

February 16, 2021

To: Town Council

From: Glenn Jones - Chair

RE: Town Administrator Evaluation Ad Hoc Subcommittee

Before you tonight is the 2020 annual review for the Franklin Town Administrator, Jamie Hellen. The Town Administrator Evaluation Ad Hoc Subcommittee met a total of three times to evaluate and review the performance of Town Administrator Hellen. This Ad Hoc Committee and their associated meetings were set up in order to comply with the provisions of the Franklin Town Charter, which requires an annual review of the Town Administrator's performance. This Committee was chaired by Councilor Glenn Jones, Councilors Thomas Mercer, Matt Kelly and Debbie Pellegrini completed the four member subcommittee. The Town Administrator Ad Hoc Subcommittee met on the following dates:

- December 2, 2020
- December 16, 2020
- January 20, 2021
- February 3, 2021

In a formal vote, the TA Eval Ad Hoc Subcommittee members unanimously voted to move the written Town Administrator Evaluation to the full Council for their review.

Councilor Pellegrini, although absent from the meeting, called prior to the meeting to voice her support for the written evaluation and to the Chair for moving it to the full Council.

VOTE: Jones - "Yes", Mercer - "Yes", Kelly - "Yes" **(Approved 3-0)**

I am asking the Council to consider the unanimous recommendation and endorsement of the 2020 Town Administrator Evaluation. If approved this written evaluation will go into Town Administrator Hellen's personnel file.

If you have any questions please feel free to ask.

February 16th, 2020

TO: Franklin Town Council
CC: Jamie Hellen, Town Administrator
FROM: Glenn Jones, Clerk, Franklin Town Council
Chairman, Town Administrator Evaluation Ad-Hoc Council Subcommittee
Councilors; Matt Kelly, Thomas Mercer, Debbie Pellegri
REF: 2020 - Administrators Annual Review

The Franklin Town Council and the Town Administrator Jamie Hellen entered into a contract agreement two years ago and as contractually obliged the Franklin Town Council formed a Town Administrators Evaluation Ad-Hoc Council Subcommittee to fulfill the obligation. The committee met on December 2nd and December 16th, 2020.

The Franklin Town Councils contract with the Jamie Hellen states:

Town Administrators Contract - Section 6 - Performance Review

The Council shall establish mutually agreed upon goals for the Town Council and Hellen to achieve during a two-year legislative session. The Council shall review Hellen's progress towards meeting the Council goals on an annual basis. Said annual review and evaluation shall be in accordance with the goals developed jointly between the Council and Hellen. Said goals may be added to or deleted from the Council and Hellen from time to time. Further, the Council shall provide Hellen with a written summary statement of the findings of the Council and provide adequate opportunity for Hellen to discuss with the Council,

Goals shall generally be attainable within the time limitations as specified in Section 7, within the time limitations as specified in section 7, within the annual operating budget and capital budgets and appropriations provided by the Council

In effecting the provisions of this section, the Council and Hellen mutually agree to abide by the provisions of applicable law.

The following is a list of the main 2020/2021 goals set forth by the Council during the annual goals setting meeting during the Town Council Workshop on January 8th, 2020.

- Fiscal
- Economic Development
- Facilities
- Department of Public Works
- Recreation/Open Space
- Community - Generally
- Civic Engagement
- Presentations/Discussion Items
- COVID - 19 Response/Protocols (NEW ADDITION)

See attached update copy of full set of goals and the Administrator's responses.

To fulfill our obligation, I respectfully submit a formative written statement that meets the obligatory requirements and outlines the resulting discussion items from both the December 2nd and December 16th, 2020 meetings. See written summary below.

Please note that due to circumstances beyond the normal means of control many of the goals set forth by the Town Council have/had to be adjusted to accommodate the Covid-19 pandemic.

Written formative summary:

Town Council/Town Administrators Goals

The attached goals update indicates that Mr. Jamie Hellen has executed his responsibilities to the fullest extent of his abilities. It is important to reflect upon the fact that many of the goals established at the beginning of the year have been majorly affected by the 2020 Covid-19 Pandemic and considering these unforeseen circumstances many of the goals were still accomplished while many more were amended, added, deleted, and/or adjusted to reflect said circumstances.

To start, I wish to address the performance of the Town Administrator during the past year and his dealings with the ever-changing challenges associated with the Covid-19 executive mandates and federal regulations that he was required to implement and adopt into his administration. The Town Administrator (TA) Jamie Hellen performed his duties effectively and went above and beyond all expectations in implementing all necessary rules and regulations put forth by all local, state and federal Covid-19 mandates. TA Hellen took it upon himself to list the many goals that were successfully accomplished since the Pandemic hit hardest around March 2020. Listed below are a several additional important points.

1. TA Hellen was wise in hiring an outside consultant, Clifford & Kenny, LLP to evaluate the Department of Public Works and create a "Workplace Climate Assessment" report with recommendations for improvements.
2. TA Hellen has continued his efforts in developing great working relationships with the town department heads, town staff and the School Department.
3. TA Hellen stepped-up to help support the Town Clerks office in remedying issues associated with the 2020 Presidential Primary and continued that support through the General Election and even through to the December Local Election.
4. TA Hellen played an important role in the investigation into the "Spear-phishing" incident that resulted in significant monetary loss. Jamie's prompt response helped lessen the losses and ultimately, he was able to secure insurance payouts and recoup portions of the losses.
5. During the past year TA Hellen has successfully managed to meet the majority or the goals set forth by the Town Council.
6. TA Hellen has proven his effectiveness in securing much needed funding/grants from the State for the Local Budget and Federal Funding to offset the expenses associated with Covid-19.

Respectfully submitted,

Councilor Glenn F. Jones, Clerk of Council
Chairman, Town Administrator Evaluation Ad-Hoc Council Subcommittee
Franklin Town Council
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**Town Council Meeting
2020 and 2021 Goals
Town Council Workshop
January 8, 2020**

Updated: February 2, 2021

Fiscal

- Approval of Annual Capital Improvement Plan -- FY20 and FY21
 - Status:
 - Complete. Approved [FY20 Capital Plan](#).
 - Progressing. FY21 Plan "On Hold" pending FY22 financial outlook. Anticipate FY21 Capital Plan April 2021.
- Approval of a balanced Operating Budget -- FY21 and FY22
 - Status:
 - Complete. Approved balanced FY21 budget and revenues appear to be stable mid fiscal year.
 - Progressing. FY22 budget update in March 2021.
- Establish Ad Hoc Subcommittee to evaluate stormwater fee analysis
 - Status: Complete.
- Determine Water rate increase for FY20/FY21, notably for the water treatment plant and wells loan package
 - Status: Complete. Approved water rates.
- 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.
- 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. Not needed at this time.
- Continue to ask for OPEB solutions with state officials

- o 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
 - o Status:
 - o 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 million a year in state grant opportunities across the organization.
 - o Progressing. Staff are always on the look, never done looking for ways to raise revenues and offset the tax impact to residents.

Economic Development – To the EDC

- Revise Solar Bylaw in Residential districts
 - o Status: Complete.
- Continue Lot Line “Clean ups” around town
 - o Status: Completed 6 lot line clean ups. Almost complete with multi-parcel proposals. 2021 will see us get into parcel specific lot line changes.
- Present Economic Profile to the Town Council
 - o EDC to evaluate or implement ideas based off of the recommendations in the final report
 - o Status: Complete/In progress. Report complete and presented. EDC implementing recommendations. 5 Listening business sessions. Increased social media and overall media support for local businesses. Over \$25,000 was raised during the Think Franklin First campaign. The Town Council also rescued restaurant licensing fees by 25% for 2021.
- Nu-Style (Grove Street) options
 - o Status: Reviewing state and federal grant options. Preparing a new procurement strategy.
- Zoning Changes
 - o Master Plan Update before the Council -- Expected June/July 2020

- Status: Complete.
- Draft and Adopt state Affordable Housing Plan
 - Status: In progress. January 13 EDC listening session and future public hearings with the Municipal Affordable Housing Trust will lead to a draft plan in Spring.
- 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: Postponed as COVID-19 hit and real estate market seems uncertain at the moment. The proposal will be a part of the Housing Production Plan (see goal above)
- Residential 5 and C-1 density
 - Status: See Inclusionary Zoning above.
- The Franklin Crossing Neighborhood District rezone
 - Status: No progress.
- Ferrara Parking Lot Lease for continued commuter rail and free municipal parking in downtown
 - Status: Complete.
- Review and cleanup Marijuana Overlay District
 - Status: No progress; not the right time to review. Will consider after the market settles. EDC prioritized this later in the session as thenTown should review after the currently approved facilities are complete.
- MBTA parking Lot in Downtown
 - Status: No progress.

Facilities

- Approve borrowing authorization for 5-year facilities capital needs
 - Status: Complete. \$15 million capital authorization.
- Future of Old South Meeting House
 - 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
 - Status: On hold due to capital plan postponement. Ultimately, this will move forward when the Town Council decides to do a debt exclusion ballot initiative for a renovation and expansion of the facility.
- Transfer/Recycling Center improvements when land transfer complete
 - Status: Completed a new shed for staff. Finalizing land swap this month.

- Apply for Cultural Facilities Fund grant to restore Historical Museum cupola and refurbish Museum basement with proper preservation storage
 - Status: Archivist looking to apply in January 2021.
- Note: COVID-19 has also afforded our Facilities staff some additional time to clean the backlog of capital projects, including some larger projects:
 - Completed the Parmenter School improvements, including canopy;
 - Completed the Keller-Sullivan HVAC (we added in UVGI, too);
 - Completed the security improvements at HMMS;
 - Made significant progress on the Public Safety fiber transition; and
 - Made progress on the HMMS drainage issues.
 - 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
 - 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
 - Prioritize \$650,000 line item town budget, per Town fiscal Policy
 - 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
 - Status: Completed FY20 water main projects, notably Lincoln Street. FY21 projects will be out to bid in March.
- Construct Water Treatment Plant & Wells 3&6. FY20 will require a water rate hike to pay for the loans
 - Status: Treatment plants and wells completion Spring 2021; on budget and on schedule.
- Present future options for Beaver Street interceptor
 - 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
 - Status: To be addressed in the Capital plan (April 2021).
- Fund sidewalk plan for Beaver Street/Washington Streets -- find a funding source
 - Status:
 - Sidewalk on Beaver Street is funded for a portion.
 - Washington Street on hold -- need funding source.
- Consider a long-range sidewalk master plan.
 - 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. Also have a dedicated revenue source to pay for this project if not awarded the grant. Design to begin in early 2021.

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.
 - Status: It is important to note the generous donation and construction of the new courts at Fletcher Field were built during this pandemic.
- Purchase Open Space as may be available
 - Status: None available to date to buy.
 - 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.
 - The Town is still far behind on open space investments.
- Finalize and begin to implement pedestrian Franklin Greenway Network --
 - Approve Complete Streets Policy, develop and finalize plan
 - Status: Staff have a Complete Streets policy draft. Future TC meeting in Winter 2021 council discussion.
- Take over Concerts on the Common in 2020 and move to Friday nights and add family movie nights on the Common
 - Status: Complete. We hope to add more to this program post-COVID-19.
- Continue to implement 2016 Open space/recreation plan
 - Status: See notes above.
- Continue supporting SNETT trail development and other trail projects
 - 2020 Prospect Street tunnel will be built by the state

- o Status: Complete. Tunnel is now complete!
- Continue on Delcarte improvements
 - o remediate weed and fish issues, etc
 - o complete capital improvements at Delcarte
 - o Status: 2021 is hopefully the last round of treatments and then will reevaluate. 2020 treatments were still applied despite COVID-19.

Community – Generally

- Continue to accept Public Ways
 - o Status: Progressing. Completed first round of street acceptances. Second round later this winter.
- Implement “Green Community goals” - apply for competitive grants in 2020
 - o Status: Progressing. Received a grant for electric vehicles and electric vehicle charging stations at Municipal Building and Library.
- Revise Demolition delay bylaw with Historical Commission and Building Commissioner
 - o Status: On hold. 2021 hopefully if times allow.
- Implement “Master Plan” recommendations at the Historical Museum
 - o Status: Progressing.
 - o Exhibits subcommittee was established prior to COVID-19. Several new exhibits have been displayed at the Museum this year.
 - o The Jim Johnson “Great Room” should be completed and installed within a few weeks.
- Begin process to decommission Spring Street from 140 to the new solar field on Spring Street through the state park with Town Attorney
 - o Status: Progressing. Awaiting the solar farm construction.
- Successful Cable contracts negotiation with Comcast -- expires October 2020
 - o Status: Complete.
- Finalize 3-year Collective Bargaining cycle - Spring of 2020
 - o Status: Complete. All union contracts are settled through June 30, 2022
- 5G bylaw
 - o 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
 - o 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. Added Board of Health and added new features to address COVID-19 challenges (eg outdoor licensing)

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 2020 (**Spring 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. Staff recommendation there is no need.
- EV Charging Stations (Facilities) Complete. Library and Municipal Building. Purchasing two new fleet vehicles.
- 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 requirement and closing hours for restaurants (EDC) On hold. COVID-19.

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.