

# Town of Franklin MASSACHUSETTS



## FISCAL 2015 BUDGET PROPOSAL



Town Administrator  
Jeff Nutting

Comptroller  
Susan Gagner

# Fiscal Year 2015 Budget Funding

		Final FY 2011	Final FY 12	Final FY 13	FINAL FY 14	PROPOSED FY 15	
I.	<b>AVAILABLE RESOURCES:</b>						
	<b>TAX LEVY</b>						
1	Prior Year Levy Limit plus 2 1/2%	52,266,278	54,099,089	56,327,438	58,600,829	61,139,530	
2	New Growth	513,322	854,509	844,102	1,047,493	700,000	
	Prop 2 1/2 override						
3	Unused Levy						
4		52,779,600	54,953,598	57,171,540	59,648,322	61,839,530	2,191,208
5	Debt Exclusions:						
6	Elementary School(Net of SBA)	340,462			185,120		
7	Horace Mann (2,000,000)	154,650			132,680		
8	Lincoln Street (bond)	599,513			531,823		
	Horace Mann (bond)/FY 06 premium	451,508			420,458		
10	HS bans/bond	-			590,082		
11		1,546,133	1,468,947	1,353,390	1,860,163	3,964,418	
12		54,325,733	56,422,545	58,524,930	61,508,485	65,803,948	
13	<b>STATE REVENUE (Net of Offsets)</b>						
14	Chapter 70 School Aid (Net)	26,714,222	26,857,636	27,111,396	27,268,946	27,423,796	
15	Charter Tuition/Capital Assessment Reimb	801,929	712,745	604,444	528,105	507,873	
16	School - Other						
17	Lottery	2,089,973	1,938,859	2,089,973	2,139,376	2,198,705	
18	All Other (net of offsets)	297,744	310,747	323,650	329,074	307,030	
19	Prior Year Overestimates						
20		29,903,868	29,819,987	30,129,463	30,265,501	30,437,404	171,903
21	School Building Assistance	825,934	825,934	825,934	825,934	825,934	
22		30,729,802	30,645,921	30,955,397	31,091,435	31,263,338	
23	<b>OTHER REVENUES</b>						
24	Local Receipts - General Fund (+ ambulance receipts 2004)		6,360,000	6,665,000	7,217,500	7,400,000	182,500
	meals tax		340,000	385,000			
	Medway library shared director revenue						
28	hotel/motel FY 12/14		400,000	-	475,000		
29	indirects wtr/swr/sw						
30		7,192,000	7,100,000	7,050,000	7,692,500	7,400,000	
31							
32							
33	<b>Other Available Funds</b>						
34	BOND PREMIUM FY14	11,000			442,935		
	Reserve for excluded debt			7,484	222,477		
	Parking Meter Receipts Reserved				17,600	38,000	20,400
	Affordabel Housing Gift	15,000	15,000				
	Enterprise Fund (Indirects)	956,000	966,000	993,000	997,500	1,000,000	2,500
	Free Cash		350,000	351,405			
43		982,000	1,331,000	1,351,889	1,680,512	1,038,000	2,568,511
44	Stabilization Fund (Capital Debt)	200,000					
45	Stabilization Fund (O&M)						
46	Overlay Surplus						
47		200,000					
48							
49	<b>TOTAL REVENUES &amp; OTHER FIN SOURCES</b>	93,429,535	\$ 95,499,466	\$ 97,882,216	\$ 101,972,932	\$ 105,505,286	
52							
53	<b>LESS AMOUNTS TO BE RAISED:</b>						
54	School Choice (Est.) - Deduction from CH 70	149,754	159,056	155,589	182,097	127,931	
55	State Assessments (Est.)	354,973	340,254	350,787	365,980	377,302	
	Court Judgement						
56	County Assessment (Est.)	213,315	213,429	218,765	214,628	219,993	
57	Charter School Assessment	3,732,262	3,992,883	4,112,316	4,126,963	4,255,745	
59	Provision for Abatements & Exemptions (Overlay)	513,449	679,468	696,317	748,083	700,000	
60	Prior year funds to be raised						
61	Tax Title						
61		4,963,753	5,385,090	5,533,774	5,637,751	5,680,971	43,220
63							
64	<b>TOTAL AVAILABLE FUNDING FOR BUDGETS</b>	\$ 88,465,781	\$ 90,114,376	\$ 92,348,442	\$ 96,335,180	\$ 99,824,315	2,525,291
65							
66	<b>TOTAL BUDGETS RECOMMENDED</b>	88,430,285	90,105,026	92,314,850	96,334,495	99,817,417	
69							
70	<b>surplus/unused levy</b>	\$ 35,496	\$ 9,350	\$ 33,592	\$ 685	\$ 6,898	

**OPERATING BUDGET  
TOWN OF FRANKLIN  
FISCAL 2015**

		FY 2012	FY 2013	FY 2014	FY 2015	FY 2015	FY 2015	FY 2015	approved
		Final	Final	Final	Submitted	TA Recommend	Fin Comm Recommend	Town Council to vote	✓
111	<b>Town Council</b>								
	expenses	<u>3,500</u>	<u>3,500</u>	<u>3,500</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	
		3,500	3,500	3,500	4,000	4,000	4,000	4,000	
123	<b>Town Administration</b>								
	salaries	257,858	286,704	296,161	319,447	327,447	327,447	327,447	
	expenses	<u>53,942</u>	<u>33,545</u>	<u>29,959</u>	<u>30,913</u>	<u>30,913</u>	<u>30,913</u>	<u>30,913</u>	
		311,800	320,249	326,120	350,360	358,360	358,360	358,360	
131	<b>Finance Committee</b>								
	expenses	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	<u>1,500</u>	
135	<b>Comptroller</b>								
	salaries	333,167	354,641	370,763	383,803	383,803	383,803	383,803	
	expenses	<u>56,425</u>	<u>56,925</u>	<u>56,925</u>	<u>59,400</u>	<u>59,400</u>	<u>59,400</u>	<u>59,400</u>	
		389,592	411,566	427,688	443,203	443,203	443,203	443,203	
141	<b>Assessors</b>								
	salaries	221,103	228,508	233,781	244,487	244,487	244,487	244,487	
	expenses	<u>68,850</u>	<u>68,850</u>	<u>68,850</u>	<u>73,500</u>	<u>73,500</u>	<u>73,500</u>	<u>73,500</u>	
		289,953	297,358	302,631	317,987	317,987	317,987	317,987	
147	<b>Treasurer-Collector</b>								
	elected official salary	83,485	85,155	89,000					
	salaries	223,935	233,538	246,122	342,792	342,792	342,792	342,792	
	expenses	55,930	51,730	55,330	54,855	54,855	54,855	54,855	
	tax title expenses	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	<u>35,000</u>	
		398,350	405,423	425,452	432,647	432,647	432,647	432,647	
151	<b>Legal</b>								
	salaries	90,970	92,335	94,182	96,537	96,537	96,537	96,537	
	expenses	<u>49,900</u>	<u>48,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	
		140,870	140,335	134,182	136,537	136,537	136,537	136,537	
152	<b>Human Resources</b>								
	salaries	106,391	120,232	123,488	130,772	130,772	130,772	130,772	
	expenses	<u>9,950</u>	<u>9,950</u>	<u>9,950</u>	<u>10,950</u>	<u>10,950</u>	<u>10,950</u>	<u>10,950</u>	
		116,341	130,182	133,438	141,722	141,722	141,722	141,722	
155	<b>Information Technology</b>								
	expenses	<u>104,944</u>	<u>119,250</u>	<u>156,165</u>	<u>131,800</u>	<u>131,800</u>	<u>131,800</u>	<u>131,800</u>	
		104,944	119,250	156,165	131,800	131,800	131,800	131,800	

**OPERATING BUDGET  
TOWN OF FRANKLIN  
FISCAL 2015**

		FY 2012	FY 2013	FY 2014	FY 2015	FY 2015	FY 2015	FY 2015	approved
		Final	Final	Final	Submitted	TA Recommend	Fin Comm Recommend	Town Council to vote	✓
<b>161 Town Clerk</b>									
	elected official salary	70,770	72,185	76,000	81,000	81,000	81,000	81,000	
	salaries	46,763	60,293	62,253	64,590	64,590	64,590	64,590	
	expenses	13,800	13,800	16,000	16,450	16,450	16,450	16,450	
		131,333	146,278	154,253	162,040	162,040	162,040	162,040	
<b>164 Elections &amp; Registration</b>									
	salaries	30,609	30,862	25,596	31,775	31,775	31,775	31,775	
	expenses	15,400	16,800	17,150	18,400	18,400	18,400	18,400	
		46,009	47,662	42,746	50,175	50,175	50,175	50,175	
<b>176 Appeals Board</b>									
	expenses	5,000	5,000	4,000	4,000	4,000	4,000	4,000	
		5,000	5,000	4,000	4,000	4,000	4,000	4,000	
<b>177 Planning &amp; Growth Manage</b>									
	salaries	230,852	238,689	247,116	253,676	253,676	253,676	253,676	
	expenses	24,900	24,900	24,900	26,650	26,650	26,650	26,650	
		255,752	263,589	272,016	280,326	280,326	280,326	280,326	
<b>192 Public Property &amp; Buildings</b>									
	salaries	2,067,960	2,098,773	2,225,913	2,312,994	2,312,994	2,312,994	2,312,994	
	expenses	4,285,525	4,274,485	4,195,740	4,117,300	4,117,300	4,117,300	4,117,300	
		6,353,485	6,373,258	6,421,653	6,430,294	6,430,294	6,430,294	6,430,294	
<b>196 Central Service</b>									
	expenses	108,100	111,100	111,100	110,136	110,136	110,136	110,136	
		108,100	111,100	111,100	110,136	110,136	110,136	110,136	
<b>Subtotal, General Government</b>		8,656,029	8,775,750	8,915,944	8,996,727	9,004,727	9,004,727	9,004,727	
<b>210 Police</b>									
	salaries	4,014,000	4,141,261	4,311,348	4,507,449	4,507,449	4,507,449	4,507,449	
	expenses	249,800	255,450	259,175	278,650	278,650	278,650	278,650	
		4,263,800	4,396,711	4,570,523	4,786,099	4,786,099	4,786,099	4,786,099	
<b>220 Fire</b>									
	salaries	3,853,552	3,977,774	4,038,526	4,092,725	4,092,725	4,092,725	4,092,725	
	expenses	359,700	358,350	390,250	420,600	425,600	425,600	425,600	
		4,213,252	4,336,124	4,428,776	4,513,325	4,518,325	4,518,325	4,518,325	
<b>225 Regional Dispatch</b>									
	expenses	0	0	0	47,000	47,000	47,000	47,000	
		0	0	0	47,000	47,000	47,000	47,000	

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<b>240 Inspection</b>									
	salaries	332,963	332,406	325,833	336,854	336,854	336,854	336,854	
	expenses	26,200	24,600	24,600	24,600	24,600	24,600	24,600	
		359,163	357,006	350,433	361,454	361,454	361,454	361,454	
<b>292 Animal Control</b>									
	expenses	65,376	65,376	65,876	67,026	67,026	67,026	67,026	
		65,376	65,376	65,876	67,026	67,026	67,026	67,026	
<b>293 Parking Meters</b>									
	expenses	500	500	2,000	2,000	2,000	2,000	2,000	
		500	500	2,000	2,000	2,000	2,000	2,000	
<b>Subtotal, Public Safety</b>		8,902,091	9,155,717	9,417,608	9,776,904	9,781,904	9,781,904	9,781,904	
<b>300 Town Schools</b>		51,060,000*	52,710,000	54,340,000	56,000,000	55,600,000	55,600,000	55,600,000	
<b>390 Regional School</b>		1,730,992	1,827,415	2,106,638	2,184,453	2,184,453	2,184,453	2,184,453	
<b>395 Norfolk Aggie</b>		0	44,000	40,000	34,000	34,000	34,000	34,000	
<b>Subtotal, Education</b>		52,790,992	54,581,415	56,486,638	58,218,453	57,818,453	57,818,453	57,818,453	
<b>440 DPW-Highway Dept</b>									
	salaries	1,350,029	1,367,262	1,407,616	1,425,989	1,434,988	1,434,988	1,434,988	
	expenses	2,401,983	2,455,570	2,443,285	2,536,435	2,561,435	2,561,435	2,561,435	
		3,752,012	3,822,832	3,850,901	3,962,424	3,996,423	3,996,423	3,996,423	
<b>424 Street Lighting</b>									
	expenses	140,000	148,000	148,000	148,000	148,000	148,000	148,000	
		140,000	148,000	148,000	148,000	148,000	148,000	148,000	
<b>TOTAL DPW - Hwy</b>		3,892,012	3,970,832	3,998,901	4,110,424	4,144,423	4,144,423	4,144,423	
<b>510 Health</b>									
	salaries	122,957	137,000	142,020	151,858	150,358	150,358	150,358	
	expenses	6,410	6,410	5,400	5,400	5,400	5,400	5,400	
		129,367	143,410	147,420	157,258	155,758	155,758	155,758	
<b>525 Public Health Services</b>									
	expenses	20,000	20,000	20,000	20,000	20,000	20,000	20,000	
		20,000	20,000	20,000	20,000	20,000	20,000	20,000	

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TOWN OF FRANKLIN  
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		FY 2012	FY 2013	FY 2014	FY 2015	FY 2015	FY 2015	FY 2015	approved
		Final	Final	Final	Submitted	TA Recommend	Fin Comm Recommend	Town Council to vote	✓
<b>541 Council on Aging</b>									
	salaries	115,383	126,170	139,242	152,446	152,446	152,446	152,446	
	expenses	1,500	2,500	2,500	2,500	2,500	2,500	2,500	
		116,883	128,670	141,742	154,946	154,946	154,946	154,946	
<b>543 Veterans Services</b>									
	salaries	42,335	42,970	43,829	44,926	44,926	44,926	44,926	
	expenses	1,300	1,300	1,300	1,300	1,300	1,300	1,300	
	veterans assistance	150,000	188,700	190,000	190,000	190,000	190,000	190,000	
		193,635	232,970	235,129	236,226	236,226	236,226	236,226	
<b>Subtotal, Human Services</b>		459,885	525,050	544,291	568,430	566,930	566,930	566,930	
<b>610 Library</b>									
	salaries	346,172	425,069	427,949	460,076	460,076	460,076	460,076	
	expenses	204,000	184,000	210,000	216,000	216,000	216,000	216,000	
		550,172	609,069	637,949	676,076	676,076	676,076	676,076	
<b>630 Recreation</b>									
	salaries	218,055	227,095	237,570	246,758	246,758	246,758	246,758	
	expenses	233,900	233,900	233,900	233,900	233,900	233,900	233,900	
		451,955	460,995	471,470	480,658	480,658	480,658	480,658	
<b>691 Historical Commission</b>									
	expenses	2,000	2,000	3,500	3,500	3,500	3,500	3,500	
		2,000	2,000	3,500	3,500	3,500	3,500	3,500	
<b>692 Memorial Day</b>									
	expenses	1,200	1,200	1,200	1,200	1,200	1,200	1,200	
		1,200	1,200	1,200	1,200	1,200	1,200	1,200	
<b>695 Cultural Council</b>									
	expenses	2,000	2,000	3,000	3,000	3,000	3,000	3,000	
		2,000	2,000	3,000	3,000	3,000	3,000	3,000	
<b>Subtotal, Culture &amp; Recreation</b>		1,007,327	1,075,264	1,117,119	1,164,434	1,164,434	1,164,434	1,164,434	
<b>710 Retirement of Debt</b>									
	general fund			3,700,825	4,572,346	4,572,346	4,572,346	4,572,346	
<b>750 Interest</b>									
	general fund			1,251,778	3,010,814	3,010,814	3,010,814	3,010,814	
	new ban's			1,255,794					
	short term interest general fund			8,000	8,000	8,000	8,000	8,000	
<b>Subtotal, Debt Service</b>		5,230,467	5,118,917	6,216,397	7,591,160	7,591,160	7,591,160	7,591,160	

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FISCAL 2015**

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2015	FY 2015	FY 2015	approved
	Final	Final	Final	Submitted	TA Recommend	Fin Comm Recommend	Town Council to vote	✓
<b>Benefits:</b>								
910 Retirement & Pension	3,341,223	3,506,741	3,662,597	3,661,686	3,661,686	<b>3,661,686</b>	<b>3,661,686</b>	
Health/Life Insurance Benefits	2,423,000	2,275,000	2,335,000	2,505,000	2,463,000	<b>2,463,000</b>	<b>2,463,000</b>	
Retired Teacher Health Insurance	1,224,000	1,230,000	1,175,000	1,050,000	1,050,000	<b>1,050,000</b>	<b>1,050,000</b>	
Non-GIC School Retirees					555,700	<b>555,700</b>	<b>555,700</b>	
Workers Compensation	300,000	330,000	375,000	440,000	480,000	<b>480,000</b>	<b>480,000</b>	
Unemployment Compensation	185,000	185,000	185,000	185,000	185,000	<b>185,000</b>	<b>185,000</b>	
Medicare	200,000	220,000	226,000	240,000	240,000	<b>240,000</b>	<b>240,000</b>	
OPEB	68,000	100,000	200,000	400,000	400,000	<b>400,000</b>	<b>400,000</b>	
Compensation Reserve	25,000	40,759	154,000	250,000	250,000	<b>250,000</b>	<b>250,000</b>	
<b>Subtotal Benefits</b>	<b>7,766,223</b>	<b>7,887,500</b>	<b>8,312,597</b>	<b>8,731,686</b>	<b>9,285,386</b>	<b>9,285,386</b>	<b>9,285,386</b>	
<b>945 Liability Insurance</b>	<b>385,000</b>	<b>410,000</b>	<b>400,000</b>	<b>460,000</b>	<b>460,000</b>	<b>460,000</b>	<b>460,000</b>	
<b>Stabilization</b>	350,000	775,000	450,000					
<b>Real Estate Refunded Interest</b>		38,000	-					
<b>BUDGET</b>		1,405	-					
<b>NuStyle</b>	165,000							
<b>Roads</b>	400,000		475,000	-	-	-	-	
<b>Partridge culvert</b>	150,000							
<b>TOTAL ALL BUDGETS</b>	<b>90,155,026</b>	<b>92,314,850</b>	<b>96,334,495</b>	<b>99,618,218</b>	<b>99,817,417</b>	<b>99,817,417</b>	<b>99,817,417</b>	
<b>Revenues</b>	<b>90,164,366</b>	<b>92,348,442</b>	<b>96,335,180</b>	<b>99,824,315</b>	<b>99,824,315</b>	<b>99,824,315</b>	<b>99,824,315</b>	
<b>Surplus/(Deficit)</b>	<b>9,340</b>	<b>33,592</b>	<b>685</b>	<b>206,097</b>	<b>6,898</b>	<b>6,898</b>	<b>6,898</b>	

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<b>ENTERPRISE FUNDS:</b>									
<b>434 Solid Waste Disposal</b>									
	salaries	67,717	63,341	62,096	62,201	62,201	62,201	62,201	
	indirects	-	-	-					
	expenses	1,765,525	1,750,000	1,880,000	1,880,000	1,954,000	1,954,000	1,954,000	
	principal & interest	172,800	-	-	-	-	-	-	
		2,006,042	1,813,341	1,942,096	1,942,201	2,016,201	2,016,201	2,016,201	
<b>440 Sewer</b>									
	salaries	597,359	598,257	610,440	612,587	612,587	612,587	612,587	
	indirects	-	-	-					
	expenses	398,250	419,850	414,350	414,725	369,725	369,725	369,725	
	charles river assesment	2,543,870	2,654,880	2,157,040	2,157,040	2,175,170	2,175,170	2,175,170	
	OPEB			32,000	6,000	6,000	6,000	6,000	
	principal & interest	476,386	451,183	438,980	425,630	425,630	425,630	425,630	
		4,015,865	4,124,170	3,652,810	3,615,982	3,589,112	3,589,112	3,589,112	
<b>450 Water</b>									
	salaries	1,067,741	1,079,259	1,102,569	1,107,153	1,107,153	1,107,153	1,107,153	
	indirects	-	-	-					
	expenses	2,173,450	2,196,500	2,175,000	1,994,150	1,844,150	1,844,150	1,844,150	
	OPEB			66,000	16,000	16,000	16,000	16,000	
	principal & interest	1,450,231	1,399,133	1,511,366	1,885,208	1,885,208	1,885,208	1,885,208	
		4,691,422	4,674,892	4,854,935	5,002,511	4,852,511	4,852,511	4,852,511	
<b>TOTAL ENTERPRISE FUNDS</b>		10,713,329	10,612,403	10,449,841	10,560,694	10,457,824	10,457,824	10,457,824	
<b>TOTAL OPERATING BUDGET</b>		100,868,355	102,927,253	106,784,336	110,178,912	110,275,241	110,275,241	110,275,241	



**Town of Franklin**

**Fiscal Year 2015  
Budget Statement**

*Town Council*

Robert Vallee, Chair  
Matthew Kelly, Vice Chair  
Judith Pond Pfeffer, Clerk  
Andrew Bissanti  
Brett Feldman  
Glenn Jones  
Matthew Kelly  
Thomas Mercer  
Peter Padula  
Stephen Williams

*Town Administrator*  
Jeffrey Nutting

*Assistant to Town Administrator*  
Maxine Kinhart

*Comptroller*  
Susan Gagner

*Treasurer-Collector*  
Jim Dacey

March 2014

## Executive Summary FY 2015 Budget

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

The FY 15 proposed budget will be a balanced budget without a requirement to reduce staff, request an override or use other one-time funds. Further, I am requesting a small addition in staff both for full-time and part-time positions.

We continue to face huge challenges in properly funding our OPEB obligation or Other Post Employment Benefits with our current unfunded obligation at about \$89 million. Additionally, we need a plan to fund roads/sidewalks and infrastructure improvements which has a current backlog estimated at over \$50 million. Finally, we should continue to maintain proper debt capacity in the annual operating budget to fund capital improvements and revenue to maintain the level of services we currently enjoy.

The Town's property tax revenue (not including debt exclusions) will increase by 2 ½ % plus new growth, or about \$2.175 million. Local receipts, which include the excise tax and permit and license fees, etc., will increase \$182,000. Net State Aid (based on current estimates) will increase by \$112,000. The FY 15 "net" revenue increase is estimated at \$2.4 million.

### **Proposed FY 15 Highlights**

**Town Administrator** - As a result of Federal law the Town Clerk can no longer process passports. Accordingly, the budget reflects the transferring of responsibility for passports from the Town Clerk's office to the Town Administrator's office. Hours in the Town Clerk's clerical staff were reduced and increased in the Town Administrator's office.

**Facilities** - The new High School will open this year. The budget includes an additional custodian to maintain the new school. The current elementary/middle school custodial staff cleans about 35,000 square feet of area per day, while the high school staff cleans about 52,000 square feet per day. The additional staff person will bring the average area maintained in the High School to 43,000 square feet per person.

**Police** - The budget will add an additional police officer. The current police staff is 44 which is down from 50 in FY 2001. As the staff has more time on the job they earn more leave time. Accordingly, the current staff has over 600 days of leave. This means on any given day we have three less police officers available. We have also added 21 hours per week to the dispatch function in an effort to maintain that critical service in light of a reduction in force several years ago of three full-time dispatchers.

**Fire** - The budget does not include funds for wage increases for firefighters since we have yet to settle a collective bargaining agreement. Funds are budgeted in the wage settlement account in anticipation of a collective bargaining agreement. Further, we have four firefighters that are currently being paid from a grant that expires in October of 2015. These positions will need funding in FY 16.

**Regional Dispatch** – This is a new line item as Franklin, Norfolk, Plainville and Wrentham continue to move towards regional dispatch. (Metacomet Emergency Communications Center or MECC). We do not anticipate starting for approximately two years but funds are needed to prepare for setting up the administrative systems required to run the regional center. In the future, as Franklin transitions into the MECC, the police and fire budgets will be reduced as those employees will transfer to the MECC and the service will no longer be provided by each town.

**Franklin Schools** – The budget is up a little over 2%, however, we have transferred the cost of all school retiree health insurance from the School budget to the Town budget. This totals over \$555,000. Since retired teachers health insurance is not part of the educational reform formula it makes more sense to transfer to the Town budget. This will help limit increases in the School budget for costs they have no control over.

The School enrollment continues its decline since peaking in 2008. Elementary and middle school enrollment continues to decline while high school enrollment has been increasing. The net decline in the school population since 2008 is about 480 students with a total enrollment this year of approximately 5,925 students.

We will watch the effect of the opening of the new high school and hopefully an improving economy over the next several years to see if overall enrollment continues to decline, slows, levels off or begins to increase.

The other unknown is whether the Benjamin Franklin Classical Charter School will expand. They have requested permission from the State to expand, but it is unclear at this point, if they will be approved, and if so, when and where would they expand.

**DPW** - The largest increase is a request of an additional \$50,000 in the snow budget. In FY 14, we budgeted \$900,000 and will over spend that amount this year. If you look at a seven-year trend, we spent on average \$947,000. If you took out 2012 when we spent a little over \$300,000, the average jumps to \$1.1 million per year.

**Council of Aging** - As Franklin's population ages, the Senior Center continues to expand its programs and safety network. There are currently 4,400 citizens over 60, and it is expected to increase to over 7,000 by the end the decade. Accordingly the budget reflects a small increase in hours for the Outreach Coordinator. There are other staff increases funded by grants and the donations by the Friends of Franklin Elders.

**Library** – As a result of the ongoing book sale at the Library they will collect enough revenue to cover the cost of being open on Sundays from after Labor Day until Memorial Day. This will be the first time since 2002 that the library will be open on Sunday. We also added 10 hours per week of additional staff hours.

We still do not meet the minimum requirement for spending and will continue to request a waiver from the State Library Commissioners but this is a step in the right direction. The Friends of the Library also donate much needed funds to provide books, programs, etc.

**Employee Benefits** – This budget is increasing for several reasons. First, we transferred the responsibility of school retirees' health insurance from the school budget to this budget. Second, health insurance in general will increase by nearly 8%. Third, the OPEB budget is up \$200,000. Fourth, workers compensation is anticipated to increase (no budget as of

March 3<sup>rd</sup>) due to some large claims. The good news is that while we were told to anticipate a 10% increase in pensions every year for the next five years, the FY 15 budget is actually level funded. Once we have up to date information, this budget may be adjusted prior to the Town Council adopting the budget.

**Property and Casualty Insurance** – This is an estimated amount. As of March 3<sup>rd</sup> we do not have a quote for this budget. I anticipate it will increase by about 5% plus the cost of insuring the new High School. Once we have more information this budget may be adjusted prior to the Town Council voting on the budget

### **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 15 budget to the Town Council and Finance Committee.

### **Process**

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

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

### **Financial Policy Summary**

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

### **Balanced Budget**

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

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

We have not addressed our GASB 45 obligation (post retirement health insurance) although this year we have budgeted \$400,000 to continue to fund the obligation of over \$89 million (2013 actuarial study).

### **Compensation and benefits**

- Budget with current revenues
- Compensate at market rates

**Current status** – We have nine municipal unions. Eight of the nine unions have collective bargaining agreements through June 30, 2015. The firefighters have yet to agree to a contract and the Fire Salary budget does not include raises for those

employees. The wages settlement account anticipates the FF's contract will be settled in FY15. Our employees are the most valuable asset in the organization and maintaining fair wages while trying to maintain services is always a challenge.

### Revenues

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

**Current status** – Future revenue projections are included in the budget. New growth and local receipts have been adjusted to reflect the trends in actual collections. Included in the projection are the enterprise funds direct and indirect charges that pay back the general fund for costs attributable to those funds. 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 over \$4.8 million dollars which is on target for the Town's 5% of general fund revenue policy.

### Long-Term Debt - Proposed

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

**Current Status** - The FY 15 budget calls for a general fund debt service of \$7,591,000. 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.

**TOWN OF FRANKLIN**  
**Change in Debt Service**  
**FY 2014 to FY 2015**

		<b>Principal</b>	<b>Interest</b>	<b>Total</b>
School				
	FY 2014	2,323,825	643,706	2,967,531
	FY 2015	3,198,346	2,442,258	5,640,604
	Change	874,521	1,798,552	2,673,073
Municipal				
	FY 2014	1,377,000	616,072	1,993,072
	FY 2015	1,374,000	576,556	1,950,556
	Change	(3,000)	( 39,516)	( 42,516)
<b>Total General Fund</b>		<b>4,572,346</b>	<b>3,018,814</b>	<b>7,591,160</b>
Sewer				
	FY 2014	296,727	142,253	438,980
	FY 2015	296,727	128,903	425,630
	Change	(0)	(13,350)	(13,350)
Water				
	FY 2014	1,004,474	506,843	1,511,317
	FY 2015	1,350,894	534,314	1,885,208
	Change	346,420	27,471	373,891
<b>SUBTOTAL PRINCIPAL/INTEREST</b>				
	FY 2014	5,002,026	1,908,874	6,910,900
	FY 2015	6,219,967	3,682,031	9,901,998
	<b>Change</b>	<b>1,217,941</b>	<b>1,773,157</b>	<b>2,991,098</b>
<b>Short Term Interest:</b>				
	FY 2014	-	1,015,000	1,015,000
	FY 2015	-	<b>0</b>	<b>0</b>
	Change	-	(1,015,000)	(1,015,000)
<b>TOTAL DEBT</b>				
	FY 2014	5,002,026	2,293,874	7,295,900
	FY 2015	6,219,967	3,682,031	9,901,998
	<b>TOTAL NET CHANGE ALL DEBT</b>			<b>1,976,098</b>

### **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 will vote on the FY 14 Capital plan this spring. It is critical that we maintain a Capital Budget to ensure that the departments have the proper equipment and technology, etc. to perform their duties.

### **Financial Resources**

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

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

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

### **Estimated Revenues**

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

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

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

1. **Automatic 2.5% increase** - Each year, a community's levy limit can increase by 2.5% over the previous year's tax levy limit. This accounts for approximately \$1.49 million for FY 15 in new tax revenues (excluding new growth).

2. **New Growth** - A community is able to increase its tax levy limit each year to reflect new growth in the tax base. Assessors are required to submit information on growth in the tax base for approval by the Department of Revenue as part of the Tax rate setting process. The estimated new growth for FY 15 is \$700,000. Included in this budget in the Historical Financial Information Section on page 5 is a chart reflecting New Growth since FY 2007.
3. **Overrides/Debt Exclusions** – A community can permanently increase its tax levy limit by approving an override of a certain dollar amount by approval of the voters at the ballot. Franklin voters approved an override of Proposition 2 ½ in 2007, the only approval of an override question since Proposition 2 ½ began in 1980.

Debt Exclusions are a temporary increase in a community's levy limit for the life of the debt to pay for the project. The voters have approved four debt exclusions to construct new schools since 1995. The cost of these debt exclusions is reflected in the current tax bill and costs the average taxpayer approximately \$339 per year. This debt will peak in FY 15 and then decline over time.

## 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 FY14 net school spending requirement is \$58,490,655. The preliminary FY 15 net school spending is \$60,049,864. Franklin currently exceeds the minimum spending requirement for FY 14 by just under \$4.36 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 2015 is just over \$27.4 million. This has forced us to reduce jobs and increase class size over the last several years.

In 1993, state aid paid for about 30% of the School budget. In FY 15, it will be nearly 50% of the School budget.

The current revenue estimates (on which this budget is based) proposed for FY 15 Chapter 70 State Aid for education is \$27,423,796 and non-school aid is \$2,446,406. The Charter School tuition reimbursement is \$507,873, and the assessment for the Charter School is \$4,255,745.

An eight year history of local aid is on page 1 and 2 of the Historical Financial Information Section of this budget.



**Hotel /Motel Tax**

The Town receives a 6% room tax from each hotel room rented. In FY 13 the Town received over \$500,000 in hotel tax revenue.

The Town filed special legislation, which was approved, to earmark all of the revenue from this source to be used for the purchase of open space and recreation land or the construction of recreation facilities. The Town Council may also vote to use the new revenues for any other purposes.

The current balance in the open space account is approximately \$1.2 million.

**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 15 local receipts are \$7.4 million. The motor vehicle excise tax accounts for half (50%) of the total of \$3.7 million. On page 3 of the Historical Financial Information Section of this budget is an eight year history of Local Receipts.

**Enterprise Accounts (Water, Sewer, Solid Waste)**

These accounts are self supporting and set up as enterprise accounts in accordance with Mass General Laws. Changes to these budgets do not affect the general fund budget. If there are any excess funds at the end of the fiscal year, they are automatically closed to their respective account's fund balance. The Town charges these accounts indirect costs that are transferred to the general fund to offset expenses paid for in the general fund. The FY 15 proposed trash fee will increase from \$212 to \$216 for a 65 gallon totter and from \$192 to \$196 for a 35 gallon totter. There are no proposed increases in the water or sewer rates.

**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**

As demand for services rise and costs rise, there are two unpleasant solutions to the problem: reduce services or increase taxes. The Town will still face difficulty in funding a level service budget in the future. There is no one single answer to the problem. Sharing services, changing the way we do business, eliminating outdated State laws, increase revenues, etc all have to be discussed if we are to continue to provide high quality service. Please see the five year fiscal forecast for more details. However if we look ahead to FY 16 some of the issues that we will need to address or monitor include:

- **Funding the four firefighter positions currently being paid by a grant**
- **Employee benefits – Health Insurance and Pensions**
- **OPEB**
- **All municipal collective bargaining agreements end on June 30, 2015**
- **School enrollment and mandates.**
- **Relocation of the Recreation Department**

### **Acknowledgements**

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

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

Jeff Nutting, Town Administrator

# Town of Franklin MASSACHUSETTS

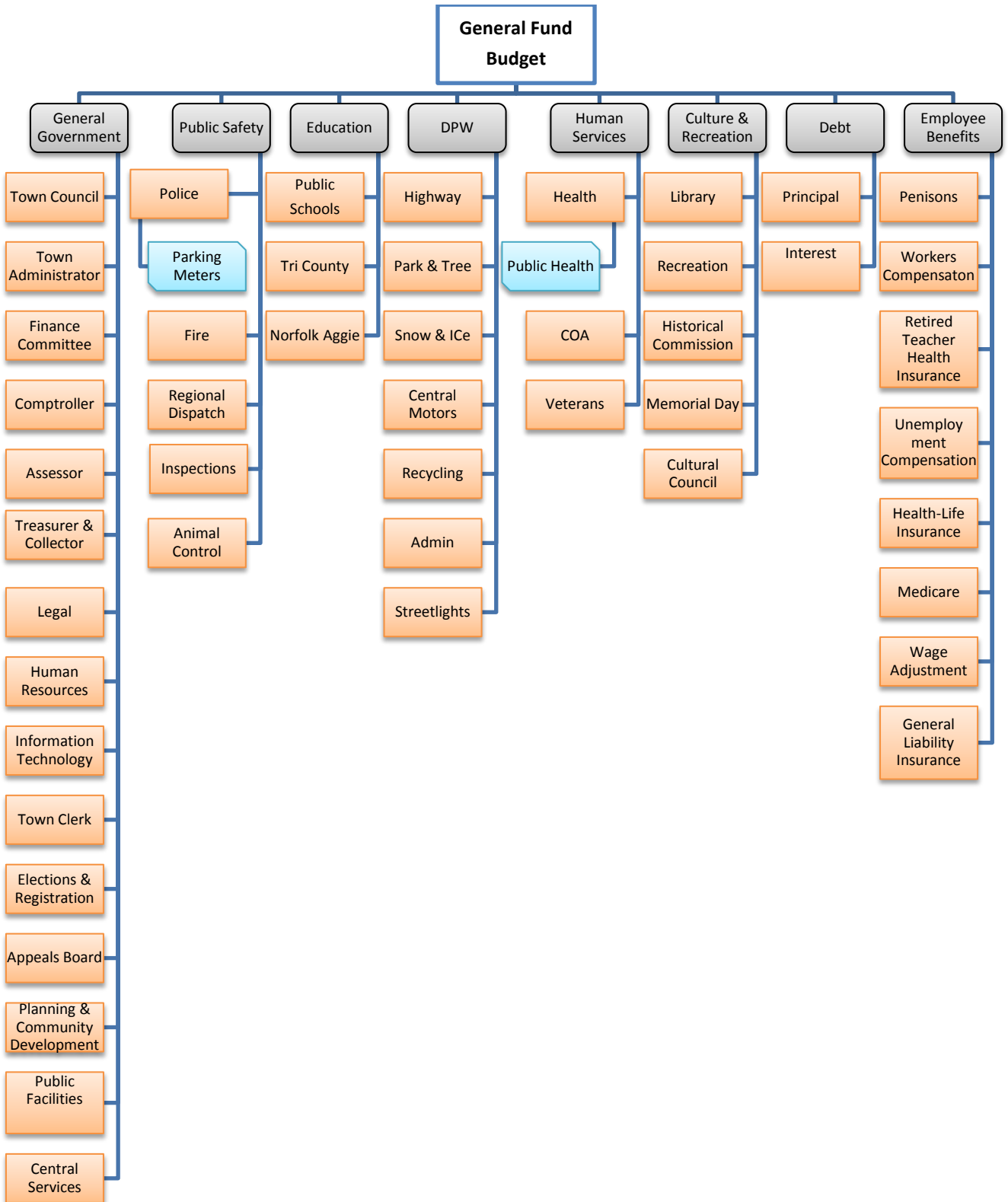


## FISCAL 2015 BUDGET RECOMMENDATION



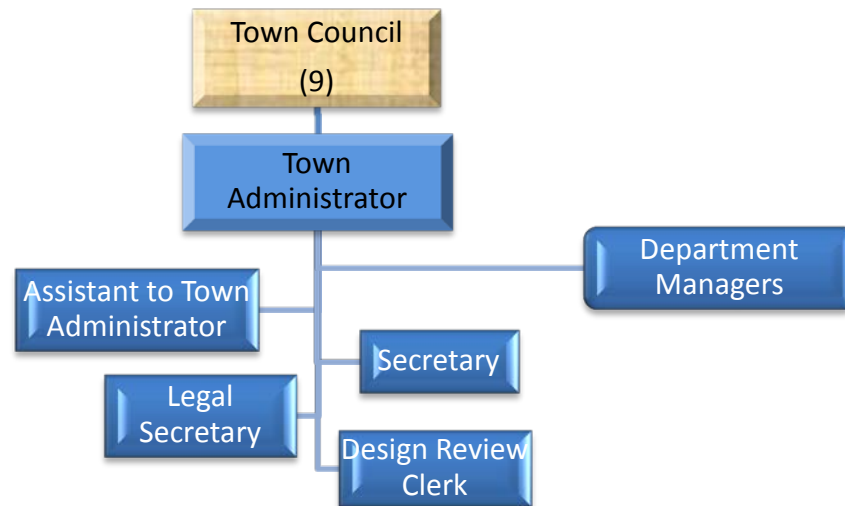
Town Administrator  
Jeff Nutting

Comptroller  
Susan Gagner



# GENERAL GOVERNMENT

## TOWN COUNCIL / TOWN ADMINISTRATOR



### **TOWN COUNCIL GENERAL PURPOSE:**

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

CLASSIFICATION	111	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		3,300	3,350	3,500	4,000	4,000
Total		3,300	3,350	3,500	4,000	4,000

### **TOWN ADMINISTRATOR GENERAL PURPOSE**

The Town Administrator is the chief executive officer of the Town, and is responsible for the administration of the policies and programs approved by the Franklin Town Council and the implementation of the various sections of the Town Charter concerning management of the Town of Franklin. It is the responsibility of the Town Administrator to annually submit a

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

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

CLASSIFICATION	123	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		253,194	282,958	296,161	319,447	327,447
Expenses		45,656	24,074	29,959	30,913	30,913
Total		298,850	307,032	326,120	350,360	358,360

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

## FINANCE COMMITTEE

Finance  
Committee (9)

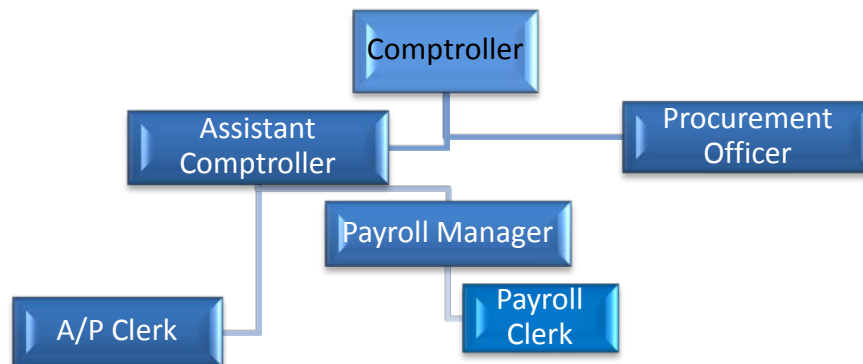
### **FINANCE COMMITTEE GENERAL PURPOSE**

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

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

CLASSIFICATION	131	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		993	912	1,000	1,500	1,500
Total		993	912	1,000	1,500	1,500

### COMPTROLLER



#### **COMPTROLLER GENERAL PURPOSE**

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

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

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

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

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

#### BUDGET IMPACTS:

In September the Assistant Comptroller will be retiring after 43 years of service. The office will be in transition as new staff comes on board.

#### FY 2013/2014 ACCOMPLISHMENTS:

- Reconciled all accounts receivable with the Treasurer/Collector, moved the ambulance billing to Comstar, an ambulance billing company with many years in the industry.
- Improved the budget process and presentation with a newly created budget document that is concise and summarized for the Town Council for ease in budget deliberation.
- Timely submittal of balance sheet, Free Cash certification, Schedule A, and Tax Recap Sheet
- Successful completion of FY 2013 audit.

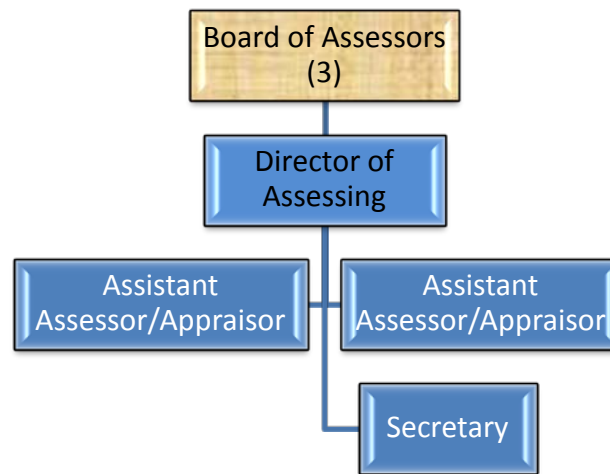
#### FY 2015 GOALS AND OBJECTIVES:

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

CLASSIFICATION	135	FY 2011 EXPENDED	FY 2012 EXPENDED	FY 2013 BUDGET	FY 2014 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		337,331	348,067	370,763	383,803	383,803
Expenses		40,940	50,723	56,925	59,400	59,400
Total		378,271	398,789	427,688	443,203	443,203

Staffing : 4 administrative full time, 2 clerical full time



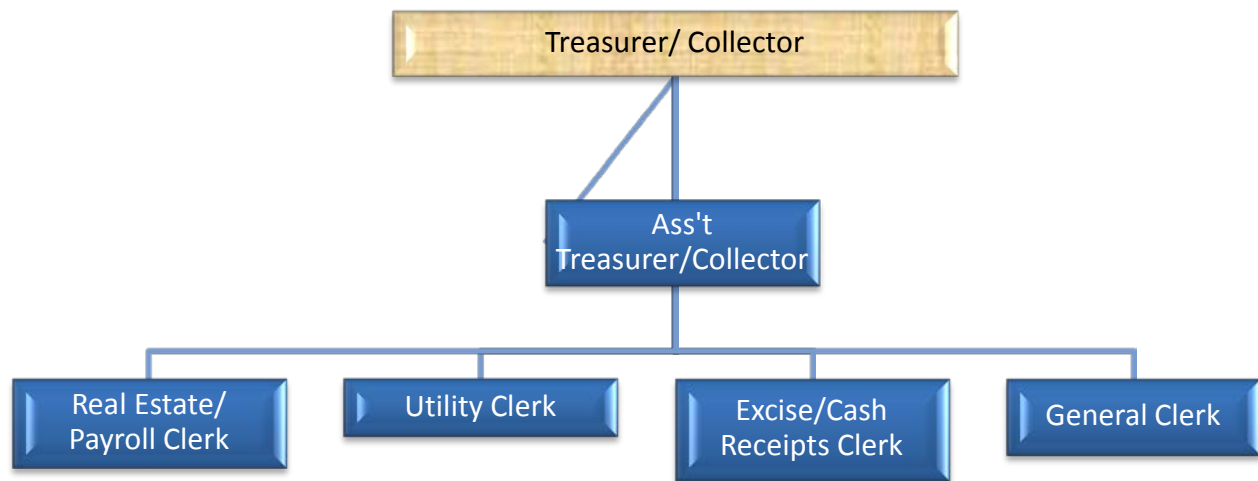
**ASSESSORS**
**ASSESSORS**  
**GENERAL PURPOSE**

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

CLASSIFICATION	141	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		227,278	239,319	233,781	244,487	244,487
Expenses		67,296	41,946	68,850	73,500	73,500
Total		294,574	281,264	302,631	317,987	317,987

Staffing: 3 administrative full time, 1 clerical full time

## TREASURER/COLLECTOR



***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), actively pursue delinquent taxes and to maintain our already high collection rate. Standard and Poor's AA credit rating was upgraded to AA1 in FY 14 due strong management and fiscal responsibility,

**Collector's 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 and online bill pay through Unibank. The ten percent processed in our office are for cash transactions, late bills, partial payments, etc.
- 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 Functions**

- Receive turnovers of receipts from all departments. This includes taxes, utility, charges, and fees. Some examples are school bus fees, inspection fees, liquor license fees, charges for dog licenses, fees for recreation programs, pistol permits, photocopies, street opening permit fees, adult Ed fees, school program fees, etc.
- Receive all state and federal disbursements during the year.
- Maintain and reconcile 78 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 information to the IRS every year. Distribute W-2's and 1099'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.

### **FY14 Accomplishments**

- The drive-up window in our office becomes more popular. People use it more during inclement weather
- Continued with our high level of customer service despite cuts
- We have updated in-house procedures eliminating much of our manual work by utilizing available technology.
- People can pay bills online; excise tax and parking tickets at the deputy collector, all other bills with online bill pay through Unibank.
- We began an aggressive collection program for past due tax title accounts that has resulted in 9 properties being redeemed through the 2<sup>nd</sup> quarter of FY14. The total amount of back taxes, water/sewer/trash liens, interest and penalties totaled more than \$120,000 for those 6 months.
- We outsourced our bill printing on July 1. 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.

### **FY15 Goals**

- 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 un-cashed 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.
- Explore ways to accept payments electronically from customers who use online banking to pay their bills.

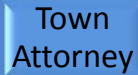
### **Significant Changes in the FY15 Budget**

There is an increase in the Other Contractual Services line due to outsourcing bill printing. This also results in a decrease in the Printing and Binding line, and a decrease in the Office Supplies line because we will not need as many envelopes, blank paper stock or toner cartridges. There is also an increase in the Data Processing line for an increased volume of parking tickets processed by our deputy collector.

CLASSIFICATION	147	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Elected Official		83,485	85,155	89,000	-	-
Personal Services		229,776	237,737	246,122	342,792	342,792
Expenses		65,738	65,738	90,330	89,855	89,855
Total		378,999	388,630	425,452	432,647	432,647

Staffing: 2 administrative full time, 4 clerical full time

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**LEGAL**


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    TA[Town Attorney]
  
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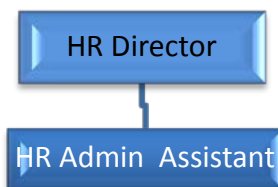
Town Attorney

**LEGAL****GENERAL PURPOSE**

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

CLASSIFICATION	151	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		91,320	92,335	94,182	96,537	96,537
Expenses		27,061	30,165	40,000	40,000	40,000
Total		118,381	122,500	134,182	136,537	136,537

Staffing: 1 administrative permanent part time

**HUMAN RESOURCES****HUMAN RESOURCES****GENERAL PURPOSE**

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

**FY13/14 Accomplishments**

**Customer Service** – This is the framework for all actions from Human Resources.

Customers Include:

- Town Officials and Managers
- Employees
- Retiree
- Citizens

#### **Employee recruiting, retention, and exits**

- Arranged for first non Civil Service examination for entry level Patrol Officers.
- Partnered with Department Heads in interviewing and selecting new employees
- Provided termination and benefit related information to employees who resigned.

#### **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
- 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.
- 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.
- 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

- Facilitated onsite training on Workplace Safety by Fire Chief and Violent Visitors by a Police Lieutenant.
- Ongoing review of policies and programs to ensure Town has the appropriate mix of programs and legal compliance with local, state, and federal regulations.
- Update Town of Franklin Safety Policy, chair Safety Committee, and develop plan for ongoing safety management, and training.
- 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.).
- Chaired Safety Committee and provided focus to safe practices, incident reporting, and skill training

CLASSIFICATION	152	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		113,989	120,120	123,488	130,772	130,772
Expenses		6,767	8,370	9,950	10,950	10,950
Total		120,756	128,490	133,438	141,722	141,722

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

## INFORMATION TECHNOLOGY

### INFORMATION TECHNOLOGY GENERAL PURPOSE

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

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

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

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

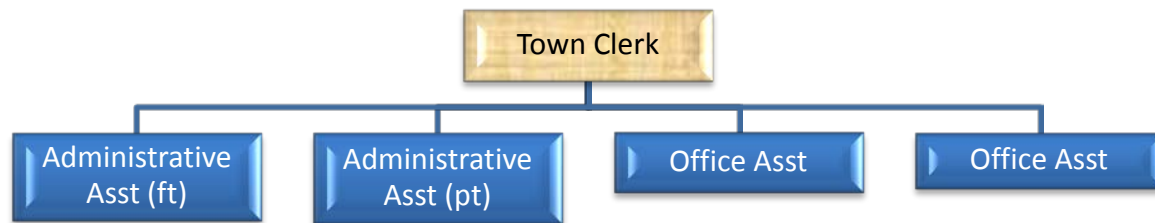
CLASSIFICATION	155	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		104,944	135,524	156,165	131,800	131,800
Total		104,944	135,524	156,165	131,800	131,800

Staffing: all school department employees

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## TOWN CLERK



### **TOWN CLERK**

#### **GENERAL PURPOSE**

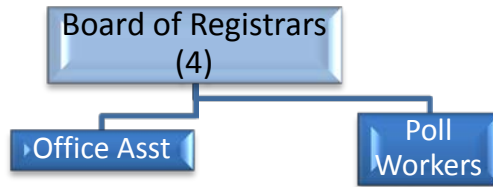
The office of the Town Clerk serves as a primary provider of official documents for the Town through its work as the custodian of and recording office for the official Town records. The department is responsible for issuing marriage licenses and recording vital statistics, issuing dog licenses, registering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

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

CLASSIFICATION	161	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Elected Salaries		70,770	72,185	76,000	81,000	81,000
Personal Services		49,025	59,538	62,253	64,590	64,590
Expenses		12,233	13,546	16,000	16,450	16,450
Total		132,028	145,269	154,253	162,040	162,040

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

## ELECTIONS &amp; REGISTRATIONS



### ***ELECTIONS & REGISTRATIONS GENERAL PURPOSE***

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

CLASSIFICATION	164	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		32,218	37,021	25,596	31,775	31,775
Expenses		23,601	17,648	17,150	18,400	18,400
Total		55,819	54,669	42,746	50,175	50,175

Staffing: 1 part time

### **APPEALS BOARD**

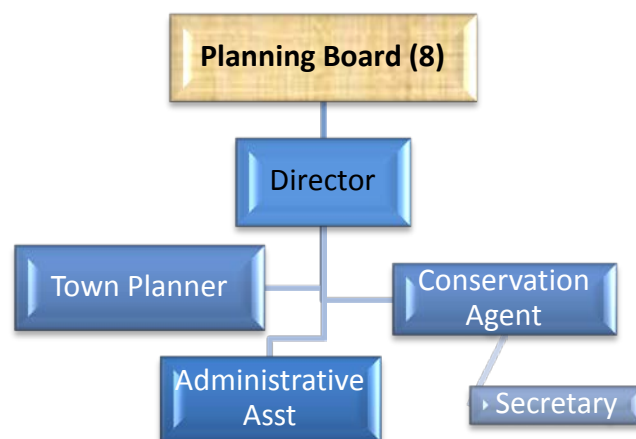
Zoning Board of  
Appeals (4)

### ***APPEALS BOARD GENERAL PURPOSE***

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

CLASSIFICATION	176	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		3,566	3,402	4,000	4,000	4,000
Total		3,566	3,402	4,000	4,000	4,000

## PLANNING & COMMUNITY DEVELOPMENT



### ***PLANNING & COMMUNITY DEVELOPMENT GENERAL PURPOSE***

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

#### **Department Responsibilities**

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

#### **Support of Town Boards, Commissions, and Committees**

The Department provides staff support to several boards, commissions and committees, including the Planning Board, Conservation Commission, Public Land Use Committee, Design Review Commission, Technical Review Committee, and the Town Council's Economic Development Sub-committee. Over fifty percent of the Department's total staff hours are

utilized on Planning Board and Conservation Commission related issues. In addition, Department staff frequently provides professional technical assistance to other public entities including Town Council, Zoning Board, and various ad hoc committees, including the recently established Master Plan Committee. Planning Board and Conservation Commission related issues utilize over fifty-five percent of DPCD's total staff hours.

### **Projects and Initiatives**

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

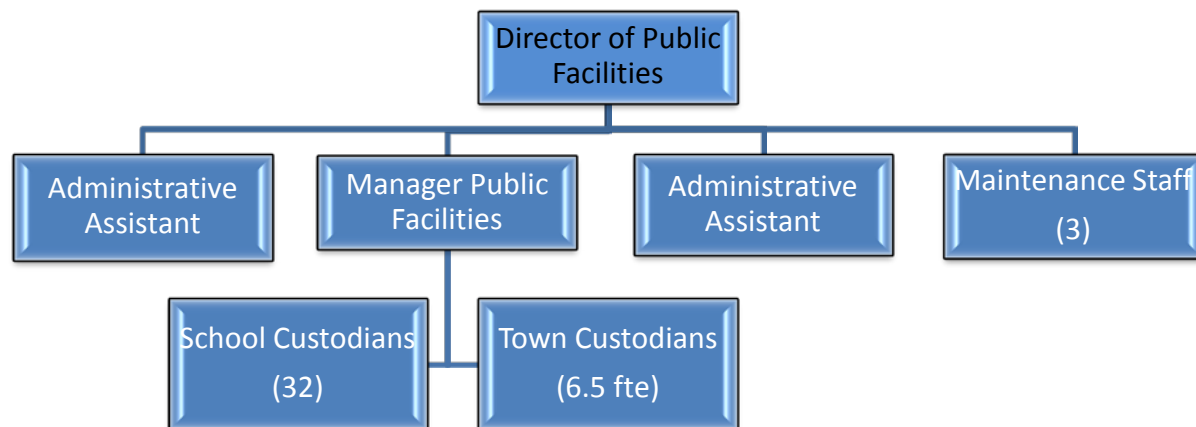
- Worked with the Master Plan Committee to update the Town of Franklin's 1997 Master Plan.
- DPCD works on a variety of business retainage and attraction Initiatives. These efforts focus on increasing the value of Franklin's commercial and industrial tax base, filling the Town's empty and underutilized industrially zoned buildings, and attracting the right mix of companies to the community. These efforts include:
  - o Continued implementation of the DPCD Business Outreach Program, which includes working with representatives from MassDevelopment and the Massachusetts Office of Business Development to reach out to Franklin's research and development and manufacturing companies in an effort to retain and support these businesses.
  - o Development of economic development advertisements for industry periodicals, distribution of press releases, and continued updating the Town's economic development marketing brochures.
- Work with Franklin's DPW and Assistant Town Engineer to coordinate the Town's Downtown Roadway and Streetscape Improvement Project, including contract management, grant management, and working to obtain temporary and permanent easements.
- Work regularly with other Town officials to assess Town owned tax title parcels and recommend future uses.
- Wrote many zoning bylaw amendments including amendments needed to create a new Residential VII zoning district and the Medical Marijuana Overlay Zoning District.
- Worked with the Administration to hold a Zoning Workshop in January 2014 to discuss and prioritize zoning related actions outlined in the Town's new Master Plan.
- Working with the MetroWest Tourism & Visitors Bureau, Franklin Downtown Partnership, and Franklin Performing Arts Company and other organizations on cultural economic development issues, including marketing of the Downtown area and creation of a proposed Cultural District.
- Continuing with efforts to redevelop the Town's "Nu-Style" Property on Grove Street..
- Work regularly with other Town Departments and other organizations on a wide range of projects, including improvements to the DelCarte Conservation property, redevelopment of the Town's Pond Street property, and improvements to the Southern New England Trunkline Trail (SNETT).
- DPCD manages an Intern Program, which has resulted in hundreds of hours worked by interns and volunteers at no cost to the Town.

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

CLASSIFICATION	177	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		230,543	232,015	247,116	253,676	253,676
Expenses		21,423	24,254	24,900	26,650	26,650
Total		251,966	256,269	272,016	280,326	280,326

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

## PUBLIC FACILITIES



### **PUBLIC FACILITIES GENERAL PURPOSE**

The Department of Public Facilities mission is to

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

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

The Franklin Public facilities has the overall responsibility of caring for and maintaining 19 school and municipal buildings totaling 1,200,000 sf. The primary areas of Service include

custodial care and cleaning, building maintenance and repair (including preventative maintenance) and utilities.

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

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

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

CLASSIFICATION	192	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		2,105,319	2,132,146	2,225,912	2,312,994	2,312,994
Expenses		4,037,262	3,827,726	4,195,740	4,117,300	4,117,300
Total		6,142,581	5,959,872	6,421,652	6,430,294	6,430,294

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

## CENTRAL SERVICES

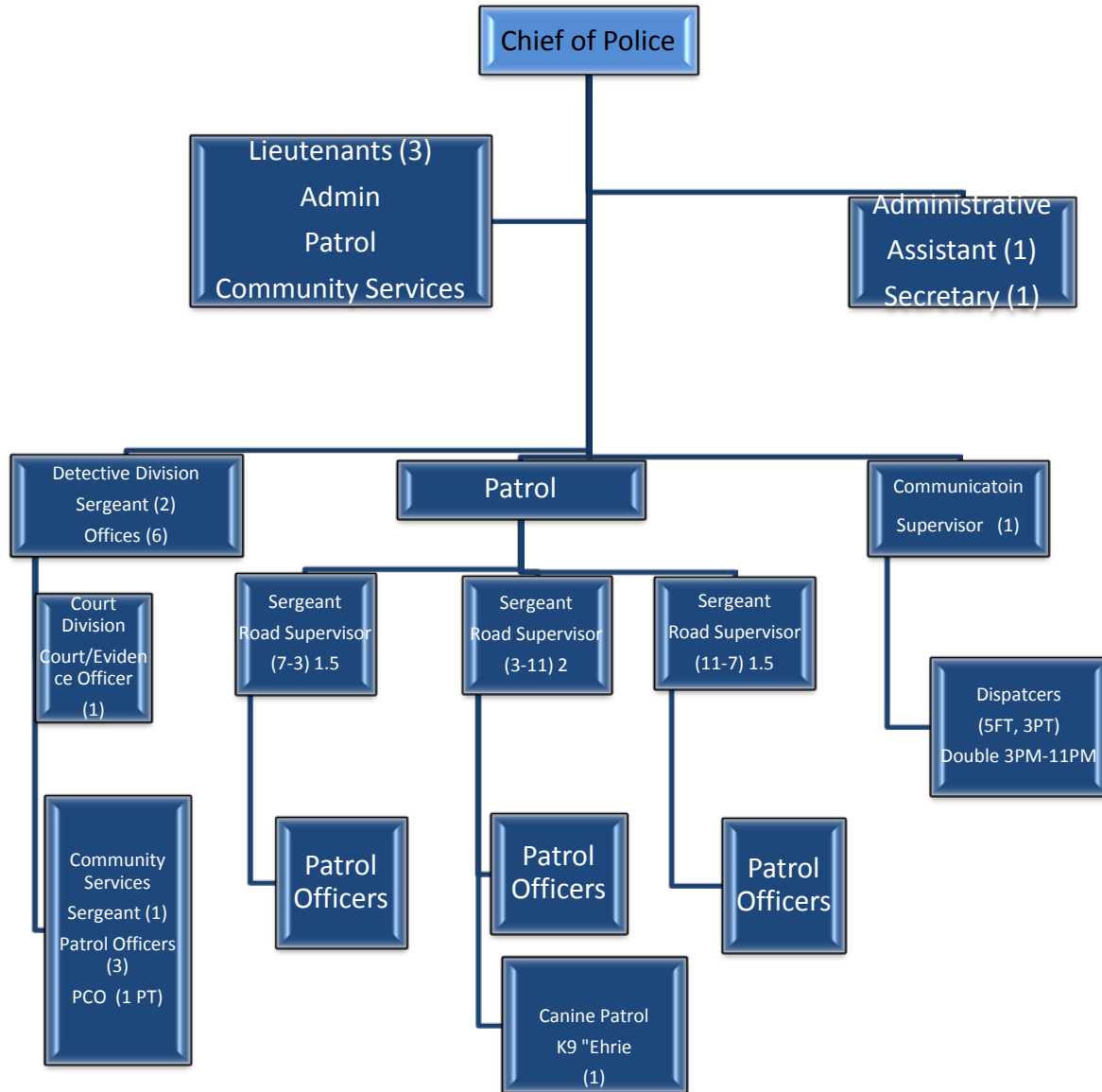
### ***CENTRAL SERVICES GENERAL PURPOSE***

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

CLASSIFICATION	196	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		92,324	102,479	111,100	110,136	110,136
Total		92,324	102,479	111,100	110,136	110,136

# PUBLIC SAFETY

## POLICE DEPARTMENT



### ***POLICE DEPARTMENT GENERAL PURPOSE***

The primary function is to protect and serve the Citizens of the Town of Franklin and general public at large. This responsibility has never and never will change. It is what we are charged to do. As of this narrative we have three lieutenants, eight sergeants, and thirty two patrol officers. I

am optimistic that with the FY2015 Budget Request Franklin will add back a 33<sup>rd</sup> patrol officer to our ranks.

The **Criminal Investigation/Court Division** consists of two sergeants, six plain clothes investigative officers, and one court officer. Their main functions are the investigation of all serious crime, drug investigations, and follow-up investigations received as a result of initial reports submitted by the uniform patrol officers. In a effort to curb and burden drug activity as much as possible in Town we have assigned two of these six investigators to be exclusively involved with all illegal drug related activities and investigations. The Court Officer is responsible for all District, Superior and Juvenile court cases making sure they are well prepared and ready for successful prosecution.

The **Community Services Division** is comprised of one sergeant and two patrol officers. Unlike many of the 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, local businesses, and all traffic and related parking issues. This Division is responsible for overseeing our part-time parking control officer as well as any safety issues having to do with our roads, signage, and building development plans.

The **Communication Division** consists of five full-time and five part-time dispatchers. We are the primary answering point for all of the Town's 911 Emergency calls. I am optimistic that with the FY2015 Budget Request Franklin will add back a 6<sup>th</sup> full time dispatcher, short of the nine full time dispatchers we had in 2008, but a step in the right direction. 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 our cell block via closed circuit cameras when we are in the care/custody of detained person(s). Additionally, we have three administrative personnel who are responsible for our financial records including billing, accounting and maintenance of official police reports and documents as well as secretarial duties and any and all associated administrative paperwork as assigned.

### **FY 2014 ACCOMPLISHMENTS**

For the second time in as many years we are the recipients of an award for being the #1 Safest City in America. It is a testament to the hard work of our Police Officers and the dedication of our Town Government to provide all that is necessary for us to successfully complete our Law Enforcement Mission. We continue to provide a consistent level of public safety service with fewer officers, specifically, five fewer than in 2000 when we employed 49 sworn officers. We have managed to maintain a presence in our schools working with the young people, as well as with our elderly providing three officers as full-time Community Service Officers.

Two established programs, the Early Search Program which helps find lost autistic children and the Project Life Saver Program which allows us to find lost elderly Alzheimer patients by way of



a bracelet tracking device continue to grow and become very successful. Fourteen of our Officers have been trained with “LOJACK” digital tracking devices that will allow us to expedite our finding someone who has wandered off.

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

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

A tenet of good Community Policing is involvement with our citizens. Our department continues to be active with community groups and projects. During this past year officers have provided Summer Camps for over 100 children; Holiday dinners for our Senior Citizens and “Bingo” at the Senior Center. Through the initiative of our communications personnel and uniformed patrol we collect gently used coats and non-perishable food items at the Police Station in the hopes of providing a better Holiday Season for our Town’s families in need as well as many of the homeless veterans throughout this area. A number of our officers are sports coaches. They coach from the intramural level up to the high school sports level for Franklin and neighboring communities.

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

## **BUDGET IMPACTS**

The Police budget is approximately 94% Personnel Services and 6% Expenses. 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. Half of our communication staff as well as our full-

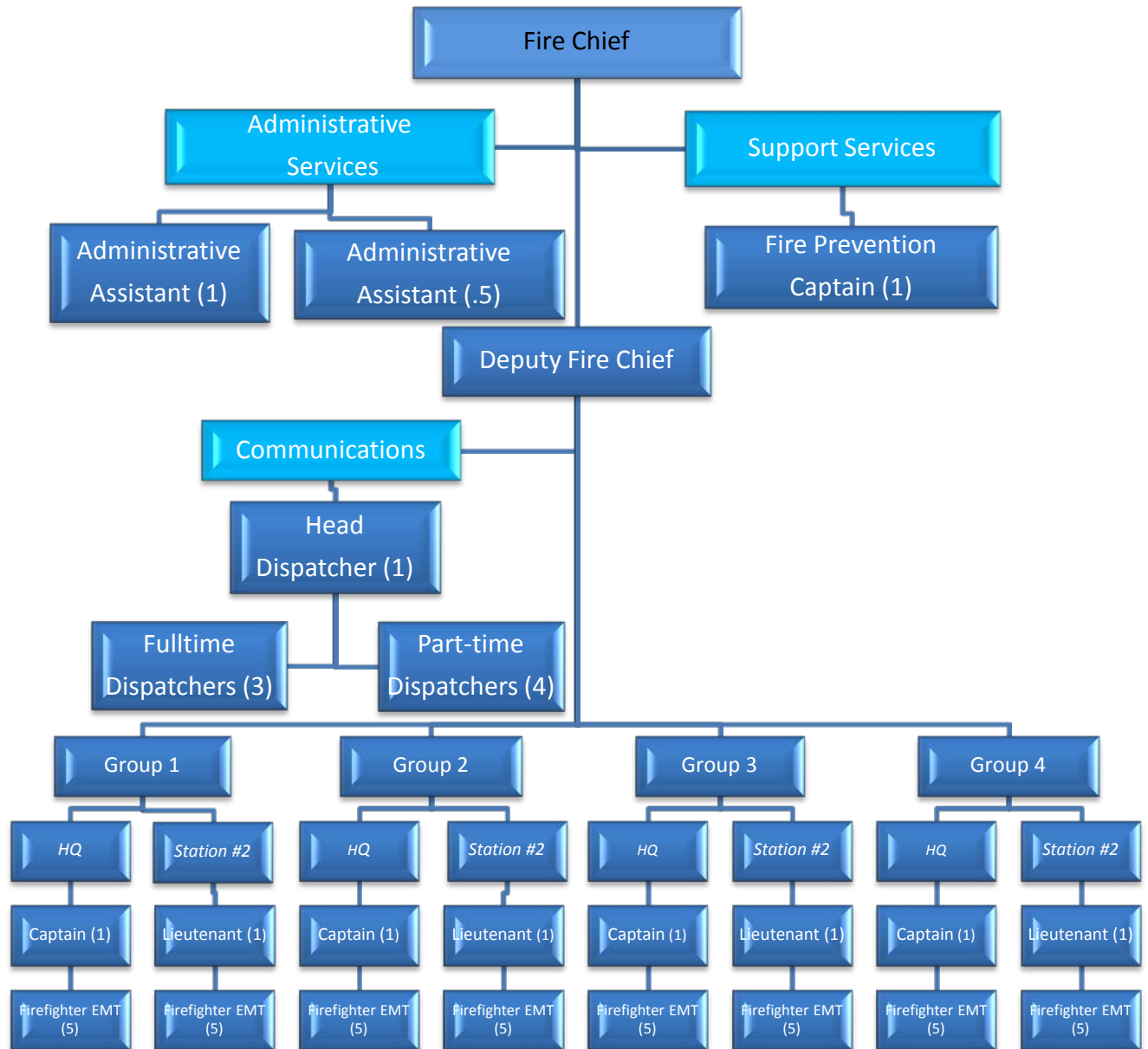
time Parking Control Officer position have been cut so we have less people answering the phones, working our radio/control room and enforcing parking violators in the Center Business District (CBD). We are currently working with fewer fulltime people than the 49 sworn officers the Town enjoyed in the past to a compliment of only 44 sworn officers to provide our police services.

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

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

CLASSIFICATION	210	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		3,952,947	4,077,360	4,311,348	4,507,448	4,507,448
Expenses		221,210	263,891	259,175	278,650	278,650
Total		4,174,157	4,341,251	4,570,523	4,786,098	4,786,098

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

**FIRE DEPARTMENT*****FIRE DEPARTMENT  
GENERAL PURPOSE***

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

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

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

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

The operational objectives of the department are to...

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

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

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

Maintain overall emergency response readiness above 70%.

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

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

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

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

CLASSIFICATION	220	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		3,912,527	4,026,219	4,038,526	4,092,725	4,092,725
Expenses		343,945	343,938	390,250	420,600	425,600
Total		4,256,472	4,370,157	4,428,776	4,513,325	4,518,325

Staffing: 11 Administrative, 40 Firefighters/EMT's, 4 Full-time Dispatch, 4 Part-time Dispatch, 1 full-time Administrative Assistant, 1 part-time Administrative staff

## REGIONAL DISPATCH

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 communications/dispatch center that will be known as the Metacomet Emergency Communications Center. The MECC will have a Board of Directors which shall serve as the governing and administrative body and will have overall responsibility for the District. The

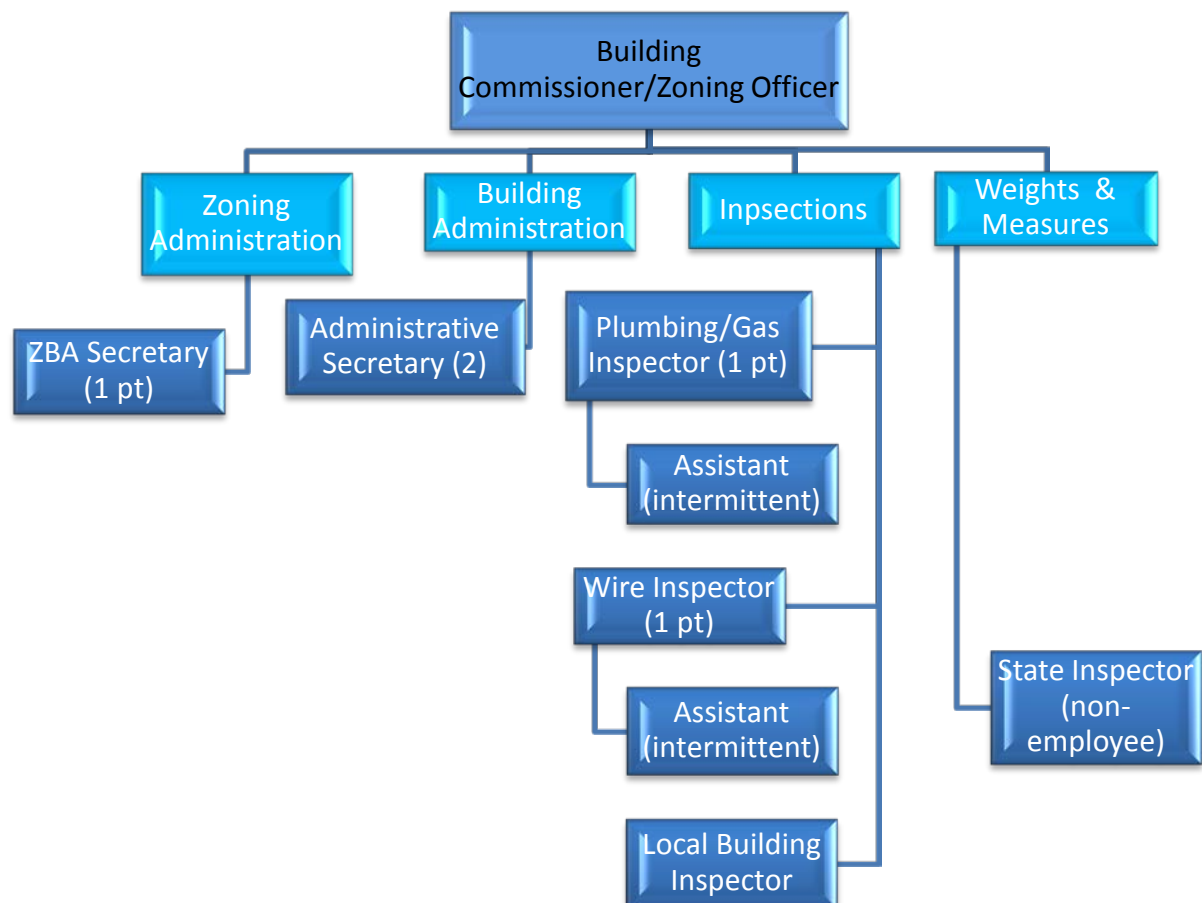
District will employ an MECC Director who will have overall responsibility for the operation and maintenance of the MECC and will serve as the Chief Administrative and Fiscal Officer.

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

The first years' operating budget in the total amount of \$100,000 of which Franklin's portion is \$47,000 is to cover anticipated administrative not chargeable to the various grants from the State 911 Department. Expenses are expected to be incurred for retaining legal and labor counsel, establishing payroll and accounting systems, retaining services of a treasurer, obtaining required insurance, negotiating labor agreements, establishing utility services, joining the Norfolk County Retirement System, and other administrative costs.

CLASSIFICATION	240	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		-	-	-	47,000	47,000
Total		-	-	-	47,000	47,000

### BUILDING INSPECTIONS



### ***BUILDING INSPECTIONS DEPARTMENT GENERAL PURPOSE***

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

The functions of the Building Department include enforcing the Zoning By-Law, inspecting buildings and properties to ensure compliance with relevant regulations and procedures. Administration of the adjusting and sealing of weighing and measuring devices devoted to the sale of goods to the public conducted by the State. The department is also charged with the responsibilities under the Town of Franklin's By-Laws for signage, the Zoning By-Law for property use, the Massachusetts State Building Code 780 CMR for safety, the Architectural Access Board 521 CMR, the Zoning Act in MGL Chapter 40A, the Massachusetts Plumbing and Gas Code 248 CMR, and the Massachusetts Electrical Code 527 CMR.

CLASSIFICATION	240	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		328,462	328,463	325,833	336,854	336,854
Expenses		19,858	19,858	24,600	24,600	24,600
Total		348,320	348,321	350,433	361,454	361,454

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

### **ANIMAL CONTROL**

### ***ANIMAL CONTROL GENERAL PURPOSE***

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

CLASSIFICATION	292	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		60,355	60,552	65,376	67,026	67,026
Total		60,355	60,552	65,376	67,026	67,026

## PARKING METER

### ***PARKING METER GENERAL PURPOSE***

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

CLASSIFICATION	293	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		75	407	2,000	2,000	2,000
Total		75	407	2,000	2,000	2,000

# EDUCATION

## FRANKLIN PUBLIC SCHOOLS

### ***SCHOOL DEPARTMENT GENERAL PURPOSE***

#### **Vision -**

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

#### **Mission –**

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

The Franklin Public Schools consist of eleven schools, including one preschool, six elementary schools, three middle schools and one comprehensive high school. The current student enrollment is 5,773.

In developing the school budget, the School Administration uses:

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

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

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

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



extracurricular programs. We acknowledge the support of the community to make our vision and mission realized for our students.

CLASSIFICATION	300	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		50,943,727	52,534,404	54,340,000	56,000,000	55,600,000
Total		50,943,727	52,534,404	54,340,000	56,000,000	55,600,000

### TRI COUNTY REGIONAL VOCATIONAL SCHOOL

#### **TRI COUNTY GENERAL PURPOSE**

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

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

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

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

#### **Mission**

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

and are well-prepared for work or college. Enrollment at Tri-County is now approaching 950 students.

CLASSIFICATION	390	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		1,730,992	1,827,415	2,106,638	2,184,453	2,184,453
Total		1,730,992	1,827,415	2,106,638	2,184,453	2,184,453

### NORFOLK COUNTY AGRICULTURAL HIGH SCHOOL

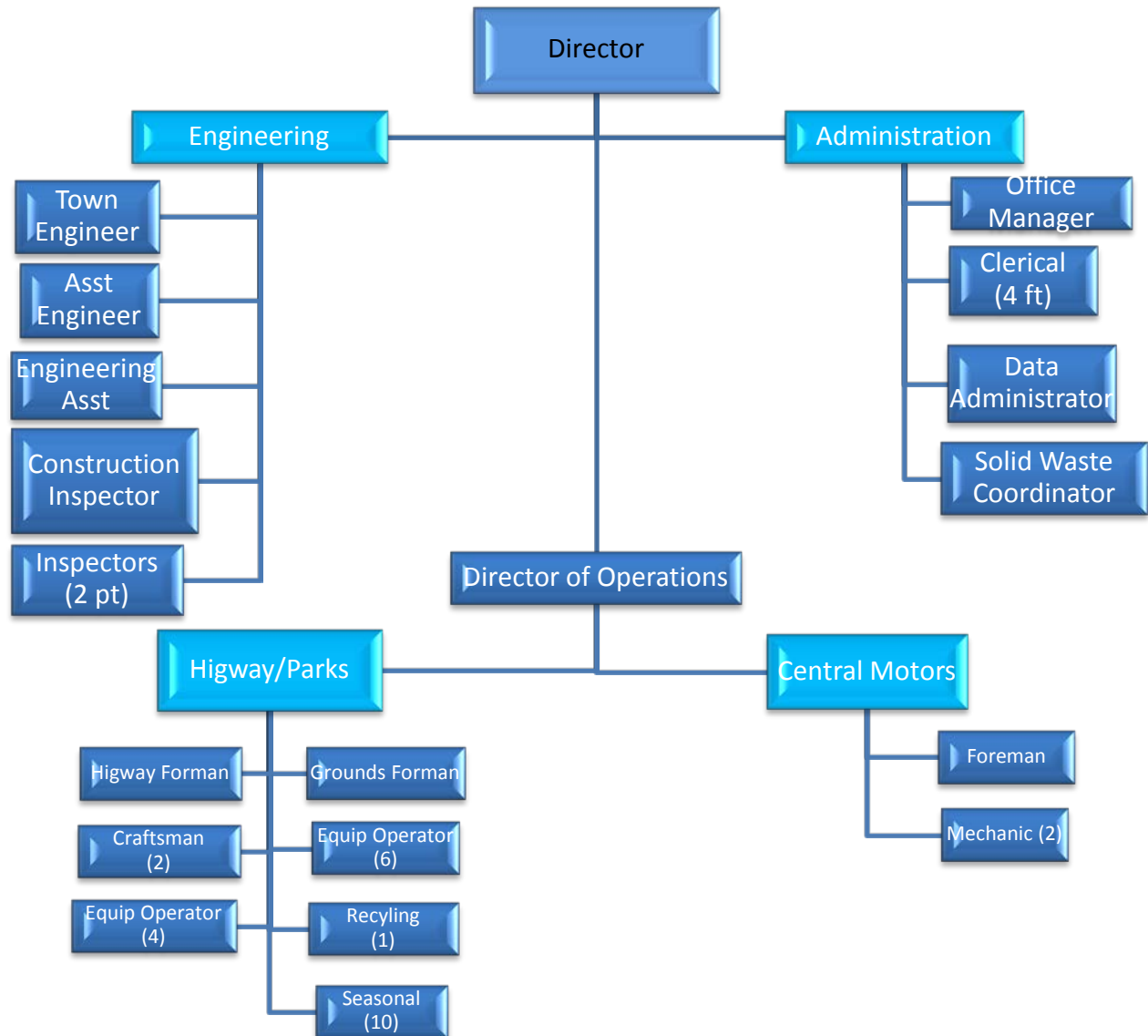
#### **NORFOLK COUNTY AGRICULTURAL HIGH SCHOOL GENERAL PURPOSE**

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

CLASSIFICATION	395	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		40,000	42,000	40,000	34,000	34,000
Total		40,000	42,000	40,000	34,000	34,000

# DEPARTMENT OF PUBLIC WORKS

## DEPARTMENT OF PUBLIC WORKS



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

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

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

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

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

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

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

**Administration**

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

**Engineering and Construction**

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

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

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

**SELECTED 14 CHALLENGES**

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

**SIGNIFICANT ADJUSTMENTS:**

- The FY2015 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 FY2015 budget sheet were reworked to ease the overall budget development process. The Town's Comptroller was consulted on all changes.
- The FY2015 budget does reflect step raises and COLA increases for union, non-union and management employees.
- The salary of the Highway and Grounds was not increased, but reappointed to reflect actual work performed.
- Line items for Tree Removal, Line Painting, and Asphalt were increased to improve conditions around Town.
- Line items reflecting energy costs were increase slightly due to the uncertainty of the volatile market and bidding process.
- The overall Beaver Street Recycling Facility budget was increased, but it is planned with continued customer and innovation, revenues will increase without increasing the fees charged to users.
- Snow and ice removal cost remain relatively the same with only modifications to line costs to reflect current activities. The budget was increased \$50,000.

#### **MAJOR CONCERNS:**

- Storm water Related Issues continue to increase. No funding source identified.
- 65% of this budget is for expenses, not personnel costs. It is very difficult to "predict the Future" and anticipate what emergencies might arrive. There is a real possibility that the D.P.W. budget may run out of funds before the Fiscal Year 2014 ends in June 2014 depending on what events occur.

CLASSIFICATION	422	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		1,239,612	1,449,386	1,407,616	1,425,989	1,434,989
Expenses		1,556,075	2,060,036	2,443,285	2,536,435	2,561,435
Total		2,795,687	3,509,422	3,850,901	3,962,424	3,996,424

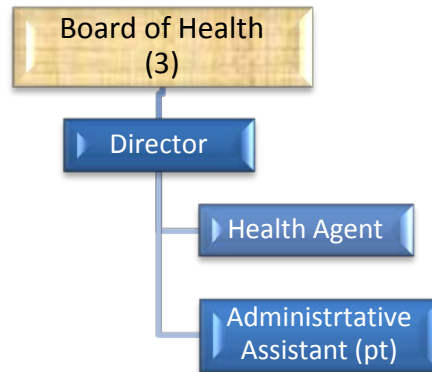
Staffing: Administration and Clerical are shared with Enterprise funds. Administration-1.8 fte; Clerical-2.2 fte; Inspector-.3; Highway Division Labor-6; Parks and Trees Labor-8; Recycling – .5; Central Motors Labor-3

## STREETLIGHTS

CLASSIFICATION	424	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		135,368	127,562	148,000	148,000	148,000
Total		135,368	127,562	148,000	148,000	148,000

# HUMAN SERVICES

## HEALTH DEPARTMENT



### **HEALTH DEPARTMENT GENERAL PURPOSE**

#### **BOARD OF HEALTH**

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

#### **FRANKLIN HEALTH DEPARTMENT MISSION STATEMENT**

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

#### **FOOD SERVICE**

The Health Department currently conducts biannual inspections of 107 food service and 32 retail food establishments. At present, there are plans to add several additional food service establishments in the coming months. Each establishment receives a minimum of one critical and one non-critical follow up re-inspection subsequent to the original inspection. Annually this results in excess of 416 inspections for food service alone. Not included in this number are complaint related inspections, and suspect food-borne illness investigations and temporary food event inspections. These activities result in at least an additional 100 inspections annually. Retail inspections generally are less involved and require fewer re-inspections; however these establishments require almost 70 additional inspections each year. Another important element of this program is the timely investigation of all reported or suspect food borne illness. The Massachusetts Department of Public Health requires all health departments to submit comprehensive inspection reports and illness worksheets for all suspect cases. An on-going educational component is vital to



ensuring future compliance with food code regulations. Each food service inspection is concluded with a thorough review of the inspection report, a question and answer session and discussion of issues relevant to the industry.

### **SEPTIC SYSTEM INSTALLATIONS**

The Health Department is required to review all engineered plans for proposed septic system installations to verify proper sizing, location and compliance with State Regulations. In addition, the department must monitor the progress of these installations by conducting a series of site inspections. The process begins with a detailed evaluation of the soil at the site, followed by a percolation test. Both new systems and systems requiring repairs or upgrades must follow these procedures. On average, the Health Department receives 40-50 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. In addition, recent zoning changes may open large previously vacant parcels of land in tow to development. This and the rebounding economy will likely result in the increase in the number of septic system installations and field testing significantly in the coming years.

### **VACCINE ADMINISTRATION**

In 2008, the Massachusetts Department of Public Health instituted a new vaccine ordering and distribution system. Individual physician's offices now must order vaccines directly from a centralized processing center administered by the Massachusetts Department of Public Health. Health Departments still must order and distribute flu vaccine, however routine vaccines are no longer our responsibility under this new system. Although the media interest has waned, the potential for another global flu pandemic with the spread of novel Avian Flu Viruses Virus remains. All public health organizations worldwide continue to plan accordingly, including the Franklin Health Department. We have recruited and trained our first group of Medical Reserve Corp volunteers to assist in the event of a flu pandemic or other large-scale 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, but in most cases no longer than in less than 12 hours from the receipt of the complaint. Of all programs administered by the Health Department, housing-related complaints are often the most time consuming and difficult to resolve. Typical complaints include no heat or hot water, water damage and mold, cross wiring, and general 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. On average, the Health Department receives approximately 50 housing complaints per year.

**NUISANCE/ODOR/NOISE COMPLAINTS**

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

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

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

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

Recreational camps for children require an intensive review process by local Health Departments prior to issuance of a permit to operate. All camp staff must submit to CORI/SORI background checks, and provide immunization and driving records for review. In addition, all campers' immunization records must be reviewed thoroughly for required vaccinations. The facility also requires a detailed inspection for compliance with all state regulations. Most recently the Health Department permitted 10 recreational camps for children.

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

Inadequate staffing has been a long-term problem for the Health Department. For a growing community the size of Franklin, our department is, and has been chronically under staffed. The Health Department is one of the few departments without a full-time administrative assistant. As a result the office is frequently closed to the public while the Health Agent and Director are in the field. In the event of a medical leave of absence and/or vacation, the department is staffed with just one public health professional, which results in less than satisfactory effectiveness and undue stress.

CLASSIFICATION	510	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		125,029	135,133	142,020	151,858	150,358
Expenses		2,136	1,849	5,400	5,400	5,400
Total		127,165	136,982	147,420	157,258	155,758

Staffing: 2 administrative full time, 1 clerical part time

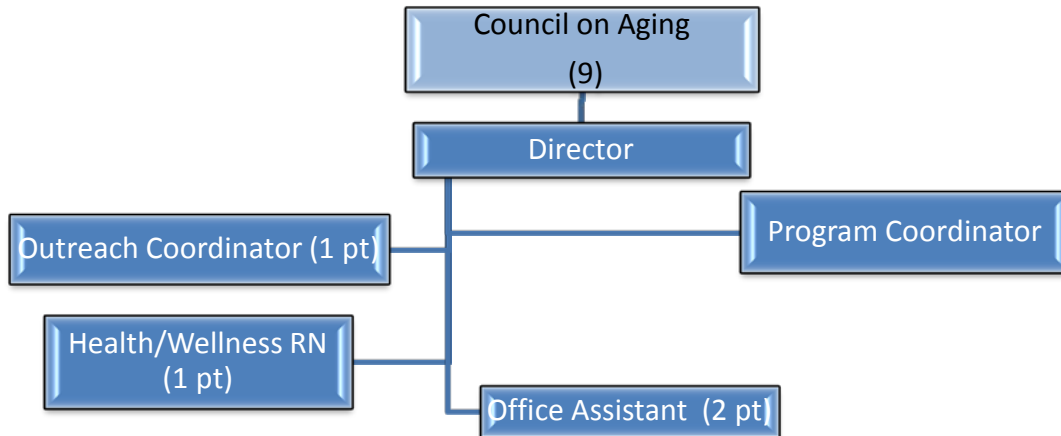
### PUBLIC HEALTH SERVICES

#### ***PUBLIC HEALTH SERVICES GENERAL PURPOSE***

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

CLASSIFICATION	525	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		20,000	20,000	20,000	20,000	20,000
Total		20,000	20,000	20,000	20,000	20,000

### COUNCIL ON AGING



#### ***COUNCIL ON AGING GENERAL PURPOSE***

#### **MISSION STATEMENT**

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

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

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

#### **COA DEPARTMENT FUNCTIONS**

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

- **Affordable Breakfast & Luncheon** is served at The Common Grounds Café. The café offers very affordable meals and an opportunity for seniors to socialize and

volunteer. The Café is staffed with volunteers except for our Grill Cooks, who are funded by the Friends of Franklin Elders and the Executive Office of Elder Affairs (EOEA).

- **Health & Wellness programs** include blood pressure screening, blood sugar testing, 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), a Diabetes Support Group, and a Caregivers Support Group. We continued to offer evidence-based wellness programming.
- **Supportive Day Program** offers a structured, supervised and stimulating environment for frail elders and those with mild to moderate cognitive deficits. The program, known as "The Sunshine Club", provides needed respite to overstressed caregivers who may be elderly spouses or siblings or adult children. The program also offers a Caregivers Support group for all caregivers (not just those in the program) on a monthly basis.
- **Educational Seminars** include annual financial planning, health fair, computer classes, elder driver safety programs, monthly health & wellness presentations, and other educational sessions on various topics offered throughout the year.
- **Outreach Coordinator** provides assistance to senior and disabled residents by accessing social benefit programs; i.e., fuel assistance, prescription drug programs, food stamps, MA Health, housing, income support, etc. The Coordinator also provides home visits to offer assistance to frail, homebound elderly or disabled residents.
- **Social and Recreational programming:** Social events are held each month, and recreational activities such as cribbage, Scrabble, bingo, bridge, whist, mah-jongg, arts & crafts, painting, quilting, knitting, pool, woodcarving, and recreational trips are offered on a weekly basis.
- **Health Insurance Benefit Counseling:** We host a certified SHINE (Serving the Health Information Needs of the Elderly) Counselor who provides assistance with health and prescription drug insurance problems and questions regarding benefits.
- **Professional Services** such as Hairdresser/Barber, Manicures, Chair Massage, Legal Advice, Tax Preparation Assistance, Reiki, Reflexology and Medical Equipment loans are offered for our clients' convenience.
- **Intergenerational programs** are offered with students from the Oak Street Elementary School, Oak Street Elementary School, the Horace Mann, the Parmenter School, the Franklin High School, the Benjamin Franklin Classical Charter School and Tri-County Regional Vocational High School.
- **The Franklin Connection**, our monthly newsletter, is mailed to approximately 1000 senior citizen households in Franklin and there are over 300 on-line subscribers. The newsletter offers information about programs, services, and activities, as well as health education and information and relevant topics. The postage for this mailing is funded with our Formula Grant from the Executive Office of Elder Affairs. The newsletter is published by the Friends of Franklin Elders and is printed by the Tri-County Regional Vocational High School.
- **TRIAD** provides Telephone Reassurance to homebound elders, Project Lifesaver (for clients with dementia who wander), Smoke Detector Replacement program, Files of Life, and facilitates Disability Indicator Forms. They also offer the Yellow Dot Program which provides emergency responders with a senior's vital medical information by placing a decal on their windshield to indicate that that information is in the glove compartment.
- **Senior Citizen Property Tax Work-Off Program** provides tax credits to seniors who work in various town departments. The COA, in collaboration with the Assessor's Office, administers this program. Last year 90 seniors worked in 10 town departments and 3 schools.

- **Income Tax Preparation Assistance** is provided to elderly residents through a partnership with AARP, which provided trained volunteers who prepared income tax returns for 163 senior citizens. The Senior Center also offered individual assistance to seniors with circuit breaker tax credit and the 41C tax abatement. Our volunteer assisted 63 individuals and obtained a total of approximately \$57,960 in Circuit Breaker tax relief in the past year.
- **Partnerships:** We partner with Hockomock YMCA and the Franklin Police Department. The YMCA has supported our fitness programs by providing instructors for several of our classes. Officers from the Franklin Police Patrolmen's Association come to the Center on a regular basis to offer fun social events as well as educational presentations. These events forge a strong bond of trust between our elderly residents and the Police Department, which allows the officers to better assist seniors in urgent or emergent situations.
- **Transportation:** We work closely with GATRA to facilitate Dial-A-Ride, the Miles for Health program (long distance medical transportation), and the fixed bus route services for senior and disabled riders.
- **Housing:** We also provide outreach to the subsidized housing complexes of the Franklin Housing Authority and Eaton Place by offering information about senior services and cross-referring.
- Our cable television show, ***The Senior Circle***, is hosted by Stella Jeon, a COA member who interviews various guests about topics of interest to seniors.

#### **FY14 ACCOMPLISHMENTS**

The Council on Aging has committed substantial resources to fall prevention, evidence-based disease self-management programs and addressing the needs of caregivers. These areas are of vital importance to the elderly population and their families, and have been proven to be effective in improving the health and quality of life for older adults. We continue to invest in this programming by training staff and creating programs to meet these needs.

- We were awarded a grant from the Metrowest Health Foundation to establish an in-home respite program to alleviate caregiver stress by offering affordable companion services. The program was implemented in the fall of 2013.
- Our Health & Wellness Nurse presented two evidence-based programs, *Chronic Pain Self-Management* and *Diabetes Self-Management*. The evidence-based program, *Powerful Tools for Caregivers* was also offered by Tri-Valley Elder Services. Our Health & Wellness Nurse also offered an extensive series of lectures entitled, "Living Your Best Life Now!" which focused on creating a positive emotional outlook to help elders enhance their coping skills. Some topics included *Mindfulness Meditation*, *Improving Brain Function* and *Organizing and Decluttering*.
- We also offered two evening workshops for caregivers entitled, "Caring for Your Elderly Parents" which addressed Health Care & Wellness, Socialization, Home Care, Finances, Respite, and Dementia. We featured various Senior Center staff members and professionals from relevant agencies to present this program.
- We introduced New Technology workshops where seniors can learn about smartphones, tablets, etc. and a free Open Studio program for aspiring artists. We also started a writer's group called the Senior Scribblers whose work is published in the local newspaper. We started offering Reiki and Reflexology and these services are provided free to veterans.
- We hosted an event for the Boston Post Cane, which was awarded to Franklin's oldest citizen Saville Bennett, who is also the Center's longest serving volunteer.
- Alzheimer's specialist, Mal Allard, provided an innovative presentation entitled, *Someone Stole My Diamond Bracelet*.

- The Center's 144 volunteers provided 11,190 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 Tri-Valley Elder Services, we distributed Farmers Market coupons to low-income elderly residents.
- Intergenerational programming included frequent visits from students to meet with elders and share stories and activities. Freshman students from Tri-County Vocational School visit the Center biweekly in the spring as part of the Health Careers program. They offered a Health Fair at the Center which was very well-received. National Honor Society students from Tri-County offered free gift wrapping to seniors over the holidays and 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 monthly basis. The Senior Center hosted an intern from Franklin High School, and we also host numerous students as volunteers throughout the course of the year. We hosted a volunteer event with the Distinguished Young Women Scholarship program.
- 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, an Open House, a Veterans Day Breakfast and a concert with Southeastern Massachusetts Community Concert Band with support from the Franklin Cultural Council.

CLASSIFICATION	541	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 205 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		117,983	126,371	139,242	152,446	152,446
Expenses		1,492	2,241	2,500	2,500	2,500
Total		119,475	128,612	141,742	154,946	154,946

Staffing: 2 administrative full time, 1 administrative part time, 2 clerical part time, 1 Wellness Nurse

## VETERANS SERVICES

Veterans  
Agent/COA Social  
Services  
Coordinator

### **VETERANS SERVICES GENERAL PURPOSE**

The Veterans Services Agent mission is to counsel, advise and assist Veterans and their dependents. Duties encompass, but are not limited to dispensing state-sponsored Veterans

Benefits under MGL chapter 115 and assisting veterans and their dependents or survivors in obtaining federal benefits or entitlements for which they may be eligible. The Veteran population in Franklin is over 1,300.

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

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

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

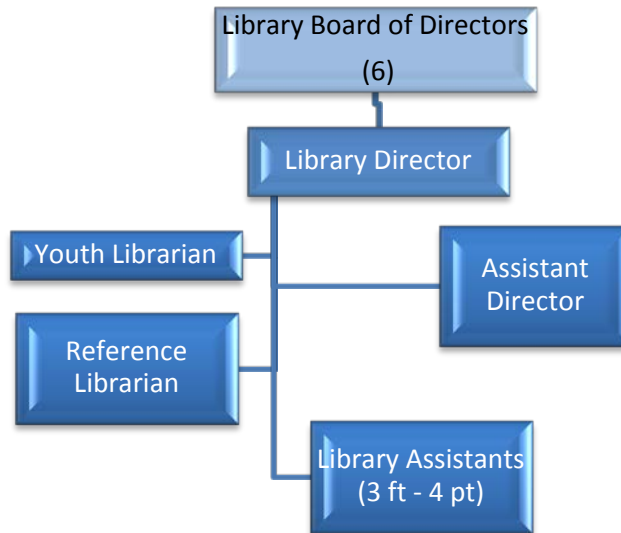
CLASSIFICATION	543	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		42,935	42,970	43,829	44,926	44,926
Expenses		986	893	1,300	1,300	1,300
Veterans Assistance		188,973	176,686	190,000	190,000	190,000
Total		232,894	220,549	235,129	236,226	236,226

Staffing: 1 administrative permanent part time



# CULTURE AND RECREATION

## LIBRARY



### **LIBRARY GENERAL PURPOSE**

### **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 VISION**

The Library strengthens the Town of Franklin's culture of learning, innovation and engagement.

### **MISSION**

The 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.

## STRATEGIC GOALS

**Goal 1:** Franklin Public Library serves as an anchor of the community, a facilitator of public discourse and civic engagement, the place where ideas are created, discovered and shared.

**Goal 2:** The Library functions as a community advocate with programs and services that celebrate its unique history and heritage and promote an appreciation and understanding of the heritage of others.

**Goal 3:** The Library provides Franklin residents with state-of-the-art technology and high-speed access to the digital and online world and assistance navigating new technology, exploring new formats and experimenting with innovative devices.

**Goal 4:** Awaken and nurture the community's love of reading and passion for learning and personal growth.

**Goal 5:** Visitors to the Library will have meaningful experiences in a comfortable, functional, inviting and accessible facility.

**Goal 6:** The Library continues to seek financial opportunities and innovative funding streams to attain the long-term fiscal viability of the institution.

**ACCOMPLISHMENTS****Strategic Plan 2014-2019**

- Library Board adopted a new Strategic Plan to guide the allocation of Library resources and decision making through 2019.

**Personnel**

- Hired Allison Medeiros to head the Youth Services Department.

**Outreach - Partners in Service**

- Added two new programs, Silly Science and Mystical Math and Doggie Tales, in partnership with Self Help Inc. and Pawsitive Touch.

**Horace Mann School**

- Collaborated with the principal and reading specialist to provide materials on e-books and e-audio books for reading lists needed throughout the school year.
- Hosted Horace Mann's reading project "All in" and agreed to launch the summer reading program at Horace Mann in June.
- Hosted the Mom's Club pre-school fair.
- Hosted the art shows of the Franklin Art Association and the Charter School.

**Technology**

- Implemented a central printing system for the public - complete with color options.

**Programming**

- Added two new programs to the regular line up: iStories for school age children and an adult coffee and craft.

**Services**

- Instituted an on-going library book sale.

**FY2015 BUDGET**

As in the previous two years, the Library continues to adopt a long term strategy for FY2015. It is focusing on expanding and improving vital services and maintaining fiscal stewardship. The major components of this budget consist of the following:

**Hours of operation**

This budget will restore Sunday hours for the first time in ten years. As a result the Library will be open seven days a week.

**Materials Budget**

The materials budget increased by \$10,000, which allows for more books, e-books, DVDs, music CDs, and magazines to be purchased.

**Personnel**

Ten more staff hours have been added to provide staffing on the second floor and to implement a science and a technology program for school age children.

**Municipal Appropriation Requirement (MAR)**

The Municipal Appropriation Requirement, the amount a Municipality must fund its Library, will not be met in this budget. It is \$950,486. Despite this shortfall, through careful fiscal

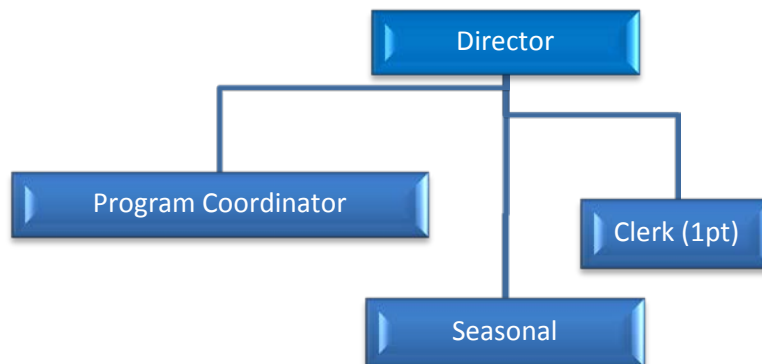
stewardship, the Library has managed to expand both its hours and services for the fiscal year – beyond what was achieved when the MAR was met.

The Library always strives to serve the community better and appreciates the continued support of the Town Council, Finance Committee, Town Administrator, staff, friends and volunteers.

CLASSIFICATION	610	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		316,521	383,230	427,949	460,076	460,076
Expenses		172,526	180,157	210,000	216,000	216,000
Total		489,047	563,387	637,949	676,076	676,076

Staffing: 7 administrative full time, 4 administrative part time

## RECREATION



### **RECREATION GENERAL PURPOSE**

### **MISSION STATEMENT**

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

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

- 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 this winter and will continue to offer these programs at a break even cost. This should increase our revenues over the half million mark in FY 15.

### Significant Adjustments

- We have increased a 15 hour/week administrative assistant to 19 hours/week.
- We again expect to be 100% self-supporting for our budget in FY 2015.

CLASSIFICATION	630	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Personal Services		204,302	215,959	237,570	246,758	246,758
Expenses		220,121	240,788	233,900	233,900	233,900
Total		424,423	456,747	471,470	480,658	480,658

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

### HISTORICAL COMMISSION

Commssion  
(7 voting  
5 associate)

### **HISTORICAL COMMISSION GENERAL PURPOSE**

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

**MISSION**

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

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

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

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


CLASSIFICATION	691	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		1,726	1,945	3,500	3,500	3,500
Total		1,726	1,945	3,500	3,500	3,500

**MEMORIAL DAY****MEMORIAL DAY  
GENERAL PURPOSE**

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

CLASSIFICATION	692	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		912	936	1,200	1,200	1,200
Total		912	936	1,200	1,200	1,200

## CULTURAL COUNCIL



Cultural Council  
(12)

***CULTURAL COUNCIL  
GENERAL PURPOSE***

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

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

CLASSIFICATION	695	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		2,000	2,000	3,000	3,000	3,000
Total		2,000	2,000	3,000	3,000	3,000

# DEBT & INTEREST

## RETIREMENT OF DEBT – GENERAL FUND

### Type and Purpose of Debt

The Town of Franklin sells General Obligation Bonds to finance capital improvements and other projects that require large amounts of cash such as schools, public works, recreation, public safety, and public buildings. General Obligation Bonds are supported by the full faith and credit of the Town and is repaid from property taxes from both current and future property owners or in the case of water or sewer projects out of their respective enterprise funds. Over the last few years, typical rates for 20 year municipal bonds have been in the 3% to 4% range with our latest bond sale (FHS Construction-25 years) coming in at 4.01%. Bond Anticipation Notes (BANs) have been sold over the last number of years for various projects most notably schools. In Fiscal 2013 we sold 1 year BANs for the following: New Franklin High School, \$24,000,000; water repairs, \$3,000,000. The net interest cost was .195%.

### Franklin's Current Debt Position

As of June 30, 2013, the Town of Franklin had approximately \$46.1 million of outstanding debt. With existing debt being retired, new debt being added, and a bond refunding taking place, outstanding debt will increase to \$88.4 million as of June 30, 2014. Approximately \$52.5 million of outstanding debt is exempt under Prop 2 ½, \$3.5 million is the MWPAT loan for the water treatment plant, \$10.4 million is water related; \$3 million is sewer related and \$18.9 million is General Fund debt. During our last bond sale and refunding in July 2013, Standard & Poor's rated the Town of Franklin AA with a stable outlook. Moody's rates the town as AA2.

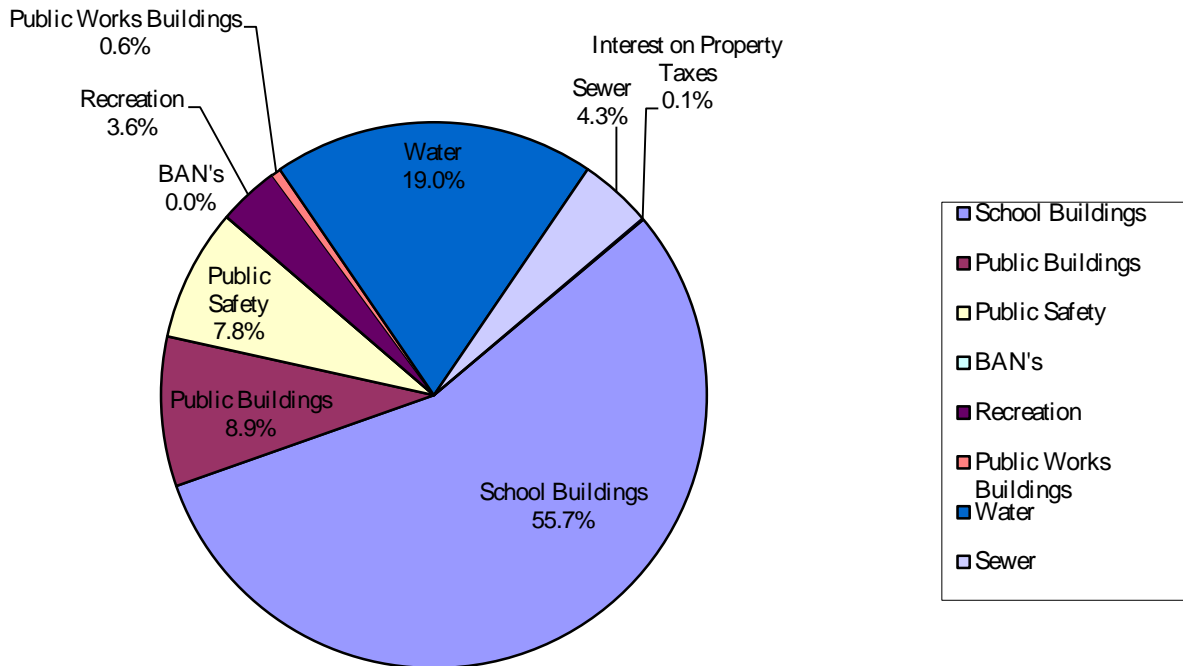
Presently there are bond authorizations but possible future bonded projects include repairs to the Davis Thayer School and repairs to the Library.

### FY15 Debt Service by Category

1. School Buildings – Franklin High School, Remington-Jefferson, Keller-Sullivan, and Horace Mann-Oak St.
2. Public Buildings – Municipal Building, New Senior Center
3. Public Safety –Downtown Fire Station
4. Recreation – Beaver Street, High School football field, etc.
5. Public Works Buildings –DPW Garage addition/remodeling
6. Water Debt – Includes a significant portion of the 20/20 plan and other water storage, repair, and distribution projects
7. Sewer Debt – Sewer lines on Populatic Street and the Fletcher Field area, the MWPAT Title V loan and general sewer improvements throughout town.
8. Roads – Any bonded road reconstruction projects. Note: there are no bonded road projects at this time.
9. Interest on Property Taxes – The statutory 8% interest on abated property taxes refunded after the fourth quarter due date, usually May 1.



### FISCAL 2015 DEBT SERVICE BY CATEGORY



### PRINCIPAL

CLASSIFICATION	710	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		3,688,426	3,703,277	3,700,825	4,572,346	4,572,346
Total		3,688,426	3,703,277	3,700,825	4,572,346	4,572,346

### INTEREST

CLASSIFICATION	750	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		1,505,170	1,448,089	2,508,372	3,018,814	3,018,814
Total		1,505,170	1,448,089	2,508,372	3,018,814	3,018,814

# EMPLOYEE BENEFITS

## RETIREMENT

### **RETIREMENT GENERAL PURPOSE**

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

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

### **THE MASSACHUSETTS RETIREMENT SYSTEM STRUCTURE**

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

## EMPLOYEE HEALTH/LIFE INSURANCE

### **EMPLOYEE HEALTH/LIFE INSURANCE GENERAL PURPOSE**

The Town contracts with MIIA (Massachusetts Interlocal Insurance Association) for its health insurance benefits for all active (20 hours or greater) and retired employees and spouses. The Town contributes 68% and the employee/retiree contributes 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. This Plan introduces deductibles and co pays for certain procedures and hospitalization and resulted in a 3% premiums reduction. In FY 2015 the premiums will increase by 7.8%. This account excludes Franklin Public Schools, which is budgeted within their respective budget. Retirees over the age of 65 must enroll in the Medex plan. Retired teachers are budgeted in the Retired Teacher Health Insurance line.

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

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

#### **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.

#### **RETIRED TEACHER HEALTH/LIFE INSURANCE**

##### ***RETIRED TEACHER HEALTH/LIFE INSURANCE GENERAL PURPOSE***

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

In Fiscal Year 2001 the cost for GIC coverage was \$417,000. In Fiscal Year 2007 it was projected at \$1,490,000. In Fiscal Year 15 the cost for retired teacher health and life insurance is \$1,050,000. This line will continue to decrease as the retiree population covered under this line declines.

#### **WORKERS COMPENSATION**

##### ***WORKERS COMPENSATION GENERAL PURPOSE***

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

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

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

## **UNEMPLOYMENT COMPENSATION**

### ***UNEMPLOYMENT COMPENSATION GENERAL PURPOSE***

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

## **MEDICARE**

### ***MEDICARE GENERAL PURPOSE***

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

## **OTHER POST EMPLOYMENT BENEFITS (OPEB)**

### ***OPEB GENERAL PURPOSE***

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

The Town implemented GASB Statement 45, Accounting and Financial Reporting by Employers for Post-Employment Benefits other Than Pensions. Statement 45 requires governments to account for other post-employment benefits (OPEB), primarily healthcare, on an accrual basis rather than on a pay-as-you-go basis. The effect is the recognition of an actuarially required contribution as an expense on the financial statements when a

retiree earns their post-employment benefits, rather than when they use their post-employment benefits. To the extent that an entity does not fund their actuarially required contribution, a post-employment benefit liability is recognized on the Towns Statement of Net Assets.

The Town has an Actuary study done every two years, as required. The most recent Actuary study is as of June 30, 2013. The Towns accrued liability as of this date is \$89,053,917.

The balance in the OPEB Stabilization Trust Fund is roughly 620,000. In FY 15 it is planned to appropriate an additional 400,000. The Water and Sewer Enterprise funds began funding their respective annual obligation in FY 2014.

### COMPENSATION RESERVE

#### **COMPENSATION RESERVE GENERAL PURPOSE**

These funds are for any wage adjustments during the fiscal year and to cover absences in individual departments where additional coverage is necessary. Funds for FY12 transferred to individual departments was \$17,648, FY 13 \$21,682 was transferred.

CLASSIFICATION	910	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Retirement & Pensions		3,341,223	3,506,741	3,662,597	3,661,686	3,661,686
Health/Life Insurance		2,223,685	2,156,968	2,335,000	2,505,000	2,463,000
Non GIC School Retirees						555,700
Retired Teacher Health/Life Insurance		1,106,799	1,019,894	1,175,000	1,050,000	1,050,000
Workers Compensation		317,022	362,964	375,000	440,000	480,000
Unemployment		185,000	79,609	185,000	185,000	185,000
Medicare		209,294	222,093	226,000	240,000	240,000
OPEB		68,000	100,000	200,000	400,000	400,000
Compensation Reserve		-	-	154,000	250,000	250,000
Total		7,451,023	7,448,269	8,312,597	8,731,686	9,285,386

### LIABILITY INSURANCE

#### **LIABILITY INSURANCE GENERAL PURPOSE**

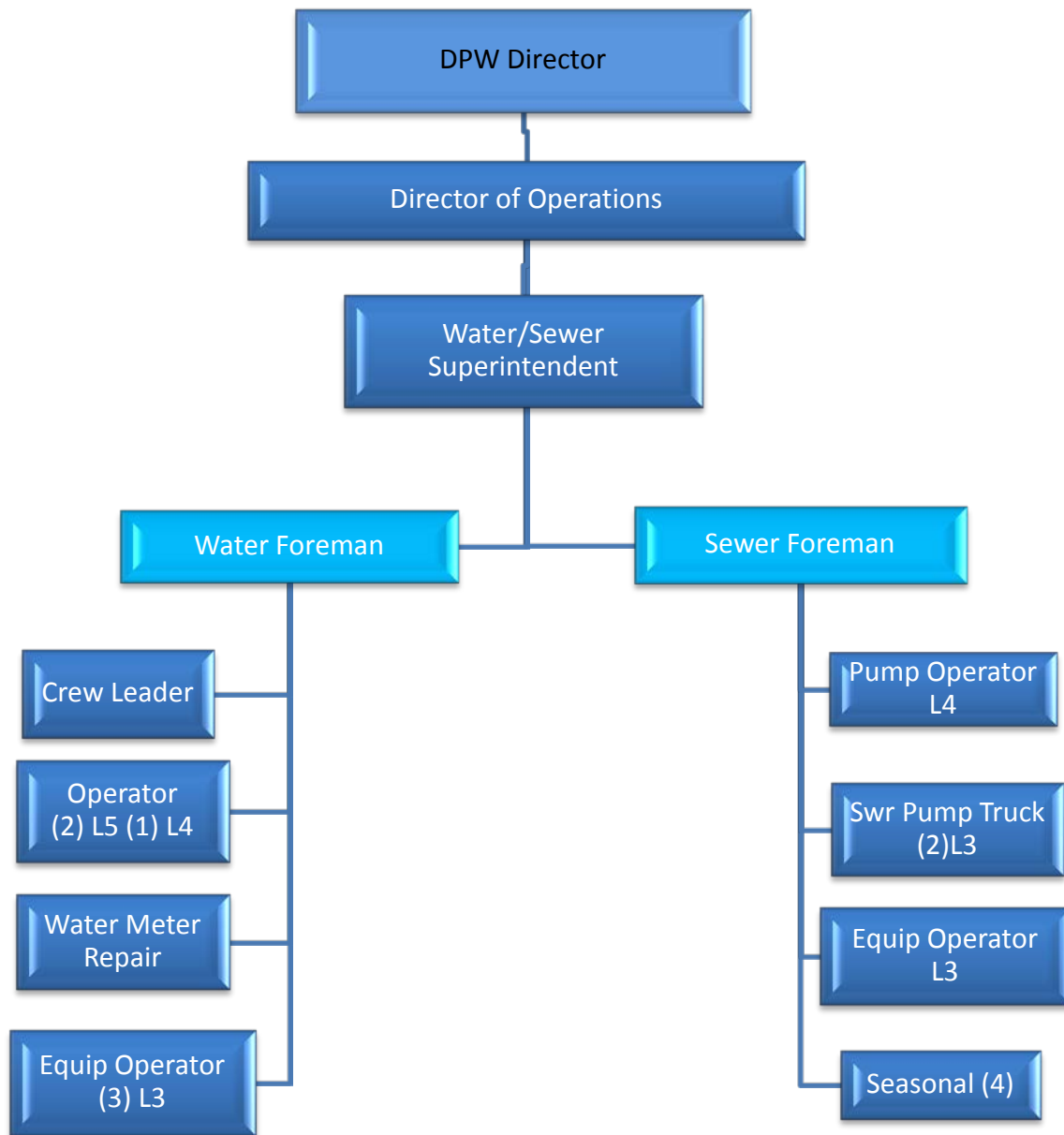
The Town purchases premium based liability, property, casualty, and automobile insurance. In addition the Town also insures for Public Officials Liability and School Board Legal Liability.

## TOWN ADMINISTRATOR PROPOSED BUDGET

2015

CLASSIFICATION	945	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Expenses		378,206	338,838	400,000	460,000	460,000
Total		378,206	338,838	400,000	460,000	460,000

# ENTERPRISE FUNDS



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

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

**OBJECTIVES**

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

**SELECTED FY 2015 CHALLENGES**

- 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 un-warranted 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.)
  - Continue inter-municipal negotiations with area communities
- Develop and propose restructured "Water Smart" development regulations aimed at minimizing water use (especially peak) and maximizing localized recharge of storm water.



- Continue to foster a “water conservation” attitude and understanding throughout Town through education, outreach and enforcement.
- Continue with a strong “leak detection” plan to limit the amount of lost water throughout Town.
- The FY 2015 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 FY 2015 budget sheet were reworked to ease the overall budget development process. The Town’s Comptroller was consulted on all changes.
- The FY 2015 budget does reflect step raises and COLA increases for union, non-union and management employees.
- The planning and implantation of the new Water Capital Improvement 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 extremely high.

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	450	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Salaries		1,019,301	907,265	1,102,569	1,107,153	1,107,153
Expenses		1,548,783	1,433,900	2,175,000	1,994,150	1,844,150
OPEB				66,000	16,000	16,000
Debt		1,436,551	1,399,133	1,511,366	1,885,208	1,885,208
Total		4,004,635	3,740,298	4,854,935	5,002,511	4,852,511

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

**SEWER ENTERPRISE****SEWER  
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:**

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

**SELECTED FY15 CHALLENGES**

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

**SIGNIFICANT ADJUSTMENTS:**

- The FY2015 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 FY2015 budget sheet were reworked to ease the overall budget development process. The Town's Comptroller was consulted on all changes.
- A number of line items were combined to clarify work activity and simplify the accounts payable process.
- The FY15 budget does reflect step raises and COLA increases for union, non-union and management employees.

CLASSIFICATION	440	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Salaries		558,820	570,095	610,440	612,587	612,587
Expenses		302,037	212,674	414,350	414,725	369,725
Charles River Assessment		2,550,140	2,654,880	2,157,040	2,157,040	2,175,170
OBEB				32,000	6,000	6,000
Debt		469,451	451,183	438,980	425,630	425,630
Total		3,880,448	3,888,832	3,652,810	3,615,982	3,589,112

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

### SOLID WASTE ENTERPRISE

#### **SOLID WASTE GENERAL PURPOSE**

##### **MISSION:**

To provide the highest level of customer service for the curbside pickup of trash, recyclables and yard waste from 8,900 households for transportation to the Millbury Wheelabrator Incinerator, recycling and composting centers.

##### **OBJECTIVES:**

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

##### **SIGNIFICANT ADJUSTMENTS:**

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

CLASSIFICATION	434	FY 2012 EXPENDED	FY 2013 EXPENDED	FY 2014 BUDGET	FY 2015 REQUEST	TOWN ADMIN. RECOM.
Budgets:						
Salaries		59,342	57,860	62,096	62,201	62,201
Expenses		1,623,685	1,571,262	1,880,000	1,880,000	1,954,000
Debt		-	-	-	-	-
Total		1,683,027	1,629,122	1,942,096	1,942,201	2,016,201

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