



TOWN OF TYNGSBOROUGH

Government Study Commission

Town Offices

25 Bryants Lane

Tyngsborough, MA 01879

Tel: (978) 649-2300 Ext. 100 | Fax: (978) 649-2320

APPROVED 11-10-2014

Government Study Commission

Meeting Notice

Thursday, October 30, 2014 at 6:30 PM

Community Room, Town Offices, 25 Bryants Lane

AGENDA

1. Discuss questions for Massachusetts Municipal Association's (MMA) Form of Government Committee (FoG) representatives
2. Presentation/Discussion by FoG and Government Study Commission
3. Schedule Next Meeting





TOWN OF TYNGSBOROUGH

Government Study Commission

Town Offices

25 Bryants Lane

Tyngsborough, MA 01879

Tel: (978) 649-2300 Ext. 100 | Fax: (978) 649-2320

Members Present: Karyn Puleo, Eileen Farrell, Diana Keohane, Paula Derby, Linda Bown, Robert Mercier, Donald Lampron, Burt Buchman, and Jacqueline Schnackertz. (None Absent)

Staff Present: Nina Nazarian, Assistant Town Administrator

Others Present: Marilyn Contreas, Program and Policy Analyst of DHCD and Selina Shaw, Town Administrator of Boxborough, both entering the meeting at 7:03 PM

The telecast meeting began at 6:37 PM convened by Chairwoman Puleo. Chairwoman Puleo explained that there would be a discussion and presentation by Massachusetts Municipal Association (MMA) representatives, but that the meeting was not posted in accordance with the Open Meeting Law. Ms. Puleo explained that there would not be any action taken during the meeting.

The Commission began discussing questions which they would like asked of the MMA representatives. Topics and questions by the members included the following broad categories:

1. Types of government permitted for municipalities;
2. Town Administrator compared to Town Manager;
3. Form of government comparison of other communities; and
4. Whether or not a charter commission be considered.

At 7:03 PM, Marilyn Contreas and Selina Shaw entered the meeting and joined the members of the commission for continued discussion. Chairwoman Puleo provided Ms. Contreas and Ms. Shaw of an overview of Tyngsborough's Form of Government, described the May 20, 2014 Annual Town Meeting articles pertaining to the form of government, described the size of Tyngsborough's budget, the approximate population and the average number of participants at Town Meetings.

Relative to types of government, Ms. Contreas explained that there is Open Town Meeting and Representative Town Meeting. Representative Town Meeting is an option for any Town having a population of 6,000 or more residents. Ms. Contreas stated that there are 36 communities in Massachusetts with Representative Town Meeting.

Relative to a Town Administrator compared to a Town Manager, Ms. Contreas explained that a Town Manager would have more authority. For example, a Town Manager can sign vendor payments or alternatively a Town Administrator can be given the authority by a Charter Change or Special Act. Ms. Contreas presented an example that in the Town of Ashland the Town Manager makes appointments in consultation with the Board of Selectmen.

Relative to forms of government in other communities, Ms. Contreas explained that since the 1970's the trend has been to create a hierarchy chart in a "pyramid" format. She explained the following three ways to change the form of government:

1. Home Rule Charter Commission – Approved by a ballot vote, 9 members, acting for a maximum of 18 months. Additional information can be found in the attached document entitled "Home Rule Charter Adoption or Revision". Follow M.G.L. c. 43B.





TOWN OF TYNGSBOROUGH

Government Study Commission

Town Offices

25 Bryants Lane

Tyngsborough, MA 01879

Tel: (978) 649-2300 Ext. 100 | Fax: (978) 649-2320

2. Special Act of the Legislature – Vote of Town Meeting, then to the State House to be voted on by the house and senate, then signed by the Governor, followed by ratification by ballot vote in Tyngsborough. Additional information can be found in the attached document entitled “Selected Special Act Charters”.
3. Enabling or optional legislation – For example, the adoption of a Finance Department, Municipal Inspections, and/or Community Development Department. See M.G.L. c. 43C.

The Commission members asked the following questions of Ms. Contreas. Ms. Contreas’ summary answers are in bold.

1. Member Mercier: Would a Town need to ask an attorney to draft and consider a Charter change? **Not necessarily, there are examples that can be used and then possibly ask an attorney to review.**
2. Member Keohane: Are there examples of studies available? **There was a student project completed by Clark University. Ms. Selina Shaw suggested reviewing information available through the MMA.**
3. Member Lampron: Are there similar communities that have gone in the direction of a form of government change? **Yes, the Town of Pepperell.**
4. Member Farrell: What is the procedure to establish a Charter Commission? **15% of the registered voters must sign a petition for it to be placed on the ballot at the Annual Town Election. A ballot question of establishing a Commission is listed and separately 9 commission seats are voted upon. Assuming the question to establish a Commission is voted in favor, the top 9 highest voted for individuals are appointed to the Commission.**
5. Member Derby: What if the ballot question passes and the election provides for less than 9 individuals elected? **At least 5 must be elected, the elected members would then appoint the remaining members.**

The members asked questions of Ms. Selina Shaw and her position in Boxborough.

It was noted in Ms. Contreas’ discussion that Charter Commission members are exempt from the Conflict of Interest law. Ms. Contreas passed out 4 documents to the members of the commission, two of which were referenced above and the following two documents (also enclosed as part of these minutes):

1. Discussion Points for Charter Commissions in Towns; and
2. Changing Massachusetts Local Government Structure.

The members thanked Ms. Contreas and Ms. Shaw for their attendance and all the information.

The meeting ended at 8:05 PM.

Respectfully submitted: Nina Nazarian, Assistant Town Administrator



HOME RULE CHARTER ADOPTION OR REVISION

see Home Rule Amendment (HRA) to the State Constitution (Amendment LXXXIX)
and Massachusetts General Laws, Chapter 43B (The Home Rule Procedures Act)

Department of Housing and Community Development, 100 Cambridge Street, Boston, MA 02114 (617) 573-1359

In summary form, the procedures for adopting or revising home rule charters are described here:

1. Petition Drive: A petition is circulated to determine if there is sufficient interest to warrant placing the question of creating a charter commission on the ballot. The petition must be signed by at least fifteen per cent (15%) of the number of voters registered at the preceding state election. The city/town clerk is directed to supply forms to any registered voter who requests them. Wording of the petition appears in MGL, c. 43B, section 15.

2. File Completed Petition: The completed petition is filed with the board of registrars of voters. The registrars must certify the signatures within ten (10) days of receipt of the petition and report the results to the selectmen or city council.

3. Election Order: If the petition is certified as containing sufficient signatures, the city council or board of selectmen is allowed thirty (30) days after they receive the certification of the registrars to provide for placing the question on the ballot at the next regular city or town election. At least sixty (60) days must elapse between the election order and the election.

If the city council or board of selectmen fails to act within the 30 days they are allowed, the question of creation of a commission and the election of charter commission members shall take place on or after the ninetieth (90) day after the date the petition was originally received.

If the charter has not previously been adopted under this Amendment, the question must be "Shall a commission be elected to frame a charter for the (city) (town) of X?" Many persons have been confused over this requirement. This is particularly true in municipalities where residents are accustomed to thinking in terms of now having a charter. These existing "charters" are not to be confused with charters adopted pursuant to the Home Rule Amendment (HRA). The Home Rule Amendment does distinguish between pre-existing charters and those adopted under the Amendment. Therefore, even if the only change that is sought is, for example, to change the term of office for the mayor from two (2) years to four (4) years, the question would nevertheless have to be as set forth here. If a charter has been adopted under the Home Rule Amendment procedure, the question on the ballot would be "to revise", but a municipality cannot revise until it has first framed (adopted) a charter by the HRA procedure.

4. Nomination of charter commission members: The election order placing the question of establishing a charter commission on the ballot must also provide for the election of nine charter commission members. Candidates for the office of charter commission members may have their name placed on the ballot based on the following signature requirements:

Population less than 6,000	10 signatures
6,000 to 11,999	25 signatures
12,000 to 49,999	50 signatures
50,000 to 99,999	100 signatures
100,000 and above	200 signatures

5. Election of the commission: Both (1) the question of electing a charter commission to adopt or revise a charter, and (2) the names of candidates seeking election to the charter commission appear on the municipal election ballot. Candidates' names are placed on the ballot in alphabetical order (as required by the HRA) with instructions that direct the voter to vote for up to nine (9) persons as charter commission members.

If a majority votes in favor of the question of adopting or revising a charter, the nine (9) candidates for the charter commission receiving the highest number of votes are elected.

6. Charter commission organization: Within ten (10) days of the commission's election, the city or town clerk notifies the nine (9) persons elected to serve as the commission of the initial commission meeting. At the initial meeting, the commission elects a chairman, vice-chairman, and clerk.

The city or town clerk is required to notify the Department of Housing and Community Development of the commission's election. The department is required to notify the commission of the dates for submitting its reports and placing the final report on the municipal election ballot.

7. Funding a charter commission: Within twenty (20) days of the election, the city or town treasurer is required with or without appropriation to credit the charter commission's account with funds based on the following scale:

Population under 12,000	\$ 2,000
12,000 to 49,999	\$ 5,000
50,000 to 99,999	\$ 7,500
100,000 and above	\$10,000

A city or town is also required to provide a charter commission with suitable office space and reasonable access to facilities for holding public hearings, free of charge.

A commission must be permitted to consult with, and obtain advice from, city and town officers and employees during ordinary working hours.

A city or town may contribute clerical or other staff assistance. The city or town may appropriate additional funds for use by the charter commission as is deemed necessary.

A charter commission may accept funds from any private or public source but must report in writing to the city or town clerk the name, address, and any stipulations the donor(s) placed on such contributions.

A charter commission may use funds for: (1) the employment of legal, research, and clerical assistance; (2) reimbursement of expenses incurred by commission members in the performance of their duties; and (3) printing and other necessary expenditures.

8. Public hearings: A charter commission must hold a public hearing within 45 days of its election. The purpose of this initial hearing or set of hearings is to solicit the views, comments, opinions, and proposals from the public for consideration by the charter commission.

The time and place of the initial public hearing and all subsequent public hearings held before a charter commission must be specified in a notice published in a newspaper of general circulation

in the community at least ten (10) days prior to each hearing. Hearings may be adjourned and continued at another occasion without further published notice.

9. Preliminary report: Within sixteen* months after its election, the charter commission must prepare and publish a preliminary report. The preliminary report contains the commission's preliminary recommendations including the text of the proposed charter or charter revision and explanatory information that the commission chooses to include.

*(*A community with an annual election can complete the charter process in one year, producing the preliminary report within 8 months of its election and the final report within 10 months).*

The preliminary report must be published in a newspaper of general circulation in the community. The commission must also supply the city or town clerk with sufficient copies of the preliminary report in order to enable the clerk to distribute copies to registered voters requesting them.

The charter commission must also deliver two (2) copies of the preliminary report to the attorney general, and two (2) copies to the department of housing and community development.

Within four (4) weeks of its publication, the charter commission is required to hold one or more public hearings on the preliminary report. Notice of the public hearing(s) must be published in a newspaper of general circulation in the community.

10. Opinion of the attorney general: Within four (4) weeks after receipt of the preliminary report, the attorney general is required to furnish the charter commission with a written opinion relative to any provisions in the preliminary report which may be in conflict with the state constitution and the General Laws. The attorney general does not have the authority to approve or disapprove a charter or charter revision; the attorney general provides an opinion addressing any conflict between the charter proposals and the constitution and laws of the Commonwealth.

The charter commission should re-examine those aspects of the preliminary charter proposal that the attorney general has referenced in his opinion as being in conflict with the constitution and the laws of the Commonwealth.

A charter commission must supply the Department of Housing and Community Development with two (2) copies of the commission's preliminary report. The Department of Housing and Community Development has no review authority but serves as a clearinghouse for all home rule charters. These files are open for inspection.

11. Final Report: Within eighteen* (18) months after its election, the charter commission is required to prepare and submit a final report to the city council or board of selectmen. The final commission report, sometimes referenced as the proposed charter, must consist of: (1) the full text of the proposed charter with explanations and other information that the charter commission chooses to include; (2) an explanation of the major differences between the current (if any) and proposed charter; and (3) a minority report (if any) of not more than 1,000 words. *(*A community with an annual election can complete the charter process in one year, producing the preliminary report within 8 months of its election and the final report within 10 months).*

A copy of the charter commission's final report must be sent to the attorney general and the department of housing and community development.

12. Final report placed on the ballot: The city council or board of selectmen upon receipt of the final charter commission report must order the charter proposal or charter revisions to appear on the ballot at the next regular municipal election. At least two months must lapse between the election order and the municipal election.

The form of the ballot question would be as follows:

Shall this (city) (town) approve the (insert "new charter recommended by the charter commission" - or - "charter revision recommended by the charter commission") summarized below?"

The summary usually identifies the major elected offices, any new offices created, reorganization of departments or offices, change in terms of office for elected officials, and voter measures such as initiative, referendum, and recall.

The city council or board of selectmen must also see that the final report of the charter commission is printed and distributed to each residence with one or more registered voters at least two (2) weeks prior to the election.

Additional copies of the final report must be provided to the city or town clerk, and made available for distribution to registered voters.

13. Municipal election: If a majority of voters vote in favor of a proposed charter or charter revision, the charter becomes effective on the date specified in the charter. If no date is specified, the charter is effective upon voter approval. (The effective date of any charter amendment may also be specified in the order proposing it.)

14. Notification of charter adoption: Four (4) certificates must be prepared and signed by the city or town clerk which set forth any charter that has been adopted or revised and any charter amendments. The certificates must be deposited with the office of the secretary of state, the attorney general, the department of housing and community development, and in the records of the city or town.

***TIME AVAILABLE FOR CHARTER PREPARTION:** It is suggested that a charter commission consult legal counsel with respect to dates for submission of reports. It appears that the term "within" (as appearing in *section 3* of the Home Rule Amendment and *section 9, clauses (b) and (c)* of c. 43B) provides a considerable degree of flexibility for charter commissions that do not need the entire time which is legally available to them under c. 43B. While a commission is not permitted to take a longer period of time, members may decide to take any lesser amount of time as they determine. For example, in those towns which hold annual elections and do not wish to use the 18-month preparation schedule as specified in the Home Rule Amendment (Article LXXXIX) and c. 43B, the commission may prepare the charter proposal within 10 months, and place the report of the charter commission on the ballot at the annual election in the year following the year in which the charter commission was elected.

The list below is intended to provide a variety of approaches and presentation of special act charters and special acts establishing management positions. It is in no way comprehensive but provides a sample of the types of actions communities have taken in recent years regarding structural change.

 SELECTED SPECIAL ACT CHARTERS

[www.malegislature.gov/Session Laws](http://www.malegislature.gov/Session%20Laws) (left side of page) – select chapter number and year:

Abington	Chapter 259, Acts of 2004
Foxborough	Chapter 5, Acts of 2004
	Chapter 11, Acts of 2012 (amendment)
	Chapter 173, Acts of 2013 (amendment)
Hubbardston	Chapter 292, Acts of 2012
South Hadley	Chapter 458, Acts of 2012

SPECIAL ACTS ESTABLISHING MANAGEMENT POSITIONS:

Hamilton	Chapter 114, Acts of 2009
Hanson	Chapter 41, Acts of 2006
Lakeville	Chapter 416, Acts of 1998
Newbury	Chapter 460, Acts of 2008

SELECTED HOME RULE CHARTERS ON LINE

Open town meeting form of government:

Chatham	www.town.chatham.ma.us/Document Center/Town Clerk/General Bylaws (inc. charter)
Grafton	www.grafton-ma.gov/Town Government/Town charter
Mashpee	www.mashpeeema.virtualtownhall.net/Town Departments/Town Clerk
Norton	www.nortonma.org/Town Clerk
Provincetown	http://www.provincetown-ma.gov/charter.html
Salisbury	www.salisburyma.gov/Quick Links/Town Charter
Winchendon	http://www.townofwinchendon.com (left column - Laws and Regulations/Town Charter)

Representative town meeting form of government:

Chelmsford	www.townofchelmsford.us (left column – Online Document – Municipal Codes and Bylaws- Charter)
Reading	www.ci.reading.ma.us (Departments – Town Clerk – Town Bylaws – Charter)

CHANGING MASSACHUSETTS LOCAL GOVERNMENT STRUCTURE

Massachusetts state law provides several routes for cities and towns to make changes in the organizational structure of local government:

- election of a charter commission and subsequent adoption of the commission's proposed charter;
- a petition for enactment of special municipal legislation; and
- using bylaws and "permissive" legislation to enact structural change

Each route is described briefly below.

HOME RULE CHARTER COMMISSION: Over 160 charter commissions have been elected since the adoption of the Home Rule Amendment to the Constitution of the Commonwealth of Massachusetts in 1966. The procedures for creation of a charter commission are outlined in Massachusetts General Laws, (M.G.L.) Chapter 43B (see DHCD publication, *The Home Rule Amendment and the Home Rule Procedures Act**). In summary, any city or town, upon petition of 15% of the registered voters may vote to elect a nine-member charter commission to prepare a charter. A charter serves as the basic framework of the government structure, identifying officials to be elected and appointed, size and composition of the legislative body, appointment authority, operating and capital budget preparation, organization of departments, etc. A charter commission has a maximum of 18 months to prepare a proposed charter, but may choose to complete the task in 10 months. Following its election, a commission considers the options for changing local government structure, and seeks participation from the residents via public meetings, public hearings, publication of a preliminary report, and issuance of a final report. The requirements for public participation are described in Chapter 43B. To take effect, a charter proposal must be adopted by a majority of the voters at a municipal election. In towns, some charter commissions follow a 10 month schedule, and present a charter proposal to the voters at the annual election one year following the commission's election. If the commission chooses to follow the 18 month schedule provided in the law, the charter proposal would be presented to the voters at the municipal election two years following the election of a commission. (This procedure is most applicable to cities with biennial elections.)

The election of a commission, the preparation of a charter, and the submission of a proposal to the voters is a major undertaking; most towns make one or more significant changes in their structure, including, but not limited to:

- create a general management position (town administrator, town manager, etc.)
- change elected boards, commissions, and officers to appointed status
- establish or consolidate local departments; include enabling provisions to allow organizational changes as circumstances require
- establish budget and capital plan procedures

SPECIAL MUNICIPAL LEGISLATION: Prior to the adoption of the Home Rule Amendment, the most comprehensive changes in local government were made by means of a petition for special legislation (the "special act"). Prior to 1966, towns used the special act route to adopt "special act charters." Over 40 towns have used route to create the town meeting -selectmen- town manager form of administration including Norwood, Middleborough, Holden, Wilmington, and Danvers (adopted prior to the home rule amendment's passage). The home rule amendment retains this option for structural change in Section 8 of the amendment, and has been used more used in Westford, Great Barrington, Lee, Lenox, Ashburnham, Sheffield, Yarmouth, Abington, and Foxborough, among others.

The procedures governing special act adoption are:

1. passage by majority vote of warrant article or resolution at town meeting proposing the special legislation
2. petition to the General Court (state legislature) to enact the proposed legislation ("home rule petition")
3. approval of the petition by state House of Representatives and state Senate/enacted as legislation
4. signing by the Governor

In some instances, the petition may require that the act become effective only upon acceptance by a majority of voters at the next regular municipal election (sometimes referred to as ratification). In other instances, the act may contain a certain date when the provisions take effect, or the act may state that its provisions become effective upon passage. Municipalities are guided by the Home Rule Amendment that defines changes in the legislative body, chief executive, or town manager as requiring the election of a charter commission, and a ballot vote on recommended changes as "equivalent" to the need for a vote on a special act containing similar provisions.

Communities can also use the special act route to make more discrete changes -- e.g., combining the positions of an appointed collector and treasurer, changing an elected board or commission to an appointed one, creating a consolidated department, and adopting recall provisions.

USING BYLAWS AND PERMISSIVE LEGISLATION (review options with counsel prior to proceeding):

Towns may accomplish some structural, administrative, and organizational changes through adoption of bylaws. In several management areas, notably personnel administration, there have been recent efforts to adopt comprehensive bylaws. This route has become less common in recent years as the available "enabling" legislation is not seen as responsive to the management and organizational priorities of municipalities. For example, towns continue to create consolidated departments of public works to reflect the local preferences for organizing such functions, instead of using the enabling legislation state statute provides (MGL, c. 41, ss. 69C-F -- enacted 1953). Other towns have used bylaws to encourage coordination among related offices (e.g., all those with financial duties). Also, the Massachusetts General Laws provide some organizational options for communities through other "permissive" or enabling legislation, such as:

- **Chapter 41, section 1B** (enacted in 1997) allows a vote of town meeting followed by a ballot vote at the annual town meeting/election to change certain elected positions to appointments of the board of selectmen.

The statute applies to:

clerk	tax collector	road commissioners	highway surveyor	constables
treasurer	assessors	sewer commissioners	tree warden	board of health

Elected officials in these offices at the time of such vote would complete their terms before the appointment provisions took effect. (Note: Section 1B does not apply to boards of selectmen or school committees, which must remain elected.)

- **Chapter 41, section 21** allows selectmen to act as certain offices: (Water and Sewer Board, Water Commission, Water and Municipal Light Commissioners, Municipal Light Board, Sewer Commissioners, Park Commissioners, Board of Public Works, Board of Health, Board of Assessors, Commission on Public Safety).

For Chapter 41, Section 1B and Section 21, the question/questions of authorizing the board of selectmen to appoint particular offices or multiple member bodies must be placed on the ballot at an annual election. The question(s) may be placed on the ballot by a vote of the town meeting held at least sixty days before the annual town meeting. For Section 21, the question(s) authorizing selectmen to act as certain boards may be also be placed on the ballot upon petition by 10 per cent of qualified voters and filed with the selectmen at least 60 days before the annual town meeting.

- Selectmen may be granted the authority to appoint cemetery commissioners, chiefs of police and fire departments, assessors, superintendent of streets, or boards of health. (see also **Chapter 41, section 21**)

Other enabling options include:

- Appointment of assessors by the selectmen (**Chapter 41, section 25**)

- Combining the positions of treasurer and collector. The town may vote to authorize the treasurer to act as collector. (**Chapter 41, section 1**).

- The town clerk may be appointed town accountant, if he/she holds no other office involving the disbursement or receipt of funds. (**Chapter 41, section 55**)

- **Chapter 40N** allows the establishment of a water and sewer commission as a body corporate and politic.

- **Chapter 43C** provides a procedure for creating three consolidated departments -- finance, community development, and inspections. Chapter 43C defines the bylaw provisions for establishing these departments.

Any procedural option under consideration should be reviewed by local legal counsel prior to proceeding. Cities and towns are guided by the Home Rule Amendment, which defines changes in the legislative body, chief executive or town manager as requiring either adoption/revision of a home rule charter or enactment of special legislation.

DECISION POINTS FOR CHARTER COMMISSIONS IN TOWNS

LEGISLATIVE BODY *(if not open town meeting)*

Council

(requires 12,000 population)

- number and composition (district/at-large)
- term
- presiding officer(s)
- appointments by presiding officer and/or council

- or -

Representative Town Meeting

(requires 6,000 population)

- number and composition
- term
- moderator as presiding officer
- appointments by presiding officer
- division of town into precincts

If ***open town meeting***, provisions above unnecessary.

CHIEF EXECUTIVE

Board of Selectmen

- number of members
- term
- appointments/filling of vacancies
- "act as" provisions

- or -

Manager *(if council-manager government)*

- term (optional)
- qualifications
- procedures for dismissal
- powers and duties (see below)

SCHOOL COMMITTEE *(see M.G.L., c. 71, s. 37 re: powers and duties)*

- size, composition, term
- powers and duties *(basic duties as described in state education reform law)*
- presiding officer

NOTE: Legislative body (other than open town meeting), Board of Selectmen and School Committee MUST be elected. (see MGL, c. 43B, s. 20)

OTHER ELECTED OFFICES: *(if applicable - includes officers, boards, and commissions)*

- offices to be elected
- term
- powers and duties
- compensation (if applicable)
- filling of vacancies

CHIEF ADMINISTRATIVE OFFICER: *(May be titled: Town Manager, Town Administrator, Town Coordinator, etc.)*

- powers and duties (e.g., financial management, purchasing, contracting, personnel management, labor relations, coordination of town departments)
- appointments - which ones, if confirmed (by whom)
- provisions for temporary and extended absence
- procedure for removal

- over -

ADMINISTRATIVE ORGANIZATION

- may create department structure in charter
- charter may authorize reorganization via bylaw or adoption of administrative code
- if departments, boards, commissions created by special act, decide how to include in charter (retain, modify, repeal, reassign function to another agency/board)
- new boards/departments to create/consolidate/include in charter.

OPERATING AND CAPITAL BUDGET PREPARATION

- budget preparation procedures/timeline; coordination/oversight
- consultation with school committee/school superintendent
- submission to Finance Committee
- presentation of budget to town meeting (by whom)
- capital budget (preparation, coordination)

CITIZEN PARTICIPATION/SAFEGUARD MECHANISMS (optional)

if council/manager government: council-manager or town meeting/selectmen

- | | |
|-----------------|--------------|
| - free petition | - referendum |
| - initiative | - recall* |
| - referendum | |
| - recall* | |

**may name officers subject to recall and/or those exempt from recall, may limit recall to certain times within the term of office*

TRANSITION PROVISIONS

- practical steps of moving from present government to form of government as set forth in charter
- if board/commission changed from elected to appointed, timeline for changeover of board membership (usual practice is to allow elected members to complete terms to which they were elected)

OTHER FEATURES

- procedures for filling vacancies - appointed boards and commissions
- procedures for multiple-member bodies
- definitions
- corporate powers affirmed
- authority to enter into interlocal agreements affirmed
- procedure for periodic charter and/or bylaw review