

**Structural Change Impact Group  
Consolidation, Regionalization & Outsourcing Working Group**

Minutes  
October 1, 2021  
Meeting conducted via Zoom

**RECEIVED  
TOWN CLERK  
BELMONT, MA**

DATE: November 10, 2021  
TIME: 3:08 PM

Members present: Brian Antonellis, Aaron Pikcilingis, Paul Rickter, Mark Paolillo

Members absent:

Other attendees: Adam Chapdelaine, Arlington Town Manager

Meeting was called to order at 8:03am.

**Meeting with Adam Chapdelaine**

The working group spent time with the Arlington Town Manager, Adam Chapdelaine, to discuss ideas related to inter-municipality cooperation. Adam noted that Arlington has a lot of similarities to Belmont, in having a very small commercial tax base and growing school enrollments.

- Arlington moved their employee insurance plan to the Massachusetts Group Insurance Commission (GIC) in 2012 and there was a significant benefit in their budget (\$6 million in annual savings).
- Current regionalization with Belmont seems to frequently revolve around health department issues, including a study of forming a joint Arlington-Belmont-Lexington health department that was not implemented about ten years ago. That discussion might be worth reviving.
- Pikcilingis brought up the idea of connecting town managers and administrators to share resources and best practices. Chapdelaine noted that there are currently informal connections, but it might be helpful to make this more concrete. Chapdelaine suggested we ask Belmont Town Administrator Patrice Garvin to initiate a meeting of area managers/administrators. The Needham Town Manager, Kate Fitzpatrick, is a good contact to reach out to, because she's been in place for a long time and frequently networks with other managers/administrators.
- Paolillo asked about regionalizing fire and police. Chapdelaine said the area that's ripe for conversation is ambulance service, which has been a challenge for Arlington during COVID. The Arlington and Belmont fire chiefs could explore this.
- Rickter asked about the purchasing officer in Arlington. Chapdelaine recounted the history in Arlington: the assistant town manager evolved into a procurement officer. There is one office to verify that each purchase is being done properly by state law. Rickter will research how many departments in Belmont have staff with procurement titles. Chapdelaine noted that the Metropolitan Area Planning Council has a collective purchasing program for police and fire vehicles.
- On trash pickup, Chapdelaine said that Arlington's contract will expire next year. They have five-day pickup. Working group members noted that this might be an area that's promising for a joint Arlington/Belmont/Watertown trash pickup contract.

## **Next Steps**

The working group agreed on the following next steps:

- Potentially reach out to other town managers/administrators (Needham, Watertown).
- Connect Arlington-Belmont fire chiefs about coordinating ambulance services.
- Rickter will learn more about purchasing officers in town departments and reach out to the Arlington procurement officer.
- Pikcilingis will research how other towns handle appointed/elected boards and committees to see if Belmont is in line with how other towns do this.
- The working group will meet with the Assessors and Fire Chief on 10/8.

## **Scoring of Ideas**

The working group reviewed ideas that have not been scored yet. All items are identified by their ID numbers and are included in the committee idea matrix posted at

<https://www.dropbox.com/sh/b64yoe9y05lnwzb/AAB5iDttndB5Pfik6Wzo5Qgva?dl=0>.

- Develop a process to evaluate whether a given action of the Town could involve regionalization, consolidation, or outsourcing/contracting (ID 377) - added to broader regionalization idea and ruled a duplicate.
- Cancel the middle school portion of the school building project (ID 381) - ruled out, Aaron will write it up.
- Combine the HR departments and have payroll fall under the combined HR department (ID 390) - duplicate of Merge service departments between school and town (ID 14).
- Write bylaws enabling hotels in Belmont (ID 391) - Brian is investigating this, part of Review re-zoning opportunities to increase revenue-generating properties (ID 107).
- The town should invest in attracting more mid/large size businesses to increase revenue for the town (ID 394) - duplicate of Sell town-owned parcels for residential development or define a public purpose (ID 36).
- Renting or sharing equipment instead of purchasing (ID 404) - this collection of ideas duplicates multiple other ideas.
- The town should work with a developer to take the property of private country clubs by eminent domain (ID 406) - ruled out, Brian will write this up.

## **Approval of Minutes**

Minutes of August 19, August 27, and September 3 were approved.

Moved: Pikcilingis, Seconded: Paolillo, Voted: 3-0 with Antonellis absent

Adjourned at 9:30am (Moved: Paolillo, Seconded: Rickter, Voted 3-0 with Antonellis absent)

Minutes recorded by Paul Rickter