

Town of Franklin MASSACHUSETTS



FISCAL 2014 BUDGET PROPOSAL



Town Administrator
Jeff Nutting

Comptroller
Susan Gagner

FY 2014 Voting Document & Funding

Fiscal Year 2014 Budget Funding

	Final FY 2010	Final FY 2011	Final FY 12	Final FY 13	Projected FY 14	
I. AVAILABLE RESOURCES:						
TAX LEVY						
1	Prior Year Levy Limit plus 2 1/2%	50,303,727	52,266,278	54,099,089	56,327,438	58,600,829
2	New Growth	687,763	513,322	854,509	844,102	700,000
	Prop 2 1/2 override					
3	Unused Levy					
4		50,991,490	52,779,600	54,953,598	57,171,540	59,300,829
5	Debt Exclusions:					
6	Elementary School(Net of SBA)	178,886	340,462			185,120
7	Horace Mann (2,000,000)	158,900	154,650			132,680
8	Lincoln Street (bond)	611,375	599,513			531,823
	Horace Mann (bond)/FY 06 premium	461,634	451,508			420,458
10	HS bans/bond	-	-			792,523
11		1,410,795	1,546,133	1,468,947	1,353,390	2,062,604
12		52,402,285	54,325,733	56,422,545	58,524,930	61,363,432
13	STATE REVENUE (Net of Offsets)	-				
14	Chapter 70 School Aid (Net)	28,152,172	26,714,222	26,857,636	27,111,396	27,111,396
15	Charter Tuition/Capital Assessment Reimb	727,543	801,929	712,745	604,444	604,444
16	School - Other					
17	Lottery	2,177,055	2,089,973	1,938,859	2,089,973	2,089,973
18	All Other (net of offsets)	344,298	297,744	310,747	323,650	323,650
19	Prior Year Overestimates					
20		31,401,068	29,903,868	29,819,987	30,129,463	30,129,463
21	School Building Assistance	1,040,348	825,934	825,934	825,934	825,934
22		32,441,416	30,729,802	30,645,921	30,955,397	30,955,397
23	OTHER REVENUES					
24	Local Receipts - General Fund (+ ambulance rec	6,694,305		6,360,000	6,665,000	7,150,000
	meals tax	260,000		340,000	385,000	
	Medway library shared director revenue	45,000				
28	hotel/motel FY 12			400,000	-	
29	indirects wtr/swr/sw					
30		6,999,305	7,192,000	7,100,000	7,050,000	7,150,000
31						
32						
33	Other Available Funds					
34	Small Cities Program (Senior Center Debt)	20,000	11,000			
	Reserve for excluded debt				7,484	222,477
	Parking Meter Receipts Reserved					17,600
	Affordabel Housing Gift		15,000	15,000		
	Enterprise Fund (Indirects)	955,000	956,000	966,000	993,000	997,500
	Free Cash			350,000	351,405	
43		975,000	982,000	1,331,000	1,351,889	1,237,577
44	Stabilization Fund (Capital Debt)	200,000	200,000			
45	Stabilization Fund (O&M)					
46	Overlay Surplus					
47		200,000	200,000		-	-
48						
49	TOTAL REVENUES & OTHER FIN SOURCES	\$ 93,018,006	93,429,535	\$ 95,499,466	\$ 97,882,216	\$ 100,706,406
52						
53	LESS AMOUNTS TO BE RAISED:					
54	School Choice (Est.) - Deduction from CH 70	182,742	149,754	159,056	155,589	168,237
55	State Assessments (Est.)	358,423	354,973	340,254	350,787	365,812
	Court Judgement					
56	County Assessment (Est.)	208,100	213,315	213,429	218,765	214,628
57	Charter School Assessment	3,422,629	3,732,262	3,992,883	4,112,316	4,166,974
59	Provision for Abatements & Exemptions (Overlay)	560,568	513,449	679,468	696,317	680,000
60	Prior year funds to be raised	4,944			-	-
61	Tax Title	-				
61		4,737,406	4,963,753	5,385,090	5,533,774	5,595,651
63						
64	TOTAL AVAILABLE FUNDING FOR BUDGETS	\$ 88,280,600	\$ 88,465,781	\$ 90,114,376	\$ 92,348,442	\$ 95,110,755
65						
66	TOTAL BUDGETS RECOMMENDED	\$ 88,266,045	88,430,285	90,105,026	92,314,850	95,109,701
69						
70	surplus/unused levy	\$ 14,555	\$ 35,496	\$ 9,350	\$ 33,592	\$ 1,054

**OPERATING BUDGET
TOWN OF FRANKLIN**

		FY 2011	FY 2012	FY 2013	FY 2014	FY 2014	FY 2014	FY 2014	approved
		Final	Final	Final	Submitted	TA Recommend	Fin Comm Recommend	Town Council to vote	√
111 Town Council									
	expenses	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>	
		3,500	3,500	3,500	3,500	3,500	3,500	3,500	
123 Town Administration									
	salaries	262,466	257,858	286,704	296,161	296,161	296,161	296,161	
	expenses	<u>53,942</u>	<u>53,942</u>	<u>33,545</u>	<u>29,959</u>	<u>29,959</u>	<u>29,959</u>	<u>29,959</u>	
		316,408	311,800	320,249	326,120	326,120	326,120	326,120	
131 Finance Committee									
	expenses	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	
135 Comptroller									
	salaries	336,824	333,167	354,641	370,335	370,763	370,763	370,763	
	expenses	<u>55,175</u>	<u>56,425</u>	<u>56,925</u>	<u>56,925</u>	<u>56,925</u>	<u>56,925</u>	<u>56,925</u>	
		391,999	389,592	411,566	427,260	427,688	427,688	427,688	
141 Assessors									
	salaries	221,053	221,103	228,508	233,341	233,781	233,781	233,781	
	expenses	<u>59,100</u>	<u>68,850</u>	<u>68,850</u>	<u>68,850</u>	<u>68,850</u>	<u>68,850</u>	<u>68,850</u>	
		280,153	289,953	297,358	302,191	302,631	302,631	302,631	
147 Treasurer-Collector									
	elected official salary	83,485	83,485	85,155	86,858	89,000	89,000	89,000	
	salaries	228,935	223,935	233,538	242,362	246,122	246,122	246,122	
	expenses	55,930	55,930	51,730	55,330	55,330	55,330	55,330	
	tax title expenses	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	
		403,350	398,350	405,423	419,550	425,452	425,452	425,452	
151 Legal									
	salaries	99,240	90,970	92,335	94,182	94,182	94,182	94,182	
	expenses	<u>49,900</u>	<u>49,900</u>	<u>48,000</u>	<u>46,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	
		149,140	140,870	140,335	140,182	134,182	134,182	134,182	
152 Human Resources									
	salaries	111,230	106,391	120,232	122,639	123,488	123,488	123,488	
	expenses	<u>9,950</u>	<u>9,950</u>	<u>9,950</u>	<u>9,950</u>	<u>9,950</u>	<u>9,950</u>	<u>9,950</u>	
		121,180	116,341	130,182	132,589	133,438	133,438	133,438	
155 Information Technology									
	expenses	<u>104,944</u>	<u>104,944</u>	<u>119,250</u>	<u>156,165</u>	<u>156,165</u>	<u>156,165</u>	<u>156,165</u>	
		104,944	104,944	119,250	156,165	156,165	156,165	156,165	
161 Town Clerk									
	elected official salary	70,770	70,770	72,185	73,268	76,000	76,000	76,000	
	salaries	44,863	46,763	60,293	61,413	62,253	62,253	62,253	
	expenses	<u>13,800</u>	<u>13,800</u>	<u>13,800</u>	<u>16,000</u>	<u>16,000</u>	<u>16,000</u>	<u>16,000</u>	
		129,433	131,333	146,278	150,681	154,253	154,253	154,253	

**OPERATING BUDGET
TOWN OF FRANKLIN**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2014	FY 2014	FY 2014	approved
	Final	Final	Final	Submitted	TA Recommend	Fin Comm Recommend	Town Council to vote	√
164 Elections & Registration								
salaries	30,609	30,609	30,862	25,596	25,596	25,596	25,596	
expenses	17,700	15,400	16,800	17,150	17,150	17,150	17,150	
	48,309	46,009	47,662	42,746	42,746	42,746	42,746	
176 Appeals Board								
expenses	5,000	5,000	5,000	5,000	4,000	4,000	4,000	
	5,000	5,000	5,000	5,000	4,000	4,000	4,000	
177 Planning & Growth Manage								
salaries	234,803	230,852	238,689	247,116	247,116	247,116	247,116	
expenses	24,900	24,900	24,900	24,900	24,900	24,900	24,900	
	259,703	255,752	263,589	272,016	272,016	272,016	272,016	
192 Public Property & Buildings								
salaries	2,093,401	2,067,960	2,098,773	2,225,913	2,225,913	2,225,913	2,225,913	
expenses	4,381,990	4,285,525	4,274,485	4,195,740	4,195,740	4,195,740	4,195,740	
	6,475,391	6,353,485	6,373,258	6,421,653	6,421,653	6,421,653	6,421,653	
196 Central Service								
expenses	110,100	108,100	111,100	111,100	111,100	111,100	111,100	
	110,100	108,100	111,100	111,100	111,100	111,100	111,100	
Subtotal, General Government	8,799,610	8,656,029	8,775,750	8,911,753	8,915,944	8,915,944	8,915,944	
210 Police								
salaries	4,139,834	4,014,000	4,141,261	4,307,379	4,311,348	4,311,348	4,311,348	
expenses	255,888	249,800	255,450	275,675	259,175	259,175	259,175	
	4,395,722	4,263,800	4,396,711	4,583,054	4,570,523	4,570,523	4,570,523	
220 Fire								
salaries	3,867,939	3,853,552	3,977,774	4,144,228	4,038,526	4,038,526	4,038,526	
expenses	336,475	359,700	358,350	367,850	362,250	362,250	362,250	
	4,204,414	4,213,252	4,336,124	4,512,078	4,400,776	4,400,776	4,400,776	
240 Inspection								
salaries	350,627	332,963	332,406	325,833	325,833	325,833	325,833	
expenses	26,200	26,200	24,600	24,600	24,600	24,600	24,600	
	376,827	359,163	357,006	350,433	350,433	350,433	350,433	
292 Animal Control								
expenses	65,376	65,376	65,376	65,876	65,876	65,876	65,876	
	65,376	65,376	65,376	65,876	65,876	65,876	65,876	
293 Parking Meters								
expenses	500	500	500	1,000	2,000	2,000	2,000	
	500	500	500	1,000	2,000	2,000	2,000	
Subtotal, Public Safety	9,042,839	8,902,091	9,155,717	9,512,441	9,389,608	9,389,608	9,389,608	

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300 Town Schools	49,875,000	51,060,000*	52,710,000	54,310,000	54,310,000	54,310,000	54,310,000	
390 Regional School	1,688,082	1,730,992	1,827,415	2,106,638	2,106,638	2,106,638	2,106,638	
395 Norfolk Aggie		0	<u>44,000</u>	44,000	40,000	40,000	40,000	
Subtotal, Education	51,563,082	52,790,992	54,581,415	56,460,638	56,456,638	56,456,638	56,456,638	
440 DPW-Highway Dept								
salaries	1,475,860	1,350,029	1,367,262	1,407,181	1,407,616	1,407,616	1,407,616	
expenses	<u>2,252,611</u>	<u>2,401,983</u>	<u>2,455,570</u>	<u>2,518,285</u>	<u>2,443,285</u>	<u>2,443,285</u>	<u>2,443,285</u>	
	3,728,471	3,752,012	3,822,832	3,925,466	3,850,901	3,850,901	3,850,901	
424 Street Lighting								
expenses	<u>140,000</u>	<u>140,000</u>	<u>148,000</u>	<u>148,000</u>	<u>148,000</u>	<u>148,000</u>	<u>148,000</u>	
	140,000	140,000	148,000	148,000	148,000	148,000	148,000	
TOTAL DPW - Hwy	3,868,471	3,892,012	3,970,832	4,073,466	3,998,901	3,998,901	3,998,901	
510 Health								
salaries	113,047	122,957	137,000	141,000	142,020	142,020	142,020	
expenses	<u>6,410</u>	<u>6,410</u>	<u>6,410</u>	<u>6,410</u>	<u>5,400</u>	<u>5,400</u>	<u>5,400</u>	
	119,457	129,367	143,410	147,410	147,420	147,420	147,420	
525 Public Health Services								
expenses	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	<u>20,000</u>	
	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
541 Council on Aging								
salaries	120,884	115,383	126,170	134,250	139,242	139,242	139,242	
expenses	<u>3,000</u>	<u>1,500</u>	<u>2,500</u>	<u>2,500</u>	<u>2,500</u>	<u>2,500</u>	<u>2,500</u>	
	123,884	116,883	128,670	136,750	141,742	141,742	141,742	
543 Veterans Services								
salaries	42,335	42,335	42,970	43,829	43,829	43,829	43,829	
expenses	1,300	1,300	1,300	1,300	1,300	1,300	1,300	
veterans assistance	<u>142,000</u>	<u>150,000</u>	<u>188,700</u>	<u>190,000</u>	<u>190,000</u>	<u>190,000</u>	<u>190,000</u>	
	185,635	193,635	232,970	235,129	235,129	235,129	235,129	
Subtotal, Human Services	448,976	459,885	525,050	539,289	544,291	544,291	544,291	
610 Library								
salaries	562,415	346,172	425,069	439,226	427,949	427,949	427,949	
expenses	<u>143,000</u>	<u>204,000</u>	<u>184,000</u>	<u>234,000</u>	<u>210,000</u>	<u>210,000</u>	<u>210,000</u>	
	705,415	550,172	609,069	673,226	637,949	637,949	637,949	
630 Recreation								
salaries	244,572	218,055	227,095	237,570	237,570	237,570	237,570	
expenses	<u>233,900</u>	<u>233,900</u>	<u>233,900</u>	<u>233,900</u>	<u>233,900</u>	<u>233,900</u>	<u>233,900</u>	
	478,472	451,955	460,995	471,470	471,470	471,470	471,470	

**OPERATING BUDGET
TOWN OF FRANKLIN**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2014	FY 2014	FY 2014	approved
	Final	Final	Final	Submitted	TA Recommend	Fin Comm Recommend	Town Council to vote	√
691 Historical Commission								
expenses	2,000	2,000	2,000	3,000	3,500	3,500	3,500	
	2,000	2,000	2,000	3,000	3,500	3,500	3,500	
692 Memorial Day								
expenses	1,000	1,200	1,200	1,200	1,200	1,200	1,200	
	1,000	1,200	1,200	1,200	1,200	1,200	1,200	
695 Cultural Council								
expenses	2,000	2,000	2,000	2,000	2,000	2,000	2,000	
	2,000	2,000	2,000	2,000	2,000	2,000	2,000	
Subtotal, Culture & Recreation	1,192,887	1,007,327	1,075,264	1,150,896	1,116,119	1,116,119	1,116,119	
710 Retirement of Debt								
general fund	3,695,461			3,700,825	3,700,825	3,700,825		
750 Interest								
general fund	1,662,036			1,251,778	1,251,778	1,251,778		
new ban's				1,015,000	1,015,000	1,015,000		
short term interest general fund	8,000			8,000	8,000	8,000		
Subtotal, Debt Service	5,365,497	5,230,467	5,118,917	5,975,603	5,975,603	5,975,603	5,975,603	
Benefits:								
910 Retirement & Pension	3,558,923	3,341,223	3,506,741	3,737,160	3,662,597	3,662,597		
Health/Life Insurance Benefits	2,075,000	2,423,000	2,275,000	2,335,000	2,335,000	2,335,000		
Retired Teacher Health Insurance	1,144,000	1,224,000	1,230,000	1,210,000	1,175,000	1,175,000		
Workers Compensation	315,000	300,000	330,000	348,000	375,000	375,000		
Unemployment Compensation	185,000	185,000	185,000	185,000	185,000	185,000		
Medicare	215,000	200,000	220,000	226,000	226,000	226,000		
OPEB	1,000	68,000	100,000	200,000	200,000	200,000		
Compensation Reserve	25,000	25,000	40,759	165,000	154,000	154,000		
Subtotal Benefits	7,518,923	7,766,223	7,887,500	8,406,160	8,312,597	8,312,597	8,312,597	
945 Liability Insurance	290,000	385,000	410,000	390,000	400,000	400,000	400,000	
Stabilization		350,000	775,000				-	
Real Estate Refunded Interest			38,000				-	
			1,405					
NuStyle		165,000						
Roads	-	400,000		-	-	-		
Partridge culvert		150,000						
TOTAL ALL BUDGETS	88,090,285	90,155,026	92,314,850	95,420,246	95,109,701	95,109,701	95,109,701	
Revenues	0	90,164,366	92,348,442	95,110,755	95,110,755	95,110,755	95,110,755	
Surplus/(Deficit)	-88,090,285	9,340	33,592	-309,491	1,054	1,054	1,054	

**OPERATING BUDGET
TOWN OF FRANKLIN**

	FY 2011	FY 2012	FY 2013	FY 2014	FY 2014	FY 2014	FY 2014	approved
	Final	Final	Final	Submitted	TA Recommend	Fin Comm Recommend	Town Council to vote	√
ENTERPRISE FUNDS:								
434 Solid Waste Disposal								
salaries	87,400	67,717	63,341	61,951	62,096	62,096	62,096	
expenses	1,692,025	1,765,525	1,750,000	1,846,000	1,880,000	1,880,000	1,880,000	
prinicipal & interest	172,000	172,800	-	-	-	-	-	
	1,951,425	2,006,042	1,813,341	1,907,951	1,942,096	1,942,096	1,942,096	
440 Sewer								
salaries	605,253	597,359	598,257	610,005	610,440	610,440	610,440	
expenses	502,750	398,250	419,850	414,350	414,350	414,350	414,350	
charles river assesment	2,477,620	2,543,870	2,654,880	3,500,000	2,157,040	2,157,040	2,157,040	
OPEB				32,000	32,000	32,000	32,000	
prinicipal & interest	487,449	476,386	451,183	438,980	438,980	438,980	438,980	
	4,073,072	4,015,865	4,124,170	4,995,335	3,652,810	3,652,810	3,652,810	
450 Water								
salaries	1,129,461	1,067,741	1,079,259	1,104,634	1,102,569	1,102,569	1,102,569	
expenses	2,123,950	2,173,450	2,196,500	2,168,000	2,175,000	2,175,000	2,175,000	
OPEB				66,000	66,000	66,000	66,000	
prinicipal & interest	1,490,905	1,450,231	1,399,133	1,401,316	1,511,316	1,511,316	1,511,316	
	4,744,316	4,691,422	4,674,892	4,739,950	4,854,885	4,854,885	4,854,885	
TOTAL ENTERPRISE FUNDS	10,768,813	10,713,329	10,612,403	11,643,236	10,449,791	10,449,791	10,449,791	
TOTAL OPERATING BUDGET	98,859,098	100,868,355	102,927,253	107,063,482	105,559,492	105,559,492	105,559,492	

Town Administrator Five Year Forecast

OFFICE OF THE TOWN ADMINISTRATOR



MEMORANDUM

DATE: April 2, 2013
TO: Town Council, School Committee and Finance Committee
FROM: Jeffrey D. Nutting, Town Administrator
RE: Five-Year Fiscal Forecast – The Sky is Not Falling (but it is getting lower)

Attached is my best guess **ESTIMATE** of the Town's financial situation going forward. Please note that the only thing I am confident about is the trend towards difficult fiscal challenges. The exact dollars and timing will change, but we face continued expense pressures without sufficient matching revenues. The predictions are based on the current population and school enrollment. Increases in those two categories will place pressure on the schools, public safety staffing, etc.

Our staffing levels of a town and school system of our size are lower than comparable communities. We have eliminated 20% of the workforce in order to balance the budget over the last many years. Further reductions will force major decisions about the depth and breadth of services we can provide our citizens. I believe that a further erosion of staff will have a detrimental effect on the quality of life in Franklin. We will be able to get by this year, but the long-term trend is clear.

This trend is the same as all other past fiscal predictions. The difference is that in the past we have used millions of dollars in stabilization funds, overlay surplus, and other one-time funds. We also had an override for \$2.7 million dollars, reduced staff, reduced increases in health insurance and introduced other budgetary savings to balance the budget.

The Town receives about \$2.2 million in new revenue each year (the vast majority via increases in property taxes). This means we can increase overall expenses by that amount. Unfortunately, that leaves a huge gap in our ability to properly fund a balanced budget, much needed road

improvements, and our unfunded OPEB obligation, deal with upcoming storm-water regulations, etc.

The big-ticket items are:

- A. Balancing the annual budget, given never-ending increases in health insurance, pensions, school mandates, keeping up with inflation for wages and expenses, maintaining aging buildings, etc. This could be a problem as soon as next year, but we may be able to get by until FY 16.
- B. Roads, Sidewalks, drainage, etc. - Backlog -There is a backlog of \$45 - \$50 million. The Council may want to consider a dedicated override specifically for roads and infrastructure improvements. I suggest \$1.5 million specifically for this purpose.
- C. Storm Water Mandate - Still waiting on the final regulations from the EPA. No actual amount is known at this time, but it will be expensive. (This will require an annual fee in the future.)
- D. OPEB - Unfunded liability of \$44 or \$85 million, depending whether we have a funding schedule. Funding requirement of between \$3 and \$6 million a year. There is no current solution at this time. The legislature needs to make changes in the current laws to help mitigate a big part of this obligation.
- E. Water and Sewer system improvements/maintenance - Funding for water infrastructure improvements at \$1,500,000 per year and Sewer improvements at \$300,000 per year. These will require future rate increases.

Other potential factors - Slower growth of the Federal budget
Higher Inflation
Aging population

This information should not be seen as all doom and gloom. We have done a good job at overcoming lots of fiscal problems. It should be used as a starting point for a broad discussion between elected and appointed officials, and the community about how we maintain the quality of life in Franklin. It is a delicate balance providing quality education and community services, good roads, clean water, etc. and the citizens' ability to pay for those services. We have been successful in the past, but OPEB, roads, storm-water, and the "new economy" has added a whole new dimension to our challenges.

I suggest that after the budget, we call folks together to begin the dialogue.

Five Year Forecast

Town of Franklin	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19
Estimated Revenues	Estimated	Estimated	Estimated	Estimated	Estimate	Estimate	Estimate
AVAILABLE RESOURCES:							
TAX LEVY							
Prior Year Levy Limit plus 2 1/2%	56,327,438	58,600,829	60,783,350	63,020,433	65,313,444	67,663,780	70,175,375
New Growth	844,102	700,000	700,000	700,000	700,000	800,000	800,000
Unused Levy							
Subtotal, Levy Limit	57,171,540	59,300,829	61,483,350	63,720,433	66,013,444	68,463,780	70,975,375
Debt Exclusions:							
Rem/Jeff Bond (Net of SBA)		185,120					
Horace Mann (\$2,000,000)		132,680					
Keller/Sullivan Bond		531,823					
HM - Bond		420,458					
High School		792,523					
Subtotal, Debt Exclusions	1,353,390	2,062,604	3,669,120	3,079,225	3,567,629	3,531,717	3,502,354
Total, Tax Levy	58,524,930	61,363,433	65,152,470	66,799,658	69,581,073	71,995,497	74,477,729
STATE REVENUE (Net of Offsets)							
Chapter 70 School Aid (Net)	27,111,396	27,111,396	27,111,396	27,111,396	27,111,396	27,111,396	27,111,396
School - Charter School	604,444	604,444	604,444	604,444	604,444	604,444	604,444
Unrestricted aid	2,089,973	2,089,973	2,089,973	2,089,973	2,089,973	2,089,973	2,089,973
All Other	323,650	323,650	323,650	323,650	323,650	323,650	323,650
Prior Year Overestimates							
Total, State Revenue	30,129,463	30,129,463	30,129,463	30,129,463	30,129,463	30,129,463	30,129,463
School Building Ass't Rem/Jeff	825,934	825,934	825,934	825,934			
Total State Ass't	30,955,397	30,955,397	30,955,397	30,955,397	30,129,463	30,129,463	30,129,463
OTHER REVENUES							
Local Receipts - General Fund	7,050,000	7,150,000	7,250,000	7,300,000	7,500,000	7,750,000	7,750,000
Total, Local Receipts	7,050,000	7,150,000	7,250,000	7,350,000	7,500,000	7,750,000	7,750,000
OTHER AVAILABLE FUNDS							
Excluded debt	7,484	222,477					
Affordable gift							
Parking Meter Reciepts Reserved Overlay		17,600					
Stabilization							
Enterprise Indirects	993,000	997,500	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
other funds / stabilization	351,405						
Total, Other Revenues	1,351,889	1,237,577	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Total Available Revenues	97,882,216	100,706,407	104,357,867	106,105,055	108,210,536	110,874,960	113,357,192

Five Year Forecast

Town of Franklin	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19
Estimated Revenues	Estimated	Estimated	Estimated	Estimated	Estimate	Estimate	Estimate
Estimated Charges							
School Choice (Est.) - Ded from CH 70	155,589	168,237	155,000	155,000	155,000	155,000	155,000
State Assessments (Est.)	350,787	365,812	374,957	384,331	393,940	403,788	413,883
County Assessment (Est.)	218,765	214,628	219,994	225,494	231,131	236,909	242,832
Charter School Assessment	4,112,316	4,166,974	4,200,000	4,200,000	4,200,000	4,200,000	4,200,000
CRCPD Assessment							
Abatements & Exemptions (Overlay)	696,317	680,000	700,000	720,000	740,000	740,000	760,000
Prior year funds to be raised							
Amounts to be Raised	5,533,774	5,595,651	5,649,951	5,684,825	5,720,070	5,735,697	5,771,715
Net revenues	92,348,442	95,110,756	98,707,916	100,420,231	102,490,466	105,139,263	107,585,477
Budget recommendation	92,314,850	95,109,701	100,666,430	104,269,232	108,073,694	112,000,254	116,447,478
Excess/shortfall	33,592	1,055	(1,958,514)	(3,849,001)	(5,583,228)	(6,860,991)	(8,862,000)

<u>FY 14 Proposed Budget and Forecast</u> Department	Voted FY 13 Total	Projected FY14 Salary	Projected FY 14 Expense	Projected FY 14 Total	Projected FY 15 Total	Projected FY16 Total	Projected FY17 Total	Projected FY18 Total	Projected FY19 Total
Town Council	3,500		3,500	3,500	3,570	3,641	3,714	3,789	3,864
Town Administration	314,972	296,161	29,959	326,120	334,716	342,931	351,504	360,132	368,972
Finance Committee	1,000	-	1,000	1,000	1,020	1,040	1,061	1,082	1,104
Comptroller	403,538	370,763	56,925	427,688	438,837	449,518	460,460	471,669	483,153
Assessors	297,006	233,781	68,850	302,631	310,320	317,727	325,312	333,079	341,034
Treasurer-Collector	404,849	335,122	90,330	425,452	436,307	446,754	457,453	468,410	479,631
Legal	140,335	94,182	40,000	134,182	137,525	140,759	144,070	147,459	150,929
Human Resources	126,670	123,488	9,950	133,438	136,971	140,345	143,802	147,344	150,974
Data Processing	119,250	-	156,165	156,165	159,288	162,474	165,724	169,038	172,419
Town Clerk	146,278	138,253	16,000	154,253	158,306	162,182	166,153	170,222	174,391
Elections & Registration	47,662	25,596	17,150	42,746	43,780	44,787	45,818	46,872	47,951
Appeals Board	5,000	-	4,000	4,000	4,080	4,162	4,245	4,330	4,416
Planning & Growth Manage	262,989	247,116	24,900	272,016	279,186	286,039	293,060	300,255	307,626
Public Property & Buildings	6,373,258	2,225,913	4,195,740	6,421,653	6,565,667	6,708,411	6,854,295	7,003,390	7,155,766
Central Service	111,100	-	111,100	111,100	113,322	115,588	117,900	120,258	122,663
Subtotal, Gen Govern	8,757,407	4,090,375	4,825,569	8,915,944	9,122,896	9,326,357	9,534,570	9,627,070	9,964,894
Police	4,396,711	4,311,348	259,175	4,570,523	4,692,113	4,808,094	4,926,948	5,048,747	5,173,563
Fire	4,336,124	4,038,526	362,250	4,400,776	4,690,718	4,806,138	4,924,407	5,045,595	5,169,775
Inspection	357,006	325,833	24,600	350,433	359,722	368,590	377,677	386,988	396,530
Animal Control	65,376		65,876	65,876	67,523	69,211	70,941	72,360	73,807
Parking Meters	500		2,000	2,000	2,000	2,000	2,000	2,040	2,081
Subtotal, Public Safety	9,155,717	8,675,707	713,901	9,389,608	9,812,076	10,054,033	10,301,973	10,555,730	10,815,755
Town Schools	52,710,000		54,310,000	54,310,000	56,753,950	59,591,648	62,571,230	65,699,791	68,984,781
Regional School	1,827,415		2,106,638	2,106,638	2,169,837	2,234,932	2,301,980	2,359,530	2,418,518
Norfolk Aggie	44,000		40,000	40,000	40,000	40,000	40,000	40,000	40,000
Subtotal, Education	54,581,415	0	56,456,638	56,456,638	58,923,787	61,826,580	64,873,210	68,099,321	71,443,299
DPW - Hwy -Admin-Engineer	3,822,832	1,407,616	2,443,285	3,850,901	3,937,772	4,148,756	4,364,140	4,459,017	1,595,696
Street Lighting	148,000		148,000	148,000	155,000	160,000	160,000	163,200	166,464
Subtotal, Public Works	3,970,832	1,407,616	2,591,285	3,998,901	4,092,772	4,308,756	4,524,140	4,622,217	4,722,445
Health	137,581	142,020	5,400	147,420	151,363	155,119	158,969	162,915	166,958
Public Health Services	20,000	-	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Council on Aging	127,575	139,242	2,500	141,742	150,550	154,301	158,146	162,086	166,125
Veterans Services	232,970	43,829	191,300	235,129	240,051	245,076	250,208	255,448	260,799
Veterans Assistance									
Subtotal, Human Services	518,126	325,091	219,200	544,291	561,963	574,496	587,323	600,449	613,882
Library	600,095	427,949	210,000	637,949	670,504	693,041	710,367	726,883	743,788
Recreation/Human Services	460,995	237,570	233,900	471,470	495,984	507,124	518,517	530,169	542,086
Cultural Council	2,000		2,000	2,000	2,000	2,000	2,000	3,000	3,000

FY 14 Proposed Budget and Forecast Department	Voted FY 13 Total	Projected FY14 Salary	Projected FY 14 Expense	Projected FY 14 Total	Projected FY 15 Total	Projected FY16 Total	Projected FY17 Total	Projected FY18 Total	Projected FY19 Total
Historical Commission	2,000		3,500	3,500	4,000	4,000	4,000	5,000	5,000
Memorial Day	1,200		1,200	1,200	1,400	1,400	1,400	1,600	1,600
C.A.T.V. Committee				-					
Subtotal, Cult & Rec	1,066,290	665,519	450,600	1,116,119	1,173,888	1,207,565	1,236,284	1,266,652	1,295,474
Retirement of Debt	3,698,277		3,700,825	3,700,825	4,757,346	4,274,250	4,003,000	4,038,000	4,065,000
Interest	1,420,640		2,274,778	2,274,778	2,538,545	2,371,760	2,224,240	2,071,298	1,918,765
Subtotal, Debt Service	5,118,917		5,975,603	5,975,603	7,295,891	6,646,010	6,227,240	6,109,298	5,983,765
Future Debt					700,000	900,000	900,000	900,000	900,000
Retirement & Pension	3,506,741		3,662,597	3,662,597	3,845,727	4,038,013	4,239,914	4,451,910	4,674,505
Workers' Compensation	330,000		375,000	375,000	386,250	397,838	409,773	422,066	434,728
Unemployment Comp	185,000		185,000	185,000	185,000	185,000	185,000	185,000	185,000
Retired Teachers HI Trust	1,230,000		1,175,000	1,175,000	1,175,000	1,175,000	1,150,000	1,000,000	1,000,000
Retires (all others)									
Employee Health Insurance	2,275,000		2,335,000	2,335,000	2,428,400	2,549,820	2,677,311	2,811,177	2,951,735
OPEB	100,000		200,000	200,000	300,000	400,000	500,000	600,000	700,000
Medicare Insurance	220,000		226,000	226,000	232,780	239,763	246,956	254,365	261,996
Stabilization RE interest	814,405				-	-			
Wage/Salary	75,000		154,000	154,000	40,000	40,000	40,000	40,000	40,000
Subtotal, Ins & Other	8,736,146		8,312,597	8,312,597	8,553,157	8,985,434	9,448,954	9,764,517	10,247,964
Insurance	410,000		400,000	400,000	430,000	440,000	440,000	455,000	460,000
TOTAL ALL BUDGETS	92,314,850	15,164,308	79,945,393	95,109,701	100,666,430	104,269,232	108,073,694	112,000,254	116,447,478
Revenues	92,348,442			95,110,756	98,707,916	100,420,231	102,490,466	105,139,263	107,585,477
Surplus/(Shortfall)	33,592			1,055	(1,958,514)	(3,849,001)	(5,583,228)	(6,860,991)	(8,862,000)

Town Administrator Budget Statement

Town of Franklin

**Fiscal Year 2014
Budget Statement**

Town Council

Robert Vallee, Chair
Tina Powderly, Vice Chair
Judith Pond Pfeffer, Clerk
Andrew Bissanti
Robert Dellorco
Glenn Jones
Matthew Kelly
Thomas Mercer
Jeffrey Roy

Town Administrator

Jeffrey Nutting

Assistant to Town Administrator

Maxine Kinhart

Comptroller

Susan Gagner

Treasurer-Collector

Jim Dacey

March 2013

Executive Summary FY 2014 Budget

While fiscal challenges remain, our resolve to overcome them is relentless.

The good news is the FY 14 will have a balanced budget without a requirement to reduce staff, request an override or use other one time funds. I think this “good news” is a lull in the long rang financial outlook that shows that reductions in staffing and services will continue unless we successfully change the way we provide services to our citizens.

We face huge challenges in properly funding our OPEB obligation or Other Post Employment Benefits which is currently about \$85,000,000, a consistent plan to fund roads and infrastructure improvements which is currently estimated at over \$45 million dollars, a method to maintain proper debt capacity in the annual operating budget to fund capital improvements and revenue to maintain the level of services we currently enjoy.

Franklin’s low property tax base in comparison to like size communities means we collect less in property taxes. Communities our size typically collect \$5 to \$10 million dollars per year more in property taxes and are less dependent on state aid to balance the budget.

The Town’s property tax revenue (not including debt exclusions) will increase by 2 ½ % plus new growth, or about \$2.1 million dollars. Local receipts, which include the excise tax and permit and license fees, etc., will increase \$100,000. Net State Aid (based on my best estimate) will be level funded. We have a one-time revenue of approximately \$200,000 from the proceeds of a bond sale so the FY 14 “net” revenue increased an estimated \$2.4 million dollars.

Overview

In compliance with Article Six, Sections 6-3-1 through 6-5-2 of the Franklin Town Charter, I am submitting the proposed FY 14 budget to the Town Council and Finance Committee.

Process

Each department is required to submit a proposed budget to the Town Administrator. The Town Administrator, the Comptroller, and the individual Department Head review their budget request.

The Town Administrator also reviews the highlights of the Town’s fiscal plan with the budget subcommittee of the Town Council. Based on input and the meetings with the Department Head, the Town Administrator makes a budget recommendation to the Town Council and the Finance Committee. The Finance Committee reviews the Town Administrator’s proposed budget and forwards their recommendation to the Town Council. The Town Council holds two public hearings prior to adopting a budget.

Financial Policy Summary

While the budget process identifies issues and concerns that the Town will address on an annual basis, it also must do so based in a framework of sound financial management.

The Town Council has adopted fiscal policies in the past and should continue to update and review them on a regular basis. Below is a summary of current policies:

Balanced Budget

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

Current status - No one time funds are being used to balance the budget

We have not addressed our GASB 45 obligation (post retirement health insurance) although this year we have budgeted \$200,000 to continue to fund the obligation of over \$85 million dollars (2011 actuarial study).

Compensation and benefits

- Budget with current revenues
- Compensate at market rates

Current status – We have nine municipal unions. Eight of the nine unions have collective bargaining agreements through June 30, 2015. The Fire Fighters have yet to agree to a contract and the Fire Salary budget does not include raises for those employees. Our employees are the most valuable asset in the organization and maintaining fair wages while trying to maintain services is always a challenge.

Revenues

- Estimate annual revenues in detail and project for the following three years.
- Maintain full and fair market value of property assessments.
- Ensure fees charged cover costs incurred.

Current status – Future revenue projections are included in the budget. New growth and local receipts have been adjusted to reflect the trends in actual collections. Included in the projection are the enterprise funds direct and indirect charges that pay back the general fund for costs attributable to those funds. This year will we be charging the water and sewer enterprise accounts their OPEB obligation.

Financial Reserves

- Adequately fund and maintain reserves (Stabilization, Free Cash, Overlay Surplus)
- Maintain Stabilization account at \$5 million dollars or 5% of recurring general fund revenue (less debt exclusions and SBA reimbursement).
- 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 and non-recurring expenses.

Current status - the General Stabilization fund balance is just over \$4.8 million dollars which is on target for the town's 5% of general fund revenue policy.

Long Term Debt - Proposed

- Reserved for large capital projects.
- Net general fund debt service (non-excluded debt or funded from enterprise accounts) shall be targeted at 3.5% of recurring general fund revenue.

Current Status - The FY 14 budget calls for a general fund debt service of \$5,975,603. According to the independent bond rating agency Standard and Poor's, our debt level is moderate and manageable. Our debt plan will help to obtain our goal of improving the infrastructure of the Town without the need for debt exclusions (except schools) while maintaining a reasonable debt level.

**TOWN OF FRANKLIN
Change in Debt Service
FY 2013 to FY 2014**

		<u>Principal</u>	<u>Interest</u>	<u>Total</u>
School	FY 2013	2,319,077	781,954	3,101,031
	FY 2014	2,323,825	643,706	2,967,531
	Change	4,748	(138,248)	(133,500)
Municipal	FY 2013	1,379,200	653,443	2,032,643
	FY 2014	1,377,000	616,072	1,993,072
	Change	(2,200)	(37,371)	(39,571)
		-		-
Total General Fund		3,700,825	1,259,778	4,960,603
Sewer	FY 2013	297,427	156,053	453,780
	FY 2014	296,727	142,253	438,980
	Change	(4,300)	(18,606)	(22,906)
Water	FY 2013	991,561	438,117	1,429,678
	FY 2014	1,004,474	506,843	1,511,317
	Change	12,913	68,726	81,639
Solid Waste	FY 2013	0	0	0
	FY 2014	0	0	0
	Change	0	0	0
SUBTOTAL PRINCIPAL/INTEREST				
	FY 2013	4,987,265	2,029,567	7,016,832
	FY 2014	5,002,026	1,908,874	6,910,900
	Change	14,761	(120,693)	(105,932)
Short Term Interest:				
	FY 2013	-	12,000	12,000
	FY 2014	-	1,015,000	1,015,000
	Change	-	1,003,000	1,003,000
TOTAL DEBT				
	FY 2013	4,987,265	2,041,567	7,028,832
	FY 2014	5,002,026	2,923,874	7,925,900
TOTAL NET CHANGE ALL DEBT				897,068

Capital Improvement Program.

- A six-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.

Current Status: The CIP subcommittee of the Council meets each fall/winter to review the requests of each department. The Town Administrator presents the CIP to the Finance Committee and Town Council for review and adoption. The Town Council voted on round one the FY 13 Capital plan. It is critical that we maintain a Capital Budget to ensure that the departments have the proper equipment and technology, etc. to perform their duties.

Financial Resources

Proposition 2 ½, passed by the voters in 1980, caps revenue growth to the largest portion of our revenues (property tax) to 2½% of the previous year's tax levy plus new tax revenues from construction/improvements of buildings.

The vast majority of revenues collected by the Town are controlled by state law or by the annual appropriation of State Aid. During difficult financial times, State Aid growth may be curtailed or reduced.

Further, fixed costs (health insurance, general insurance, energy, pensions, etc.) continue to increase and must be paid with limited growth in revenues. These forces all combine to place additional financial pressure on the overall municipal budget.

Estimated Revenues

Property Taxes - The primary source of revenue for Franklin is the property tax. Property taxes account for approximately 61% of net revenues (excludes use of reserves and enterprise funds). State Aid accounts for approximately 31% and local receipts 7% of the overall revenues. The remaining 1% is other available funds.

The Town's Board of Assessors determines the value of all taxable real and personal property under guidelines established by the Massachusetts Department of Revenue. For the purpose of taxation, real property includes: land, buildings, and improvements erected on/or affixed to land. Personal property includes: stock, inventory, furniture, fixtures, and machinery. The Assessors determine the full and fair market value every three years and update the values annually.

There are three major factors affecting the real and personal property.

1. **Automatic 2.5% increase** - Each year, a community's levy limit can increase by 2.5% over the previous year's tax levy limit. This accounted for approximately \$1,429,289 for FY14 in new tax revenues (excluding new growth).

2. **New Growth** - A community is able to increase its tax levy limit each year to reflect new growth in the tax base. Assessors are required to submit information on growth in the tax base for approval by the Department of Revenue as part of the Tax rate setting process. The estimated new growth for FY 14 is \$700,000. Included in this budget in the Historical Financial Information Section on Page 10 is a chart reflecting New Growth since FY 2000.
3. **Overrides/Debt Exclusions** –
A community can permanently increase its tax levy limit by approving an override of a certain dollar amount by approval of the voters at the ballot. Franklin voters approved an override of Proposition 2 ½ in 2007, the only approval of an override question since Proposition 2 ½ began in 1980.

Debt Exclusions are a temporary increase in a community's levy limit for the life of the debt to pay for the project. The voters have approved three debt exclusions to construct new schools over the past decade. The cost of these debt exclusions is reflected in the current tax bill and costs the average taxpayer approximately \$110 per year. The recently passed Debt Exclusion for the new High School will increase property taxes on the average single family house in FY 15 by \$210 per year. The Remington-Jefferson Schools debt will be retired in FY 16 so the annual cost of all debt exclusions by FY 17 will be \$285 per year.

State Aid

Massachusetts General Laws provides that the Commissioner of Revenue estimate the state's funding of local assistance programs authorized by law and appropriated annually by the legislature. State Aid line items are based on pre-established formulas, but the amount of funding is subject to annual review by the Governor and the Legislature.

There are many different categories of State Aid. A few of the categories (Library Aid, School Lunch, and School Choice) restrict funds for a specific purpose. All other State Aid is considered a general receipt that can be used to fund the Town's overall general fund budget as long as we meet the minimum spending requirements of the Education Reform Act. The FY 13 net school spending requirement is \$57,376,441. The preliminary FY 14 net school spending is \$59,169,189. Franklin currently exceeds the minimum spending requirement for FY 13 by over \$4 million dollars.

Franklin has reaped the benefit of the funding formula for Chapter 70 State Aid as the result of the tremendous growth in the student population over the years. This has resulted in a shift of support for public education from the property tax to State Aid. In 2009 the town's state aid was at a high of just over \$33 million dollars; the projection for FY 14 is just over \$30.3 million which represents level funding from FY 13. This loss in Chapter 70 state aid has forced us to reduce jobs and increase class size over the last several years.

In 1993 State Aid paid for about 30% of the school budget. In FY 14 it will be approximately 51% of the school budget.

The current revenue estimates (on which this budget is based) proposed for FY 14 Chapter 70 State Aid for education is \$27,111,396 and non-school aid is \$2,413,623. The charter school tuition reimbursement is \$604,444, and the assessment for the Charter School is \$4,166,974.

An eight year history of local aid is on Page 2 of the Historical Financial Information Section of this budget.

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. In FY 13 the Town has received over \$490,000 a year in hotel tax revenue.

The Town filed special legislation, which was approved, to earmark all of the revenue from this source to be used for the purchase of open space and recreation land or the construction of recreation facilities. The Town Council may also vote to use the new revenues for any other purposes. In 2012 \$400,000 was voted for roads, sidewalks, and drainage improvements. In FY 13 the funds were used for the Del Carte dam project.

The current balance in the open space account is approximately \$1,500,000.

Local Receipts

This is a broad category of revenues including motor vehicle excise tax, ambulance fees, permit fees, fines, and interest income, etc. The estimated FY 14 local receipts are \$7,150,000. The motor vehicle excise tax accounts for a half (50%) of the total of \$3,525,000. On Page 6 of the Historical Financial Information Section of this budget is an eight year history of Local Receipts.

Enterprise Accounts (Water, Sewer, Solid Waste)

These accounts are self supporting and set up as enterprise accounts in accordance with Mass General Laws. 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. The Town charges these accounts indirect costs that are transferred to the general fund to offset expenses paid for in the general fund. The FY 14 trash fee will increase from \$204 to \$212 for a 65 gallon totter and from \$184 to \$192 for a 35 gallon container. The sewer rates will increase by twenty percent in FY 14 to pay of the improvements to the sewer plant. Beginning in FY 14 current year OPEB costs for water and sewer employees will be budgeted in Water and Sewer accounts.

Operating Budget

The Town Council sets annual and long-term goals for the Town and the Administrator. In turn, the Town Administrator meets with Department heads and they jointly establish goals for their department. The proposed budget attempts to meet the goals established by the Council and the Town Administrator. The fiscal constraints limit the ability of some departments to accomplish their established goals.

Recommended changes in the FY 14 Budget: There are no “service level” changes to the budget. We will continue to provide the same services in FY 14 as FY 13.

The Library will still require a waiver despite increasing the budget by 5% and meeting the hours of operation and material budget we still spend over \$300,000 less than required to meet the Minimum annual appropriation. Legislative relief is the only solution to this problem.

Future Outlook

As demand for services rise and costs rise, there are two unpleasant solutions to the problem: reduce services or increase taxes. The Town will still face difficulty in funding a level service budget in the future. There is no one single answer to the problem. Sharing services, changing the way we do business, eliminating outdated State laws, increase revenues, etc all have to be discussed if we are to continue to provide high quality service.

Acknowledgements

The preparation of this budget would not be possible without the hard work of our Comptroller Susan Gagner, the Treasurer-Collector James Dacey, my assistant Maxine Kinhart, the Human Resource Director, Stephanie McNeil and the cooperation of all the department heads and employees. I am proud of all of our employees. They are dedicated in their working lives and in many cases they donate their free time to make Franklin a great community to live and work. We can't solve all the problems, but each employee gives their all in an effort to provide the highest quality of life for the least amount of money. Finally thanks to the Finance Committee for their role in the budget process. The more eye and ears that participate in our Government the stronger we become as a community.

Please feel free to call me or visit if you have any questions or suggestions.

Jeff Nutting, Town Administrator

Town of Franklin

**Fiscal Year 2014
Budget Statement**

Town Council

Robert Vallee, Chair
Tina Powderly, Vice Chair
Judith Pond Pfeffer, Clerk
Andrew Bissanti
Robert Dellorco
Glenn Jones
Matthew Kelly
Thomas Mercer
Jeffrey Roy

Town Administrator

Jeffrey Nutting

Assistant to Town Administrator

Maxine Kinhart

Comptroller

Susan Gagner

Treasurer-Collector

Jim Dacey

April 2013

Town of Franklin

Fiscal Year 2014

Budget Statement

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Susan Gagner

Treasurer-Collector

Jim Dacey

**April
2013**

Executive Summary FY 2014 Budget

While fiscal challenges remain, our resolve to overcome them is relentless.

The good news is the FY 14 will have a balanced budget without a requirement to reduce staff, request an override or use other one time funds. I think this "good news" is a lull in the long rang financial outlook that shows that reductions in staffing and services will continue unless we successfully change the way we provide services to our citizens.

We face huge challenges in properly funding our OPEB obligation or Other Post Employment Benefits which is currently about \$85,000,000, a consistent plan to fund roads and infrastructure improvements which is currently estimated at over \$45 million dollars, a method to maintain proper debt capacity in the annual operating budget to fund capital improvements and revenue to maintain the level of services we currently enjoy.

Franklin's low property tax base in comparison to like size communities means we collect less in property taxes. Communities our size typically collect \$5 to \$10 million dollars per year more in property taxes and are less dependent on state aid to balance the budget.

The Town's property tax revenue (not including debt exclusions) will increase by 2 ½ % plus new growth, or about \$2.1 million dollars. Local receipts, which include the excise tax and permit and license fees, etc., will increase \$100,000. Net State Aid (based on my best estimate) will be level funded. We have a one-time revenue of approximately \$200,000 from the proceeds of a bond sale so the FY 14 "net" revenue increased an estimated \$2.4 million dollars.

Overview

In compliance with Article Six, Sections 6-3-1 through 6-5-2 of the Franklin Town Charter, I am submitting the proposed FY 14 budget to the Town Council and Finance Committee.

Process

Each department is required to submit a proposed budget to the Town Administrator. The Town Administrator, the Comptroller, and the individual Department Head review their budget request.

The Town Administrator also reviews the highlights of the Town's fiscal plan with the budget subcommittee of the Town Council. Based on input and the meetings with each Department Head, the Town Administrator makes a budget recommendation to the Town Council and the Finance Committee. The Finance Committee reviews the Town Administrator's proposed budget and forwards their recommendation to the Town Council. The Town Council holds two public hearings prior to adopting a budget.

Financial Policy Summary

While the budget process identifies issues and concerns that the Town will address on an annual basis, it also must do so based in a framework of sound financial management. The Town Council has adopted fiscal policies in the past and should continue to update and review them on a regular basis. Below is a summary of current policies:

Balanced Budget

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

Current status - No one time funds are being used to balance the budget

We have not addressed our GASB 45 obligation (postretirement health and life insurance) although this year we have budgeted \$200,000 to continue to fund the obligation of over \$85 million dollars (2011 actuarial study).

Compensation and benefits

- Budget with current revenues
- Compensate at market rates

Current status – We have nine municipal unions. Eight of the nine unions have collective bargaining agreements through June 30, 2015. The Fire Fighters have yet to agree to a contract and the Fire Salary budget does not include raises for those employees. Our employees are the most valuable asset in the organization and maintaining fair wages while trying to maintain services is always a challenge.

Revenues

- Estimate annual revenues in detail and project for the following three years.
- Maintain full and fair market value of property assessments.
- Ensure fees charged cover costs incurred.

Current status – Future revenue projections are included in the budget. New growth and local receipts have been adjusted to reflect the trends in actual collections. Included in the projection are the enterprise funds direct and indirect charges that pay back the general fund for costs attributable to those funds. This year will we be charging the water and sewer enterprise accounts their OPEB obligation.

Financial Reserves

- Adequately fund and maintain reserves (Stabilization, Free Cash, Overlay Surplus)
- Maintain Stabilization account at \$5 million dollars or 5% of recurring general fund revenue (less debt exclusions and SBA reimbursement).
- 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 and non-recurring expenses.

Current status - the General Stabilization fund balance is just over \$4.8 million dollars which is on target for the town's 5% of general fund revenue policy.

Long Term Debt - Proposed

- Reserved for large capital projects.
- Net general fund debt service (non-excluded debt or funded from enterprise accounts) shall be targeted at 3.5% of recurring general fund revenue.

Current Status - The FY 14 budget calls for a general fund debt service of \$5,975,603. According to the independent bond rating agency Standard and Poor's, our debt level is moderate and manageable. Our debt plan will help to obtain our goal of improving the infrastructure of the Town without the need for debt exclusions (except schools) while maintaining a reasonable debt level.

TOWN OF FRANKLIN
Change in Debt Service
FY 2013 to FY 2014

		<u>Principal</u>	<u>Interest</u>	<u>Total</u>
School	FY 2013	2,319,077	781,954	3,101,031
	FY 2014	2,323,825	643,706	2,967,531
	Change	4,748	(138,248)	(133,500)
Municipal	FY 2013	1,379,200	653,443	2,032,643
	FY 2014	1,377,000	616,072	1,993,072
	Change	(2,200)	(37,371)	(39,571)
		-		
Total General Fund		3,700,825	1,259,778	4,960,603
Sewer	FY 2013	297,427	156,053	453,780
	FY 2014	296,727	142,253	438,980
	Change	(4,300)	(18,606)	(22,906)
Water	FY 2013	991,561	438,117	1,429,678
	FY 2014	1,004,474	506,843	1,511,317
	Change	12,913	68,726	81,639
Solid Waste	FY 2013	0	0	0
	FY 2014	0	0	0
	Change	0	0	0
SUBTOTAL PRINCIPAL/INTEREST				
	FY 2013	4,987,265	2,029,567	7,016,832
	FY 2014	5,002,026	1,908,874	6,910,900
	Change	14,761	(120,693)	(105,932)
Short Term Interest:				
	FY 2013	-	12,000	12,000
	FY 2014	-	1,015,000	1,015,000
	Change	-	1,003,000	1,003,000
TOTAL DEBT				
	FY 2013	4,987,265	2,041,567	7,028,832
	FY 2014	5,002,026	2,923,874	7,925,900
	TOTAL NET CHANGE ALL DEBT			897,068

Capital Improvement Program.

- A six-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.

Current Status: The CIP subcommittee of the Council meets each fall/winter to review the requests of each department. The Town Administrator presents the CIP to the Finance Committee and Town Council for review and adoption. The Town Council voted on round one the FY 13 Capital plan. It is critical that we maintain a Capital Budget to ensure that the departments have the proper equipment and technology, etc. to perform their duties.

Financial Resources

Proposition 2 ½, passed by the voters in 1980, caps revenue growth to the largest portion of our revenues (property tax) to 2½% of the previous year's tax levy plus new tax revenues from construction/improvements of buildings.

The vast majority of revenues collected by the Town are controlled by state law or by the annual appropriation of State Aid. During difficult financial times, State Aid growth may be curtailed or reduced.

Further, fixed costs (health insurance, general insurance, energy, pensions, etc.) continue to increase and must be paid with limited growth in revenues. These forces all combine to place additional financial pressure on the overall municipal budget.

Estimated Revenues

Property Taxes - The primary source of revenue for Franklin is the property tax. Property taxes account for approximately 61% of net revenues (excludes use of reserves and enterprise funds). State Aid accounts for approximately 31% and local receipts 7% of the overall revenues. The remaining 1% is other available funds.

The Town's Board of Assessors determines the value of all taxable real and personal property under guidelines established by the Massachusetts Department of Revenue. For the purpose of taxation, real property includes: land, buildings, and improvements erected on/or affixed to land. Personal property includes: stock, inventory, furniture, fixtures, and machinery. The Assessors determine the full and fair market value every three years and update the values annually.

There are three major factors affecting the real and personal property.

1. **Automatic 2.5% increase** - Each year, a community's levy limit can increase by 2.5% over the previous year's tax levy limit. This accounted for approximately \$1,429,289 for FY14 in new tax revenues (excluding new growth).
2. **New Growth** - A community is able to increase its tax levy limit each year to reflect new growth in the tax base. Assessors are required to submit information on growth in the tax base for approval by the Department of Revenue as part of the Tax rate

setting process. The estimated new growth for FY 14 is \$700,000. Included in this budget in the Historical Financial Information Section on Page 8 is a chart reflecting New Growth since FY 2000.

3. **Overrides/Debt Exclusions –**

A community can permanently increase its tax levy limit by approving an override of a certain dollar amount by approval of the voters at the ballot. Franklin voters approved an override of Proposition 2 ½ in 2007, the only approval of an override question since Proposition 2 ½ began in 1980.

Debt Exclusions are a temporary increase in a community's levy limit for the life of the debt to pay for the project. The voters have approved three debt exclusions to construct new schools over the past decade. The cost of these debt exclusions is reflected in the current tax bill and costs the average taxpayer approximately \$110 per year. The recently passed Debt Exclusion for the new High School will increase property taxes on the average single family house in FY 15 by \$210 per year. The Remington-Jefferson Schools debt will be retired in FY 16 so the annual cost of all debt exclusions by FY 17 will be \$285 per year.

State Aid

Massachusetts General Laws provides that the Commissioner of Revenue estimate the state's funding of local assistance programs authorized by law and appropriated annually by the legislature. State Aid line items are based on pre-established formulas, but the amount of funding is subject to annual review by the Governor and the Legislature.

There are many different categories of State Aid. A few of the categories (Library Aid, School Lunch, and School Choice) restrict funds for a specific purpose. All other State Aid is considered a general receipt that can be used to fund the Town's overall general fund budget as long as we meet the minimum spending requirements of the Education Reform Act. The FY 13 net school spending requirement is \$57,376,441. The preliminary FY 14 net school spending is \$59,169,189. Franklin currently exceeds the minimum spending requirement for FY 13 by over 4 million dollars.

Franklin has reaped the benefit of the funding formula for Chapter 70 State Aid as the result of the tremendous growth in the student population over the years. This has resulted in a shift of support for public education from the property tax to State Aid. In 2009 the town's state aid was at a high of just over \$33 million dollars; the projection for FY 14 is just over \$30.3 million which represents level funding from FY 13. This loss in Chapter 70 state aid has forced us to reduce jobs and increase class size over the last several years.

In 1993 State Aid paid for about 30% of the school budget. In FY 14 it will be approximately 51% of the school budget.

The current revenue estimates (on which this budget is based) proposed for FY 14 Chapter 70 State Aid for education is \$27,111,396 and non-school aid is \$2,413,623. The charter school tuition reimbursement is \$604,444, and the assessment for the Charter School is \$4,166,974.

An eight year history of local aid is on Page 1 of the Historical Financial Information Section of this budget.

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Town of Franklin MASSACHUSETTS

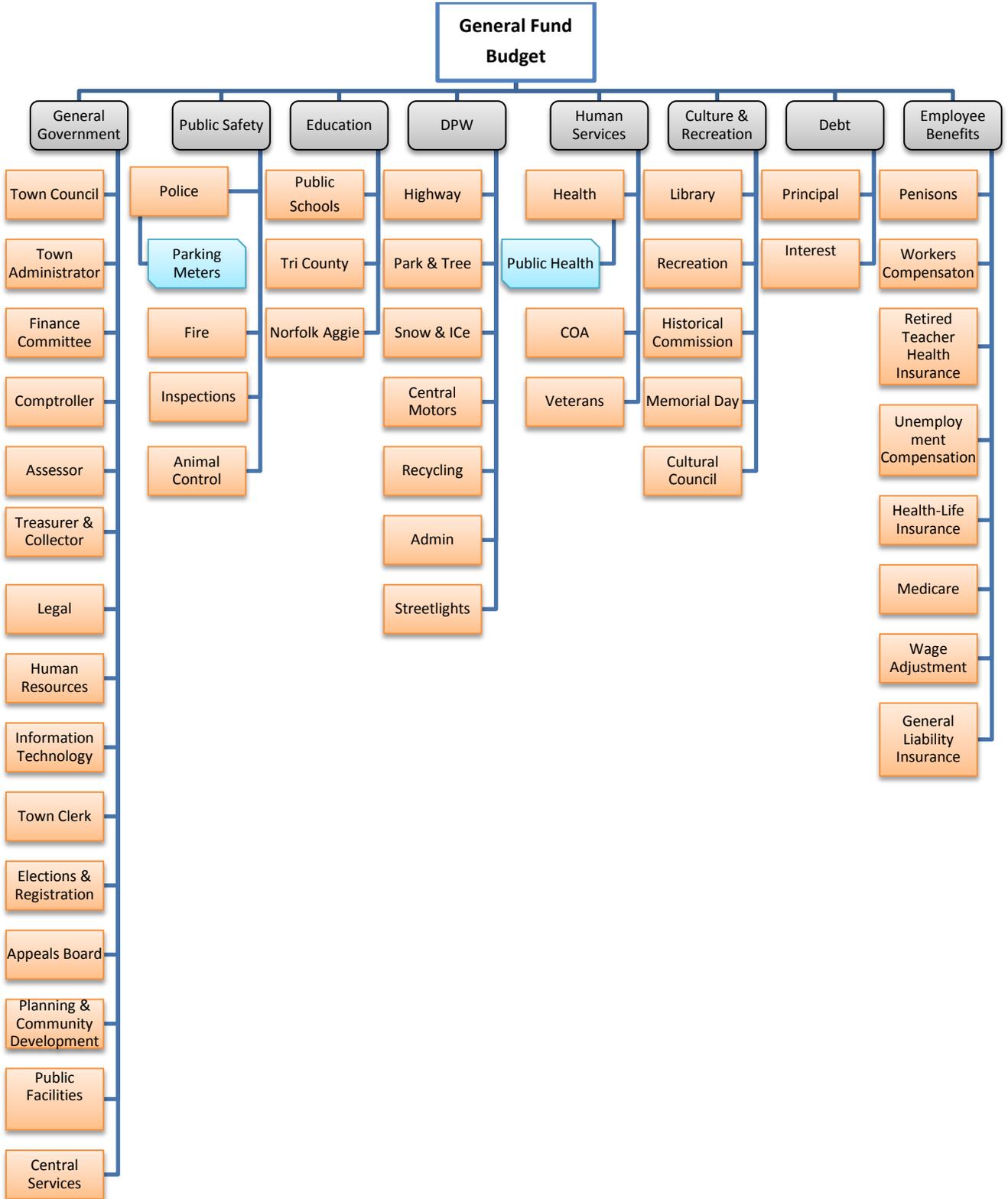


FISCAL 2014 BUDGET RECOMMENDATION



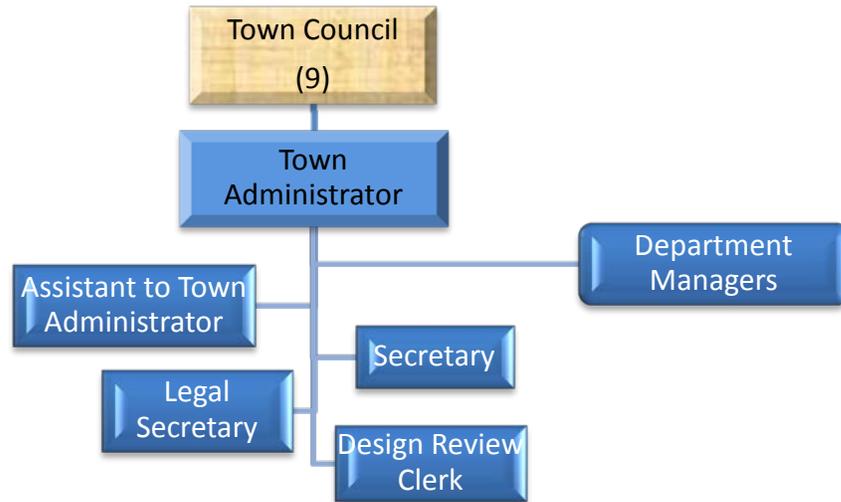
Town Administrator
Jeff Nutting

Comptroller
Susan Gagner



GENERAL GOVERNMENT

TOWN COUNCIL / TOWN ADMINISTRATOR



**TOWN COUNCIL
GENERAL PURPOSE:**

The Town Council, a nine member elected body, is the legislative and policy-making branch of Town government. The council develops, adopts and enacts policies, resolutions and by-laws, which promotes the general welfare of the Town. Meetings are held bi-monthly on Wednesday evenings in the Municipal Center. The Town Council also holds public hearings and workshops on those issues that require Council deliberation and public input.

CLASSIFICATION	111	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		3,300	3,300	3,500	3,500	3,500
Total		3,300	3,300	3,500	3,500	3,500

**TOWN ADMINISTRATOR
GENERAL PURPOSE**

The Town Administrator is the chief executive officer of the Town, and is responsible for the administration of the policies and programs approved by the Franklin Town Council and the implementation of the various sections of the Town Charter concerning management of the

Town of Franklin. It is the responsibility of the Town Administrator to annually submit a balanced budget, capital improvement program, five year financial forecast, and other reports to the Town Council. This includes revenue projection, analyzing use of reserves for capital acquisitions and projects, and work closely with the School Administration to maintain a strong partnership.

Also responsible for negotiating and administering all collective bargaining agreements with employee organizations representing Town employees other than employees of the school department, pertaining to wages and other terms and conditions of employment, and participating in the deliberations of the school committee in collective bargaining pertaining to school employees.

CLASSIFICATION	123	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		257,271	253,194	266,012	296,161	296,161
Expenses		44,279	45,656	48,960	29,959	29,959
Total		301,550	298,850	314,972	326,120	326,120

Staffing: 3 administrative full time, 1 administrative part time, 1 clerical part time

FINANCE COMMITTEE

Finance
Committee (9)

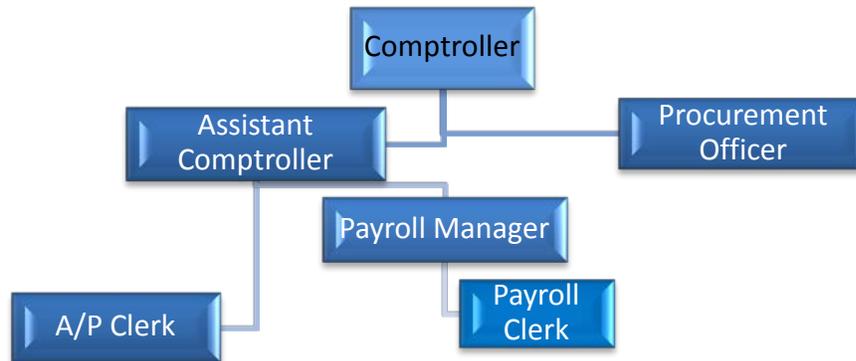
FINANCE COMMITTEE GENERAL PURPOSE

A Finance Committee of 9 members is appointed by the Town Council for staggered 3-year terms. The Finance Committee elects from its membership for one-year terms of office a Chairman, a Vice-Chairman, and a Clerk. The Town Comptroller and the Town Treasurer-Collector shall have ex-officio membership, without voting rights, on the Committee.

The Finance Committee carries out its duties in accordance with the provisions of general law, the Town Charter and bylaw, and has regular and free access and inspection rights to all books and accounts of any Town department or office. The Committee carefully examines all budget and appropriations proposals and issues its recommendations thereon prior to consideration, debate and vote by the Town Council. The duty of the Finance Committee is to recommend a balanced operating budget to the Town Council upon recommendation of the Town Administrator. The Finance Committee meets monthly to make recommendations upon all financial matters that are brought forward to the Town Council.

CLASSIFICATION	131	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		948	993	1,000	1,000	1,000
Total		948	993	1,000	1,000	1,000

COMPTROLLER



**COMPTROLLER
GENERAL PURPOSE**

The responsibility of the Comptroller’s office is to safeguard the financial assets of the town through the use of sound professional accounting practices and internal controls; to ensure that the financial integrity of the town is preserved and protected; to provide the town’s management with accurate and timely financial information and to provide controllership and audit functions for the town and its departments. The department operates primarily under MGL Chapters 41 and 44.

Financial Analysis and Reporting – the department provides financial oversight for all town transactions (receipts, expenditures, abatements, commitments), to include all municipal and school departments; responsible for maintaining the fixed asset and infrastructure for the General Fund and Enterprise Funds. Reconcile all funds – General, Capital, Special Revenue, Trust & Agency, and Debt & Fixed Assets to include receivables and cash accounts. Assist in preparation of Towns financial forecast. Maintain computerized general ledger. Complete all statutory reporting requirements. Compile and submit MSBA information and expenditures for MSBA audit of school projects for Department of Education.

Budget Preparation - the department is responsible for the development of and assists in the presentation of the town’s budget; is responsible for recording and monitoring the

town's operating and capital budgets. Responsible for the compilation of the Town Budget books for Finance Committee, Town Council and financial officials. Provide town departments with monthly budget and encumbrance status reports.

Accounts Payable/Payroll – the department processes all payments for all town invoices and administers the payroll functions. Reconcile all payroll withholdings to the monthly health, life, dental insurance invoices.

Purchasing – the department has broad oversight over the procurement functions. Purchasing agent is responsible for the procurement of all goods and services. Operates under the provisions of MGL Chapter 41 section 103 and Chapter 30 B.

Audit - the department coordinates the town's annual audit as required by Massachusetts General Law. Provide audit firm with comprehensive balance sheet and financial statements. Assist Town Administrator in the development of the Management Discussion and Analysis section of the audit as required under GASB 34.

BUDGET IMPACTS:

I have requested the Accounts Payable clerk be increased to 30 hours per week, the Assistant Comptroller will be retiring after 43 years in early Fiscal 2015. FY 2014 will be a transition year in training personnel and reassigning duties and preparing for a replacement. The Purchasing department is in great need of clerical assistance, the extra five hours a week would help in that area also.

FY 2012/2013 ACCOMPLISHMENTS:

- Reconciled all accounts receivable with the Treasurer/Collector, to include Ambulance
- Improved the budget process and presentation with a newly created budget document that is concise and summarized for the Town Council for ease in budget deliberation.
- Timely submittal of balance sheet, Free Cash certification, Schedule A, and Tax Recap Sheet
- Successful completion of FY 2012 audit.

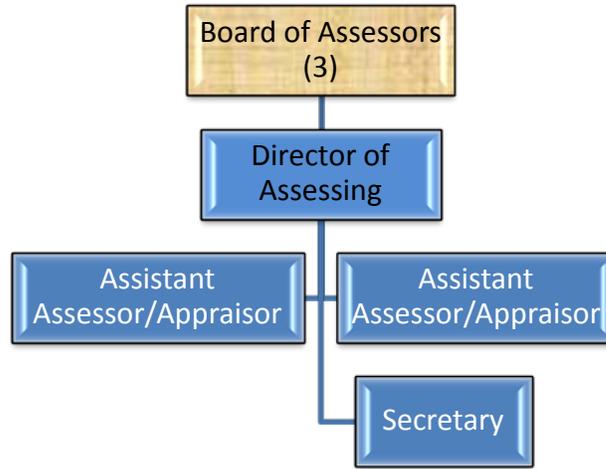
FY 2014 GOALS AND OBJECTIVES:

- Continue to develop long term financial forecast
- Work with departments to create a Fraud Risk Assessment tool to annually review the towns' fraud risk as recommended by the Towns audit firm
- Develop internal controls and procedures manual

CLASSIFICATION	135	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		335,824	337,331	346,613	370,335	370,763
Expenses		50,338	40,940	56,925	56,925	56,925
Total		386,162	378,271	403,538	427,260	427,688

Staffing : 4 administrative full time, 1 clerical full time, 1 clerical permanent part time

ASSESSORS



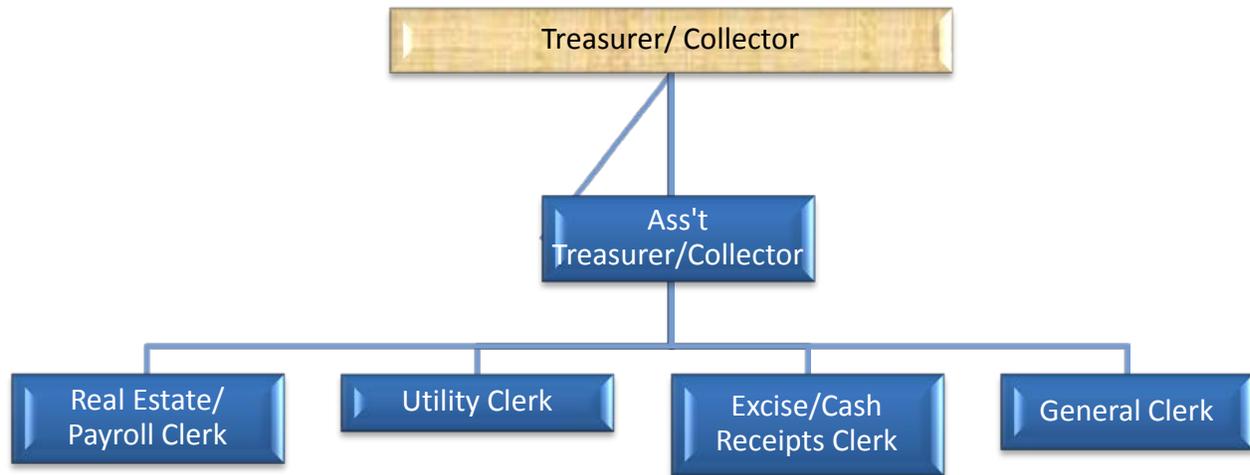
**ASSESSORS
GENERAL PURPOSE**

The department values all real estate (residential, commercial and industrial) and personal property for the purpose of “ad valorem” taxation. This process involves discovering, listing, and valuing over 10,000 residential properties, which includes single-family homes, multi-family homes, condominiums, and apartment buildings. There are also 570+ commercial and industrial properties, and 680 personal property accounts which must be reviewed on an annual basis. The office also receives over 31,000 motor vehicle excise records from the Registry of Motor Vehicles which must be processed and committed to the Tax Collector. The department also tracks the yearly additions in value triggered by the building permit process and computation of “new growth”; also monitors and records all changes in property ownership through properties sold in Franklin; receives and processes all real estate and personal property abatement applications with statutory timelines; represents the Town at Appellate Tax Board hearings, and supplies the Town Council with all information required in the setting of the tax rate at the annual classification hearing.

CLASSIFICATION	141	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		221,303	226,278	228,156	233,341	233,781
Expenses		51,919	67,296	68,850	68,850	68,850
Total		273,222	293,574	297,006	302,191	302,631

Staffing: 3 administrative full time, 1 clerical full time

TREASURER/COLLECTOR



***TREASURER/COLLECTOR
GENERAL PURPOSE***

The mission statement of the Treasurer-Collectors office is very simple. Provide the taxpayers and employees of the Town of Franklin with the highest level of professional and courteous service, maintain accurate records of all receipts and disbursements, invest town funds with a goal of SLY (safety, liquidity, and yield), improve on the Moody's AA2 and Standard and Poor's AA credit ratings the town currently enjoys, actively pursue delinquent taxes and to improve upon our already high collection rate.

Collector's Functions

- Accept property tax commitments from the Assessors, print bills, and mail to all Franklin property owners (49,000 per year)
- Accept motor vehicle excise tax commitments from the Assessors, print bills, and mail them to owners (35,000 per year)
- Accept water/sewer/trash commitments from the Department of Public Works, print bills, and mail them to customers (37,000 per year)
- Print and mail demand (late) notices for above bills.
- Receive payment for all of the above bills. Ninety percent of the bills are processed through our lockbox. The ten percent processed in our office are for cash transactions, late bills, partial payments, etc. Although we are using a lockbox service, we still have a large number of taxpayers/customers who pay in person, approximately 10,000 per year. Customer service is a top priority. We take many telephone call inquiries from taxpayers, customers, mortgage companies, lawyers, etc, approximately 15,000 per year.
- Research and prepare municipal lien certificates (1,000-1,500 per year) for recording at the registry of deeds
- Research and prepare all betterment releases for recording at the registry of deeds.
- Research and prepare refund checks for real estate, personal property, motor vehicle taxes and utility overpayments (approximately 1,000 during FY09).

- Prepare and deliver the warrant of unpaid excise taxes and personal property taxes to the Deputy Collector.
- Receive payments and turnover from the deputy collector and update accounts.

Treasurer's Functions

- Receive turnovers of receipts from all departments. This includes taxes, utility, charges, and fees. Some examples are school bus fees, inspection fees, liquor license fees, charges for dog licenses, fees for recreation programs, pistol permits, photocopies, street opening permit fees, adult Ed fees, school program fees, etc.
- Receive all state and federal disbursements during the year.
- Maintain and reconcile 70 bank accounts. Move funds between accounts according to safety, yield and cash flow needs.

FY13 Accomplishments

- The drive-up window in our office becomes more popular. People use it more during inclement weather.
- Continued with our high level of customer service despite cuts
- We have updated in-house procedures eliminating much of our manual work by utilizing available technology.
- People can pay bills online; excise tax and parking tickets at the deputy collector, all other bills with online bill pay through Unibank
- We began an aggressive collection program for past due tax title accounts that has resulted in 14 properties being redeemed through the 2nd quarter of FY12. The total amount of back taxes, water/sewer/trash liens, interest and penalties totaled more than \$180,000 for those 6 months.

FY14 Goals

- We hope to outsource our bill printing on July 1. Along with that we will offer e-billing where taxpayers and utility customers will have the option of receiving their bills by email. This will save the town postage costs. People will be able to pay their bills online and view up to 2 years of history.
- Continued education of all staff through the annual staff school
- Continue to invest the town's monies in secure funds with the highest possible rate of return yet retain adequate liquidity.
- Place outstanding taxes from the prior fiscal year into tax title by the end of March every year.
- Continue a yearly cycle of clearing up outstanding checks. We must locate the owners of uncashed checks through direct mail or advertising and reissue stale dated or lost checks. Unclaimed check money will be moved into tailings and eventually come back to the general fund.

CLASSIFICATION	147	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Elected Official		83,485	83,485	85,155	86,858	89,000
Personal Services		228,552	229,776	232,964	242,362	246,122
Expenses		72,810	65,738	86,730	90,330	90,330
Total		384,847	378,999	404,849	419,550	425,452

Staffing: 1 elected official, 1 administrative full time, 4 clerical full time

LEGAL



**LEGAL
GENERAL PURPOSE**

The legal department is responsible for providing independent legal advice and for participating in the drafting and reviewing all legal instruments. He represents the town on all legal matters, including litigation, contracts, drafting of Town bylaws and enforcement of the bylaws through the court system. The town also engages special counsel for labor negotiations and other specialties as needed.

CLASSIFICATION	151	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		99,240	91,320	92,335	94,182	94,182
Expenses		30,422	27,061	48,000	46,000	40,000
Total		129,662	118,381	140,335	140,182	134,182

Staffing: 1 administrative permanent part time

HUMAN RESOURCES



**HUMAN RESOURCES
GENERAL PURPOSE**

The department serves the Town of Franklin by matching the value of human capital (people and their skills) with Town initiatives, values, strategies and the needs of all citizens. Serve as a source of information and expertise that provides quality customer service for employees and citizens and their ever-changing needs. Strive to make Franklin a great place to work and live -- professionally and personally.

Key Departmental Functions

Customer Service – in all aspects of the work

Performance Management – Work with managers to use job descriptions, performance reviews, and day to day direction to accomplish work effectively and efficiently.

Change Management - support managers and provide leadership during period of moving, merging different work cultures, budget reductions, and workload increases for departments.

Manage benefit program – Review contents of employee benefit program, negotiate with vendors, to ensure cost effective programs that support employee recruitment and retention.

Financial Management – audit program enrollment to ensure accurate enrollment, billing, and payroll deductions.

Legal Compliance – MGL 32B, 151, FLSA, FMLA, EEO, etc.

Administer all benefit programs accurately cost effectively.

Labor and Employee Relations – Support collective bargaining and day to day administration of contracts. Work to ensure positive employee relations and productive work relationships.

HR Policy Oversight - Ongoing review of policies and programs to ensure Town has the appropriate mix of programs and legal compliance with local, state, and federal regulations.

Employee recruiting and retention

CLASSIFICATION	152	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		111,232	113,989	116,720	122,639	123,488
Expenses		7,159	6,767	9,950	9,950	9,950
Total		118,391	120,756	126,670	132,589	133,438

Staffing: 1 administrative full time, 1 administrative permanent part time

INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY GENERAL PURPOSE

The Technology Information Services Department's mission is to provide reliable and dependable technology service and support to all Town and School District personnel and to maintain the underlying physical infrastructure to support the computing and learning environments. Employees of this department are funded through the Franklin Schools.

The Technology Information Services Department has nine employees. The Department is a Town/School “merged” department meaning we are responsible for supporting all town employees as well as all school employees (approximately 600+) and over 6,000 public school students. These individuals utilize approximately 3,000 end-user computing devices from desktops to tablets and must have access to a multitude of software and services. The computing and network environment is comprised of a private fiber optic wide area network (WAN) connecting 22 buildings throughout the town and providing access to 47 file, application and print servers. Ubiquitous, enterprise-class wireless network access is provided in most school buildings and many town buildings.

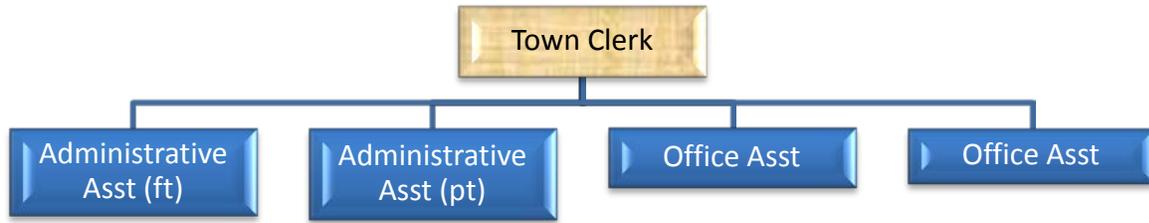
The primary responsibilities of the Technology Information Services Department are as follows:

- Provide a reliable, stable Information Technology environment.
- Provide a secure network infrastructure for data, internet access and email communications.
- Provide the Town and Schools with proper support for our public facing websites.
- Provide secure and reliable backup of all user data
- Work with Facilities Department to create the proper physical environment to support ongoing and future technology initiatives.
- Make recommendations regarding changes and upgrades to existing technology.
- Increase efficiencies in all departments by researching and implementing new technologies.
- Support and build data continuity between departments
- Approve all technology related purchases for the Town and School District.
- Adhere to state standards as related to technology
- Generate and submit required state reports.
- Ensure proper software licensing and compliance.

CLASSIFICATION	155	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		103,591	104,944	119,250	156,165	156,165
Total		103,591	104,944	119,250	156,165	156,165

Staffing: all school department employees

TOWN CLERK



TOWN CLERK
GENERAL PURPOSE

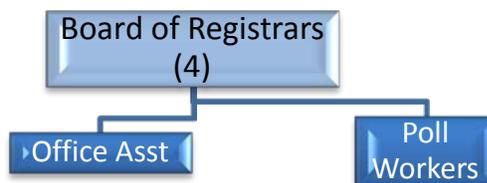
The office of the Town Clerk serves as a primary provider of official documents for the Town through its work as the custodian of and recording office for the official Town records. The department is responsible for issuing marriage licenses and recording vital statistics, issuing dog licenses, registering businesses, issuing and processing passports. The Town Clerks office conducts elections in conformance with State and local laws, and with the Board of Registrars, processes voter registrations and certifications. The office is responsible for maintaining the Code of Franklin.

Issues copies of the Open Meeting Law to newly appointed/elected officials; conducts oath of office; certifies appropriations and borrowing authorizations; obtain Attorney General approval on General and Zoning By-law amendments.

CLASSIFICATION	161	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Elected Salaries		70,770	70,770	72,185	73,268	76,000
Personal Services		42,676	49,025	60,293	61,413	62,253
Expenses		13,430	12,233	13,800	16,000	16,000
Total		126,876	132,028	146,278	150,681	154,253

Staffing: 1 elected official, 1 administrative full time, 1 administrative part time, 2 seasonal

ELECTIONS & REGISTRATIONS



**ELECTIONS & REGISTRATIONS
GENERAL PURPOSE**

Under state statute the Town Clerk, by virtue of the position is a member of the Board of Registrars and carries out the daily functions of this office along with the office staff. Major responsibilities include the conducting of elections, compilation of the annual Census and the Street/Voter Lists, certification of nomination papers and petitions, preparation of the ballot for the Annual Town Election, and maintenance and custody of the ballot boxes. The Board of Registrars recruits election workers, processes absentee ballots and records election results. They rely solely on the Commonwealth's Central Voter Registry.

CLASSIFICATION	164	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		27,462	32,218	30,862	25,596	25,596
Expenses		14,838	23,601	16,800	17,150	17,150
Total		42,300	55,819	47,662	42,746	42,746

Staffing: 1 part time

APPEALS BOARD

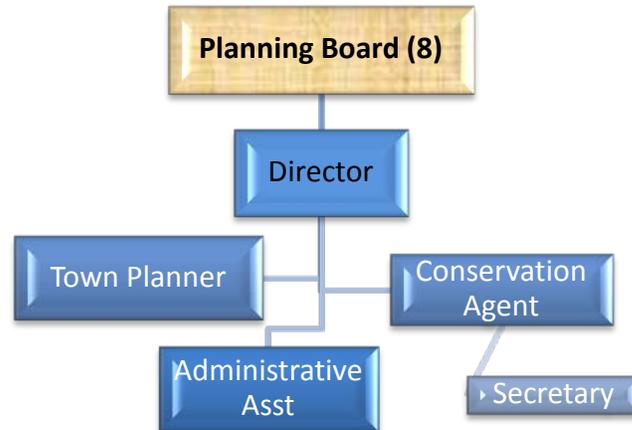
Zoning Board of
Appeals (4)

**APPEALS BOARD
GENERAL PURPOSE**

The appointed board currently consists of (3) members and (1) associate member. The board hears all appeals for zoning variances for the town in accordance with General Laws. The Board holds public hearings, as advertised, for variances, special permits, findings and Chapter 40B applications. The Board also renders determinations on land use and zoning issues. This budget is for advertising costs.

CLASSIFICATION	176	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		3,226	3,566	5,000	5,000	4,000
Total		3,226	3,566	5,000	5,000	4,000

PLANNING & COMMUNITY DEVELOPMENT



PLANNING & COMMUNITY DEVELOPMENT GENERAL PURPOSE

PCD's mission is to plan and implement comprehensive policies and initiatives that work to fulfill the community development and land use-related goals of the Town and its residents.

Department Responsibilities

PCD works in all areas of planning and community development including downtown revitalization, economic development, brownfields redevelopment, transit-oriented development, open space preservation, wetlands protection, fast track permitting, historic preservation, affordable housing, and public transportation. PCD is responsible for traditional land-use related activities such as updating the Town's plans, and amending and creating zoning bylaws. The Department regularly identifies and sources funding for various community development projects and activities.

Support of Town Boards, Commissions, and Committees

The Department provides staff support to several boards, commissions and committees, including the Planning Board, Conservation Commission, Public Land Use Committee, Design Review Commission, Technical Review Committee, and the Town Council's Economic Development Sub-committee. Over fifty percent of the Department's total staff hours are utilized on Planning Board and Conservation Commission related issues. In addition, Department staff frequently provides professional technical assistance to other public entities including Town Council, Zoning Board, and various ad hoc committees, including the recently established Master Plan Committee. Planning Board and Conservation Commission related issues utilize over fifty-five percent of DPCD's total staff hours.

Projects and Initiatives

DPCD produces a substantial amount of quality work over and above its top priority of providing staff support to the organizations mentioned above, and has worked on dozens of community development and planning projects in recent years. Some of our more important recently completed or ongoing projects and initiatives are as follows:

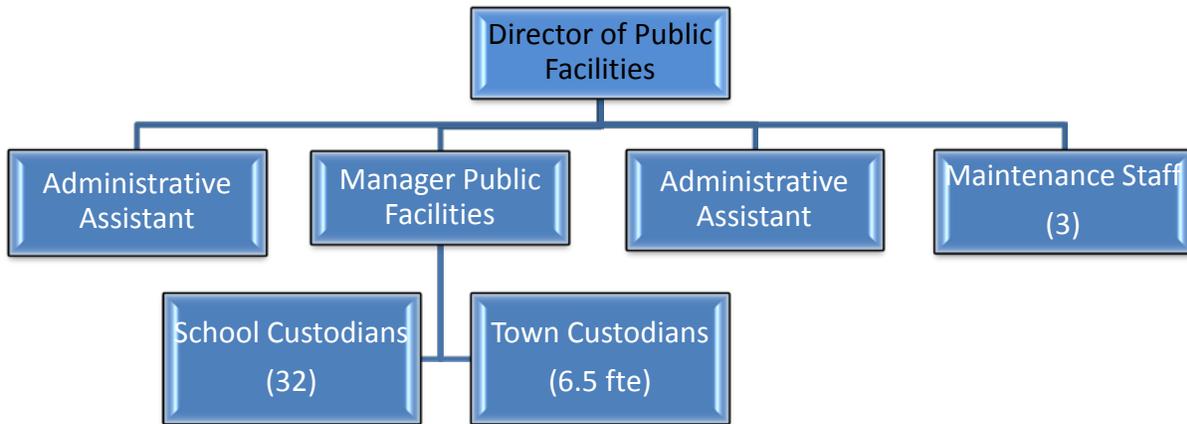
- Working with the Master Plan Committee to update the Town of Franklin's 1997 Master Plan; work included recent economic development and land use workshops.
- DPCD works on a variety of business retainage and attraction Initiatives. These efforts focus on increasing the value of Franklin's commercial and industrial tax base, filling the Town's empty and underutilized industrially zoned buildings, and attracting the right mix of companies to the community. These efforts include:
 - o Continued implementation of the DPCD Business Outreach Program, which includes working with representatives from MassDevelopment and the Massachusetts Office of Business Development to reach out to Franklin's research and development and manufacturing companies in an effort to retain and support these businesses.
 - o Development of economic development advertisements for industry periodicals, distribution of press releases, and continued updating the Town's economic development marketing brochures.
- Rewrote the Town of Franklin's sign bylaw, Zoning Bylaw Section 185-20 Signs; related zoning amendments were approved by Town Council during March 2012.
- Work with Franklin's DPW and Assistant Town Engineer to coordinate the Town's Downtown Roadway and Streetscape Improvement Project, including oversight of design and engineering consultants, contract management, and grant management.
- Worked with the Economic Development Committee to rezone property near the King Street I-495 exit from Residential to Business.
- Work regularly with other Town officials to assess Town owned tax title parcels and recommend future uses.
- Rewrote the Town of Franklin's Floodplain Zoning Bylaw, Section 185-24 Floodplain District, to reflect the new Federal Emergency Management Agency (FEMA) Flood Insurance Rate Maps; related zoning amendments were approved by Town Council during June 2012.
- DPCD worked with National Development and Hamilton Storage Technologies of Hopkinton to site a new high tech devices manufacturing facility at 3 Forge Park within the Forge Park Economic Opportunity Area. In addition, DPCD guided Hamilton Storage Technologies through the complicated "Certification" process required by the State in order for a property owner to receive a tax increment finance agreement. Franklin Town Council approved a ten-year tax increment finance agreement, which was then approved by the state.
- Rewrote the Town of Franklin's site plan review and design review bylaw, Zoning Bylaw Section 185-31; related zoning amendments are expected to be approved by Town Council during February 2013.
- Held an Economic Development Summit on April 5, 2012 at Tegra Medical; the main purpose of the event was to inform Franklin's businesses that there are workforce training resources available to assist them, and to build partnerships with state Agencies and educational resources.
- Working with the MetroWest Tourism & Visitors Bureau and other organizations on cultural economic development issues.
- Continuing with efforts to redevelop the Town's "Nu-Style" Property on Grove Street. Project management activities related to a \$200,000 EPA Brownfields remediation grant include consultant oversight, project management, and grant management including substantial grant reporting requirements. The main Nu-Style facility was demolished during the spring of 2012.
- Work regularly with other Town Departments and other organizations on a wide range of projects, including improvements to the DelCarte Conservation property, redevelopment of the Town's Pond Street property, and improvements to the Southern New England Trunkline Trail (SNETT).
- DPCD manages an Intern Program, which has resulted in hundreds of hours worked by interns and volunteers at no cost to the Town.

DPCD will continue to undertake a wide range of community and economic development projects, programs, and planning initiatives that will keep the Town's goals and objectives current and representative of Franklin's needs and desires.

CLASSIFICATION	177	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		229,681	230,543	238,089	247,116	247,116
Expenses		20,846	21,423	24,900	24,900	24,900
Total		250,527	251,966	262,989	272,016	272,016

Staffing: 2 administrative full time, 2 administrative permanent part time, 1 clerical part time

PUBLIC FACILITIES



**PUBLIC FACILITIES
GENERAL PURPOSE**

The Department of Public Facilities mission is to

- manage the efficient operation and maintenance of town buildings
- preserve the facility and equipment assets of the Town
- plan and implement capital improvements
- manage capital construction projects

The mission will be accomplished through establishing appropriate services in support of building users, fostering continuous improvement in the delivery of services, and establishing ongoing capital planning in collaboration with all Department Heads and the Town Administrator.

The Franklin Public facilities has the overall responsibility of caring for and maintaining 19 school and municipal buildings totaling 1,200,000 sf. The primary areas of Service include custodial care and cleaning, building maintenance and repair (including preventative maintenance) and utilities.

Maintenance work is completed by the professional maintenance staff and by a full range of contractors specializing in fire alarms, heating controls, elevators, fire extinguishers, kitchen hoods, generators, backflow devices and playgrounds.

The Facilities Department strives to keep Franklin facilities clean and in excellent repair for the employee's and citizens of Franklin.

The Director is a member of the High School Building committee and works closely with the architect, owners project manager, contractor and constituents managing the project from design through final furnishing and opening of the new school when completed,

CLASSIFICATION	192	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		2,120,329	2,105,319	2,098,773	2,225,913	2,225,913
Expenses		4,263,353	4,037,262	4,274,485	4,195,740	4,195,740
Total		6,383,682	6,142,581	6,373,258	6,421,653	6,421,653

Staffing: 4 administrative full time, 3 full time trades, 32 school custodians, 6.5 fte municipal custodians

CENTRAL SERVICES

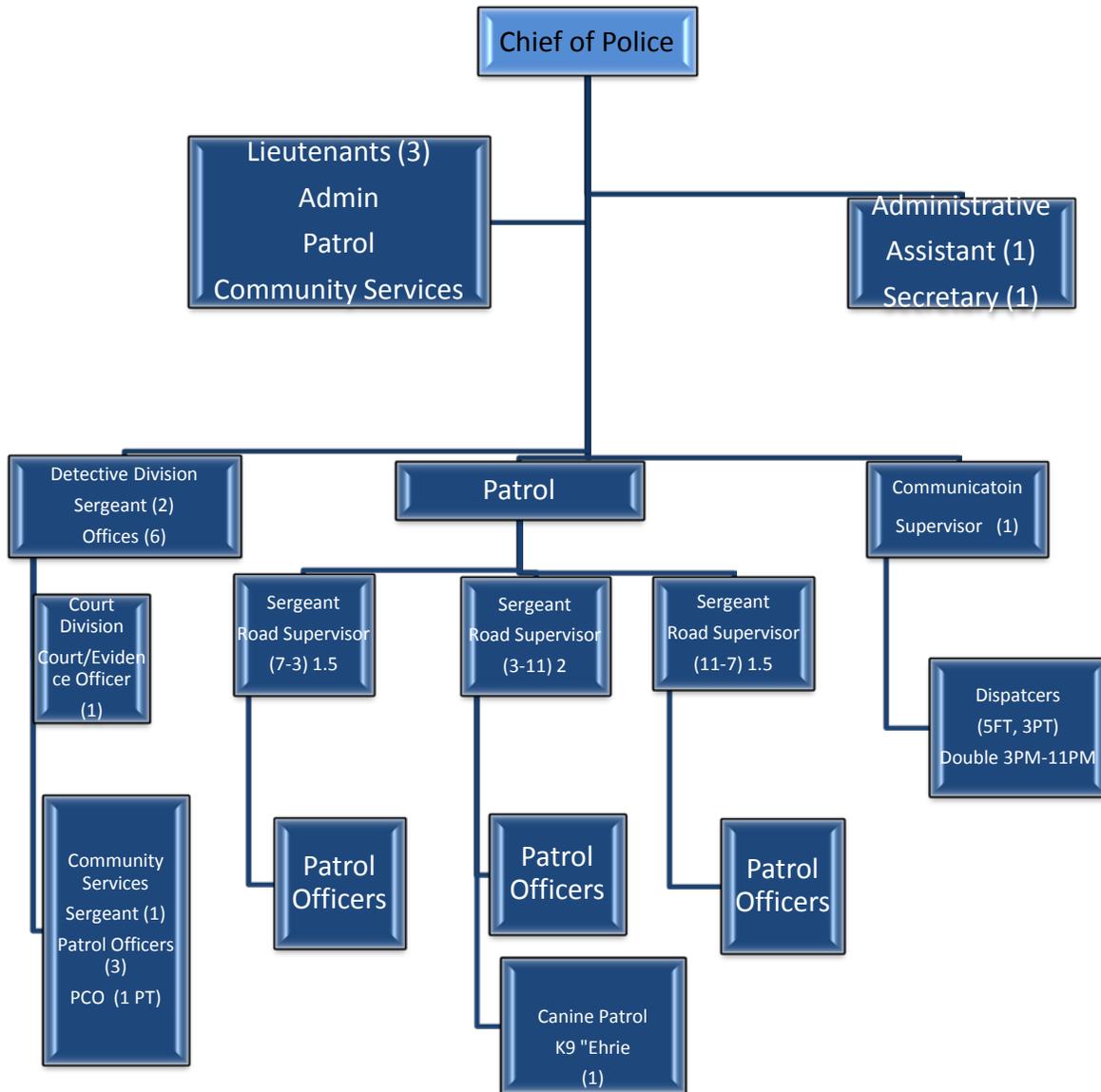
CENTRAL SERVICES GENERAL PURPOSE

The Central Services Budget includes all relative expenses to cover supplies and services for the Town/School shared copiers, folder/inserters and postage meter. The budget also covers the monthly costs associated with the Town's permanent record storage/retrieval, postage and the printing of the Town's Annual Report.

CLASSIFICATION	196	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		96,381	92,324	111,100	111,100	111,100
Total		96,381	92,324	111,100	111,100	111,100

PUBLIC SAFETY

POLICE DEPARTMENT



**POLICE DEPARTMENT
GENERAL PURPOSE**

The primary function of the Franklin Police Department is to protect and serve the Citizens of the Town of Franklin as well as the general public at large. This primary responsibility is tasked mainly to the **Uniform Patrol Division** through marked patrol units. The division consists of two lieutenants, five sergeants, and twenty-three patrol officers and with the use of motorized patrol vehicle answer calls for service, direct traffic, and perform initial investigative duties.

The **Criminal Investigation/Court Division** consists of two sergeants, four plain clothes investigative officers and one court officer. Their main functions are investigations of serious crime, drug investigation, and follow-up investigation received as a result of initial reports submitted by the uniform division. Because of the increase in drug activity in Town we have assigned two officers of this Division to be exclusively involved with all drug activities and investigations. In addition, the Court Prosecutor is responsible for all District, Superior and Juvenile court cases.

The **Community Service/Safety Division** is comprised of one sergeant and three patrol officers. Their activities include programs working with our elderly citizens, youth, schools, local businesses, and all traffic and parking related issues. This Division is responsible for any safety issues having to do with our roads, signage, and building development plans.

The **Communication Division** consists of five full-time and three part-time dispatchers. This department is the primary emergency answering point for enhanced 911. The staff is responsible for taking business and emergency phone calls, 24/7, dispatching and documenting the proper response for all calls received. They assist and direct citizens who may come into the building looking for information or help and also responsible for maintaining department records utilizing a computer aided dispatch system. At times they have the responsibility of monitoring our cell block via cameras when we are in the care/custody of a detained individual.

Additionally there are three administrative personnel who are responsible for our financial records including billing, bookkeeping, maintenance of official police reports and documents, secretarial duties, and all associated administrative paperwork.

FY 2013 ACCOMPLISHMENTS

We continue to provide a consistent level of public safety service with fewer officers, specifically, five fewer than in 2000 when we employed 49 sworn officers. We have managed to maintain a presence in our schools working with the young people, as well as with our elderly providing four officers as full-time Community Service Officers.

Two established programs, the Early Search Program which helps find lost autistic children and the Project Life Saver Program which allows us to find lost elderly Alzheimer patients by way of a bracelet tracking device continue to grow and become very successful. Fourteen of our Officers have been trained and equipped with "LOJACK" digital tracking devices that will allow us to expedite our finding someone who has wandered off.

Our Department has established and continues to adapt Critical Response Plans for our entire school system. In depth planning by several of our officers and School Officials has produced what we believe to be the very best practices in responding to any critical incident at any of our school locations. We have been involved in drills and participated in joint

training exercises with other regional tactical teams insuring that we continue to improve our emergency readiness plans.

The Town's Emergency Call System (CTY) continues to be a valuable tool. This call system provides us the necessary mechanism to make Town wide notifications in emergency situations within minutes. Additionally this system has the capability of being used for different notification purposes and has been used on numerous occasions this past year. We have established better communications through the use of our computer system. We now send out instant messages through the use of "Twitter" and "Facebook".

A tenet of good Community Policing is involvement with our citizens. Our department continues to be active with community groups and projects. During this past year officers have provided Summer Camps for over 100 children; Holiday dinners for our Senior Citizens and "Bingo" at the Senior Center. Through the initiative of our communications personnel and uniformed patrol we collect gently used coats and non-perishable food items at the Police Station in the hopes of providing a better Holiday Season for our Town's families in need as well as many of the homeless veterans throughout this area.

A number of our officers are sports coaches. They coach from the intramural level up to the high school sports level for Franklin and neighboring communities.

Along with the overriding issue of public safety we will continue to strive to provide excellent police service for the Town of Franklin. Areas of concern are always school safety, traffic issues, alcohol and drug abuse. Our Community Service Division targets these issues that consistently increase every year. We will continue to strive to keep officers in our schools to help continue a proactive response to problems and issues as they arise. We will seek grant monies that enable us to set out special enforcement patrols to address traffic issues such as speeders and drunk driving. We will run alcohol education programs and "sting" operations to curb teenage alcohol abuse. We have updated our technological base with an automated shift scheduling system, computer based maintenance and storing of our department Policies, Procedures, Rules and Regulations and an automated bar code reader for better accounting of our evidence property. We have added a Part-time Parking Control position to attend to and remedy our parking control issues in the Downtown Business District.

BUDGET IMPACTS

Our budget is approximately 93% Personnel Services and 7% Expenses. The entire budget is 96% contract driven. Cuts to our budget means a loss of personnel and programs dealing with quality of life issues. Half of our communication staff as well as our full-time Parking Control Officer position have been cut so we have less people answering the phones, working our radio/control room and enforcing parking violators in the Center Business District (CBD). We are currently working with fewer fulltime people than the 49 sworn officers the Town enjoyed in the past to a compliment of only 44 sworn officers to provide our police services.

We have reduced our overtime spending by replacing open shifts at a rate below 40% which translates to fewer police officers on the street. Depletion in manpower translates into losing our ability to perform proactive police services forcing us to become more reactive in our daily police functions.

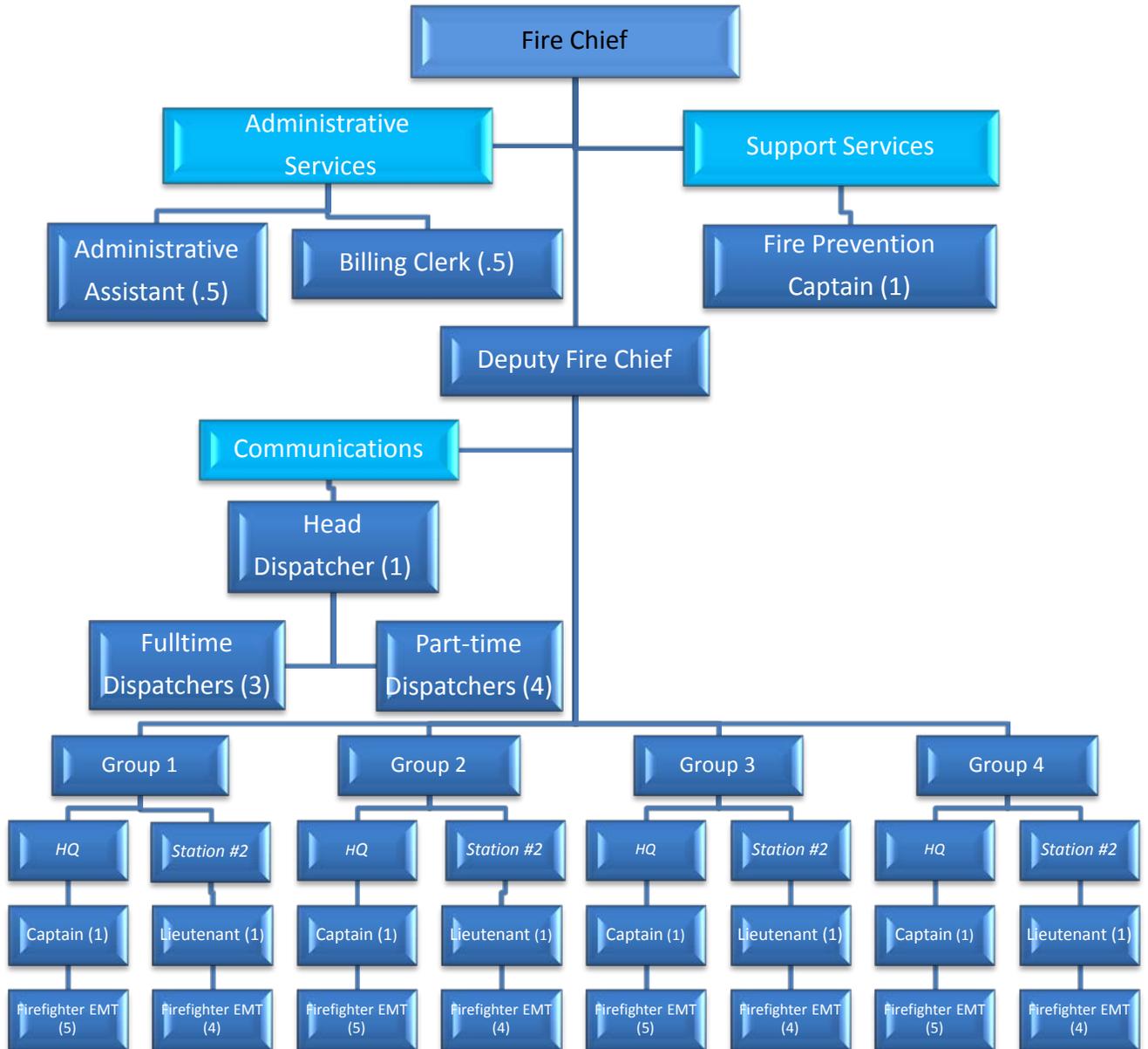
In the past we have been fortunate enough to be the recipient of several State Grants and part of several Federal Grants. Our current budget had been bolstered by a \$50,000 plus Grant received from the State E911 Board helping us offset our communications salaries. Federal and State Grant monies are not an option we should continue to depend on due to

the current fiscal crisis, shrinking budgets and increased competition for fewer available funds.

CLASSIFICATION	210	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		4,029,073	3,952,948	4,141,261	4,307,379	4,311,348
Expenses		233,906	221,210	255,450	275,675	259,175
Total		4,262,979	4,174,158	4,396,711	4,583,054	4,570,523

Staffing: 1 Police Chief, 3 Lieutenants, 8 Sergeants, 32 Patrol Officers, 1 Communication Supervisor, 5 Full-time Dispatchers, 4 Part-time Dispatchers, 1 Information Specialist, 1 Executive Secretary, 1 Part-time Parking Clerk Officer

FIRE DEPARTMENT



***FIRE DEPARTMENT
GENERAL PURPOSE***

The mission of the Franklin Fire Department is to...

Have a positive impact in the lives of citizens and visitors of Franklin in their time of crisis by providing compassionate, contemporary, community driven services.

Safeguard human life from the perils of fire, sudden illness, injury or other emergency medical condition, natural and man-made disasters as well as preserve the environment and property from ensuing destruction.

Be responsible for a safe, productive and pleasant work environment for our employees, and provide them opportunities to gain new skills and advance their personal career goals.

The operational objectives of the department are to...

Initiate advanced life support to patients within 10 minutes of receiving the telephone call at our communications center to 90% of all advanced life support calls.

Access, extricate, treat and transport trauma patients to a level one trauma medical facility within one hour of the occurrence of the injury.

Interrupt the progression of fires in structures within 10 minutes of receiving the telephone call at our communications center to 90% of all building fires.

Maintain overall emergency response readiness above 70%.

Provide safety and survival skills for all school students in grade K through 5 consistent with the Student Awareness Fire Education (SAFE) initiative of the Commonwealth.

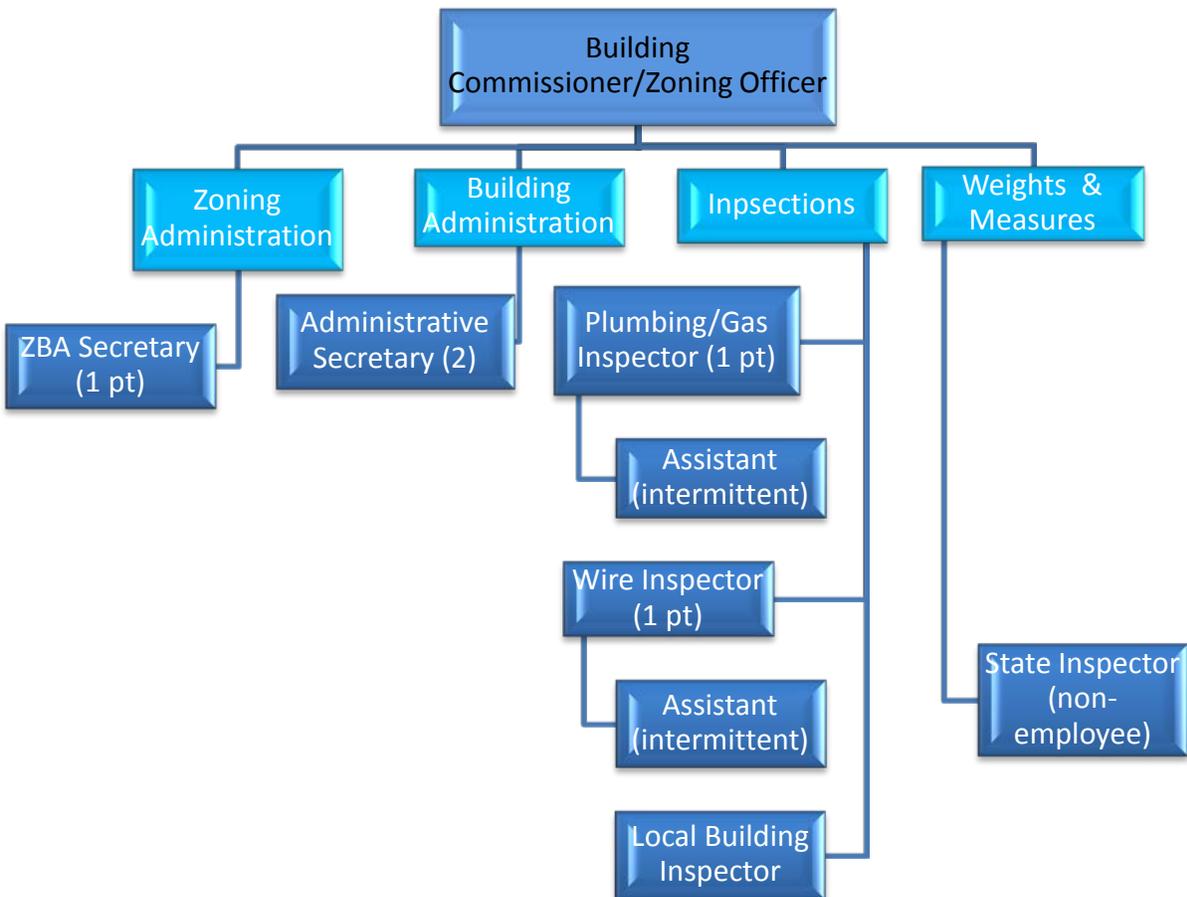
Provide educational opportunities for department members to insure optimal performance and safety.

Develop and maintain "best practice" to insure personnel and citizen safety.

Insure fire safety through timely, consistent code compliance services to all external customers.

CLASSIFICATION	220	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		3,827,723	3,912,527	3,977,774	4,144,228	4,038,526
Expenses		285,772	343,945	358,350	367,850	362,250
Total		4,113,495	4,256,472	4,336,124	4,512,078	4,400,776

Staffing: 11 Administrative, 44 Firefighters/EMT's, 4 Full-time Dispatch, 4 Part-time Dispatch, 2 part-time Administrative staff

BUILDING INSPECTIONS

***BUILDING INSPECTIONS DEPARTMENT
GENERAL PURPOSE***

The Building Commissioner provides inspection services as required by MGL 802 of the Acts of 1972, Section 3. The Town employs officials to inspect buildings and structures in accordance with 780 CMR, known as the Massachusetts State Building Code. The Town employs an Inspector of Plumbing & Gas Fittings under MGL Chapter 142, Section 11, and an Inspector of Wires under MGL Chapter 166 Section 32. All inspectors are required to inspect new construction, reconstruction, alterations, repairs, and demolition of structures within the Town. The Town uses a State assigned Sealer of Weights & Measures in accordance with MGL Chapter 98 Section 42-42, Chapter 94 Section 181 and Chapter 101. This Inspector insures that all weighing and measuring devices used in public sales are accurate.

The functions of the Building Department include enforcing the Zoning By-Law, inspecting buildings and properties to ensure compliance with relevant regulations and procedures. Administration of the adjusting and sealing of weighing and measuring devices devoted to

the sale of goods to the public conducted by the State. The department is also charged with the responsibilities under the Town of Franklin's By-Laws for signage, the Zoning By-Law for property use, the Massachusetts State Building Code 780 CMR for safety, the Architectural Access Board 521 CMR, the Zoning Act in MGL Chapter 40A, the Massachusetts Plumbing and Gas Code 248 CMR, and the Massachusetts Electrical Code 527 CMR.

CLASSIFICATION	240	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		345,232	328,462	332,406	325,833	325,833
Expenses		22,624	19,858	24,600	24,600	24,600
Total		367,856	348,320	357,006	350,433	350,433

Staffing: 2 administrative full-time, 3 clerical full time, 2 inspectors part-time, 2 intermittent

ANIMAL CONTROL

ANIMAL CONTROL GENERAL PURPOSE

The Animal Control department is responsible for the control and keeping of stray dogs and animals. It helps to return these animals to the owner or dispose of them in some other manner. The enforcement of laws pertaining to the licensing and control of dogs falls under the jurisdiction of the department. The Animal Control Officer also serves as the Inspector of Animals who is responsible for the same. This service is regionalized with the Town of Bellingham and offers 24/7 coverage.

CLASSIFICATION	292	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		60,618	60,355	65,376	65,876	65,876
Total		60,618	60,355	65,376	65,876	65,876

PARKING METER

PARKING METER GENERAL PURPOSE

This budget provides for the maintenance of the parking meters located within Town of Franklin.

CLASSIFICATION	293	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		248	75	500	1,000	2,000
Total		248	75	500	1,000	2,000

EDUCATION

FRANKLIN PUBLIC SCHOOLS

SCHOOL DEPARTMENT GENERAL PURPOSE

Vision -

The Franklin Public Schools will foster within its students the knowledge and skills to find and achieve satisfaction in life as productive global citizens.

Mission –

The Franklin Public schools, in collaboration with the community, will cultivate each student's intellectual, social, emotional and physical potential through rigorous academic inquiry and informed problem solving skills within a safe, nurturing and respectful environment.

The Franklin Public Schools consist of eleven schools, including one preschool, six elementary schools, three middle schools and one comprehensive high school. The current student enrollment is 5,968.

In developing the school budget, the School Administration uses:

The Strategic Plan which is a five year plan adopted by the Franklin School Committee in August of 2009. This plan allows the district to respond to emerging trends, events, challenges and opportunities within the framework of the district's vision, mission and core values. The plan is reflective of a comprehensive and inclusive effort to seek feedback and information from the community on its expectations and goals for all the students in the school district, and

The District Improvement Plan and the School Improvement Plans, which were developed through a comprehensive review of student data and aligns with the Strategic Plan. The DIP and the SIP articulate the goals and strategies that inform the educational program for all students.

Additionally, funds are reallocated to support district initiatives targeted to achieve federal and state requirements for school improvement. First and foremost the administration is committed to implementing an excellent educational program within the parameters of the budget. The budget recognizes the challenges of the current economic climate and reflects minimal increases to maintain the educational programs. Growing special education needs, impending contractual negotiations,

health insurance rates, and the continued requirements to support unfunded mandates impact the planning and development of the budget.

The School Committee and the administration value the collaborative efforts of the Town Council, the Finance Committee and the Town Administrator as we work through the budget approval process. We have collaborated to find creative and innovative ways to reduce spending and increase efficiencies while enhancing the academic reputation of the school district. Residents of Franklin have invested in the community and in the schools, and this has translated into increased student achievement and excellent educational and extracurricular programs.

CLASSIFICATION	300	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		49,614,712	50,943,727	52,710,000	54,310,000	54,310,000
Total		49,614,712	50,943,727	52,710,000	54,310,000	54,310,000

TRI COUNTY REGIONAL VOCATIONAL SCHOOL

TRI COUNTY GENERAL PURPOSE

The Tri-County Regional Vocational School District was established by an act of the Massachusetts legislature on September 26, 1973. The act designated the towns of Franklin, Medfield, Medway, Millis, Norfolk, North Attleboro, Sherborn, and Walpole as the original members; they were joined shortly after by the towns of Plainville, Seekonk and Wrentham. The school district was established in accordance with MGL Chapter 71 and as part of the agreement to establish the district, Tri-County was established under the provisions of MGL Chapter 74 and designated to include courses beyond the secondary school level in accordance with the provisions of Chapter 74 Section 37A. The Town has two (2) appointed members to the Regional School Committee.

Tri-County Regional Vocational High School is still housed in its original building. In September of 1977 Tri-County opened its doors to a freshmen and sophomore class and saw its first graduation in 1980 in its third year of operation the school began offering its first postsecondary program in the field of Cosmetology and it is still in operation.

The academic program offers a broadly based comprehensive education through a highly structured core curriculum. The emphasis of this component is on applications involving communication, mathematics, science, and social studies. College preparatory instruction is included for those students who may opt for this direction. Through a combination of ability grouping and heterogeneous grouping, students are prepared to enter today's job market and are taught that education is a lifelong process. In today's changing work place, our students are prepared to continue learning throughout their work life.

The Career Programs offered at Tri-County are broad enough in scope to appeal to almost any student. Instruction is offered in a variety of technologies by teachers who are experienced and, when appropriate, licensed in the field they teach. This allows instructors to teach the practical hands on skills as well as the theory behind the application.

Mission

Tri-County's mission is to provide an excellent comprehensive technical and academic education to regional high school students. State-of-the-art technical skills and knowledge are enriched and complemented by a solid foundation of academic skills. Creative and cooperative partnerships between area employers and a dynamic staff at Tri-County guarantee the continued growth and development of exciting programs designed to prepare graduates for careers in the twenty-first century. This is a place where students succeed and are well-prepared for work or college. Enrollment at Tri-County is now approaching 950 students.

CLASSIFICATION	390	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		1,688,082	1,730,992	1,827,415	2,106,638	2,106,638
Total		1,688,082	1,730,992	1,827,415	2,106,638	2,106,638

NORFOLK COUNTY AGRICULTURAL HIGH SCHOOL

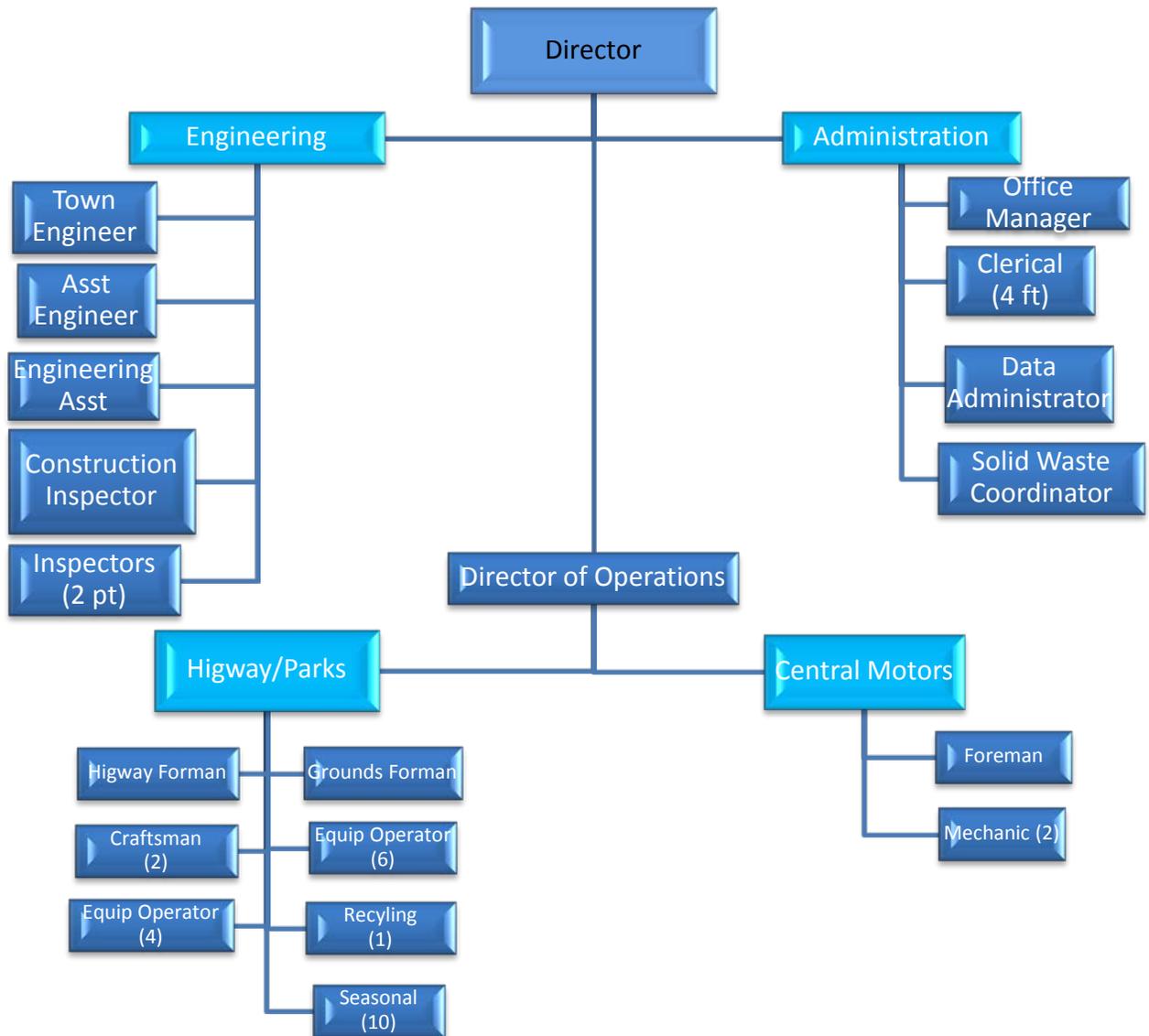
NORFOLK COUNTY AGRICULTURAL HIGH SCHOOL GENERAL PURPOSE

Norfolk County Agricultural High School (NCAHS) is a public high school that offers academic and vocational training to 489 students from the 27 towns and one city in Norfolk County and more than 40 out of county (tuition) towns. The school is situated on 365 acres in Walpole, a suburb of Boston, and offers specialty training to students who are interested in pursuing careers in Animal and Marine Science (veterinarian science, canine grooming and obedience, dairy and livestock management, research animal technology and equine studies), Plant and Environmental Science (floral design, urban forestry, landscaping, horticulture and natural resources), and Diesel and Mechanical Technology (diesel and heavy equipment operation and repair, construction, carpentry, welding and small engine repair). The school is one of four such schools in Massachusetts charged with promoting agri-science and agri-business opportunities.

CLASSIFICATION	395	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		33,000	40,000	44,000	44,000	40,000
Total		33,000	40,000	44,000	44,000	40,000

DEPARTMENT OF PUBLIC WORKS

DEPARTMENT OF PUBLIC WORKS



**DEPARTMENT OF PUBLIC WORKS
GENERAL PURPOSE****MISSION:**

Use the highest standards of customer service and efficient use of Town resources and meet the public infrastructure needs of the Town of Franklin.

Assigned areas of responsibility are the following five budget areas; Highway-General Maintenance (422-40), Grounds and Parks (422-41), Snow and Ice Removal, (422-42), Central Motors (422-43), and Administration & Engineering (422-49).

OBJECTIVES:**A. Overall Departmental Service Goals**

- Customer Service – continually improve procedures to meet Town standards for customer service. Proactively anticipate customer needs. Explore increased use of technology such as electronic permitting and on-line bill payment.
- Management and Administration – continuously evaluate means and methods of service delivery, evaluate, and where applicable, implement best practices. Lead in technology implementation for DPWs.
- Infrastructure Planning – participate in general growth planning and lead in planning to meet future infrastructure needs resulting from Town growth. Monitor water system master plan to reflect impact of improvements initiated to date. Evaluate need for sewer/storm water master plan reflective of recent DEP policies.
- Infrastructure Design and Construction – insure public infrastructure design and construction, whether by public or private parties, meets Town and professional standards, results in cost effectiveness projects and minimizes environmental and neighborhood impacts.
- Public Infrastructure Maintenance – proactively maintain all DPW-assigned public infrastructure assets and support equipment to meet service requirements.
- Emergency Response – be in a position to respond to major and minor emergencies to restore and maintain service.

B. Division Specific Functions and Challenges for FY14**Director**

1. External relations with state and federal agencies for permitting and regulatory compliance.
2. Long range infrastructure planning.
3. Resource development, including improving efficiency, grants, development of support facilities, etc.
4. Coordination of divisions.
5. Annual planning, budgeting, goals, program evaluation.
6. EPA Storm Water Phase II Plan implementation.
7. EPA proposed RDA phosphorus loading reduction for the Charles River.
8. Evaluate future of GIS throughout the organization.

Administration

1. Administration of water, sewer, sprinkler, hydrant, cross-connection, backflow and solid waste & recycling billing.
2. Customer Service: counter and telephone intake, public notifications, etc.
3. Permit Intake (water/sewer/street excavation/public way access, drain layers licenses, etc.).
4. DPW-wide financial management, including payroll, AP/AR, purchasing.
5. Support to operating divisions.

Engineering and Construction

1. Managing design and construction of capital improvement projects, coordinate with operating divisions.
2. Review site plans and subdivision plans for Planning Board and Conservation Commission.
3. Provide construction inspection for residential development and commercial development
4. Manage street excavation and trench bylaws.
5. Maintain official Town records and maps

Highway, including Grounds, Park & Tree, Central Motors and Beaver Street Recycling Center

1. Road Maintenance - Reclaiming, overlay, chip seal, crack sealing, infraredding, patching and street sweeping.
2. Drainage – Catch basin cleaning, culvert cleaning and outfalls, catch basin repair and installation of additional catch basins and/or berms where needed.
3. Sidewalks – Repair existing sidewalks and add new sidewalks where needed.
4. Trees & Parks Grounds, Parks & Tree – Plant trees, maintain public shade trees, cut grass at ball fields, buildings, island and cemetery and cut, prune and trim shrubs around school and municipal buildings and the Town Common.
5. Central Motors – Maintenance of approximately 140 Town vehicles, including DPW, Inspection, Board of Health, Council on Aging, Police (23), School (7) and Fire (22); and small equipment such as weed whackers, lawn mowers, chain saws, snow blowers, snow plows and sanders.
6. Snow Plowing & Sanding Operation
7. Beaver Street Recycling Station-Operation of a Recycling Station 2.5 days a week that is customer friendly and meets all D.E.P. regulations.

SELECTED 14 CHALLENGES

- Increased workload due to capital program – 4 miles of water lines, water treatment facility, recreation fields, etc.
- Increased Mass DEP and EPA regulatory activity; particularly as it affects municipal storm water. Lead in organizing municipalities to coordinate involvement in response to regulations.
- Continue to seek State/Federal TIP funds for roadway improvements.
- Construction of the HPP downtown project
- Continue to provide excellent services with reduced staff and funding.

SIGNIFICANT ADJUSTMENTS:

- The FY2014 budget was prepared as a “level service budget” to continue with residents expected services, except for efficiency improvements and proposed service improvements that are noted below.

- End of year FY2012 reports and year to date expense reports were reviewed to accurately reflect the cost centers for the FY2014 budget.
- The FY2014 budget sheet were reworked to ease the overall budget development process. The Town's Comptroller was consulted on all changes.
- The FY2014 budget does reflect step raises and longevity raises increases for union employees.
- The salary of the Highway and Grounds was not increased, but reappointed to reflect actual work performed.
- Line items for Tree Removal, Line Painting, and Asphalt were increased to improve conditions around Town.
- Line items reflecting energy costs were increase slightly due to the uncertainty of the volatile market and bidding process.
- The overall Beaver Street Recycling Facility budget was increased, but it is planned with continued customer and innovation, revenues will increase without increasing the fees charged to users.
- \$15K for continued treatment and monitoring of environmental clean-up @ DPW garage.
- Snow and ice removal cost remain relatively the same with only modifications to line costs to reflect current activities
- There are still one funded, yet un-filled L-3 highway personnel positions

MAJOR CONCERNS:

- The D.P.W. is still short personnel.
- Priorities will have to be adjusted and response time will increase.
- Storm water Related Issues continue to increase. No funding source identified.
- 63% of this budget is for expenses, not personnel costs. It is very difficult to "predict the Future" and anticipate what emergencies might arrive. There is a real possibility that the D.P.W. budget may run out of funds before the Fiscal Year 2014 ends in June 2014 depending on what events occur.

CLASSIFICATION	422	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		1,450,881	1,239,611	1,367,262	1,407,181	1,407,616
Expenses		2,206,927	1,522,179	2,455,570	2,518,285	2,443,285
Total		3,657,808	2,761,790	3,822,832	3,925,466	3,850,901

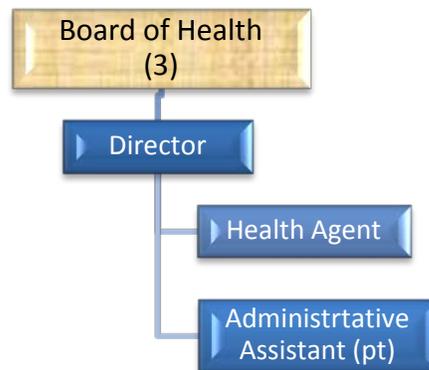
Staffing: Administration and Clerical are shared with Enterprise funds. Administration-1.8 fte; Clerical-2.2 fte; Inspector-.3; Highway Division Labor-6; Parks and Trees Labor-8; Recycling – .5; Central Motors Labor-3

STREETLIGHTS

CLASSIFICATION	424	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		139,771	135,368	148,000	148,000	148,000
Total		139,771	135,368	148,000	148,000	148,000

HUMAN SERVICES

HEALTH DEPARTMENT



HEALTH DEPARTMENT GENERAL PURPOSE

BOARD OF HEALTH

The three-member elected Board is the policy making arm for the Health Department. The members assist in drafting public health bylaws and review all site plans for compliance with local and state public health regulations. The board presides over administrative hearings in all matter concerning Health Department licensed and permitted activities.

FRANKLIN HEALTH DEPARTMENT MISSION STATEMENT

It is the responsibility of the Franklin Health Department to take all steps necessary to ensure the health, safety and well-being of the community, in accordance with federal, state and local public health law/regulations. To fulfill this responsibility, the Franklin Health Department carries out a comprehensive inspection program, which includes the following primary components:

FOOD SERVICE

The Health Department currently conducts biannual inspections of 107 food service and 32 retail food establishments. At present, there are plans to add several additional food service establishments in the coming months. Each establishment receives a minimum of one critical and one non-critical follow up re-inspection subsequent to the original inspection. Annually this results in excess of 428 inspections for food service alone. Not included in this number are complaint related inspections, and suspect food-borne illness investigations and temporary food event inspections. Retail inspections generally are less involved and require fewer re-inspections; however these establishments require almost 80 additional inspections annually. Another important element of this program is the timely investigation of all reported or suspect food borne illness. The Massachusetts Department

of Public Health requires all health departments to submit comprehensive inspection reports and illness worksheets for all suspect cases. An on-going educational component is vital to ensuring future compliance with food code regulations. Each food service inspection is concluded with a thorough review of the inspection report, a question and answer session and discussion of issues relevant to the industry.

SEPTIC SYSTEM INSTALLATIONS

The Health Department is required to review all engineered plans for proposed septic system installations to verify proper sizing, location and compliance with State Regulations. In addition, the department must monitor the progress of these installations by conducting a series of site inspections. The process begins with a detailed evaluation of the soil at the site, followed by a percolation test. Both new systems and systems requiring repairs or upgrades must follow these procedures. On average, the Health Department receives 30-40 applications per year for new septic system installations and repairs, all of which require thorough plan review and multiple field inspections. As the more suitable building lots are built out, the marginal sites with very high percolation rates are now being developed. The required percolation testing of these marginal sites take more time in the field, often with re-testing of the same site. This trend is likely to continue as the town continues to experience growth.

VACCINE ADMINISTRATION

In 2008, the Massachusetts Department of Public Health instituted a new vaccine ordering and distribution system. Individual physician's offices now must order vaccines directly from a centralized processing center administered by the Massachusetts Department of Public Health. Health Departments still must order and distribute flu vaccine, however routine vaccines are no longer our responsibility under this new system. Although the media interest has waned, the potential for a global flu pandemic with the spread of the H5N1 Avian Flu Virus remains. All public health organizations worldwide continue to plan accordingly, including the Franklin Health Department. We have recruited and trained our first group of Medical Reserve Corp volunteers to assist in the event of a flu pandemic or other public health emergency. The Franklin Health Department under the guidance of the Massachusetts Department of Public Health, and in accordance with the State Pandemic Preparedness Protocol, has established Emergency Dispensing Sites in town to provide for vaccine administration if or when the need arises. As the threat of a global flu pandemic grows, so does the need for all health departments to solidify a comprehensive preparedness plan to mitigate the impacts of this growing public health threat.

HOUSING CODE ENFORCEMENT

The Health Department is mandated to investigate all complaints of unsanitary or sub-standard living conditions of dwelling units in a timely fashion, typically the department responds in less than 12 hours from the receipt of the complaint. Of all programs administered by the Health Department, housing-related complaints are often the most time consuming and difficult to resolve. Included under housing code enforcement is the Child Lead Poisoning Prevention Program which is administered by the Health Department. This program requires local health inspectors to make a determination as to the presence of lead paint in a dwelling unit occupied by a child less than six years of age, and built before 1978. If the presence of lead is identified after a preliminary lead determination is conducted by the Health Department, the department must initiate enforcement action as specified by the State Department of Public Health. Again, these cases are extremely time consuming and

labor intensive endeavors. Due to the fact that a significant percentage of housing cases can result in court proceedings, detailed record keeping is vital for a successful resolution.

NUISANCE/ODOR/NOISE COMPLAINTS

The Health Department has the responsibility for investigating all reports of public health nuisances, which can include anything from noxious odors from an industrial plant, to stagnant water in a neglected swimming pool. Again, timely response to these complaints is necessary, and expected by the community. Certainly some of these types of complaints can be resolved readily, however many complaints require detailed research and multiple department involvement with extensive follow up.

In addition to the above-mentioned primary responsibilities, the following is a list of additional departmental functions:

- A. INSPECTION AND TESTING OF PUBLIC POOLS, SPAS AND THE TOWN'S PUBLIC BATHING BEACH AT BEAVER POND
- B. PERMITTING AND INSPECTION OF HORSE STABLES
- C. REVIEW AND INSPECTION OF RECREATIONAL CAMPS
- D. PERMITTING AND INSPECTION OF TANNING ESTABLISHMENTS
- E. PERMITTING AND INSPECTION OF LAUNDROMATS AND DRY CLEANERS
- F. PERMITTING AND INSPECTION OF MANICURE/PEDICURE ESTABLISHMENTS
- G. ISSUING EMERGENCY BEAVER/MUSKRAT PERMITS AND PERMITS
- H. PERMITS FOR THE KEEPING OF ANIMALS.

Functions **A & C** above are of particular importance and require additional explanation. All public swimming pools and spas must receive both annual and regularly scheduled inspections by the Health Department. Improper sanitation and maintenance of public pools and spas has resulted in serious disease outbreaks and injuries. Fecal contamination of public pools is not a rare occurrence, and is often not dealt with effectively or even reported by pool operators as required. It is therefore important to conduct regular inspections of these facilities to ensure compliance. Presently the town has five year round pools, five hot tubs and ten seasonal pools that require inspections.

Recreational camps for children require an intensive review process by local Health Departments prior to issuance of a permit to operate. All camp staff must submit to CORI/SORI background checks, and provide immunization and driving records for review. In addition, all campers' immunization records must be reviewed thoroughly for required vaccinations. The facility also requires a detailed inspection for compliance with all state regulations. Most recently the Health Department permitted 12 recreational camps for children.

The Health Department also must handle a multitude of requests for information on a daily basis. These requests may be from citizens seeking to locate their septic systems, to detailed 21E requests from environmental firms. The department also reviews applications for building permits to determine the project impact on septic systems and private wells.

CLASSIFICATION	510	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		114,330	125,029	131,171	141,000	142,020
Expenses		2,767	2,136	6,410	6,410	5,400
Total		117,097	127,165	137,581	147,410	147,420

Staffing: 2 administrative full time, 1 clerical part time

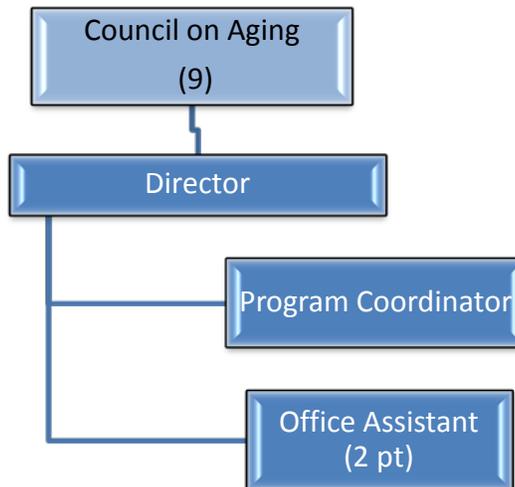
PUBLIC HEALTH SERVICES

**PUBLIC HEALTH SERVICES
GENERAL PURPOSE**

This budget provides for public health services that are contracted through the Visiting Nurses Association.

CLASSIFICATION	525	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		20,000	20,000	20,000	20,000	20,000
Total		20,000	20,000	20,000	20,000	20,000

COUNCIL ON AGING



**COUNCIL ON AGING
GENERAL PURPOSE**

MISSION STATEMENT

Franklin's Council on Aging mission is to enhance the independence and quality of life for its older adults by:

- Identifying the needs of this population and creating programs that meet those needs.
- Offering the knowledge, tools, and opportunities to promote mental, social, and physical well-being.
- Advocating for relevant programs and services.
- Serving as a community focal point for aging issues and as liaison to local, state, and federal agencies that serve older adults and their families.

The Franklin Senior Center provides programs, services and activities along with outreach, information and referral to serve the needs of older adults and disabled individuals. The goal is to preserve the independence and improve the quality of life for older residents by offering programs, services and activities that address their health, nutritional, social, recreational and educational needs and preferences in a friendly, welcoming environment.

COA DEPARTMENT FUNCTIONS

The Franklin Senior Center offers a wide range of programs, services and activities that serve older adults and disabled individuals by addressing their unmet needs and improving their quality of life:

- **Affordable Breakfast & Luncheon** is served at The Common Grounds Café. The café offers very affordable meals and an opportunity for seniors to socialize and volunteer. The Café is staffed with volunteers except for our Grill Cooks, who are funded by the Friends of Franklin Elders and the Executive Office of Elder Affairs (EOEA).
- **Health & Wellness programs** include blood pressure screening, blood sugar testing, podiatry clinics, flu vaccine clinics, exercise programs, line dancing, walking club, chair massage, health education and support groups. We also offer several support groups including; Low Vision Support Group, TOPS (Taking Off Pounds Sensibly), a Diabetes Support Group, and a Caregivers Support Group. We continued to offer evidence-based wellness programming such as *My Life, My Health; A Matter of Balance*; and *Strong for Life*.
- **Partners in Healthy Aging Program** offers home visits by our Wellness Nurse for homebound elders and an adaptive assistance program, which provides an assessment of an elder's home environment with the goal of preventing life-threatening falls. Grab bars are installed in homes where the risk of falling is identified. This program was offered in collaboration with the Town of Medway and supported with a grant by the MetroWest Community Health Foundation.
- **Supportive Day Program** offers a structured, supervised and stimulating environment for frail elders and those with mild to moderate cognitive deficits. The program, known as "The Sunshine Club", provides needed respite to overstressed caregivers who may be elderly spouses or siblings or adult children. The program also offers a Caregivers Support group for all caregivers (not just those in the program) on a monthly basis. Fees from our Supportive Day Program now fully support the Coordinators' salaries. The Supportive Day Program Aide position is supported through our State Formula Grant.
- **Educational Seminars** include annual financial planning, health fair, computer classes, elder driver safety programs, monthly health & wellness presentations, and other educational sessions on various topics offered throughout the year.
- **Social Services Coordinator/Veterans Agent** provides assistance to senior and disabled residents by accessing social benefit programs; i.e., fuel assistance, prescription drug programs, food stamps, MA Health, housing, income support, etc.

The Coordinator also provides home visits to offer assistance to frail, homebound elderly or disabled residents.

- **Social and Recreational programming:** Social events are held each month, and recreational activities such as cribbage, Scrabble, bingo, bridge, whist, mah-jongg, arts & crafts, painting, quilting, knitting, pool, woodcarving, and recreational trips are offered on a weekly basis. We also host the Alden Club.
- **Health Insurance Benefit Counseling:** We host a certified SHINE (Serving the Health Information Needs of the Elderly) Counselor who provides assistance with health and prescription drug insurance problems and questions regarding benefits.
- **Professional Services** such as Hairdresser/Barber, Manicures, Chair Massage, Legal Advice, Tax Preparation Assistance, and Medical Equipment loans are offered for our clients' convenience.
- **Intergenerational programs** are offered with students from the Oak Street Elementary School, the Parmenter School, the Franklin High School, the Benjamin Franklin Classical Charter School and Tri-County Regional Vocational High School.
- **The Franklin Connection**, our monthly newsletter, is mailed to approximately 1000 senior citizen households in Franklin and there are over 300 on-line subscribers. The newsletter offers information about programs, services, and activities, as well as health education and information and relevant topics. The postage for this mailing is funded with our Formula Grant from the Executive Office of Elder Affairs. We continue to encourage participants to receive their newsletters on-line in order to save on postage and reduce waste. *The Franklin Connection* is now published by the Friends of Franklin Elders and is printed by the Tri-County Regional Vocational High School.
- **TRIAD** provides Telephone Reassurance to homebound elders, Project Lifesaver (for clients with dementia who wander), Smoke Detector Replacement program, Files of Life, and facilitates Disability Indicator Forms. They also offer the Yellow Dot Program which provides emergency responders with a senior's vital medical information by placing a decal on their windshield to indicate that that information is in the glove compartment.
- **Senior Citizen Property Tax Work-Off Program** provides tax credits to seniors who work in various town departments. The COA, in collaboration with the Assessor's Office, administers this program. Last year 90 seniors worked in 10 town departments and 3 schools.
- **Income Tax Preparation Assistance** is provided to elderly residents through a partnership with AARP, which provided trained volunteers who prepared income tax returns for 130 senior citizens. The Senior Center also offered individual assistance to seniors with circuit breaker tax credit and the 41C tax abatement. Our volunteer assisted 84 individuals and obtained a total of approximately \$73,000 in Circuit Breaker tax relief in the past year.
- **Partnerships:** We partner with the Bernon Family Branch of the YMCA, the Franklin Police Department, and GATRA. The YMCA has supported our fitness programs by providing instructors for several of our classes for a nominal fee. The "Y" also provides training on our fitness equipment by sending an instructor to the Center to offer a monthly class on the proper use of this equipment. Officers from the Franklin Police Patrolmen's Association come to the Center on a regular basis to offer fun social events as well as educational presentations. These events forge a strong bond of trust between our elderly residents and the Police Department, which allows the officers to better assist seniors in urgent or emergent situations.
- **Transportation:** We work closely with GATRA to facilitate Dial-A-Ride, the Miles for Health program (long distance medical transportation), and the fixed bus route services for senior and disabled riders.

- **Housing:** We also provide outreach to the subsidized housing complexes of the Franklin Housing Authority and Eaton Place by offering information about senior services and cross-referring.
- Our cable television show, *The Senior Circle*, is hosted by Stella Jeon, a COA member who interviews various guests about topics of interest to seniors.

FY13 ACCOMPLISHMENTS

- This year, we introduced Meditation Class, a Men's Strength Training Class, a Writer's Collaborative, a Wellness Seminar entitled *Creating Positive Change to Live Life to its Fullest Potential* featuring 8 inspirational workshops with our Wellness Nurse, and a lecture series with speakers from Dean College.
- The Senior Center hosted training in Chronic Disease Self-Management Programs for local professionals which was sponsored by Jewish Family Service of Metrowest.
- The Council on Aging's Strategic Planning Committee completed a long-term plan (10 years) for the future of the Franklin Senior Center.
- A Recycle Program for batteries and light bulbs was introduced.
- Senior Center Director, Karen Alves, served on an Advisory Board with Bay Path Elder Services to create a website for caregivers in the Metrowest area.
- For FY'2012, the Center's 130 volunteers provided 11,234 hours of service to the Town. This contribution by volunteers would be worth a total of \$89,872 if paid at the minimum wage. Due to significant volunteer support, we are able to provide extensive programming and support without seeking additional funding from the town.
- In collaboration with Tri-Valley Elder Services, we distributed Farmers Market coupons to low-income elderly residents.
- Intergenerational programming included frequent visits from students to meet with elders and share stories and activities. Freshman students from Tri-County visit the Center biweekly in the spring as part of the Health Careers. National Honor Society students from Tri-County offered free gift wrapping to seniors over the holidays and offered a workshop on using tablets and smartphones. We also recruit seniors for the Parmenter School's Book Buddy program. Students from an 8th grade Technology class came to the Center on two occasions to help with their project to provide adaptive assistance for elders with dexterity issues. In addition, Charter School students helped us with gifts for homebound elders. The Senior Center hosted two interns from Franklin High School, and we also host numerous students as volunteers throughout the course of the year. The annual Spring Fling party was hosted by the Franklin High School National Honor Society.
- The Senior Center hosted the following annual events: a Volunteer Recognition Luncheon, a Memorial Day Breakfast, a Senior Health & Wellness Expo, a Nonagenarian Tea Party, a Veterans Day Breakfast and a concert with Southeastern MA Community Concert Band with support from the Franklin Cultural Council.

CLASSIFICATION	541	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		119,561	117,983	125,075	134,250	139,242
Expenses		2,792	1,492	2,500	2,500	2,500
Total		122,353	119,475	127,575	136,750	141,742

Staffing: 2 administrative full time, 2 clerical part time

VETERANS SERVICES

Veterans
Agent/COA Social
Services
Coordinator

**VETERANS SERVICES
GENERAL PURPOSE**

The Veterans Services Agent mission is to counsel, advise and assist Veterans and their dependents. Duties encompass, but are not limited to dispensing state-sponsored Veterans Benefits under MGL chapter 115 and assisting veterans and their dependents or survivors in obtaining federal benefits or entitlements for which they may be eligible. The Veteran population in Franklin is over 1,300.

Massachusetts Veterans Benefits vary according to need and income. They are considered a "benefit of last resort", because income restrictions are very low. The town is reimbursed 75% by the Commonwealth in the next fiscal year.

COA/Social Services Coordinator mission is to generate awareness of programs and services available. This accomplished primarily through mailings, phone call, home and office visits to connect seniors to these programs. The coordinator also assists with referral to all community agencies that may provide needed assistance to seniors.

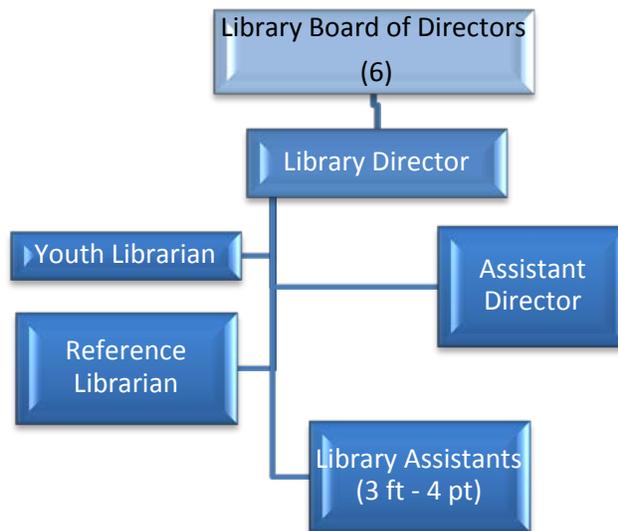
A typical senior benefit program may include tax abatement, fuel assistance, Medicare B premium payment by Mass Health, minimal prescription co-pays through the Prescription Advantage Program and the Medicare D Prescription Program.

CLASSIFICATION	543	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		42,335	42,935	42,970	43,829	43,829
Expenses		1,083	986	1,300	1,300	1,300
Veterans Assistance		169,801	188,973	188,700	190,000	190,000
Total		213,219	232,894	232,970	235,129	235,129

Staffing: 1 administrative permanent part time

CULTURE AND RECREATION

LIBRARY



LIBRARY GENERAL PURPOSE

COMMUNITY VISION

Franklin strives to create a welcoming community:

- Alive with a sense of neighborhood
- Committed to the delivery of the highest quality education and lifelong learning opportunities
- With a desire to maintain the welcoming character of a New England town and a vibrant downtown center
- Where all residents can find convenient access to strong municipal services and enjoy a sense of security and physical safety
- Where the professional and business community can find support and growth

- Where residents accept and value their diversity and work collectively to enhance the well being of the community and
- The library is regarded as the place for innovation, entertainment and information.

Mission

The mission of the Franklin Public Library is to increase the presence and stature of the Library within the community, the State and the Region by:

- Developing the highest quality information resources and services through acquisition and cooperative programs;
- Creating a “sense of place” where residents, students, and researchers can gather for programs, individual study or group interaction and discussion for entertainment, knowledge building and the fostering of wisdom;
- Reaching out to the community, its schools and colleges to provide resources for nurturing literacy, inquiry, communication, and tolerance;
- Improving the quality of service we deliver to our patrons, both in person and online, by recruiting, developing and supporting a highly qualified staff of librarians & professionals;
- Increasing the effectiveness of collections, services, and professional development through strong partnerships with other town departments, networking, and the innovative use of evolving technologies.

We Value:

- Customer service excellence
- Our patrons, their opinions, capabilities, needs and interests
- Creative solutions and innovation
- Freedom of expression and the free flow of ideas
- Equitable access to library resources and services
- Our proud history and rich heritage
- A skilled and knowledgeable staff

FY2013 Accomplishments & New Initiatives

- Improved professional staffing levels with the addition of a Youth Services Librarian. (MLS)
- Added three new afternoon programs for youth ages 6 – 12, increasing the number of regularly scheduled weekly programs to 7.
- Created a Teen Advisory Board to keep teens interested and involved in the library
- Implemented flexible job descriptions and cross training of staff.
- Developed a staff manual with clearly defined job functions, processes and procedures.
- Expanded professional training for staff using webinars. To date eight staff members have attended 5 workshops – and two meetings. Subjects of recent training include:
 - Dealing with difficult customers
 - Copyright
 - Collection development for youth
 - Summer programming
 - Dealing with emergency situations

This approach has enjoyed greater participation from the staff and has been very cost effective.

- Incorporated social media tools (face book & Twitter) into our out-reach efforts to engage and inform youth and the community.
- Expanded services for the homebound and people with temporary disabling conditions.
- Initiated a monthly crafting club where adults and youth can find help on a wide range of crafting projects, from knitting, quilting, sewing, crocheting, and much more.
- Incorporated Kindles and Nooks in the circulating collection.
- Restored four original paintings.
- The Library Board established two committees:
 - An Adult Programming Committee, chaired by Andrea Burke and comprising library staff, board members, members of the Friends, and the community to plan and execute programs for adults.
 - The Beautification Committee, chaired by Susan Rittenhouse is charge with continuing to make the Library a more attractive, welcoming and inviting experience. This committee includes board members, Friends and Franklin residents.

FY2014 Budget

Fiscal 2014 budget reflects a 6% increase over FY2013. Although this budget is \$300,000 shy of the Municipal Appropriation Requirement, (MAR) it sustains the Library Board's fiscally responsible and disciplined approach; maintains our commitment to hours open, expanded quality programs, collections and services.

The Library is appreciative of continued funding support that allows for steady growth. We thank the staff for their tireless work; our volunteers and the community for their invaluable help; and the Friends of the Library for their exceptional generosity. With the financial assistance from the Franklin Library Association the painstaking work of restoration has begun.

The Road Ahead: The next five years

Strategic Planning Initiative Survey

The Library Board is undertaking a new vision for future services. We are launching a community-wide strategic planning initiative with focus group interviews and questionnaires. This will allow us to affirm our strengths and identify future opportunities.

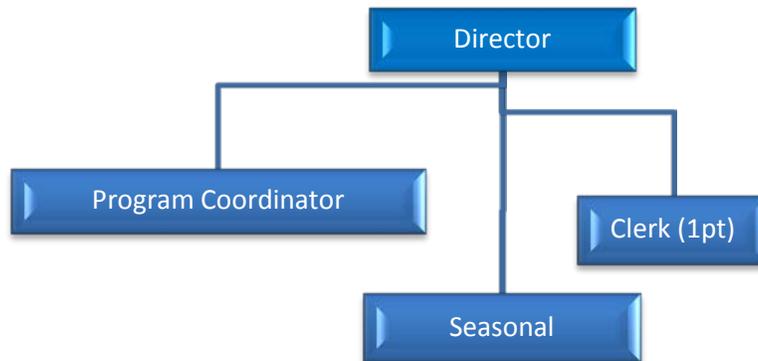
Goals FY 2014

- Implement phase two (MEP) of the feasibility study.
- Complete the Library's strategic plan for 2014 – 2019.
Implement the action plan for 2014.

CLASSIFICATION	610	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		540,034	316,521	416,095	439,226	427,949
Expenses		163,140	172,526	184,000	234,000	210,000
Total		703,174	489,047	600,095	673,226	637,949

Staffing: 7 administrative full time, 4 administrative part time

RECREATION



RECREATION GENERAL PURPOSE

MISSION STATEMENT

The Recreation Department is committed to provide quality recreational programs and facilities to the residents of Franklin. By providing consistency, dependability and an obligation to our residents and the programs they partake, we strive to elevate the quality of life for our community.

The Recreation Department offers Franklin and Medway residents a variety of programs and events for youths and adults as well as coordination of youth sports organization, field use and field maintenance. Some of the most popular are the activities and recreational activities offered at Chilson Beach, the Summer Playground Program at Fletcher Field and Medway's Choate Park, the Youth Basketball Program which involves over 1,500 children; Pee Wee Baseball, Flag Football, Tennis, Golf, girls Lacrosse, and Adult Baseball. Activities during school vacations such as rock-climbing, paintball, baseball clinics, field hockey and lacrosse are offered.

The department operates and schedules activities for Chilson Beach at Beaver Pond, Fletcher Field, Dennis Pisani Field, Henry "Ski" Faenza Tot Lot, King Street Memorial Field, Dacey Community Field, and Meadowlark Lane Athletic Fields. The department is also responsible for scheduling the use of all school fields during the summer.

OBJECTIVES

- Coordinate recreational activities with the youth sports organizations, school department, non-profit organizations and other citizens groups.

- Better utilization of park land and coordination of fields, and conservation land within the Town of Franklin.
- Improve the quality of life and involve residents in recreational programs.
- Establish new programs as self-supporting and explore ways of generating additional revenue through grants, donations and fundraising.
- Recreation activities are coordinated through our office, which is comprised of one full time director, one full time program coordinator and one part time clerical staff person.

Although funded as part of the annual budget fees are charged and the department is self funded.

CLASSIFICATION	630	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		241,287	204,302	227,095	237,570	237,570
Expenses		229,189	220,121	233,900	233,900	233,900
Total		470,476	424,423	460,995	471,470	471,470

Staffing: 2 administrative full time, 1 clerical part time, seasonal staff

HISTORICAL COMMISSION

Commssion
(7 voting
5 associate)

HISTORICAL COMMISSION GENERAL PURPOSE

The appointed Commission has seven voting members and several associate members.

MISSION

To preserve, protect and develop the historic and archaeological assets of Franklin.

The commission is concerned with the preservation of Franklin's history and its primary purpose is to identify, describe and locate buildings, structures, objects, areas, burial grounds, landscape features and sites that are historical, architectural or of archaeological importance to the community, state or nation. A comprehensive inventory of the town's historical assets serves as the basis for future preservation activities.

Many of the towns' historical items are housed at the new Franklin Historical Museum on West Central Street in the former Senior Center.

The Commission also works with the Building Commissioner to manage the Demolition Delay Bylaw and with the Director of Planning & community Development to monitor the Town's National Register Districts and Buildings.

CLASSIFICATION	691	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		1,999	1,726	2,000	3,000	3,500
Total		1,999	1,726	2,000	3,000	3,500

MEMORIAL DAY

MEMORIAL DAY GENERAL PURPOSE

Through the assistance of the Veterans Council, this budget provides for American flags to be placed at Veterans gravesites in Memorial Day Observances.

CLASSIFICATION	692	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		970	912	1,200	1,200	1,200
Total		970	912	1,200	1,200	1,200

CULTURAL COUNCIL



Cultural Council
(12)

***CULTURAL COUNCIL
GENERAL PURPOSE***

The Council is charged with promoting the arts, humanities and interpretive sciences in the community. The Council shall promote excellence, access, education, and diversity in the arts, humanities, and interpretive sciences in order to improve the quality of life in Franklin. The Massachusetts Cultural Council encourages the arts, humanities and interpretive sciences within cities and towns by administering the distribution of the Arts Lottery Fund established under the provisions of MGL Chapter 10 Section 57. Each year the Council receives \$2,000 from the Massachusetts Cultural Council.

The Council decides on the distribution of State funds as well as the Town's appropriation to the Council to promote the arts in Franklin.

CLASSIFICATION	695	FY 2010 EXPENDED	FY 2011 EXPENDED	FY 2012 BUDGET	FY 2013 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		2,000	2,000	2,000	2,000	2,000
Total		2,000	2,000	2,000	2,000	2,000

DEBT & INTEREST

RETIREMENT OF DEBT – GENERAL FUND

Type and Purpose of Debt

The Town of Franklin sells General Obligation Bonds to finance capital improvements and other projects that require large amounts of cash such as schools, public works, recreation, public safety, and public buildings. General Obligation Bonds are supported by the full faith and credit of the Town and is repaid from property taxes from both current and future property owners or in the case of water or sewer projects out of their respective enterprise funds. Over the last few years, typical rates for 20 year municipal bonds have been in the 3% to 4% range with our latest bond sale (school repairs-10 years) coming in at 1.76%. Bond Anticipation Notes (BANs) have been sold over the last number of years for various projects most notably schools. In Fiscal 2012 we paid off the BAN for the trash toters by using a budgeted amount of \$160,000 and an additional \$480,000 from the solid waste enterprise fund. In Fiscal 2013 we sold 1 year BANs for the following: New Franklin High School, \$24,000,000; water repairs, \$3,000,000. The net interest cost was .195%.

Franklin's Current Debt Position

As of June 30, 2012, the Town of Franklin had approximately \$52.9 million of outstanding debt. With existing debt being retired, new debt being added, and a bond refunding taking place, outstanding debt will decrease to \$46.1 million as of June 30, 2013. Approximately \$10.6 million of outstanding debt is exempt under Prop 2 ½, \$3.8 million is the MWPAT loan for the water treatment plant, \$6.5 million is water related; \$3.4 million is sewer related and \$21.8 million is General Fund debt. During our last bond sale and refunding in April 2012, Standard & Poor's rated the Town of Franklin AA with a stable outlook. Moody's rates the town as AA2.

Presently the only bond authorizations are the Franklin High School project for \$104 million which is debt excluded and Water Infrastructure Improvement Bonds for \$7.5 million. Possible future bonded projects include repairs to the Davis Thayer School and repairs to the Library.

FY14 Debt Service by Category

1. School Buildings – Franklin High School, Remington-Jefferson, Keller-Sullivan, and Horace Mann-Oak St.
2. Public Buildings – Municipal Building, New Senior Center
3. Public Safety –Downtown Fire Station
4. Recreation – Beaver Street, High School football field, etc.
5. Public Works Buildings –DPW Garage addition/remodeling
6. Water Debt – Includes a significant portion of the 20/20 plan and other water storage and distribution projects
7. Sewer Debt – Sewer lines on Populatic Street and the Fletcher Field area, the MWPAT Title V loan and general sewer improvements throughout town.

8. Roads – Any bonded road reconstruction projects. Note: there are no bonded road projects at this time.
9. Interest on Property Taxes – The statutory 8% interest on abated property taxes refunded after the fourth quarter due date, usually May 1

PRINCIPAL

CLASSIFICATION	710	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		3,395,460	3,688,426	3,703,277	3,700,825	3,700,825
Total		3,395,460	3,688,426	3,703,277	3,700,825	3,700,825

INTEREST

CLASSIFICATION	750	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		1,674,986	1,505,170	1,415,640	2,274,778	2,274,778
Total		1,674,986	1,505,170	1,415,640	2,274,778	2,274,778

EMPLOYEE BENEFITS

RETIREMENT

RETIREMENT GENERAL PURPOSE

This line item funds pensions for the Contributory (MGL Chapter 32) retirees. The Town of Franklin is a member of the Norfolk County Retirement System. The Norfolk County Retirement System was established in 1911 for the purpose of providing retirement benefits for County employees. At present, the system includes not only County employees and retirees, but also nineteen Norfolk County towns and twenty housing authorities and special districts. The system is governed by a five-member board chaired by the County Treasurer, and the Treasurer is responsible for management of the System's funds. PERAC (Public Employee Retirement Administration Commission) exercises general supervision of the System.

The Town of Franklin receives an annual assessment from Norfolk County which covers all Municipal employees and non-teaching School Department employees working a minimum of 20 hours per week. The appropriation funds both the normal cost (the cost of current employees' future pensions) as well as the unfunded pension liability.

THE MASSACHUSETTS RETIREMENT SYSTEM STRUCTURE

- **Public Employee Retirement Administration Commission**
All 106 retirement systems are overseen by the Public Employee Retirement Administration Commission (PERAC), which was created by Chapter 306 of the Acts of 1996.
- **106 Contributory Retirement Systems**
There are 106 contributory retirement systems for public employees in Massachusetts. A retirement board governs each system and all boards, although operating independently, are bound together under one retirement law—Chapter 32 of the Massachusetts General Laws—that establishes benefits, contribution requirements, and an accounting and funds structure for all systems.

EMPLOYEE HEALTH/LIFE INSURANCE

EMPLOYEE HEALTH/LIFE INSURANCE GENERAL PURPOSE

The Town contracts with MIIA (Massachusetts Interlocal Insurance Association) for its health insurance benefits for all active (20 hours or greater) and retired employees and spouses. The Town contributes 68% and the employee/retiree contributes 38% for health insurance benefits. If an employee/retiree elects coverage through the preferred provider organization (PPO) the town/employee split is 50/50. In FY 2013 the Insurance Advisory Committee (IAC) voted to accept the new insurance option, similar to the States GIC Tufts

Navigator Plan. This Plan introduces deductibles and co pays for certain procedures and hospitalization and resulted in a 3% premiums reduction. In FY 2014 the premiums will increase by 7.5%. This account excludes Franklin Public Schools, which is budgeted within their respective budget. Retirees over the age of 65 must enroll in the Medex plan. Retired teachers are budgeted in the Retired Teacher Health Insurance line.

The Town of Franklin offers \$10,000 basic term insurance coverage to interested employees and \$5,000 to retirees. The Town contributes 50% of the premium cost of this coverage. Optional term insurance, and short and long term disability plans (with specific qualifications) are also available to active employees, with the employee paying the total cost of the premium.

The Town contracts with EBS Foran Insurance for consulting services. This company specializes in municipal health insurance management. EBS Foran monitors the health insurance expenses, prepares and reviews health insurance quotes and proposals, analyzes and projects premium rates, and recommends cost saving enhancements.

RETIRED TEACHER HEALTH/LIFE INSURANCE

RETIRED TEACHER HEALTH/LIFE INSURANCE GENERAL PURPOSE

Effective July 1, 2007 the Town Council voted to end its participation in the Commonwealth of Massachusetts Group Insurance Commission's (GIC) health benefit program for retired teachers. All retired teachers are now covered under the Town's Health Benefit program. The reason for this change was due to the dramatically increasing cost to supply health insurance benefits to its retired teacher population through the GIC Program.

In Fiscal Year 2001 the cost for GIC coverage was \$417,000. In Fiscal Year 2007 it was projected at \$1,490,000. In Fiscal Year 14 the cost for retired teacher health and life insurance is \$1,210,000.

WORKERS COMPENSATION

WORKERS COMPENSATION GENERAL PURPOSE

The Town purchases its Workers Compensation insurance through MIIA. This policy covers all active town and school employees, excluding police and fire, which are covered through a different policy. MIIA offers programs for training and education that will help to offset increases in this area.

Payroll and job classification rates, which are part of the drivers that contribute to cost increases, are set by the State.

The Town's objective is to strive to create a safe workplace through appropriate supervision and safety education. In Fiscal 12 the Town established a Safety Committee comprised of town and school employees to develop a policy and training and education schedule. We have adopted loss control measures and offer training programs to limit potential losses, and we actively engage in developing a climate of safety for all employees.

UNEMPLOYMENT COMPENSATION

UNEMPLOYMENT COMPENSATION GENERAL PURPOSE

The Town, like most Massachusetts communities, is self insured. This budget covers all employees including School Department personnel. No greater than normal activity is expected in FY 14 as it pertains to layoffs. This expense can fluctuate and can be somewhat unpredictable throughout the year.

MEDICARE

MEDICARE GENERAL PURPOSE

Medicare is a federally administered health insurance trust fund that pays for health services for individuals 65 years or older and the disabled receiving social security cash benefits. The Medical Hospital Insurance Trust Fund is financed primarily through a tax on current earnings from employment covered by the Social Security Act. The Medicare supplement insurance is financed through premiums paid by persons enrolled in the program and from general fund revenues of the federal government. Pursuant to Federal law, all employees hired after April 1, 1986 are subject to a 1.45% Medicare payroll tax. The Town of Franklin is obliged to match this payment.

OTHER POST EMPLOYMENT BENEFITS (OPEB)

OPEB GENERAL PURPOSE

The Town provides post-employment healthcare and life insurance benefits for retired employees. The Town provides medical, prescription drug, mental health/substance abuse and life insurance to retirees and their covered dependents. All active employees who retire from the town and meet eligibility criteria will receive these benefits. Retirees contribute between 32% and 50% of the cost of the health plan, as determined by the town. The Town contributes the remainder of the costs on a pay-as-you-go basis.

The Town implemented GASB Statement 45, Accounting and Financial Reporting by Employers for Post-Employment Benefits other Than Pensions. Statement 45 requires governments to account for other post-employment benefits (OPEB), primarily healthcare, on an accrual basis rather than on a pay-as-you-go basis. The effect is the recognition of an actuarially required contribution as an expense on the financial statements when a retiree earns their post-employment benefits, rather than when they use their post-employment benefits. To the extent that an entity does not fund their actuarially required contribution, a post-employment benefit liability is recognized on the Towns Statement of Net Assets.

The Town has an Actuary study done every two years, as required. The most recent Actuary study is as of June 30, 2011. The Towns accrued liability as of this date is \$84,749,415.

The Town has appropriated \$169,000 to date toward its OPEB obligation, and another \$200,000 is requested in FY 14. Water and Sewer Enterprise funds will begin funding their respective annual obligation in FY 2014.

COMPENSATION RESERVE

COMPENSATION RESERVE GENERAL PURPOSE

These funds are for any wage adjustments during the fiscal year and to cover absences in individual departments where additional coverage is necessary. Funds for FY11 transferred to individual departments is \$2,258, FY 12 \$17,648.

CLASSIFICATION	910	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Retirement & Pensions		3,558,923	3,341,223	3,506,741	3,737,160	3,662,597
Health/Life Insurance		2,083,665	2,223,685	2,275,000	2,335,000	2,335,000
Retired Teacher Health/Life Insurance		1,034,229	1,106,798	1,230,000	1,210,000	1,175,000
Workers Compensation		302,534	317,022	330,000	348,000	375,000
Unemployment		185,000	185,000	185,000	185,000	185,000
Medicare		211,298	209,294	220,000	226,000	226,000
OPEB		1,000	68,000	100,000	200,000	200,000
Compensation Reserve		-	-	75,000	165,000	154,000
Total		7,376,649	7,451,022	7,921,741	8,406,160	8,312,597

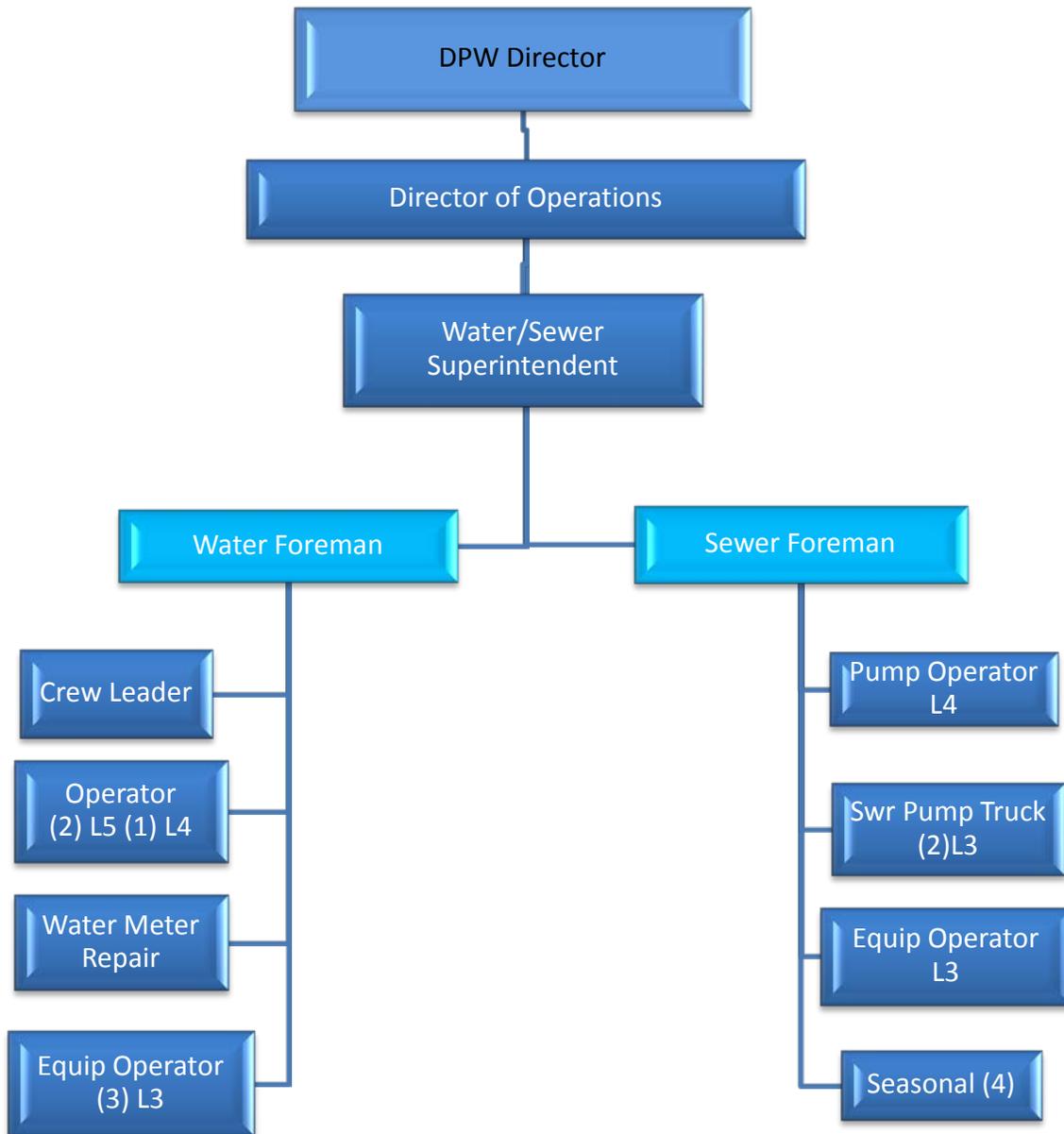
LIABILITY INSURANCE

LIABILITY INSURANCE GENERAL PURPOSE

The Town purchases premium based liability, property, casualty, and automobile insurance. In addition the Town also insures for Public Officials Liability and School Board Legal Liability.

CLASSIFICATION	945	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		266,912	378,206	410,000	390,000	400,000
Total		266,912	378,206	410,000	390,000	400,000

ENTERPRISE FUNDS



WATER ENTERPRISE**WATER
GENERAL PURPOSE****MISSION STATEMENT**

Using the highest levels of science, innovation, conservation and customer service to safely deliver, bill accordingly over one billion gallons of potable water to the residents, businesses and industries of Franklin.

OBJECTIVES

- Wells/water facilities (20 sites) - maintain chemical levels to State & Federal standards, daily pumping records, daily water testing, weekly water sampling and testing by certified lab, and monthly records reported to DEP. Maintain pumps, electric motors, telemetry, chemical feed systems, standby power supplies, buildings, security fencing, roadways and grounds.
- Water meters (~8,900 plus accounts) – all residential, commercial and industrial water meters read quarterly, maintain meters, water meter calibration, water meter replacement program, maintain records for water meter installation, meter history and maintenance cards.
- Water Distribution System Maintenance – Maintain and repair all of Town’s water mains, water service (to curb stop) valves, hydrants, water main flushing and annual leak detection program to provide the Town with adequate flows and pressures for fire protection and domestic uses. Also, keep unaccountable water at a low percentage.
- Support Supplies & Equipment –Including trucks, equipment, inventory of supplies for day-to-day operations and emergencies after hours.
- This department provides both technical and physical assistance to internal and external customers for public and private projects including plan review and permitting, and provides excellent customer service.

SELECTED FY14 CHALLENGES

- Increased Mass DEP and EPA regulatory activities; particularly as they affect municipal water, iron and manganese levels, the new “EPA groundwater rules” and withdrawal limits. Lead in organizing municipalities to coordinate involvement in response to un-warranted and detrimental D.E.P. policy making.
- Continue to secure water for the Town’s future, including:
 - Restoring capacity in existing wells (treatment plant, well redevelopment, etc.)
 - Continue inter-municipal negotiations with area communities
- Develop and propose restructured “Water Smart” development regulations aimed at minimizing water use (especially peak) and maximizing localized recharge of storm water.
- Continue to foster a “water conservation” attitude and understanding throughout Town through education, outreach and enforcement.

- Continue with a strong “leak detection” plan to limit the amount of lost water throughout Town.

SIGNIFICANT ADJUSTMENTS

- The FY2014 budget was prepared as a “level service budget” to continue with residents expected services, except for efficiency improvements and proposed service improvements that are noted below.
- End of year FY2012 reports and year to date expense reports were reviewed to accurately reflect the cost centers for the FY2014 budget.
- The FY2013 budget sheet were reworked to ease the overall budget development process. The Town’s Comptroller was consulted on all changes.
- A number of line items were combined to clarify work activity and simplify the accounts payable process.
- The FY12 budget does reflect step raises and longevity raises increases for union employees.
- The cost of treatment chemicals continue to rise due to the volatility of the world market.
- The planning and implantation of the new Water Capital Improvement Plan.

MAJOR CONCERNS

Water consumption continues to decline. This is good, as the Town is meeting all requirement / restrictions / expectations imposed by D.E.P. With less water use, there is less revenue to support the system and fund capital improvements.

CLASSIFICATION	450	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Salaries		1,119,210	1,019,301	1,079,259	1,104,634	1,102,569
Expenses		1,990,700	1,636,554	2,196,500	2,225,000	2,175,000
OPEB						66,000
Debt		1,490,905	1,436,551	1,399,133	1,401,316	1,511,316
Total		4,600,815	4,092,406	4,674,892	4,730,950	4,854,885

Staffing: Administration – 3.3 fte, Clerical - 1.2 fte, Inspector - .15 fte, labor – 10

SEWER ENTERPRISE**SEWER
GENERAL PURPOSE****MISSION STATEMENT**

Use the highest levels of science, innovation, and customer service to safely deliver, bill accordingly over seven hundred million gallons of wastewater to the Charles River Pollution Control Treatment Plant in Medway.

OBJECTIVES

1. Sewer pump stations (26 sites) - record daily pumping records, monitor daily operations, wash down, sanitize and maintain flows to CRCPD. Maintain pumps, electric motors, telemetry, standby power supplies, building security fencing, driveways & grounds.
2. Sewer Collection System Maintenance – maintain and repair all of Towns sewer infrastructure including sewer mains, manholes, hydraulic cleaning, TV investigation and clearing of easements.
3. Emergency twenty-four hour, seven day a week response/customer service.
4. Support Supplies & Equipment –including trucks, equipment, inventory of supplies for day-to-day operations and emergencies after hours.
5. This department provides both technical and physical assistance to internal and external customers for public and private projects including plan review and permitting providing excellent customer service.

SELECTED FY13 CHALLENGES

- Increased Mass DEP and EPA regulatory activities of delivery and operations of wastewater operations.
- Continue sewer improvements designed to reduce Inflow and Infiltration.
- Continue to meter and model to evaluate the impact of these improvements, and to identify need for further sewer work.
- Continue to work with developers to reduce flow during peak demand periods particularly flow through the “Beaver Street Interceptor”.
- Work with Charles River Pollution Control District on proposed plant improvements and costs

SIGNIFICANT ADJUSTMENTS

- The FY2014 budget was prepared as a “level service budget” to continue with residents expected services, except for efficiency improvements and proposed service improvements that are noted below.
- End of year FY2012 reports and year to date expense reports were reviewed to accurately reflect the cost centers for the FY2014 budget.
- The FY 2014 budget sheet were reworked to ease the overall budget development process. The Town’s Comptroller was consulted on all changes.
- A number of line items were combined to clarify work activity and simplify the accounts payable process.
- The FY2014 budget does reflect step raises and longevity raises increases for union employees.

- The Charles River Pollution Control District has decreased for FY 2014 due to decrease in flow and strength of flow. Once the new debt comes on there will be a sharp increase in this line item.

CLASSIFICATION	440	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Salaries		483,175	558,820	598,257	610,005	610,440
Expenses		248,534	302,037	419,850	414,350	414,350
Charles River Assessment		2,246,640	2,550,140	2,654,880	3,500,000	2,157,040
OBEB						32,000
Debt		487,449	476,386	451,183	438,980	438,980
Total		3,465,798	3,887,383	4,124,170	4,963,335	3,652,810

Staffing: Administrative - 2.7 fte, Clerical – 1.2 fte, Labor - 5

SOLID WASTE ENTERPRISE

SOLID WASTE GENERAL PURPOSE

MISSION STATEMENT

To provide the highest level of customer service for the curbside pickup of trash, recyclables and yard waste from 8900 households for transportation to the Millbury Wheelabrator Incinerator, recycling and composting centers.

OBJECTIVES

- To continue with a high level of customer service while decreasing the amount of tonnage delivered to Millbury.
- Work with the Town Council to establish enforcement criteria for improved recycling tonnage.
- Manage single stream and solid waste pick-up contracts.
- Implement changes to improve operations of Beaver Street Recycling Center.

SIGNIFICANT ADJUSTMENTS

- Increase the awareness of the importance of recycling and pollution reduction through outreach and education.

CLASSIFICATION	434	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Salaries		64,413	59,342	63,341	61,951	62,096
Expenses		1,452,256	1,623,685	1,750,000	1,846,000	1,880,000
Debt		167,200	169,547	-	-	-
Total		1,683,869	1,852,574	1,813,341	1,907,951	1,942,096

Staffing: Administrative - .5 fte, Clerical - .4 fte