

FRANKLIN TOWN COUNCIL

Agenda & Meeting Packet

September 1, 2021

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 now welcome to attend public board and committee meetings in person. Additionally, in an effort to maximize citizen engagement opportunities, citizens will be able to continue to participate remotely via phone OR Zoom. The meetings will also be [live-streamed by Franklin TV](#) and shown on Comcast Channel 11 and Verizon Channel 29.

- **Link to access meeting:** September 1, 2021 Town Council Meeting Link [HERE](#) -- Then click "Open Zoom"
 - Or copy and paste this URL into your browser: <https://us02web.zoom.us/j/89536850696>
 - **Call-In Phone Number:** Call 1-929-205-6099 and enter Meeting ID # 895 3685 0696 --Then press #

1. ANNOUNCEMENTS FROM THE CHAIR

- a. *This meeting is being recorded by Franklin TV and shown on Comcast channel 11 and Verizon Channel 29. This meeting may be recorded by others.*

2. CITIZEN COMMENTS

- a. *Citizens are welcome to express their views for up to five minutes on a matter that is not on the agenda. The Council will not engage in a dialogue or comment on a matter raised during Citizen Comments. The Town Council will give remarks appropriate consideration and may ask the Town Administrator to review the matter.*

3. APPROVAL OF MINUTES

- a. [July 21, 2021](#)

4. PROCLAMATIONS/RECOGNITIONS

- a. Police Department:
 - i. Nick Palmieri, Promotion to Sergeant
 - ii. Jack Flynn, Promotion to Detective
 - iii. Victoria McVicar, New Hire Introduction & Ceremonial Swearing in
 - iv. Patrick MacDonald, New Hire Introduction & Ceremonial Swearing in

5. APPOINTMENTS

- a. [Richard C. Johnson, Conservation Commission](#)

6. HEARINGS - 7:10pm

- a. [Zoning Bylaw Amendment 21-874: Amendment to Ch.185 Section 21 Parking, Loading, and Driveway Requirements proposed change to minimum parking requirements in Downtown Commercial and Commercial I zoning districts.](#)

7. LICENSE TRANSACTIONS - None Scheduled

8. PRESENTATIONS/DISCUSSIONS -

- a. Karen Maguire - Superintendent of Schools, Tri-County Regional Vocational Technical School

9. SUBCOMMITTEE REPORTS

- a. Capital Budget Subcommittee
- b. Budget Subcommittee
- c. Economic Development Subcommittee

10. LEGISLATION FOR ACTION

- a. [Resolution 21-50: Gift Acceptance - Veterans' Services, \\$400](#) (Motion to Approve Resolution 21-50 - Majority Vote)
- b. [Resolution 21-51: Cable Funds in Support of PEG Service and Programming per MGL Ch. 44, §53F3/4](#) (Motion to Approve Resolution 21-51 - Majority Vote)
- c. [Resolution 21-52: Budget Stabilization Policy](#) (Motion to Approve Resolution 21-52 - Majority Vote)

11. TOWN ADMINISTRATOR'S REPORT

- a. [2020-2021 Town Council Goals Update](#)

12. FUTURE AGENDA ITEMS

13. COUNCIL COMMENTS

14. EXECUTIVE SESSION

- a. *Considering the purchase, exchange, lease or value of real property, because an open meeting may have a detrimental effect on the negotiating position of the Board.*

15. RECONVENE IN OPEN SESSION

- a. Discussion of possible land acquisition depending on the outcome of the Executive Session.

16. ADJOURN

Note:

Two-Thirds Vote: requires 6 votes

Majority Vote: requires majority of members present and voting

**FRANKLIN TOWN COUNCIL
MINUTES OF MEETING
July 21, 2021**

A meeting of the Town Council was held on Wednesday, July 21, 2021, at the Municipal Building, 2nd Floor, Council Chambers, 355 East Central Street, Franklin, MA. Councilors present: Andrew Bissanti, Brian Chandler, Robert Dellorco, Cobi Frongillo, Melanie Hamblen, Glenn Jones, Matthew Kelly, Thomas Mercer, Deborah Pellegrini. Councilors absent: None. Administrative personnel in attendance: Jamie Hellen, Town Administrator; Mark Cerel, Town Attorney; Chrissy Whelton, Assistant to the Town Administrator; Alecia Alleyne, Administrative Assistant.

CALL TO ORDER: ► Chair Mercer called the meeting to order at 7:00 PM. Chair Mercer called for a moment of silence; all recited the Pledge of Allegiance.

ANNOUNCEMENTS: ► Chair Mercer reviewed the following as posted on the agenda. A Note to Residents: All citizens are now welcome to attend public board and committee meetings in person. Additionally, in an effort to maximize citizen engagement opportunities and comply with open meeting law regulations, citizens will be able to continue to dial into the meeting using the provided phone number (cell phone or landline required), or citizens can participate via Zoom by clicking on the attached link (phone, computer, or tablet required). The meetings will also be live-streamed by Franklin TV and shown on Comcast Channel 11 and Verizon Channel 29. He stated that this meeting is being recorded by Franklin TV and may also be recorded by others.

CITIZEN COMMENTS: ► Mr. Dale Kurtz, Veterans' Services Officer, reviewed that Purple Heart Day will be celebrated on August 7th with a luncheon at the Franklin Elks at 11:00 AM. All veterans are invited; he asked veterans to contact his office if they will be attending. Eighteen Purple Heart recipients will be recognized and eight Quilts of Valor will be presented to veterans. He noted a project underway to restore the monuments on the Town Common; a grant from the State has been received to help fund the project, but more assistance will be needed. Please contact the Veterans' Services Office if you would like to support the cause. ► Ms. Kerri Bertone, Treasurer/Collector, reminded citizens of the option to have paperless billing for real estate, personal property, and utility bills. She reviewed the process and noted that information is available on the Town's website. She encouraged residents to use the services.

APPROVAL OF MINUTES: ► *May 26, 2021; May 27, 2021; June 9, 2021; June 23, 2021.*

► **MOTION** to Approve the May 26, 2021 meeting minutes by **Dellorco**. **SECOND** by **Jones**. **No discussion**. ► **VOTE: Yes-9, No-0, Absent-0**. ► **MOTION** to Approve the May 27, 2021 meeting minutes by **Dellorco**. **SECOND** by **Jones**. **No discussion**. ► **VOTE: Yes-9, No-0, Absent-0**.

► **MOTION** to Approve the June 9, 2021 meeting minutes by **Dellorco**. **SECOND** by **Jones**. **No discussion**. ► **VOTE: Yes-9, No-0, Absent-0**. ► **MOTION** to Approve the June 23, 2021 meeting minutes by **Hamblen**. **SECOND** by **Jones**. **No discussion**. ► **VOTE: Yes-7, No-0, Absent-0, Abstain-2 (Councilor Kelly and Councilor Dellorco abstained)**.

PROCLAMATIONS/RECOGNITIONS: ► **Retirement: Patti Wyllie, Treasurer-Collector's Department**. ► Mr. Hellen noted the retirement of Ms. Patti Wyllie and stated that Ms. Bertone would make remarks. ► Ms. Bertone congratulated Ms. Wyllie on her 33 years of service with the Town of Franklin. She reviewed Ms. Wyllie's career history and volunteerism. She thanked Ms. Wyllie for her contribution to the Town and wished her well on her retirement. ► Representative Jeff Roy read aloud a resolution from the House of Representatives to Ms. Wyllie on her retirement. ► Councilor Pellegrini read aloud a proclamation from the Town Council to Ms. Wyllie on her retirement. ► Ms. Wyllie thanked the employees, department heads, and residents of Franklin for her years working for the Town. ► Mr. Hellen thanked Ms. Wyllie for her years of service.

► **Retirement: Tommy Grundstrom, DPW.** ► Mr. Hellen stated that DPW employee Tommy Grundstrom fixes problems during sewer breaks and other DPW events. ► Mr. Doug Martin, Water and Sewer Superintendent, noted that Mr. Grundstrom has worked for the DPW for 26 years; he reviewed Mr. Grundstrom's career history. He wished Mr. Grundstrom the best of luck in his retirement.

► Representative Jeff Roy read aloud a resolution from the House of Representatives to Mr. Grundstrom on his retirement. ► Councilor Chandler read aloud a proclamation from the Town Council to Mr. Grundstrom on his retirement. ► Mr. Grundstrom thanked the Town Council for always providing the equipment and supplies needed to get the job done. He stated that Franklin is a great community to work for and live in.

► **Recognition: Ndoumbe Ndoye, Franklin High School, Commonwealth Heroines Award.** ► Councilor Frongillo read aloud a proclamation from the Town Council to Ms. Ndoye on her Commonwealth Heroines Award. ► Ms. Ndoye asked Ms. Thomas, a junior at Franklin High School, to join her to speak about the mentoring program. Ms. Ndoye reviewed the mentoring program and the confidence they try to instill in younger students of color. She thanked Councilor Frongillo, Dr. Ahern, and other administrators for allowing her to speak her opinions and speak her voice.

APPOINTMENTS: None.

HEARINGS: 7:10 PM. ► **Zoning Bylaw Amendment 21-872: To Amend The Franklin Town Code At Chapter 185, Section 3, Definitions, Tasting Room.** ► **Chair Mercer declared the public hearing open.** ► Mr. Hellen stated that later in the agenda is the second and final reading of a bylaw change that has been endorsed unanimously by the EDC and with a 4 to 1 vote by the Planning Board. A tasting room is a room attached to a brewery, distillery, or winery that allows patrons to sample or consume wine, beer, or other alcoholic beverages that are produced on site. He reviewed that the former bylaw stated that a tasting room "may not be greater than 25 percent of the main building's gross square footage." This bylaw will strike that former language and redefine a tasting room as an "accessory use to the primary brewery, distillery, or winery use." ► Councilor Hamblen, EDC Chair, reviewed the discussion process of this item; she stated that it will help new businesses. ► **Chair Mercer declared the public hearing closed.**

LICENSE TRANSACTIONS: ► **Dean College: New Section 12 All Alcoholic Beverages License, Located at 135 Emmons Street, Franklin, MA.** ► Councilor Jones read the license transaction.

► **MOTION to Approve** the request by Dean College for a New Section 12 All Alcoholic Beverages License and to approve the manager, Kenneth F. Corkran by **Jones. SECOND** by **Hamblen. Discussion:** ► Mr. Hellen reviewed his memorandum to the Town Council dated July 16, 2021. He stated that Dean College came before the Council at the April 15, 2020 and May 6, 2020 meetings for a New Section 12 All Alcoholic Beverages Liquor License. At the conclusion of the hearing, this license was denied with a 4-4 tie vote, which is not the required number of votes needed to pass. Subsequently, Dean College appealed this decision with the state Alcohol Beverages Control Commission (ABCC) in May of 2020. A hearing was conducted with the ABCC on November 4, 2020. After the appeal, the ABCC determined that there was no legally valid reason for this license to be denied by the local board. They recommended approval and have requested the Town Council approve the license. As requested by the state ABCC, the license application is in front of the Council for reconsideration. The vote before the Town Council will be to approve or deny the application from Dean College for a New Section 12 All Alcoholic Beverages License to be located at 135 Emmons Street, Franklin, MA. The license before the Council does still include the three (3) conditions outlined by the Council and the proponent: 1. Sale/Service of alcoholic beverages only to Dean College faculty, staff, alumni, students and their guests and other authorized individuals; 2. Sale/Service of alcoholic beverages limited to the following areas: Boomers, Golder Room, Guidrey Center, Atrium, Dining Center, Mainstage and the Campus Center Concourse; and 3. Sale/Service of alcoholic beverages at no more than three (3) events at the same time. To date, the Town

has spent \$2,012.50 for outside counsel to represent the community throughout the appeal process.

► Town Council members asked questions. ► Mr. Cerel stated that the ABCC's decision is not binding upon the Town Council; it is a recommendation. If the Town Council disregards the recommendation, the applicant can appeal to the Superior Court. The Superior Court would act as though the ABCC hearing did not take place and would go back to the original hearing held by the Town Council and review it to determine whether or not to uphold the Town Council's original decision. However, the ABCC is a recognized agency for their expertise of the law. He noted that this is not a public hearing; it is at Chair Mercer's discretion as to whether the public can speak on this item. ► Chair Mercer stated that he would allow representatives from Dean College to speak. ► Councilor Chandler stated that this is about safety towards the kids. He confirmed that Mr. Ken Corkran of Dean College would be the manager. He stated that according to the ABCC, up to 20 percent of alcohol accidents are by pedestrians. He expressed concern that the ABCC stated that the Town Council was arbitrary and capricious. ► Mr. Corkran stated that he did not know how old a person has to be in Massachusetts to tend bar. He stated that it would not be students, but rather Sodexo employees, who would tend bar. He discussed the situations in which Franklin Police are called regarding an assault. ► Councilor Bissanti discussed the previous decision by the Town Council regarding this liquor license request. He stated that it almost seems like the Town Council now has no choice. He stated that if they are going to sue us, so be it; it is not going to sway his decision. He stated that he was elected to represent the people of Franklin. This Town Council has to think long and hard and not be bullied by the threat of a lawsuit or Superior Court. He stated that we were voted to represent the people of Franklin. ► Councilor Dellorco stated that if the ABCC is going to tell us what to do, why don't they just give out the licenses. Dean College is supposed to be good neighbors, but they are here threatening to take us to Superior Court. ► Mr. Hellen stated that just over \$2,000 has been spent on outside legal counsel to represent the community regarding the appeal at the ABCC. He is not aware of a threat of a lawsuit. ► Councilor Jones noted that in the past four years Dean College has had no incidents with their one-day licenses. He stated that based on facts, he continues to be in support of this license. ► Chair Mercer stated that this license is for events only; there will be no pub open in the Campus Center that the kids go into on a regular basis. ► Councilor Frongillo clarified the ABCC's role. ► Mr. Cerel reviewed sections of the law and the ABCC's advice. ► Mr. Hellen stated that this is a complicated and convoluted system. This is not uncommon practice between the local licensing agency and the ABCC regarding liquor licensing in Massachusetts. ► Councilor Kelly asked what is the mechanism to test to make sure underage students do not get into an event. He noted that there are many abutters to Dean College that have poor relationships with the college due to student behavior; community outreach is needed by Dean College to the neighbors. ► Mr. Dave Drucker, Dean of Students at Dean College, stated that they are having conversations with the residents. ► Councilor Kelly suggested that the Town Council should be involved in these community outreach meetings. ► Councilor Pellegri asked if other colleges are trying to have liquor licenses. She asked what type of events need this license. She stated concern about 18-year-old students serving alcohol. She stated that she wanted to see Franklin Police do a detail at the college whenever they have an event with a full liquor license for safety reasons. ► Mr. Drucker stated that they may use this license for alumni events, homecoming, and VIPs who come to the college to speak. He stated that the college does not intend to have anyone 18 years old selling alcohol. He stated that there is law enforcement and security already at the college. He noted that the college has a very good relationship with Franklin Police and reach out to them when needed.

► Councilor Hamblen asked about the number and size of events. She confirmed there could not be more than three events at one time. She noted that at the last hearing she voted yes for this. ► Mr. Drucker stated it is probably 70/30 small events to large events. ► Chair Mercer asked for one more condition on the license: since no one under 21 will be allowed into an event serving alcohol, that would include any bartender, as well. ► Mr. Drucker stated that was acceptable. ► Mr. Cerel stated that if they agree to it, it can be added. ► Councilor Bissanti stated that it should be kept in mind that with the license they can have up to three events every day; this is a recipe for disaster on the campus. He will not condone this. ► Councilor Pellegri confirmed only those 21 years of age or older could enter these events. ► Ms. Jane Callaway-Tripp, 607 Maple Street, stated concerns including that the license should only be for one event

in one location per day. She asked if Dean is paying their food and alcohol taxes. She noted that by allowing the license, the Franklin Police will be taxed as people will be drunk, leave the campus, and be on Town of Franklin property. She stated that once they have this license, they can have as many events as they want, and this is a school. She questioned why the one-day liquor licenses were handed out so freely in the past from the Town Administrator's office. ► Mr. William Johnson, 194 Union Street, stated that Dean College is not good people. He stated that the Town Council should go to his house on the weekends when the Dean kids are drinking; it is a living nightmare. If you call Dean Security, they say that they really can't do anything. Mr. Johnson said there is going to be spillover from these events into his yard which backs up to the college dorms. He said that if you think they are going to hold only 30 events, that is crazy. They are going to try to make money. He said laser pointers and beer bottles are coming into his windows and yard, and the college has done nothing about this. He stated that he pays his taxes; this is not the Franklin he wants to see. ► A Dean College alumni asked if Dean would be renting space to outside parties who may want to have an event. She wanted the names of other colleges that currently have an all-alcohol license. ► Mr. Hellen stated that the overwhelming majority of colleges have an all-alcohol license. ► A resident on Chestnut Street confirmed with Mr. Cerel that the ABCC's decision is not binding on the Town; it is a recommendation. He stated that he has talked to many seniors in Town and none of them are in favor of this. This Town Council is in charge, not the ABCC. He stated that the college wants an open-ended type of thing for 365 days a year with up to three events per day. There is a chance that they could lose control of this; this could be a mistake. ► A resident on Elm Street stated agreement with Councilor Chandler. It seems like the 30 one-day permits would be enough. There are approximately 300 students at 21 years old on campus that the college seems to be catering to with this license. Liquor licenses are gold to a business, and the college is a business. This should be fought at the State level. ► **ROLL CALL VOTE: Bissanti-NO; Chandler-NO; Dellorco-YES; Frongillo-YES; Hamblen-YES; Jones-YES; Kelly-YES; Mercer-YES; Pellegrini-YES.** ► **VOTE: Yes-7, No-2, Absent-0.**

► Mr. Cerel asked that the three original conditions and the fourth condition outlined during this meeting be noted. ► Chair Mercer stated that Councilor Jones noted it. ► Councilor Pellegrini asked Mr. Hellen to regularly check on the number of events and any problems they may have. ► Chair Mercer confirmed this is a one-year license. ► Councilor Dellorco asked the college representatives to have a meeting with Mr. Johnson regarding his concerns; Councilor Dellorco said he would attend such a meeting. ► Chair Mercer requested the college let the Town Council know of the meeting so some councilors can attend.

PRESENTATIONS/DISCUSSIONS: None.

SUBCOMMITTEE REPORTS:

- a. **Capital Budget Subcommittee.** ► None.
- b. **Budget Subcommittee.** ► None.
- c. **Economic Development Subcommittee.** ► Ms. Hamblen stated that they met tonight and discussed the EDC's goals. They have a few things to continue to work on such as way-finding signs.

LEGISLATION FOR ACTION:

Note: Two-Thirds Vote requires six votes; Majority Vote requires majority of members present and voting.

- a. **Resolution 21-40: Gift acceptance - Franklin Public Library, \$24,850 (Motion to Approve Resolution 21-40 - Majority Vote).** ► Councilor Jones read the resolution. ► **MOTION to Approve Resolution 21-40: Gift acceptance - Franklin Public Library, \$24,850 by Dellorco. SECOND by Hamblen. Discussion:** ► Mr. Hellen thanked the donators for their generosity. ► **VOTE: Yes-9, No-0, Absent-0.**

- b. **Resolution 21-41: Gift acceptance - Veterans Services Department, \$700 (Motion to Approve Resolution 21-41 - Majority Vote).** ► Councilor Jones read the resolution. ► **MOTION to Approve** Resolution 21-41: Gift acceptance - Veterans Services Department, \$700 by **Dellorco. SECOND** by **Hamblen. Discussion:** ► Mr. Hellen thanked the donators for their generosity. ► **VOTE: Yes-9, No-0, Absent-0.**
- c. **Resolution 21-42: Gift acceptance - Franklin Police Department, \$100 (Motion to Approve Resolution 21-42 - Majority Vote).** ► Councilor Jones read the resolution. ► **MOTION to Approve** Resolution 21-42: Gift acceptance - Franklin Police Department, \$100 by **Dellorco. SECOND** by **Hamblen. Discussion:** ► Mr. Hellen thanked the donators. ► **VOTE: Yes-9, No-0, Absent-0.**
- d. **Resolution 21-43: Gift acceptance - Franklin Fire Department, \$100 (Motion to Approve Resolution 21-43 - Majority Vote).** ► Councilor Jones read the resolution. ► **MOTION to Approve** Resolution 21-43: Gift acceptance - Franklin Fire Department, \$100 by **Dellorco. SECOND** by **Hamblen. Discussion:** ► Chair Mercer thanked the donators. ► **VOTE: Yes-9, No-0, Absent-0.**
- e. **Bylaw Amendment 21-870: Chapter 170, Vehicles and Traffic, Section 170-22, Subsection A, Location of Stop Signs - Second Reading (Motion to Adopt Bylaw Amendment 21-870 - Majority Roll Call Vote).** ► Councilor Jones read the bylaw amendment. ► **MOTION to Adopt** Bylaw Amendment 21-870: Chapter 170, Vehicles and Traffic, Section 170-22, Subsection A, Location of Stop Signs by **Dellorco. SECOND** by **Hamblen. Discussion:** ► Mr. Hellen reviewed that this is the final vote to put these stop signs in the Town Code. ► **ROLL CALL VOTE: Bissanti-YES; Chandler-YES; Dellorco-YES; Frongillo-YES; Hamblen-YES; Jones-YES; Kelly-YES; Mercer-YES; Pellegrini-YES.** ► **VOTE: Yes-9, No-0, Absent-0.**
- f. **Zoning Bylaw Amendment 21-872: To Amend The Franklin Town Code At Chapter 185, Section 3, Definitions, Tasting Room - Second Reading (Motion to Adopt Zoning Bylaw Amendment 21-872 - Two Thirds Majority Roll Call Vote).** ► Councilor Jones read the zoning bylaw amendment. ► **MOTION to Adopt** Zoning Bylaw Amendment 21-872: To Amend The Franklin Town Code At Chapter 185, Section 3, Definitions, Tasting Room by **Dellorco. SECOND** by **Hamblen. Discussion:** ► Mr. Hellen stated that this is the final reading and vote to remove the 25 percent requirement for a tasting room. ► Councilor Bissanti stated that the Planning Board was not totally in favor of this. ► **ROLL CALL VOTE: Bissanti-YES; Chandler-YES; Dellorco-YES; Frongillo-YES; Hamblen-YES; Jones-YES; Kelly-YES; Mercer-YES; Pellegrini-YES.** ► **VOTE: Yes-9, No-0, Absent-0.**
- g. **Resolution 21-44: Appropriating Funds by Borrowing and Transfer to Pay Costs of Land Acquisition: Land of Franklin LaBastie Family, LLC off Maple Street (Motion to Approve Resolution 21-44 -Two Thirds Majority Vote).** ► Councilor Jones read the resolution. ► **MOTION to Approve** Resolution 21-44: Appropriating Funds by Borrowing and Transfer to Pay Costs of Land Acquisition: Land of Franklin LaBastie Family, LLC off Maple Street by **Dellorco. SECOND** by **Hamblen. Discussion:** ► Mr. Hellen stated that these are the last two votes required to authorize the Town to borrow the money to purchase the property and exercise the Town's right of first refusal. This is a substantial and historic decision to purchase approximately 70 acres of open space. He thanked the entire team for putting this together. ► Councilor Pellegrini asked if CPA could be mentioned in the language. ► Mr. Hellen stated no as this is reviewed by outside bond counsel. ► Mr. Cerel stated that when borrowing, bond counsel makes the determination of the language. ► Finance Director Christopher Sandini confirmed Mr. Cerel's statement. ► **ROLL CALL VOTE: Bissanti-YES; Chandler-YES; Dellorco-YES; Frongillo-YES; Hamblen-YES; Jones-YES; Kelly-YES; Mercer-YES; Pellegrini-YES.** ► **VOTE: Yes-9, No-0, Absent-0.**

- h. Resolution 21-45: Town Of Franklin's Exercise Of Town's Chapter 61a, Section 14 First Refusal Option, Re: Land Of Franklin Labastie Family, LLC Off Maple Street (Motion to Approve Resolution 21-45 - Majority Vote).** ► Councilor Jones read the resolution. ► **MOTION to Approve** Resolution 21-45: Town Of Franklin's Exercise Of Town's Chapter 61a, Section 14 First Refusal Option, Re: Land Of Franklin Labastie Family, LLC Off Maple Street by **Dellorco. SECOND** by **Hamblen. No discussion.** ► **ROLL CALL VOTE: Bissanti-YES; Chandler-YES; Dellorco-YES; Frongillo-YES; Hamblen-YES; Jones-YES; Kelly-YES; Mercer-YES; Pellegrini-YES.** ► **VOTE: Yes-9, No-0, Absent-0.**

TOWN ADMINISTRATOR'S REPORT: ► Mr. Hellen stated that they received a \$20,000 Shared Streets grant. He thanked the Chief of Police and DPW for this effort. This will allow for more outdoor dining areas in downtown. He thanked the Fourth of July Committee for their great job. He stated that the legislative delegation got a \$70,000 appropriation for a quiet zone study on the MBTA commuter rail line. He thanked Ms. Chrissy Whelton for her hard work over the past six years and wished her the best.

FUTURE AGENDA ITEMS: ► Councilor Frongillo stated that he will look forward to seeing complete streets and housing production plans. ► Councilor Bissanti stated that he would like to make a future presentation regarding the homeless. ► Councilor Pellegrini stated that she would like to discuss the parking situation in Town, especially Dean Avenue.

COUNCIL COMMENTS: ► Councilor Pellegrini thanked the Fourth of July Committee for their great event. She gave condolences for Mary Louise Degrin who was an election worker for many years. ► Councilor Kelly wished Ms. Whelton the best in her future. He gave well wishes to Mr. Larry Bederian. ► Councilor Bissanti thanked the people in the audience who attended tonight's meeting and had the courage to speak up. ► Councilor Hamblen thanked the Town for voting for the CPA which gave the Town Council the opportunity to purchase the LaBastie property. She wished Ms. Whelton the best of luck. ► Councilor Chandler noted two bills in the legislature: the Nero bill and the sports betting bill. ► Councilor Frongillo stated that he is excited about shared streets. He stated the ArtWalk and Fourth of July were great, and he looks forward to upcoming events. ► Councilor Jones wished Ms. Whelton the best. He stated that he was proud to be able to vote on the LaBastie property tonight. He stated that the Town Council needs to sit down with Dean College to see how the relationship can be improved. ► Councilor Dellorco wished Ms. Whelton the best. He noted the SAFE Coalition meeting the other night. He thanked Representative Jeff Roy for the \$50,000 that was given to the SAFE Coalition. ► Chair Mercer thanked Ms. Whelton for all she has done for the Town Council. Regarding the land purchase, he thanked this Town Council and prior Town Councils for identifying this land as a piece to be looked at when it came available.

EXECUTIVE SESSION:

► **Exception #2: Contract negotiations with non-union personnel, namely: Town Administrator.**
 ► Chair Mercer stated that the Town Council needs to meet in executive session for Exception #2: Contract negotiations with non-union personnel, namely, Town Administrator. He stated that the Town Council will be returning to open session following the executive session. ► **MOTION to Enter** executive session for the purpose of contract negotiations with non-union personnel, namely, Town Administrator, and open session will reconvene at the conclusion of the executive session by **Jones. SECOND** by **Dellorco. No Discussion.** ► **ROLL CALL VOTE: Bissanti-YES; Chandler-YES; Dellorco-YES; Frongillo-YES; Hamblen-YES; Jones-YES; Kelly-YES; Mercer-YES; Pellegrini-YES.** ► **VOTE: Yes-9, No-0, Absent-0.**

Open Session ended at 9:27 PM.

Open Session reconvened at 9:42 PM.

RETURN TO OPEN SESSION

▶ *Vote on approving Administrator contract, subject to Executive Session outcome.*

LEGISLATION FOR ACTION:

▶ *Resolution 21-39: Approval of Town Administrator's Contract (Motion to Approve Resolution 21-39 Majority Vote).* ▶ Councilor Jones read the resolution. ▶ **MOTION to Approve** Town Administrator's contract by **Mercer. SECOND** by **Dellocco. Discussion:** ▶ Chairmen Mercer highlights the notable changes in the Town Administrators contract; this contract will be effective from 7-1-21 through 6-30-26. The Town Administrator's FY22 salary will remain the same which is commensurate of the 2% COLA that all municipal employees and unions received. There are no new financial obligations in his contract, there is revised language that does not guarantee an annual increase but does make his annual increase equal to the percentage that all municipal employees receive for that respective fiscal year. The automatic 2% increases have been removed from his contract and the employee benefits have remained the same. The evaluation portion of the Town Administrator's contract has been revised to create an ad hoc subcommittee to review his performance and report back to the full Council ▶ **VOTE: Yes-9, No-0, Absent-0.**

ADJOURN: ▶ **MOTION to Adjourn** by **Mercer. SECOND** by **Hamblen. No Discussion.** ▶ **VOTE: Yes-9, No-0, Absent-0.**

Meeting adjourned at 9:48 PM.

Respectfully submitted,

Judith Lizardi
Recording Secretary

**State That Drinks Most Alcohol,
HOW MUCH IS CONSUMED WHERE YOU LIVE.**

Having a few drinks feels harmless, science has shown there is definitely consequences: U.S. Centers for Disease Control & Prevention (CDC), alcohol consumption is responsible for 95,000 deaths a year in the US.

Should our goal be to make our community healthier, safer, a more pleasant place to live, work and spend our leisure time.

#50-Utah-alcohol per person: 1.35 gallons

#18-Massachusetts-alcohol per person: 2.55 gallons

This last 16 months (covid) we have followed the science of WHO as they are Global! Why not follow on this-THE GLOBAL STRATEGY TO REDUCE THE HARMFUL USE OF ALCOHOL-alcohol is a significant contributor to the global burden of disease and is listed as the third leading risk factor for premature deaths and disabilities in the world-I am confident that by working together towards the objectives of the global strategy, we can reduce the negative health and social consequences of the harmful use of alcohol and make our communities healthier , safer and more pleasant places in which to live, work and spend our leisure time. Dr Ala Alwan Assistant Director-General Noncommunicable Diseases and Mental Health World Health Organization

JUNE 30, 2021- <https://bestlifeonline.com/news-state-most-alcohol/>



Town of Franklin

355 East Central Street
Franklin, Massachusetts 02038-1352



Phone: (508) 520-4949
www.franklinma.gov

OFFICE OF THE TOWN ADMINISTRATOR

MEMORANDUM

August 27, 2021

To: Town Council
From: Jamie Hellen, Town Administrator
Alecia Alleyne, Assistant to the Town Administrator

Re: Conservation Commission Appointment

The Town Administrator is requesting ratification of Richard C. Johnson to be appointed to serve on the Conservation Commission.

Mr. Johnson's term will be through June 30, 2024.

The Conservation Commission has endorsed this nomination.

Richard is a retired engineer and has served on other town boards, such as the Charles River Pollution Control District. His application from his original volunteer service is attached.



Town of Franklin MA

355 East Central Street
Franklin, MA 02038
Phone: 508-520-4949

Volunteer Form

Good Government Starts with You

Date Submitted: May 6, 2018

Name: Richard W Johnson

Home Address: 394 Coronation Drive
FRANKLIN, MA 02038

Mailing Address: 394 Coronation Drive
FRANKLIN, MA 02038

Phone Number(s)

Email Address:

Current Occupation/Employer: Part time Estimator at Daniel O'Connell's Sons

Narrative: I am retired, but I work part time as needed for Daniel O'Connell's Sons. I should have no problem allocating time for this Board. I tried to download my resume but it downloaded my entire document file. I will bring a copy to the town office for your perusal.

I am an Engineer by education and I have worked in the construction industry for 44 years as foreman, project manager, project engineer and estimator. For the majority of these years worked on waste water and water treatment plants which gives me a good understanding of a waste water plant. I have the time, experience and the desire to pursue this endeavor.

Thanks

Dick Johnson

Board(s) / Committee(s): Charles River Pollution Control

APPOINTMENTS



Conservation Commission

Richard Johnson

394 Coronation Drive
Franklin, MA 02038

The Franklin Conservation Commission has recommended the appointment of Richard Johnson to serve as a member of the Franklin Conservation Commission with a term to expire on June 30, 2024.

MOTION to ratify the appointment by the Town Administrator of Richard Johnson to serve as a member of the Franklin Conservation Commission.

DATED: _____, 2021

VOTED:

UNANIMOUS: _____

YES: _____ **NO:** _____

ABSTAIN: _____

ABSENT: _____

A True Record Attest:

Nancy Danello
Temporary Town Clerk

Glenn Jones, Clerk
Franklin Town Council

Town of Franklin

355 East Central Street
Franklin, Massachusetts 02038-1352



Phone: (508) 520-4949
www.franklinma.gov

OFFICE OF THE TOWN ADMINISTRATOR

August 27, 2021

To: Town Council
From: Jamie Hellen, Town Administrator
Alecia Alleyne, Assistant to the Town Administrator
RE: 21-874 Downtown Commercial Zoning District & Commercial Zoning District 1 Parking requirements

The Council will continue a public hearing tonight to have a discussion regarding the current parking requirements in the Downtown/Commercial Zoning District as well as the Commercial Zoning District 1.

The proposal has a simple change: to require .5 parking spaces per residential unit, down from 1.5 parking spaces per residential unit in only these two zoning districts. Commercial/Industrial ratios are not a part of the bylaw proposal.

History: This bylaw was unanimously endorsed by the EDC in June and was then referred to the Planning Board on June 23, 2021 by the full Town Council. On August 9th, 2021 the Planning Board began a required public hearing, which was then continued to their August 23rd, 2021 meeting. Attached is the Planning Board recommendation by Chair Padula. The Planning Board has unanimously recommended that the current town bylaw stay intact at 1.5 spaces/per unit and to not reduce the minimum parking requirement in these zoning districts.

Legislation for Action (LFA) on this bylaw was not included on the Council agenda this evening in order to allow the Town Council a full opportunity to hear public comment and have a discussion.

We have included a memo from the Director of Planning and Community Development, Bryan Taberner, to provide you with additional information on this subject that was worked on three years ago by the Council.

If you have any additional questions please feel free to let us know.

FRANKLIN PLANNING & COMMUNITY DEVELOPMENT

355 EAST CENTRAL STREET, ROOM 120
FRANKLIN, MA 02038-1352
TELEPHONE: 508-520-4907
FAX: 508-520-4906

MEMORANDUM

TO: JAMIE HELLEN, TOWN ADMINISTRATOR
FROM: BRYAN W. TABERNER, AICP, DIRECTOR
RE: PROPOSED CHANGES TO PARKING IN DOWNTOWN COMMERCIAL AND COMMERCIAL I ZONING DISTRICTS
CC: FRANKLIN PLANNING BOARD, MARK CEREL, TOWN ATTORNEY; GUS BROWN, ZONING ENFORCEMENT; AMY LOVE, TOWN PLANNER; CHRISSEY WHELTON, ASSISTANT TO THE TOWN ADMINISTRATOR
DATE: MAY 4, 2021

There has been recent discussion over decreasing the parking requirements within the Downtown Commercial (DC) and Commercial I (CI) zoning districts. As you requested, DPCD has drafted a proposed Zoning Bylaw Amendment that if approved would reduce the required amount of parking spaces in the DC and CI zoning districts. Attached for your review is the Zoning Bylaw Amendment 21-874.

Current parking regulations for the DC and CI zoning districts, contained in Section 185-21(B) of the Town's Zoning Bylaw, are as follows:

- 1.5 parking spaces per housing unit;
- 1 parking space per 500 square feet of gross floor area of non-residential development.

DPCD reviewed the most recent Site Plan and Special Permit applications before the Planning Board that are located within the DC and CI zoning districts and areas around these zones, and have developed the table below summarizing the related parking requirements.

Project	Address	Zoning District	Parking Required	Parking Provided
12 Residential units and 2 Commercial spaces	70 East Central St	DC	24 spaces	34 spaces
3 Residential units and 1 Commercial space	14 Ruggles St	C1	10 spaces	7 spaces
257 Residential units	Dean Ave	GRV	514 spaces	463 spaces
Franklin Food Pantry	138 East Central	C1	13 spaces	13 spaces

Please let Amy Love or me know if you have questions or require additional information.

Town of Franklin



Planning Board

PUBLIC HEARING NOTICE

The following notice will be published in the Milford Daily Newspaper on July 26, 2021 and again on August 2, 2021.

FRANKLIN PLANNING BOARD PUBLIC HEARING NOTICE

In accordance with the provisions of M.G.L. Chapter 40A, Section 5, notice is hereby given that the Planning Board will hold an in person meeting and Remote Public Hearing on August 9, 2021 at 7:05 PM and the Town Council will hold a Public Hearing on August 18, 2021 at 7:10 PM in the Town Council Chambers of the Municipal Building, 355 East Central Street, to consider amending Chapter 185, Sections 3, of the Code of the Town of Franklin, Zoning By-Law as follows:

**ZONING BY-LAWS PROPOSED BY THE FRANKLIN
TOWN ADMINISTRATION TO AMEND
THE FRANKLIN TOWN CODE CHAPTER 185, SECTIONS 3,**

Bylaw Amendment 21-874: Changes to §185-21 Parking, Loading and Driveway Requirements for the Downtown Commercial and Commercial I Zoning Districts.

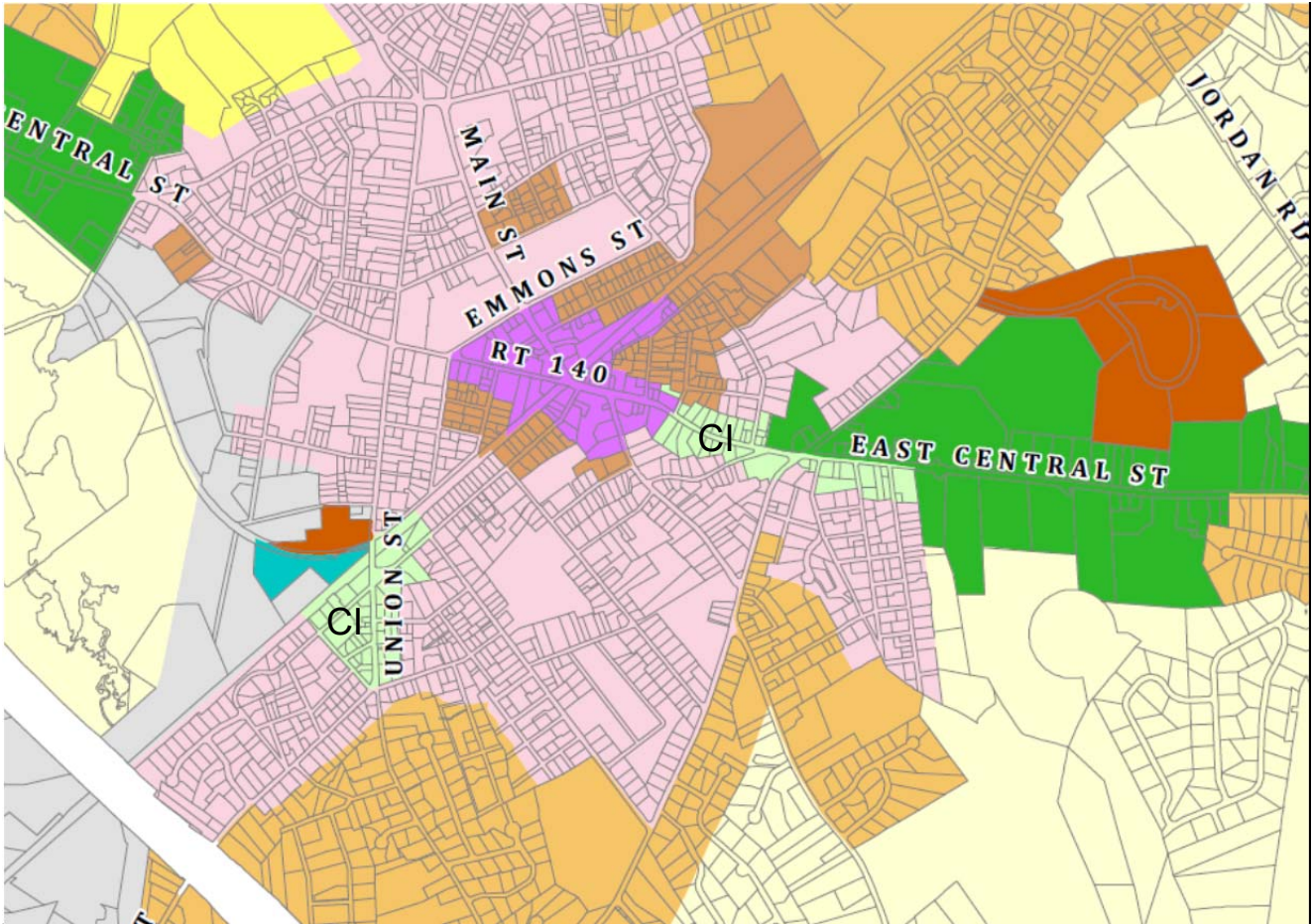
The exact text of the proposed zoning bylaw amendments is posted on the website along with the hearing notice.

Please contact the Department of Planning & Community Development at 508-520-4907 if you require further information or if you need to make arrangements to provide translation services for the hearing impaired or for persons with language barriers.

Anthony Padula, Chairman
Franklin Planning Board

Thomas Mercer, Chairman
Franklin Town Council

Location of Commercial I (CI) Zoning District



January 3, 2018

Business	General Residential V	Rural Business
Commercial I	Industrial	Rural Residential I
Commercial II	Office	Rural Residential II
Downtown Commercial District	Residential VI	Single-Family III
	Residential VII	Single-Family IV

Town of Franklin



Planning Board

TOWN OF FRANKLIN
TOWN CLERK

2021 AUG 24 P 2:50

RECEIVED

August 24, 2021

Nancy Danello, Acting Town Clerk
Town of Franklin
355 East Central Street
Franklin, MA 02038

CERTIFICATE OF VOTE

Zoning By-law Amendment #21-874
Chapter 185-21(B). Parking Schedule

Petitioner: Town Administration

Dear Mrs. Danello:

Please be advised that at its meeting on Monday, August 23, 2021 the Planning Board, upon motion duly made and seconded, voted (5-0-0) to not change the current parking schedule and keep the existing parking schedule as shown in the Zoning By-Law Chapter 185-21 (B), Parking Schedule

If you have any questions concerning this decision, please contact the planning staff or me.

Sincerely,

Anthony Padula
Chairman

cc: Town Council
Town Administrator



**TOWN OF FRANKLIN
ZONING BY-LAW AMENDMENT 21-874**

**Changes to §185-21 Parking, Loading and Driveway
Requirements.**

**A ZONING BY-LAW TO AMEND CHAPTER 185 SECTION 21
OF THE CODE OF THE TOWN OF FRANKLIN**

BE IT ENACTED BY THE FRANKLIN TOWN COUNCIL THAT:

Chapter 185 of the Code of the Town of Franklin is hereby amended by the following **additions** and **deletions** to §185-21. Parking, Loading and Driveway Requirements, sub-section B:

A. Parking requirements.

- 1) It is the intent of this section that adequate off-street parking must be provided within a reasonable distance to service all parking demands created by new construction, whether through new structures or through additions to existing ones, or by change of use creating higher parking demand.
- 2) Buildings, structures and land uses in existence on the effective date of these provisions are not subject to these off-street parking requirements and may be rebuilt, altered or repaired but not enlarged or changed in use without becoming subject to these requirements.
- 3) In applying for building or occupancy permits, the applicant must demonstrate that the minimum parking requirements set forth in Subsection B of this section will be met for the new demand without counting existing parking necessary for existing uses to meet these requirements.
- 4) The number of required spaces may be reduced below that determined under § 185-21B by the Planning Board for places subject to site plan review or by the Building Commissioner in other cases, upon determination that a lesser provision would be adequate for all parking needs because of such special circumstances as shared parking for uses having peak parking demands at different times, unusual age or other characteristics of site users, company-sponsored car pooling or other trip-conserving measures.

B. Parking schedule. The number of parking spaces required for a particular use shall be as follows:

- 1) In the Downtown Commercial Zoning District:
 - a) Residential dwelling units: **half (0.5) of a one and a half (1.5) parking spaces** per residential unit in a mixed use development.
 - b) Non-residential uses: one (1) space per 500 square feet of gross floor area.
- 2) In the Commercial I Zoning District:
 - a) Residential dwelling units: **half (0.5) of a one and a half (1.5) parking spaces** per residential unit.
 - b) Non-residential uses: one (1) space per 500 square feet of gross floor area.
- 3) All Other Zoning Districts:
 - a) Residential buildings:
 - i) Dwelling units, regardless of the number of bedrooms: two spaces.
 - ii) Guest houses, lodging houses and other group accommodations: one space per guest unit.
 - iii) Hotels and motels: 1 1/8 spaces per guest unit.

- b) Nonresidential buildings: (Gross floor area is measured to the outside of the building, with no deductions for hallways, stairs, closets, thickness of walls, columns or other features.)
 - i) Industrial buildings: except warehouses: one space per 400 square feet of gross floor area.
 - ii) Retailing, medical, legal and real estate offices: one space per 200 square feet of gross floor area, plus one space per separate enterprise.
 - iii) Other offices and banks: one space per 250 square feet of gross floor area.
 - iv) Restaurants, theaters and assembly halls:
 - (1) One space per 2.5 fixed seats.
 - (2) One space per 60 square feet of gross floor area, if seats are not fixed.
 - v) Recreation facilities: 0.8 space per occupant at design capacity.
 - vi) Warehouses: one space per 1,000 square feet of gross floor area.

The foregoing Zoning By-law amendment shall take effect in accordance with the Franklin Home Rule Charter and Massachusetts General Law Chapter 40A, Section 5.

DATED: _____, 2021

VOTED:

UNANIMOUS: _____

YES: _____ **NO:** _____

ABSTAIN: _____

ABSENT: _____

RECUSED: _____

A True Record Attest:

**Nancy Danello, CMC
Temporary Town Clerk**

**Glenn Jones, Clerk
Franklin Town Council**

Town of Franklin

355 East Central Street
Franklin, Massachusetts 02038-1352



Phone: (508) 520-4949
www.franklinma.gov

OFFICE OF THE TOWN ADMINISTRATOR

Memorandum

August 27, 2021

To: Town Council

From: Jamie Hellen, Town Administrator
Alecia Alleyne, Assistant to the Town Administrator

Re: **Resolution 21-50: Gift Acceptance - Franklin Veteran Services Department**

The Veteran Services Department has received four generous donations totaling \$400. These donations will be applied towards the Veterans' Memorial Monument Restoration Project and the Municipal Veterans Assistance Fund. We would like to thank these citizens for their exceptionally generous donations to the Franklin Veterans' Services Department and commend them for giving back to the community and our veterans.

Donation Summary:

- Arthur and Louise Breed \$100
- Nancy Pendleton \$100
- John Pendleton \$100
- Raymond and Jane D'Amelio \$100

DONATION TOTAL \$400

If you have any additional questions please feel free to ask.



**TOWN OF FRANKLIN
RESOLUTION 21-50**

**Acceptance of Gift – Franklin Veteran’s Services
Department**

WHEREAS,

The Franklin Veteran’s Services Department has received four generous donations totalling \$400. These donations will be used to support the war monument restoration project and the Municipal Veterans Assistance Fund. Donation Summary:

War Monument Restoration

- Arthur and Louise Breed \$100
- Nancy Pendleton \$100
- John Pendleton \$100

Municipal Veterans Assistance Fund

- Raymond and Jane D’Amelio \$100

DONATION TOTAL \$400

NOW THEREFORE, BE IT RESOLVED THAT:

The Town Council of the Town of Franklin on behalf of the Franklin Veteran’s Services Department gratefully accepts these generous donations to be used by the Franklin Veteran Service’s Department for the purposes noted above.

This resolution shall become effective according to the provisions of the Town of Franklin Home Rule Charter.

DATED: _____, 2021

VOTED: _____

UNANIMOUS: _____

A TRUE RECORD ATTEST:

YES: _____ **NO:** _____

ABSTAIN: _____ **ABSENT:** _____

RECUSED: _____

**Nancy Danello, CMC
Temporary Town Clerk**

**Glenn Jones, Clerk
Franklin Town Council**

Town of Franklin

355 East Central Street
Franklin, Massachusetts 02038-1352



Phone: (508) 520-4949
www.franklinma.gov

OFFICE OF THE TOWN ADMINISTRATOR

Memorandum

September 1, 2021

To: Town Council

From: Jamie Hellen, Town Administrator
Alecia Alleyne, Assistant to the Town Administrator

Re: Resolution 21-51: Cable Funds in Support of PEG Service

The Massachusetts Department of Revenue requires the Town Council to vote to appropriate PEG funds received from Comcast and Verizon to an established revolving account.

Please find the attached resolution to appropriate \$167,901.85 in PEG funds received from the Second Quarter of 2021 from Verizon and Comcast to the Cable Access Corporation.

Please feel free to call with any questions.



TOWN OF FRANKLIN RESOLUTION 21-51

APPROPRIATION: Cable Funds in Support of PEG Service and Programming per
MGL Ch. 44, §53F3/4

TOTAL REQUESTED: \$167,901.85

PURPOSE: To appropriate \$167,901.85 from the PEG Access and Cable Related Fund created under MGL Ch. 44, §53F3/4, representing the amount received in the previous quarter, to be paid to Franklin Cable Access Corp. to operate the cable access studio and otherwise fund its operations.

MOTION: Be it Moved and Voted by the Town Council that the sum of \$167,901.85 be appropriated from the PEG Access and Cable Related Fund created under MGL Ch. 44, §53F3/4, to be paid to Franklin Cable Access Corp. to operate the cable access studio and otherwise fund its operations.

This resolution shall become effective according to the provisions of the Town of Franklin Home Rule Charter.

DATED: _____, 2021

VOTED: _____

UNANIMOUS: _____

A TRUE RECORD ATTEST:

YES: _____ **NO:** _____

ABSTAIN: _____ **ABSENT:** _____

RECUSED: _____

Nancy Danello, CMC
Temporary Town Clerk

Glenn Jones, Clerk
Franklin Town Council

TOWN OF FRANKLIN

SCHEDULE OF DEPARTMENTAL PAYMENTS TO TREASURER

Turnover Number:

Department:
ADMINISTRATION
123

Date: August 18, 2021

FROM WHOM	DESCRIPTION	CODE	AMOUNT	TOTAL
Second Quarter fees	Verizon Cable TV	VERCBL	1	\$ 7,962.27
TOTAL				\$ 7,962.27

To the Town Accountant:

The above is a detailed list of moneys collected by me, amounting in the aggregate to:

Seven Thousand, Nine Hundred Sixty Two Dollars and Twenty Seven Cents

for the period ending August 18, 2021
Town Treasurer, whose receipt I hold therefor.

which I have paid to the

Signature _____

Jamie Hellen, Town Administrator

Signature _____

Julie McCann, Executive Assistant

.....
Date: August 18, 2021

To the Departmental Officer making the Payment:

Received of ADMINISTRATION the sum of

Seven Thousand, Nine Hundred Sixty Two Dollars and Twenty Seven Cents

For the period ending August 18, 2021
For collection as per schedule of this date, filed in my office.

_____, Town Treasurer

TOWN OF FRANKLIN

SCHEDULE OF DEPARTMENTAL PAYMENTS TO TREASURER

Turnover Number:

Department:
ADMINISTRATION
123

Date: August 16, 2021

FROM WHOM	DESCRIPTION	CODE	AMOUNT	TOTAL
Second Quarter fees	Verizon Cable TV	VERCBL	1	\$ 79,622.62
TOTAL				\$ 79,622.62

To the Town Accountant:

The above is a detailed list of moneys collected by me, amounting in the aggregate to:

Seventy Nine Thousand, Six Hundred Twenty Two Dollars and Sixty Two Cents

for the period ending August 16, 2021

which I have paid to the

Town Treasurer, whose receipt I hold therefor.

Signature _____

Jamie Hellen, Town Administrator

Signature _____

Julie McCann, Executive Assistant

.....
Date: August 16, 2021

To the Departmental Officer making the Payment:

Received of

ADMINISTRATION

the sum of

Seventy Nine Thousand, Six Hundred Twenty Two Dollars and Sixty Two Cents

For the period ending August 16, 2021

For collection as per schedule of this date, filed in my office.

_____, Town Treasurer

TOWN OF FRANKLIN

SCHEDULE OF DEPARTMENTAL PAYMENTS TO TREASURER

Turnover Number:

Department:
ADMINISTRATION
123

Date: August 17, 2021

FROM WHOM	DESCRIPTION	CODE	AMOUNT	TOTAL
Second Quarter fees	Comcast Cable TV	VERCBL		\$ 80,316.96
TOTAL				\$ 80,316.96

To the Town Accountant:

The above is a detailed list of moneys collected by me, amounting in the aggregate to:

Eighty Thousand Three Hundred Sixteen Dollars and Ninety Six Cents

for the period ending August 17, 2021

which I have paid to the

Town Treasurer, whose receipt I hold therefor.

Signature _____

Jamie Hellen, Town Administrator

Signature _____

Julie McCann, Executive Assistant

.....
Date: August 17, 2021

To the Departmental Officer making the Payment:

Received of ADMINISTRATION the sum of

Eighty Thousand Three Hundred Sixteen Dollars and Ninety Six Cents

for the period ending August 17, 2021

for collection as per schedule of this date, filed in my office.

_____, Town Treasurer

Town of Franklin

355 East Central Street
Franklin, Massachusetts 02038-1352



Phone: (508) 520-4949
www.franklinma.gov

OFFICE OF THE TOWN ADMINISTRATOR

Memorandum

September 1, 2021

To: Town Council

From: Jamie Hellen, Town Administrator
Alecia Alleyne, Assistant to the Town Administrator

Re: **Resolution 21-52: Budget Stabilization Policy**

I am requesting the Town Council approve the following new town finance policy proposal on a budget stabilization fund. This policy originated by the town Finance Committee earlier this spring and they unanimously approved a policy on June 16, 2021.

The proposed policy is:

19. Budget Stabilization Policy

- To set a target fund balance equal to 2% of prior fiscal year general fund operating revenue.
- The stabilization fund is a one-time revenue source for general fund operating budget shortfalls.
- No more than 50% of fund balance can be spent in any fiscal year to balance the operating budget.



Finance Committee

Meeting Date: June 16, 2021

Present: Chairman Dowd, Vice Chairman Conley, Clerk Corbosiero, Riley, Dewsnap, Moses, Wiech, Grace, Kasberg

1. **Call to Order:** 6:00 PM
2. **Public Comments - None**
3. **Approval of Minutes – Passed 9-0**
4. **Chapter 61A, Town’s Right of First Refusal to Purchase Approx. 70 Acres of Land off Maple Street**
 - a. Approximately \$2.5M in open stabilization fund – a portion of which would be used to purchase land.
 - b. Deadline of September 2, 2021 to exercise right.
 - c. Past meetings have indicated that purchasing the land is a good idea for the Town.
 - d. \$1.559 cash and an additional \$3M borrowed over 20 years. Approximately \$212K per year would come out of Community Preservation Act funds which would need to be voted on by the Community Preservation Committee (CPC).
 - e. Next Steps – move to CPC for a vote in June and in July/August Town Council to vote.
 - f. Finance Committee unanimously supports purchase of the land.
5. **Budget Stabilization Policy Discussion**
 - a. Proposal – 2% target (not all funded in one year) of prior year fiscal operating revenue (Approx. \$2M-\$2.5M) – one-time revenue source of operating budget shortfalls and no more than 50% of fund balance can be spent in any fiscal year.
 - b. Passed 9-0
6. **Fletcher Fund Expenditures**
 - a. Resolution 21-33 - \$93,677 appropriated from Fletcher Fund – passed 9-0
7. **FY21 Budget Update**
 - a. Resolution 21-34 - \$130,000 – transfer of funds - passed 9-0
 - b. Resolution 21-35 - \$71,000 – transfer of funds - passed 9-0
8. **Future Agenda Items**
9. **Adjourn – 6:58 p.m.**

Town of Franklin Fiscal Policies 2019

1. Balanced Annual Operating Budget

- Annual costs funded from current revenues.
- Do not defer current costs to future years.

2. Compensation and benefits

- Budget with current revenues.
- Compensation of employees should be based on “market” and performance.

3. Revenues

- Estimate annual revenues and expenses and project for the following five years.
- Maintain full and fair market value of property assessments.
- Assure fees charged cover costs in accordance with the Chapter 82 of the Town Code.

4. Financial Reserves adequately fund and maintain reserves.

- Short-term revenue surpluses shall fund non-recurring projects.
- Free Cash will be used to fund the capital budget and for unforeseen expenses.
- Overlay surplus will be used for capital budgets or non-recurring expenses.
- General Stabilization account - A Stabilization account of \$6,000,000 or 5% of recurring general fund revenue (less debt exclusions and SBA reimbursement).
- Budget Stabilization Account – Used to overcome short term budget issues.
- Field Stabilization Account – Add \$150,000 each year.
- Fire Engine Stabilization Account – Add \$100,000 each year.
- Property and Projects Stabilization Account – Starting in FY20, add \$100,000 each year from capital funds
- Open Space – Starting in FY20, add \$100,000 from capital funds per year up to \$2,000,000

5. Long Term Debt

- Reserved for large capital projects over \$1,000,000
- Net general fund debt service (non debt excluded or funded from enterprise. revenue) should be up to 3.5% (target) of recurring general fund revenue.

6. Capital Improvement Program

- A five-year plan updated annually shall be maintained.
- Budget operating costs associated with CIP projects.
- Delaying maintenance on existing assets results in higher costs in future years.
- Postponing improvements to buildings/infrastructure results in higher costs.
- Free Cash, Overlay Surplus, and short-term revenues shall be used for the recurring capital items and smaller one time purchases or projects.

- Bonds will be used for large capital projects (over \$1,000,000) unless it can be paid off in under 5 years.

7. Enterprise Accounts for Water, Sewer and Refuse

- The water, sewer, and refuse budgets are supported entirely by fees. This means that any changes to these budgets do not affect the general fund budget. If there are any excess funds at the end of the fiscal year, they are automatically closed to their respective account's fund balance. Further these funds pay for indirect costs that are carried in the general fund for accounting, pensions, health insurance, etc.

8. Water fees will support a minimum of \$1,500,000 per year for infrastructure improvements

- Water fee rate will fund the annual operating budget, maintain a fund balance of approximately \$1,000,000 +/- and invest \$1,500,000 per year into water system improvements.

9. Sewer Fees will support \$400,000 per year for infrastructure improvements

- Sewer fee rate will fund the annual operating budget, maintain a fund balance of \$1,000,000 and invest at least \$400,000 per year into sewer system improvements.

10. Refuse

- Refuse fees will fund the annual operating cost. Fund balances in excess of \$100,000 will be used to smooth rate increases over time and accumulate to purchase replacement bins.

11. Snow and Ice budget

- A five year rolling average – discounting winters well above or below the normal range.

12. OPEB – Unfunded Retiree Health Insurance Obligation

- Commencing in FY 19 budget \$550,000 in the annual budget and increase by \$50,000 per year and annually transfer 10% of Free Cash to the OPEB Trust Fund.

13. Hotel /Motel Tax

- The Town receives a 6% room tax from each hotel room rented. The amount of funds collected each year is directly related to the number of rooms rented. Generally the Town receives approximately \$575,000 per year in hotel tax. Special Legislation allows transferring funds into an open space and recreation account or used it for any other purpose. These funds should continue to be used for open space or capital and not used for the annual operating budget.

14. Marijuana Excise Tax Policy

- These funds are the excise tax on the sales of recreational marijuana only.
- Funds will fluctuate based on market forces each year.

- Funds from the collection of excise taxes on the sales of marijuana in the Town of Franklin shall only be used for the following purposes:
 - i. One-time capital expenditures
 - ii. Town and School buildings
 - iii. Public infrastructure, such as roads, town parking lots and engineering and design of public infrastructure
 - iv. Open space purchases and recreation investments
- Funds shall not be used for ongoing operating budget expenditures.

15. Ambulance receipts reserved

- Reserve \$135,000 annually from ambulance receipts for the replacement for Ambulances.

16. Roads/sidewalks/infrastructure

- Starting in FY 19 appropriate \$600,000 in the annual operating budget. Increase by \$50,000 per year. Further use Free Cash (\$500,000) and Hotel Tax funds (\$575,000) for roads unless there is another capital need.

17. Open Space Account Increase fund to \$2,000,000 in preparation for potential land purchases.

Other fiscal policies

Fraud Policy – On File

Fund Balance Policy – On file

Investment policy – On File

Purchase Order Policy – On File

Risk Assessment – Complete Dec 2018

**Town Council Meeting
2020 and 2021 Goals
Town Council Workshop
January 8, 2020**

Updated: August 25, 2021. The black text refers to the approved goals for the two year session. The red reflects the update.

Fiscal

- Approval of Annual Capital Improvement Plan -- FY20 and FY21
 - Status:
 - Complete. Approved [FY20 Capital Plan](#).
 - Complete. Approved [FY21 Capital Plan and Round 2 Capital Plan](#).
- Approval of a balanced Operating Budget -- FY21 and FY22
 - Status:
 - Complete. Approved balanced [FY21 budget](#) and revenues appear to be stable mid fiscal year during the pandemic.
 - Complete. Approved a balanced [FY22 budget](#) and have restored many revenue sources to accommodate post-pandemic.
- Establish Ad Hoc Subcommittee to evaluate stormwater fee analysis
 - Status: Complete. Provided a report to the full Town Council. Item on hold for future discussion.
- Determine Water rate increase for FY20/FY21, notably for the water treatment plant and wells loan package
 - Status: Complete. Approved water rates to pay for the \$12 million water treatment plant and two rebuilt wells on Grove Street.
- Determine Sewer rate increase, if needed, for FY20/FY21
 - Status: Complete. Sewer rate increase not needed due to the savings and efficiencies at the Charles River Pollution Control District assessment.
- Seek new borrowing capacity for municipal and school building capital improvements and sidewalks
 - Status: Complete. \$15 million capital authorization June 2020. Municipal building windows and school technology successfully passed the bonding process and projects are actively being completed this summer.
- Discussion on the Community Preservation Act
 - Status: Complete.
 - Completed staff presentation in February 2020.
 - CPA passed on the November ballot at 60%/40%.
 - CPC Bylaw approved by Council.

- Appointments to CPC in February/March 2021.
- Discussion on Trash & Recycling account
 - Status: Complete. Approved first reading of a trash fee increase of \$8 per year to adjust to market conditions in the global trash and recycling marketplace.
- Continue to ask for OPEB solutions with state officials
 - Status: Discuss at a future legislative update. Difficult to see how this is a priority in the near future for state leaders.
- Explore new revenue options, generally
 - Status:
 - Complete. See new revenues below.
 - The Town Administrator negotiated 3 new solar tax agreements worth approximately \$200,000 in new revenue in 2021/2022. Also negotiated 800 households to get a 15% reduced electricity bill if they sign up for the solar credits.
 - The Town Administrator worked with the Planning Board to approve two cannabis retail stores that will generate new revenues in 2021/2022.
 - Revised ambulance rate chart to help fund four new paramedics.
 - Grants are a hallmark of Franklin. The Town looks and applies for just about every grant opportunity, frequently in excess of \$1.5-2 million a year in state grant opportunities across the organization.

Economic Development – To the EDC

- Revise Solar Bylaw in Residential districts
 - Status: Complete.
- Continue Lot Line “Clean ups” around town
 - Status: Completed 6 lot line clean ups; mostly multi-parcel changes. 2022 will see us get into parcel specific lot line changes.
- Present Economic Profile to the Town Council
 - EDC to evaluate or implement ideas based off of the recommendations in the final report
 - Status: Complete/In progress. Report complete and presented.
 - EDC implementing recommendations.
 - 5 Listening to business sessions.
 - Increased social media and overall media support for local businesses.
 - Over \$50,000 was raised during the Think Franklin First campaign.

- The Town Council also rescued restaurant licensing fees by 25% for 2021.
 - Successful Shared Streets and Pop Up Shop grants totalling almost \$200,000.
 - Altered Brewery, Distillery and Winery bylaw to eliminate a % of floor area for tasting room.
 - Started an internal Wayfinding Signs staff committee to research and develop wayfinding signs.
- Nu-Style (Grove Street) options
 - Status: Reviewing state and federal grant options. August 2021 applied for a \$50,000 MassDevelopment grant to master plan the Nu Style area to make it more attractive for investment.
- Zoning Changes
 - Master Plan Update before the Council -- Expected June/July 2020
 - Status: Complete.
 - Draft and Adopt state Affordable Housing Plan
 - Status: In progress.
 - Approved plan by the EDC
 - Planning Board decision pending. Town Council review follows.
 - Inclusionary Zoning bylaw proposal to stabilize the Town's Affordable Housing Inventory with the state to ensure we maintain 10% affordable housing stock and preserving local zoning
 - Status: The zoning proposal is a part of the Housing Production Plan (see goal above)
 - Residential 5 and C-1 density
 - Status: See Inclusionary Zoning above.
 - EDC approved an alteration in parking requirements. Planning Board and Town Council currently in public hearings over the parking required ratio for residential units in those two districts.
 - The Town Council authorized \$95,000 toward a comprehensive zoning diagnostics by MAPC in DC and C-1 districts.
 - The Franklin Crossing Neighborhood District rezone
 - Status: Town Council authorized \$95,000 toward a comprehensive zoning diagnostics by MAPC in DC and C-1 districts.
- Ferrara Parking Lot Lease for continued commuter rail and free municipal parking in downtown
 - Status: Complete.
- Review and cleanup Marijuana Overlay District

- o Status: No progress; not the right time to review. Will consider after the market settles as there are two stores scheduled to open in Fall of 2021. EDC prioritized this later in the session as the Town should review after the currently approved facilities are complete.
- MBTA parking Lot in Downtown
 - o Status: No progress. The Town does not own it and local officials have met with the MBTA each year on capital projects, as well as advocating with legislators.

Facilities

- Approve borrowing authorization for 5-year facilities capital needs
 - o Status: Complete.
 - \$15 million capital authorization.
 - Municipal windows and technology investments have already been executed and will be completed September 2021.
- Future of Old South Meeting House
 - o Status: Completed study. Cost to rehab is approx \$1.1 million.
- Review Police Station space – Look to FY21 Capital Plan to invest in the \$150,000 study and Council discussion
 - o Status: The Town Council authorized spending on a study. 2022-2023 will see a new goal to set up a Police Station committee to evaluate a new station.
- Transfer/Recycling Center improvements when land transfer complete
 - o Status:
 - Completed a new shed for staff.
 - Finalized land swap with state. Will be complete in 2022.
 - The Solid Waste Master Plan will be looked at in 2022-2023.
- Apply for Cultural Facilities Fund grant to restore Historical Museum cupola and refurbish Museum basement with proper preservation storage
 - o Status: Archivist applied for a state grant and was not successful.
 - o Cupola will be a part of the 2021-2022 Community Preservation Plan
- Note: COVID-19 has also afforded our Facilities staff some additional time to clean the backlog of capital projects, including some larger projects:
 - o Completed the Parmenter School improvements, including canopy;
 - o Completed the Keller-Sullivan HVAC (we added in UVGI, too);
 - o Completed the security improvements at HMMS;
 - o Made significant progress on the Public Safety fiber transition; and
 - o Made progress on the HMMS drainage issues.

- o The Municipal Generator will be put out to bid this spring 2021.

DPW

- Implement StormWater Plan Division -- Establish Utility bylaw, establish Ad Hoc committee and evaluate stormwater fee & credit system
 - o Status: Complete.
 - Ad Hoc Stormwater committee completed its work.
 - Discussion at January 20th and February 3rd Town Council meetings.
 - Financing the utility is the final task remaining.
- Prioritize Road Funding annual appropriation in the operating budget
 - o Prioritize \$650,000 line item town budget, per Town fiscal Policy
 - o Status: The issue has been addressed publicly every annual operating budget cycle. No progress due to budget uncertainty. Requires appropriation for the Town Council.
- Continue Implementing the Water Main 5-year plan
 - o Status: Completed FY20 and FY21 water main projects, notably Lincoln Street.
- Construct Water Treatment Plant & Wells 3&6. FY20 will require a water rate hike to pay for the loans
 - o Status: Complete. Treatment plants and wells completed 2021. Opening ceremony and open house in May & June 2021.
- Present future options for Beaver Street interceptor
 - o Status: Complete.
 - Completed a feasibility study with 3 alternatives.
 - Town Council approved authorization of \$25 million to rebuild the 109-year old pipe that transports $\frac{3}{4}$ of the Town's residents and businesses waste to CRPCD.
- Continue sewer system infrastructure improvements
 - o Status: To be addressed in the Capital plan (Fall 2021).
- Fund sidewalk plan for Beaver Street/Washington Streets -- find a funding source
 - o Status:
 - Sidewalk on Beaver Street is funded for a portion.
 - Washington Street on hold -- need funding source.
- Consider a long-range sidewalk master plan.
 - o Status: On hold. Complete Streets Policy on February 17th.

- Note: Grove Street/Washington Street - Approval of an authorization to reconstruct the intersection of Grove Street and Washington Street with a new light, bike lanes, new pavement and so forth.
 - Town applied for a \$2.25 MassWorks grant in 2020 and again in 2021.
 - Town Council appropriated \$525,000 to fix and build a light on Grove Street. \$275,000 of this revenue is from a host community agreement with NETA.
 - Design has begun.

Recreation/Open Space

- Continue to invest free cash into our parks and fields each year.
 - Beaver Street Course and Nason Street Tot lot are priorities for 2020-21
 - Status: Capital investments on hold during pandemic.
 - Status: It is important to note the generous donation and construction of the new courts at Fletcher Field were built during this pandemic. Thank you Boston Bruins!!
- Purchase Open Space as may be available
 - Status: Success!
 - Purchase of 70 acres of old growth forest dubbed “Maple Hill”.
 - I am talking to a landowner regarding 50+ acres of riverfront to the Charles River under an APR.
 - The Town Council and Town Administration have more than doubled the cash in the Open Space Stabilization front.
- Finalize and begin to implement pedestrian Franklin Greenway Network --
 - Approve Complete Streets Policy, develop and finalize plan
 - Status:
 - Town Council approved Complete Street policy.
 - Town Engineering staff will host a public forum on the projects on September 22, 2021.
- Take over Concerts on the Common in 2020 and move to Friday nights and add family movie nights on the Common
 - Status: Complete. Great job Ryan Jette for hosting events in 2020 and 2021.
- Continue to implement 2016 Open space/recreation plan
 - Status: Success!
 - Purchase of 70 acres of old growth forest dubbed “Maple Hill”.
 - I am talking to a landowner regarding 50+ acres of riverfront to the Charles River under an APR.

- Continue supporting SNETT trail development and other trail projects
 - 2020 Prospect Street tunnel will be built by the state
 - Status: Complete. Tunnel is now complete!
- Continue on Delcarte improvements
 - remediate weed and fish issues, etc
 - complete capital improvements at Delcarte
 - Status: Significant progress.
 - 2021 is hopefully the last round of treatments and then will reevaluate.
 - 2020 treatments were still applied despite COVID-19.
 - September 15th, 2021 presentation to the Town Council on the progress of the project.

Community – Generally

- Continue to accept Public Ways
 - Status: Progressing.
 - Completed first round of street acceptances.
 - Second round later in early 2022.
- Implement “Green Community goals” - apply for competitive grants in 2020
 - Status: Progressing.
 - Received a grant for electric vehicles and electric vehicle charging stations at Municipal Building and Library.
 - Town purchased our first two electric town vehicles!
 - Town received a second \$60,000 for six more electric charging stations in municipal parking lots.
- Revise Demolition delay bylaw with Historical Commission and Building Commissioner
 - Status: On hold. 2021 hopefully if time allows.
- Implement “Master Plan” recommendations at the Historical Museum
 - Status: Progressing.
 - Exhibits subcommittee was established prior to COVID-19. Several new exhibits have been displayed at the Museum this year.
 - The Jim Johnson “Great Room” has been installed.
- Begin process to decommission Spring Street from 140 to the new solar field on Spring Street through the state park with Town Attorney
 - Status: Progressing. Awaiting the solar farm construction.
- Successful Cable contracts negotiation with Comcast -- expires October 2020
 - Status: Complete.

- Finalize 3-year Collective Bargaining cycle - Spring of 2020
 - Status: Complete. All union contracts are settled through June 30, 2022
- 5G bylaw
 - Status: Progressing. Meeting with Special Cable Counsel to review draft bylaw next month. We hope to have a proposal in late winter 2021.
- Implement Electric Aggregation, when appropriate -- last bid December 2019
 - Status: Complete. Town received a .107 rate for 3 years and with 100% renewable wind energy to continue our commitment to green energy, vehicle savings residents on their electricity costs. The current rate is 1 ½ cents/kw less than the active national grid rate.

Civic Engagement (NEW)

- Research the potential for a “Citizen’s Academy” course for citizens
 - Status: On hold.
- Research the ICMA Citizen Satisfaction Survey through the National Citizen Survey and National Research Council.
 - Status: On hold.
- Continue to update and reinvent the Town website, social media accounts and consider implementing a TOF podcast (Soundcloud/ Anchor)
 - Status: Ongoing and in progress. Increased media, social media and communications presence with a Town Instagram acct, Historical Museum Instagram acct, and a series of interviews with the Town Administrator on Anchor.
 - “Think Franklin First” Business campaign will begin Fall 2020.
- Expand E-Permitting and online payment options
 - Status: Complete.

Presentations/Discussions (tentatively/confirmed scheduled dates)

- Community Preservation Act - February 5 (scheduled) **COMPLETE**
- Housing Authority w/ Lisa Audette - February 12th (confirmed) **COMPLETE**
- Transitional Assistance - February 12th (confirmed) **COMPLETE**
- Economic Profile Study -- March/April (pending delivery of final report) **COMPLETE**
- MECC Regional Dispatch -- May 6th 2020 (confirmed) **COMPLETE**
- Department Presentations: Land Use & Permitting Departments -- June 2020 **COMPLETE**
- Master Plan midway Update -- June/July 2020 **COMPLETE**

- Charter Review Discussion - Late 2021 (Fall/Winter 2021)

Thoughts/questions/ideas from Town Councilors

- Approve Snow Removal bylaw on sidewalks
 - Status: Complete. Added Board of Health and added new features to address COVID-19 challenges (eg outdoor licensing)
- Animal Control Presentation (presentations & discussions) Complete.
- Evaluate Fire Department substation and training center (Facilities) Progressing. Capital.
- Fisher Street superfund site (community- generally)
 - Status: Progressing. EPA Continues to clean up the site. Suspended as of COVID-19. Fully under EPA jurisdiction.
- Recycling Center Land Swap at Beaver Street (DPW)
 - Status: Complete. Recently signed and completed a Land Agreement to perform SNETT trail work for one-two years. Land swap will then take effect. Begin solid waste master plan with DEP on the landfill. Finance the facility and construct.
- Review BioTechnology Bylaw (EDC) On hold. Later EDC priority.
- Survey DPW to see if we have new well opportunities (DPW) On hold, the Town just opened two new rebuilt wells. Staff recommendation there is no need.
- EV Charging Stations (Facilities) Complete. Library and Municipal Building. Purchasing two new fleet vehicles. Six more stations are coming.
- Revise Over 55 Overlay, including open space requirement (EDC) Progressing. Housing - see above.
- Monitor MBTA Land in Franklin Crossing & rail bed line to SNETT (Open Space)
 - Status: Progressing. Possible movement in 2021.
- No Place for Hate Resolution Pledge (Community) Complete. Civil Discourse.
- Monitor Mixed Innovation Business District (EDC) In progress. Progressing.
- Emergency Management Policy Discussion (Presentations/Discussion) Progressing.
 - Complete. National Grid Power Outage conversation complete.
 - Progressing. Future presentation from Fire Chief. (Summer)
- Review and Prioritize Historical Commission List of Historic Homes (Community) On hold.
- Vehicles & Procurement Presentation & Discussion (Finance) Complete.
- Analyze Food requirements and closing hours for restaurants (EDC) On hold due to COVID-19, but should be a goal for the next session.

COVID-19

And if this was not enough progress, I have added in a COVID-19 section as this was not anticipated when the goals were approved:

- Consistently ranked as one of the lowest infection rates for cities and towns above 30,000 population.
- To date, the Town staff have been very safe and have not had a large cluster affect town services, town buildings, programs, employees or citizens. The Town's staff have been very safe and committed to keeping everyone safe.
- Received approximately \$ 2.4 million in federal grant money (CARES Act, FEMA) and have applied for an additional 2.1 million in federal grant money.
 - 4,000 new Chromebooks.
 - All PPE has been paid by the federal government.
 - Installing cutting edge UVGI (ultraviolet technology) on the Municipal Building and High School starting this week. Phase 2 bids are in for the campus schools, Library, Senior Center; expected to be done by December 31st. 2021 will see us work to finance and complete the remaining buildings in Town with UVGI.
 - Purchasing special air purifier units for remaining schools and classrooms.
- Received \$90,000 in Micro-enterprise competitive grant funds for Small Businesses in Franklin with 5 or less employees to alleviate some of the burden the COVID pandemic has brought to their business.
- Successful implementation of the Outdoor Dining Licensing for many restaurants in town.
- Implementing a 25% fee reduction for local restaurants in 2021.
- Successful retrofit of the Council Chambers for in person meetings with Franklin TV. Franklin is now a model on how to conduct in person meetings.
- Successful recreation department supervised summer programs
- Online and in person innovative Senior Center outreach and programs
- Comprehensive social media and website portal for COVID-19 information for citizens and staff.
- Exceptional customer service for citizens and businesses navigating COVID-19.
- Shared department work to have a vaccine clinic for all first responders and prepare for future vaccine clinics for targeted populations and phased roll out to the general public.