



PROPOSAL FOR CHARTER ASSISTANCE (VERSION 2.0)

FRAMINGHAM CHARTER COMMISSION

1. Overview

The Framingham Charter Commission is interested in the Center's assistance with research, decision-making frameworks, and drafting.

2. Center Approach

Fundamentally, the Center recognizes that the particular decisions regarding governmental structure and the charter details are intertwined with Framingham's particular history, culture, and preferences. The Center approach is to provide support to the Commission during its work, so that the commission can focus on the important decisions facing the future of the municipality.

3. Services

A minimum of two Center staff will be assigned to the project, and at least two staff members will attend Commission meetings, as requested by the Commission and scheduled in advance with the project team, up to total of 20 meetings, including full Commission meetings or subcommittee meetings.

At these meetings, the project team will present on specific topics requested, focusing on providing a framework of decision points and the options available. At the first meeting where the Commission will be discussing each new article or major topic, the project team will provide a range of charter examples for the Commission's consideration. The project team will be available for questions from Commissioners during deliberations.

During each meeting or shortly after, the Commission (via the Chair) may request research on relevant topics to be prepared and distributed before the next meeting. This may include development of materials and presentations addressing data from comparable municipalities, information on prior Attorney General Opinions regarding certain topics, examples of other charter text, and many other areas.

The project team will be available to the Chair of the Commission (or the subcommittee chairs, when a subcommittee meeting is involved) between meetings for consultation by phone, email, and occasionally in person.

The project team will maintain the master charter document throughout the process, providing the most recent version to the Commission before each meeting with changes noted. The project team will supply the Commission with possible language for each article and will make changes or seek alternative text as requested. Wherever possible, the project team will provide examples from existing charters and that have therefore been vetted by the Attorney General or legislative counsel.

The project team will also be available to work with the Commission regarding the identification of potential issues for its monthly surveys of the community.

4. Timeline

This engagement will begin as soon as possible in 2016. The commission plans to try to use the 10-month timeline. (See draft timeline below.)

2016									2017
1	2	3	4	5	6	7	8	9	10
Apr	Ma	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan
Ten Month									
Deliberation, Public Meetings, Drafting, Research								AG review, editing	

Ten Month Timeline*

- November 2016 – Preliminary Report due to the Attorney General and published in a local paper
- January 2017 (or two months before town election, whichever is first) – Final Report due to Selectboard
- March 2017 – Charter on Ballot

**This timeline is an estimate. The Center will work with the Commission to finalize the timing of the charter submission, along with an internal timeline for the Commission’s work.*

5. Fee for Services

The total fee for the services outlined is \$28,000, which includes attendance at and support for up to 20 meetings. Should the Commission want team attendance and research support for additional meetings past the initial 20, the team will be available to provide it for \$1,000 per meeting. The Center will invoice the Town for \$10,000 after the second meeting attended by the project team and the remaining balance upon conclusion of the work.

6. Center Charter Staff

The Center charter practice staff includes the following:

Stephen McGoldrick, Director

Stephen McGoldrick is the director of the Collins Center. He is primarily responsible for developing programs and providing consulting services on management, organizational, and governance issues for state and local government. Before joining the center, he served as the deputy director of the Metropolitan Area Planning Council. In that position, he was responsible for facilitating strategic alliances among local governments and providing technical assistance to municipalities on a broad range of governance and management issues. He oversaw the largest collective procurement program in New England in partnership with the Greater Boston Police Council and helped to establish the Metropolitan Mayors Coalition. From 1991 to 1996, McGoldrick served as chief of staff to the Chelsea receiver and subsequently facilitated the establishment of Chelsea's post-receivership government. In 1990, he served as the executive director of the Massachusetts Municipal Personnel Association. From 1983 to

1990, he held leadership positions in the administrations of the mayors of Everett and Somerville. McGoldrick holds a master of science in management degree from Lesley University and a bachelor of arts in political science from the University of Massachusetts Amherst.

Marilyn Contreas, Associate

Marilyn Contreas is an associate at the Collins Center. She served as a senior program and policy analyst for the Massachusetts Department of Housing and Community Development for over 35 years. She worked with charter commissions, municipal government study committees, and other local officials on questions of structure and organization of local government. She also served as the state's representative to the working group to prepare a new charter for the city of Chelsea as it emerged from receivership. She has served as a resource on charter-related questions to the Massachusetts Municipal Association, and local Leagues of Women Voters. She has also designed and administered grant programs for municipal governments, and regional planning agencies. She received a bachelor's degree from Webster College in St. Louis, Missouri and a Master of Public Administration from the State University of New York at Albany.

Michael Ward, Director of Municipal Services

Michael Ward works on a variety of municipal government projects, including charter reform, municipal performance management efforts, organizational studies, research projects, and regionalization work. He co-founded and currently manages the Center's Government Analytics Program (formerly the Municipal Performance Management Program) and has led the New England StatNet program since it moved to the Center. Ward has worked on charter and organizational structure-related projects for the towns of Ashby, Dracut, Easton, East Longmeadow, Hubbardston, South Hadley, and Southborough. He has consulted informally with a dozen additional town government study committees on a wide range of topics. Prior to working for the Center, Ward worked as a budget analyst for the Town of Concord. Ward studied innovative urban policy in Curitiba (Brazil) and Singapore as a Thomas J. Watson fellow. Ward has a Master in Public Policy degree from the Harvard Kennedy School of Government and a Bachelor of Arts in Sociology from Amherst College.

Tanya Stepasiuk, Senior Government Services Specialist

Tanya Stepasiuk works assisting municipalities with charter writing and research as well as helping municipalities perform complex data and structural related analyses. She is currently assisting the Newton and Fall River charter commissions as they redraft their charters and recently consulted with the East Longmeadow charter commission as it completed a draft of the city's first charter. She is a doctoral candidate at UMass Boston in public policy and was previously an Assistant District Attorney and civil litigator. She also holds a JD from Case Western Reserve University and a Bachelor of Arts in Sociology from Bates College.

Kim Wells, Senior Government Services Specialist

Kimberly Wells is a Senior Government Services Specialist with the Center. She specializes in using data to improve municipal operations and works with municipalities throughout the Commonwealth to increase the efficiency and effectiveness of departments and their services. Kimberly holds both MPA and MS in Political Science degrees from Suffolk University.