

EXHIBIT 1

2024-2025 Town Council and Town Administration Goals

December 18, 2024 Mid-Session Update

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.
 - Complete. 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 7, 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. DPA 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 or February.
- 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 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 process in 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.
 - 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 Winter/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.