

Committee to Study the Number of Selectmen
Report to Belmont Town Meeting
January 30, 2018

Appendices Supplement

The following are the appendices to the January 30, 2018 report to Belmont Town Meeting made by the Committee to Study the Number of Selectmen. This report is available online at <http://www.belmont-ma.gov/committee-to-study-the-number-of-selectmen>.

Table of Contents

Appendix A: Data on Towns Comparable to Belmont	2
Appendix B: Responses from Current and Former Selectmen	4
Appendix C: Comments from Town Residents	23
Appendix D: Responses from Department Heads and Committee Chairs	29
Appendix E: Interview with Former Belmont Town Administrator Mel Kleckner	40
Appendix F: Committee Membership & Meeting Schedule	41

Appendix A: Data on Towns Comparable to Belmont

The committee used this table of 44 towns to build a list of towns comparable to Belmont.

Municipality	2015 Population	Number of Selectmen	Form of Town Meeting	FY 2016 Total Budget	Moody's Bond Rating	S&P Bond Rating	Municipal Light Utility
Belmont	25,584	3	RTM	118,592,307	Aaa		Yes
Milford	28,614	3	RTM	101,441,511	Aa2		No
Milton	27,374	3	RTM	104,553,160		AAA	No
Burlington	25,920	5	RTM	135,711,865	Aa1	AA+	No
Danvers	27,849	5	RTM	114,492,108	Aa1	AA+	Yes
Dedham	25,397	5	RTM	110,336,301		AAA	No
Ludlow	21,472	5	RTM	64,319,189	Aa3	A+	No
Needham	30,564	5	RTM	168,726,605		AAA	No
North Attleborough	29,071	5	RTM	96,433,279	Aa3	AA	Yes
Norwood	29,095	5	RTM	175,804,079		AA+	Yes
Reading	25,704	5	RTM	103,828,788	Aa2	AAA	Yes
Saugus	27,994	5	RTM	90,530,674	A1		No
Stoughton	28,431	5	RTM	107,691,949	Aa3		No
Walpole	25,102	5	RTM	99,738,024	Aa2		No
Wellesley	29,000	5	RTM	171,044,283	Aaa	AAA	Yes
Winchester	22,417	5	RTM	108,458,596	Aaa	AAA	No
Hingham	23,120	3	OTM	105,168,601	Aaa	AAA	Yes
Marshfield	25,709	3	OTM	98,881,651		AA+	No
Acton	23,549	5	OTM	97,777,024	Aaa	AAA	No
Bourne	19,681	5	OTM	77,011,757	Aa2	AA+	No
Canton	22,817	5	OTM	100,173,795		AAA	No
Concord	19,830	5	OTM	101,954,557	Aaa		Yes
Easton	23,908	5	OTM	81,828,113	Aa3		No
Hudson	19,864	5	OTM	78,968,856		AA	Yes
Mansfield	23,687	5	OTM	99,126,677	Aa2	AA+	Yes
Marblehead	20,517	5	OTM	87,396,414		AAA	Yes
Middleborough	24,350	5	OTM	78,538,208	Aa3	AA	Yes
North Andover	29,721	5	OTM	100,287,413	Aa2	AA+	No
Norton	19,468	5	OTM	59,845,092		AA+	No
Sandwich	20,445	5	OTM	78,331,992		AA+	No
Stoneham	22,002	5	OTM	73,422,741	Aa2		No
Tewksbury	30,915	5	OTM	119,676,126		AA	No
Wareham	22,408	5	OTM	70,319,619	A1		No
Westford	23,831	5	OTM	113,266,171	Aa2	AAA	No

January 30, 2018 Report to Belmont Town Meeting

Wilmington	23,534	5	OTM	100,485,972		AA+	No
Yarmouth	23,467	5	OTM	90,108,933		AA+	No
Wakefield	26,847	7	OTM	100,057,021	Aa2		Yes
Agawam	28,839	Mayor	Council	96,322,635	Aa2	AA+	No
Bridgewater	27,628	Town Mgr	Council	60,255,828	A2		No
Gardner	20,333	Mayor	Council	62,227,599	A1	AA-	No
Gloucester	29,781	Mayor	Council	120,569,666	Aa3	AA	No
Northampton	28,540	Mayor	Council	109,074,387	Aa2	AA+	No
West Springfield	28,693	Mayor	Council	110,678,075	Aa3	AA-	No
Melrose	27,997	Mayor	Aldermen	95,330,581	Aa3	AA+	No

Sources/Notes:

- (1) [2015 Population as of 08/07/2017 from Municipal Data Bank, Division of Local Services, Massachusetts Dept. of Revenue.](#)
- (2) [Form of Town Meeting from "Massachusetts Municipal Directory," 2016-17, Massachusetts Municipal Association, pp. 168-171.](#)
- (3) [Budget and Bond Ratings from "Community Comparison Report," Municipal Databank/Local Aid Section, Division of Local Services, Massachusetts Dept. of Revenue.](#)
- (4) [List of Massachusetts Municipally-Owned Electric Utilities, Website of the Massachusetts Executive Office of Energy and Environmental Affairs.](#)
- (5) Abbreviations: "OTM" is Open Town Meeting, "RTM" is Representative Town Meeting.

Appendix B: Responses from Current and Former Selectmen

We surveyed all current and former Belmont Selectmen, asking them a series of questions about the time commitment and division of labor on the Board of Selectmen, plus one question on their opinions on the pros and cons of increasing the number of Selectmen.

The following responses were received from the current and former Belmont Selectmen to these questions. Responses are listed in chronological order by year of service.

Anne Paulsen (1989-1992)

1. I ran for the Board of Selectmen because I felt it was important to have a person on the Board that was very interested in education. Proposition 21/2 had passed and so the School Committee had lost fiscal autonomy. I was also interested in other aspects of town government and felt that there were issues that needed attention but were not addressed by those sitting on the Board. As a selectmen I was able to get a Housing Trust established, work on zoning issues that needed to be addressed, change the delivery of healthcare for the employees, move towards a Human Rights commission, establish the Traffic Advisory Committee, hire the first Town Planner, as well as encourage more public involvement.

2. I spent about ten hours a week preparing for the meetings. We did not have a Town Administrator when I was elected and so the Board did all the day to day work in the town. We met every week except in the summer when we met every two weeks. If issues came up that are now handled by the administrator in the departments, we dealt with them.

3. The selectmen sat on no other town committees except the Chair was on the Warrant Committee. I always attended the warrant committee discussions in order to be well informed about the budget. I would also attend other committee meetings but as an observer in order to stay up to date about issues in the town. You see, my colleagues were not happy to have me on the Board and so were not communicative. I felt that I needed to be more than well informed if I was going to have an effect on the discussion and decision making.

4. The work was not divided up. The Chairman was the go to person who heard from the secretary every day, put together the agenda and worked closely with department heads. But the Department Heads came to every meeting and so we could have discussions with them if anything came up that needed to be addressed. We did divide up the collective bargaining issues and each person worked with town counsel and went to the collective bargaining sessions.

5. Most of my time was spent preparing for meetings, sometimes meeting with a department head for more information, having small meetings with people interested in particular issues that we thought

were important, and attending meetings to be well informed, and taking constituent calls at home. I also met people in the shopping markets and spent much time there with informal meetings.

I think that the Board of Selectmen is in a situation where it is difficult to have any communication between meetings about anything and too much time is spent making sure they are not in a room together. I know how hard I had to work because my colleagues did not care to discuss too much with me. People learn from discussion but not every discussion needs TV time. The discussions today are usually not very deep because there is a political theater in operation when the cameras are rolling. Our board meetings were not televised until the last few months of my tenure nor were they attended by many townspeople. I think that a five member board would be helpful to our town. There would be an opportunity for one member, keeping in mind the Open Meeting Laws, to share some insights, an idea, or some information with another member. Not make a decision but have a little strength behind this or her position. Give a little courage about presenting something new. Such a discussion would allow a member to see the direction in which the decision making might be headed. Also, since the Board has decided it needs to be involved on every committee, the workload would be lightened as long as findings from those committee meetings are shared among all Board members. I have also learned that it is difficult for Belmont, with a three member board, to attract the best candidates for Town Administrator because the position is always subject to the next town election when the board could turn over and jeopardize the position.

I hope your committee speaks to Mel Kleckner who is the Town Administrator in Brookline. He works with a five member board and was the Town Administrator here for a few years.

If you have further questions or want to discuss anything, please let me know. Thanks for your work on this study committee.

Bill Skelley (1994-2000)

Notes of interview - September 2017 - conducted by Doug John & Ralph Jones

Bill reported that during his time on the Board of Selectmen, he had the sense that the other members had formulated their position together before the Open Meeting, and presented a united front on issues when they met for the Board meetings. Bill said that the other two Selectmen invited him to join them for unofficial meetings outside of Belmont. Bill felt that having a larger Board would reduce the possibility of two members regularly exerting dominance in decision making. He also felt a larger Board would enable the Selectmen to be more actively involved in Town Committees.

Stephen Rosales (1995-1998)

Notes of interview - 11/20/17 - conducted by Maryann Scali

I. Why did you decide to run?

I saw the need to participate in the future concerns of Belmont.

EG: Fire Department, Senior Center and Mormon Temple.

I decided after talking to my wife that the time was good.

2. How many hours per week etc.

We met every Monday night. We were also busier during Spring with preparation for Town meeting and the budget.

On Friday our packet would come from the Town Administrator's office and I would read it over the weekend.

So depending on the concerns hours varied.

3. I represented the Selectmen with the handicapped accessible case by John Gallagher with the Town Hall and sidewalks. Never served as chair. (was Selectmen for a 3 years).

Served as a member of the Municipal Light Board, Board of Survey etc.

Spent a lot of time with citizens concerns where needed.

4. 3 or 5 Selectmen?

Does not think a larger number would make a difference. Creates longer meetings 40% more work for the Town Administrator.

Selectmen is a Policy Board. With OML 3 is good. 5 person potential problems.

5. Town Administrator has to spend more time working with 5. While he was on the Board: Fire at the School, McLean land controversy and Temple access.

Will Brownsberger (1998-2007)

Why did you decide to run for the Board of Selectmen?

To serve the community -- initially focused on traffic safety, school quality and open space preservation.

How many hours per week did you devote to your work as a selectman? How did these hours vary during the year?

It ranged up to 50 hours a week in times of high conflict, but after a few years when I was fully up to speed on the issues it was typically under 10 hours per week. In lulls, it could get to zero.

How would you break down this time into the following categories?

Meeting time: 2 - 10 hours per week

Time interacting with constituents: 2 - 20 hours per week:

Time interacting with town staff: 2 - 10 hours per week

Other areas: Issue development, research, advocacy, 0-50 hours per week

What town committees did you sit on as a selectman? How much time did you spend on this committee work?

I served on the Warrant Committee and the School Committee. This added a few hours per week when doing it.

What was the division of labor among the three selectmen when you were a member of the Board in respect to committee assignments?

It varied.

What involvement did you have with town departments?

I tried to stay in touch with issues in the departments.

What, in your opinion, are the pros and cons of moving to a greater number of selectmen?

This questionnaire seems to be focused on time allocated to the job. I don't think that is the right focus. It takes what it takes and that varies widely depending on a whole lot of variables. Necessary time will not change in a predictable way if the number of members changes -- it could even go up because one will have to corral more opinions to get anything done.

There are plenty of good people who are willing to make the time commitment of serving. The harder challenge is find people willing to make the time commitment to getting elected and staying elected.

If membership goes up, it is possible that it will be easier to get elected, but that is not a good thing -- people walking into the job will not benefit from the important education that one receives from voters in the process of campaigning.

An expanded membership will dissipate authority and accountability. It takes several years of work to understand the job and the dynamics of town management. In an expanded board, most of the members will be able to coast and will never really understand the job. They will over-rely on the appointed executives of the town who are not directly accountable to the voters. The long-term result will be reduction in the high level of community engagement that we have in Belmont. I will hazard a guess that the further long term result will be development patterns that are less agreeable to residents.

The open meeting law issues created by a small board are not, in my view a problem at all. Members need to learn to handle difficult issues in public at the table. That is very doable, and I think healthy.

Although I no longer have a stake or role in the decision, I am strongly opposed to expanding the number of members of the board.

The bottom line is simple: The Board will become weaker, the senior executive of the town will be come stronger, political accountability will decrease and serious citizen engagement in town government will decrease. The values that will dominate the town will shift more towards the values of the professional administrators and away from the values of the residents of the town, where those differ. Town meeting will stay interesting to citizens, but it will be less serious because more of the decisions will be controlled by the administrator with less public visibility and debate.

Ann Marie Mahoney (2000-2006)

Why did you decide to run for the Board of Selectmen?

In 2000 I was completing 12 years, four terms on the School Committee. I knew I was coming off the School Committee since I only ran for a fourth term to complete the Chenery Middle School. (Opened

in September of 1997.) Bill Skelley announced he was not going to run for another term on the BOS. People urged me to run for the empty seat. So, I did. I felt that I had amassed much good experience in how the Town functioned – 12 years on the SC, 2 years as Chair; 2 years on the Warrant Committee from the SC; 14 years as a TMM; Chenery Building Committee. Therefore, I could bring some experience and depth to the BOS.

How many hours per week did you devote to your work as a selectman? How did these hours vary during the year?

First, I spent fewer hours being a Selectman than I did being a School Committee member. The collective bargaining and other school based commitments were intense.

The working hours for the BOS did vary during the year. Budget season from January through April was the worst because in those days we met with the departments and elected boards on Saturday mornings. We also attended WC and CBC meetings, often the full board. Summer was only one meeting a month.

If I recall correctly I could spend anywhere from 5 to 10 hours a week doing BOS work. Five hours if it was just the meetings themselves and reading the material in preparation. Budget meetings, etc. as well as Town Meeting itself, expanded the hours per week.

How would you break down this time into the following categories?

- **Meeting time** – 3 hours a week plus one or two of preparation.
- **Time interacting with constituents** – No Selectmen's office hours in those days so it was all phone calls and attending meetings and events. No e-mail mailboxes, either. I had some folks who called me constantly just to vent, always at dinner time. My poor husband finally had to run interference. Number of hours actually interacting varied greatly. One week it could be four or five hours and other weeks nothing. I would say an average of an extra hour a week.
- **Time interacting with town staff** – We didn't interact directly with Town staff. That was the role (and should continue to be the role) of the Town Administrator. We didn't interfere in the running of the departments. That's what we hired department heads to do.

If a department head came to the BOS with an issue. Fine. If I had a question for the TA – Mel Kleckner, fine. But, usually we didn't need to interact on a regular basis. The BOS chair did spend extra time with the TA preparing the agenda and strategizing for Town Meeting. The amount of time varied based on the time of year and the issues at hand.

- **Other areas** – The BOS is invited to everything in Town: new store openings, school events, police and fire promotions, retirement parties, etc. I was a National History Day judge at the middle school and a spelling bee announcer for the Ed. Foundation. We tried to take turns by designating one of us to go to these things. I ate a lot of cake with frosting roses in those days.

What town committees did you sit on as a selectman? How much time did you spend on this committee work?

I sat on the Capital Budget Committee as a Selectmen. Their work was from January through Town Meeting and they met every other week. So, maybe 6 or 8 hours a month. As the Chair I sat on the

Warrant Committee and gave up the CBC. That was every week during budget season. So, 3 hours a week plus the reading.

I was involved with lots of other temporary committees. Since I had experience on the School Committee and a good relationship with the Superintendent I was always sent to school department meetings. I worked on a sub-committee to replace the football field bleachers and the field house floor with Wally Flewelling.

Again, in those days, there was no "liaising" with every board and committee. They came to us. It made more sense. We didn't need to meddle with other committees.

What was the division of labor among the three selectmen when you were a member of the Board in respect to committee assignments?

We tried to fairly divide up the responsibilities. The Chair sat on the Warrant Committee, one sat on Capital Budget, one interacted with COA or the then Youth Commission as needed but we did not sit on other boards or committees. One of us, the Chair, had to sign off on teacher contracts once the Education Reform Act was passed. We never got involved in the negotiating. Anne Warner did sit in on the final stages of teacher contract negotiations during the strike, when she was chair, and it was not a good idea. The BOS learned from that to keep a distance. I think that one selectman sat on the By-Law Review Committee but I honestly don't remember. You'll have to ask Ellen Cushman about that.

Unlike the SC, we did not actively participate in collective bargaining. We had a lawyer, a personnel director and a Town Administrator to do that. We were apprised of what was going on but we did not participate. We voted on a contract at the end.

What involvement did you have with town departments?

We sat as an Electric Light Board and received monthly updates from the Director – Tim McCarthy during my BOS days. I sat as the Board of Survey once.

By law we voted on the Police Chief but not the Fire Chief. That had to do with Civil Service rules.

We spent a lot of time hearing reports and discussing them with Community Development and Highway Department regarding roads and sidewalks. Peter Castinino and Tom Gatzunis. Highway became DPW, folding in cemetery, recreation and water dept. while I was on the BOS.

By law we conducted dog hearings which involved the Board of Health. (I represented the BOS in court over a dog on Washington St. That will be in my memoirs!) I also represented the BOS, with the TA and the lawyers, over the Town's buildings accessibility suit. That was an experience because it was federal court. (No one mentioned to me that the judge, a well known and well respected jurist, in charge of the accessibility case was in a wheelchair.)

I loved interacting with the department heads but they came to us. We did not engage with them outside of the BOS meetings.

What, in your opinion, are the pros and cons of moving to a greater number of selectmen?

What sucked up our time was not interacting with the Town departments or any of the mechanics of running the Town. During my time on the BOS the only Town department that took up a chunk of our time was the Police Dept. due to a personnel issue and lawsuit.

What consumed our time was all the issues generated by citizens, either important or frivolous. I came onto the board at the beginning of the Uplands controversy and an inordinate amount of our time was consumed by a small group of people with an agenda. I came at the end of the McLean's issues. Same consumption of time that, in my view, was wholly unnecessary. The Board got caught up in an issue with the Police Department which was created by a citizen and blown up based on false information. But, it takes time and energy to meet, review, explore, and address the issue before you can set the record straight. It was ugly.

Citizens, for the most part, come to the BOS with good ideas. And, hearing reports from appointed groups like the Alcohol Licensing Advisory Committee to make groundbreaking policy, or the first group to study the Town's finances, or advocates for forming a Youth Commission was important and interesting. That was the fun part.

I really do not believe that the number of selectmen matter. A greater number on the board will not reduce the "work load." The work load is self-generated. If the board would heed the recommendations of the Government Structure Review Committee (on which I sat) as well as other studies, and limit themselves to being a policy board they would not spend so much time on being a selectman. The budget process has changed since my time and there are no more Saturday meetings. The TA, with recently created position of budget analyst, does all that work, as it should be. The CBC and the WC are tasked with much of the minute analysis and recommendations. If the members wish to attend bank openings and National History Day, that's their call. But, the number of selectmen doesn't influence attending those events.

I used to feel strongly about having only 3 selectmen because I thought it was more efficient and it kept everyone honest. You couldn't do any behind-the-scenes wheeling and dealing which I saw happen on the School Committee with 6 members. I could see having 5 members to represent more constituencies in town. But don't think that having 5 will lessen the work load. It won't. It will greatly prolong the discussions. (And, the dynamics of groups is that if you have 5 on the Board, one or two members will rarely speak. They will be overtaken by two or three chattier members so I'm not sure how their constituencies will actually be represented.)

Leaving the department heads alone will lessen the time commitment. Allowing the departments to do the job for which they were hired will lessen the time commitment. We hire folks for their experience and expertise. Do not then publicly second guess them with little real information or with alternate "facts."

And, having 5 selectmen so they can circumvent the Open Meeting Law as Jim Williams seems to suggest is just illegal.

I think that the Town needs to decide if it wants a policy board, in which case the number doesn't truly matter; or a hands-on management board, in which case the Town needs to be very careful whom they elect to serve in that position and the number does matter if the Town wants true transparency. And, like a town or city council, those members need to be considered employees with commensurate pay and benefits. Can we afford to do that? I don't think so. Our structure places most true power in the hands of 288 Town Meeting Members. Are we prepared to change that structure? When last discussed several years ago the answer was no.

Thus, the discussion is not really about the number of Selectmen but about what form of government we want and who holds the power. That is a much broader discussion that we have engaged in as a town several times in the past few decades and most recently four or five years ago.

Paul Solomon (2002-2008)

Why did you decide to run for the Board of Selectmen?

I felt that it was time for the Board to have "new blood" since I ran against a 24-year incumbent. Also, I was retired from my profession, and had the time required to properly fill the role.

How many hours per week did you devote to your work as a selectman? How did these hours vary during the year?

Difficult to quantify. My guess is about 10-15 hours per week, less in the summer.

How would you break down this time into the following categories?

Meeting time:	3-5 hours
Time interacting with constituents	3-5 hours
Time interacting with town staff	3-5 hours
Other areas	???

What town committees did you sit on as a selectman? How much time did you spend on this committee work?

for the two and a half years I served as Chair of the Board, I sat on the Warrant Committee, about 3 hours every other week.

What was the division of labor among the three selectmen when you were a member of the Board in respect to committee assignments?

My memory fails me here. The chair served on the Warrant Committee, and I think one of us may have been on the Capital Budget Committee.

What involvement did you have with town departments?

During my tenure as chair, we were hiring a new Town Administrator, and I chaired biweekly (I think) meetings of department heads.

What, in your opinion, are the pros and cons of moving to a greater number of selectmen?

I am attaching the final recommendations of the Government Structure Review Committee which I chaired after I left the Board of Selectmen. included in this document is the following:

"ANTICIPATE THAT THE BOARD OF SELECTMEN WOULD BECOME A STRONGER POLICY BOARD IF THE AUTHORITY OF THE TOWN ADMINISTRATOR IS STRENGTHENED AS RECOMMENDED ABOVE.

CONSIDER INCREASING THE SIZE OF THE BOARD OF SELECTMEN, IF THE BOARD BECOMES A STRONGER POLICY BOARD."

My belief is that the Town Administrator (TA) should be the CEO of the Town, answering to the Board of Selectmen (BOS).

at present, the TA is the COO with the BOS as a "3-headed" CEO.

I would not be in favor of a "5-headed" CEO unless the TA's power is strengthened, including making appointments to many town committees , and even some department heads. (We were shot down by a number of town boards on the latter issue.)

this is a debatable issue, and I would be happy to talk you .

Angelo Firenze (2006-2012)

Why did you decide to run for the Board of Selectmen? I had just retired, had some unique capabilities and thought it was a way for me to give back to my community.

How many hours per week did you devote to your work as a selectman? How did these hours vary during the year? About 20 to 25 hours per week except in the summer months when it was considerably less. When I was chairman it was closer to 40 hours per week.

How would you break down this time into the following categories?

Meeting time 50%

Time interacting with constituents 20%

Time interacting with town staff 20%

Other areas 10%

What town committees did you sit on as a selectman? At various times the Warrant Committee, Capital Budget Committee, Electric Light Board, were the major ones, How much time did you spend on this committee work? About 40 % of the time.

What was the division of labor among the three selectmen when you were a member of the Board with respect to committee assignments? Pretty evenly split except for the chairman, who spent about 40 to 50 % more time in organization and committee work.

What involvement did you have with town departments? Considerable, an important part of the job.

What, in your opinion, are the pros and cons of moving to a greater number of selectmen? I am strongly opposed to going to a five-member board and see no real advantage. It will simply make the town even more inefficient. I think it is time for the town to take a serious look at how it is organized and run. I believe it is time for doing something like Watertown, Framingham and other towns have done, getting rid of Town Meeting and replacing it with something like a town council of 9 members and a strong town manager.

Dan LeClerc (2007-2010)

Why did you decide to run for the Board of Selectmen? Dan was retired (Ass't School Superintendent) and spent a lot of time taking care of his first grandchild and doing some consulting work for Massachusetts Public Schools for 3-4 years and developing his History Talks programs. He ran into Paul Solomon who suggested that Dan consider running for BOS given his interest in some of their mutual interests in town: environment, affordable housing, schools, roads.

Dan suggested that it was time for a woman to run and after working with Paul and Will to recruit a female candidate (without success) he was encouraged to run himself.

How many hours per week did you devote to your work as a selectman? 20-30, depending on the time of year. Spring always busy with TM/budget.

How did these hours vary during the year?

How would you break down this time into the following categories?

Meeting time – Meetings were long, sometimes 5 hours, but also lots of time preparing for meetings and reading packet

Time interacting with constituents – depending on issues going on in town,

Time interacting with town staff –

Other areas –

What town committees did you sit on as a selectman? How much time did you spend on this committee work? Dan was the liaison to HRC, Zoning Board, WC (when he was chair). Beech Street Building Committee. A lot of time was spent going to meetings, always made sure he attended whenever he could and frequently was out almost every night.

What was the division of labor among the three selectmen when you were a member of the Board in respect to committee assignments?

What involvement did you have with town departments?

What, in your opinion, are the pros and cons of moving to a greater number of selectmen? Dan strongly suggest either moving to a 5 person board or, even better, having a Board comprised of one

member from each precinct and 1 at large member. This would more fairly represent the communities-demographics w/in Belmont. An increased Board would allow for greater diversity and creativity of thought. In his experience, a 3 member board makes it too easy for one person to completely dominate the meetings and setting of the agenda. He also said that it is crucial to have a Town Mgr with greater authority and responsibility who can do the day to day management of the town and make some preliminary decisions and have the ability to bring researched suggestions to the board for approval.

Ralph Jones (2008-2014)

Why did you decide to run for Selectman?

In 2010, Paul Solomon was not going to run for another term, and several people had suggested that I run for the open seat. I had 9 years of experience on the School Committee, and 10 years of experience on the Warrant Committee. I had served as Chair of both committees. I understood the entirety of town functions and budgets, and I felt that the Board needed a member with more experience. (In the previous three years on the Warrant Committee, we had to remind Selectmen of the proper role of the Board of Selectmen in town government.)

How many hours per week did you devote to work as a selectman?

In general, it took about five hours a week. This could increase to ten hours a week prior to (and during) special or annual town meetings. During the summer months, the number of meetings was cut back to once or twice a month.

When I served as vice-chair, I joined the Capital Budget Committee as the Selectmen's member. These meetings (as I recall) were generally once a month and did not require much preparation. The role of chairman increased the average time per week to ten hours. It included development of the meeting agenda with the Town Administrator, participation in the Warrant Committee, and preparation for Town Meetings.

In comparison, the job of School Committee member took more time, particularly in contract negotiations. Because of my experience in labor relations, I served on several contract negotiations. School Committee meetings were longer (with 6 people wanting to speak on most issues), and I needed to spend time researching specific issues.

How would you break down time?

Meeting time: about 3 hours per week plus 1 hour of prep

Time interacting with constituents: On average, about one hour a week, plus another hour during the hour reserved for meeting constituents (which happened every 3 weeks).

This was less than my interaction with constituents while on the School Committee – in part because parents have an intensity of interest in school policy that seemed lacking on most issues facing the BOS while I was serving.

Time interacting with town staff: My interactions with town staff were limited. Most issues should (properly) go first to the Town Administrator, and he or she should decide whether to involve town staff.

My interaction with town staff was much greater when I was on the Warrant Committee, particularly because I chaired a committee on water and sewer infrastructure, and we met regularly with Glenn Clancy. I also co-chaired a committee to support the roads over-ride, and that required interaction with Glenn Clancy for preparation of supporting arguments. I was not on the Board of Selectmen during these interactions.

Other Areas. This varied by time of year. Selectmen are invited to store openings, Eagle Scout ceremonies, retirement parties, etc. I took some time to pose for a photo in front of Town Hall wearing an old-fashioned hat to celebrate one of the Town's anniversaries.

We met occasionally as the Municipal Light Board. This was not very time-consuming at the outset, but became much more important toward the end of my term because of the discussion of connecting directly to the grid. After leaving the BOS, I joined the Municipal Light Advisory Board (MLAB). The work on the 115 kV transmission line occupied a lot of my time.

What town committees did you sit on? How much time did they take?

When I was vice-chair for two years, I sat on the Capital Budget Committee which met from January through Town Meeting every other week. The total time was about 2 hours per meeting,

When I was Chair, I re-joined the Warrant Committee, which met as often as every week for 2 hours during the school year. I was not assigned any work on sub-committees, so my participation was limited to those two hours per week. I served on the Permanent Audit Committee, which met annually to discuss the results of the outside audit.

What was the division of labor among the selectmen?

In my first two years, I was very active in budget work, but Mark Paolillo took that over when he joined. I also was on the Permanent Audit Committee for two years. My professional area of expertise was in utilities (water, sewer, and electric) so I tended to do more work on those subjects. I also enjoyed public works, which was closely related to my interest in utilities. I do not remember if other members had special interests, except for a few cases. Angelo Firenze was interested in the Planning Board and economic development. Mark Paolillo had great financial experience as a CPA and as a former member of the Warrant Committee.

What involvement did you have with town departments?

My involvement with town departments was less than it had been while I was on the Warrant Committee. I urged strengthening of the authority of the Town Administrator, so my interaction with Town departments went through him.

What are the pros and cons of moving to a greater number of selectmen?

Since I am a member of the committee studying this issue, I will try to remain neutral on this question.

I have already told the committee, however, that I do not think that workload is a serious issue if we believe that the Board should set policy, rather than try to manage the town departments. Therefore, the most important question facing Town Meeting is: what role should the Selectmen play in town governance? If the BOS is a policy-setting body, then the number of members does not matter.

Mark Paolillo (2010-2019)

Notes of interview - 11/20/17 - conducted by Paul Rickter

By changing the number of Selectmen, what problem are we trying to solve?

If the Board of Selectmen is a policy board, maybe there's no need to go to five.

The only time the BOS really falls down on its responsibilities is with committee liaisons. On that part of the job, having more Selectmen would be a big help.

Core problem is that Selectmen sometimes want to get involved in areas that aren't policy. BOS wants to be responsive to residents, but need to refer issues to the town administrator instead of getting involved.

Are there really enough people to run if there are more Selectmen?

Job can be overwhelming, particularly when you're new on the BOS, so maybe having five would ease that.

With three, they work hard on building consensus, but even getting two votes for something in open session is hard work. With five, it seems like it would be easier for two Selectmen to agree beforehand and then convince just one other member to join their side.

Really can see merits of both sides -- could go either way.

Diversity on the BOS would be a good thing. Get women, younger folks, people of color involved.

Ultimately it's really hard to run. It's a pain and hard work and that's an obstacle, particularly for parents of young children.

BOS needs to get better on committee appointments. Get more new people, especially young people, involved in town leadership.

The Town Administrator search is nearing an end. The new TA will be Chief Administrative Officer (David Kale had this title too). BOS needs to resist getting drawn into the minutiae.

Andy Rojas (2012-2015)

Why did you decide to run for the Board of Selectmen? I ran because I felt that I had some specific skills that would benefit the Town at that time. Having served on the Planning Board for many years, many residents were encouraging me to run for the open seat at that time.

How many hours per week did you devote to your work as a selectman? How did these hours vary during the year? 20-30 hours per week, more as Chair of the BOS. Slightly less during the summer season.

How would you break down this time into the following categories?

Meeting time 35%

Time interacting with constituents 25%

Time interacting with town staff 20%

Other areas 20%

What town committees did you sit on as a selectman? How much time did you spend on this committee work? CPA, Capital Endowment, Warrant Committee, Vision 21 Committee, Belmont Center Reconstruction Planning Group, Belmont Housing Trust, among others.

What was the division of labor among the three selectmen when you were a member of the Board in respect to committee assignments? Very equal committee assignments among the 3 selectmen.

What involvement did you have with town departments? Very close involvement with all Town departments. Particularly: Community Development, DPW, School Department, Police, Fire, Human Resources, Treasurer's Office and Assessors, among others.

What, in your opinion, are the pros and cons of moving to a greater number of selectmen?

I believe that the 3 person BOS is the right size. Since no Selectman can speak or communicate with the others outside of an open public meeting, there is very little chance of collusion or forming of voting blocks. I did not know how the other 2 selectmen would vote until they voted. Completely transparent. This serves the Town and residents best.

A larger BOS would create the unintended consequences of voting blocks and political divisions within the board. I do not think that more selectmen are necessary to handle the committee work nor the meetings. While being a selectman is time consuming, we all know what we are signing up for. The public transparency is the key issue that speaks to having a 3 member BOS. Residents know there can be no collusion or back-room dealing.

I think that the move to have a larger BOS is partisan and politically-driven. I prefer that the residents choose at the ballot box and retain the independence of each selectman's votes and ideas.

Sami Baghdady (2014-2017)

Why did you decide to run for the Board of Selectmen? Because I felt that there were several major capital projects in Town that could benefit from my expertise as a real estate lawyer. These included getting the Cushing Village project moving, the Belmont Light Substation, etc.

How many hours per week did you devote to your work as a selectman? How did these hours vary during the year? As a normal member, about 8-10 hours per week (with meetings). As Chair, about 20 - 25 hours per week.

How would you break down this time into the following categories?

Meeting time about 3 hours.

Time interacting with constituents About 2 hours.

Time interacting with town staff About 3-5 hours. But, about 15 hours per week as Chair.

What town committees did you sit on as a selectman? How much time did you spend on this committee work? Warrant Committee or Capital Budget (not at the same time), BHS Building Committee, Capital Budget Committee. This was an additional 2 to 4 hours per week, but not year round (Warrant Committee and Capital Budget Committee typically do not meet in the after Town meeting until the budget is ready to be considered). BHS Building Committee is not a permanent committee.

What was the division of labor among the 3 Selectmen when you were a member in respect to Committee assignments? About equal.

What involvement did you have with other Town Departments? I assume this question is focusing on our professional departments (e.g. DPW, HR, Community Development) and not volunteer Committees. I would typically address issues on an as needed basis. Our Town Departments have very dedicated employees who know how to perform their job, and employees tend to resent micro-management by a Selectman. In fact, meddling by a Selectman often causes distraction by Town employees and inefficient use of employment time.

Your opinion in pros and cons of moving to a greater number? Most of the questions above focus on time. It is a mistaken belief that increasing the number of Selectmen will reduce each Selectman's time on Town business. If a Selectman wants to do a good job, I believe that the same amount of time would be required whether there are 3 or 5 or 7 Selectmen. I think 3 Selectmen is a good balance.

Jim Williams (2015-2018)

Why did you decide to run for the Board of Selectmen?

- We moved to Belmont in 2012 from Manhattan because I retired, my parents were deceased, my wife's parents live in Cambridge, and our daughter could go to the Belmont schools.
- My wife is Lydia's Olgilby's friend. Lydia urged me to run for Town Meeting in 2014 because of my banking background which I did and was elected.
- I read the Town's financial statements and quickly determined that the unfunded pension obligation was draining cash from the Town's operating budget; increasing at 7.7 % per annum; and would soon require an override to fund.
- In 2015, the FTF announced an override tied to increases required for the school budget which I considered misleading as the required pension funding was scheduled to escalate to ~\$15

mio by 2027; this commitment was largely unfunded; and the proposed override didn't take care of the problem.

- I tried to engage Mark, Sami, Andy and David Kale about the matter. None would even have coffee with me.
- So, I was walking my dog Sumi one day thinking about the problem and decided to run for Selectman just to make the point to the wider community. I didn't ask my wife. I pulled papers the next day. The first person I called was Andy to tell him I was not running against him, rather to make my two points heard by the community at large.
- I went to Staples and bought a sign that said "Jim Williams for Selectman" and another that said " a Better Way for a Better Belmont" (i.e. \$60 each) I put both signs up on my Bright Road fence. About three weeks later a solar advocate knocked on my door, introduced himself, and asked if I was a two issue candidate or did I want to try to win? I responded " what do you have in mind", invited him in, and the rest as they say is history albeit with a small h.

How many hours per week did you devote to your work as a selectman? How did these hours vary during the year?

- It's a 24/7 commitment and job.
- I take three weeks off a year in August

How would you break down this time into the following categories?

- Meeting time (15%)
- Time preparing for meetings (30%)
- Time interacting with constituents (20%)
- Time interacting with town staff (25%)
- Other areas (10%)

What town committees did you sit on as a selectman?

- Committees: CPC (2015-2016), Warrant (2017)
- Boards: Board of Survey (2015-2017), Alcohol Authority (2015-2017); Parks Commission (2015-2017) ; Municipal Light Board (2015-2017)
- Liaison List provided under separate cover

How much time did you spend on this committee work?

- About half allocated as responded two questions prior.

What was the division of labor among the three selectmen when you were a member of the Board in respect to committee assignments?

- Chair had Capital Budget, Vice Chair had Warrant. (2015-2016).
- Now Chair has Warrant and Vice Chair has Capital Budget.
- Otherwise, approximately equal according to the liaison list.

What involvement did you have with town departments?

- Issue driven and ongoing.

What, in your opinion, are the pros and cons of moving to a greater number of selectmen?

Three part time Selectmen, who can't talk to each other outside of an open public meeting (i.e. Open Meeting Law) are arguably and simply not enough of a collective resource to manage a \$160 million in revenues and \$300 million in assets Town Corporation including all Government Activities; The School District; the Water, Sewage, and Light Companies; the Pension Fund, the OPEB Fund, the Board of Survey, the Alcohol Authority, the Park Commission, and the Municipal Light Board amongst others. Instead, the Committee could skip the idea of expanding the number of Selectmen and move to consider a City form of government where the Town is managed by a City Council and a Town Manager with a mayor who is a resident of the Town and whose duties are largely ceremonial. Proof of this need is the Town's decline to a negative net worth balance sheet and the need for continuing overrides to fund its going concern operations. This approach was recommended to the Town by the State in 2011. Please refer to:

A Review of Municipal Government Structures - Mass.gov

<https://www.mass.gov/files/documents/2017/09/19/16ctown-july21.pdf>

Sep 19, 2017 - transforming to a city form of government, among many other decisions ... the crucial influencer of town versus city government structures.

Adam Dash (2017-2020)

Why did you decide to run for the Board of Selectmen?

Instead of making recommendations to the decision-makers, I wanted to actually make the decisions on issues facing our town. I wanted to get things moving and improve Belmont.

How many hours per week did you devote to your work as a selectman? How did these hours vary during the year?

This was a busy Summer with the Light Department issues and all, so there was more than work than usual, from what I am told. I spend about 2-4 hours in meetings per week on average, and another 1-2 hours per day responding to calls and emails and reviewing documents. Some weeks, there is more work (such as when there is a BOS meeting) and some there is less.

I also have office hours and attend public events, but these are not required. I just like doing them. I like the work and do not mind spending the time. I find it interesting and fun.

How would you break down this time into the following categories?

Meeting time

Time interacting with constituents

Time interacting with town staff

Other areas

Most of my time is spent in meetings, but that is because the meetings go on for a long time, while I can control the length of emails exchanges and telephone calls with constituents and town staff. IN addition to actual meeting time, I also have to review the documents the meeting will be about. I interact with town staff more than with constituents as far as time is concerned because the town staff conversations are more detailed and action-focused, while constituent interactions are often informational or forwarding a complaint to the appropriate place.

What town committees did you sit on as a selectman? How much time did you spend on this committee work?

I sit on the Community Preservation Committee, the High School Building Committee, the Permanent Audit Committee and am chair of the Light Board. I am liaison to other committees, such as the School Committee, Light Board Advisory Committee and Vision 21, but I do not attend their meetings unless I am asked. As a BOS liaison, I mostly just attend the meetings and provide a link for information flow between the committee and the BOS, and weigh in on matters as needed. That is about 2 hours for each meeting. While the High School Committee meets a lot more now, the Audit Committee only meet about 4 times per year or so. I spend about 2 hours per week on committee work on average.

What was the division of labor among the three selectmen when you were a member of the Board in respect to committee assignments?

We divided them pretty equally, with Mark having the Planning Board and the Major Capital Projects Working Group and Capital Budget, Jim having the Warrant Committee and Retirement Board and me having the ones I raised above. Breaking up the Light Board chairmanship from the BOS chairmanship was a good idea to balance things out. Adding the chairs of the Energy Committee and LBAC to the Light Board would also help.

What involvement did you have with town departments?

I sometimes talk with Town departments daily if issues arise, and sometimes I do not talk with them at all. If I need something, have a questions, want to discuss a constituent issue, or have an idea for a proposal, I will talk to or meet with staff. They are a great resource, and I try to bother them and micromanage them. They call me when they have a question, and I am happy to talk to them.

What, in your opinion, are the pros and cons of moving to a greater number of selectmen?

Pros would be that many hands make light work and it would be easier to get a quorum. Cons would be that meetings would take much longer (and they are already long), it would be harder to get things done, conversations could happen outside of the public eye, and there may not be enough good people willing to run. As with other committees where people have issues, the problem is usually the make-up of the committee, not the number of people on it. I am not strongly for or against changing the number of selectmen, but I worry that more people on the BOS will make it less functional. Right now, things move along with the 3 of us. What people often complain about has more to do with certain decisions and certain selectmen, which changing the number will not address. It is like the filibuster in the Senate. If you like the party in power, you do not like the filibuster, and vice versa.

Another thing that occurred to me as a con to going to 5 selectmen is that the Town Administrator often needs to brief Selectmen in advance of meetings or when an emergency arises. That has to be done with each selectman separately. It is already taxing on the Town Administrator when there are 3 people to meet or speak with. It would be worse with 5. Even though the meeting or discussion could include 2 of the 5 selectmen, the meetings or discussions work best one on one, so I can raise issues without others hearing. It frees me to be more able to bounce ideas off of the Town Administrator one on one.

One more note. While I spend a certain larger amount of time on being a Selectman, it is because I often go above and beyond the documents provided and do some research at times. I go out to meet people. It should be noted that this is not required.

If one were elected and only wanted to attend BOS meetings and do nothing else, one could (although I would not advise it). The position of Selectman is what you make of it, and everyone who has held it has handled it differently. You could spend a little time or a lot. I just prefer to spend a lot because I enjoy it.

I am not sure the amount of time spent on Selectman tasks really is much of a factor in deciding whether to have 3 or 5 of them. There could be 3 hard-working Selectmen, or 5 who do the bare minimum. It is really about the people themselves than the number of them. Just my opinion. This goes for other committees and boards in town as well.

No responses were received from these former Belmont Selectmen:

- **Chip O'Hare (1977-1983)**
- **Anne Warner (1999-2002)**

Appendix C: Comments from Town Residents

The committee called a public meeting on October 12, 2017 to gather feedback from Belmont residents on the topic of the number of Selectmen. At this meeting, after a brief introduction, comments from the public were solicited based on several priming questions.

Question 1 – Would increasing the number of Selectmen lead to a lack of transparency?

Judith Ananian-Sarno, TMM Precinct 3: Judith expressed her concern about the potential lack of transparency that could arise if we were to expand to a 5 member BOS because 2 members would be able to discuss matters outside the Open Meeting Law restrictions.

Judy Singler, TMM Precinct 6: Judy said her experience in other town committees in which she has participated previously leads her to believe that having 2 members unable to discuss informally without being in a public meeting is very inefficient, This limits what the Board can do and limits work time to only at a Public Meeting

Charles Smart, former TMM: Charles echoed Judy's comments that not being able to meet before meetings is extremely inefficient. He also felt that expanding the board would actually encourage more people to run because there would be a more equitable distribution of the workload. He also requested to hear Ralph Jones' opinion as a former member of the BOS.

Ralph Jones, CSNS member, former member of the Board of Selectmen and School Committee, TMM Precinct 3: Ralph deferred to the comments provided by previous Board members which would be included in the report from the CSNS.

Julie Crockett, TMM Precinct 5: Julie read from the Open Meeting Law statute and asserted that this means that one selectmen cannot email another without being in violation. She made the analogy between Belmont and a for-Profit company trying to be effective where the CEO, CFO and COO could not speak to each other than publicly.

Joe Scali, TMM Precinct 2: Joe said he was concerned that you would no longer have unanimous votes on matters that come before the board and that increasing the number of Selectmen would increase potential for having a block of votes.

Ellen O'Brien Cushman, Town Clerk: Ellen reminded the CSNS and those in the audience that OML (and the AG's office) precludes the exchange of emails no matter the number of Selectmen.

Jack Weis, TMM Precinct 1: Jack said with a 3 person board the Open Meeting Law is a real constraint. He asserted that expanding the committee beyond 3 members would not lead to any great opacity of the board.

Pryia Lict, TMM Precinct 6: Pryia said that by expanding the committee to 5 you would have more diversity represented on the Board and further that her running for TM was in response to seeing Asians under-represented in TM.

Question 2 – Would increasing the number of Selectmen impact the competitiveness of elections?

Jack Weis, TMM Precinct 1: Jack said that he felt expanding the Board to 5 would likely lead to less competitive elections but that such an outcome might “actually be a good thing” as there would be more people interested in running.

Julie Crockett, TMM Precinct 5: Julie recounted that one Board election was decided by 47 votes. She agreed with Jack that if 2 seats were open in an election cycle that voters would have an increased feeling that “their candidate” was elected and feel more represented. Julie also asked about how the election process itself would work if we moved to 5 and urged that there be some creative thought in the process – such as an election every 6 months to get the 2 additional members in place. Paul explained the options contained in the appendix slide.

Charles Smart, former TMM: Charles said he believed that moving to 5 would result in more competitive elections and asked what we found in studying other towns. Paul Rickter responded that the CSNS is still in the process of gathering data which certainly will be included in the report.

Peter Whitmer, CSNS member: Peter explained that one of his main concerns was about the cost to the candidates of running. Would this increase/decrease if Board is expanded? We are still looking for evidence one way or the other.

Charles Smart, former TMM: Charles disagreed with Peter’s concern about driving election costs up. Charles believed there would be a normalizing effect over time and that people are very civic minded and this would have a limited effect.

Jack Weis, TMM Precinct 1: Jack returned to the microphone to say that it seems the one reason we are considering odd numbers only is that they are concerned about ties and that he has seen very few 50/50 votes. If the sole goal for odd number of board members is to avoid ties (that rarely if ever happen) then perhaps a 6 member board would avoid having elections having elections cycles with a 2 seat race (less competitive) and then 1 seat race (more competitive. Suggested that if the Board went to 6 members then there could be two seats open every 3 years.

Ellen O’Brien Cushman, Town Clerk: Asserted all information about Belmont election finances is available on the Belmont town website and should be in other towns as well.

Catherine Bowen, School Committee member, TMM Precinct 4: Asked if any towns have limits on raising funds or spending on elections.

Ellen O’Brien Cushman, Town Clerk: Explained that there is no limit on the total amount raised. Also added that funds not spent either need to be given to Town, donated to a 501 (c) (3) or moved to

a future municipal election account for the candidate. Candidates with a balance post-election can't move to a state or federal campaign however.

Julie Crockett, TMM Precinct 5: Julie suggested that the CSNS ask if past members of the Board would have been willing to serve longer (multiple terms) if the board moved to 5 members; if candidates who lost Board campaigns might be more interested if the size of the Board increased and to see if there are people who would have considered running if the board was increased.

Question 3 – How would increasing the number of Selectmen affect the willingness of people to serve

Roy Epstein, Warrant Committee Chair, TMM Precinct 6: Roy asserted that in his time observing from the warrant committee that work all members of the Board get involved in large issues and that work would not be dispersed. He thinks that having 5 members would actually increase the administrative workload and will make meetings last longer. Roy added that he thinks the focus should be on the issues the members are dealing with rather than how many are on the board.

Jack Weis, TMM Precinct 1: Jack countered Roy's point agreeing that for large issues it would not spread the work but due to their roles as liaisons to committees such as Warrant Committee, Planning Board, etc. and ex officio members of other committees it would spread the work. Increasing Board would allow for sub-committees.

Judy Singler, TMM Precinct 6: Judy asserted that while she is not considering a run for the Board that she would not serve on any board of just 3 members.

Pryia Lict, TMM Precinct 6: Again asserted that there would be more diversity and more willingness to serve in a larger board. She encouraged the committee to consider the time commitment issue of some people (2 person working families, people with younger children) who don't run for things due to daunting time commitment and work load.

Charles Smart, former TMM: Charles agreed that having more member would make the job easier. He also said we should reconsider how the board works so that it is more focused on substantive issues and leave smaller ones to the town administrator. Suggested the CSNS consider including revision of role of Town Administrator/Town Manager.

Roy Epstein, Warrant Committee Chair, TMM Precinct 6: Roy asked Paul about the scope of the committee asserting that it was meant to more narrowly focus on the number of selectmen and not the role of the Board and whether there should be changes to the role of the Board.

Jack Weis, TMM Precinct 1: Jack observed that 2 members of the CSNS had served on the school committee and posed the hypothetical question: what would happen if the school committee membership was lowered to a smaller number.

Catherine Bowen, School Committee member, TMM Precinct 4: Kathryn answered Jack's hypothetical as a member of the school committee saying "yes. Shrinking the school committee would

increase the workload. She added that she believes changing the number of Selectmen would change the role/responsibilities of the TA/TM

Question 4 – Would increasing the number of Selectmen be more representative and capture a greater diversity of opinions?

Charles Smart, former TMM: Charles said that by definition, increasing the size of the board would naturally get greater capabilities, backgrounds, skills and diversity of opinion with a larger board.

Roy Epstein, Warrant Committee: Roy said he does not fully understand the point of the question because he says that the members of the Board do not make decisions in the abstract but only as a result of extensive interaction with the public. He stressed that the Board members need to be receptive to input and open to ideas shared. We don't necessarily need to have a larger Board to achieve this.

Julie Crockett, TMM Precinct 5: Julie suggested breaking out responsibilities from various committees across multiple areas of expertise. She added that a larger Board would mean that they could be more responsive to residents. As an example she said that sending an email question to the Board mailbox results in that question being delegated to a Department head for an answer rather than being addressed by a member of the Board.

Question 5 – Open Comments

Joe Scali, TMM Precinct 2: Joe said we should consider the cost implications of salaries for an expanded board. Would salary levels per selectmen, be as they are now?

Judith Ananian-Sarno, TMM Precinct 3: Judith built on Joe's concern asking for analysis about what the impact would be on the towns budgets of supporting benefits for increased number of selectmen and potentially family members. She would like to see that analysis in a final report.

Ellen Schreiber, TMM Precinct 8: Ellen said that while increasing the number of selectmen might make it easier to get a quorum, that expanding membership would not decrease the amount of work. She also said she is worried about transparency. In addition, she had a concern about the expertise and experience among selectmen candidates. She said that the various boards and committees, like the Warrant Committee and Capital Budget Committee are key training grounds and that expanding the boards would not expand the pipeline or training grounds. Elected candidates could come to the committee with little or no experience in town government. With a 3 member board she asserted that there is greater pressure/focus on coming to consensus; a 5 person board has potential for factions.

Charles Smart, former TMM: Charles urged that if we do increase the number of selectmen that we don't reduce the benefits or salaries. His second point was that the previous speakers spoke about the "problem" of having disagreements. He said he does not see disagreements as a problem but actually a potential benefit. Charles asked if the CSNS knows what the motivation has been for towns that moved from 3-5 and have they moved from TA to TM as well.

Roy Epstein, Warrant Committee Chair, TMM Precinct 6: Roy said occasionally an issue comes along that generates great passion, a recent being the revitalization of Belmont Center. He said he found that the resolutions were generally satisfactory and on the general principle of “don’t fix what’s not broken” he wanted to know what specifically the proposal of going to 5 is trying to fix.

Andrew Plunkett, CSNS Member, TMM Precinct 5: Andrew made the point that the initial impetus for the formation of the committee was in response to a citizen’s petition made by current Board member Jim Williams where he suggested we move to a 5 member board so that members could speak to each other in non-serial 1 on 1s conversations outside the constraints of the open meeting law.

Ellen O’Brien Cushman, Town Clerk: Ellen said the Belmont has a very horizontal form of government, despite work of the Government Structure Review Committee seeking ways make it less so. She emphasized that the CSNS should pay close attention to what the Belmont by-laws define as the town’s Board responsibilities as well as what is covered by MGL. She urged the CSNS to look at what the needed capabilities are for the Board and then how many are needed to accomplish this.

Roger Read, TMM Precinct 8: Asked for clarification of the genesis for the board and its scope. Are we just looking at Board size or are we including the TA/TM issue and are we charged with making a recommendation. Paul Rickter responded that he will have a further conversation with Mike Widmer regarding the TA/TM issue but that he does believe we are intending to make a recommendation.

Joe Scali, TMM Precinct 2: Asked to see what previous Board members recommended.

Judy Singler, TMM Precinct 6: Asked to see what previous Board members recommended.

Jack Weis, TMM Precinct 1: Complimented the committee on asking for public feedback early in the process and not “telling us what you think”

Ralph Jones, CSNS Member, former member of the Board of Selectmen and School Committee, TMM Precinct 3: In response to Ellen’s question about motivation suggested that there was a large move in towns in the 1950s to move from 3 to 5 selectmen that he believed was part of a “good government movement” at that time. While he plans to do some research he asked the public to provide any info if they had it.

Peter Whitmer, CSNS Member, TMM Member Precinct 6: Suggested that in the final report, if there is not consensus on a recommendation that a dissenting opinion will be included.

Maryann Scali, CSNS Member, TNN Precinct 2: Said that she was undecided at this time and excited to study this question.

Julie Crockett, TMM Precinct 5: Wanted to introduce 3 documents into the record:

- the League of Women’s Voters study from 2000-2002 on the issue of Board size
- a review of the comparable size of government (by budget) of surrounding towns compiled by Julie Crockett and Sue Bass

- a creative election cycle scheme Julie developed to have one 2 year seat per election cycle and one 3 year seat per election cycle. Thus, each year there would be 2 open seats.

Paul Rickter, Chair CSNS, TMM Precinct 8: Paul asked Ellen O'Brien Cushman if such an election cycle were possible. Ellen responded that this was, upon advise by and consult with Town Council as to implementation.

Appendix D: Responses from Department Heads and Committee Chairs

We surveyed the heads of Belmont Town Departments and Chairs of Belmont Town Committees, asking the following question:

Responses received from committee chairs and department heads to the following question:

- As a committee chair or department head, what do you need from the Board of Selectmen?

Their responses follow, in the order they were received.

Ellen O'Brien Cushman - 11/17/2017

As Town Clerk, Chair of the elected Board of Cemetery Commissioners and Chair of the appointed Land Management Committee for Lone Tree Hill, I need our members of the Board of Selectmen to be committed to our chosen form of government and do what it takes to keep it thriving.

- Make yourself available via office hours and enjoy the experience of meeting our residents at any events you can attend.
- Be aware that no matter what you did before you arrive as a Selectmen in Belmont, there will be a steep learning curve. Be prepared to put in the time and effort and consult with folks to help your understanding. Those folks include other elected officials of boards, committees and commissions, department heads and chairs of appointed committees as well as the Town Administrator.
- Be aware that each Selectman represents 25,000 people, not just the number of people who voted for you or ran your campaign. You may not agree with all of the views expressed but you need to make effort and time to hear them and understand their issues and direct them to the right place to solve the problem. It's not always their responsibility to solve the problem directly, channeling and follow up are key.
- Do not interfere with the Department Heads on the minutia – understand what resources they need to accomplish their goals and what challenges they face.
- Be committed to our legislative process, Town Meeting, and be respectful of the time of the 300 members when they are at Town Meeting.
- Read everything that you are sent; forward items to those who are elected separately to solve problems, issues or work with the resident.
- Appreciate that the Board of Selectmen is the highest elected office and as such has responsibilities unique to that office as allowed by MGL and our Bylaws.
- That said, also appreciate that the other elected officials and elected boards, commissions and committees do not work for the Board of Selectmen or the Town Administrator – they, like the Selectmen, work for the 25,000 residents.

- Understand that a Selectmen is appointed as a member only to a few of the committees but acting as a liaison to many of our committees is a requirement – establishing and maintaining a loose relationship so you know what's up in Town is key to serving effectively.
- Make it a priority to respond to emails, calls and letters. The office of the Town Administrator should be the best run, most responsive offices in Town. That said, hire a strong executive to be the Town Administrator, one who manages the staff and information flow efficiently and effectively.

Ellen O'Brien Cushman, CMMC

Kate Bowen - 11/18/2017

I am serving via my membership on the School Committee, as the Chair of the temporary Town Administrator Screening Committee. In that role, I have had to work closely with the Chair of the Board of Selectmen to determine various meeting dates, as well as related Town employees. The Chair of the BOS determines the BOS meeting calendar and agenda, therefore, as priorities shift due to any number of issues such as, shifting priority of items for Town, statuses of reports, personal time conflicts, etc. It has been important, as well as time-consuming, to maintain communication on the agenda and meeting schedule. Our scheduling issues may have been uniquely demanding in that various interviewees complicate the scheduling as well as an overarching need to ensure the work is completed in the most timely manner possible.

To sum up in a need, being able to schedule and re-schedule has been critical to accomplishing the work. As well, having a clear understanding from the BOS Chair, as to the priorities of that agenda and any questions or concerns that the BOS would have related to our topic. These things are most often discussed via email, however, phonecalls are helpful when scheduling involves many variable. Face to face meeting time outside of the Screening Committee meetings has not been necessary.

The TA Screening Committee is comprised of appointed members from Warrant, School, and Capital committees, as well as the Town Moderator, BOS Chair, Assessor, and Planning Board Chair.

Mark Carthy - 11/18/2017

I am current Chair of the Cable TV Advisory Committee.

We help negotiate the Operating License for the Cable companies and related funding for Belmont Media Center.

We work for the Selectmen.

We need

General goals from Selectmen

Feedback from Selectmen to what is offered by Cable companies

Committee to Study the Number of Selectmen

Approval to negotiate points of the contract

From time to time ability to extend current contract to allow time negotiate new contract

From time to time Letters from Town to Cable companies - failure to perform vs contract, failure to negotiate in a timely manner, payment discrepancies etc

Final decision on signing a contract

Let me know if you need nay more detail.

Bill Lovallo - 11/18/2017

My name is Bill Lovallo and I am the Chair of the Belmont High School Building Committee

This Committee will need approval action from the BOS at various stages through the design and construction process to submit to the MSBA (Massachusetts School Building Authority) in Belmont's request to receive Grant funding for this project

Anne Marie Mahoney - 11/18/2017

As you know, I have already completed a survey about the number of Selectmen as a former Selectperson. I am also the Chair of the Capital Budget Committee and the Major Capital Projects Working Group.

Let me offer a couple of thoughts as a committee chair (if that is not double dipping!). What Capital Budget needs from the BOS is one member to serve on our committee who will be present and relay information between the two groups. Beyond that, we wish to be left alone to do our work. When we have completed our Capital Budget recommendations we would request that the BOS respect them, accept them and support them. By the time the BOS and the Warrant Committee receive our recommendations we have spent months researching, analyzing, interviewing, discussing, weighing, and voting on the projects we believe should be funded in the coming fiscal year. We don't need anyone from the BOS to swoop in at the 11th hour with "suggestions" or requests. That's why a member of the BOS is on our committee.

Similarly, Major Capital Projects has a member of the BOS on our working group and we would really like the BOS to wait for our recommendations and not allow projects to jump ahead before we have finished our work. We have a charge from the BOS. Don't then negate pieces of that charge before we have completed our recommendations. (Just sayin'.)

Thanks for the additional opportunity to reflect on the role of the BOS.

Anne Marie Mahoney

Chair, Capital Budget Committee and Major Capital Projects Working Group

Craig Spinale - 11/22/2017

In my position at the light department, I need nothing from the Board of Selectmen. However, in Belmont the BOS serve as the Light Board and in that capacity I do rely on them. They serve as my Board of Directors and set our policies and provide our direction. In that capacity, 3 members have worked out fine. I do believe the town would benefit from a 5 member board though. I think the open meeting laws are so restrictive and the towns issues are so complicated that it isn't reasonable to expect all business to be done in one or two town meetings per month. I think the board members need the ability to speak offline and having a five member board allows for that.

Regards,

Craig Spinale
Acting General Manager
Belmont Light

Nicholas A. Iannuzzi - 11/22/2017

As a committee chair or department head, what do you need from the Board of Selectmen?

I have been a member of the Belmont Zoning Board of Appeals since approximately 2008. I worked my way up on the Zoning Board of Appeals. I was an associate member for a period of time, then I became a full member, and in June, 2017, I became Chairman.

I believe what we need from the Board of Selectmen, as with many other volunteer boards in the Town of Belmont, are additional qualified ZBA members. To date, the ZBA has 6 members, at a minimum we require an additional 2 alternate ZBA members.

Other than what is stated above, our interaction with the Board of Selectman is very limited. Unless they attend a meeting, which is not often, we usually do not come into contact with them, save it's by chance around town or our neighborhoods.

Thank you.

Nicholas A. Iannuzzi, Jr., Esquire

Steve Klionsky - 11/28/2017

I chair the Light Board Advisory Committee. As the name indicates, it is an advisory committee and the Light Board (also the BOS) makes final decisions (caveat: the Light Dept. General Manager also has considerable authority under Mass. Gen. Laws). So, it is important that the LB/BOS are familiar with key Light Department issues that may come to them for resolution. There currently is a LB liaison

to LBAC, and assuming the liaison has the time to devote to understanding Light Department issues, this seems like a good practice.

Steve Klionsky

Floyd Carman - 11/28/2017

This is probably more than you asked for.

Let me start off by saying I came into the Treasurer's job with the skills and senior management experience as a financial professional.

In another life time, 38 years in private industry, I spent time working with various Washington political groups. The Company I worked for did business in all 50 states.

What I learned government was established with checks and balances to be a little slow, bumpy and deliberate with lots and lots of constituent input and views.

It's not like private industry with every decision made at the top and pushed down to be implemented to increase your "Return on Investment" or "Increase Share Holder Value"/Stock Price. Every employee is in lock step to achieve the goal good or bad.

Now as the ELECTED Treasurer & Tax Collector and Committee Member /43 year precinct 8 resident what do I need from the BOS and how would I like to see them operate?

The BOS is the Political Leadership, sets policy and direction. They are not the day to day operations staff.

Leave that up to the Town Administrator and Department Heads that are hired and have that responsibility.

As a Selectmen have structure, accessibility, listening skills, be accountable, team work, let the general public know what you think and make consistent improvements.

Structure: When are the BOS Meetings, Day, Time and put out a schedule and stick to it.

Accessibility: When and how can residents communicate with you and do they get a response back.

Listening Skills: Listen to your department heads, residents and businesses in Belmont.

Be Accountable: Good or bad decisions be upfront about them. An engaged working Board of Selectmen might not make everyone happy and get it 100% right the first time. As an example the Shaw's Liquor License issue and lottery ticket sales at Shaw's. The initial decision not to allow Shaw's to sell lottery tickets was reversed when it became apparent the economic impact of that decision by the Massachusetts Lottery Commission pointing out potential revenue sharing issues.

Team Work: Listen to each other and negotiate some common ground.

Let the general public know what you are thinking. If you are consistent in making decisions, actions and communicate that's a plus.

Make Consistent Improvements: A report written by the Town Administrator/ BOS with status of published goals and the impact on the Community. Then set the goals for the next year.

The major consistent problems I have seen over the last 12 years with the role of the BOS:

- (1) Can't focus as a policy board and work thru Town Administrator,
- (2) BOS wants to be operationally in charge but not responsible,
- (3) To delegate and follow up through Town Administrator,
- (4) BOS meeting management, planning, annual calendar and predictability,
- (5) Consistent communication updates on major projects.

I am not convinced that increasing the number of BOS members 3 to 5 Board of Selectmen will have any overall Town benefit to governance. Governance begins and really depends on the individual sitting in the seat. My impression a candidate running for office is far different then governing. After being elected a BOS member you represent the entire Town not just your base vote. That transition usually takes about one year after being elected.

Good luck making a recommendation on the number of BOS Members.

Sincerely,

Floyd

Robert Keefe - 11/29/2017

I am responding based on the attached request from Ellen O'Brien Cushman. I am the chairman of the Permanent Audit Committee.

In answer to the specific question asked, I would note that one selectman typically is designated to participate in our meetings, usually for one to two years before rotating to another selectman. I would also note that selectmen approve contracts to either perform the audits or provide expert studies such as the actuaries in the case of required pension or post retirement benefit studies. Additionally, at a Selectmen's meeting, they receive an annual summary from the Committee chair on the results of the annual audits for the town and the Belmont Municipal Light Department.

So for our Committee to function best, we need consistent attendance as well as timely decision making on the award of the relevant contracts. While I have been Chairman for several years, I have been a member of the Committee for much longer and would note that the Selectmen have met these needs of our Committee. While not specifically asked about the merits of three vs five selectmen, I would say our Committee has functioned satisfactorily with the current level. We are also impacted by

the completion of the Retirement Plan audit which is overseen by a separate committee whose input should also be considered.

Please feel free to reach out to me if you have any questions or would like further information.

Regards,

Bob Keefe

Natalie MacLean Leino - 12/4/2017

Hope all is well. Sorry for the delay and hope this message isn't too late. With respect to the Vision 21 Implementation Committee, in general, we find that if we have an avenue to make requests of or get advice from the BOS more easily, actions our committee take can happen much faster/more smoothly. We have not had an official liaison for a number of years, so we have had to rely on individual members being responsive/helping push our projects or ideas along when we've needed something. Some BOS members have been very helpful with this, but this only works for things that don't need an official BOS vote to proceed. We would love to have an official liaison to make those types of issue more seamless, but we also understand that the BOS is already so busy and VIC would not be (nor should it be) highest priority in this regard. Without a liaison, I think some sort of more official way to get on agenda on a regular basis (even a couple of times a year) might be helpful. For example, if a portion of BOS meetings (even once every 4 meetings) was reserved for committee updates, perhaps even where a committee didn't have to specifically request to be put on agenda and inevitably be bumped for something more pressing or it take months to schedule it, might be helpful. I am thinking of something similar to how residents can speak at meetings without being on the agenda -- it feels like it would be appropriate to use this time to speak as a committee rep, so we have never used that avenue. I suspect there are a number of committees like ours, with projects that need input but not enough to merit a constant representative, and where we have updates but ones that feel minor compared to the larger items of the day the BOS is grappling with at their meetings. A set time of meetings periodically for precisely these types of issues might be helpful. As an example, right now we have a specific issue we'd love to be put on an agenda for to discuss with the board, that we cannot proceed with without their input. I've emailed the BOS members about it a few weeks ago, and have requested to be put on the agenda. It's certainly not pressing compared to other things in town and I have not yet received a response, but it likely would only take 5-10 minutes to get a sense of direction. It may be I'll hear back soon, but I also would not be surprised if they determined there is not time for us on the agenda in the next couple of months. So in short, some way to get short, quick guidance or sign-off from the BOS would be helpful, or to have some sort of schedule where we know we can dependably go to a BOS meeting to provide updates/get feedback. Hope this is helpful, happy to discuss further.

Natalie

Leslie J Aitken - 12/13/2017

If I already responded, I apologize, but while I understand the concern of the three not being able to discuss things without calling a meeting, I think adding more to the mix just complicates things and it will take longer, in my experience, to get things done, if for no other reason that everyone needs to have their say.

Leslie J Aitken

Donna Brescia - 12/13/2017

Greetings...I do feel there should be 5 on the Board of Selectmen. 3 members can not possibly represent the full community - but were there 5, I believe that those residents who are not the 'usual suspects' who serve on committees and town meeting, should have more access to elected officials - with 5 (perhaps 3 from different "regions; and 2 "at large", more residents would have access and become more involved in building our community.

Donna Brescia
Chair, Belmont Housing Authority

Kathy Keohane - 12/13/2017

Thanks for chairing this committee. I am looking forward to the report of the group.

I raised this issue at the Library Trustee meeting tonight and feedback was strongly in favor of an expanded board. Consensus was that with an expanded board, there would be the opportunity to discuss and vet ideas more easily without violating public meeting laws. It also seems to be more practical as it would give the opportunity to spread assignments like liaisons to other groups across a broader number of selectman.

There was a concern raised that it might be challenging to attract a greater number of folks to serve in these roles.

Happy to talk about this further.

Thanks

Frank French - 12/13/2017

As Chairman of the Water Advisory board we do not usually interact with the board. We handle all billing issues , approve the budget and the Capital Water Program. We vote on the rates proposed by

DPW Staff and they present to Selectmen with our approval. On a personal level I believe with a 150 mil budget we are in need of a Town Manager that can run the Town. I don't thing 2 more Selectmen will do anything for expediting the sometimes painfully slow process of moving forward. As it is now we find trouble attracting IMHO people to run for Selectmen due to the time constraints of the job. It should stay at 3. Thx. That is my personal opinion and not of the WAB.

Pat Brusch - 12/13/2017

I am responding to your request to give input on number of Selectmen.

As a Permanent Building Committee, we do not have a whole lot of interaction with the Board of Selectmen. They do appoint members of our group to some study committees (like the Major Capital Projects Working Group) and there are times when they ask us to attend a BOS meeting to discuss an aspect of building projects. The number of Selectmen would not affect this in any way.

Often, for a major capital project the Board of Selectmen do request to have an appointee on a building committee. Normally this is a citizen they choose, and then that individual regularly reports to the BOS on the progress of the project. This was most recently done with the Wellington School and is not generally a member of the Board of Selectmen. However, with Belmont High School, the BOS did decide to have a Selectman participate as a sitting, voting member of that building committee. I believe the last time a sitting Selectman sat on a building committee before this was the Winn Brook/Burbank Building Committee in the mid 1980s.

I hope this information helps you.

Pat

Lauren Meier and Lisa Harrington - 12/19/2017

To: Paul Rickter, Committee to Study the Number of Selectmen, via email
From: Lauren Meier and Lisa Harrington, Co-chairs, Historic District Commission
RE: Response requested regarding Board of Selectmen

Role and Function of the Historic District Commission / Historical Commission

The Historic District Commission (HDC) is a volunteer board appointed by the Board of Selectmen, and consisting of 7 full members and 3 associate members. The Office of Community Development provides staff support to the HDC. The HDC is responsible for administering the Town's three existing historic districts, particularly design review and issuing Certificates of Appropriateness for physical changes to properties within the districts. In its capacity as Belmont's Historical Commission, the HDC also identifies and evaluates historic properties, provides design review and consultations on properties with preservation restrictions or agreements and provides guidance to historic property owners regarding potential eligibility as a Local Historic District or nominations to the National Register

of Historic Places. The HDC supports the historic preservation efforts of the Community Preservation Act in Belmont; in 2016, the HDC completed an update to the Historic Resource Survey funded by the CPA. The HDC also may participate in the development of Town policy or bylaws that support preservation efforts, such as the Demolition Delay Bylaw. Finally, the HDC is the primary liaison with the State Historic Preservation Office (Massachusetts Historical Commission - MHC), particularly as a consulting party on Section 106 of the 1966 Historic Preservation Act and the Massachusetts Environmental Policy Act (MEPA), as well as updating the MHC cultural resources database for properties in Belmont.

HDC is governed by the Historic Districts Act, MGL Chapter 40C and the Town of Belmont, General Bylaw, §40-315.

Current Role of the Board of Selectmen (BOS) – related to the work of the HDC

Note: the HDC does not have a BOS designee or representative.

- BOS appoints all members of the HDC, and to that end, works with the HDC chairs to ensure that the seven full members meet the representation requirements stipulated in Belmont's Bylaw (Belmont Historical Society, American Institute of Architects, Boston Society of Landscape Architects, Board of Realtors, and at least one resident of a Local Historic District in Belmont).
- BOS approves/denies appeals to the Demolition Delay Bylaw. Both the 2013 and 2017 Demolition Delay Bylaws (developed by the HDC and Planning Board), contained an appeal process in which property owners could challenge their inclusion on the List of Significant Historic Buildings subject to the Bylaw. That process occurred in 2013 (no appeals filed) and is currently underway 2017-2018 for the 2017 update to the Bylaw. It requires that the BOS understand the very specific provisions of the appeal process as stated in the Bylaw as well as the case presented by the individual property owner, with the result being a vote by the BOS to approve or deny the appeal.
- Consultations, Advice, Direction: The BOS does, from time to time, consult with and advise the HDC regarding historic/preservation issues that are of concern to the residents of Belmont, or which the HDC has brought to the attention of the BOS. In the recent past, this has included
 - Demolition Delay Bylaw
 - Update to the Historic Resource Survey
 - Development of Local Historic Districts
 - Section 106 consultations, particularly issues along the MBTA right of way, telecommunication facilities, etc.
 - HDC input on Town re-development projects

Future Needs:

- Respond with timely appointments of qualified individuals to fill vacancies in the HDC as they arise.
- Collaborate with HDC (and Planning Board) to develop the strategy for permanent renewal of the Demolition Delay Bylaw.

January 30, 2018 Report to Belmont Town Meeting

- Participate (with HDC and others) in the development of short and long-term methods to retain Belmont's character.
- Seek and incorporate feedback from the HDC regarding capital projects or other initiatives that potentially affect historic resources.
- Designate a liaison to HDC.

Thank you for the opportunity to provide feedback regarding the Board of Selectmen and the Historic District Commission. Please note that the HDC has not discussed nor taken a position on the question of the appropriate number individuals serving on the Board.

Appendix E: Interview with Former Belmont Town Administrator Mel Kleckner

One member of the committee interviewed former Belmont Town Administrator, Mel Kleckner to get his thoughts on the topic. After leaving Belmont, Mr. Kleckner served as Town Manager in Winchester (five Selectmen) and then became Town Manager in Brookline (five Selectmen) in 2010. As the current president of the Massachusetts Municipal Association, he also has a broad view of town and city government in the Commonwealth.

Notes from interview conducted by Ralph Jones:

I spoke with Mel Kleckner. He has had experience with both 3 and 5. He served 3 Selectmen in Belmont; 5 in Winchester; and now 5 in Brookline.

He prefers 5. He feels that the potential for significant divisions is greater with 3. (That certainly was true during the last few years of his tenure here.) That meant that a lot of his time was devoted to responding to the requests of Selectmen who were disagreeing with one another. He thought that was less likely to happen with 5.

Mel admits that it may be difficult to find 5 qualified candidates to run for Selectmen, and he prefers Selectmen who understand their job and act as a policy board.

He noted that the change that took place in the early 1950s in Concord, Lexington, Danvers, etc. all shared a common theme. To improve governance, they adopted a strong Town Manager and shifted to a 5-person Board so that the Selectmen could act more like a Board of Directors (making policy, not day-to-day management. With 3-person boards at that time, each Selectman acted like a hands-on manager of some department (or departments).

I asked about the comment offered at our meetings that a Manager would have to individually report to all five Selectmen, increasing his workload. Mel did not think that happened. Most of his Selectmen are happy to get an e-mail that he can send to all of them. In theory, if all of the Selectmen are retired and have nothing else to do, then all five could be in his office all the time, or on the phone, and that would be a burden. But he hasn't seen it.

Appendix F: Committee Membership & Meeting Schedule

The following individuals served on the Committee to Study the Number of Selectmen.

- Daniel Halston — Precinct 1
- Amy Trotsky — Precinct 2
- Maryann Scali — Precinct 2
- Ralph Jones — Precinct 3
- Debbie Deutsch — Precinct 4
- Andrew Plunkett — Precinct 5
- Judith Feins — Precinct 5
- Peter Whitmer — Precinct 6
- Laurie Graham — Precinct 6
- Doug John — Precinct 7
- Paul Rickter — Precinct 8
- Mike Crowley — Precinct 8
- Lynn Read — Precinct 8

The committee met on the following dates:

- June 27, 2017
- July 18, 2017
- August 8, 2017
- September 12, 2017
- September 26, 2017
- October 3, 2017
- October 12, 2017
- October 23, 2017
- November 7, 2017
- November 21, 2017
- December 5, 2017
- December 20, 2017
- January 9, 2018
- January 17, 2018
- January 23, 2018
- January 30, 2018