

**RECEIVED  
TOWN CLERK  
BELMONT, MA**

DATE: March 8, 2022

TIME: 3:15 PM

## **Structural Change Impact Group**

### MEETING MINUTES

Thursday, February 10, 2022

Location – Remote Meeting on Zoom

**Members present:** Travis Franck, Joe Bernard, Paul Rickter, Vicki Amalfitano, Anne Helgen, Matt Gasbarro, Aaron Pikilingis, Norma Massarotti, Mark Paolillo

**Members absent:** Brian Antonellis, Meg Moriarty

**Other attendees:** none

*[Meeting called to order at 8:00am by Chair Travis Franck]*

#### **Approval of prior meeting minutes**

- Travis Franck shared document '2022-01-27 – Structural Change Group Meeting Minutes' and made edits to the meeting minutes from January 27, 2022
- Further discussion ensued on the meeting minutes from January 27, 2022 and from February 3, 2022
- **Motion** to approve the meeting minutes from January 27, 2022 (*Vote 7-0 in favor, with 2 abstentions*)
  - Moved by Anne Helgen, seconded by Vicki Amalfitano
  - In favor: Travis Franck, Paul Rickter, Vicki Amalfitano, Anne Helgen, Matt Gasbarro, Aaron Pikilingis, Mark Paolillo
  - Opposed: none
  - Abstain: Joe Bernard, Norma Massarotti
- Travis Franck shared document 'SCIG\_Meeting\_Minutes\_2-3-22' and made edits to the meeting minutes from February 3, 2022
- **Motion** to approve the meeting minutes from February 3, 2022 (*Vote 8-0 in favor, with 1 abstention*)
  - Moved by Anne Helgen, seconded by Joe Bernard
  - In favor: Travis Franck, Paul Rickter, Vicki Amalfitano, Joe Bernard, Anne Helgen, Matt Gasbarro, Mark Paolillo, Norma Massarotti
  - Opposed: none
  - Abstain: Aaron Pikilingis

#### **Update from Working Groups on recent progress**

- Discussion ensued with updates from the chairs of each Working Group, as follows:
  - Travis Franck provided a progress update for the Personnel, Compensation, Benefits & Retirement subcommittee
  - Vicki Amalfitano provided a progress update for the Subcommittee on Revenue, Budget and Town Services, including a discussion with Patrice Garvin, Town Administrator, regarding Belmont's Community Compact IT Grant received from the State. Further discussion ensued on the Community Compact IT Grant, including the following:

- Vicki Amalfitano and Matt Gasbarro discussed how the grant is being used to fund research by the Collins Center into improvements to the structure of Belmont's town government
- Mark Paolillo added that the Collins Center will be providing recommendations to the Select Board based on extensive interviews, and that it will be interesting to see where their recommendations align with the recommendations from this Structural Change Impact Group
- Anne Helgen added that the current structure of town government is a barrier to getting certain things done, and that there are recommendations from the Financial Task Force report from ten years ago that have not yet been implemented
- Aaron Pikilingis provided a progress update for the Consolidation, Regionalization & Outsourcing Working Group

#### **Discussion of Idea Matrix**

- Discussion ensued about the status of the matrix, including the following points:
  - Travis Franck and Aaron Pikilingis commented that they have some updates to their Working Groups' sheets
  - Aaron Pikilingis and Paul Rickter pointed out that the idea submission form is still active on the town website. Travis Franck will follow up with Matt Haskell to take it down.
  - Travis Franck commented that he has researched how to use Word functionality to create links to tagged keywords within the Final Report document

#### **Discussion of draft Final Report**

- Discussion ensued about the process for editing the Final Report, including the following points:
  - Travis Franck explained the process of reviewing and editing idea write-ups in chunks, adding new idea write-ups to the end of the document, and then re-formatting the Final Report after finishing this review process
  - Norma Massarotti added that it will be useful to have a way to designate which write-ups have completed review by the full committee
- Travis Franck shared document 'SCIG Final Report (Draft 220209)' and made edits during discussion. Review of the draft Final Report commenced, including the following:
  - Discussion of format changes that will apply to all idea write-ups, including the placement of "Original Idea as Submitted" above "Other ideas included in this report", removing "Preliminary Score", and including the components of the score in the "Weighted Final Score" section
  - Idea #2 – Group Purchasing
    - Norma Massarotti suggested that the recommendation to strongly consider hiring a purchasing agent should also recommend considering outsourcing the position and/or evaluating the current staff's need for training in purchasing
    - Mark Paolillo commented that there is another idea write-up on putting in place a process to evaluate whether to outsource a position, and perhaps that idea can be referenced in this write-up's recommendations
    - Aaron Pikilingis suggested making a broader recommendation in the Executive Summary about evaluating hiring versus contracting consistently

- Norma Massarotti replied that it is important to connect the possibility for contracting in each recommendation for hiring
- Anne Helgen commented that hiring a purchasing agent does not necessarily add a full-time employee, because Patrice Garvin can add this position by restructuring the organization to consolidate other positions
- Aaron Pikilingis suggested changing the language in recommendations to make it clear that we are recommending creation of a particular function/position, and not necessarily an additional employee
- Vicki Amalfitano mentioned the possibility of combining similar ideas that are currently separate write-ups but conclude with similar recommendations
- Aaron Pikilingis suggested additional language referencing Idea #108 to expand on how the Town Administrator could discover new opportunities for purchasing items jointly with other towns
- Anne Helgen suggested including a “lessons learned” section in our Final Report, for the benefit of a similar committee that might be formed in the future
- Paul Rickter and Norma Massarotti took an action item to draft text for a section of the Executive Summary to explain our process and lessons learned
- Idea #26 – Centralize Supplies Across Town and Schools
  - Norma Massarotti asked whether the Next Steps meant to evaluate supply chain management or inventory control
  - Vicki Amalfitano explained that the Next Steps were meant to include the whole process by which both the Town and Schools procures, manages, and distributes goods and services
  - Anne Helgen suggested including the School Committee in the next steps
- Idea #32 – Overnight Parking Fees
  - Aaron Pikilingis asked about the amount of revenue that overnight parking fees could generate
  - Joe Bernard replied that the amount of annual total parking meter receipts from FY18-FY20 was included to provide some order of magnitude, and the recommendation was written to intentionally state that overnight parking fees should only be implemented if the revenue would exceed incremental costs
  - Mark Paolillo asked which lots would be included and how fees would be paid
  - Anne Helgen replied that it could be parking permits, but which lots would be included and how fees would be paid is ultimately up to the Town Treasurer, who is the designated Parking Clerk, to decide

*[Mark Paolillo and Joe Bernard left the meeting at 9:30am]*

- Idea #34 – Naming Rights
  - Paul Rickter commented that Mark Paolillo is working a write-up for Idea #366 that is also about naming rights, and recommended that Vicki Amalfitano coordinate with him
  - Aaron Pikilingis suggested including that other municipalities in Massachusetts, such as Newton and Shrewsbury, are doing what this write-up recommends

- Vicki Amalfitano commented that the Town Administrator said soliciting corporate sponsorships might be categorized as a contract and thus required by state law to go out to bid, and that the Belmont Library Foundation is a 501(c)(3) that has a naming policy and tangible gifts policy
- Aaron Pikcilingis commented that the Brendan Grant Foundation raised money to build the stadium in Belmont
- Anne Helgen suggested language for the recommendations to distinguish between fundraising by the town and fundraising by private foundations
- Aaron Pikcilingis read language from Newton which established a revolving account for the purpose of receiving funds collected by a private foundation in connection with the sale of naming rights for public school buildings and facilities to be distributed for the sole purpose of public school education
- Vicki Amalfitano, Aaron Pikcilingis, Travis Franck, and Anne Helgen discussed further whether The Foundation for Belmont Education (FBE) can perform this function
- Idea #35 – Office Hours for Town Administrator’s Office
  - Anne Helgen commented that this was written up as a quick win, and it has already been implemented, as the Town Administrator now holds regular office hours
  - Travis Franck edited the Recommendations and Next Steps to reflect that the idea has already been implemented
- Idea #37 – Implement Performance-Based Budgeting
  - Norma Massarotti suggested additional language for the Idea intent section to emphasize that the intent is to provide rigor and structure to the Town’s budgeting process, and that performance-based budgeting helps drive accountability
  - Vicki Amalfitano commented that, when operating with scarce resources, the ability to make budgeting decisions that target the Town’s priorities is critical, which underscores why having budget guidelines is important
  - Anne Helgen commented on the distinction between performance-based budgeting and targeting Town priorities

**Discussion of Next Steps**

- Discussion ensued about next steps, including the following points:
  - Travis Franck commented that the agenda for future meetings will focus primarily on reviewing the draft Final Report, and that committee members should come to the meeting prepared with any suggested edits
  - Matt Gasbarro will update the matrix with report statuses as we progress through review

*[Vote to adjourn was unanimous; the meeting was adjourned at 10:01am]*

Meeting minutes recorded by Joe Bernard