

RTM Study Committee

Sponsored by the
League of Women Voters of Greenwich

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RTM Study Committee

Table of Contents

1. Introduction	3
2. Background of the RTM	4
3. Issues	7
4. Conclusions and Recommendations	10
Appendix	25

Introduction

Scope of the Study

At the 2014 Annual Meeting of the League of Women Voters of Greenwich (“LWVG”), the membership approved a proposed study of the Representative Town Meeting (“RTM”) of Greenwich. Specifically, it “will study the administrative structure, method of election, efficiency, and effectiveness of the Greenwich RTM to include, but not be limited to, the following:

1. Size
2. Election procedures and requirements
3. Powers and responsibilities of RTM
4. Structure of districts and committees
5. Responsibilities of districts and committees
6. Efficiency
7. Effectiveness
8. Powers for change

“Further, the study will include interviews with RTM leadership, past and present RTM members, a number of non-RTM Greenwich residents, and survey and observations of other RTM bodies in the State.”

Conduct of the Study

- Anne Wichman, RTM member from District 5 chaired the Study Committee, that was comprised of: Cyndy Anderson, Jara Burnett, Andy Duus, Joan Faust, Mary Ferry, David de Milhau, Naomi Schiff Myers, Maryann Ramos, Eileen Simonson and Adele Teitell.
- The first committee meeting was held on September 9, 2014.
- Research materials gathered included the following: Town Charter; RTM website definitions regarding rules; powers, district information; meeting schedules; an example of the Call. The RTM booklet was also used. Other RTMs in Connecticut were studied and members were encouraged to attend RTM Committee, District and full meetings.
- A questionnaire for all RTM members (distributed electronically), and modifications for RTM Committee and District chairs, as well as some past members of the RTM were developed. The response rate to the questionnaire was high (see appendix).
- As the study progressed, the Study Committee decided (a) to interview town officials who interact with the RTM, and (b) to seek concurrence from the LWVG.
- The Study Committee met usually at least once per month.

Background on the RTM

History

- When Greenwich became a Town in 1665, the residents adopted the traditional New England Town Meeting/ Board of Selectmen form of government. Male property owners would meet from time to time to approve town expenditures, provide for security, fund the building of roads and other infrastructure, and collect taxes.
- As the Town grew and changed from a farming community to a commercial and residential town, the traditional Town Meeting was no longer feasible. Thus, in 1933, it adopted the Representative Town Meeting form, with members elected from eleven districts, one member for each 100 voters. In 1953, it added a 12th district and limited membership to 230. Members run without political affiliation for a term of two years and serve without pay. Although only elected representatives may vote, any citizen may attend and may request an opportunity to be heard at meetings.

Powers and Functions

The RTM is empowered to:

1. Approve or reject or reduce the budget;
2. Approve or reject or reduce all interim expenditures over \$5,000;
3. Accept or reject gifts to the Town;
4. Adopt, initiate or amend ordinances (except those relating to parking and traffic);
5. Approve or reject nominations to Town bodies made by the Selectmen or the Appointments Committee;
6. Approve or reject application for State and Federal funds;
7. Create special Committees to study particular subjects;
8. Act on municipal labor contracts in accordance with state law;
9. Approve the Town Plan of Conservation and Development (a planning and zoning document for Town development), the Open Space Plan and the Sewer map.
10. Act as the final authority on municipal improvements;
11. Pass Sense of the Meeting resolutions stating the position of the RTM on issues of local, state and national importance, often urging other branches of government to initiate desired legislation, or expressing disapproval of actions already taken;
12. Adopt or reject proposal for Home Rule action (changes, amendments or deletions to the Town Charter) brought by the Board of Selectman or the BET;
13. Act on petitions brought to RTM by twenty registered voters;

RTM Study Committee

The RTM has no power to increase appropriations. Thus, while the RTM can reject or reduce a budget submitted by the BET, it cannot restore or increase appropriations or add new ones.

Organization

- The RTM consists of 230 members elected from 12 districts. Most serve on one of the 11 Standing Committees, dealing with the continuing activities of the Town. Delegates and/or alternates attend Committee meetings to be informed about the items appearing on the RTM Call (agenda) and to vote to recommend approval or rejection of each item referred to their Committee. Standing Committee members then report the discussion and votes to their District Meetings. Standing Committees and Districts meet the week preceding the full RTM meeting. For listing of RTM Standing and Special Committees, please see the Appendix.
- The RTM is a reactive board; it rarely initiates action. Its effectiveness is based on the willingness of “citizen legislators” to inform themselves on the issues and to be prepared to make judgments that are in the best interest of the Town. Thus, attendance at Standing Committees, District Committees and the general meetings is key. Over the years, RTM members’ attendance and the preparedness of members to make informed decisions have been looked at by groups either from the RTM itself or from the outside.
- Any citizen of Greenwich, who is registered to vote, is eligible to serve on the RTM. RTM members serve two-year terms and elections occur in early November of odd-numbered years. Incumbent candidates seeking re-election and who satisfy RTM meeting attendance requirements in the prior term will have their names placed automatically on the ballot. New candidates, and any incumbent candidates who do not automatically qualify, may seek election to the RTM by any of the three means below:
 1. Petition. To place their name on the voting ballot, petitioners must file a petition signed by at least 25 registered voters of their district with the Town Clerk by mid-September prior to the November election.
 2. Write-In. Candidates who fail to submit a petition but still seek election may register their candidacy with the Town not more than 45 days before the election. Although their name will not appear on the voting ballot, voters may write-in the candidate’s name on the ballot
 3. District Meeting Vote. Either immediately after the election if there are any vacant seats remaining, or in the event of a member’s death, resignation or moving from the district, the district may entertain and vote for candidates to fill the vacancy.
- Please refer to the Organization Chart of Greenwich Government in Appendix 1.

RTM Study Committee

Prior Studies of the RTM

- This study represents a continuation of a practice of the League of Women Voters of Greenwich to examine periodically, from its independent perspective, specific Town functions.
- The two most recent studies of the RTM preceding this study were initiated by the Selectmen's Office and by the RTM:
 - In 2007 the Board of Selectmen established a Charter Revision Committee, that examined, among other topics, the size and the structure of the RTM. Most notable among its recommendations were (a) a slight reduction in the size of the RTM if candidates and attendance fell below certain thresholds, (b) a request for more-or-less equal-sized districts, and (c) an increase of the \$5,000 budget threshold requiring explicit RTM approval. There was no follow-up action.
 - Subsequent to the Selectmen's study, and at the initiative of the Moderator, the RTM established a Special Committee on Structure and Rules. This was the most recent of similar studies undertaken by the RTM periodically, usually every ten years. With a primary focus on RTM rules and committee structure, it submitted its final report in April 2009. The RTM rejected the Committee's recommendation to abolish the Transportation Committee and postponed indefinitely consideration of all other of the Committee's proposals.

Issues

1. An Uncommon and Possibly Less Efficient Form of Municipal Government

- When compared to other forms of municipal government (open town meeting, mayor/town council, and council/manager), the representative town meeting requires more effort and can be less efficient.
- For the above reasons possibly, the form is remarkably uncommon. Out of almost 90,000 local governments in the United States, representative town meetings may be found in only six other towns in Connecticut (see table below), 36 towns in Massachusetts, one town in Vermont, and nowhere else in the country to our knowledge.

Connecticut Towns with
Representative Town Meetings

<u>City</u>	<u>2010 Population</u>	<u># of Dist.</u>	<u>Size of RTM</u>	<u>Residents/ Representative</u>
Branford	28,000	7	30	933
Darien	20,700	6	100	207
Fairfield	59,400	10	50	1,188
Greenwich	61,200	12	230	266
Groton	40,100	7	45	890
Waterford	19,500	4	20	975
Westport	26,400	9	36	733

- When compared to other towns with RTMs, Greenwich’s population and its RTM membership are both generally much larger:
 - Of towns with RTMs, Greenwich has the second largest number of residents (61,200 versus Framingham, Massachusetts’ 68,000).
 - Greenwich has the second largest RTM in terms of representatives (230 versus the Amherst, Massachusetts’ RTM of 240).
 - Greenwich also has the second lowest ratio among Connecticut RTMs of residents per representative (266 versus the Darien RTM ratio of 207).

2. Noncompetitive Elections / Shortage of Candidates

- We examined the eight RTM elections conducted since 2001. The results are summarized below. See Appendix 4 for the full set of election data.
 - Although there are usually contested elections in a number of districts, there have been rarely, if ever, and never during these eight most recent elections, a sufficient number of candidates to fill all 230 representative positions.
 - All elections resulting in open seats remaining after votes for both ballot and write-in candidates were counted. The average candidate deficit was 10% (or 23 seats) after ballot candidates and 5% (or 11 seats) after all ballot and write-in candidates.
 - The 2007 election, before write-ins, had the fewest number of unfilled seats (3) and the largest number of new candidates on the ballot (57). In the four elections since then, these numbers became progressively worse, culminating in the recently concluded election with the number of new candidates on the ballot dwindling to 8 and the number of unfilled seats increasing to 36.
- Compounding the issue of lack of new candidates, many RTM members do not remain for long. We understand from the RTM Moderator that the median tenure is two terms (or four years).

3. Less-Representative Membership

- Despite the apparent ease to become a member of the RTM, there remains the concern that the RTM membership is materially older and less diverse than the electorate it represents.
- Although this may be understandable (younger voters typically have greater family and career obligations), and is true of many other volunteer organizations, two features of the Greenwich RTM may exacerbate this:
 - First, the RTM is nonpartisan; candidates run without party identification and may not hold another elective office in Town government. Therefore, unlike other elected positions in Greenwich, there is no party organization seeking and supporting potential candidates for the RTM.
 - Second, prior to an election, if the number of incumbent RTM members willing to continue is less than membership positions in a District, it has been the practice of RTM leadership to encourage District members to solicit potential candidates to either petition to join the ballot or to register to be a write-in candidate. If any vacancies remain after the general election, and after publication of notice of the vacancy, the District committee members themselves may elect one or more candidates to fill any remaining vacant positions.

4. Poor Public Understanding of the RTM

RTM Study Committee

- Voter turnout for local elections is usually low. What is particularly dispiriting, however, is how many fewer votes are cast for RTM candidates than for candidates for First Selectman. For example, in the recent November 2015 elections those who voted for any of the candidates for the First Selectman's office also voted for approximately only six candidates for the RTM – although there were on average 16 RTM candidates on the ballot in each district. Please see Appendix 4.
 - One possible explanation for the lower voting percentage in the RTM elections is the typical lack of competition among the candidates.
 - Another possible explanation is that voters generally do not know the RTM candidates' effectiveness, responsiveness or qualifications, if indeed they know them at all.
- Especially because the RTM is a remarkably uncommon form of municipal government, it is especially important that there be an active education process of the public. Ideally, a better-informed electorate would be less passive and apathetic.
- Although the traditional media do report when there is a hot issue or during the budget approval process, print circulation is dwindling and Channel 79, which tapes RTM meetings, has ongoing budget constraints and no schedule of programs.
- It is also necessary for the RTM to take some actions. Once the RTM is seated and in session, how do RTM members gauge the pulse of the electorate? Responsiveness matters. How many phone calls and letters does the average RTM member receive? How comfortable are younger people calling and relating to the older membership? Where other than the Town website can a citizen find RTM contact information?
- There is also another question: is it possible that as much as a larger RTM may be more representative of the public, the larger size may also more intimidating for the public?
- Although the League has made recent efforts to improve public understanding of the RTM (see below), more can be done.
 - The League has published a *Guide to Greenwich Government*, which is at libraries, Town Hall and occasionally distributed by realtors.
 - Over the past few years, the League has held two *RTM 101 programs*, averaging 30 in the audience.
 - The League has just republished a guide *How to Run for Office*.

Conclusions and Recommendations

Summary

- The ultimate goal of the study has been to Identify potential changes in the structure and the operation of the Greenwich RTM that would lead to the improvement of the efficiency and the effectiveness of the RTM. Ideally, the recommended changes would also preserve and enhance the tradition of citizen involvement in the Town.
- Having conducted extensive surveys of many current and former RTM members, having interviewed many current and former Town officials about their interaction with the RTM (please see Appendix 2), having examined selected other towns' RTMs, and having had debate among our committee members, our study concludes the following:
 - Greenwich is fortunate to have both (a) the RTM form of government and (b) the large number of dedicated citizens who have contributed their talent and energy to Town service.
 - The democratic process generally is not easy, not efficient and not lacking in frustration. The Greenwich RTM is no exception. In this context we are reminded of the Winston Churchill quote, "Democracy is the worst form of government, except for all the others."
 - This is not to say that there is no room for improvement. We are making a number of modest proposals that address the structure of the RTM, the procedures followed by the RTM and other changes that might serve to improve the public's understanding of the RTM.
 - Additionally, the Study Committee recognizes that the League of Women Voters has only a 'bully pulpit' in any debate about possible change. Ultimately, all changes would require the approval of the RTM:
 - Some of our proposals recommend a change in the RTM rules, that would require the majority of the RTM to approve.
 - Other of our proposals, however, would require a charter change. Because our strong preference would be to seek any charter change only via 'home rule' action (please see the Glossary in the Appendix), ultimately at least two-thirds of the RTM would be required to approve these changes.
 - The Study Committee believes, nonetheless, that its recommendations have merit and strongly encourages approval by the LWVG preceding consideration by the RTM.

RTM Study Committee

- Our specific proposals pertain to the following issues that arose during our study:
 - Structure
 1. Size of the RTM
 2. Redistricting
 3. RTM Committees
 4. Term Limits on Those in Leadership Positions
 5. Attendance Requirements
 - Administrative Procedures
 6. Governmental E-Mails for all RTM Members
 7. Improved Use of Technology
 8. \$5,000 Approval Threshold for Interim Appropriations
 9. Meetings
 - Improve Understanding by the Public
 10. RTM e-mails newsletter to all citizens who have expressed interest
 11. RTM keeps Town website updated
 12. Each RTM District appoints member to keep their District informed

Size of the RTM

Current Size

- 230 Representatives
- Any change in the number of members would require charter change. The membership number is set forth in the Town Charter (Article 3, Section 41). Under 'home rule', according to the Charter (Article 6, Section 67), adoption of any proposed change would require that the Board of Selectmen initiate and at least two-thirds of the RTM approve.

Issue

- Since Greenwich established the RTM in 1933 and especially since it increased its membership to the current 230 in 1953, there has been almost continual debate about its large size. That debate continues through today. The feedback received from the surveys and from the interviews was mixed (and sometimes passionate) as to whether or not the size of the RTM should be reduced.

Reasons to Reduce Size (*Cons in italics*)

1. More Responsive/Representative Membership. A smaller RTM would (a) reduce the number of noncompetitive elections and the shortage of candidates, (b) possibly incentivize members to be more engaged, attentive and effective because they took effort to be elected and would be more visible after election, and (c) possibly be more responsive to the viewpoints of constituents.

It is not clear that either a smaller RTM would create greater competition for seats, or greater competition would result in better candidates. What may matter more than the number of candidates is whether decisions are made by a membership that is both representative of the voters and informed about the issues. By definition, a larger membership must be more representative and informed. Additionally, because members tend to represent their own views, a larger RTM should by definition tend to minimize (or "diversify away") the influence of viewpoints less representative of the voting public.

2. Just Too big for our Small Town. The RTM is one of the largest municipal legislative bodies in the U.S.^(a), perhaps excessively so given the size of Greenwich.

That the Greenwich RTM is large relative to other legislative bodies does not mean its large size is inappropriate. Many consider the form and the large size of the Greenwich RTM to be a virtue, well suited for Greenwich, and indeed representative of Greenwich 'exceptionalism'. The Greenwich RTM works well because there is an uncommonly large number of engaged and highly capable residents willing to contribute their time and energies toward Town service.

(a) Among representative bodies in the U.S., the total of 230 representatives in the Greenwich RTM is exceeded only by size of the Amherst Massachusetts RTM (240), the lower house of the New Hampshire legislature (400) and the U.S. House of Representatives (435).

RTM Study Committee

3. Less Unwieldy. A smaller RTM would be less unwieldy.

Size per se need not affect how efficiently the RTM operates. As mentioned earlier, larger size has benefits and there are many other possible means to improve the efficiency and effectiveness of the RTM without sacrificing size.

Reasons to Keep Size Unchanged (Cons in italics)

1. Citizen Participation. Its current size effectively allows any Greenwich registered voter to become a member and to participate in Town affairs. The RTM is an excellent means for Town residents to learn how the Town functions.

RTM meetings are open to all.

2. More Representative and Diverse. Its current size provides a greater diversity of opinion, technical ability and knowledge of topics under consideration and may reduce the influence of special interest groups.

The greater voter focus on their RTM representatives permitted by smaller RTM could be more effective in reducing the influence of special interest groups,

3. Representation on RTM Committees. Its current size permits every Town district have representation on every RTM committees.

The number of districts is arbitrary. So if the number of districts or the number of committees is reduced, then the need for size of the RTM could also be reduced

4. It Works. It works well ultimately.

Perhaps, but a smaller RTM may work better.

If Reduce Size, How Much?

- A too severe reduction could affect the ability of each district to be represented on each committee of the RTM. Either the number of committees or the number of districts would need to be reduced commensurately with any reduction in the size of the RTM.
- In lieu of a fixed number, possibly the number of representative seats could be reduced sufficiently so as to reintroduce/increase competition. This is essentially what the 2007 Charter Revision Committee had suggested - seats should be reduced if either (a) there are insufficient candidates to fill 85% of the seats in two consecutive municipal elections, or (b) member attendance at RTM meetings falls below a certain threshold.

RTM Study Committee

Recommendation

- The Study Committee believes that the RTM seems to work well generally and therefore hesitates to propose a significant change to its size.
- The Study Committee further believes that the more there are *engaged* representatives serving on the RTM, the more it would be representative, responsible to constituents and a conduit for sourcing new talent into Town government service.
- The Study Committee remains concerned, however, about the lack of visibility candidates for RTM have with the electorate and the extent to which the RTM might be less representative of the electorate.
- Therefore, the Study Committee proposes that *only* those candidates who are elected to the RTM either from the ballot or as write-ins in the general election be allowed to sit, with the sole exception that to fill any member vacancies that arise in between elections due to either death or resignation the RTM Districts be allowed to entertain and elect any additional members.
- This change would require a change in the Town Charter (Article 13, Section 171, addresses the filling of any RTM vacancies), and would under 'home rule' require that the Board of Selectmen to initiate and at least two-thirds of the RTM to approve.
- Although the number of RTM members who became members without participating in the general election is not great ^(a), this change would have several benefits:
 - We think it important that RTM candidates run for office. It would improve visibility. Also, we remain unsure about the desire of those who would 'back in' to office by a District committee vote.
 - There would be fewer members selected by insiders and away from the general election. Not only would this make the RTM slightly more representative; it would also give the appearance of such.
 - The District Chairs and the other District committee members might be encouraged, earlier in the election cycle, to ascertain likely vacancies in their district and, if needed, to solicit candidates to participate in the general election.
- Possibly, this change might not result in any reduction of the size of the RTM, especially if the District chairs are attentive. If there is a reduction, it should be slight and therefore not really affect the ability of district to be represented at RTM committee meetings.

(a) In the eight RTM general elections since 2001, the average percentage of seats remaining unfilled after the elections was 5%, or about a dozen seats. See Appendix 4. Typically, the District Committees have found 'candidates' to fill these seats.

Redistricting

Current Number

- Twelve districts elect RTM representatives in proportion to each district's number of registered voters, divided by 230.
- As shown in Appendix 5, the districts' respective representations on the RTM range significantly, from the low of ten representatives from District 3 to a high of 26 representatives from District 8. The average is 19.2 representatives per district.
- According to the Town Charter (Article 3, Section 43), adoption of any proposed district change, in either the number or boundaries of the voting districts, would under 'home rule' require that the Board of Selectmen initiate and at least two-thirds of the RTM approves.

Issues

- Districts with very small number of representatives (Districts 2,3, and 4) have more difficulty in filling RTM committee assignments and less influence in voting at RTM meetings.
- Districts with a very large number of representatives (District 8 has 26) have more difficulty in having all of their representatives participate on RTM Committees.
- Changing basis of the districts' representation ratio from registered voters to residents would require a charter change.
- *Con: The voting districts, however, correspond to a certain extent with long-term and oft-times strongly felt neighborhood identification. Any change in the definition of specific voting districts may erode neighborhood identification.*

Recommendation

- Although there may be potential disruption to neighborhood identification, the RTM should redistrict to balance the representation of the districts as closely as possible.

RTM Committees

Current Number

- There are currently eleven Standing Committees, and two Special Committees of the RTM. Please see Appendix 5.

Issues

- The Study Committee has received many comments about the structure and methodologies of the RTM's standing committees.
- The number of resolutions referred to committee by the RTM Moderator generally can be a rough proxy for the amount of work undertaken by the committee. Referrals by the RTM Moderator vary by committee and typically, and by large measure, the Transportation and the Budget Overview committees received the least number of referrals.
- The Budget Overview committee, however, is the exception. Much of its work does not derive from responding to referrals from the RTM Moderator; rather it has the responsibility to monitor and advise the RTM and its other committees, about the budget as it progresses throughout the year.
- There is also overlap in the functions of different committees and some respondents recommended that some committees could be combined.
- *Con: a reduction of committees would reduce opportunities for members to contribute.*

Recommendations

- We recommend that the Transportation Committee merge into the Public Works Committee. The proposed merger would have the further benefit of reducing by one the number of committees to which District needs to assign representation.
- The Study Committee also considered whether the existence of the Budget Overview Committee might possibly discourage the other RTM standing committees from assuming greater responsibility for following the budget deliberations specific to their area of focus. Ultimately, we concluded that the discrete and sole focus on the budget by a single RTM committee would be preferable to likely disparate levels of budget focus by the other RTM standing committees.
- Additionally, the RTM should establish a new standing committee called the Community Outreach Committee for reasons described later in this study under "Public Knowledge of the RTM."

Term Limits on Those in Leadership Positions

Current

- No term limits currently exist.
- As shown in Appendix 5, eleven of the current (as of the 2014/15 term) 25 District and Committee chairs and the Moderator and Moderator *Pro Tempore* positions have been in position for ten or more years.
- Possibly, the long tenures seen in leadership positions could be attributable partially to deference to *status quo* shown by other RTM members.

Issues

- Pros: There are several potential issues with the same leadership remaining in place for an extended period:
 - Their energy/enthusiasm could diminish with time.
 - They could become 'apologists' for the Town functions that their committee oversees, especially if the RTM member has a passion for that Town function (e.g., parks, schools).
 - Younger qualified members of their committee/district do not get opportunity to assume greater responsibility.
- Con: *The ever-present issue with term limits, however, is the potential sacrifice of good leaders.*

Recommendation

- The Study Committee recommends ten-year term limits on uninterrupted service by the Moderator, the Moderator *Pro Tempore*, the District Chairs and the Committee Chairs.
- Importantly, given that the turn-over of a substantial portion of the leadership at one-time could be extremely disruptive, we further recommend 'grandfathering', such that calculation of the years served would commence from adoption of the term limit rules. For example, a Chair of a Committee or District would still be allowed under the term limit rules to continue as Chair for another [ten] years, regardless of how many years served in that capacity prior to the adoption of the term limit rules.
- Although the Study Committee does not recommend imposing term limits on those serving on, but not chairing, committees, we believe it desirable for the RTM to have members change their committee assignments after several terms.
- The Study Committee further believes that no member should serve in more than one leadership position at the same time.

Attendance Requirements

Current

- The only RTM rule with respect to attendance requires members to attend at least two-thirds of regular and district meetings in order to avoid the need to petition to be on the ballot for reelection ^(a).

Issue

- We do not see attendance at RTM meetings as a major issue:
 - From 2004 through 2015, attendance at the eight general RTM meetings usually conducted every year has averaged 192 or 83% of the 230 total membership. The average achieved in any single year has varied very little from the overall average. Please see Appendix 6 for attendance data.
 - There is a slight downward trend, however, in annual attendance. Attendance during 2014 and 2015 experienced our lowest annual rates of 80% and 79%, respectively, in our study period. This compares to the 94% achieved in 2008, the highest rate seen in the twelve years examined.
 - There is a slight seasonal dip, perhaps not surprisingly, with the attendance for the October and December meetings averaging slightly below 80%.
- The only change made since 2004 by the RTM in its attendance rules was the increase, beginning with the 2009 elections, of the qualifying meeting attendance percentage from one-half to the current two-thirds. The effect of the increased attendance requirements is possibly mixed, as seen in attendance and elections data since its adoption.
 - Subsequent to the change, the average overall meeting attendance has surprisingly declined, averaging 82.4% as compared to an average of 84.4% in the six prior years. Possibly, this small change may be more attributable to long-term trends.
 - A clear effect of the rule change, however, was the increase in the number of incumbent candidates running for reelection who were required to petition, rising from an average of 2.5 in the four elections before the 2009 change to an average of 14 in the four elections since. See Appendix 4 for elections data.
 - A less clear effect has been the aforementioned decline in the number of ballot candidates new to the RTM, declining from a study-high of 57 in 2007 to only eight in the 2015 election. Perhaps, the time commitment to meet the higher meeting threshold might have discouraged new members from surfacing. If true, we don't know if that is undesirable.

RTM Study Committee

Recommendation

- We share the commonly expressed desire to have a fully engaged committed membership in the RTM.
- We do not share, however, the concern expressed by some that attendance may not be as high as desirable, for the following reasons:
 - The 80% average attendance in a representative body as large as the RTM is surprisingly high to us. ^(b)
 - If those members who miss the meetings are less engaged, perhaps it is just as well that they do miss the meetings.
- We also note that since 2009 – when the two-thirds attendance threshold was increased from one-half - average meeting attendance has declined slightly and new members running for election to the RTM has declined significantly. We do not know, however, whether the threshold change had contributed to the slight decline in meeting attendance; it would seem counter-intuitive that it would. Therefore, we recommend no change.

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- a. As of December 3, 2015, the RTM rules Appendix D-4-D, available on-line, states incorrectly that the threshold attendance requirement remains one-half.
 - b. For example, although the U.S. Congress does not maintain attendance records, we understand that sessions in its chambers are often sparsely attended. We further understand that both houses have passed rules that they operate [under the assumption a quorum](#) is present unless there is a challenge to that assumption. Attendance would be recorded if there were a quorum call, and in such cases an alert is sent that members need to report to the correct chamber.

Governmental E-mails for all RTM Members

Current

- The substantial practice among RTM members has been the use of personal e-mail to conduct RTM business.

Issue

- Pros: There are several reasons to use Town-supplied e-mails:
 - The use of governmental e-mails may be legally recommended. Appendix G to the RTM Rules states that the “Connecticut Freedom of Information Act applies to meeting conduct, notices, reports and record of the RTM and all meeting held by the full body and its constituent committees. The Town Attorney from time to time reviews and analyzes the act reflecting updating statutory amendments, administrative decisions and court interpretations.”
 - Use of Town-supplied e-mails would reduce potential for e-mail miscommunications.
 - Labor and postage costs would be lower to the extent e-mails replace physical mailing of documents.
- Con: *The cost of requiring use of Town-supplied e-mails would be the slight incremental inconvenience of members needing to check a second e-mail (although messages received on their governmental e-mail could be forwarded automatically to the representative’s personal e-mail).*

Recommendation

- Whether or not Town-supplied e-mails are legally recommended, the Study Committee believes that their use by the RTM would facilitate improved communications. In this connection, the RTM should investigate their adoption.

Improved Use of Technology

Current

- The Call and Explanatory notes are currently sent by mail to all RTM members in advance of District meetings.
- Current rules (III-M) require that the RTM maintain an official bulletin board in Town Hall for posting of minutes etc. Although the current practice fortunately is for the RTM to post its minutes, etc. on its website, the rules are silent about the Internet.

Recommendations

- At this point, it should be expected that all members have access to the Internet and e-mail. As discussed earlier, members need to have Town government email addresses that are different from their personal email addresses. There is little need for the Call to be sent by US Mail. It is available on the RTM website and should be accessed that way. Past attendance figures could be maintained and available electronically.
- It has been suggested that in the case of a resolution with referrals to multiple committees, the chairs combine their reports into one. All members need to have all committee reports in hand before the RTM meeting, so that only the votes of the committees and discussion of resolutions need to be presented.
- Currently, Committee Chairs prepare meeting summaries sent by e-mail soon thereafter to committee members. These summaries should be sent via e-mail to all members of the RTM. This would reduce recital time required at the District and the general RTM meetings
- The Study Committee recommends that the RTM website (a) needs to be made user-friendly and brought up to date and (b) be the official location. In other words, make it, and not the Town Hall Bulletin Board, the official location "where notices of its activities, schedules, meetings of committees, lists of members, minutes and similar items are to be posted for public awareness."
- The Study Committee recommends that the RTM investigate the desirability to allow members to cast votes electronically at meetings.

\$5,000 Threshold for Expenditures in Excess of Appropriations

Current

- According to the Town Charter (Article 2, Section 30), the Board of Estimate and Taxation “may make such appropriation in an amount not exceeding Five Thousand Dollars (\$5,000) or such other greater sum as the Representative Town Meeting may hereafter authorize, for such object, after due inquiry.”
- As any charter change pursuant to ‘home rule’, a change in this amount would require that the Board of Estimate and Taxation (or the Board of Selectmen) initiate and at least two-thirds of the RTM approve.

Issue

- Pertaining to expenditures, the \$5,000 threshold has been extant at least since 1963, the most recent year any change was made in this section of the charter. The current value of \$5,000 of 1963 dollars is approximately six times or \$30,000 ^(a).
- Opinion is mixed whether this needs to be increased.
 - Some RTM members like the detail.
 - Others believe the threshold to be too low because it causes unnecessary attention and approval delays as long as several months.

Recommendation

- The RTM should increase the threshold to \$25,000.

a. Source of the inflator is the National Bureau of Economic Research.

Meetings

Recommendations

- At RTM Meetings there are currently generous time limits for speakers. As members will presumably have read and studied committee reports, there should be no need for lengthy verbal committee reports. Discussion by members should have strict time limits.
 - The procedure is in place for members to mark their votes on District voting cards, which are then presented to the Town Clerk. Districts that rely on a hands or thumbs-up vote recorded by the District Chair, do not follow this. This practice should be discontinued as it can lead to voting inaccuracies.
 - No person should be allowed to speak out of turn, and members need to stay seated during the meeting, except in the case of an emergency.
- At the first District meeting after the election, a District Chair, Vice Chair, and Secretary are elected, and committee assignments are made. As the Town budget vote approaches, representatives from boards such as the BET and BOE are invited to District meeting to educate the members before the vote.
- All committee and district chairs should be trained to conduct efficient meetings and follow parliamentary procedure. Committee members need to be made fully aware of the roles and responsibilities of their committee at the first organizational meeting. This would enable committee meetings to proceed more quickly and efficiently and eliminate off-topic discussion.

Public Knowledge of the RTM

Current

- There is lack of understanding of the RTM by voters, despite the availability of League of Woman Voters literature on the topic.

Issue

- The less informed and engaged the public, the less representative and effective will be the RTM.

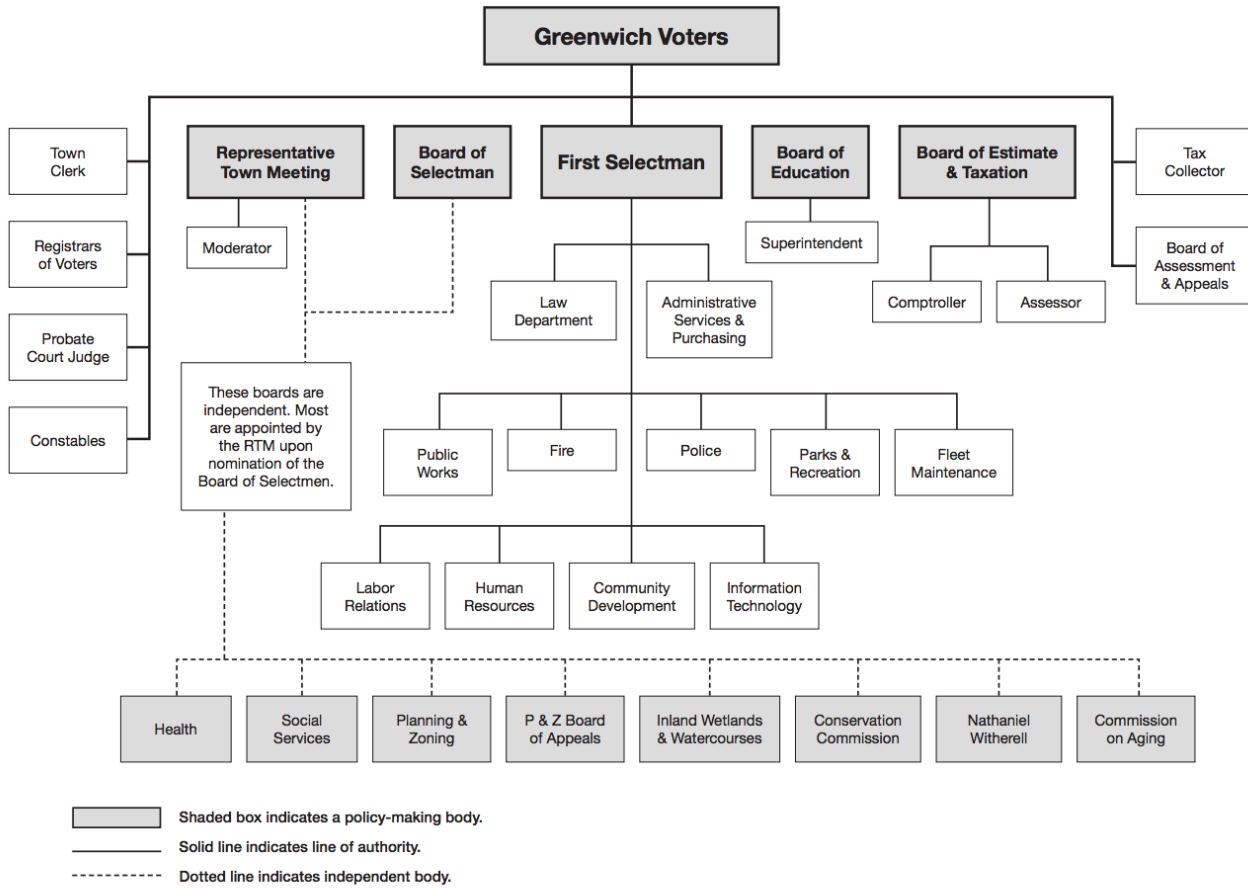
Recommendations for the RTM

- RTM e-mails newsletter to all citizens who have signed up on the RTM website to receive further updates, with sign-up information for future electronic updates. Newsletter should explain the function of the RTM and how the citizens can engage with the RTM and its members. RTM Districts should follow up with getting constituents to sign up and keep the citizens in the loop.
- RTM should maintain its section on the Town website up-to-date and in compliance with Freedom of Information Act regulations.
- Each RTM district should designate a member to be responsible for outgoing communications with constituents.
- To improve communications further with the public, the RTM should establish a new standing committee called Community Outreach Committee. Each District member who has been designated for outgoing communications with the public would represent the District on this Committee. Each District should meet with the public at least once a year at neighborhood association meetings, libraries or Town Hall for updates and Q and A.

Appendix

1. Organizational Chart of the Town of Greenwich
2. Town Officials interviewed
3. Summary of Questionnaires and Responses
4. RTM Elections, 2001 through 2015, by District
5. RTM Districts and Committee Leadership and Tenure
6. RTM Meeting Attendance, 2004 – 2015, by Meeting
7. Referrals to RTM Committees in 2015, by Meeting
8. Glossary

Organization Chart Town of Greenwich



**Town Personnel Interviewed
By the LWV Study Committee**

Board of Selectmen

Peter Tesei, First Selectman
Drew Marzullo
John Toner

Jim Lash, former
Richard Bergstresser, former

Board of Education

Barbara O'Neill, Chair
Jennifer Dayton Vice Chair
Debbie Appelbaum
Peter Bernstein

Laura Erickson
Adriana Ospina
Peter Scherr
Peter Von Braun

Board of Estimate and Taxation

Mike Mason, Chair
John Blankley
Bill Drake
Sean Goldrick
Mark Johnson

Marylee Kiernan
Arthur Norton
Jeff Ramer
Leslie Tarkington
Nancy Weissler

2007 Charter Revision Committee

John Margenot, Chair
Nancy Brown
Frank Mazza

Laurence Simon
Valeria Storm

RTM

Tom Byrne, Moderator
Joan Caldwell, Moderator *pro tempore*

Other

Amy Siebert, Department of Public Works
Denise Savageau, Conservation Commission
Camella Budkins, Town Clerk

Questionnaire Questions

Questions for RTM Members

1. How long have you been an RTM member?
2. When you first ran for the RTM, were you aware of the responsibilities involved in serving on that body? Please comment.
3. On which committees have you served as a delegate or alternate? Would you propose any changes: e.g. consolidation or expansion of committees?
4. A petition signed by twenty-five electors in a district is required to get on the ballot. Are there additional criteria that you would suggest?
5. Are RTM elections in your district competitive? If not, how might they be made so?
6. You receive information in many forms before voting—the Call, written committee reports, oral committee reports at district meetings, in addition to reports at RTM meetings. How would you assess the methods, completeness, and volume of this information?
7. In your opinion, have most RTM members studied information on budgetary and other issues sufficiently before voting? Please comment.
8. According to the Town Charter, attendance at two thirds of RTM and district meetings is required to run as an incumbent. Is this a reasonable requirement? Should there be additional criteria?
9. Is a \$5000 base for actions on interim appropriations reasonable in 2015? Is a different threshold amount appropriate?
10. Do you think there are other issues that merit consideration? If so, please explain.

Questions for District Chairs

1. How long have you been a Representative?
2. When you first ran for the RTM, were you aware of the responsibilities involved in serving on that body? Please comment.
3. On which committees have you served as a delegate or alternate? Would you propose any changes: e.g. consolidation or expansion of committees?
4. A petition signed by twenty-five electors in a district is required to get on the ballot. Are there additional criteria that you would suggest?
5. Are RTM elections in your district competitive? If not, how might they be made so?
6. You receive information in many forms before voting—the Call, written committee reports, committee reports at district meetings, in addition to reports

RTM Study Committee

at RTM meetings. How would you assess the methods, completeness, and volume of this information?

7. Does a BET member attend your district meeting before the budget vote?
8. In your opinion, have most RTM members studied information on budgetary and other issues sufficiently before voting? Please comment.
9. According to the Town Charter, attendance at two thirds of RTM and district meetings is required to run as an incumbent. Is this a reasonable requirement? Should there be additional criteria?
10. Is attendance at district meetings a problem? If so, how might it be improved?
11. Is a \$5000 base for actions on interim appropriations reasonable in 2015? Is a different threshold amount appropriate?
12. Is the procedure for filling between-election vacancies in your district effective in recruiting candidates? If not, do you have any suggestions for improving the procedure?
13. Do you think there are other issues that merit consideration? If so, please explain.

Questions for Committee Chairs

1. How long have you been a Representative?
2. How long have you been the chair of your committee?
3. On which committees have you served as a delegate or alternate? Would you propose any changes: e.g. consolidation or expansion of committees?
4. A petition signed by twenty-five electors in a district is required to get on the ballot. Are there any additional criteria that you would suggest?
5. Are RTM elections in your district competitive? If not, how might they be made so?
6. According to the Town Charter, attendance at two thirds of RTM and district meetings is required to run as an incumbent. Is this a reasonable requirement? Should there be additional criteria?
7. You receive and provide information in many forms before voting—the Call, written committee reports, reports at district meetings, in addition to the reports at RTM meetings. How would you assess the methods, completeness, and volume of this information?
8. In your opinion, have most RTM members studied information on budgetary and other issues sufficiently before voting? Please comment.
9. Is it important for every committee to have a Representative from every district? Why or why not?
10. Are all your committee meetings attended by a Representative and/or alternate from each district?

RTM Study Committee

11. Is a \$5000 base for actions on interim appropriations reasonable in 2015? Is a different amount appropriate?
12. Do you think there are other issues that merit consideration? If so, please explain.

Interview Questions for Town Officials

1. How long have you served in your position?
2. Have you ever served on the RTM?
3. Have you ever served in any other position in Greenwich?
4. What is the nature of your interaction with the RTM?
5. What do you consider to be positive about your workings with the RTM?
6. Would you recommend any changes?
7. How do you view the Town's process of nominating candidates to boards and commissions?
8. Do you have any other comments?

Questions for Former RTM Members

1. How long were you an RTM member?
2. What were your reasons for running for the RTM?
3. When you first ran for the RTM, were you aware of the responsibilities involved in serving on that body? Please comment.
4. Were you a delegate or an alternate to a committee? Would you suggest any changes: e.g. consolidation or expansion of committees?
5. You received information in many forms before voting—the Call, written committee oral committee reports at district meetings, in addition to reports at RTM meetings
6. How would you assess the methods, completeness, and volume of this information?
7. What made you choose not to seek re-election to the RTM?
8. How would you assess your RTM experience? In what ways was it positive and/or negative? Please explain.
9. From your experience, are there other issues related to the RTM that merit consideration? If so, please explain.

Summary of Questionnaire Responses

Methodology

- In spring of 2015, the Study Group sent questionnaires to the following four groups with experience on the RTM:
 1. Current RTM District Chairs,
 2. Current RTM Committee Chairs,
 3. Other current RTM members and
 4. Former RTM members.
- Although many of the questions asked each group were similar, other questions were addressed only to a specific group.
- We did not survey any who have NOT served on the RTM. Although we expect that only a small portion of these would have much knowledge of the RTM, we would also expect that this same small portion could harbor generally less favorable opinions about the RTM.

Results

Overall Response

- The response rates were higher than we had anticipated.

	<u># Sent</u>	<u># Received</u>	<u>Response Ratio</u>
RTM District Chairs	12	6	50%
RTM Committee Chairs	11	6	55
Other RTM Members	207	74	36
Former RTM Members	48	11	23

- Perhaps not surprising, the respondents who had more experience on the RTM were generally more favorable toward the *status quo* than those with less experience.

Responses from Other RTM Members

- We broke down the 74 responses of the Other RTM Members according to their length of experience in the RTM:
 - 19 served two years or less,
 - 30 served three to nine years, and
 - 25 served ten years or more.
- Across all three experience groups, a substantial majority believed that
 - No additional criteria should be required to get on the ballot.
 - Current criteria for incumbent to run for re-election are sufficient.

RTM Study Committee

- RTM elections are not competitive.
- Only a majority of the more experienced members thought the information provided members before voting was sufficient.
- Opinion was evenly divided in each of the three groups regarding the desirability of raising \$5,000 threshold for interim appropriations.
- Among other issues that merited consideration, size of the RTM received much comment, ranging from increase by 50% to decrease by 50%.

Reponses from RTM District Chairs

- Average tenure on the RTM of the six respondents was 24 years.
- All generally agreed on the following:
 - No additional criteria should be required to get on the ballot.
 - Information provided members before voting, although complete, has inaccuracies and inconsistencies.
 - All have BET member attend their district meetings
- There was a mixed response regarding the following:
 - The effort put forth by RTM members to study issues before voting.
 - The current criteria for incumbent to run for re-election.
 - The desirability of raising \$5,000 threshold for interim appropriations
- Not seen as an issue were the following:
 - Attendance at District meetings.
 - The procedure for filling between-election vacancies.
- Among other issues that merited consideration were the following
 - Size of the RTM should be reduced
 - Public needs to know more about the RTM
 - RTM leadership should do more to develop talent.

Responses from RTM Committee Chairs

- Average tenures on the RTM and on their current committee were 18 and 7 years, respectively.
- All generally agreed on the following:
 - No additional criteria should be required to get on the ballot.
 - Current criteria for incumbent to run for re-election are sufficient.
 - Information provided members before voting, although very complete, could be simplified and have more electronic transmission.
 - RTM members typically do not study information on budgetary issues sufficiently before voting.
- There was a mixed response regarding the following:

RTM Study Committee

- The competitiveness of elections (some thought solvable by reducing the size of the RTM).
- The desirability of raising \$5,000 threshold for interim appropriations.
- All district representatives or alternates always attend committee meetings. Most thought this important.
- Among other issues that merited consideration were the following:
 - Lack of attention of the members during the meetings.
 - More transparency on the budget.
 - Large size of the RTM minimizes influences of special interests.
 - RTM should be smaller.
 - Department heads have no incentive to cut costs.

Responses from Former RTM Members

- The responses were divided into those who averaged 25 years on the RTM (four respondents) and those who averaged less than five years (eleven respondents).
- Both groups agreed on the following:
 - Their reasons for joining the RTM pertained to wanting to learn more about how the town functions and to give back to the town.
 - Orientation as a new member was adequate.
 - Enjoyed their experience generally.
- Both groups were mixed with respect to their prior knowledge about the responsibilities involved in serving on the RTM.
- With respect to information circulated before votes, the less experienced group expressed much more dissatisfaction.
- With respect to reasons for leaving the RTM, the less experienced group cited demands of job and family to a much greater extent.
- Among other issues that merited consideration were the following:
 - Reduction in size should be considered
 - RTM members must be much more pro-active, especially with the budget.
 - Don't mess with the RTM structure

RTM Study Committee

Appendix 4
RTM Elections, 2001 - 2015

<u>Election</u>	<u>Total</u>	----- Ballot Candidates -----		--- Before Write-Ins ---	
		<u>Petition</u>	<u>New</u>	<u>Unfilled Seats</u> ^(a)	<u>Unfilled Seats as % of 230</u>
2015	195	10	8	36	16%
2013	212	19	21	20	9%
2011	212	15	23	21	9%
2009	220	13	41	18	8%
2007	246	3	57	3	1%
2005	194	2	20	35	15%
2003	220	3	36	19	8%
2001	212	1	30	24	10%
avg.	214	8	30	22	10%

<u>Election</u>	RTM Meeting Attend. <u>Req.</u> ^(b)	<u>Write-In Candidates</u>	---- After Write-Ins ----	
			<u>Unfilled Seats</u> ^(a)	<u>Unfilled Seats as % of 230</u>
2015	67%	20	17	7%
2013	67%	8	14	6%
2011	67%	14	9	4%
2009	67%	18	7	3%
2007	50%	4	2	1%
2005	50%	13	23	10%
2003	50%	7	12	5%
2001	50%	20	11	5%
avg.				5%

(a) Unfilled totals exclude districts that had more candidates than slots.

(b) RTM rules require members attend a specified % of regular and district meetings to avoid need to petition to be on ballot on reelection.

RTM Elections: 2001 - 2015

<u>District</u>	<u>Available Slots</u>	<u>On Ballot by Petition</u>		<u>New</u>	<u>Unfilled Slots</u> ^(a)	<u>Write-In Candidates</u>	<u>Adjusted Unfilled Slots</u>
		<u>Candidates</u>	<u>Returning</u> ^(b)				
2015 Election							
1	18	16	0	1	2	2	0
2	15	11	0	0	4	3	1
3	10	11	0	1	0	0	0
4	16	16	1	3	0	0	0
5	19	16	1	0	3	2	1
6	20	18	1	0	2	2	0
7	20	19	2	3	1	2	0
8	26	20	1	0	6	3	3
9	20	15	1	0	5	1	4
10	21	18	1	0	3	1	2
11	24	18	1	0	6	3	3
12	21	17	1	0	4	1	3
	230	195	10	8	36	20	17

2013 Election

1	18	17	5	0	1	2	0
2	15	11	1	1	4	1	3
3	10	8	0	0	2	0	2
4	16	12	3	0	4	0	4
5	19	19	1	7	0	1	0
6	20	22	0	5	0	0	0
7	20	20	1	2	0	0	0
8	26	22	3	2	4	3	1
9	20	16	2	1	4	0	4
10	21	20	1	1	1	1	0
11	24	24	1	0	0	0	0
12	21	21	1	2	0	0	0
	230	212	19	21	20	8	14

RTM Elections: 2001 - 2015

<u>District</u>	<u>Available Slots</u>	<u>Ballot Candidates</u>	<u>On Ballot by Petition</u>		<u>Unfilled Slots</u> ^(a)	<u>Write-In Candidates</u>	<u>Adjusted Unfilled Slots</u>
			<u>Returning</u> ^(b)	<u>New</u>			
2011 Election							
1	18	17	1	1	0	3	0
2	14	16	1	2	0	0	0
3	9	9	1	1	0	0	0
4	16	16	1	0	0	0	0
5	19	15	2	2	4	2	2
6	20	20	1	2	0	0	0
7	20	21	2	4	0	0	0
8	26	22	1	3	4	0	4
9	20	17	1	2	3	1	2
10	21	20	1	2	1	1	0
11	25	20	2	1	5	5	0
12	22	19	1	3	3	2	1
	230	212	15	23	20	14	9

2009 Election

1	18	19	2	6	0	1	0
2	14	14	2	0	0	1	0
3	10	9	1	1	1	2	1
4	17	14	0	0	3	1	2
5	18	22	1	6	0	0	0
6	20	21	2	5	0	0	0
7	20	22	0	7	0	0	0
8	26	19	1	5	7	9	0
9	20	17	1	0	3	2	1
10	21	21	3	3	0	0	0
11	24	21	0	4	3	0	3
12	22	21	0	4	1	2	0
	230	220	13	41	18	18	7

Appendix 4

RTM Elections, 2001 - 2015

<u>District</u>	<u>Available Slots</u>	<u>Ballot Candidates</u>	<u>On Ballot by Petition</u>		<u>Unfilled Slots</u> ^(a)	<u>Write-In Candidates</u>	<u>Adjusted Unfilled Slots</u>
			<u>Returning</u> ^(b)	<u>New</u>			
2007 Election							
1	19	19	2	3	0	0	0
2	15	17	1	4	0	0	0
3	10	9	0	0	1	0	1
4	16	14	0	2	2	1	1
5	19	22	0	5	0	0	0
6	20	21	0	5	0	1	0
7	20	23	0	6	0	0	0
8	25	30	0	7	0	0	0
9	20	23	0	5	0	0	0
10	21	21	0	2	0	0	0
11	23	25	0	13	0	0	0
12	22	22	0	5	0	2	0
	230	246	3	57	3	4	2

2005 Election							
1	19	19	1	2	0	0	0
2	15	14	0	1	1	0	1
3	10	9	0	0	1	1	0
4	16	11	1	0	5	3	2
5	19	18	0	3	1	1	0
6	20	18	0	2	2	0	2
7	20	19	0	2	1	0	1
8	25	20	0	2	5	3	2
9	20	14	0	2	6	1	5
10	21	19	0	3	2	1	1
11	23	13	0	0	10	1	9
12	21	20	0	3	1	2	0
	229	194	2	20	35	13	23

Appendix 4

RTM Elections; 2001 – 2015

<u>District</u>	<u>Available Slots</u>	<u>Ballot Candidates</u>	<u>On Ballot by Petition</u>		<u>Unfilled Slots</u> ^(a)	<u>Write-In Candidates</u>	<u>Adjusted Unfilled Slots</u>
			<u>Returning</u> ^(b)	<u>New</u>			
2003 Election							
1	19	19	0	4	0	0	0
2	15	18	2	3	0	0	0
3	10	9	0	1	1	0	1
4	16	17	1	3	0	0	0
5	19	21	0	6	0	0	0
6	19	18	0	0	1	1	0
7	20	22	0	2	0	0	0
8	26	23	0	4	3	1	2
9	20	14	0	0	6	1	5
10	21	20	0	5	1	1	0
11	24	19	0	2	5	1	4
12	<u>22</u>	20	0	6	2	2	0
	231	220	3	36	19	7	12

2001 Election							
1	20	20	0	3	0	0	0
2	15	11	0	0	4	8	0
3	11	10	0	0	1	0	1
4	16	11	0	6	5	1	4
5	18	21	0	3	0	0	0
6	19	21	0	5	0	0	0
7	20	20	0	2	0	2	0
8	25	22	0	0	3	2	1
9	21	17	0	3	4	2	2
10	20	22	0	5	0	1	0
11	23	16	0	0	7	4	3
12	<u>21</u>	21	1	3	0	0	0
	229	212	1	30	24	20	11

RTM Study Committee

2015 RTM Elections Votes Cast by Candidate

District #	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	Total
Total seats	18	15	10	16	19	20	20	26	20	21	24	21	230
Seats on ballot	16	11	11	16	17	18	18	20	16	18	18	17	196
	16	11	10	16	17	18	18	20	16	18	18	17	195
Candidates													
1	258	271	130	299	365	387	268	614	347	254	391	412	
2	249	299	138	194	371	365	256	405	419	239	274	326	
3	272	232	137	264	398	279	281	383	330	325	270	294	
4	218	251	191	202	489	278	207	361	317	236	272	480	
5	225	231	139	255	469	277	257	404	374	249	240	292	
6	246	218	143	234	404	433	393	381	336	272	307	353	
7	253	229	116	240	448	329	249	477	347	266	280	518	
8	195	251	167	191	329	354	256	362	349	261	281	302	
9	218	227	112	259	373	359	269	362	279	263	278	379	
10	230	269	112	210	419	266	186	423	310	240	251	393	
11	211	252	112	189	442	363	254	479	318	240	277	317	
12	193	6		204	527	338	230	472	284	236	254	378	
13	215	4		189	408	328	191	397	333	213	280	373	
14	303	3		230	349	472	265	317	335	232	258	393	
15	258			249	327	325	239	646	295	207	300	448	
16	242			229	438	339	219	338	33	242	232	312	
17	35				71	398	321	355		312	250	432	
18	25				12	312	182	344		252	315	3	
19						8	32	423		10	9		
20						16	22	546			15		
21								29			9		
22								8					
23								9					
Total RTM votes	3,846	2,743	1,497	3,638	6,639	6,226	4,577	8,535	5,006	4,549	5,043	6,405	58,704
Votes/seat	214	183	150	227	349	311	229	328	250	217	210	305	255
Votes cast in First Selectman's race						9962							
Votes cast in RTM/vote cast in First Selectman's race						5.9							

2014-2015 RTM Leadership and Tenure

		<u>Name</u>	<u>Yrs in Leadership Position</u>
Moderator		Tom Byrne	20
Moderator <i>pro tempore</i>		Joan Caldwell	30+
Districts			
<u>District</u>	<u>Reps.</u>	<u>Chair</u>	
1	18	Dean Goss	22
2	15	Kevin Brogan	4
3	10	Tom Conelias	5
4	16	Robert McKnight	12
5	19	Lucy Krasnor	2
6	20	Coline Jenkins	16
7	20	Valerie Stauffer	12
8	26	Chris Von Keyserling	2
9	20	Betsy Frumin	10
10	21	Joan Caldwell	24
11	24	Despina Fassuliotis	6
12	<u>21</u>	Robert May	12
	230		
Committees ^(a)			
<u>Standing</u>		<u>Chair</u>	
Appointments		Candance Garthwaite	2
Budget Overview		Lucia Jansen	2
Education		Joshua Brown	4
Finance		Michael Warner	2
Health & Human		Alexis Voulgaris	4
Land Use		Peter Berg	6
Legislative & Rules		Douglas Wells	22
Parks & Recreation		Karen Sadik-Khan	12
Public Works		Arline LoMazzo	2
Town Services		John Harkins	4
Transportation		Alan Small	4
<u>Special</u>			
Claims		Tom Byrne	
Labor Contracts		Joan Caldwell	

RTM Meeting Attendance: 2004 – 2015, by Meeting

	<u>Year</u>	<u>Jan</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>
1	2015	188	192	174	205	190
2	2014	180	189	177	194	184
3	2013	188	191	192	218	170
4	2012	202	197	188	206	198
5	2011	174	192	(a)	214	199
6	2010	200	191	192	216	205
7	2009	178	190	(a)	194	194
8	2008	204	188	174	190	192
9	2007	179	190	213	196	184
10	2006	177	178	182	187	189
11	2005	168	171	184	188	176
12	2004	201	(a)	184	194	192
	Avg. #	187	188	186	200	189
	Avg. %	81%	82%	81%	87%	82%

	<u>Year</u>	<u>Sept</u>	<u>Oct</u>	<u>Dec</u>	<u>Annual Avg. #</u>	<u>Annual Avg. %</u>
1	2015	162	168	169	181	79%
2	2014	191	185	180	185	80%
3	2013	189	171	165	186	81%
4	2012	189	187	193	195	85%
5	2011	191	147	194	187	81%
6	2010	205	215	197	203	88%
7	2009	185	181	182	186	81%
8	2008	187	196	182	216	94%
9	2007	192	179	176	189	82%
10	2006	201	191	195	188	82%
11	2005	176	154	162	197	86%
12	2004	199	167	187	189	82%
	Avg. #	189	178	168	192	
	Avg. %	82%	78%	73%		83%

(a) Meeting canceled.

Referrals to RTM Committees in 2015, by Meeting

	<u>Jan</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>	<u>Sep</u>	<u>Oct</u>	<u>Dec</u>	<u>Total</u>	<u>% of Total</u>
Appointments	0	7	18	0	10	9	2	4	50	22%
Budget Overview	0	0	0	1	2	0	0	0	3	1%
Education	0	9	1	1	4	1	1	1	18	8%
Finance	4	8	0	1	4	1	1	5	24	11%
Health & Human	2	0	5	1	3	5	0	5	21	9%
Land Use	5	8	8	1	6	5	0	3	36	16%
Legislative & Rules	3	3	1	3	6	1	0	4	21	9%
Parks & Recreation	4	8	3	1	5	1	0	4	26	12%
Public Works	3	0	0	1	4	2	0	3	13	6%
Town Services	0	0	3	1	2	1	0	1	8	4%
Transportation	<u>0</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>1</u>	<u>0</u>	<u>0</u>	<u>1</u>	<u>3</u>	<u>1%</u>
Total	21	43	39	12	47	26	4	31	223	100%

Glossary

Charter Change Through 'Home Rule' Action

- Greenwich, as well as the major portion of other Connecticut towns, operates pursuant to a 'home rule' charter. The phrase 'home rule' means Greenwich has adopted and amended its own charter, giving the town the power to exercise the State of Connecticut's powers of governance within the town.
- The Greenwich charter is a compilation of special acts of the legislature and home rule action through the RTM. To amend its charter, Greenwich may either (a) seek revision under the state statutes, or (b) use 'home rule' action.
- Greenwich is among a few towns that have a home rule charter that may be amended without becoming fully consistent with state statutes. Hence, there is great reluctance to seek *charter change under state statutes*, a difficult, and a lengthy process, which for Greenwich may not be necessary.
- For your further information, on the Town website is a link to the presentation on Charter Revision Procedures prepared by the Law Department of the Town of Greenwich in January 2015.

Concurrence

- An act of agreeing - or concurring – with a position and is used as an alternative to consensus in selected cases. Leagues may concur with a position arrived at by another League or Leagues, a position stated by a resource committee, reflecting widely-held views, or a position of long standing which they wish to reaffirm.
- In preparation for Concurrence, the resource committee prepares the statement and any background material that may be necessary. The statement is to be judged exactly as it is written and may not be amplified or made subject to conditions. It is not a question.