



Appendix C

MetroWest Governance Forum

BOARDS AND COMMITTEES

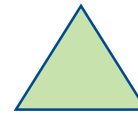
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The nine MetroWest Communities have a combined 433 appointed and elected boards with board totals in individual communities ranging from as few as 22 in Marlborough to as many as 62 in Wayland. Elected positions range from three in Marlborough (Mayor and local and regional school committees) to ten in Holliston, Natick, Wayland, and Wellesley and appointed boards range from 19 in Marlborough to 52 in Wayland.

KEY QUESTION: What do you think the advantages and disadvantages to your community of operating with the number of boards it currently has?



- Citizen involvement
- Ashland: right number of elected committees
- Volunteers can do work w/o salary + benefits
- Community involvement
- Can have short term commitment committee
- Narrowly focused committees that attract people who might not otherwise get involved
- Natick: Most boards/committees very valuable – perhaps a couple could be waged?



- Communities better off with fewer committees; poor charters for committee; no staff, if they don't report back, why have them?
- Too many committees = too many cooks. Nothing gets done.
- 62 committees. Need for volunteers, hard to staff. Many, many committees touch every project.
- Difficult to coordinate so many fiefdoms
- We create boards, but don't follow up; hard to track what's going on
- Too many committees
- Missions not so clear
- Lack of understanding of board structure
- Ashland: In my opinion, BoH needs more special committees
- Lack of volunteers
- 3 elected vs. 4 appointed and 12-14 ad hoc
- Ashland: how to handle disruptive, non-team player from appointed committee
- Appointed: set and personal agendas supersede responsible requirements
- Holliston has had good and bad committees; go check and look at what governs your existence, your initial charge
- Role of chair, etc. Make sure members understand how to be on a committee; you won't always win
- Define a problem statement for a committee to solve



CHARTER STATUS

Since the adoption of the Home Rule Amendment to the Constitution in 1966 municipalities have been empowered to determine their own governance structure in a comprehensive manner through the MGL c. 43B Charter Commission process. Alternatively, municipalities may reorganize certain parts their governmental structure by petitioning the state legislature to pass special legislation detailing the changes they desire.

KEY QUESTION: What do you think the advantages and disadvantages of chartering and not chartering are?



- Natick has charter; works well to define governance
- Natick charter works well; just completing review, needs very few update
- Ashland in process of reviewing; issue as to how detailed to be
- Exploring and Framingham needs as much help and view of options
- Ashland; it is being reviewed
- A charter will only pass if community not happy



- Problem w/ charter is 1) can be too controlling 2) people will vote against it if they see one provision they don't like
- Special Act est. Town Manager Form; charter commission considering changes
- Should be simple/concise
- Very difficult to pass charter. If citizens fault one provision, the whole thing goes down the drain.
- Natick; maintain constant/cyclical review



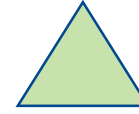
EXECUTIVE MANAGEMENT

Of the 351 municipalities in Massachusetts 55 operate with a city form of government and 296 operate with a town form of government. Generally "cities" have small legislative bodies (Councils / Aldermen) which meet frequently and either an elected Mayor or appointed Manager. Towns generally have a large legislative bodies (Open or Representative Town Meetings) which meet less frequently and have a small (three or five member) elected Boards of Selectmen with appointed Managers or Administrators. Key differences between these governance models include who is charged with hiring and firing, what role they play in the hiring and firing process, and what their employee oversight and disciplinary powers are.

KEY QUESTION: What are the advantages and disadvantages of Chief Executive format and role in your community?



- Natick: Strong Town Administrator, positive impact
- Collaborative relationship between TA and BoS based in good communication
- Strong administrator works well
- Strong focused financial management; high level of staff accountability; goal driven approach to work
- Generally more efficient, streamlined; Requires good leadership good listening skills, big picture ability to take thoughtful risks
- Ashland: Town Manager one person to contact
- A good manager responsive to communities needs and know the community is a blessing



- Many bodies creating overlapping efforts
- Municipal government is more complex; need professional management; Town Admin should move to Manager
- Active citizens may feel less engaged; not always a bad thing



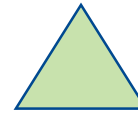
TAX RATE STRUCTURE

108 of the 351 municipalities in Massachusetts have split property tax rates. In a single tax rate structure, the tax rate is applied evenly to Commercial, Industrial, and Residential property. In a split tax rate structure the tax levy is shifted to Commercial, Industrial and/or Personal Property (CIP). In the MetroWest Region both Framingham and Marlborough have split tax rates while the remaining communities do not.

KEY QUESTION: What are the advantages and disadvantages of split and single tax rates?



- Single tax rate: valuable due to commercial % of available property
- Ashland: Override just failed



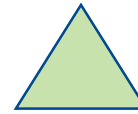
- Challenging to assess commercial properties full value; fewer data points of sales than residential market. If commercial properties are undervalued, the split is thrown off.
- Framingham shifts 171% onto C/I (down from 175%, 2012); commercial space in Framingham costs roughly 4x more than in neighboring Natick; \$4.00 / SF in Framingham vs. \$1.00 / SF in Natick



TOWN MEETING FORM

Of the 296 Towns in Massachusetts, 260 operate with Open Town Meetings, while 36 Towns have Representative Town Meetings. Pursuant to the Home Rule Amendment, no town with fewer than 6,000 residents may adopt representative town meeting form of government.

KEY QUESTION: What are the advantages and disadvantages of Open and Representative Town Meeting?



- Open Town Meeting: Pure representation
- Representative TM is an opportunity to shine light on an issue – and sometimes overrule the admin and selectmen
- Open TM: No campaign financing influences TM members
- Elected TM brings in new people who then become active participants in government
- Proud history; uniquely New England
- Ashland: Brings people out when involved with an issue

- Open vs. Representative TM are too different to be compared directly
- The same people show up, so not all the voters are really represented
- People with no reason other than to want to hear themselves talk with no concept of responsibility
 - Yes!
- Uninformed participants making last minute decisions
- Ashland: Problem getting attendance
- Problem getting new members
- Ashland: People show in force for one issue
- Surprised to learn that rep. tm cannot always get a quorum

