



## TOWN ADMINISTRATOR EVALUATION AD HOC COMMITTEE

### Agenda & Meeting Packet

February 27, 2025

Meeting will be held at the **Municipal Building**

2nd floor, Council Chambers

355 East Central Street

**7:00 PM**

**A NOTE TO RESIDENTS:** All citizens are welcome to attend public meetings in person. **To view the live meeting remotely, citizens** are encouraged to watch the live stream on the [Franklin Town Hall TV YouTube channel](#) or the live broadcast on Comcast Channel 9 and Verizon Channel 29. Meetings are also archived by Franklin TV on the [Franklin Town Hall TV YouTube channel](#) and shown on repeat on Comcast Channel 9 and Verizon Channel 29 for those who miss the live meeting. **To listen to the meeting remotely** citizens may call-in using this number: 1-929-205-6099. This will not permit participation in the meeting. **To participate in the meeting remotely** citizens are able to join a [Zoom Webinar](#) using the information provided below.

- Zoom Webinar ID # 870 8809 5093
- Zoom Webinar Link [HERE \(https://us02web.zoom.us/j/87088095093\)](https://us02web.zoom.us/j/87088095093)
- **Any participants who wish to speak** during the webinar must enter their **full name and email address** when joining the webinar.
- All participants will be automatically muted upon joining the webinar. In order to speak, participants - who have entered full name and email address - will need to select the "Raise Hand" function to request to be unmuted.
- All speakers will be required to state their full name and street address before commenting.

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### 1. CALL TO ORDER

### 2. TOWN ADMINISTRATOR EVALUATION DISCUSSION & RECOMMENDATION

- a. [Chair Memo & Evaluation](#)
- b. [Town Council/Town Administrator Goals list September 2024-25](#)
- c. [Town Administrator Contract Language](#)
- d. Staff Input:
  - i. James McLaughlin, Fire Chief
  - ii. Ryan Jette, Recreation Director
  - iii. Felicia Oti, Library Director
  - iv. Amy Frigulietti, Deputy Town Administrator
  - v. Kerri Bertone, Chief Financial Officer
  - vi. Other Department Heads

### 3. ADJOURN

February 27, 2025

To: Town Council TA Evaluation Subcommittee (Councilor Melanie Hamblen, Councilor Brian Chandler)  
Cc: Jamie Hellen, Town Administrator  
From: Ted Cormier-Leger, Chair, TA Evaluation Subcommittee

**Re: 2024 Administrator Annual Review**

As part of the contract the Council signed with the Administrator, we are required to do an annual review and provide a written summary statement of that review. Our contract with Jamie states:

SECTION 6 - PERFORMANCE EVALUATION

1. The Council shall establish mutually agreed upon goals for the Town Council and Hellen to achieve during any two year legislative session. Said goals may be added to or deleted from as the Council and Hellen determine from time to time.
2. The Council shall review and evaluate Hellen's progress toward meeting the Council's goals on an annual basis. Said annual review and evaluation shall be in accordance with the goals developed jointly between the Council and Hellen. The Council shall establish an Ad Hoc Subcommittee of Town Council membership to perform said annual review and evaluation. The Ad Hoc Subcommittee shall report said annual review and evaluation to the full Council. The Council shall review and provide Hellen with a written summary statement of the findings. The Council shall provide adequate opportunity for Hellen to discuss his evaluation with the Council.
3. Goals shall generally be attainable within the time limitations as specified in Section 7, within the annual operating budget and capital budgets and appropriations provided by the Council.
4. In effecting the provisions of this Section, the Council and Hellen mutually agree to abide by the provisions of applicable law.

SECTION 7 - HOURS OF WORK

1. Hellen's work week shall ordinarily consist of a five (5) day week, Monday through Friday, plus whatever evening and/or weekend hours may be necessary from time to time in order to properly respond to the demands of the position. It is understood that Hellen shall also attend and participate in all Council meetings and other meetings at which his attendance is necessary for the orderly conduct of Franklin's business and operations.
2. It is recognized that Hellen must devote a great deal of time outside of the normal business hours, and to that end, Hellen, will be allowed to take time off as he shall deem appropriate during said normal office hours provided that the business of Franklin is not adversely affected by the taking of said time off.

To fulfill the Town Council's obligation of the contract, I am submitting to you a draft "written summary statement" that meets these contract criteria and language to be discussed this evening. I have also included the Town Council Goals Update from our two-year session update that was distributed (and revised) at the December 17th, 2024 Council meeting as a reference guide to the progress Jamie has

made on our mutually agreed upon goals. I would note that the Town Council did revise the Goals on December 17, 2024 to reflect the staff's concerns that many goals are not financially feasible. The Council agreed and amended the goals accordingly and the attached sheet reflects those changes.

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### **Written Summary Statement**

#### **Town Council & Town Administrator Goals**

The attached goals update indicates that Jamie has done an exemplary job in achieving the goals the Town Council set out in 2024-25 at the midway point. Every item has received its due attention, and where applicable and with proper funding, the job has gotten done. Given the resources and tools at his disposal, he has shown the ability to be an effective project leader, a successful departmental manager and steward for the community. Much of this has been due to Jamie's commitment to excellence, responsiveness, creativity and passion. His positive attitude, spirit and work ethic have allowed us all to accomplish a great amount of work together in town throughout the year and his tenure - and now the past decade since he was hired in December of 2015.

Entering his tenth year with Franklin and seventh year as Town Administrator, we have complete confidence in Jamie's ability as Town Administrator.

#### **Additional Points**

Additionally, we want to also highlight some other aspects of his job performance not on our list of goals that should be noted because they depict his effectiveness and success:

1. Jamie continues to provide exemplary customer service and effective responsiveness to the Town Council, town stakeholders, businesses and residents. He has shown consistent and effective collaboration with the state and federal legislative delegation;
2. Jamie continues to provide creative solutions to unique problems, including incredibly challenging financial decisions to be made with the Franklin Public School District. He and his staff worked tirelessly on the town override in 2024. Regardless of the failure of the override, Jamie provided critical work to put the town and schools in the best possible position for the FY25 Budget;
3. Jamie has represented the community very well and given Franklin a statewide presence that reflects our organization's success and the respect cities and towns have for Franklin. In 2024, Jamie was appointed as the Vice-President of the Massachusetts Municipal Association (MMA). In January of 2025, he was elected President of the MMA;
4. The list of Goals reflect other successes this year that were not on the goals. One especially complicated project was the application to purchase the SNETT Trail and negotiating an opportunity to purchase the rights to this rail strip. Working with federal, state and local partners, in addition to a private railroad company is a unique challenge and Jamie has put the community in a position to have an incredible asset for generations of Franklinites!

## EXHIBIT 1

### **2024-2025 Town Council and Town Administration Goals**

December 31, 2024 Mid-Session Update UPDATED

The following are a list of proposed goals (not in any particular order) by the Town Council and Town Administrator for the 2024-2025 session.

#### Finance

- Review & approve biennial Town Finance Policies.
  - Complete.
- Review annual financial audit and OPEB actuarial.
  - Complete.
- Conduct a market analysis on Chapter 82 fees for service.
  - Complete.
- Authorize and manage final allotments of ARPA federal stimulus funds.
  - Complete.
- Approve annual capital budget for FY24 and FY25.
  - Completed FY24; January and February 2025 for the FY25 plan review.
- Approve annual operating budget for FY25 and FY26.
  - Completed FY25; FY26 budget deliberations have already begun with three budget meetings Fall 2024 and more listening sessions into 2025.
- Evaluate and discuss the need for an override through the Joint Budget Subcommittee.
  - Complete. JBSC is meeting to monitor budget conditions in FY26.
- Commence collective bargaining prior to contract expiration (Summer 2025).
  - In process. Negotiations have started for all unions.
- Reevaluate and approve revised borrowing legislation for school and town facilities.
  - Complete.

#### Economic Development (To the EDC)

- Comply with the MBTA Communities law, including evaluating the potential of rezoning around Forge Park MBTA station.
  - Complete. Staff are awaiting formal certification from the state, as well as the pending decision before the Massachusetts Supreme Judicial Court.
- Monitor statewide Housing Bond Bill & housing legislation relative to ADU's.
  - In process. The EDC had a short overview of the Affordable Homes Act and passed an ADU bylaw to comply with state law. We expect this to be fully complete in early 2025. The Administration **drafted a letter to the Executive Branch** to formally request that the \$3 million **Franklin Ridge Housing Bond Bill Appropriation in An Act Relative to the Affordable Homes Act** be included in any upcoming authorization by the state.
- Support and codify a grease trap bylaw with the Board of Health and Sewer Department.
  - Complete.
- Discuss a 40R Bylaw.

- In process. The concept has been discussed at several EDC meetings.
- Prioritize and/or implement recommendations from the Housing Production Plan, Franklin For All Study and townwide Master Plan (pending approval of the Master Plan by the Planning Board).
  - In process. The Town Master Plan Committee is wrapping up its work expected to be considered for final approval in the early part of 2025. The EDC will then prioritize the next set of projects.
- Execute Phase 1 of the branding & marketing analysis, including a refresh of the town and school websites, new Town logo design along with brand guidelines and templates, and a cleanup of the Town seal.
  - In process. A new town logo is officially approved and the Town Seal is NOT being replaced. The school website is currently live. The new Town website will go live on January 21, 2025!
- Continue to research and discuss a home occupation business bylaw.
  - No formal action yet.
- Research zoning relative to shared kitchen spaces.
  - No formal action yet.
- Review and approve the Franklin Crossing Neighborhood zoning district (C-1).
  - No formal action yet.
- Collaborate with FPS, local, regional and statewide stakeholders to prepare for and market Franklin for the World Cup when it arrives in 2026 in Foxborough.
  - In process. Staff are forming an internal World Cup Welcoming and Ambassador Committee and are working with the state and local stakeholders. More to come this Spring!

## Public Works

- Support and educate the community on the Beaver Street Interceptor project.
  - In process. DPW has held various meetings prior to construction, developed a project specific web page, and continues to update website, facebook and our interactive map weekly with the progress and areas of disturbance. The project is on time and on budget. 2025 will be a big year for this project!
- Develop a strategy to prioritize town infrastructure investments, including roads, sidewalks, stormwater, sewer, water and recycling.
  - DPW gave a comprehensive presentation on the costs of public works. The Council will have a strategy session on how to finance public infrastructure in January 2025 and throughout the budget process.
- Develop a sidewalk master plan leading to a Pedestrian Master Plan through the Franklin Greenway project.
  - Staff have completed a condition and maintenance audit of all town sidewalks. The Town Council and staff recognize that further progress on this goal will be unattainable due to the lack of sufficient, reoccurring revenue streams and/or staff bandwidth to achieve this goal.
- Evaluate the need for a stormwater rate increase to meet the federal mandate.
  - Complete (for this year). The town is currently analyzing the most recent DRAFT of the proposed 'new' MS4 Permit to evaluate financing options in 2026.
- Approve a new 5-year Water Main replacement plan.

- Staff have completed a five-year water main plan that is ready to implement in the 2025-2030 calendar years. The Town Council and staff recognize that further progress on this goal will be unattainable due to the lack of sufficient, reoccurring revenue streams and/or staff bandwidth to achieve this goal.
- Complete the state land swap and design the Recycling Center.
  - After 14 years, the land swap has been completed and recorded at the Registry of Deeds! Staff are exploring financing options, including a state grant through Jeff Roy to cap the landfill and lay the groundwork for a recycling center.
- Implement the Water Tank Analysis Master Plan.
  - Staff have completed the Water Storage Tanks Master Plan. The Town Council and staff recognize that further progress on this goal will be unattainable due to the lack of sufficient, reoccurring revenue streams and/or staff bandwidth to achieve this goal. The staff will continue to apply for SRF funding for the replacement of the Hillside Tanks but due to emerging contaminants (i.e. PFAS & Lead) tank replacement projects are not being funded via SRF.
- Apply for the next phase of Complete Streets grant funding.
  - Ongoing. Our current plan is to apply for funding to use for the Washington St. sidewalk extension which is currently under design.
- Continue to fund and accept public ways.
  - Ongoing. Most recently accepted streets are Bogans Way, Farrington St, Oak Tree Lane, and Maple Tree Lane.

## Facilities

- Support the staff in completing the backlog of funded or partially designed projects, including:
  - Municipal Building renovation.
    - 75% complete! Several small projects and a punch list remain.
  - Hire an Owner's Project Manager (OPM) to lead the Police Station Building project.
    - Complete. OPM and Architect have been hired. They will begin the public engagement process in Spring 2025.
  - Restore the Cupola in the Franklin Historic Museum and hire an architect to reevaluate the Museum floor plan to create more flexible exhibit spaces.
    - In process. The project has been put out to bid, which is due January 2nd. We expect a contract in place to do the work in February and slated to begin the rehab in Spring when the weather clears.
  - Replace High School visitor bleachers and soundsystem.
    - In process. A project contract was recently awarded and was funded through town ARPA funds. The best case scenario is for June graduation!
  - Design and build the Senior Center Pavilion (also install sign lighting).
    - Complete. A ribbon cutting will be scheduled in Spring 2025!
    - The sign will require some additional work than expected, but it will stay on our radar.
  - Update the design of the Remington-Jefferson renovation.
    - Requesting a capital request in FY25 for the OPM and Architect.
  - Support the King Street Memorial Park rehabilitation.

- The CPA has funded the Phase I round of work, but there is no timeline on when the work can get done given the bandwidth of the staff.
- Collaborate with the School Department on a Comprehensive Facilities Assessment.
  - Complete. Redistricting implementation is ongoing.
- Evaluate the reuse of the Davis-Thayer School by issuing a preliminary Expression of Interest and finalizing the property appraisal.
  - Complete. The next step is for the parcel to be evaluated by the Police Station Building Committee and/or issue an RFP for a mixed use facility.
- Work with Habitat for Humanity to execute the Purchase & Sale and Renovation of the Old South Church on Washington Street.
  - Complete. All paperwork has been officially signed and is currently going through the Registry of Deeds. Work will begin in Spring/Summer 2025.
- Apply for the next round of Green Communities grant funding.
  - No action.
- Begin implementation toward becoming a Climate Leader Community (CLC) as defined by the state, including evaluating the hiring of a Sustainability Coordinator.
  - Staff propose to amend this goal from the list as there is no financing available to satisfy this goal. Proposed language is as follows:
    - “Begin implementation toward becoming a Climate Leader Community (CLC) as defined by the state, by applying for a [Municipal Energy Manager state grant](#), which is due January 25th, 2025 and awards given later in the Spring 2025.

## General Government

- Promote and educate on the new sidewalk snow removal bylaw.
  - Complete.
- Evaluate and discuss a Flag Policy.
  - Complete. In addition, the Town Council approved a Town policy.
- Accept Municipal Disability Commission statute.
  - Complete.
- Execute Cannabis Control Commission’s unfunded mandates to comply with new permitting regulations and equity requirements for private cannabis companies.
  - Staff have conducted significant research and hope to have a bylaw proposal Summer 2025.
- Support School & Town Finance and HR departments’ reorganization, electronic personnel records integration, onboarding software, succession planning, MUNIS updates, and expanding LinkedIn recruiting and retention presence.
  - Complete.
- Research and evaluate a revised Family Leave policy.
  - No action to date. The Town Council and staff recognize that further progress on this goal will be unattainable due to the lack of sufficient, reoccurring revenue streams and/or staff bandwidth to achieve this goal.
- Fund and lead a townwide Polco/NRC/ICMA scientific “Citizen Satisfaction Survey” to evaluate and help prioritize policy development and strategic planning goals.

- After four years on the Town Council goals list, the National Citizen Survey is upon us! December 18th Town Council update. Expected January 2025 mailing.
- Fund and Master Plan Maple Hill and Schmidt Farm parcels.
  - Both master plans have been drafted and await a presentation to the Town Council in the Winter on next steps.
- Prioritize Open Space and Recreation Plan implementation goals (once approved).
  - The Town is still awaiting approval by the state on our plan. They have returned comments and staff will be working through the winter to accommodate their comments based on regulatory changes at the state level.
- Review and approve a Public Art Display Policy and Donation Policy.
  - No action to date.
- Establish a 250th Town Anniversary Committee.
  - Expect a Spring resolution forming an official Celebration Committee under MGL.
- Collaborate with Dean College to establish and build stronger relationships and support collaboration on shared initiatives.
  - The Chair and Administrator have met with the interim leadership until there is a formal leadership appointment.
- Develop a strategy for the use of opioid settlement funds.
  - The Deputy Town Administrator will propose a plan for using the funds concurrent with the capital plan process. Expect a formal proposal before the Finance Committee in January.

#### Administrative (Presentations/Discussions)

- Establish an Ad Hoc subcommittee to evaluate the Town Administrator annually.
  - January 8, 2025 Town Council update.
- Presentation update on the Franklin Ridge project.
  - January 8, 2025 Town Council project update. Construction is anticipated to begin this summer.
- Presentation on homelessness in Massachusetts.
  - Complete. Additionally, the Administration reconvened the Franklin Crisis Action Team (FCAT), led by the Deputy Town Administrator, with Town staff to triage crisis cases in town. The Team meets monthly.
- Ad Hoc Committee for Town Charter review.
  - The staff provided a presentation on how to amend a Town Charter in the fall of 2023. The Town Council and staff recognize that further progress on this goal will be unattainable due to the lack of sufficient, reoccurring revenue streams and/or staff bandwidth to achieve this goal.

#### Other Accomplishments

The following are other great accomplishments that were not on the official goals list:

- Authorization for financing and a purchase and sale for the SNETT Trail Corridor section between Grove Street and Unions Street. The Town Administrator and CSX will submit the required documents to the Surface Transportation Board.

- The Town successfully rezoned “the Mill Store” property to enhance a rehabilitation of that parcel for housing and restaurants (and also adjacent to the future SNETT trailhead)
- Hosted an informative discussion with the Franklin Children’s Museum.
- Adopted the HERO Act local option COLA for veterans.
- Adopted the maximum senior tax abatements allowed under Massachusetts law to assist low income seniors on their tax bills.
- Initiated zoning bylaw clean ups to help businesses Commercial-2, Business and Office districts around Exit 17 to install LED signs.
- Adopted a Friendly 40B project to help ease the affordable housing crisis with a smart growth friendly project at 444 East Central Street (aka Stobbart’s).
- Authorized the Town Administrator and the Town Council to send a letter to the legislature and Governor Healey in support of the Municipal Empowerment Act.
- Authorized an Intermunicipal Agreement with Towns of Wrentham and Norfolk for Shared Public Health Services.
- Authorized the Town Administrator to write a letter to the legislature on behalf of Franklin TV & Radio in support of Senate Bill 2771 and House Bill 4631 entitled ***An Act to Modernize Funding for Community Media Programming.***
- Coordinated various Town Departments to assist the School Department with redistricting planning.
- The implementation of MuniTrac to assist Town staff with meeting minutes.
- Collaboration and coordination in drafting the Annual Report
- Numerous Arts, Culture, and Economic Development partnerships including MA 250 programming, Sculpture Park enhancements, an MBTA/Dean College mural collaboration, and a Franklin First Gift Card revamp.
- Updated Social Media guidelines.
- Initiated staff training for the new website and branding efforts.
- Applied for and managed numerous grants and earmarks.
- Filed a home rule petition, [House 2108](#), An Act authorizing the city known as the town of Franklin to utilize alternative methods for notice of public hearings, which will exempt the Town from posting legal public hearing notices in a print newspaper publication. The town has a free email subscription service on its website to accommodate all public hearing notices. This act will save the town, and those who apply for certain applications that require public hearings, thousands of dollars in legal and expenses. The email service is free for all and more timely and accessible to the broader public than costly legal ads in the newspaper.

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