

OFFICE OF THE
FIRST SELECTMAN

Telephone (203) 563-0100
Fax (203) 563-0299

Email to: lynne.vanderslice@wiltonct.org



Lynne A. Vanderslice
First Selectwoman

Lori A. Bufano
Selectwoman

Joshua S. Cole
Selectman

Deborah A. McFadden
Selectwoman

Ross H. Tartell
Selectman

TOWN HALL
238 Danbury Road
Wilton, CT 06897

BOARD OF SELECTMEN MEETING
Tuesday July 21, 2020
Held Electronically

PRESENT: First Selectwoman Lynne Vanderslice, Lori Bufano, Joshua Cole, Deborah McFadden, Ross Tartell

GUESTS: Senator Will Haskell, State Representative Gail Lavielle and State Representative Tom O'Dea, Michael Wrinn, Sarah Heath, Donna Merrill, Anne Kelly-Lenz, Geoff Herald and Members of the Public

A. Call to Order

Ms. Vanderslice called the meeting to order at 7:01 pm

B. Public Comment

Ms. Bufano read email received from Keith Denning of Wick's End Road

Ms. Bufano read email received from Genevieve Eason, member of the Social Services Commission

C. Consent Agenda

Motion moved by Mr. Cole, seconded by Ms. McFadden and carried 5-0 to approve the Consent Agenda as amended with the July 16, 2020 BoS Special Meeting Minutes reflecting in Item 4, second sentence to read BoF nor BoE and to amend the June 16, 2020 Public Hearing correcting EXCISED to EXCUSED and showing vote for adjournment to 4-0 and Ms. Bufano absent for that meeting and abstaining from voting.

- Minutes

- Board of Selectmen Special Meeting Executive Session – June 16, 2020
- Board of selectmen Public Hearing – June 16, 2020
- Board of Selectmen Meeting – June 16, 2020
- Board of Selectmen Special Meeting Executive Session - July 15, 2020
- Board of Selectmen Special Meeting – July 15, 2020

D. Discussion and/or Action

1. State Legislative Update-State-Senator Will Haskell & State Representatives Gail Lavielle and Tom O'Dea

Ms. Vanderslice introduced Senator Haskell, State Rep. Gail Lavielle and State Rep. Tom O'Dea. They were invited to discuss current topics. Senator Haskell updated the board, followed by Rep. Lavielle who reviewed the attached, followed by Rep. O'Dea. Floor was opened up for questions. After discussion, all thanked the legislative body for attending and all they do. Ms. McFadden expressed special thanks to Ms. Lavielle, who is not seeking re-election.

2. State Land Transfer- North Corner of Pimpewaug and RT 7 - Michael Wrinn

Ms. Vanderslice introduced Michael Wrinn, Director of Land Use Management/Town Planner to review the proposed State Land Transfer. The land had previously been

owned by the Town and was taken by the State. As the State no longer requires the land, the State would like to return the land. After review, motion made by Ms. Vanderslice to make a required 8-24 referral to the Planning & Zoning Commission, pending review with Town Counsel. Motion seconded by Ms. Bufano. After further discussion, motion carried 5-0.

3. Proposal to Form a Housing Committee

Ms. Vanderslice asked the BOS to consider creating a Wilton Housing Committee, as defined in her attached memo to the Board. She noted the proposal is in response to a discussion over the last several years of the need for additional diverse housing, as well as fulfilling a strategy objective from the recently updated Plan of Conservation and Development. Input will be sought from different areas. Ms. Vanderslice opened the floor for discussion on the subject. Ms. McFadden suggested the responsibilities should be expanded to include defining obstacles to diverse housing. Mr. Tartell questioned whether a housing committee is a priority at this time. He suggested due to the pandemic, the BoS should instead focus on the POCD recommendation to co-locate the permitting departments and the Town Clerk department in a central location. Michael Wrinn provided his opinion as to the benefits of the committee at this particular time. Mr. Cole suggested the committee begin with 5 members and expand to 7, if appropriate.

Ms. Bufano read an email from Keith Denning expressing his support for a committee of 7.

After discussion and input, motion made by Mr. Cole to pursue the forming of a Housing Committee with responsibilities as amended at meeting with a target membership of between 5-7 members. Motion seconded by Ms. McFadden and carried 5-0.

4. Resources for Assistance within Wilton-Sarah Heath

Ms. Heath reviewed the attached with the board. After review, Ms. Heath addressed questions from Ms. McFadden and Mr. Tartell.

5. Local Prevention Wilton Youth Council Grant Application

Ms. Vanderslice reviewed the Local Prevention Wilton Youth Council Grant Application. Ms. Vanderslice asked for a motion to approve submittal of the grant. Motion moved by Ms. McFadden, seconded by Mr. Tartell and carried 5-0.

Ms. Vanderslice asked for a motion to scramble the agenda to move item 7 ahead of item 6. Motion moved by Ms. McFadden, seconded by Ms. Bufano and carried 5-0.

6. Request for Support-Open Space Grant-Wilton Land Trust and Aspetuck Land Trust

Ms. Vanderslice introduced Donna Merrill to address questions about the Request for Support - Open Space Grant - Wilton Land Trust and Aspetuck Land Trust. Ms. Vanderslice stated she had concerns that bonded funds were limited and whether this program and transportation funds would compete for the same bonded monies. She recommended the Board support the application, but with the same caveat related to bonding, as with the Wilton Land Trust's request for

support for a grant for 183 Ridgefield Road. After review, motion moved by Ms. McFadden, seconded by Ms. Bufano to draft a letter in support of the request. As there was no further discussion, motion carried 5-0.

Ms. Vanderslice asked for a motion to scramble the agenda to move what is now item 8 ahead of item 7 item. Motion moved by Ms. McFadden, seconded by Mr. Cole and carried 5-0.

7. Sale of a Fire Truck-Anne Kelly-Lenz

Ms. Vanderslice asked CFO Anne Kelly-Lenz and Fire Chief Geoff Herald to review the Sale of Fire Truck. They noted the request to sell a 2007 fire truck to Stamford Volunteer Fire Dept. After review and discussion, motion made by Mr. Tartell, seconded by Ms. Bufano to Sell the 2007 Pierce Rescue Pumper (Old Engine #2) for \$55,000 to Stamford Volunteer Fire Department. There being no further discussion, motion carried 5-0.

8. Review of Appointed Board/Commissions

- Overview and Status
- Police and Fire Commissioners-Position Description and Preferred Background
- Deer Committee Appointment-Chris Gardner
- Energy Commission-Reduction to 7 members
- WPCA Appointments-BOS Members

Ms. Vanderslice began the discussion with an overview of the attached memo on the various above topics. The board agreed to postpone a discussion of a reduction of the size of the Energy and Social Services Commissions until a review of the commissions' charges.

Motion made by Ms. Bufano, seconded by Mr. Tartell to reappoint, Christian Bilella, John DiCenzo, Max Fanwick, Prasad Iyer, Toni Lee, Dominick Musilli, Kevin Kane and Mary Beth Stow to a two-year term to the Economic Development Commission with a term ending 6/30/2022.

Ms. Vanderslice noted the difficulties in filling vacancies on the Water Pollution Control Authority. She began discussion on the proposal to appoint BoS members to fill the vacancies. Ms. McFadden thought it would be a conflict of interest for BOS members to also serve on the Water Pollution Authority. Mr. Cole expressed support for the appointments and that he did not see a conflict. Ms. Vanderslice shared that she already served as the chair of the Authority and that Town Counsel had made the suggestion, citing other municipalities where the BoS members served as the Authority. Ms. McFadden requested Town Counsel provide a written response addressing her concerns. Ms. Vanderslice agreed to provide such at the next meeting.

Ms. Vanderslice began the discussion of the attached updated proposal for preferred backgrounds for police and fire commissions candidates. Ms. McFadden and Mr. Tartell expressed their support for diversity, but expressed concerns with the stated preference that at least one member of the police commission be a racial minority. After a deep discussion, Ms. McFadden stated she would support the document subject to a legal review of the document by

Town Counsel and a process review by Sarah Taffel. Mr. Tartell expressed his support subject to a review by Sarah Taffel. Motion to adopt as preferred backgrounds for Police/Fire commissioners, subject to review by Town Counsel and Sarah Taffel moved by Ms. McFadden, seconded by Mr. Tartell and carried 5-0.

Ms. McFadden expressed her opinion that fire commissioners could not serve past their term ending date. In her opinion the section of the charter that allows for such does not apply to fire commissioners. Ms. Vanderslice stated she would receive an interpretation from Town Counsel. Ms. McFadden noted her opinion as to the urgency and put forth a motion to appoint DTC candidate Rich McCarty to the Fire Commission, motion seconded by Mr. Tartell and the motion was defeated, 2-3

Ms. Vanderslice noted she had previously raised the topic of BoS being able to nominate candidates for the public safety commissions. She put forth a motion to allow BoS members to nominate candidates for consideration for the Police and Fire Commissions. Motion was seconded by Ms. Bufano. In answer to a question from Mr. Tartell, Ms. Vanderslice stated her proposal would have the candidate(s) be considered along with any town committee or petitioning candidates. The motion was defeated, 1-4

Ms. Bufano read an email from Police Commissioner Don Sauvigne in support of racial diversity on the police commission

Motion moved by Mr. Tartell seconded by Ms. Bufano to appoint Chris Gardner to the Deer Committee. Motion carried 5-0.

9. FY21 Non-Union Salaries: First Selectwoman Salary Decrease, All Others-Salary Increase

Ms. Vanderslice reviewed the FY21 Non-Union Salaries: Ms. Vanderslice noted the FY2021 budget anticipated a \$30,000 reduction in her salary. She asked for a motion to reduce the First Selectwoman's salary by \$30,000 from \$139,511 to \$109,511. Motion moved by Mr. Cole, seconded by Mr. Tartell and carried 5-0. Ms. McFadden thanked Ms. Vanderslice for leading by example.

Ms. Vanderslice asked for a motion to authorize the First Selectwoman a small amount of discretion to set compensation for non-union salaries consistent with what was discussed in the previous week's executive session and within the budget. Motion moved by Mr. Tartell, seconded by Ms. Bufano and carried 5-0.

10. COVID Update

Ms. Vanderslice gave a COVID update to the board.

E. Selectmen's Report

1. First Selectmen

Ms. Vanderslice noted that all employees have been moved to the State Health Plan as of July 1, 2020 and thanked union leadership, employees and Sarah Taffel for making that happen. The move creates approximately \$300,000 in savings in the current budget. She noted the Board had previously discussed

reconsidering the Library and Trackside budgets should the move occur. Proposals will be presented at the second BoS meeting in August 2020.

2. Selectmen
No Selectmen reports.

- F. Public Comment
None

- G. Adjournment
There being no further business, motion moved by Mr. Cole, seconded by Ms. McFadden to adjourned meeting at 10:22pm. Motion carried 5-0.

Respectfully submitted
Jacqueline Rochester
Taken from video

To: Board of Selectmen

From: Lynne Vanderslice

Date: July 20, 2020

RE: Proposal for a Wilton Housing Committee

Wilton has a range of housing options: single-family, including affordable, townhomes, condos, accessory dwellings, rental apartments with affordable units and senior and individuals with disabilities housing with affordable units. Over the last several years, we have discussed the need for additional diverse housing.

Our recently adopted Plan of Conservation and Development (POCD) includes the following goal: *Wilton recognizes the need to diversify its housing stock in order to accommodate all life stages, including its workforce, families with children, single-persons, and empty nesters. This includes providing housing at a greater variety of sizes, styles, and price points and modifying the Town's regulations to enable and incentivize this type of development. A diverse housing stock can support existing residents, attract new residents, and provide a larger employee and customer base for Wilton businesses.*

Within the Plan, the Board of Selectmen is responsible for the attached Human and Economic Environment Objective 1.2, Strategy 1.2.4, which includes *explore establishing an advisory housing committee to evaluate the needs.*

I recommend we establish a Housing Committee as described below. This proposal has been developed following a review of Housing Committees in other municipalities and with input from Social Services Director Sarah Heath and Director of Land Use Management and Town Planner Michael Wrinn. Both will be at the June 21st meeting to participate in the discussion of the proposal.

Proposed Housing Committee

Purpose:

The Housing Committee's purpose is to evaluate, define and monitor the need for diverse housing options and affordable housing in Wilton

Responsibilities:

- Study and document the need within Wilton for each housing type, including affordable housing
- Seek input from various stakeholders, including residents, developers and Town personnel
- Create an inventory of existing housing types and affordable housing units in Wilton
- Identify ways, including funding sources, to encourage diverse housing development
- Make recommendations to the Board of Selectmen

Membership:

Term: Two years

Number: Seven

Preferred Background: Interest. Varied stages of life. One or two members with real estate related experience.

Examples of CT Municipalities with Housing Committees:

Fairfield: <https://www.fairfieldct.org/ahc>

Washington: <https://www.washingtonct.org/housing-commission/pages/housing-study-committee>

Examples of CT Municipalities with exclusively Affordable Housing Committees:

Ridgefield: <https://www.ridgefieldct.org/affordable-housing-committee>

Old Lyme: <https://www.oldlyme-ct.gov/affordable-housing-committee>

North Stonington: <https://www.northstoningtonct.gov/affordable-housing-committee>

Human and Economic Environment

Objective 1.2: Diversify the price points of Wilton's housing stock				
	Strategy	Lead Entity	Support Entity	ÉT•iöéfÉ.ät0é,
1.2.1	Evaluate requiring a set aside of 10-20%, or greater, of all units as affordable, consistent with CGS 58-30g requirements, community needs, and market conditions, in any new residential and/or mixed-use development, including mixed-use residential development in the Wilton Center (WC) zone. Evaluate regulatory incentives for greater set-asides, including density, bulk, and setback requirements, among others, with appropriate protections for public health and safety, historical asset protection, and environmental resources protection.	PZC	Dept.	S
1.2.2	Encourage legislative changes to CGS 58-30g to better address community concerns about public health and safety arising from overaggressive design, intensity of use, and overdevelopment, particularly where the community already has zoning regulations promoting meaningful affordable housing development and has demonstrated a history of achieving affordable housing goals.	BOS, Legislators	pzc, puz Dept.	S
1.2.3	Explore tools and incentives to retain existing affordable units with expiring affordability covenants.	PZC	Dept.	S
1.2.4	Explore establishing an advisory housing committee panel of local and regional experts to evaluate the housing needs of all segments of the community.	BOS	Dept.	S
1.2.5	Consider use of a housing trust fund and/or a payment in lieu of affordable units system to fund the construction, rehabilitation, or repair of affordable housing, but generally favor mandatory set asides in commercial districts.	BOS, BOF	pzc, Dept.	
1.2.6	Consider using Town-owned properties to meet housing needs, as feasible and appropriate.	BOS	pzc, Dept.	

1.2.7	Promote energy efficiency in new housing as a means of reducing overall housing utility costs.	WEC	PZC	O
1.2.8	Support education of the community on the means and importance of having a diverse housing stock.	Dept.	pzc, BOS	O

Financial Assistance Available to Wilton Residents in Need

Service	Provider	User Fee	Funding Source
Food Pantry	Social Services	no	WCAF, Donations to town
Transportation	Social Services-Norwalk Transit	minimal	Town Budget
	Parks & Rec -Dial A Ride	n/a	Town Budget
	Social Services-Stay at Home Scholarships	minimal	SAHW Donor
Heating	Social Services-State of CT	n/a	State Budget
	Social Services	n/a	WCAF
Housing-Rental	Social Services	n/a	WCAF
Housing-Homeowner	Senior/Disabled Prop Tax Credit and Deferral	n/a	Town Budget
	"State" Credit Program	n/a	Town Budget
	Gold Star Family Property Tax Credit	n/a	Town Budget
	Veterans Property Tax Credit	n/a	State Reimbursement
	COVID Prop Tax Deferral	n/a	
Summer Camp	Social Services- Camp Scholarship	Varies	WCAF
	Social Services-Parks and Rec Camp	Varies	Town Budget/WCAF
Student Counseling	Social Services- Short Term Counseling	n/a	Town Budget, YSB Grant
Various other FA Client needs	Social Services	n/a	WCAF, Salvation Army United Way, Operation Fuel

WCAF= Wilton Community Assistance Fund

TO: Board of Selectmen

FROM: Lynne Vanderslice

DATE: July 17, 2020

RE: Appointed Boards and Commissions

Prior to the Coronavirus outbreak, we began a review of appointed boards and commissions, including

- Appropriate size of board/commission membership.
 - Consideration of reducing Energy and Social Services from 9 to 7 members.
- Updated BOS charges and priorities for advisory boards.
- Preferred backgrounds for Police and Fire Commissioners.
- Allowing BOS member nomination of candidates for Police and Fire.

In light of national events, I recommend we also consider the current demographics of our appointed boards and commissions and if necessary, develop a plan to achieve boards and commissions that represent those demographics.

The status of our review is as follows:

- Recommendation received from the Energy Commission to reduce membership to seven.
- Recommendation to appoint BOS members to fill the vacancies on the WPCA.
- Draft recommended backgrounds for Fire and Police Commissioners provided to the BOS for consideration, see attached. Written comments submitted by two BOS members, see attached.
- My Office is compiling charges for appointed boards and commissions that are 5 years old or longer. Still in process, as that work has taken a back seat to Coronavirus priorities.
- Analysis performed of the demographics of standing appointed boards and commissions.
 - 91 current members. 52 or 57% male. 39 or 43% female.
 - Significant gender disparity within a handful.
 - Wilton is approximately 85% white, 9% Asian and 6% other minorities. Current members 99% white.
 - Generational analysis is not yet complete.

Since the pandemic, several members of appointed boards and commissions and a member of the elected Board of Assessment Appeals have resigned. See attached for appointed, names highlighted in yellow. The Board of Assessment Appeals meets in September to hear vehicle appeals. Warren Serenbetz is currently an alternate and has agreed to service in September, as

needed, to hear vehicle appeals. A permanent member should be appointed prior to the 2021 hearings.

Recommended Actions for the July 21st meeting:

- Take action to reduce the Energy Commission and Social Services membership to seven.
- Take action to appoint members of the Board of Selectmen to the three vacancies on the WPCA.
- Review the analysis of the demographics of the boards and commissions and begin developing a draft plan.
- Define needed profile for EDC vacancy.
 - Non-working professional able to devote 10 hours per month.
- Review the draft Fire and Police Commissioner preferred backgrounds. Make a decision and define a process. In advance of the meeting please review the attached memo with revised backgrounds based on Selectmen comments.
- Reappoint EDC members with terms ended June 30, 2020.
- Define needed profile for EDC vacancy.
 - Non-working professional able to devote 10 hours per month.

Recommended Actions for August 3rd meeting:

- If not finalized on July 2st, finalize preferred backgrounds for Police and Fire Commissioners. Adopt process to identify candidates with required backgrounds.
- Review charge for the Tree Committee and the members' recommendations for priorities presented at October 2019 meeting.
- Review/Refine charge for the Social Services Commission and the size of the Commission.
- Review/Refine charge for the Energy Commission.
- Report from EDC on priorities. Discussion of BOS priorities.
- Appoint an HDHC Alternate to the HDHC vacancy.
- Begin interviews of candidates submitted by town committees.

To: Board of Selectmen
From: Lynne Vanderslice
Date: July 20, 2020
RE: Second Draft for Discussion

Per Town Charter the Fire and Police Commissions have authority afforded no other BOS appointed board/commission, in that they are responsible for hiring, firing and promoting members of the departments. Wilton's Chief of Police reports solely to the Police Commission. The Chief of the Fire Department reports to the Fire Commission and the First Selectman/woman. Please see attached charter sections on their exclusive powers.

The first draft of Preferred Backgrounds for Police and Fire Commission members has been updated to reflect recommended gender and racial diversity. It has also been updated to reflect the following suggestions by selectmen:

- Familiarity with the Wilton community demonstrated through involvement with community or town government
- Clarification of operation experience/decision-making as follows: Operational management experience with supervisory experience and budgetary and independent decision-making authority

I did not include the following suggestions for the following reasons:

- Change experience interviewing/hiring/terminating/promoting to preferred. Those responsibilities are the most important functions of the commissioners and therefore should be required, not just preferred.
- Fleet Management. Commissioners have little role other than their support of the Chief's recommended budget.
- Suggestions related to learning the job, chain of command and responding to emergencies. Commissioners are not part of the chain of command. The Police and Fire Chiefs are the top of the chain of command. Commissioners do not respond to fire or police emergencies. If commissioners were to respond, they would not be allowed onto the scene.
- Requirement to have lived in town for 10 years. This may limit participation by Wilton's minority residents, as the number of minorities has grown during the last 10 years. Also length of residence does not equate to knowledge about the community.

I kept the preferred requirement of experience with a union or a union environment because employees being hired/terminated/promoted by commissioners are either union employees themselves or manage union employees. Understanding the union work environment assists the commissioner in evaluating employee candidates and understanding the promotion or termination process.

Preferred Backgrounds for Fire Commission Members-First Draft

All members:

- Ability to work cooperatively
- Ability to be objective and make decisions based on facts
- Ability to deal with contentious or difficult situations
- Ability to understand financial information
- Experience with interviewing/hiring/terminating employees
- Ability to attend regular commission meetings and flexibility to attend special meetings

At least two members:

- Operational management experience with supervisory experience and budgetary and independent decision-making authority

At least one member:

- Of a different gender from the other two members
- Of a different party from the other two members, as required under the minority representation statutes

Other, preferred:

- Experience with a union or union environment
- Public safety experience, volunteer or professional
- Racial diversity

Preferred Backgrounds for Police Commission Members-First Draft

All members:

- Ability to work cooperatively
- Ability to be objective and make fact-based decisions
- Ability to deal with contentious or difficult situations
- Ability to understand financial information
- Experience with interviewing/hiring/terminating employees
- Ability to attend regular commission meetings and flexibility to attend special meetings

At least two members:

- Public safety or related legal experience or training
- Operational management experience with supervisory experience and budgetary and independent decision-making authority

At least one member:

- Of a minority race
- Of a different gender from the other two members

- Of a different party from the other two members, as required under the minority representation statutes

Other, preferred:

- Completion of Citizen Police Academy or willingness to attend
- Experience with a union or union environment

Fire Commission-Town Charter Chapter 14A

The Fire Commission is authorized by the Town Charter. The powers are enumerated in 14A-7-8 and 14A-10, as below, my emphasis added. Their responsibility to the Board of Selectmen is in 14A-9 below.

§ 14A-9Responsibility to Board of Selectmen.

The Fire Commission shall be responsible and subordinate to the Board of Selectmen in all matters except those set forth in Article **III** as to which the Fire Commission shall have exclusive jurisdiction.

§ 14A-10Statutory powers and duties.

The Fire Commission shall have such powers and duties, not inconsistent with this ordinance, as may from time to time be conferred upon the Fire Commission and Fire Department by the General Statutes of the State of Connecticut and in general shall provide protection to inhabitants and property of the Town of Wilton from fire, explosion and similar hazards.

Article III

§ 14A-7Powers enumerated.

The Fire Commission shall have exclusive power to:

A. Make all **regulations** necessary for the government of the Fire Department not contrary to law.

B. Prescribe suitable **penalties for the violation of any such regulations**, including the suspension or removal from office of any officers or members of the Fire Department.

C. **Regulate the duties of the officers and members of the Fire Department** in respect to fire matters within the limits of the Town of Wilton.

D. **Appoint, promote and remove the officers and members of the Fire Department** pursuant to such regulations as it adopts for the purpose and in conformity with this article.

§ 14A-8Removal of Department appointees.

Appointees to the Fire Department shall hold office during good behavior and until removed for cause by the Fire Commission upon written charges and after hearing by the Fire Commission. The Chief of the Fire Department shall not be dismissed unless he has been given notice in writing of the specific grounds for such dismissal and an opportunity to be heard in his own defense, personally or by counsel, at the public hearing before the Fire Commission. Such public hearing shall be held not less than five nor more than 10 days after such notice.

Memo – 19 January 2020

To: Board of Selectmen

From: Deborah McFadden

Re: Public Safety Commissioners- Fire and Police

Lynne asked that we supply feedback on the Public Safety Commissions – Fire and Police

Commissioners are the top of the chain of command. His/her skills go to organization, setting policy, budgeting, hiring, firing, performance review, and dealing with politics both locally and on the state level.

In addition to the proposals already put forward (which are at the end of the memo), I suggest considering the following. These are guidelines and would not be requirements:

- Will have lived in town for 10 or more years.
- Would have served on another town board or commission.
- Does not have to work in town.
- Does not have to have been a Police Officer/Fire Person
- Does not have to be a lawyer. A lawyer as Commissioner sounds smart. And there's no doubt that knowledge of federal, state and local law is important. But most lawyers have not run an organization or department with a large number of people. The latter is far more important than deep knowledge of the law. This is a *management* job, not a *legal* job.
- Be ready to learn the job. Meet all the officers. Ride along or observe response to a fire to see the scope of the town and incidents Officers address.
- Understand fleet management.
- For Police Commissioners – Willingness to learn expertise as Traffic Authority.
- Learn the importance and scope of constant training and recertification needed by both Police and Fire Departments, in an array of skills as required by law.
- Commissioners are not operational managers. That's the job of the Chief. However, Commissioners need to immerse themselves in the culture. This is not a job where you only go to the monthly meetings and award ceremonies. Thus, a candidate should be ready to invest substantial time learning the job—and then being Commissioner.

- Be ready for the phone to ring at 2AM for emergency situations.