-494-2699

From: [steve bullis](#) on behalf of [steve bullis <sbullis2478@yahoo.com>](#)
To: tminput@andoverma.us
Subject: Town Manager Input
Date: Tuesday, October 15, 2024 10:06:37 AM

Hello,

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Steve Bullis
65 Park St
Andover, MA 01810
978-494-2699

From: [Jenicka Engler](#) on behalf of [Jenicka Engler](#) [REDACTED]
To: tminput@andoverma.us
Subject: Town Manager input feedback
Date: Monday, October 14, 2024 4:52:48 PM

To Whom it may concern:

I am writing in opposition of the reappointment of Andrew Flanagan to Town Manager. The current local leadership is out of touch and inconsiderate of the majority of residents concerns and priorities for capitol improvement projects. We need a change.

Thank you,

Jenicka Engler
20 Hemlock Road

Sent from my iPhone

From: [JOAN FOX](#) on behalf of [JOAN FOX](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Reappointment
Date: Monday, October 14, 2024 12:39:50 PM

Andre w has done a marvelous job. He cares for seniors and helps us have a happy lifestyle His financial knowledge is unbelievable and has helped us thrive. He has the extreme ability to hire the right person for the right job to ensure that Andover will continue growing.
Sent from my iPhone

From: [Debbie Ellison](#) on behalf of [Debbie Ellison](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Town manager
Date: Friday, October 11, 2024 4:02:04 PM

I was at a meeting recently regarding the speed limit on Lovejoy Rd. I was disappointed that the town manager had no input whatsoever. He was reading his phone during the discussion. Maybe he should have done some background research , or driven on the street occasionally, in order to make a suggestion or two. He seemed disinterested and distracted, not what I expected to see from our town leader, particularly given the discussion was about road safety, prominent in Andover's news.

Thank you for allowing public input.

Deborah Ellison
105 Lovejoy Rd.
[REDACTED]

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From: [Paul Russo](#) on behalf of [Paul Russo](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Strong Support for Reappointment of Town Manager Andrew Flanagan
Date: Thursday, October 10, 2024 5:48:37 PM

Dear Members of the Select Board,

I am writing to express my strong support for the reappointment of Andrew Flanagan as Town Manager of Andover. Under Andrew's leadership, our town has navigated several significant challenges and achieved remarkable milestones. His exceptional management during the Columbia Gas Disaster in 2018 demonstrated his ability to lead with resilience and decisiveness in times of crisis. Furthermore, Andrew's strategic planning and execution of the issuance of Pension Obligation Bonds have been instrumental in addressing our underfunded retirement system, ensuring financial stability for the future. His oversight during the approval process and construction of critical infrastructure projects, such as the Ballardvale Fire Station, the new West Elementary School and Shawsheen Preschool, showcases his commitment to enhancing our community's facilities and services.

Having had the opportunity to work alongside Andrew during the Pension Obligation Bond process, I witnessed firsthand his professionalism, dedication, and tireless work ethic. Andrew's ability to collaborate effectively with various stakeholders and his meticulous attention to detail were key factors in the successful execution of this complex financial initiative. His unwavering commitment to the betterment of Andover is evident in every project he undertakes. I firmly believe that Andrew Flanagan's continued leadership will greatly benefit our town, and I wholeheartedly recommend his reappointment as Town Manager.

Sincerely,
Paul Russo
(Andover Resident)

Paul F. Russo
3 Penbrook Circle
Andover, MA 01810
[REDACTED]

From: [Paula Colby-Clements](#) on behalf of [Paula Colby-Clements](#) [REDACTED]
To: TMinput@andoverma.us; Melissa.Danisch@andoverma.us
Subject: TM Re-appointment
Date: Tuesday, October 8, 2024 9:18:27 AM

Dear members of the Select Board,

I am writing to ask you to re-appoint Andrew Flanagan as the Town Manager. I know and have worked with all of you but to formally note my involvement and ability to assess this important decision I would like to briefly reiterate my involvement in the town in areas I have had direct contact with Andrew. During Andrew's tenure as Town Manager, I have served as the Chair of the West Elementary Shawsheen Pre-School Building Committee, served on the Town Governance Study Committee and currently serve as the Chair of the Finance Committee. I witnessed firsthand how Andrew has navigated very difficult issues with professionalism and with a goal to always do what is in the best interest of the Andover community. Andrew creates a culture of inclusion and transparency that is much needed in government today. I have seen him, time and time again, develop strategies and plans to ensure that the Andover community is kept well informed about projects and major decisions. Further, if you look at the state of our community, we are thriving where other towns are not. Andrew is able to think out of the box to tackle huge problems (like the pension obligation bond solution to our unfunded liability problem) and has a deep understanding of Andover's financial situation. You need not look further than any given town meeting where Andrew can field a wide array of questions without looking at notes. He is at ease responding to the public and is often able to answer questions right of the top of his head.

In my opinion, we would be hard pressed to find a better town manager.

I urge you to reappoint him.

Sincerely,
Paula Colby-Clements
119 Chestnut Street
Resident

--

Professor Paula Colby-Clements
500 Federal Street
Andover, MA 01810

This email message (including any attachments) is for the sole use of the intended recipient(s) and may contain confidential information covered under the Family Educational Rights & Privacy Act (FERPA).

From: [Sandra Galley](#) on behalf of [Sandra Galley](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager
Date: Friday, October 4, 2024 8:16:32 AM

Re: Hiring a Town Manager

I believe the Selectboard should consider a new Town Manager. Mr. Flanagan has had 10 years to promote his views and his projects, some worthy, some not. It's time to hit "refresh".

Sandra Galley, Resident
10 Yale Road
Andover, MA

From: [Kathi Levine](#) on behalf of [Kathi Levine](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Feedback on A. Flanagan
Date: Friday, October 4, 2024 7:16:08 AM

To the Select Board:

It has been my long-held belief that Andrew Flanagan lacked academic achievement, career experience, integrity, and leadership ability to be selected as Town Manager of Andover, MA.

It has also been my long-held belief that the Select Board responsible for hiring Andrew Flanagan into the position of Town Manager of Andover, MA did so to create a puppet role in which the two branches of local government could manipulate schemes against the best interests and intentions of the residents of Andover, MA.

Now several years into Flanagan's occupation of the role he is a bloated public servant; reflected in the salary he collects, his bankrupt self-esteem, and his lack of leadership without intimidation. No one respects Andrew Flanagan.

So much of what has transpired over the period that Flanagan has been misplaced in this position points to a lack of experience and skill of the Select Board(s). A large portion of the residents are disenfranchised and apathetic to the cause, issues, and future resolution of the obvious problem.

The current Select Board recognizing the abject failure of Flanagan has requested public feedback/opinion. I do not support keeping Flanagan or any of his staff in their roles. A full sweep of Town government is necessary.

Katharine Levine
23 Kenilworth St
Andover, MA 01810
30 year Resident
[REDACTED]

From: [Jane Gifun](#) on behalf of [Jane Gifun](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Comments on the Town Manager reappointment - non financial
Date: Sunday, September 29, 2024 7:56:39 PM

The appointments that Andrew has made over the years have been a huge asset to the town. Not only has he attracted an outstanding team of well vetted professionals, he has maintained many of the department heads he inherited. Over the years I have had the opportunity to interact with many of these fine people, it has been heartwarming to hear how many of them, unprovoked, say the Andrew is the BEST manager they have ever worked for. Andover is so fortunate to have amazing dedicated, hardworking, resourceful, kind people working for the town. I believe that vetting process Andrew initiated for top level recruits is part of the reason he was able to put together such a creative hard working innovated team.

I think we are fortunate to have Anderw as our Town Manager, he should reappointed for another five year contract.

Jane Gifun
9 Castle Heights Road
Andover, Ma

From: [Jane Gifun](#) on behalf of [Jane Gifun](#) [REDACTED]
To: TMinput@andoverma.us
Subject: TM review regarding finance.
Date: Sunday, September 29, 2024 7:39:00 PM

Andrew has accomplished many tasks in his ten years as our town's leader. He is not only incredible knowledge regarding the Town finances, he is innovative as well. Below are a few of his many accomplishments.

OPEB - Andover is in much better shape financially than we would have been if he and the Fin Com had not taken the bold step to revamp how we finance our OPEB commitment. Not only did he convince the voters of how to do this, he got the State Register to see the merits of the program.

Ballardvale Fire Station - Andrew literally took the station from the days of horse draw fire trucks to a state of the art fire station. All the while financing it in a way that did not have a major impact on us the taxpayers of Andover.

Senior Center - The town had grappled for years with how to expand the center to meet the growing number of seniors in town. He worked collaterally with the senior community to renovate the center to the functional, welcoming space we now have. This renovation was again accomplished with creative financing, which helped keep the cost to taxpayers at a minimum.

Town Yard - I am generally a positive person, however I never dreamed I would actually live to see a new town yard. Not only does the Town have a new efficient Town Yard, but how Andrew found a way to finance it in a manner that I do not believe has ever been done in the State. I can remember a presentation he made at the Safety Center, his eyes were glistening with delight as he explained how he envisioned financing the new TY with money from the sale of the old TY property. Most of us in the audience had no idea what he was talking about, however his enthusiasm was contagious. Again, he not only had to "sell" the project at Town Meeting, but to the State via a Home Rule Partition.

Under Andrew's leadership the Town now has an annual upgrade to our playgrounds, financed partly by "Free Cash" rather than having to borrow all the money for the projects. These playgrounds help to show our young families that they are part of the big picture of caring Andrew has for the Town.

Over the years installing new sidewalks was an arduous task, often led by private citizens via private warrant articles. Now the town has a town wide plan and budget line item to build new sidewalks but a program to maintain existing sidewalks.

We as a town are very fortunate to have a professional manager protecting our much converted AAA bond rating.

Please reappoint Andrew as our Town Manager, so that Andover can continue to be a leader of innovation.

Thank you all for allowing private citizens to participate in this process.

Jane Gifun
9 Castle Heights Road
Andover, Ma.

From: [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager Input
Date: Friday, September 27, 2024 6:43:48 PM

This email is in support of Andrew Flanagan.

I have lived in Andover since 1986 and I fully support Andrew's management.

TM is a most thankless job, but he has done an amazing job of balancing the plethora of special interest groups that try to demand the attention and money of residents.

He can't be blamed for the past legacy costs that he inherited, but he has certainly managed them to the best of his ability and, whether they believe it or not, in the best interest of the taxpayers.

His management of the pension bonds and the North Reading water contracts are prime examples. Holding the threshold on town department budget increase demands is never easy and will never make friends, but he has done so in a very effective and fair manner, not favoring any department over another. Not to mention avoiding tax overrides.

It is very difficult to maintain such professionalism, especially in light of the negativity that is spewed out over social media pages. It is equally impressive to maintain control when special interest groups try to flood town meetings, or even more so special town meetings, supporting their single causes without regard to the larger picture.

Notwithstanding my full support, I do believe the town government, including the TM's office is over staffed with many unnecessary positions at excessive salaries that could be better managed.

Sincerely

Don Sheldon

20 Noel Road

[REDACTED]

From: [Bob Pokress](#) on behalf of [Bob Pokress](#) [REDACTED]
To: TMinput@andoverma.us; [Gregory Laura](#); [Vispoli Alex](#); [Townson Ellen](#); [Coffey Kevin](#); [Danisch Melissa](#)
Subject: Input Re. Reappointment of Andrew Flanagan as Town Manager
Date: Monday, September 23, 2024 11:06:58 AM

Dear Members of the Andover Select Board:

In response to your solicitation of input from residents, I am submitting my input here in writing in case I am not able to provide it in person at one of your next upcoming Select Board meetings:

I strongly recommend that Andrew Flanagan be reappointed as our Town Manager. As a forty year resident of Andover, I have forty years of experiencing Town of Andover operations and administration, and Andrew has done a superb job in his capacity as Town Manager, as reflected in the quality of the municipal services that Andover delivers to its residents and in the superb administration by Andrew Flanagan of all of our town's operations and our town's finances. On every major issue the Town has faced since Andrew became our Town Manager, Andrew has provided the leadership and expertise to have the town address those issues in the best possible way, whether the issues have been near-term issues or long-term issues.

Andrew at every one of the very many Select Board, Tri Board, and Quad Board meetings and at every one of our Annual Town Meetings/Special Town Meetings comes fully prepared and provides in-depth and thorough coverage of all topics to be discussed and answers to all questions he gets asked by various board members at those meetings and by residents asking questions of the Town Manager at those meetings. And equally importantly, Andrew maintains a genuinely calm and professional demeanor even when certain residents come to meetings with the intention of being confrontational, calmly and thoroughly answering all questions he gets asked even when the questioner is being surly and rude towards the Town Manager.

In summary, Andrew Flanagan has demonstrated the expertise, leadership and professionalism a town the size of Andover needs in its Town Manager and, though relatively young, the wisdom for what it takes to deal with the tough municipal issues that most individuals who are one or two decades older than Andrew do not have. He most definitely has earned reappointment as our Town Manager.

Sincerely,

Bob Pokress
Andover Resident
3 Cherrywood Circle
Andover, MA 01810
Email: [REDACTED]

From: [M Kruse](#) on behalf of [M Kruse](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager input
Date: Saturday, September 21, 2024 2:43:54 PM

Dear members of the Andover Select Board,
I'm writing in support of renewing Town Manager Andrew Flanagan's contract for another 5 years. In my years on the Finance Committee, I always found him to be knowledgeable, dedicated to the town, courteous, and calm. That latter is a reassuring trait in these times with so much divisiveness in our politics.
Thank you for the work that you do for our town.

Best,
Peggy Kruse
Andover resident
145 Argilla Rd
Andover, MA 01810

From: [M Kruse](#) on behalf of [M Kruse](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager input
Date: Saturday, September 21, 2024 2:43:54 PM

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Best,
Peggy Kruse
Andover resident
145 Argilla Rd
Andover, MA 01810

From: [Joseph Ponti](#) on behalf of [Joseph Ponti](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager Comments
Date: Thursday, September 19, 2024 7:08:21 PM

I firmly believe that the town manager has done a commendable job in carrying out his responsibilities. His financial acumen is outstanding and he works exceedingly well with his immediate staff.

He managed the major issue about funding a new high school with finesse and diplomacy and the end result was what the citizens of Andover wanted. The issue of a balanced budget and the special town meeting took a lot of patience. I wholeheartedly recommend that his contract be endorsed by all members of the board. He deserves this by virtue of his performance.

Sincerely,
Joseph T.Ponti
10 Marion Avenue
Resident since 1968

P.S. I wouldn't feel totally satisfied without throwing out at least one zinger. Who in God's earth recommended approval of the yellow cow behind the old town hall? What a farce!. If Andrew approved the purchase order for it then go hide in the corner for 10 minutes.

From: [Andrew Gordon](#) on behalf of [Andrew Gordon](#) [REDACTED]
To: TMinput@andoverma.us
Cc: [Andrew Gordon](#)
Subject: Flanagan
Date: Thursday, September 19, 2024 2:24:53 PM

Andrew Gordon
15 Pine St

Mr Flanagan needs to be more proactively involved and engaged with resident taxpayers. Over the years he has built an entire layer of expensive management support staff that never existed with prior managers. As a result this has come to act as a barrier between him the community. He needs to start mending fences with residents and stop hiding behind the Select Board members that go out of their way to protect him. Shared on FB.

Thank you,

Andrew Gordon
Sent from my iPhone

From: [Zack Clement](#) on behalf of [Zack Clement](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Statement of Support for TM Flanagan
Date: Wednesday, September 18, 2024 7:54:50 PM

Hello,

My name is Zachary Clement. I have been a resident of the town of Andover for the past 21 years, was educated in Andover Public Schools, and I interned with the town when I was attending Andover High School. I write to register my support for TM Flanagan. He does not bow to public pressure, when the public is wrong, and has demonstrated his integrity countless times over his tenure. Common criticisms of TM Flanagan that I observe on Facebook or elsewhere are often juvenile and demonstrate a lack of understanding of how municipal government operates. The Town Manager should be reappointed for another term.

Thanks,
Zack

From: [Mark Spencer](#) on behalf of [Mark Spencer](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Input from a Business
Date: Wednesday, September 18, 2024 2:22:15 PM

I would like to submit input for the town manager's performance.
Unfortunately I am no longer a resident of Andover.

But I still own the building on 100 School Street from which I operate my business.
I employ 15 employees, a third of whom are Andover residents.
I pay about \$38,000 (and rising) in property taxes to the town of Andover.

But my opinion is not allowed.
So, I can't comment on the town manager. I guess residents know what's best for the
business community.

I hope this changes.

Mark Spencer, President
Water Analytics

[REDACTED]
[REDACTED]

Check out the new AS-TX, our first smart conductivity sensor. Digital or analog output, five cell constants and isolated. There's nothing like it.

From: [Lindsey Rudolph](#) on behalf of [Lindsey Rudolph](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Please do not extend the Flanagan contract
Date: Wednesday, September 18, 2024 11:06:08 AM

It's time for a new leader in this town.

Lindsey Kelly
32 Karlton Cir
Sent from my iPhone

From: [Aseem Juneja](#) on behalf of [Aseem Juneja](#) [REDACTED]
To: TMinput@andoverma.us
Subject: Town Manager Feedback
Date: Wednesday, September 18, 2024 10:49:42 AM

Hello,
For the reappointment of Andrew Flanagan for another 5 years, I would like to know how much new businesses he has attracted to Andover and how many new jobs have been created? What is his plan to not increase property taxes on residents anymore?

Thanks
Aseem Juneja
8 Scotland Dr Andover MA 01810