



## **Town of Franklin**

### **Fiscal Year 2019 Budget Statement**

May 2018

Town Council

Matthew Kelly, Chair  
Thomas Mercer, Vice Chair  
Glen Jones, Clerk  
Patrick Casey  
Robert Dellorco  
Melanie Hamblen  
Eamon McCarthy Earls  
Peter Padula  
Deborah Pellegri

Town Administrator  
Jeffrey Nutting

Deputy Town Administrator  
Jamie Hellen

Finance Director/Comptroller  
Christopher Sandini, Sr.

Treasurer-Collector  
Kerri Bertone

<http://www.franklinma.gov/town-budget>

### **Executive Summary FY 2019 Budget**

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

The FY 19 proposed budget will be balanced with use of approximately \$1,500,000 from our Budget Stabilization Fund (Rainy Day account). While this will work for one year the FY 20 budget will require policy decisions on how to handle the budget shortfall.

We continue to face challenges in properly funding the annual operating budget, Other Post-Employment Benefits (OPEB) and roads. We should continue to maintain the capital plan and debt capacity in the annual operating budget to fund capital improvements.

The Town's property tax revenue (not including debt exclusions) will increase by 2½ % plus new growth, or about \$2.65 million. Local receipts, which include the excise tax and permit and license fees, etc., will increase \$300,000, mostly due to increased motor vehicle commitments. Net State Aid (based on the Governor's budget) will increase by \$206,000. The FY 19 "net" revenue increase is estimated at \$3.2 million.

#### **Proposed FY 19 Highlights**

Treasurer Collector – The budget partially funds a Deputy Treasurer Collector in preparation of the retirement of the current Deputy Treasurer Collector in 2019.

Police – We are reviewing the options to staff the police department when the Dispatch center moves in the middle of the fiscal year.

Regional Dispatch – The target date to open the new center is January 2019. The building is currently under construction.

Franklin Schools – We have provided the largest year over year increase (\$3,000,000) in school funding in a decade. This will help relief much of the pressure of the school use of revolving funds but will not resolve the long term funding issues the Town/school face.

The Benjamin Franklin Classical Charter School – The school is relocating to its new location on Washington Street in 2019. This may increase busing costs for the schools when they open.

DPW – We increased the snow and ice Budget by \$50,000 for a total of \$1,003,500. This is still below the five year rolling average.

Board of Health – The Health office is merging with the Inspectional services. This will eliminate a part time clerk while providing full office coverage for the Health Department. Further we will be contracting for percolation tests and septic inspections.

Library – The opening of the renovated/addition to the library requires additional staffing. Further we are trying to close the gap between our current funding and the Minimum Appropriation Requirement (MAR) of the State Library Board. If the budget is approved we will close the gap from .85% to 90% of the minimum. We would need an additional \$100,000 to meet the requirement. The last time we were in compliance was FY 09.

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

Employee Wages/Benefits –Wages are generally increasing 3%, Pension costs increased by about 10% or about \$450,000, OPEB is funded at \$550,000 and health insurance continues to be a challenge. Thanks once again to the employees for working together to constrain health insurance increases. This is critical to maintaining staffing levels.

### Budget 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 19 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 Heads 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 recommendations to the Town Council. The Town Council holds two public hearings prior to adopting the 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 – Whenever possible we refrain from using one time funds to balance the budget. FY19 is an exception due to extra challenges we face. We have not addressed our GASB 45 obligation (post-retirement health insurance) although this year we have budgeted \$550,000 to continue to fund the obligation of about \$70 million (2017 actuarial study).

#### Compensation and benefits

- Budget with current revenues
- Compensate at market rates

Current status – We have nine municipal unions. All unions have collective bargaining agreements through June 30, 2019.

#### 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.

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

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. Again this year we are charging the water and sewer enterprise accounts for their OPEB obligation.

### Financial Reserves

- Adequately fund and maintain reserves (Stabilization, Free Cash, Overlay Surplus)
- Maintain Stabilization account at \$5 million 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 about \$5.1 million dollars which is slightly under the Town's policy of 5% of general fund revenue.

### Long-Term Debt - Proposed

- Reserved for large capital projects.
- Net general fund debt service (not including debt exclusions) shall be targeted at not more than 3.5% of recurring general fund revenue. We are currently well below that number.

Current Status - The FY 19 budget calls for a general fund debt service of \$6,843,101. 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. We were recently upgraded to AA+ one grade below the highest rating of AAA.

<u>Change in Debt Service</u>				
FY 2018 to FY 2019				
	Fiscal Year	Principal	Interest	Total
School	FY 2018	2,210,000	2,110,218	4,320,218
	FY 2019	2,317,000	2,049,349	4,366,349
	Change	107,000	(60,869)	46,131
Municipal	FY 2018	1,675,000	606,490	2,281,490
	FY 2019	1,795,000	681,752	2,476,752
	Change	120,000	75,262	195,262
SUBTOTAL GENERAL FUND				
	FY 2018	3,885,000	2,716,708	6,601,708
	FY 2019	4,112,000	2,731,101	6,843,101
	Change	227,000	14,393	241,393

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

Sewer	FY 2018	96,696	15,420	112,116
	FY 2019	96,696	12,570	109,266
	Change	-	(2,850)	(2,850)
Water	FY 2018	1,135,002	435,609	1,570,612
	FY 2019	1,511,373	513,611	2,024,984
	Change	376,371	78,002	454,373
SUBTOTAL ENTERPRISE FUNDS				
	FY 2018	1,231,698	451,029	1,682,728
	FY 2019	1,608,069	526,181	2,134,250
	Change	376,371	78,002	454,373
TOTAL BUDGET SERVICE				
	FY 2018	5,116,698	3,167,737	8,284,435
	FY 2019	5,720,069	3,257,281	8,977,351
TOTAL NET CHANGE		603,371	89,545	692,916

### Capital Improvement Program

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

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 adopted the FY 18 Capital plan in February. 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.

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

### Estimated Revenues

Property Taxes - The primary source of revenue for Franklin is the property tax. Property taxes account for approximately 65% of net revenues (excludes use of reserves and enterprise funds). State Aid accounts for approximately 27% and local receipts 7% of the overall revenues. The remaining 1% are 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 real and personal property taxes:

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 accounts for approximately \$1.75 million for FY 19 in new tax revenues (excluding new growth estimated at \$900,000).

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 19 is \$900,000. Below is the historical growth for the past several years:

TOWN OF FRANKLIN			
<u>New Growth</u>			
FY 2008 to FY 2019			
Fiscal Year	Amount	Fiscal Year	Amount
FY2008	\$713,346	FY2014	\$1,047,493
FY2009	806,561	FY2015	716,096
FY2010	687,763	FY2016	820,004
FY2011	513,322	FY2017	1,185,535
FY2012	854,509	FY2018	1,479,602
FY2013	844,102	FY2019 (EST)	900,000

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.

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

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 four debt exclusions to construct new schools since 1995. The cost of these debt exclusions is reflected in the current tax bill and in FY19 will cost the average residence approximately \$307 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 preliminary FY 19 net school spending is \$66,568,873. Franklin currently exceeds the minimum spending requirement for FY 18 by just over \$6.1 million.

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; the projection for 2019 is \$28.2 million. In 1993, state aid paid for about 30% of the School budget. In FY 19, it will be 44.5% of the School budget.

The current revenue estimates (on which this budget is based) proposed for FY 19 Chapter 70 State Aid for education is \$28.2 million and non-school aid is \$2.9 million. The Charter School tuition reimbursement is \$450,000, and the assessment for the Charter School is \$4,1 million. Below is the history of Local Aid:

#### Town of Franklin

#### FY19 Cherry Sheet Analysis

Fiscal Year	Total State Revenue	Percentage Increase (Decrease)	Total State Assessments	Percentage Increase (Decrease)	Total Net State Revenue	Percentage Increase (Decrease)
2010	\$31,774,158		\$4,171,894		27,602,264	
2011	30,135,522	-5.16%	4,450,304	6.67%	25,685,218	-6.95%
2012	30,031,549	-0.35%	4,705,622	5.74%	25,325,927	-1.40%
2013	30,308,270	0.92%	4,837,457	2.80%	25,470,813	0.57%
2014	30,423,967	0.38%	4,889,668	1.08%	25,534,299	0.25%
2015	30,599,714	0.58%	4,999,151	2.24%	25,600,563	0.26%
2016	30,641,751	0.14%	5,128,575	2.59%	25,513,176	-0.34%
2017	31,043,709	1.31%	5,009,105	-2.33%	26,034,604	2.04%
2018	31,384,347	1.10%	5,003,326	-0.12%	26,381,021	1.33%
2019*	31,608,374	0.71%	5,043,602	0.80%	26,564,772	0.70%

\* Proposed

Other

Hotel /Motel Tax

The Town receives a 6% room tax from each hotel room rented. In FY 17 the Town received just over \$650,000 in hotel tax revenue.

Open Space

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.

The current balance in the open space account is approximately \$1,100,000.

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 19 local receipts are \$8.8 million. The motor vehicle excise tax accounts for a little over half (51%) or \$4.49 million. See the Historic Data Tab for a 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 by the general fund.

Refuse

The FY19 proposed refuse fee will increase from \$204 to \$208 for a 65 gallon totter and Further we will need to use about \$140,000 in reserves to mitigate any further increase.

Water

A 10% water rate increase was approved by the Council effective 7/1/18 A further increase will be required in a few years to fund the water treatment plant and other improvements.

Sewer

A 10% sewer rate increase has been approved effective July 1, 2018 and another \$10% increase effective July 1, 2019. This should stabilize our sewer budget until a large capital expenditure is required.

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.

Future Outlook



## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

As demand for services rise and costs rise, there are two unpleasant solutions to the problem: reduce services and/or increase taxes. The Town will face difficulty in funding a level services budget in FY20. There is no one single answer to the problem of sharing services, changing the way we do business, eliminating outdated State laws or increasing revenues, etc. All need to be discussed if we are to continue to provide high quality service. Budget drivers include but are not limited to:

- Employee/retiree benefits – Wages, Health Insurance, OPEB
- School enrollment and mandates
- Expected service levels
- A huge backlog of road work without any funding source
- Potential Storm water fee to pay for mandated cost

### Acknowledgements

The preparation of this budget would not be possible without the hard work of our Finance Director Chris Sandini, the Treasurer-Collector Kerri Bertone, the Deputy Administrator Jamie Hellen and the Human Resource Director Karen Bratt 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 eyes 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

# GENERAL GOVERNMENT

## TOWN COUNCIL / TOWN ADMINISTRATOR

### TOWN COUNCIL

#### General Purpose/Mission Statement:

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 Building at 355 East Central Street. The Town Council also holds public hearings and workshops on those issues that require Council deliberation and public input.

Check the Town of Franklin's website at [www.franklinma.gov](http://www.franklinma.gov) for the most up to date schedules of meetings.

Folks can also sign up for emails with Town Council Agendas here:

<http://www.franklinma.gov/subscribe>

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Personal Services Expenses	3,537	3,625	4,000	4,000	-
Total	3,537	3,625	4,000	4,000	-

### TOWN ADMINISTRATOR

#### General Purpose/Mission Statement:

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, per the Town Charter. 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

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

participating in the deliberations of the school committee in collective bargaining pertaining to school employees.

### Staffing:

- 4 administrative full time
- 1 clerical part time.

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Personal Services	381,040	419,292	461,299	481,171	19,872
Expenses	12,139	11,659	25,000	22,800	(2,200)
Total	393,179	430,951	486,299	503,971	17,672

### FINANCE COMMITTEE

#### General Purpose/Mission Statement:

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 Finance Director/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 periodically to make recommendations upon all financial matters that are brought forward to the Town Council.

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Personal Services					
Expenses	670	1,150	1,500	1,500	-
Total	670	1,150	1,500	1,500	-

### OFFICE OF THE FINANCE DIRECTOR/COMPTROLLER

#### General Purpose/Mission Statement:

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

The responsibility of the Office of the Finance Director/Comptroller 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. Provide deduction and health insurance information to Norfolk County Retirement Board.

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.

### Staffing:

- 4 administrative full time
- 2 clerical full time

### Strategic Initiatives:

- Reconciled all accounts receivable, cash, and Trusts with the Treasurer/Collector.
- Timely submittal of balance sheet, Free Cash certification, Schedule A, and Tax Recap Sheet.
- Successful completion of FY 2017 audit.
- Maintained AA+ Bond Rating.
- Successfully implemented all Affordable Care Act requirements

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

- 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 (Procurement)
- Succession Planning: Successfully transitioned Finance Director, Treasurer-Collector and Human Resources Director staff positions within six months.

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Personal Services	396,015	408,761	424,777	443,474	18,697
Expenses	57,069	53,888	70,050	61,750	(8,300)
Total	453,084	462,649	494,827	505,224	10,397

### ASSESSORS DEPARTMENT

#### General Purpose/Mission Statement:

The primary mission of the Board of Assessors, its professional and administrative staff is to prepare assessment roles for the taxation of real and personal property and motor vehicle excise. In order to assure that the tax levy is applied fairly and equitably at full and fair cash value, the inventory of all taxable property must be annually updated. Then through a market analysis, each parcel and account is appraised and classified according to use in order to apply the appropriate tax.

#### Staffing:

- 3 administrative full time
- 1 clerical full time

#### Strategic Initiatives:

- Complete annually the inventory of real and personal property.
- Value and classify all real and personal property each year according to the optimum schedule based on our market analysis subject to approval by the MA DOR.
- Conduct research on the real estate market, sales ratio studies, and investment property income and expense analysis.
- Identify "new growth" and report to state, along with valuation and tax rate reports for approval by DOR.
- Prepare and certify lists of abutters.
- Process betterments, liens and apportionments.
- Maintain assessors' maps, plans, property transfers and valuation records.
- Process all real and personal property tax commitments, abatements and exemptions.
- Generate motor vehicle and boat excise tax commitments and process abatements of same as required.
- Maintain and provide Public Records in accordance with Massachusetts General Laws.

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/ DECREASE
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	
Budgets:					
Personal Services	254,986	251,622	276,694	284,813	8,119
Expenses	66,282	88,500	75,000	75,700	700
Total	321,268	340,122	351,694	360,513	8,819

### TREASURER/COLLECTOR

#### General Purpose/Mission Statement:

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 A2 and Standard and Poor's AA+ credit ratings the town currently enjoys, actively pursue delinquent taxes and to maintain our already high collection rate.

#### Collector's Core Functions:

- Accept property tax commitments from the Assessors, have bills printed and mailed to all Franklin property owners (49,000 per year).
- Accept motor vehicle excise tax commitments from the Assessors, have bills printed and mailed to owners (35,000 per year).
- Accept water/sewer/trash commitments from the Department of Public Works, have bills printed and mailed to customers (37,000 per year)
- Distribute demand (late) notices for above bills.
- Receive payment for all of the above bills. Currently 90% of the bills are processed through our lockbox, tax services and online bill pay through Unibank. The ten percent processed in our office are for cash transactions, late bills, partial payments, etc.
- Compile and reconcile electronic payments.
- Although we are using a lockbox service and online bill payment, 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
- 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 Core Functions

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

- 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.
- The school department through Unipay receives and turns over about \$750,000 a year. There are around 8,000 transactions.
- Receive all state and federal disbursements during the year.
- Maintain and reconcile 79 bank accounts. Move funds between accounts according to safety, yield and cash flow needs.
- Payroll and Vendor. Reporting and payment of payroll taxes to DOR and IRS, and distribution of payments by check, direct deposit, or wire to employees, various retirement plans and vendors. Report W-2 information to the Social Security Administration and 1099 and 1095 information to the IRS every year. Distribute W-2's, 1099's and 1095's every January.
- Notify taxpayers/customers of returned checks by certified mail.
- Responsible for all debt beginning with preparing the official statement, selling the bonds and notes, preparing the continuing disclosure statement, bond ratings, and payment of debt and interest.
- Responsible for managing and collecting on tax title accounts through letter writing to taxpayers, phone calls, notifying mortgage holders and ultimately foreclosure. Prepare instruments of redemption for recording at the registry of deeds and notices of final disposition.

### Staffing:

- 3 administrative full time
- 3 clerical full time

### Strategic Initiatives:

- Maintain AA+ Bond Rating
- The drive-up window in our office is very popular. People use it more during inclement weather especially during the winter.
- Continued with our high level of customer service. Service with a Smile. ☺
- During the latest 12 month period, online bill pay through Unipay has expanded and in FY19 the staff will be looking at ways to expand online and electronic payment options across all town departments (E.G. Square, Apple Pay, Chip readers and more). Electronic payments are good customer service and help streamline town operations.
- Successful Land of Low Value Auctions for the first time in decades.
- Succession Planning: Successfully transitioned Finance Director, Treasurer-Collector and Human Resources Director staff positions within six months. Continued planning will occur for future retirements.
  - The FY19 budget includes a position for six months to help transition the anticipated retirement of our current Assistant Treasurer-Collector.
- Worked to expand E-Permitting and reconciliation process for town departments to bring greater efficiencies with Viewpoint Cloud software.  
<https://franklinma.viewpointcloud.com/>
- 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.

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

- We continue an aggressive collection program for past due tax title accounts.
- We outsourced our bill printing on July 1, 2013. Along with that we offer e-billing where taxpayers and utility customers have the option of receiving their bills by email. This saves the town postage costs. People are 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.
- Still searching for a way to accept payments electronically from customers who use online banking to pay their bills.

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Personal Services	353,969	381,420	391,532	363,697	(27,835)
Expenses	46,491	45,051	57,305	58,000	695
Tax Title	28,330	29,096	32,000	35,000	3,000
Total	428,790	455,567	480,837	456,697	(24,140)

### LEGAL

#### General Purpose/Mission Statement:

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.

#### Staffing:

- 1 part-time in house attorney

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Personal Services	96,545	98,933	101,000	104,030	3,030
Expenses	47,708	17,841	46,500	46,500	-
Total	144,253	116,774	147,500	150,530	3,030

### HUMAN RESOURCES

#### General Purpose/Mission Statement:



## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

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.

### Staffing:

- 2 full-time staff

### Strategic Initiatives:

- Customer Service – This is the framework for all actions from Human Resources.
  - Customers Include: Town Officials and Managers, Employees, Retirees, Citizens, Employee recruiting, retention, and exits
- Succession Planning: Worked to replace two finance department heads and have begun laying the groundwork with the Deputy Town Administrator for more transition planning for retirements in the future.
- Co-Chair Safety Committee with Deputy Town Administrator. Recognized by the Massachusetts Interlocal Insurance Association (MIIA) as a leader in Risk Management, winning an award at the Annual MMA Conference
  - Receiving over \$57,000 in rewards money back to the Town for excellence in training and performance.
  - Saw dramatic reduction in Worker's Compensation claims, thanks to focused efforts of line managers.
- Hired 35 new employees in past year.
  - Partnered with Department Heads in interviewing and selecting new employees.
  - Also, hired almost 40 various summer staff.
- Provided termination and benefit related information to employees who resigned or retired.
- Oversaw implementation of health insurance with new provider.
  - Integral senior member of the health insurance negotiation team and working closely with the IAC to negotiate a new insurance package for employees, including organizing many seminars on the High Deductible option for employees and families.
- Manage compensation and benefit program –
  - Manage local response to regulations arising from the federal Affordable Care Act on health insurance costs and plan design.
- Identified and analyzed impact, on Town budget and individuals, of possible cost saving options.
- Facilitate (ongoing activity) work with Insurance Advisory Committee to review elements of Employee Insurance Program for cost and value to employees and the Town.
- Reviewing Compensation and Classification plans in light of anticipated future retirements and department reorganizations.
- Administer all benefit programs accurately and cost effectively.
- Benchmark key jobs for market comparability.
- Performance Management
  - Coached managers in defining goals, project management, delegation, and communication to strengthen individual and department performance.

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

- Trained managers on legal issues on discipline, references, discrimination.
- Change Management
  - Consulted with managers on possible organizational changes resulting from potential budget issues.
- Facilitated discussion with Management to support greater synergy among departments.
- Labor and Employee Relations:
  - Support collective bargaining and day-to-day administration of contracts with seven of nine contracts completed for FY16 – FY18.
  - Participated in development of overall plan for settlement of agreement, served as point of contact, and maintained records of proposals and agreements.
- Worked to ensure positive employee relations and productive work relationships.
- Coached employees on skill development opportunities.
- Supported managers in describing and addressing unacceptable performance.
- Participated in grievance hearings and in drafting clear responses to resolve issues.
- Serve as a volunteer on Commonwealth Joint Labor Management Committee.
- Maintain up to date knowledge of trends in Public Safety negotiations.
- 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.
- Serve on MMA's Policy Committee on Personnel and Labor Relations, which brings forward issues and recommendations requiring legislative action. (Health Insurance reform, pension reform, etc.).

CLASSIFICATION	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGET	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
Budgets:					
Personal Services	143,777	185,062	143,000	152,740	9,740
Expenses	15,601	20,815	16,950	22,750	5,800
Total	159,378	205,877	159,950	175,490	15,540

### INFORMATION TECHNOLOGY

#### General Purpose/Mission Statement:

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.

Staffing:

- All school department employees.

Strategic Initiatives:

- Continue to excel in internal customer support for our employees at the School and in the Town.
- Transition organization wide to Google as a primary use of email, storage, security and other features.
- Expand E-Permitting for residents from the Town Clerk's Office to DPW, Town Administration with additional departments in FY19 (Inspections, Health, more)
- Enhanced Security for town and schools by installing more protective software to protect our school and town systems. FY19 will also look at employee training to enhance our school and town security of our systems.
- Transition middle schools to 1-to-1 Chromebook-to-student program
  - In-house only(Students don't take them home)
  - No additional cost to implement.
- Public Library complete network reconfiguration
  - Enhance control and security
  - Enhance customer experience with printable wi-fi from mobile devices, additional technology capabilities.
- Implementation of Town Printer Service contract to realize major cost savings.
- Sophos Intercept-X Anti-Ransomware implementation
- Town Website conversion, School website conversion currently being developed into FY19.
- Library Newspaper Archiving project (underway). More to come in FY19.
- Planning/Health/Inspections department document management system implementation
  - No additional cost using Google Drive

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

- Relocation of Town Recreation Center networks.
- Replaced/upgraded Town Hall core Network Switch
- Replaced Town AND Police Dept. Sonic wall Firewall
- Retired 5 additional aging physical servers via virtualization
- Upgraded "Netmotion" software and server for Franklin Fire Dept.
  - Required to address Spectre and Meltdown cyber-threats
- Upgraded Public School Internet connections at significant costs savings
  - From 500MB to 1GB - primary
  - From 300MB to 500MB - secondary
- Upgraded Town/School backup devices (Data Domains)
  - Extended warranty 3 years and increased capacity 90%
- Replaced 67 Interactive Projectors in classrooms
- Replaced 99 Teacher Laptops
- Purchased and deployed 500 Chromebooks for Franklin High school
- Redeployed 180 used Chromebooks from FHS to Elementary schools
- Replaced 18 Laptops, 33 Desktops and 30 printers - Town Offices

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Expenses	135,718	145,551	205,000	255,700	50,700
Total	135,718	145,551	205,000	255,700	50,700

### TOWN CLERK

#### General Purpose/Mission Statement:

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.

	FY2016	FY2017	FY2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Personal Services - Elected	78,145	77,000	81,000	84,000	3,000
Personal Services - Other	62,008	66,358	67,816	73,129	5,313
Expenses	13,720	20,937	26,050	22,250	(3,800)
Total	153,873	164,295	174,866	179,379	4,513

#### Staffing:

- 1 elected official, 1 administrative full time,

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

- 1 administrative part time

### Strategic Initiatives:

- Expanded online E-permitting for dog registration or vitals' records requests with innovative cloud-based software.
- Initiated new digital voter machines and iPad polls for residents to check in to vote easier and quicker.
- Provide excellent customer service. Service with a smile! ☺

### ELECTIONS & REGISTRATIONS

#### General Purpose/Mission Statement:

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.

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Personal Services	31,784	33,665	28,514	36,337	7,823
Expenses	21,491	17,086	23,000	23,000	-
Total	53,275	50,751	51,514	59,337	7,823

Staffing: 1 part-time

### APPEALS BOARD (ZBA)

#### General Purpose/Mission Statement:

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.

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Expenses	2,797	3,347	5,000	3,000	(2,000)
Total	2,797	3,347	5,000	3,000	(2,000)

### PLANNING & COMMUNITY DEVELOPMENT

#### General Purpose/Mission Statement:

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

**Mission and Responsibilities.** DPCD'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. We make every effort to maintain the character of the community while enhancing its economic vitality.

The Department works in all areas of planning and community development, and is responsible for traditional land-use related activities such as updating the Town's plans, and amending and creating zoning bylaws.

**Support of Town Boards, Commissions, and Committees.** DPCD's most important function is to provide staff support to several boards, commissions and committees, including the Planning Board, Conservation Commission, Design Review Commission, Technical Review Committee, and the Town Council's Economic Development Sub-committee. In addition, DPCD staff frequently provide professional technical assistance to other public entities including Town Council, Zoning Board of Appeals, and various ad hoc committees, including the Master Plan Committee. Planning Board and Conservation Commission related issues utilize well over sixty-five percent of DPCD's total staff hours. The Director also sits on the Board for the Franklin Downtown Partnership.

**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 in recent years has worked on dozens of projects in all areas of planning and community development, including, comprehensive planning, downtown revitalization, economic development, open space preservation, wetlands protection, brownfields redevelopment, historic preservation, affordable housing, public transportation, transit oriented development, and sustainable development including use of smart growth and low impact development concepts.

The Department regularly identifies and sources funding for various community development projects and activities. DPCD balances its approach to these initiatives through long-term planning and public participation. 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	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 Budget	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
Budgets:					
Personnel Services	255,071	265,869	250,090	236,421	(13,669)
Operational Expenses	44,244	35,747	39,650	35,300	(4,350)
Total	299,315	301,616	289,740	271,721	(18,019)

### Staffing:

- 2 administrative full time
- 2 administrative permanent part time
- 1 clerical (recording secretary) part time

### Strategic Initiatives:

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

- Provides helpful and timely customer service to both internal stakeholders and the general public who call for a variety of questions and public records requests.
- Prepared state application for the formation of a state approved Cultural District for enhanced downtown economic development. In FY19, pending state approval of our district, the newly formed Cultural District Committee will develop a marketing plan for additional cultural economic development in Downtown Franklin.
- Support Economic Development Subcommittee zoning and economic development related recommendations.
- Manages state-approved Open Space Plan from 2016 approved by the Town Council.
- Developed Chapter 61 and Conservation land capital projects, including capital investments to the DelCarte Recreation Area.
- Implements components of the 2013 Master Plan.
- 5-Year Hazard Mitigation Plan update in process.

### PUBLIC FACILITIES

General Purpose/Mission Statement:

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 works on Capital Projects and works closely with architects, owners project managers, contractors and constituents managing various projects from design to completion.

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Personal Services	2,403,421	2,498,377	2,640,604	2,741,851	101,247
Expenses	4,117,427	3,880,638	4,272,300	4,478,500	206,200
Total	6,520,848	6,379,015	6,912,904	7,220,351	307,447

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

### Staffing:

- 5 administrative full time
- 3 full time trades
- 35 school custodians
- 6.5 FTE municipal custodians

### Strategic Initiatives:

- Manage over 1.2 million square feet – and growing -- of public building spaces, including Schools.
- Developed a full "Preventative Maintenance" system to better plan for school, town and athletic fields capital needs in the future.
- Finish several recent large town projects:
  - Public Library Renovation & Restoration,
  - Senior Center expansion,
  - Recreation Building at 257 Beaver Street;
  - LED Light conversion in all town buildings; and
  - Improvements to the Historical Museum.
- Provide excellent and responsive customer service to both internal and external customers.

### CENTRAL SERVICES

#### General Purpose/Mission Statement:

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.

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Expenses	117,537	114,683	115,100	136,000	20,900
Total	117,537	114,683	115,100	136,000	20,900



## PUBLIC SAFETY

### POLICE DEPARTMENT

#### General Purpose/Mission Statement:

The mission of the Franklin Police Department is to work collaboratively in partnership with our community to enhance the quality of life in our town, while maintaining order and protecting the people we serve. We will accomplish this mission by providing high quality law enforcement service, doing so with professionalism, honor and integrity.

Our primary function as stated in our Mission Statement is to enhance the quality of life while protecting and serving the Citizens of the Town of Franklin and general public at large. This responsibility is accomplished by all employees of the department, but mostly through the efforts of the Operations Division who handle a majority of the requests for service the agency receives. This division consists of one lieutenant, five sergeants, twenty-four patrol officers and a part-time parking control officer. The main task of the Operations Division is motorized patrol, responding to calls for service, traffic enforcement, parking related issues and performing initial investigations.

Our Specialized Services Division is divided into two separate functions consisting of the Criminal Investigations / Court Unit and the Community Services Unit lead by a lieutenant. The Criminal investigations / Court Unit consist of one sergeant, six plain clothes investigative officers, and one court officer. Their responsibility is the investigation of all serious crime, narcotics investigations, and follow-up investigations received as a result of initial reports submitted by the Operations Division. Due to the ever present threat of illegal narcotics, two of the investigators are exclusively tasked with investigating narcotics related activities and one investigator is assigned full-time in a multi-agency task force with the Homeland Security Investigations agency of the Treasury Department. The Court Prosecutor is responsible for all District, Superior and Juvenile court cases making sure they are well prepared and ready for successful prosecution.

Our Community Services Unit is comprised of one sergeant and two patrol officers. Unlike many other towns and cities throughout the State we have been fortunate to assign these three the primary task of oversight of our public schools. It is our belief that their presence has been nothing short of a positive experience for students, faculty, the police department and town. Their activities include programs working with our elderly, youth, schools and local businesses.

The Administrative Services Division is responsible for managing the Communications Unit and for all administrative related tasks such as records, information technology, accounting, finance, personnel & scheduling, facilities management, grant management, recruitment & training, firearms licensing, etc. To accomplish these tasks the division consists of one lieutenant, one sergeant, two administrative personnel, six full-time and three part-time dispatchers. We are the primary answering point for all of the Town's 911 Emergency calls. Dispatchers are responsible for answering all 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 are also responsible for maintaining department records utilizing a computer aided dispatch system.

At times they have the responsibility of monitoring detained custodies in our cell block via closed circuit cameras. Additionally, we have two administrative personnel responsible for our internet technology, financial records including billing, accounting and maintenance of official police reports and documents as well as any and all associated administrative duties as assigned.

Staffing:

- Forty Six (46) Sworn Police Personnel
- Two (2) Administrative Civilian Personnel
- Six (6) Full, Three (3) Part-time Dispatchers One (1) Part-time Parking Control Officer (PCO)

Strategic Initiatives:

- We continue to enjoy, and have been ranked again by several entities as one of the Safest Cities in Massachusetts and the United States. Not only is this a testament to the dedication and hard work of our Police Officers and Town Government but to you as well, the Citizens of Franklin. We all share in this success. We continue to provide a consistent level of fair and unbiased public service regardless of the obstacles we may face.
- Our Department has established and continues to adapt Critical Response Plans for all Town buildings, public schools and Dean College. In depth planning by 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 Town or 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.
- We continue to increase our communication with the public through our great relationship with the local media. Through a drastic increase in the use of our social media platforms, such as Twitter, Face book and now Instagram, we have been able to deliver our message and timely information to the residents of Franklin. The Police Department has also been doing additional community outreach by spending time in the schools reading to classes, having an annual Halloween Party for kids and many more opportunities to engage with the public.
- We made a commitment to customer service by providing residents with the ability to request firearms licensing, car seat installations and other high demand service appointments through our website. The staff that provides firearms licensing services and the hours available to residents to schedule appointments was significantly increased.
- The department created a Domestic Violence Coordinating Unit within the Specialized Services Division to ensure all incidents of domestic violence are reviewed and victims are receiving the appropriate services and referrals in an effort to break the chain of violence / victimization.
- A complete reconstruction of the evidence room was completed. This monumental task included the removal of approximately 3,000 pieces of evidence. Each piece of evidence was cataloged, scanned and moved from the evidence room into temporary

storage prior to the reconstruction and returned. The project took eight months to complete and 250 hours were expended by members of the Specialized Services Division during the process.

- The department committed to the process of attaining professional accreditation from the Massachusetts Accreditation Commission. This arduous task will take several years and several personnel received training to begin the process of meeting the 159 standards necessary to attain Certification, the first goal in an effort to meet the 326 standards that will be necessary for the department to attain full accreditation.
- Successful Community Policing initiatives require a commitment to our citizens. Our department continues to be active with community groups and projects. During this past year officers have provided Summer Camp for over 100 children, holiday meals for our Senior Citizens, hosted a Halloween party attended by 700 children/parents and hosted a visit by Santa Claus to the station so children could let Mr. C know what they wanted and get a photograph. We provide expert child car seat installation and participate in numerous civic meetings and groups all in our continuing effort to provide the very best in community service.
- Along with the overriding issue of public safety we will continue to strive to provide excellent police service for the Town of Franklin. As stated areas of concern are always school safety, elderly citizens, traffic issues, alcohol and drug abuse. Our personnel target these issues that consistently increase every year. We will continue to keep officers in our schools to help continue a proactive approach to problems and issues as they arise. We will seek grant monies that enable us to participate in special enforcement patrols to address traffic issues such as speeders and drunk driving. We will run alcohol education programs and "sting" operations to curb underage and teenage alcohol abuse.

#### BUDGET IMPACTS

- Our budget is driven by approximately 94% personnel services and 6% expenses. Overall the entire budget is 97% contract driven. Cuts to our budget mean the potential loss of personnel and programs dealing with quality of life issues and our ability to maintain proactive police services.
- The department's current sworn officer compliment is 46, one additional officer above the number employed in 2010. In 2000, the department employed 50 sworn officer personnel and although budgeted for 54, never realized the additional four officers due to anticipated budget constraints. The department has four (4) or 8% fewer sworn officer personnel employed than it had 17 years previous. A research study of police departments servicing nine (9) other communities in Massachusetts with a population between 30,000 and 36,000 was conducted for comparison purposes. The results revealed the average number of sworn police officers for the ten (10) communities was 57.6. It is quite clear from the results that the Franklin Police Department is understaffed when compared with communities servicing a similar population.

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

- The population for the Town of Franklin in 2000 was 29,560 (U.S. Census) and today, according to the 2016 Franklin Annual Report, is estimated at 33,761, representing 4201 or 14.24% additional residents. In summary, over the last seventeen (17) years as Franklin's population has increased by 14.24%, the police department's compliment of sworn officer's remains 4 or 8% below the number employed in the year 2000. The population we service has increased year to year and is projected to continue to increase. The Town of Franklin currently has 850 dwelling units currently under construction or moving along through the permitting process. The town can expect a population increase of approximately 2,500 – 3,000 additional residents in the next 2-4 years. The projected build out for the town is projected at 40,000 residents.
- Although understaffed and with limited resources, when compared to comparable communities, we have succeeded in providing quality law enforcement service. Not unlike other departments in town we have diligently focused our efforts to sustain a high level of service while simultaneously witnessing an increase demand in services without a corresponding increase in resources or personnel to meet the demand. Eventually an agency will reach a point where its ability to maintain level service with available resources is unrealistic. When this occurs major consideration must be given to increasing the available resources in an effort to continue to provide level service.
- The Franklin Police Department has reached this point due to a number of current and projected future considerations. As stated previously, the Operations Division handles a majority of the calls for service the agency receives. The operations division had twenty-four patrol officer personnel in 2010 and has not realized an increase in staffing, as it still remains at twenty-four today. The number of officers assigned to each of the three patrol shifts remains the same and we continue to assign only one officer over the minimum necessary to meet the service demand and officer safety requirements. Patrol shifts typically operate at the minimum due to personnel utilizing benefitted time off. We have reduced our overtime spending by replacing open shifts to meet staffing requirements at a rate of 40% due to budget constraints.
- A recent study was conducted to project future personnel retirements and the agency anticipates 10-12 sworn officer personnel retiring in the next 6 years with multiple retirements occurring in the same year. It currently takes 3 months to hire a transfer officer who is already trained and working for another municipal community or 12 months to hire an individual we sponsor to attend the police academy.
- When taking all of these and other issues into consideration, we are forced to project that the agency will experience, on occasion, debilitating personnel shortages that will result in the reduction of services throughout the agency or call for overtime expenditures beyond the capacity of the budget. The department currently doesn't have the capacity to operate efficiently and within budget when experiencing multiple personnel shortages simultaneously due to retirements, illness, injury or any other reason an officer is not available to work his/her assignment. To maintain adequate Operations Division personnel to meet service demand and officer safety requirements, the agency would be forced to transfer personnel from other divisions

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

and units (Criminal Investigations, Community Service), to cover the shortage in the Operations Division, resulting in a major reduction in specialty services.

- In an effort to continue to provide quality law enforcement service, sustain current service demand, meet anticipated service demand due to population growth, and reduce the potential personnel shortages the agency anticipates; the department is requesting four to six additional officers over the next five years beginning with FY19. These new hires as they are realized would be assigned to the Operations Division increasing the staffing levels to two officers above the necessary minimum, thus allowing for anticipated vacancies when they arise and eliminating drastic overtime expenditures and/or reassignment of specialty personnel. Obviously the department would like to realize all of the additional officers immediately, but we realize this would be very difficult at best, if not impossible due to the Town of Franklin's continued financial constraints and structural deficit.
- Another significant impact to our budget will be the opening of the Metacomet Regional Communications Center (MECC) in January, 2019. The public safety agencies (police & fire) from the towns of Franklin, Norfolk, Plainville and Wrentham will be utilizing the MECC to provide public safety communications related services (911 calls for service, dispatch, CAD, etc.). In January, 2019, or soon thereafter, the police department will no longer employ dispatch personnel, as the services they provided will now be provided by the MECC. The department is currently working on a plan to provide front desk coverage and the continuation of ancillary dispatch personnel related responsibilities that will not be performed by the MECC.

CLASSIFICATION	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGET	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
Budgets:					
Personal Services	4,652,945	4,771,122	5,079,656	5,110,118	30,462
Expenses	201,400	230,757	297,364	317,137	19,773
Total	4,854,345	5,001,879	5,377,020	5,427,255	50,235

### FIRE DEPARTMENT

#### General Purpose/Mission Statement:

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.

Safe guarding human life from the perils of fire, sudden illness, injury or other medical condition, natural and man-made disaster 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 with opportunities to gain new skills and advance their personal career goals.

The operational objectives of the department are to:

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

- 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.

### Strategic Initiatives:

This year, the department continues to be fiscally challenged to maintain the high quality and quantity of service required by the citizens of Franklin. As most involved in the budget process understand, the department has experienced substantial budget challenges over the past half-decade. These challenges would have otherwise been destructive to the safety of the citizens of Franklin without the tireless efforts of our employees. They continue to be the chief reason for maintaining the level of success and level of services we provide our citizens. Their efforts and success has however come at a cost. As we have chronicled over the past several budget years, line-of-duty injuries have plagued the department. Although we have seen advancement on duty related injuries in the past year, we need to do more. In Fiscal Year 2018, we convened an Employee Task Force to outline the elements needed to improve employee health and wellness and reduce the drain duty related injuries have to our organization. This year’s budget submission includes funding to begin programming aimed at monitoring and improving employee health and fitness. Additionally, we intend to pursue Federal Grant dollars as a means to provide “startup” funding for this initiative. We believe the saving realized through return on investment will allow this vital program to become sustainable in subsequent fiscal years.

This year’s budget requests also include funds intended to begin increasing the number of available on-duty responders to meet the changing demands for emergency services in Franklin. Over the last decade the department has outlined the number of simultaneous or “back-to-back emergency calls. Over the past five fiscal years, the demands for emergency

service have steadily increased with a substantial increase through the second quarter of Fiscal Year 2018. The number of simultaneous emergency calls had also been stable at about 400 events (more than once per day). We now however are seeing a more concerning trend which renders our emergency response system incapable of response. This trend is the occurrence of three or more emergency responses received in simultaneous fashion. In Fiscal Year 2011, the department experienced 239 such events – in Fiscal Year 2017 this had increased to 444. This trend has led to a more than doubling in the use of out-of-town ambulances to respond to emergency medical calls. The budget herein requests fund to increase staffing to reduce these trends by hiring eight firefighter – paramedics in Fiscal Year 2019 and repeated in Fiscal Year 2020. This strategy will ultimately result in sufficient funding to hire twelve additional Firefighter-Paramedics needed to fully staff a third ambulance.

The growth in the volume and complexity of the citizen's demands for emergency services are also challenging the department. Methods of supervision and support services that worked only a few years ago are strained to keep pace in our current environment. To address these challenges funds have been requested to promote four Lieutenant Positions in our current rank structure to provide improved command and control presence in daily emergency operations, as well as improving the supervisor capacity in our increasing complex delivery of emergency services. Funds are also being requested to change the structure of the department training officer from the current per diem status to a full time position. This position is vitally important to assure the department personnel remain proficient in the many and ever changing skills, knowledge and abilities need to provide high quality services to the citizens of Franklin. The need to transition from a per diem position to full time positions rests with change in how the Commonwealth of Massachusetts recertifies employees' emergency medical credential and the increasing emergency call demands. In 2015, the Commonwealth shifted the continuing education and recertification for emergency medical responders from a State agency to a National vendor. This shift as required the department to become much more active in the reporting and tracking of continuing education and recertification process for our employees. This burden has quickly outgrown the capacities we can place on our current per diem training officer. Also, increase in the department emergency response rate over the past few years (20%) make the delivery of in-service training for department personnel increasingly ineffective. On-duty crews that frequently dart in and out of the station to emergency calls during scheduled training session can mean that a 2-hour training class can take upwards of 4 hours to complete. Having a per diem training officer, working off-duty, conducting this training is challenging and oftentimes ineffective.

In total, this budget plan contains five tactical goals. These goals involve addressing major policy decisions which are driven by our current level of fiscal support and range from our continuing efforts to maintain quality services for the Citizens of Franklin and employee safety to regional efforts for various department services.



The operational objectives the department uses to measure its success in meeting our mission are:

- A. Initiating 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.
- B. To access, extricate, treat and transport and transport trauma patients to a level one trauma medical facility within one hour of the occurrence of the injury.
- C. Interrupt the progression of fires in structures within 10 minutes the telephone call at our communications center to 90% of all building fires.
- D. Maintain overall emergency response readiness above 70%.
- E. Process emergency notifications in our dispatch center within 60 seconds of receiving the initial call for 90% of all calls.
- F. 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.
- G. Provide educational opportunities for department members to insure optimal performance and safety.
- H. To develop and maintain "best practice" to insure personnel and citizen safety.
- I. Insure fire safety through timely, consistent code compliance services to all external customers.

Attainment of Performance Objectives during Fiscal Year 2017.

- A. The department arrived at 94.5% of all medical emergencies within 10:00 minutes of initial receipt of call.
- B. The departments successfully transported 100% of all high priority trauma patients to an appropriate trauma facility within one hour of receiving the call for service.
- C. The department arrived at 90.75% of all building fires within 10:00 minutes of initial receipt of call.
- D. The department's overall emergency response readiness was 78.5% in Fiscal Year 2017.
- E. The department's call processing time was 94%.
- F. The department's SAFE educators provided education to approximately 5,040 individuals through various venues.
- G. The department continued to support in-house education opportunities in fire and EMS topics.
- H. The department continued to maintain programs, staffing and equipment consistent with industry best practices
- I. There was no fire reported in occupancies which were inspected by the fire department in Fiscal Year 2017.

The achievements of objectives outlined below are the collective efforts of the entire organization and are a tribute to a great group of people serving a great community!

Budget Impacts and Tactical Goals (in the future):

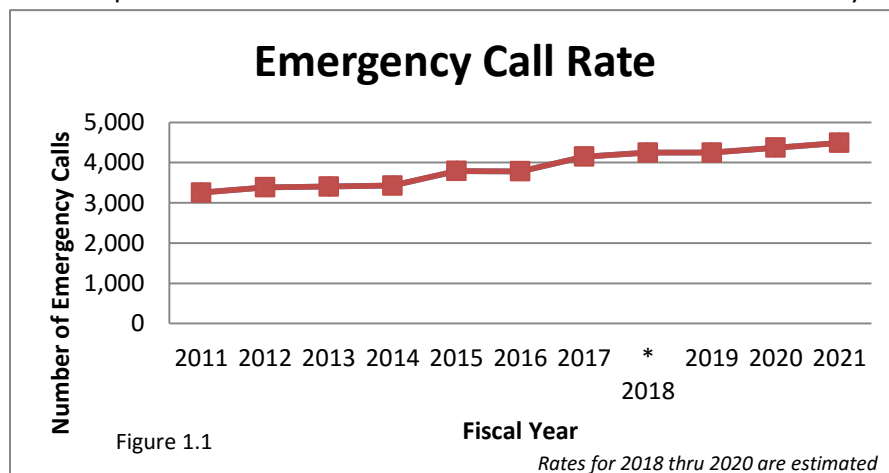
- 1. Increase staff coverage by adding eight firefighter - paramedics to reduce the occurrence of mutual aid calls for emergency medical services and increasing response reliability.**



This request is the first of a two year program to increase department staffing to stand up an addition advanced life support (ALS) ambulance to provide emergency services to the citizens of Franklin. Presently, the department staffs and operates two ALS ambulances and has for nearly 20 years. Growth in the emergency incident rate over this time has jeopardized the department's ability to provide timely services – specifically emergency medical services.

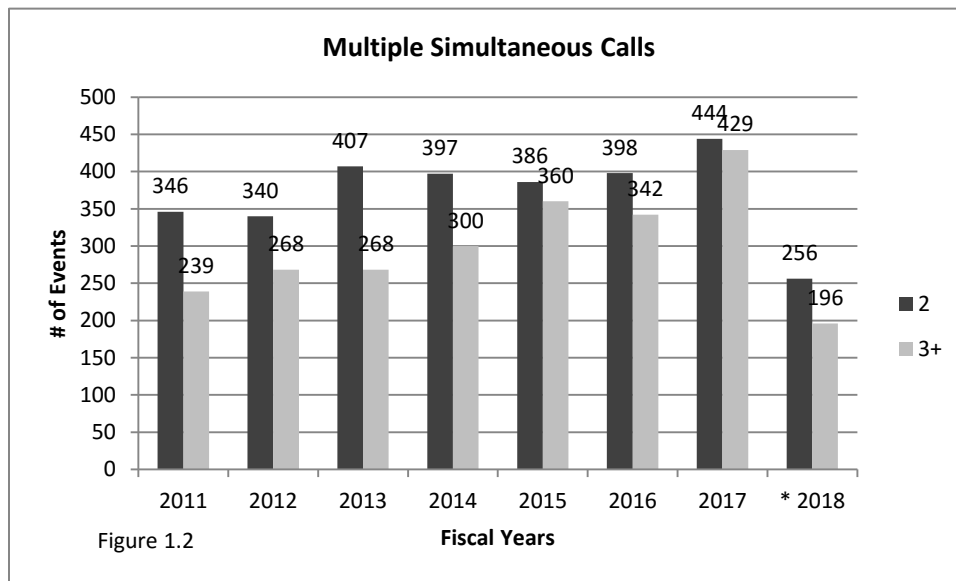
Over the past several fiscal years the department has experienced a growth spurt in its volume of emergency calls for services. Emergency call rates showed moderate growth during the Recession Years 2009 through 2014. Since then, rates have increased by slight more than 9% with an additional 9% growth through the Fiscal Year 2017. If this latter trend continues, the year to end growth in calls for emergency service will increase by 12.5% and top off a growth of over 21% in the past four fiscal years. Regression analysis for the historical emergency call rates through Q2 of the current Fiscal Year (Figure 1.1) indicate an increasing trend for emergency calls; both project topping 4,500 calls annually by Fiscal Year 2021.

Emergency Call rates of the present 4,150 calls per year rate yield an average daily call rate of over 11 calls per day. Given a call averages 1.0 to 1.16 hours per call, one could deduce that responders, although busy, would not be overwhelmed based upon a uniform distribution of call volume. Unfortunately, the department's call volume distribution is not uniformed. In past fiscal years, the department has chronicled the occurrences of multiple simultaneous calls for service and the impact on providing reliable on-time emergency services. Over the years, we have focused on the back-to-back or two at a time call scenario; indeed since 2000, the department has been "built" to manage two simultaneous routine emergencies such as motor vehicle accidents or medical emergencies simultaneously. Over the past few years our experience with simultaneous calls shifted. Not only does the

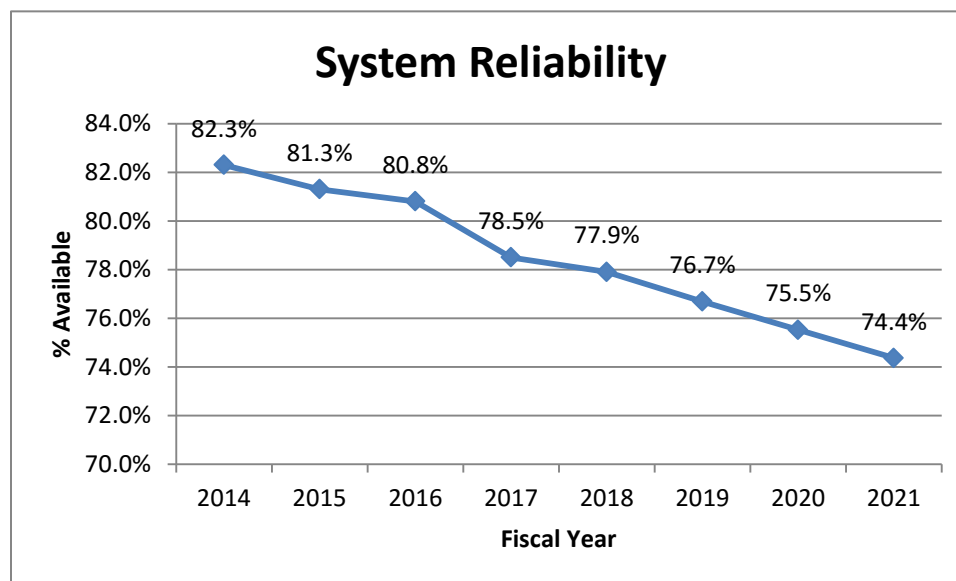


department continue to experience a significant number of calls (444 in FY'17) in a back-to-back manner, we are now experiencing an increasing number of occurrences where we receive three, to as many as ten, calls simultaneously (or before the preceding emergency has been cleared). Over the past five years we have seen a steady increase (Figure 1.2) in both the number of 2 –at-a-time calls and 3 or more at-a-time calls.

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET



The increase in emergency call rate and the frequency of multiple simultaneous emergency calls is having a negative impact for the department's ability to respond to citizens calls for emergency services. In Fiscal Year 2017 the number of events of simultaneous requests for emergency services totaled 871, or more than twice per day. The practical effect of this is that the department's capacity is reached or exceeded twice daily. Given our calls for service average 1 to 1.16 hours per call renders the department incapable or adequate response for 2 to 3 hours daily. Multiple simultaneous calls account for 62% of the department's overall emergency call rate. Combined with the remaining 38% of the department's emergency call rate the department's system reliability is trending negative (Figure 1.3).



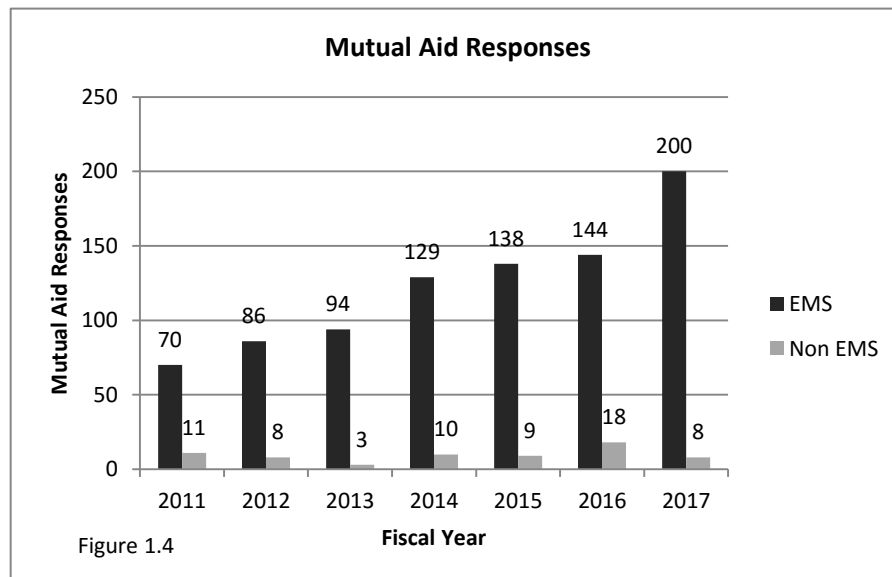
Without the infusion of additional resources or a reduction in the emergency call rate, we can reasonably anticipate this trend to continue. In practical terms a system reliability rating of 78.3% means the department is available to respond nearly 19 hours per day, and unavailable 5 hours per day due to on-going emergency response. This reliability gap is anticipated to increase to 6 hours per day by 2020.

The concepts and figures associated with emergency call rates, multiple simultaneous calls and response reliability are important points for public administration discussion but do not adequately describe the net impact for the typical citizen of Franklin. These impacts are seen in the number of times the citizen calls and there are no Franklin Fire resources available to respond. Since calls for emergency medical services (EMS) account for 60% to 70% of the department's overall call volume, they (EMS calls) are the department's most frequent request for mutual aid response from surrounding communities. Similar to all other data discussed herein, the frequency of requesting a mutual aid (out of town) ambulance to respond into Franklin has increased steadily over the past few years (Figure 1.4).

The operational impact of using mutual aid resources for medical emergencies is time. The average response time for Franklin units to medical emergencies is 5

Figure 1.3

minutes 44 seconds; the average response time from our mutual aid partners (Bellingham, Norfolk and Wrentham) is 12 minutes, 35 seconds. This delay in ambulance arrival has a synergistic delay in the ability of emergency responders to rapidly deliver seriously sick and injured patients to the hospital when seconds count. The department has long benchmarked the figure of 100 mutual aid calls for medical emergencies as the trigger point for planning additional emergency medical resources.



This figure is based purely on calendar reference where 100 call yields insufficient resources roughly 1 out of every 3 days. From a planning perspective this trigger point seems reasonable inasmuch as the amount of funding and resources

required to address the problem is sufficiently large to require a multi-year solution. As noted in Figure #4, the trigger point was exceeded in 2014 and based upon 2017

second quarter response data may exceed 200 requests upon the completion of the Fiscal Year.

Funds were requested in this year's operating budget to begin addressing this trend. We are requesting a total of \$434,212 to be addressing this problem. This will allow for hiring of 8 personnel in Fiscal Year 2019 (4 by Labor Day and 4 by 1 January 2019) then repeating the cycle of hiring next fiscal year. The addition of these positions will reduce the department's reliance on mutual aid ambulance resource any over 100 calls per service annual and reverse the negative trend of the department's response reliability figures.

**2. Implement a fitness and wellness program for employees consistent with national consensus standards.**

Firefighting is a physically demanding profession. This fact is widely recognized and published by nationally recognized sources. For example, in a 2013 article published in Occupational Medicine the authors cite "The fire service is one of the most hazardous occupations. Occupational injuries are the leading cause of disability and/or early retirement, and cardiovascular disease is the most common cause of firefighters' work related death." And that "the incidence of work related injury is 5 to 10 times that of private industries." This fact is also shared in an article appearing in The Journal of Occupational and Environmental Medicine published in a March 2010. Therein, the authors also indicate that "Firefighters have an average life expectancy that is 5 to 9 years below the national average."

Indeed we have seen this experience in Franklin over the past 5 years, when the department have averaged 3,000 hours of loss time from job related injuries generating, and on average, over 1,800 hours of overtime. In terms of injuries leading to disability and death, six of the ten personnel (60%) who retired within the past 20 years retired as a result of disability; the only line of duty death experienced in Franklin (John Durant 1977) resulted from a heart attack; two of our retirees who left under a routine, non-disability retirement died within 5 years of retirement.

This year, funds are requested to reduce these unacceptable numbers. Specifically, funds are requested to develop biannual physical examinations for department employees who participate in emergency services. Although we realize routine physical examinations are available through employee's personal physicians, these routine physicals are inadequate to screen firefighters for the effects of occupational hazards faced due to employment. For example, annual physicals from a family physician do not include elements that satisfy occupational elements associated with OSHA standard 29 CFR 1910.120 "Hazardous waste operations and emergency response", 29 CFR 1910.134 "Respiratory protection"; 29 CFR 1910.1030 "Bloodborne pathogens". Immediately, physical examinations have been shown to identify conditions that would interfere with the employees' ability to safely perform their essential job functions without undue harm to themselves or coworkers. Over time, physical examination will allow the monitoring of on-going exposure to toxic and biological agents and detect changes in the employees' health that are treatable and related to their employment.

Physical examinations will be followed by a series of fitness assessments to identify the current level of physical fitness. Once identified, employees will engage in a job related fitness régime intended to maintain and or improve the employee's level of fitness to safely perform essential job functions.

The implementation of fitness/wellness programs in fire departments throughout the country have proven extremely beneficial in both the effect upon the employees and fiscally for the organizations. For example, after implementation physical fitness program the Rialto Fire Department in California reports a "23 percent dip in sick leave us and 39 percent fewer hours lost due to injury in 2012, compared to previous years." An article published by the National Institute of Health reported "A recent study determined the effects of a physician-oriented wellness regime (POWER) on a cohort of firefighters while applying the National Fire Protection Association Standard 1582. The POWER wellness initiative led to a substantial cost savings from an injury-reduction alone. An injury prevention program among 433 Tucson firefighters reduced the number of injuries by 42% and the lost time due to injuries by 62% over a twelve month period." Similar results were reported in the Journal of Occupational and Environmental Medicine which indicated "During the first 9-month intervention period, there was a 40% reduction in the injury rate. During the second intervention period there was a more dramatic was a more dramatic reduction compared with pre-intervention, with a 60% injury rate reduction as given in Table 2." From a fiscal perspective an article entitled Economic benefit of the PHLAME wellness programme on firefighter injury, published in the 15 February edition of Occupational Medicine, reported that a that the implementation of a program similar to what requested funding will provide showed a 1.8:1 to 4.6:1 Return on Investment (ROI) depending upon specific methodology.

The use of the ROI economic model with the average actual injury and illness figures from the Franklin Fire Department reveal an estimated ROI ranging from 1.7:1 to 2.2:1. In real dollar terms, we believe a fully funded POWER (physician-oriented wellness regime) type program can realize a reduction in the financial losses of illness and injury between \$ 90,000 and \$ 117,000.

### **3. Promote 4 additional Lieutenant positions for staffing at Headquarters to reduce the supervisory span of control.**

The officer staff for command, control and management for the department's daily operations currently consists of one station supervisor (Lieutenant) at the King Street Fire Station and on shift supervisor (Captain) at Fire Headquarters on West Central Street. The Lieutenant, maintains managerial control over the daily functions at Station #2 as well as command and control of minor incidents occurring within Station #2's response district. The Captain shares similar managerial duties over the daily functions at Headquarters and command and control over minor incidents occurring within Headquarters' response district. Additionally, the Captain is responsible for supervision of the Lieutenant at Station #2.

In previous years, when emergency call rates were less, and the incidents were less complex, this managerial, command and controls system was adequate and infrequently strained only during time of high call volume. Over the past few Fiscal Years our daily operational environment has changed dramatically. As document

here in, the call volume has increased by more than 20% and the frequency of multiple simultaneous calls occur two to three times per day. This increase in volume is particularly taxing on the Captain who is responsible for all department operations. Not only is this person providing command and control to the incident he/she is working, they must also direct resources to multiple other calls that are on-going within the community. This distraction of attempting to manage more than one incident at a time can lead to disastrous results in terms of citizens' outcome and employee safety. This is exacerbated by the complexity of incidents that supervisors increasingly experience. These calls increasingly involve complexities such as technical rescue, hazardous materials and complicated medical treatments.

The promotion of four Lieutenants will allow the department to have a Lieutenant at Headquarters and Station #2. This will allow the department to have two Lieutenant's on-duty to concentrate on minor emergencies and the Captain (shift supervisor) to maintain full situational awareness and operational overview on a day-to-day basis. Total funds requested for this operational improvement are \$44,090.

**4. Add a fulltime Training Officer to coordinate in-house training and continuing education.**

The department presently has a part-time training officer who is responsible for assisting with and insuring employees have adequate access to training and continuing education to insure they (employees) maintain advanced skill levels. In addition to the part-time training officer, the department also contracts with a private vendor to provide both on-going and recertification training for emergency medical service (EMS) operations.

In recent years, the Commonwealth of Massachusetts has relinquished its obligations for continuing education and recertification to a national company. What this means for daily operation is that much of the burden of reporting continuing education and recertification now rests with the department. Department personnel are required to achieve 60 hours of continuing education and complete a 24 hour refresher training course on a biannual basis. Additionally, the Insurance Service Office (ISO) recommends 18 hours of monthly fire continuing education and 8 hours of annual Hazardous Materials Training. These training requirements are summarized below

	# Employees	Monthly Training	Annual Training	Total Staff Hours Managed
EMS Continuing Education	51	2.5	30	1530
EMS refresher	51	1	12	612
Continuing Education	51	17.5	210	10,710
Hazardous Materials	51	0.7	8	408
Officer Training	12	1	12	144
Totals		22.7	272	13,404

Figure 4.1

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

Although 22 hours monthly seems manageable, it is important to note that the department operates four working Groups. Accordingly these 22 hours must be repeated four times to reach all employees without heavy reliance on overtime. This work cycle requires 88 hours of training to be conducted on a monthly basis.

The present system, utilizing a part-time training officer and private contractor allows the department to deliver approximately 3,000 hours of continuing education/recertification annually. Although we presently meet the regulatory requirements for EMS education, our current work configuration falls far short in allowing us to achieve the recommended training in non EMS training subjects. The funds requested (\$ 89,802) will allow the department to place a person with the rank of Captain into the position of Training Officer to better implement the training and education needs for the employees of the department/

### 5. Implementing a recruiting program for new firefighter-paramedics

The employment world has changed. In years gone past fire department typically had candidates lining up at the door to compete for entry level positions – this is not the case today. Although we continue to attract and retain quality employees, the volume of candidates we have access to is not what it once was. This is not a Franklin problem. It is being experienced by fire department throughout our region and indeed throughout the country. Given our new environment, the department is seeking to implement a new program intended to reach out and market the department a regional job fairs in order to increase the number of qualified candidates for the department. With the requested funds (\$ 11,255), department members would be trained in recruitment then attend four job fairs including those at the college and high school level. This recruiting effort is one of many efforts the department will be implementing to respond to the ever changing employment environment.

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Personnel	4,630,373	4,735,442	4,946,066	5,014,150	68,084
Expenses	405,013	417,572	413,800	423,700	9,900
Total	5,035,385	5,153,014	5,359,866	5,437,850	77,984

#### Staffing:

- 11 Administrative, 41 Firefighters/EMT's,
- 4 Full-time Dispatch,
- 4 Part-time Dispatch,
- 1 full-time Administrative Assistant,
- 1 part-time Administrative staff

#### REGIONAL DISPATCH

##### General Purpose/Mission Statement:

The Towns of Franklin, Wrentham, Norfolk and Plainville have joined together to establish a regional district to operate and maintain a consolidated District-wide public safety

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

communications/dispatch center that will be known as the Metacomet Emergency Communications Center.

The MECC has a Board of Directors which shall serve as the governing and administrative body and will have overall responsibility for the District. The District will employ an MECC Director who will have overall responsibility for the operation and maintenance of the MECC and will serve as the Chief Administrative and Fiscal Officer.

There is an Operations Committee that will be comprised of the Chiefs of the Fire and Police Departments (or their designee) of each member town.

The MECC anticipates opening in January of 2019; thus much of the shift and increase in this item is to transition the current employees to the MECC when it opens. The formula to pay is based off population and impact, so Franklin has the highest assessment as a result.

FY18 saw the hiring of Gary Premo as the Executive Director. Gary is formerly a Franklin Police Department employee for many years and is currently stationed in the Franklin Fire Department until the opening. The Building in Norfolk is currently under construction. FY19 should be an exciting year to open a new state of art emergency response facility.

CLASSIFICATION	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGETED	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
Budgets:					
Personal Services					
Expenses	-	47,000	94,000	723,080	629,080
Total	-	47,000	94,000	723,080	629,080

### BUILDING INSPECTIONS DEPARTMENT

#### General Purpose/Mission Statement:

The Building Inspection Department's mission statement is to ensure the Massachusetts State building; plumbing and gas codes as well as 521 CMR Architectural Access Board Regulations and the Town of Franklin Zoning Bylaws are enforced. The department provides all the necessary inspections required to enforce these codes and bylaws. Also protect the residential and business community through required building permits and periodic business inspections.

#### Building Commissioner's Core Functions:

- Review all submitted applications, issue permits and conduct required inspections.
- Conduct field Inspections for all issued permits.
- Follow up on all zoning inquiries.
- Administration, enforcement and interpretation of the Franklin Zoning Bylaws.
- Works with other departments within Franklin's Government
- Inspects town projects
- Administration of the Sealer of Weights & Measures currently conducted by the state.
- Provide emergency services for disaster response such as the Fire Department or Emergency Management.



## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

- Conduct periodic inspections for places of assembly for common victualer and liquor licenses.

### Staffing:

- 2 administrative full-time
- 3 clerical full time
- 2 inspectors part-time
- 3 intermittent, as needed inspectors

### Strategic Initiatives:

- Created a data base for abandoned buildings.
- Oversaw renovation of two affordable homes and the construction of a new home.
- Inspections and certificate of occupancy for the new Franklin High School.
- Meet with State to tour vacant properties
- Continued education through State and Local programs
- Staff to be up on all code changes
- Look for new ways through the web etc. to keep public informed to maintain good customer service
- FY19 will merge the permitting functions from the Board of Health into to Inspections Department to help provide better customer service the entire week.
- FY19 will also see the beginning of implementation to a full E-Permitting system for Inspections for wiring, plumbing, electric, health and many more functions.

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Personal Services	348,374	355,433	373,120	387,898	14,778
Expenses	21,674	22,335	23,000	22,200	(800)
Total	370,047	377,768	396,120	410,098	13,978

### ANIMAL CONTROL

#### General Purpose/Mission Statement:

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.

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Expenses	63,618	64,742	69,428	71,628	2,200
Total	63,618	64,742	69,428	71,628	2,200

## EDUCATION

### FRANKLIN PUBLIC SCHOOLS



**Franklin Public Schools**  
Office of the Superintendent  
355 East Central Street, Suite 3  
Franklin, Massachusetts 02038

March, 2018

Dear Franklin Community,

We are pleased to present the School Committee's FY 19 Budget to the community. This budget is the culmination of many steps in the development process, beginning with the School Committee's Budget Workshop on October 10, 2017. Since then, the Superintendent, Central Office team, building principals, and School Committee have been working collaboratively to develop a budget for the 2018-2019 school year. The School Committee's Budget includes an appropriation of \$63,235,000, which represents a 4.98% increase over FY 18.

The main drivers of the increased budget include increases to salaries and contractual obligations, health insurance rate increases, and a reduction in the amount of revolving funds used to offset the budget.

The FY 19 budget reflects a predominantly Level Service Budget with a few additions to support Critical Needs of our students. These Critical Needs include professional development and assessment resources for Social-Emotional Learning, a program review of counseling services, and a modest increase in staffing for special education programs (1.3 FTE teaching staff and 6.0 Education Support Professionals). Additionally, the budget includes the development of two strategic programs including an additional revenue generating PreKindergarten classroom at the Francis X. O'Reagan Early Childhood Development Center (ECDC) and a partner program with the New England Center for Children (NECC) at the Parmenter Elementary School, allowing for students to remain within their home community of Franklin for their education.

The development of the FY 19 budget was a challenge, given the reduced availability to support the operating budget with funds from revolving accounts. A Level Service Budget means that there are many unmet, critical needs for students across the district - primarily but not limited to the area of social-emotional learning, including additional counseling supports. The forecast for the development of the FY 20 budget will also present challenges given the continued unmet needs across the district and continued limited revolving funds.

We are thankful for the collaboration with the Town Administrator's office in the development of this budget and the collaborative work with Town Council and the Finance Committee. We want to thank the community of Franklin for support in the public education of Franklin's children.

Sincerely,

  
Sara E. Ahern, Ed.D.  
Superintendent of Schools

  
Anne K. Bergen, Ed.D.  
Chair, Franklin School Committee

  
Miriam Goodman  
School Business Administrator

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

The proposed school district budget is typically driven by some key factors:

### **Personnel Salaries and Contractual Obligations:**

The FY2019 proposed budget includes funding for all known collective bargaining increases. The overall salary recommendation does not include costs for employees who are expected to be absent for the year due to an unpaid leave of absence. The net increase in personnel costs amounts to \$1,805,469, of which, \$538,174 is attributable to the reduction in the application of one-time revolving funds in FY18 as they are no longer available based on FY2018 projected spending.

Similar to prior years, human resources continue to be our most valuable asset as indicated by the fact that eighty-five percent of the FY2019 budget is comprised of salaries and health benefits. The remaining fifteen percent accounts for payment for students attending out-of-district placements, transportation, and other expenses, mainly supplies and contracted services.

### **Health Care Benefits:**

For FY2019, health care premiums are expected to increase. Preliminary renewal rates approached a 14% increase, however, the Town and School administration and the Insurance Advisory Committee continue to explore ways to reduce health care costs while at the same time improve overall health and wellness of employees. With plan design changes currently being considered, we remain hopeful that premium increases will be minimal. At this time Franklin's Insurance Advisory Committee continues to work towards this goal and recognizes the significant cost savings that the Town and its employees have realized over the past several years. We are encouraged by this level of collaboration and we continue to explore additional cost containment measures.

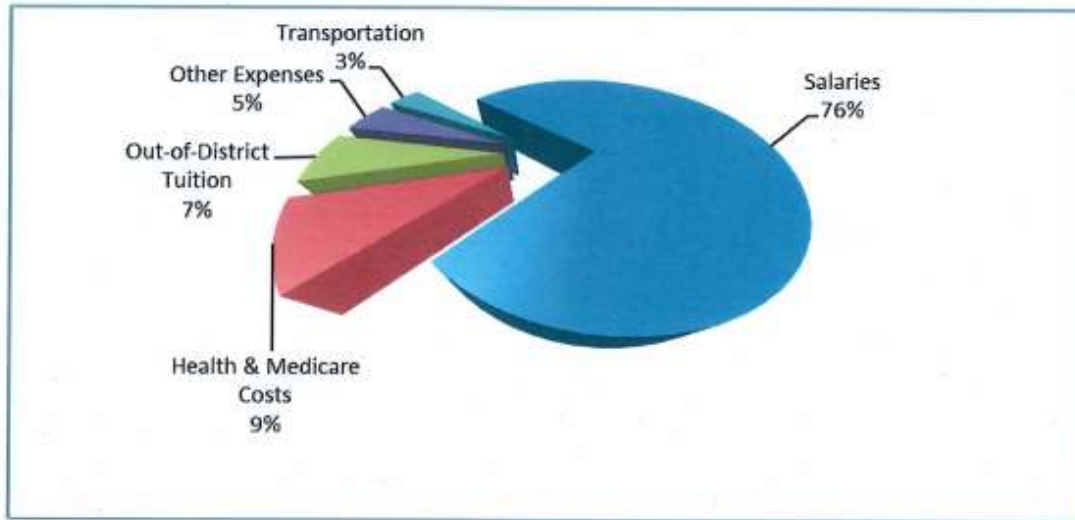
### **Reduction in the use of Revolving Funds:**

Revolving funds are used to separately account for actual receipts from particular fees or charges that are earmarked to support the activity, program or service that generated the receipts. The FY2019 budget includes the offset of \$4,563,629 in revolving funds, of which, 801,000 are non-recurring. This represents a decrease of \$1,760,306 from the FY2018 budget. The trend of using one-time funds to support the operating budget is one that cannot be sustained over time since it creates a structural deficit. Other sources of funding will need to be secured in upcoming years or reductions to expenses will need to occur.

# TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

## FY2019 Proposed Budget

**\$63,235,000**



Major Category	Amount	Percentage of Total
Salaries	\$ 48,026,591	76%
Health and Medicare	\$ 5,711,779	9%
Out-of-District Tuition	\$ 4,261,591	7%
Transportation	\$ 2,976,083	5%
Other Expenses	\$ 2,258,956	4%
<b>Total</b>	<b>\$ 63,235,000</b>	<b>100%</b>



# TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

## FY2019 Proposed Franklin School District Budget

### Summary by Function by Line Item

	FY15 Actual	FY16 Actual	FY17 Actual (unaudited)	FY18 Revised Budget	FY18 Revised Budget	FY19 Proposed Budget	Amount of Increase/Decrease	Percentage Change	FTE
1110-School Committee	28,720	20,138	55,919	34,000	34,000	37,000	3,000	8.82%	0.0
1210-Superintendent's Office	296,043	313,861	316,620	313,936	313,936	322,871	8,935	2.85%	2.0
1220-Assistant Superintendent's Office	137,252	145,507	147,746	152,538	152,538	178,115	25,577	16.77%	1.0
1410 Business & Finance	331,166	341,939	348,074	360,071	370,529	382,979	12,450	3.36%	5.0
1420-Human Resources	173,965	172,729	153,659	187,941	195,441	201,218	5,777	2.96%	2.0
1430 Legal Services - School Committee	227,432	198,468	161,753	130,000	130,000	130,000	0	0.00%	0.0
1435 Legal Settlements - School Committee	15,000	3,348	0	0	0	0	0	0.00%	0.0
1450-District-Wide Information Data Processing	296,193	208,938	184,844	256,195	256,195	178,716	(77,479)	-30.24%	0.0
2110-District Wide Curriculum/Instruction	447,206	570,685	601,569	649,444	649,444	662,093	12,649	1.95%	7.3
2120-Department Head/Curriculum Specialist	0	0	0	0	1,018,308	1,117,451	99,143	9.74%	12.4
2210-Principal's Office	3,147,639	3,250,617	3,396,488	3,447,336	3,440,097	3,533,874	93,777	2.73%	43.7
2250-Administrative Technology	886	686	896	3,800	3,800	18,694	14,894	391.16%	0.0
2305-Teachers Classroom	23,223,301	24,032,641	23,633,565	25,430,846	24,091,079	24,840,253	749,174	3.11%	312.6
2310-Teachers Classroom-SPED	6,657,426	7,003,010	7,022,182	7,501,284	6,732,711	6,790,084	57,353	0.85%	93.0
2320-Therapeutic Services	2,006,864	2,260,672	2,683,128	2,417,286	2,447,286	2,845,155	397,870	16.26%	23.7
2325-Substitutes	470,976	563,524	493,662	524,200	524,200	618,200	92,000	17.55%	0.0
2330-Educational Assistants	1,260,752	1,251,330	1,137,005	1,203,989	1,213,890	1,346,014	132,024	10.88%	70.0
2340-Librarians	129,498	132,517	124,005	125,308	125,308	227,660	102,352	81.68%	7.2
2345-Distance Learning	0	0	0	0	0	10,000	10,000	0.00%	0.0
2352-Instructional Coach	0	0	0	0	1,121,821	1,211,175	89,354	7.97%	14.2
2354-Instructional Coach Stipend	0	0	0	0	153,815	263,540	109,725	71.34%	0.0
2356-Professional Development	0	0	0	0	22,780	248,500	225,720	990.87%	0.0
2357-Professional Development	638,783	823,419	703,128	816,055	535,095	0	(535,095)	-100.00%	0.0
2358-Vendor Professional Development	0	0	0	0	105,000	184,250	79,250	75.48%	0.0
2410-Textbooks/Media/Materials	245,005	288,403	180,638	261,253	259,284	235,841	(23,443)	-9.04%	0.0
2415-Other Instructional Materials-Library	36,597	39,399	25,883	38,900	38,900	36,400	(2,500)	-6.43%	0.0
2420-Instructional Equipment	137,843	112,334	106,118	140,510	129,510	121,279	(8,231)	-6.36%	0.0
2430-General Supplies	479,966	408,262	415,143	359,764	352,569	369,775	17,206	4.88%	0.0
2440-Other Instructional Services	10,249	14,401	8,269	17,250	17,250	15,000	(2,250)	-13.04%	0.0
2451-Instructional Technology	714,041	235,685	190,767	131,238	128,059	102,559	(25,500)	-19.91%	0.0
2453-Library Technology-Hardware	3,583	0	0	1,000	1,000	1,000	0	0.00%	0.0
2455-Instructional Software	33,884	46,674	13,698	21,809	21,800	33,500	11,700	53.67%	0.0
2710-Guidance/Counseling	1,127,486	1,178,110	1,214,512	1,248,094	1,248,094	1,308,002	59,908	4.80%	17.7
2720-Testing and Assessment	58,097	7,537	8,179	17,250	17,250	21,376	4,125	23.91%	0.0
2800-Psychological Services	781,020	788,340	851,804	894,514	894,514	909,547	15,033	1.68%	10.4
3200-Medical/Health Services	683,566	729,025	799,656	858,613	858,613	862,485	3,872	0.45%	15.0
3300-Transportation Services	2,153,240	2,348,645	2,279,659	1,656,079	1,656,079	2,258,956	602,877	36.40%	9.0
3510-Athletics	438,329	467,515	370,134	199,138	199,138	462,251	263,113	132.13%	2.0
3520-Other Student Activities	275,481	248,110	217,645	261,107	261,307	286,623	25,316	9.69%	0.0
3600-School Security	0	31,800	500	10,000	10,000	0	(10,000)	-100.00%	0.0
4450-Technology Maintenance	578,415	692,436	735,952	783,626	783,627	811,745	28,118	3.59%	12.5
5200-Fixed Charges/Insurance	4,782,382	4,995,384	5,415,451	5,642,613	5,642,613	5,711,778	69,166	1.23%	0.0
5500-Other Fixed Charges	79,889	70,960	65,683	79,500	79,500	79,500	0	0.00%	3.0
9000-Out of District	3,078,393	2,805,606	4,243,150	3,998,521	3,998,521	4,261,591	263,070	6.58%	0.0
<b>Total</b>	<b>55,266,684</b>	<b>55,783,074</b>	<b>58,301,925</b>	<b>60,175,000</b>	<b>60,235,000</b>	<b>63,235,000</b>	<b>3,000,000</b>	<b>4.98%</b>	<b>663.6</b>

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

The FY2019 budget can be further summarized by the eleven categories of spending reported in the DESE Expenditure per Pupil calculations, which follow the order of the DESE chart of accounts. The chart below indicates the amount budgeted for FY2019 as well as the change from the FY2018 budget.

### FY2019 Proposed Franklin School District Budget

DESE Function	Description	Amount	Increase/Decrease
1000	Administration	1,430,899	(21,740)
2100 - 2200	Instructional leadership	5,332,082	220,433
2305, 2310	Classroom and specialist teachers	31,630,317	806,527
2315 - 2340	Other teaching services	5,045,029	734,246
2350	Professional development	1,907,465	(31,046)
2400	Instructional materials, technology and equipment	915,354	(33,018)
2700 - 2900	Guidance and psychological	2,238,924	79,066
3000	Pupil services	3,870,315	885,178
4000	Maintenance	811,745	28,118
5000	Employee benefits and fixed charges	5,791,279	69,166
9000	Programs with other school districts (tuition)	4,261,591	263,070
	<b>Total</b>	<b>63,235,000</b>	<b>3,000,000</b>

#### Administration

**Total: \$1,430,899**

Accounts for salaries and expenses for central office departments such as Superintendent, Assistant Superintendent, human resource, finance and data processing. Legal fees are also included here as well as any expenses incurred by or for the school committee. This budget category reflects a decrease of \$21,740 due to a reduction of one-time data processing expenses as well as changes to the DESE chart of accounts

#### Instructional leadership

**Total: \$5,332,082**

Accounts for salaries and expenses for building and district level leaders such as principals, assistant principals, curriculum leaders and expenses for the Office of Pupil Services. This budget category reflects an increase of \$220,433 primarily due contractual obligations for instructional leaders. It should be noted that this increase includes costs department heads, team chairs which were previously accounted for in DESE function 2305.

#### Classroom and Specialist Teachers

**Total: \$31,630,317**

Accounts for salaries for all certified teachers with primary responsibility for teaching designated curriculum to established classes or students in a group instruction setting. This account also includes expenses for providing individualized instruction to students to supplement the services delivered by the student's classroom teachers. This budget category reflects an increase of \$806,527 due to projected contractual obligations. Additionally, the use of one-time school choice revolving funds in FY19 is reduced by \$527,000 over FY18 producing a larger increase in this category.

#### Other teaching services (library, therapeutic, substitutes, paraprofessionals)

**Total: \$5,045,029**

Accounts for salaries for all certified and non-certified professionals who provide services as a substitute teacher,



## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

paraprofessional, or therapist. Such individuals are responsible for providing assistance to teachers/specialists in the preparation of instructional materials or classroom instruction. This budget category reflects an increase of \$734,246 due to added costs for therapeutic services for students in out-of-district placements. Additionally, this category includes an addition of 6.0 FTE Educational Support Paraprofessionals throughout the district to support student needs. There were also changes to the DESE chart of accounts which impacted this increase.

### **Professional development**

**Total: \$1,907,465**

Accounts for professional development expenses for professional staff as directed by the Office of Teaching and Learning. Expenses include teachers being trained to implement new curriculum or instructional practices, teachers targeted for training and support to remedy performance weaknesses, mentor teachers, curriculum coaches, peer coaches, and others who provide in-district professional development. Also includes contractual obligations for course reimbursement. This budget category reflects a decrease of \$31,046 primarily due to changes to the DESE chart of accounts.

### **Instructional materials, technology and equipment**

**Total: \$915,354**

Expenses include technology and related software/media/materials, workbooks, materials, and accessories, such as CD-ROMs and videos, provided as an integrated package as well as printed manuals used to support direct instructional activities. Also included are reference materials for use in school libraries, lease/purchase of equipment used to produce instructional material, and general supplies and materials such as paper, pens, pencils, crayons, chalk, paint, toner, calculators etc. This budget category reflects a decrease of \$33,018 due to reductions in principals' discretionary accounts and the use of technology revolving funds to offset the budget.

### **Guidance and psychological services**

**Total: \$2,238,924**

Accounts for salaries and expenses for guidance counselors, school adjustment counselors, psychologists and school adjustment counselors as well as any psychological evaluation, counseling and other services provided by licensed mental health professionals. Also includes any clerical staff as well as related supplies and materials. This budget category reflects an increase of \$79,066 due to contractual obligations and additional psychological testing materials.

### **Pupil services**

**Total: \$3,870,315**

Accounts for salaries of school nurses and related supplies as well as expenses for the school physician. All salaries, stipends, and expenses for transportation of students, extracurricular activities and athletics are included as well. This budget category reflects an increase of \$885,178 due to the reduction of revolving funds offsetting the transportation services, athletics, and student activities accounts.

### **Maintenance (technology only)**

**Total: \$811,745**

Includes salaries and expenses of technology specialists and technicians to support the school district's networking and telecommunications infrastructure. This budget category reflects an increase of \$28,118 due to contractual obligations.

### **Employee benefits and fixed charges**

**Total: \$5,791,279**

Accounts for all employer contributions to Medicare based on payroll expenses. Also includes all employer share cost for healthcare and life insurance premiums for active school employees. This budget category reflects an increase of \$69,166 as a result of an anticipated increase in healthcare premiums and medicare expenses over current projected expenses.

### **Programs with other school districts (tuition)**

**Total: \$4,261,591**

Includes costs for tuitions for students with special needs to access the curriculum through other public school districts in Massachusetts, out-of-state schools, and non-public schools. Also includes any payments of assessments to member collaboratives for administrative and instructional services in accordance with collaborative agreements. This budget category reflects an increase of \$263,070 with the application of \$2.34M in Circuit Breaker funds. In FY 18, the Circuit Breaker offset was \$2.9M, so the reduction of approximately \$560,000, coupled with a decrease in out-of-district tuition costs projected at this time net to the category's increase.

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

The information included in the budget proposal book details the resources being requested to continue to provide an educational program for our students, consistent with Franklin's Vision and Mission Statements based on our core values.



### ✧ Vision Statement ✧

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 Statement ✧

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.

### ✧ Core Values ✧

#### Student Achievement

All students are entitled to academic excellence, appropriate facilities and quality materials and instruction.

#### Social / Civic Expectations

Students will become engaged, responsible citizens who respect the dignity and diversity of all individuals and cultures.

#### School Climate

Through our words and our actions, we create a culture of civility, thoughtfulness, appreciation and approachability.

#### School / Community Relationships

An active commitment among family, community and schools is vital to student learning.

#### Community Resources for Learning

We partner with all members of the community to exchange ideas, solve problems and build a comprehensive educational experience.

The District Improvement Plan follows.

CLASSIFICATION	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGETED	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
Budgets:					
Personal Services					
Expenses	56,783,074	58,301,925	60,235,000	63,235,000	3,000,000
Total	56,783,074	58,301,925	60,235,000	63,235,000	3,000,000



TRI COUNTY REGIONAL VOCATIONAL SCHOOL  
General Purpose/Mission Statement:

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 over 1,000 students.

CLASSIFICATION	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGETED	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
Budgets:					
Expenses	2,138,832	2,246,308	2,373,202	2,296,455	(76,747)
Total	2,138,832	2,246,308	2,373,202	2,296,455	(76,747)

# TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

## NORFOLK COUNTY AGRICULTURAL HIGH SCHOOL GENERAL PURPOSE/MISSION STATEMENT:

Norfolk County Agricultural High School (NCAHS) is a public high school that offers academic and vocational training to over 500 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	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGETED	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
Budgets:					
Personal Services					
Expenses	26,661	24,295	38,000	29,475	(8,525)
Total	26,661	24,295	38,000	29,475	(8,525)

## DEPARTMENT OF PUBLIC WORKS

### DEPARTMENT OF PUBLIC WORKS

#### General Purpose/Mission Statement:

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).

#### Overall Departmental Service Goals

1. 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.
2. Management and Administration – continuously evaluate means and methods of service delivery, evaluate, and where applicable, implement best practices. Lead in technology implementation for DPWs.
3. 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.
4. 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.
5. Public Infrastructure Maintenance – proactively maintain all DPW-assigned public infrastructure assets and support equipment to meet service requirements.
6. Emergency Response – be in a position to respond to major and minor emergencies to restore and maintain service.

#### General Department Overview:

1. Director of Public Works
  - a. External relations with state and federal agencies for permitting and regulatory compliance.
  - b. Long range infrastructure planning.
  - c. Resource development, including improving efficiency, grants, development of support facilities, etc. Coordination of divisions.
  - d. Annual planning, budgeting, goals, program evaluation.
  - e. EPA Storm Water Phase II Plan implementation.
  - f. EPA proposed RDA phosphorus loading reduction for the Charles River.
  - g. Evaluate future of GIS throughout the organization.

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

2. Administration
  - a. Administration of water, sewer, sprinkler, hydrant, cross-connection, backflow and solid waste & recycling billing.
  - b. Customer Service: counter and telephone intake, public notifications, etc.
  - c. Permit processing (water/sewer/street excavation/public way access, drain layers licenses, etc.).DPW-wide financial management, including payroll, AP/AR, and purchasing.
  - d. Support to operating divisions.
3. Engineering and Construction Division
  - a. Managing design and construction of capital improvement projects, coordinate with operating divisions.
  - b. Review site plans and subdivision plans for Planning Board and Conservation Commission.
  - c. Provide construction inspection for municipal capital projects and work in the public right of way. Manage street excavation and trench bylaws.
  - d. Maintain official Town records and map
4. Highway Division (includes Grounds, Park & Tree, Central Motors, Snow Operations and Beaver Street Recycling Center):
  - a. Road Maintenance - Reclaiming, overlay, chip seal, crack sealing, infraredding, patching and street sweeping.
  - b. Drainage – Catch basin cleaning, culvert cleaning and outfalls, catch basin repair and installation of additional catch basins and/or berms where needed.
  - c. Sidewalks – Repair existing sidewalks and add new sidewalks where needed.
  - d. 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.
  - e. Central Motors – Maintenance of approximately 160 Town vehicles, including DPW, Inspection, Board of Health, Council on Aging, Police (23), School (7), Fire (22); and small equipment's such as weed whackers, lawn mowers, chain saws, snow blowers, snow plows and sanders.
  - f. Snow Plowing & Sanding Operation
  - g. Beaver Street Recycling Station-Operation of a Recycling Station 3.5 days a week that is customer friendly and meets all D.E.P. regulations.

### Staffing:

- Administration and Clerical are shared with Enterprise funds.
- Administration-2.7 fte; Clerical-1.5 fte; Highway Division Labor-7; Parks and Trees Labor-7; Central Motors Labor-3

### Strategic Initiatives:

- Provide exceptional and expedient customer service to every person who contacts the DPW
- Maintain the Town's assets, fields, Town Common and other public ways in the community
- Installed new turf fields at the High School and Beaver Pond.
- Awarded Department of Environmental Protections' Water Conservation Department of the Year for 2017 with two other communities.

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

- Continue to work on the storm water management. Our lawsuit with the EPA is still in federal court. The DPW has proactively worked on this issue with the installation of rain gardens, better road design and many other projects that help manage what will eventually be a very costly endeavor down the road. We anticipate the Town is at least several years ahead of whatever the final EPA permit will become
- Maintained excellence in snow and ice removal operations.
- Execute over 4 new miles of new water and sewer pipes and roadway projects.
- Updating 5-year Pavement Management Plan.
- Designing improvements to Wells #3 & 6 of the water system.
- Awarded
- Converting over 1,800 Street Lights to LED.
- 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.

CLASSIFICATION	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGET	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
BUDGETS:					
Personal Services	1,444,731	1,607,684	1,679,657	1,780,646	100,989
Expenses	2,248,638	165,000	2,824,840	2,847,740	22,900
Totals	3,693,369	1,772,684	4,504,497	4,628,386	123,889

### STREETLIGHTS

Streetlights will be converted to LED lights throughout 2018.

CLASSIFICATION	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGET	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
BUDGETS:					
Personal Services					-
Expenses	137,945	142,113	165,000	175,000	10,000
Totals	137,945	142,113	165,000	175,000	10,000

## HUMAN SERVICES

### HEALTH DEPARTMENT

#### General Purpose/Mission Statement:

It is the responsibility of the Franklin Health Department to take all steps necessary to ensure the health, safety and wellbeing 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 102 food service and 31 retail food establishments, with an additional 10-plus new food establishments opening 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 400 annual inspections for food service alone. Not included in this number are complaint related inspections, and suspect food-borne illness investigations. Retail inspections generally are less involved and require fewer re-inspections; however these establishments require almost 90 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. The Health Department staff also must inspect and permit many seasonal and temporary food events throughout the year. The Feast of St. Rocco's, the town's Fourth of July events, the Downtown Harvest Festival and numerous other food events all require Health Department oversight.

#### 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. Next the design engineer submits a septic design plan to the Health Department for review. The review process is quite comprehensive and frequently requires the engineering firm to submit plan revisions due to errors and omissions. The final phase in the process is the system installation field inspections. In general, 2 -3 field inspections are required; however more complicated designs or large systems often require additional site visits. Both new systems and systems requiring repairs or upgrades must follow these procedures. On average, the Health Department receives 35-55 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 H1N1 global flu pandemic is behind us, the potential for the emergence of new novel influenza strains remain. All public health organizations worldwide continue to plan accordingly, including the Franklin Health Department. We have recruited and trained local volunteer health care providers to assist in the event of another flu pandemic or other public health emergency. The Franklin Health Department remains vigilant and stands ready to act in the event we are again confronted with a significant public health emergency.

#### 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 immediately to complaints, but never more than 24 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. Typical housing complaints may include no heat or hot water, water damage and mold and reports of unsanitary conditions. 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. As we continue to build large subsidized apartment complexes, and apartments converted to condominiums, I fully expect our housing related complaints to increase substantially moving forward.

#### 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:

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

- A. INSPECTION AND TESTING OF PUBLIC POOLS AND SPAS
- 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

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 10 recreational camps for children.

The Health Department office also must handle multiple 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. In addition, hundreds of permits must be processed annually for licensed activities.

In October of 2011 the Health Department was able to supplement our staff with a part-time administrative assistant position. This non-benefited 16 hour a week position allows the Health Department office to remain open to customers longer while the inspectional staff is in the field. Although helpful, the Health Department office is still closed to the public several hours each day. I plan to request additional funding for a full-time Administrative Assistant position in the 2018 budget, in order to keep the Health Department office open during the entire week.

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Personal Services	175,474	185,350	203,179	158,620	(44,559)
Expenses	2,305	2,609	4,250	29,250	25,000
Total	177,779	187,959	207,429	187,870	(19,559)



## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

### Staffing:

- 2 Full-time staff
- Administrative work will be consolidated with Inspections Department in FY19

### Strategic Initiatives:

- It is worth noting, the Franklin Board of Health adopted a 21 and over age limit for purchasing all tobacco products and electronic tobacco products, at the time becoming the 114<sup>th</sup> community in Massachusetts to do so. Additionally, the BOH adopted the most stringent regulations in the state by including pharmacies and other major businesses from doing the same.
- The Board of Health staff will transition in FY19.
  - Replaced our outgoing septic inspector with a contractor to save money and work regionally with neighboring towns.
  - Administrative and permitting staff will merge with the Inspections Department Staff.
  - E-Permitting will become live for all Inspections in FY19.

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	REQUEST	RECOM.	DECREASE
Budgets:					
Expenses	20,000	20,000	20,000	20,000	-
Total	20,000	20,000	20,000	20,000	-

### COUNCIL ON AGING

#### General Purpose/Mission Statement:

The mission of the Franklin Council on Aging is to enhance the independence and quality of life for Franklin's 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 offers a comprehensive array of programs, services and activities to Franklin's elderly residents. Our Social Service Coordinator serves non-elders as well disabled individuals and older adults. This population's needs are many and varied, and our mission is to determine what needs exist and how to effectively address those needs through relevant programs, services and activities.

Our goal is to offer needed services as well as opportunities for enhancing the quality of life for our elderly and disabled residents and their families by:

- Advancing safety and wellness through prevention, health screening, and nutrition and fitness opportunities.
- Fostering social engagement through socialization, intergenerational programs and volunteer opportunities.
- Promoting independence by providing extensive support services.

- Improving economic security through education, information and outreach.

COA Basic Programs:

The Franklin Senior Center completed its second floor expansion in 2017 and we are continuing to look for new ways to add more programs that are in high demand at the Senior Center. This will be a multi-year task. The Franklin Senior Center offers a wide range of programs, services and activities that serve older adults, disabled individuals and non-elderly residents. In addition to providing extensive resources to fall prevention, evidence-based disease self-management programs and caregiver support, the Council on Aging plans to create programming to assess and improve the mental health of older adults. Research reveals that older adults are severely underserved in this area so we will be pursuing grant opportunities to support this effort in FY'17. We serve younger and disabled residents by providing assistance with accessing social services through our Social Services Coordinator. We offer the following programs, services and activities:

1. 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 makes it easy for socially isolated elders to come to the Center and meet new friends. It is staffed with volunteers except for our Grill Cook, who is funded by the Friends of Franklin Elders and the Executive Office of Elder Affairs (EOEA).
2. Health & Wellness programs include blood pressure screening, blood sugar testing, gait assessments, balance screening, 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), and a Caregivers Support Group. We continue to offer evidence-based disease self-management programming.
3. 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.
4. Supportive Day Program which 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) twice a month. Fees from our Supportive Day Program support the Coordinators' and the Program Assistant's salaries.
5. Companion Caregivers is our in-home respite program for caregivers and their loved ones. The program provides an affordable, trained companion so caregivers can get a break from their caregiving duties, while the Companion provides socialization and stimulation for their loved one. This program is funded through grants from the MetroWest Health Foundation and the Executive Office of Elder Affairs.

6. Educational Seminars include annual financial planning, health fair, computer classes, elder driver safety programs, genealogy classes, CPR, monthly health & wellness presentations, and other educational sessions on various topics offered throughout the year.
7. Social Services Coordinator provides assistance to senior, low-income 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.
8. Social and Recreational programming: Social events are held each month, and recreational activities such as cribbage, Scrabble, bingo, bridge, whist, mah-jongg, arts & crafts, chess, painting, quilting, knitting, pool, woodcarving, movies, flower-arranging, a chorale group and recreational trips are offered on a weekly basis.
9. 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.
10. Professional Services & Amenities such as Hairdresser/Barber, Manicures, Fitness Equipment, Legal Advice, Tax Preparation Assistance, Medical Equipment loans and a Gift Shop are offered for our clients' convenience.
11. Intergenerational programs are offered with students from the Early Child Development Center, Oak Street Elementary School, the Horace Mann, the Parmenter School, the Franklin High School, Xavarian Brothers High School, the Benjamin Franklin Classical Charter School and Tri-County Regional Vocational High School.
12. The Franklin Connection, our monthly newsletter, is mailed to over 1,400 senior citizen households in Franklin and there are over 500 on-line subscribers. The newsletter offers information about programs, services, and activities, as well as health education and information and relevant topics. The Franklin Connection is published by the Friends of Franklin Elders and is printed by the Tri-County Regional Vocational High School. We also host a Facebook page and Twitter account.
13. 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.
14. 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 and Treasurer's Offices, administers this program. Last year 88 seniors worked 8,016 hours for a total of \$72,144 in tax relief. They worked in 9 town departments and 5 schools.

15. Income Tax Preparation Assistance is provided to elderly residents through a partnership with AARP, which provided trained volunteers who prepared income tax returns for 188 elderly citizens. The Senior Center also offered individual assistance to seniors with circuit breaker tax credit and the 41C tax abatement. Our volunteer assisted 66 individuals and obtained a total of approximately \$64,328 in Circuit Breaker tax relief in the past year.
16. Partnerships: In the past year, we have collaborated with the Center for Adult Education and Community Learning for several events and activities. We also partner with the Franklin's Police and Fire Departments. An officer from the Police Department comes to the Center on a regular basis to check in with participants and address any issues they may have. This interaction forges 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. We also refer elders to the Fire Department's Home Visit program, which provides blood pressure checks, fall prevention, and smoke detector installation.
17. 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.
18. Housing: We provided outreach, information and referral regarding the Regional Housing Rehabilitation Program and Supplemental Fuel Assistance Programs offered to low and moderate income elders to finance repairs to their homes, particularly for emergency situations or to make accessibility modifications, without which some seniors would be unable to remain safely in their own home. We provide outreach to the subsidized housing complexes of the Franklin Housing Authority and Eaton Place by offering information about senior services and cross-referring.

Staffing:

- 2 administrative full time
- 1 administrative part time
- 2 clerical part time
- 1 Wellness Nurse, 1 Outreach Coordinator

It is important to note that the following positions at the Senior Center are funded through various sources, including state grants and local volunteers. The Town Administration has been working in each budget to help ween the Senior Center off of these monies an imbed these costs into the operating budget:

- Our Social Service Coordinator is partially funded by the town (we are requesting 18 hours per week for \$21,085) and partially through a grant from the Executive Office of Elder Affairs (12 hours per week for \$14,056)
- The Health & Wellness Nurse is partially funded by the town (6 hours per week for \$8,378 per year) and partially through the Friends of Franklin Elders (4 hours per week for \$5,586 per year.) This position is 37 weeks per year,
- Our Grill Cook's salary is paid through a generous donation from our Friends group, the Friends of Franklin Elders, and a grant from the Executive Office of Elder Affairs,

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

- The Supervisor and two Companions with the Companion Caregiver Program are funded through a grant from the MetroWest Health Foundation, a grant from the Executive Office of Elder Affairs and the Companion Care Revolving Fund,
- Two part-time Supportive Day Program Coordinators and a part-time Program Assistant are funded through the Supportive Day Revolving Fund
- A part-time Bus Driver is funded through the Transportation Revolving Fund.

### Strategic Initiatives:

- 2017 completion of the Senior Center expansion.
- 2017 Ribbon Cutting Ceremony attended by the Secretary of Elder Affairs, Alice Bonner.
- Established an annual Open House event for seniors and their families to come take a look at the programs and services offered at the facility.
- Awarded a continuation grant from the MetroWest Health Foundation for our in-home respite program, which alleviates caregiver stress by offering affordable companion services. This program was established in the fall of 2013.
- Volunteers Drive the Success at the Franklin Senior Center: The Center's 114 volunteers provided 11,007 hours of service to the Town. Due to significant volunteer support, we are able to provide extensive programming and support without seeking additional funding from the town.
- In collaboration with Franklin High School, a new program was developed for the kids to come to the Senior Center and assist seniors with their own devices, help fix them, teach them how to use them the way they would like and help educate on how technology can help them stay in touch with modern day society and their families.
- In collaboration with the attorneys that offer our Legal Clinic, we offered an Estate Planning Workshop which was attended by 65 elders.
- Implemented the "RMV Near Me" program in partnership with the Registry of Motor Vehicles. Our staff was trained to be able to provide assistance to elders with on-line transactions and help locating resources on line.
- Dean College offered a special course entitled, Prose Poetry, to a group from the Senior Center and two lectures known as the Stella Jeon Lecture series were presented by Dean Faculty members.
- We hosted a Drug Take Back session sponsored by the Franklin Police Department and will continue to offer these semi-annually.
- We started showing a selection of Ted Talks on various topics of interest each month.
- We provided Emergency Kits for vulnerable elders, which included a blanket, flashlight, batteries, water, and non-perishable food thanks to a donation from the Rotary Club.
- We offered free Genealogy instruction in our Computer Lab with an experienced instructor.
- We offered a monthly Memory Café, which is a social event for individuals with dementia and their loved ones.
- To expand tax relief for elderly residents, we hosted a Circuit Breaker Tax Workshop and a Tax Abatement Workshop, offering assistance in preparing the required forms to residents who needed it.
- We offered evening hours, staying open until 7:30 on Thursday nights, providing fitness, and recreational, informational, and educational sessions.
- We offered technology trainings with Horace Mann students teaching seniors to use their smartphones and tablets as well as traditional lessons with desktop computers.

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

- Our Health & Wellness Nurse presented two evidence-based programs, Fit for Life and Matter of Balance and an extensive series of lectures entitled, Living Your Best Life Now!, which focuses on creating a positive emotional outlook to help elders enhance their coping skills. We also offered the evidence-based program, Healthy Eating for Life with instructors from Tri-Valley.
- The Senior Center Director received a certificate from Boston University's Center for Aging and Disability Education and Research for a course entitled, Aging and Mental Health Issues.
- Intergenerational programming included frequent visits from students to meet with elders and share stories and activities. Freshman students from Tri-County Vocational School visit the Center biweekly in the spring as part of the Health Careers program. Last year, NHS students from Franklin High hosted a Spring Fling party for seniors. We also recruit seniors for the Parmenter School's Book Buddy program. In addition, Charter School students worked with the Friends of Franklin Elders to distribute gifts to homebound elders. Children from the Early Child Development Center visit our Supportive Day program on a weekly basis. The Senior Center hosted an intern from U. Mass Dartmouth, and we also host numerous students as volunteers throughout the course of the year.
- 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, Veterans Day Breakfast and a concert with Southeastern MA Community Concert Band with support from the Franklin Cultural Council.

CLASSIFICATION	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGET	TOWN ADM. RECOM	INCREASE/ DECREASE
Budgets:					
Personal Services	154,285	182,826	190,469	204,200	13,731
Expenses	2,362	4,000	5,800	5,930	130
Total					
	156,647	186,826	196,269	210,130	13,861

### VETERANS SERVICES

#### General Purpose/Mission Statement:

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.

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

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.

### Staffing:

- One Full-time Veteran's Officer
- Part-time Assistant (from grant funds)

### Strategic Initiatives:

- Veterans staff have assist Veterans in town bring in more than \$4.3 million worth of benefits that have helped improve the lives of Veterans and their families in town with monies owed to them for their service.
- Began the "Municipal Veterans Assistance Fund", an established dedicated fund authorized by the Town Council to allow residents to make donation to the fund to help assist Veterans and their families with the costs of food, transportation and home heating oil. Currently, the fund has more than \$6,000 in donations. Anyone can make a donation here:

<http://www.franklinma.gov/home/pages/online-payments>

- Initiated a War Memorial project for the Town Common to display unique permanent markers for the 25 heroes who gave their service to this country and died in the line of service.
- Provide continued excellent customer service and be the leader of the community for Veteran's related activities and services.

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Personal Services	42,719	42,719	-		
Expenses	1,040	38,794	43,250	44,200	950
Veterans Assistance	174,697	207,176	225,000	200,000	(25,000)
Total	218,457	288,690	268,250	244,200	(24,050)

## CULTURE & RECREATION

### LIBRARY

#### General Purpose/Mission Statement:

#### Franklin's Community Vision:

"To be a vibrant community that supports the arts, non-profit organizations, higher education and businesses in an atmosphere that allows growth and prosperity while at the same time conserving our heritage, natural resources, and history. We will build on and celebrate our uniqueness as a community and maintain the quality of life that is a strength and competitive advantage."

#### Franklin Public Library Mission:

Franklin Public Library is the center of learning, knowledge, discovery, growth and entertainment for a diverse and inclusive community.

#### Values & Guiding Principles

- Access - We are open and free to all and provide equal access to an extensive range of information and resources.
- Service - We commit ourselves to excellence, bring the highest possible level of responsiveness and flexibility to library services and functions and strive to provide positive library experiences for our patrons.
- Knowledge - We are inspired by the transformative power of information and encourage the continuous pursuit of knowledge, discovery and life-long learning.
- Growth - We are open to creative ideas and embrace innovative ways to adapt the Library to the changing needs of the community.
- Stewardship - We are committed to the prudent management of our resources, strong, ongoing financial planning, sustainability and environmentally sensitive systems that support the attainment of our mission.
- Community - We celebrate cultural diversity, establish connections, and create a welcoming environment that encourages individual study, partnerships and social commitment
- Passion - We honor and preserve our unique history and traditions and are ardent in providing full library services to all our patrons.

#### Staffing:

- 8 Full-time
- 7 Part-time

#### Strategic Initiatives:

- The success of the Franklin Public Library continues to come from our hard working staff that excite the community with a diverse set of programs, opportunities for all ages and exemplary customer service.



## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

- With the renovation and expansion project finished, the Town has invested new resources in several new part-time staff to fill the customer demand at the library. The facility continues to adapt in the modern age and transition from a library being a quiet place to a facility more accommodating to all needs. While there is plenty of space in the Historic Reading Room to lay quiet, the remainder of the new facility will be vibrant, bright and active.
- Launched a new exhibit to feature the Ben Franklin Books Exhibit.
- Thanks to the relentless hard work of the library staff, residents have numerous powerful weekly programs that are designed to increase reading readiness, support school readiness, improve learning outcomes, teach technology and programming skills and create informal learning environments for all.
- In addition, six monthly clubs (Lego club, genealogy club, chess group, knitting circle scrapbooking adult coffee and craft) transform what would ordinarily be routine library visits into teachable moments and social gatherings for youngsters, families and adults.
- Plans are underway with Dean College to expand library programming for all ages beginning in the fall. This will enrich library offerings by harnessing the enormous expertise of the college to benefit the community.
- This is a very exciting time for the Library. The goal of providing meaningful library experiences in a comfortable, functional, inviting and accessible facility is just fourteen months away. The Library is profoundly grateful to the Town Council and Finance Committee for funding this project, the members of the Building Committee for hammering out the details, and the Town Administrator and Library Board for its guidance.

	FY 2016	FY 2017	FY 2018	TOWN ADMIN	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	REQUEST	RECOM.	DECREASE
Budgets:					
Personal Services	379,159	494,463	574,477	590,301.00	15,824
Expenses	210,152	237,000	262,000	310,000.00	48,000
Total	589,311	731,463	836,477	900,301	63,824

### RECREATION DEPARTMENT

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 is a service-based department. We are a self-supporting department, replying on our program fees to cover our expenses. We work interactively

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

with local sports organizations, Franklin public school department, individual Town residents, private groups, as well as other Town departments. In the course of a given year, over 8,000 people are affected by Recreation operations. Our clientele continues to increase each year. Recreation is responsible for scheduling all fields, playgrounds, and courts. The Recreation Department continues to serve the residents in the area of recreation and leisure services.

### Staffing:

- 2 administrative full time
- 2 clerical part time
- Seasonal staff

### Strategic Initiatives:

- Opening of the new Recreation Facility at 257 Beaver Street with indoor basketball, sports, batting cages, pickle ball, volley ball, and variety of services and sports. The building can also be utilized for rentals.
- King Street Memorial Park improvements are beginning on a long term project to
- 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.
- The Recreation Department has added additional art classes and pre-school programs.

	FY2016	FY 2017	FY2018	TOWN ADMIN	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOMMEND	DECREASE
Budgets:					
Personal Services	286,956	292,960	303,340	309,050	5,710
Expenses	239,690	228,380	248,380	272,400	24,020
Total	526,646	521,340	551,720	581,450	29,730

### HISTORICAL COMMISSION

General purpose/Mission statement:

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

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

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.

In FY 2019, the Board will continue to look at options for assistance to develop a comprehensive archive system.

CLASSIFICATION	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGET	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
Budgets:					
Personal Services	680	4,000	4,000	7,000	3,000
Expenses	2,384	3,248	3,000	4,000	1,000
Total	2,384	3,248	7,000	11,000	4,000

### MEMORIAL DAY

General purpose/Mission statement:

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

CLASSIFICATION	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGET	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
Budgets:					
Expenses	1,200	1,200	1,200	1,300	100
Total	1,200	1,200	1,200	1,300	100

### CULTURAL COUNCIL

General purpose/Mission statement:

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.

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

The Cultural Council is an appointed committee of volunteers who coordinate grant applications and awards for the Town.

### Strategic Initiatives:

- Increase state and local funding to fill the demand for grant applications.
- FY19 proposal will be the largest local contribution ever.

	FY 2016	FY 2017	FY 2018	TOWN ADMIN.	INCREASE/
CLASSIFICATION	EXPENDED	EXPENDED	BUDGET	RECOM.	DECREASE
Budgets:					
Expenses	2,000	3,000	3,000	8,000	5,000
Total	2,000	3,000	3,000	8,000	5,000

## 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 a recent bond sale coming in at 3.04%. Bond Anticipation Notes (BANs) have been sold over the last number of years with the last used to temporarily fund the Library in the amount of \$10.3 million. Due to the shorter duration to maturity the effective interest rate was approximately 2.5%.

#### Franklin's Current Debt Position

As of June 30, 2018, the Town of Franklin has approximately \$81 million of outstanding debt. With existing debt being retired, new debt being added outstanding debt will decrease to \$80.7 million as of June 30, 2019. Approximately \$47.2 million of outstanding debt is exempt under Prop 2 ½, \$22.5 million is non-exempt and \$11.3 million is rate supported through our enterprise funds.

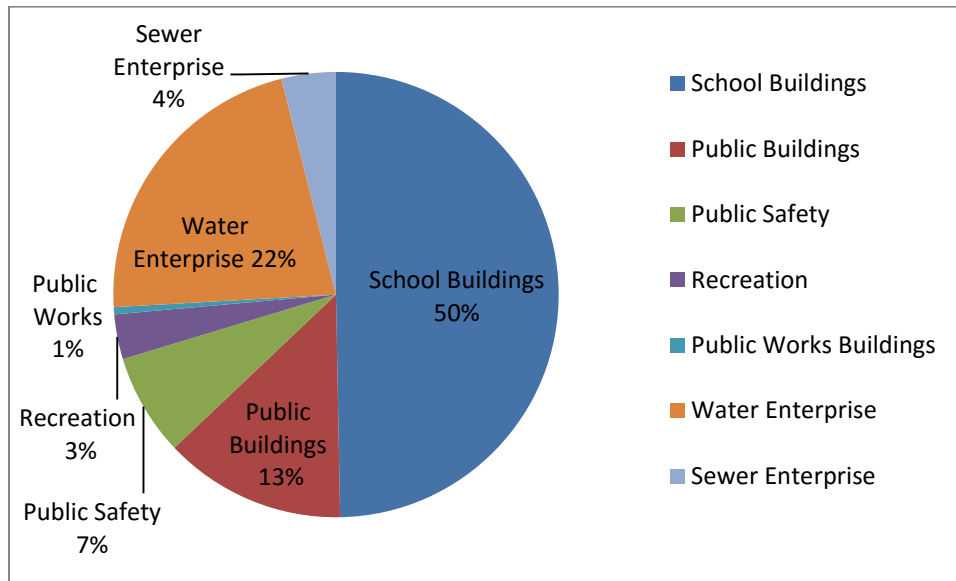
Recently, Standard and Poor's graded the Town's latest BAN issue at SP-1+, its top rating, and awarded a rating of AA+ to our latest bond issue of \$7.5 million. These funds were used to permanently finance the remainder of the High School and a water line project.

#### FY19 Debt Service by Category

- School Buildings – Franklin High School, Remington-Jefferson, Keller-Sullivan, and Horace Mann-Oak St.
- Public Buildings – Municipal Building, New Senior Center, Franklin Public Library
- Public Safety –Downtown Fire Station
- Recreation – Beaver Street, High School football field, etc.
- Public Works Buildings –DPW Garage addition/remodeling
- Water Debt – Includes a significant portion of the 20/20 plan and other water storage, repair, and distribution projects
- Sewer Debt – Sewer lines on Populatic Street and the Fletcher Field area, the MWPAT Title V loan and general sewer improvements throughout town.
- Roads – Any bonded road reconstruction projects. Note: there are no bonded road projects at this time.

#### FISCAL 2019 DEBT SERVICE BY CATERGORY

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET



### PRINCIPAL

CLASSIFICATION	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGET	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
Budgets:					
Principal - General Fund	4,104,250	3,840,000	3,876,000	4,112,000	236,000
Total	4,104,250	3,840,000	3,876,000	4,112,000	236,000

### INTEREST

CLASSIFICATION	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGET	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
Budgets:					
General Fund Interest	2,899,532	2,879,448	2,733,708	2,731,101	(2,607)
Total	2,899,532	2,879,448	2,733,708	2,731,101	(2,607)

## EMPLOYEE BENEFITS

### RETIREMENT

#### GENERAL PURPOSE/MISSION STATEMENT:

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 County as said The Town can foresee an approximate 10% increase over the next few years

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. 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

#### GENERAL PURPOSE/MISSION STATEMENT:

The Town is currently contracted with Tufts Health Plan for FY18 and will be transitioning to Harvard Pilgrim on July 1, 2018. There will be a HMO plan, PPO plan and for the first time, a Qualified High Deductible Health Care Plan (QHDHCP) option. If an employee takes this option, the Town is contributing \$750 for an individual or \$1,500 for a family to begin a mandatory Health Savings Account (HAS) as part of the plan.

Through its Insurance Advisory Committee (IAC) made up of employee unions, we have successfully "Bent the Trend" the past two years. Employee health insurance has only increased a total of 4% over two years, substantially lower than many communities and the market. We have also been able to stay below the GIC Benchmark. This is a testament to the employees for helping to work closely with the Administration on plan design and our health metrics. This is an excellent example of the team work our staff do all day, every day.

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

In prior years the town contracted 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 32% 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. In FY 2017 the premiums reflected in the budget is a 6.0% with Tufts. This account excludes Franklin Public Schools active employees, which is budgeted within their respective budget. Retirees over the age of 65 must enroll in the Tufts Medicare plan. Retired teachers are budgeted in the Retired Teacher Health Insurance line. The non-Teacher retirees were brought over to the Town's side of the ledger from the School budget in FY 15.

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

### NON-GIC SCHOOL RETIREES HEALTH/LIFE INSURANCE

In FY 15 the Non-GIC School Retirees were transferred out of the School Department budget into the Town's Employee Benefits. These expenditures are not a part of the Schools State Foundation Budget. This line item will continue to increase due to new retirements.

### RETIRED TEACHER HEALTH/LIFE INSURANCE GENERAL PURPOSE/MISSION STATEMENT:

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 19 the cost for retired teacher health and life insurance is budgeted at \$950,000.

### WORKERS COMPENSATION GENERAL PURPOSE/MISSION STATEMENT:

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 GENERAL PURPOSE/MISSION STATEMENT:

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 17 as it pertains to layoffs. Because of good experience in this line, we were able to reduce the budget. This expense can fluctuate and can be somewhat unpredictable throughout the year.

#### MEDICARE

#### MEDICARE GENERAL PURPOSE/MISSION STATEMENT:

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/MISSION STATEMENT:

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,

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

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, 2017. The Towns accrued liability as of this date was \$ 69.3 million.

The Town created an OPEB Trust and all funds were moved from the OPEB Stabilization account by a vote of Town Council. The OPEB Trust Committee voted to invest these funds with the State PRIT fund. These funds are overseen by the States Pension Reserves Investment Management Board. The balance currently is approximately \$ 4.5 million.

### COMPENSATION RESERVE GENERAL PURPOSE/MISSION STATEMENT:

These funds are for any wage adjustments during the fiscal year and to cover absences in individual departments where additional coverage is necessary. All major Municipal contracts expired June 30, 2019.

CLASSIFICATION	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGET	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
Budgets:					
Retirement Assesement	\$3,947,535	\$4,351,658	\$4,771,398	\$ 5,223,882	\$452,484
Health.Life Insurance	2,341,960	2,545,329	2,750,000	2,875,000	125,000
Non-GIC School Retirees		772,688	950,000	1,035,000	85,000
Retired Teachers Health Ins	858,612	869,311	910,000	950,000	40,000
Workers Compensation	541,906	582,988	550,000	550,000	-
Unemployment	86,760	43,820	110,000	110,000	-
Medicare Tax	263,575	275,113	315,000	325,000	10,000
OPEB	400,000	400,000	500,000	550,000	50,000
Compensation Reserve	183,311	45,208	100,000	75,000	(25,000)
Total	8,623,658	9,886,115	10,956,398	11,693,882	737,484

### LIABILITY INSURANCE GENERAL PURPOSE/MISSION STATEMENT:

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	FY2016 EXPENDED	FY2017 EXPENDED	FY2018 BUDGET	TOWN ADMIN RECOM.	INCREASE/ DECREASE
Budgets:					
Personal Services Expenses	472,054	449,705	525,000	600,000	75,000
Total	472,054	449,705	525,000	600,000	75,000

## ENTERPRISE FUNDS

### WATER ENTERPRISE

#### Mission:

Use 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 (~10,000 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 FY19 & Beyond Challenges/Strategic Initiatives:

- Changed budget development process from twelve month worst case scenario to average actual use over four year period. Most noticeable changes are reductions in chemical costs (treatment plant down for 3 month cleaning and maintenance). Electrical costs reduced by shutting down pump stations during non-peak months.
- 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 unwarranted and detrimental DEP policy making.
- Continue to secure water for the Town's future, including:
  - Restoring capacity in existing wells (treatment plant, well redevelopment, etc.). This includes the FY19 design of a new plant on Grove Street for Wells

## TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

#&6. The Town will look at potential state assistance with a low interest loan, as well as making the building LEED certified.

- Continue inter-municipal negotiations with area communities that get water from us, in addition to emergency situations.
- 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. Note, the DPW this year with the leadership of our Water/Sewer Superintendent Laurie Ruzsala and Director of Operations Deacon Perrotta, won a Water Conservation Award as one of the three best programs in the state.
- Continue with a strong "leak detection" plan to limit the amount of lost water throughout Town.
- Budget step raises and other contractual requirements for union employees.
- The continued planning and implantation of the new Water Capital Improvement Plan.
- Continued meter replacement plan.

### Major Concerns:

Manganese Regulations, DEP may decide to shut down the use of Wells 3, 6 and 9 pending a resolution of the high manganese levels. The most likely scenario is that DEP sets dates for treatment facilities to be built and put into operation. The potential costs associated with of removal of manganese could be in excess of 5 Million dollars.

Water consumption continues to decline. This is good, as the Town is meeting all requirements / restrictions / expectations imposed by DEP. However, with less water use, there is less revenue to support the system and fund capital improvements.

CLASSIFICATION	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGET	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
<b>BUDGETS:</b>					
Personal Services	1,098,312	1,059,914	1,208,202	1,241,140	32,937
Expenses	1,697,058	1,651,812	2,051,000	2,064,600	13,600
Totals	2,795,370	2,711,726	3,259,202	3,305,740	46,537
OPEB	16,000	16,000	16,000	16,000	-
Debt & Interest	1,808,156	1,627,601	1,594,701	2,028,394	433,693
Total Water Budget	4,619,526	4,355,327	4,869,903	5,350,134	480,230
Indirects	543,000	558,000	565,000	567,000	2,000
Totals	5,162,526	4,913,327	5,434,903	5,917,134	482,230

### SEWER ENTERPRISE

#### General Purpose/Mission:

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

Objectives:

Sewer pump stations (23 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. Sewer Collection System Maintenance – maintain and repair the Town’s entire sewer infrastructure including sewer mains, manholes, hydraulic cleaning, TV investigation and clearing of easements.

Emergency twenty-four hour, seven days a week response/customer service.

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 providing excellent customer service.

Selected FY19 & Beyond Challenges/Strategic Initiatives:

- 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.
- The major project that will need to begin to occur in the next several years is the design to replace the 100+ year old Beaver Street Interceptor. This project will likely be in excess of \$20 million to replace and will have numerous land related issues regarding the passage of where the Interceptor is located.

Significant Adjustments:

- The FY19 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.
- The FY19 budget reflects the large assessment from Charles River Pollution Control District for the work that has been done to upgrade and improve the plant to meet stricter EPA regulations and general wear and tear of the facility due to its age.
- The FY19 budget does reflect step raises and other contractual requirements for union employees.
- Charles River Pollution Control District assessments are based on information provided by them. Number is subject to change.

# TOWN ADMINISTRATOR PROPOSED FY19 BUDGET

CLASSIFICATION	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGET	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
<b>BUDGETS:</b>					
Personal Services	618,159	645,617	674,009	701,932	27,922
Expenses	311,584	355,184	409,750	439,750	30,000
	929,743	1,000,801	1,083,759	1,141,682	57,922
					-
Charles River Poll Ctrol Dist.	2,943,810	3,593,880	3,651,680	3,645,250	(6,430)
OPEB	6,000	6,000	6,000	6,000	-
Debt	403,283	388,906	373,711	363,746	(9,965)
Total Sewer Budget	4,282,836	4,989,587	5,115,150	5,156,678	41,527
					-
Indirects	418,000	430,000	441,000	443,000	2,000
	4,700,836	5,419,587	5,556,150	5,599,678	43,527

## SOLID WASTE ENTERPRISE

### General Purpose/Mission:

To provide the highest level of customer service for the curbside pickup of trash, recyclables and yard waste from 9,250 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.

CLASSIFICATION	FY 2016 EXPENDED	FY 2017 EXPENDED	FY 2018 BUDGET	TOWN ADMIN. RECOM.	INCREASE/ DECREASE
<b>BUDGETS:</b>					
Personal Services	61,982	67,466	70,129	76,105	5,976
Expenses	1,620,108	1,598,229	1,871,813	1,918,031	46,218
	1,682,090	1,665,695	1,941,942	1,994,136	52,194
Debt & Interest	-	-	-	-	-
Solid Waste Total	1,682,090	1,665,695	1,941,942	1,994,136	52,194
Indirects	82,000	88,000	92,000	93,000	1,000
Totals	1,764,090	1,753,695	2,033,942	2,087,136	53,194