

FRANKLIN COUNTY COMMISSIONERS MEETING AGENDA

LOCATION: Franklin County EOC, 120 County Way, Farmington

DATE AND TIME: July 7, 2026 @ 10:00 A.M.

The Franklin County Commissioners' meetings are open to the public. This meeting is also available virtually via [Video Conferencing, Cloud Phone, Webinars, Chat, Virtual Events | Zoom](#). Here is the meeting ID# 492 510 0482 passcode 030621.

RECOGNITION:

APPOINTMENTS:

NEW BUSINESS:

- 1. Administrator's Report**
- 2. Minutes**
- 3. Treasurer's Report**
- 4. Dark Sky Initiative- Nancy Perlson**
- 5. Jail – Refrigeration System**
- 6. Major Rackliffe's Service Weapon**
- 7. Enterprise Rentals – Agreement**
- 8. UT Temporary Bridge - IRA Mountain Road Associations Contract**
- 9. EMA – EOC Reserve Fund**
- 10. Payment in Lieu of Taxes**
- 11. Cultural Evaluation – Discussion**
- 12. Employee Appreciation BBQ**
- 13. Franklin County Food Pantry Application Process**
- 14. Disbursement Policy**
- 15. May, 2026 Reconciliation Report – Sign Off**

OLD BUSINESS:

- 1. CAD Administrator (COPS Office Technology Grant) – Sheriff's Office Follow-up**

MISCELLANEOUS:

WARRANTS: County AP, UT & Payroll

ADJOURNMENT:

Meeting Packets are available to view by clicking on the link below:

[Agendas & Minutes - Franklin County, Maine \(franklincountymaine.gov\)](http://franklincountymaine.gov)

**County Commissioner's Meeting
Agenda Discussion and Analysis
July 7, 2026**

RECOGNITION:

APPOINTMENTS:

NEW BUSINESS:

Administrator's Report

- I spoke with the County Attorney regarding the Enterprise Rental Agreement.
- The MCCA Conference is scheduled for September 23rd through September 25th, if you plan on attending, please complete the Attendee Registration Form in your flower folder and return it to Jamie at your earliest convenience.
- We received the FY2025 UT Audit, a copy of which can be found in the flower unit.
- The Grease Trap Project at the jail has been successfully completed.
- We have made a conditional offer to Brandon Gray for Facilities Supervisor position.
- A copy of the UT Roads Summer Work update from Robert Lightbody has been provided in your packet.
- We received notices that the Reeds Mill Church in Madrid Township has been placed in the National Register of Historic Places.
- We received notices that GSA's contractor, JMT, will be conducting Phase 1B Archeology Study field work with respect to the Coburn Gore Land Port of Entry project, which includes Franklin County property that was established in the Right of Entry Agreement that was signed May 7, 2026. A copy of that Agreement is in your flower folder.
- We received a Request for Review and Comment on a Pending Application with respect to a 13 lot residential subdivision in Copeland Plantation, a copy of which can be found in your flower folder.
- We received the 6th Opioid Settlement payment from Janseen in the amount of \$4,975.39.

Recommendation: Motion to accept the Administrator's Report.

Motion to approve the hiring of Brandon Gray as the Facilities Supervisor for be set on Grade 5, Step 10, \$29.18 per hour (60,691.81).

Minutes: Provided to you prior to the Commissioner's Meeting

Recommendation: Motion to approve June 8, 2026, June 16, 2026, and June 23, 2026 Minutes.

Treasurer's Report: Included in the Packet

Recommendation: Motion to accept the Treasurer's Report.

Dark Sky Initiative- Nancy Perlson

Comments: Nancy Perlson will present the Dark Sky Initiative led by the Rangeley Lakes Heritage Trust.

Recommendation- None at this time

Jail – Refrigeration System

Comments: The Jail's large 3-door refrigerator is failing and needs to be replaced. The unit has had to be repaired three times in the past month. Major Daley has received 5 quotes from several different vendors. He has suggested going with the C. Caprara Food Services Equipment out of Winthrop, Maine for the True Refrigeration Unit, for \$8,045.00. This price includes the price of the unit plus delivery, installation, removal and disposal.

Recommendation: Motion to purchase a True Refrigeration Unit from C. Caprara out of Winthrop, Maine, in the amount of \$8,045.00 to be paid out of the Jail Building Reserve Fund.

Recommendation: None at this time.

Enterprise Rentals – Agreement

Comments: Enterprise provided the County with an Agreement, we are waiting to hear back from legal with their approval.

Recommendation: Motion to sign Agreement once approved by legal.

Employee Appreciation BBQ

Comments: We have scheduled the annual employee appreciation BBQ on August 13, 2026, at the EOC. All employees are invited to attend, and we request that the offices be closed from 12:00 p.m. to 2:00 p.m. During this time, we recognize years of service, and any departmental awards that are brought forth.

Recommendation: Motion to approve closing the Offices from 12:00 p.m. to 2:00 p.m. for the employee appreciation BBQ on August 13, 2026.

Franklin County Food Pantry Application Process

Comments: During the FY2027 budget development process, the Franklin County Commissioners discussed establishing a formal application process and eligibility guidelines for organizations requesting County funding for food pantry assistance. At that time, the Commissioners indicated they would develop the application criteria and associated guidelines to ensure a consistent, transparent, and equitable process for future funding requests. The Commissioner's need to provide direction to staff by establishing the application guidelines and evaluation criteria for Franklin County Food Pantry funding requests, or schedule a workshop to develop and finalize the application process

Recommendation: None at this time.

Major Rackliff's Service Weapon

Comments: Major Rackliffe will be retiring from the Franklin County Sheriff's Office on July 31, 2026, after 25 years of service. It has been a long-standing tradition to present a retiring officer with the firearm they carried during their service. Members of the Sheriff's Department have requested to purchase Sergeant Bean's service weapon for him as a retirement gift.

Recommendation: Motion to allow Sheriff's Office individuals to purchase Sergeant Rackliffe's firearm for his retirement gift.

EMA – EOC Reserve Fund

Comments: In FY2025 it was discussed that \$10,000 was to be transferred from the undesignated fund to an EOC Reserve Fund for EMA to use in case of a disaster. The Commissioners, however, did not motion for the transfer to occur.

Recommendation: Motion to transfer \$10,000 to the EOC Reserve Fund from the current undesignated fund balance.

Payment in Lieu of Taxes

Comments: U.S. Department of Interior issues payments under the Payment in Lieu of Taxes program. This payment is based on acreage. Since the government cannot tax federal land, the Payment in Lieu of Taxes payments help to defray costs associated with that land.

Recommendation: Motion to Accept Payment in Lieu of Taxes in the amount of \$22,203.00 from the Federal Government.

Cultural Evaluation

Comments: The results and action plan from the cultural evaluation have been distributed to the Department Heads for distribution to employees. The Consultant will be present to discuss with the Commissioners.

Disbursement Policy

Comments: Each year, the Commissioners must review and approve the Disbursement Policy. This policy allows for flexibility to sign off on WEX, retirement, payroll, credit card, Health Trust and committed contract payments outside of the regular warrant schedule to ensure bills and payroll are done on time.

Recommendation: Motion to approve and sign the Disbursement Policy.

May, 20256 Reconciliation Report – Sign Off

Comments: BlueStar Accounting has provided the May Financial Review Report for your review.

Recommendation: Sign off on the May Financial Review Report as prepared by Bluestar Accounting.

OLD BUSINESS:

CAD Administrator – Sheriff's Office Administrator

Comments: Sergeant Close was requested at the prior meeting to provide an update on this matter.

Recommendation: None at this time.

UT Roads Summer Work Update

From Robert Lightbody <RLightbody@franklincountymaine.gov>

Date Thu 7/2/2026 10:37 AM

To Jamie Sullivan <JSullivan@franklincountymaine.gov>

Cc Sue Pratt <SPratt@franklincountymaine.gov>

Internal (rlightbody@franklincountymaine.gov)



[Safe](#) [Spam](#) [Phish](#) [More...](#)

Good morning Jamie,

I hope you are well. Please see below for list of on-going and anticipated UT Roads summer activities in no particular order.

1. Buzzell Road Rehabilitation – Ongoing with GCA logging
2. Repair pothole in West Freeman Road at intersection of Smith Road.
3. Beech Hill Road Bridge reconstruction and monitoring – Repairs have been made to the gravel roadway and a bridge consisting of concrete waste blocks and timber matting has been constructed. The bridge is constructed in such a manner that it significantly increases the cross sectional area of the channel under the bridge, where the pipes had been. This will help prevent flooding and damage in that immediate area.
4. No. 6 Road hole repair and ditch/shoulder mowing and clearing – In an effort to improve the No. 6 road, Fenwick Construction anticipates repairing the large hole in the road near the Oxford County line by mid-July (maybe sooner). Maintenance mowing and clearing is a first step in reestablishing the drainage in anticipation of future work.
5. Reeds Mill Road ditch/shoulder mowing and clearing – Maintenance of overgrown areas.
6. Madrid Pit investigation w/Main-Land Development Consultants
7. Working with Pike to identify crack sealing priorities
8. Center Road Ditching and graveling – This road consists of native sandy road base material on top of ledge making a stable, maintainable road surface challenging. Additional rip-rap is expected to be added as stabilization to much of the Center Road ditches on both sides of the road.
9. Gilkey Hill/Cook Hill road require maintenance gravel and shoulder repair and various runoff locations – Nothing scheduled to date.

This is a reasonable list of ongoing and anticipated activities through July and August. I'm sure there is more... Please let me know if there are any comments or questions. Thank you and have a great day.

PAM PRODAN, TREASURER – Report July 7, 2026, Franklin County Commissioners mtg.

Current cash and investment (CDARS) balances from trio-web.com Ledger Detail Report

General Fund Operating Cash \$2,795,888.54

General Fund Payroll Cash \$817,342.57

ARPA Fund Cash \$386,316.86

UT General Fund Cash \$988,189.75

UT TIF Fund Cash \$661,739.55

UT TIF CDARS: \$3,529,256.99

Interest rates

General Fund Operating Cash 3.25% as of 5/31/2026 invested w/Intrafi Cash Service at Androscoggin Savings

ARPA Fund Cash 2.40% as of 5/29/2026 invested w/ Intrafi Cash Service at Frankin Savings

UT General Fund Cash 3.25% as of 5/31/2026 invested w/Intrafi Cash Service at Androscoggin Savings

UT TIF Fund Cash 3.25% as of 5/31/2026 invested w/Intrafi Cash Service at Androscoggin Savings

UT TIF CDARS 3.19845% maturity date of 8/27/2026 invested at Androscoggin Savings

Payment to Franklin County in Lieu of Taxes

Payment in Lieu of Taxes received from U.S. Department of Interior in June for the year 2026: \$22,203.00. These payments help to defray the costs associated with maintaining community services for areas with federal lands, which are not taxable at the local level. Payments made to all eligible Maine towns and counties for the year 2026 totaled \$770,167.00.

Warrants

Warrants for signatures 7/7/2026 not finalized at the time of this writing (7/2/2026)

Kitchen Refrigeration Issues / Food Disposer

From Major Hart Daley <HDaley@franklincountymaine.gov>

Date Mon 6/29/2026 3:27 PM

To Scott R. Nichols Sr. <SNichols@franklincountymaine.gov>; Sue Pratt <SPratt@franklincountymaine.gov>

 1 attachment (73 KB)

DOC062926-06292026151714.pdf;

Internal (hdaley@franklincountymaine.gov)



[Safe](#) [Spam](#) [Phish](#) [More...](#)

Good afternoon,

We barely made it into the new budget and have a serious issue that needs immediate attention. Our (3) door refrigeration unit (2005) is antiquated and is failing. It has been repaired a couple of times but is almost dead. It will not keep food below 50 degrees and we have had to purchase ice blocks from Jacks to try to keep the temperature down. Also, our food dispenser / disposal unit just failed.

I have attached two quotes from C. Caprara, one for the True Refrigeration Unit and one for the SS-100 Disposer.

It is urgent that we have these replaced as quickly as possible. The refrigeration quote includes the unit, delivery, set up and removal and disposal of the old unit.

I was hoping we could utilize funding from reserves if possible?

Thank you for your advice / insight,

Hart



Major Hart Daley

Jail Administrator

Franklin County Detention Center

121 County Way, Farmington, Maine 04938

[Franklin County Maine](#)

W: [\(207\) 860-4222](tel:(207)860-4222) M: [\(207\) 305-5575](tel:(207)305-5575)

HDaley@franklincountymaine.gov



Quote

06/29/2026

To:
H Daley

Project:
Franklin County Jail
121 County Way
Farmington, ME 04938

From:
C. Caprara Food Service Equipment
Matt Lucas
PO Box 140
2214 US RT 202
Winthrop, ME 04364
(207) 395-2405
207-395-2405 (Contact)

Job Reference Number: 113174

Item	Qty	Description	Sell	Sell Total
1	1 ea	REACH-IN REFRIGERATOR True Mfg. - General Foodservice Model No. T-72-HC Refrigerator, reach-in, three-section, (3) stainless steel doors, (9) PVC coated adjustable wire shelves, interior lighting, stainless steel front, aluminum sides, aluminum interior with stainless steel floor, 4" castors, view spec sheet for electrical information & certifications, Made in USA	\$7,645.00	\$7,645.00
		1 ea 7 year compressor warranty, 7 years parts warranty, 7 year labor warranty, standard. Visit www.truemfg.com for specifics.		
		1 ea Self-contained refrigeration standard		
		1 ea Left door hinged left, center & right doors hinged right, standard		
		1 ea 4" stem castors, standard (adds 5" to OA height)		
2	1 ea	SERVICES: DELIVERY C. CAPRARA FOOD SERVICE Model No. OT C. Caprara personnel to deliver, un-crate, set in place, and remove all packaging material.	\$200.00	\$200.00
		Please note: This is a delivery estimate, which is subject to change based off delivery location and parameters. This quote does not include any installation work like gas, plumbing, electrical, demolition or construction.		
3	1 ea	SERVICES C. CAPRARA FOOD SERVICE Model No. REMOVAL C. Caprara personnel to remove and/or dispose of equipment.	\$200.00	\$200.00
		Please note: This is a removal estimate, which is subject to change based off location and parameters of removal. This quote does not include any disconnection or un-installation work like gas, plumbing, electrical, demolition or construction.		
ITEM TOTAL:			\$7,645.00	\$7,645.00
ITEM TOTAL:			\$200.00	\$200.00
ITEM TOTAL:			\$200.00	\$200.00
Total			\$8,045.00	\$8,045.00

Prices Good Until: 07/29/2026



Invoice

06/29/2026

To:

Project:
Franklin Country Jail

From:
C. Caprara Food Service Equipment
Adam Hachey
PO Box 140
2214 US RT 202
Winthrop, ME 04364
(207) 395-2405
207-395-2405 (Contact)


Job Reference Number: 113173

Item	Qty	Description	Sell	Sell Total
1	1 ea	DISPOSER InSinkErator Model No. SS-100 SS-100™ Disposer, basic unit only, 1 HP motor, stainless steel construction, includes mounting gasket	\$1,832.00	\$1,832.00



1 ea 208v/60/3-ph, 2.0 amps

ITEM TOTAL:		
Merchandise	\$1,832.00	\$1,832.00
Tax 5.5%		100.76
Total		1,932.76



NAVITAS CREDIT CORP.

Lease-to-Own

12-month term: \$186.13*
 24-month term: \$100.03*
 36-month term: \$69.80*
 48-month term: \$55.69*
 60-month term: \$47.27*

*Lease payments are subject to credit approval and plus any applicable tax.

Lease option applies to qualifying equipment only.

For more information:
 Jim Offner
 Navitas Credit Corp.
 1-866-956-2848 x116
 joffner@navitascredit.com

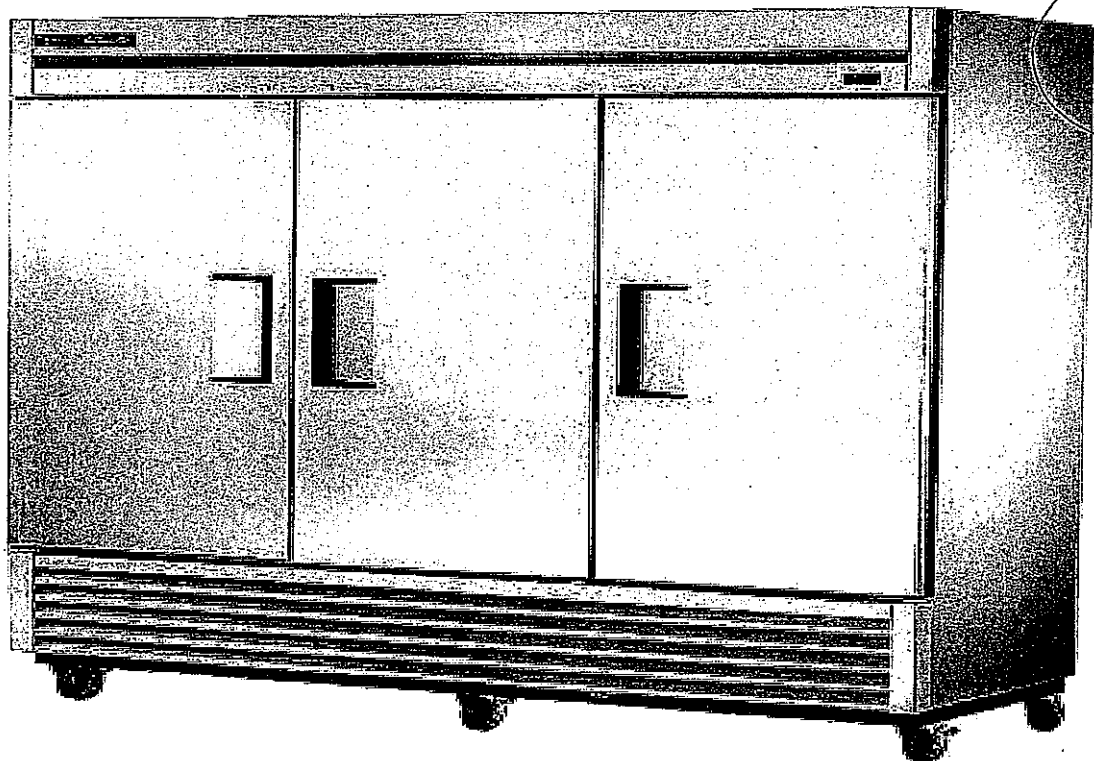
Acceptance: _____ Date: _____
 Printed Name: _____
 Project Grand Total: \$1,932.76

[Home \(/\)](#) / [Shop by Manufacturer \(/shop-by-manufacturer.html\)](/shop-by-manufacturer.html) / [True Manufacturing \(/true-manufacturing.html\)](/true-manufacturing.html) / [Reach-In Refrigeration \(/true-manufacturing-reach-in-refrigeration.html\)](/true-manufacturing-reach-in-refrigeration.html) / [True T-72-HC - Refrigerator, three-section, \(3\) solid doors, stainless steel front \(https://www.jesrestaurantequipment.com/true-t-72-hc.html\)](https://www.jesrestaurantequipment.com/true-t-72-hc.html)

True T-72-HC - Refrigerator, three-section, (3) solid doors, stainless steel front

SKU: TRUET-72-HC MFG ID: T-72-HC

 [Add to Wish List](#)  [Share](#)



Free Shipping

Click to expand
(assets/images/products/true/true-t-72-hc%20reach-in-refrigerator.jpg)
Image may include accessories and may not necessarily depict product color.


✓ In Stock - Usually Ships in 2 - 3 Business Days

\$7,574.95 Each

1


 Add to Cart

[More Details >](#)

 Secure transaction

Request A Quote

(request-a-quote.html)

As low as \$752/month with  Credit Key
BUY NOW, PAY LATER FOR BUSINESS

Download Spec Sheet

(http://www.jesrestaurantequipment.com/assets/spec-sheets/1304/True_T-72-H)

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Malware Scan Passed:
Scan Frequency:

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Encrypted By:
Expiration Date:



Traditional Reach-in Refrigerator, Freezer and Heated Cabinet

True Refrigeration



Watch on

Product Description

True's reach-in refrigerator and freezer units are made using high quality materials and designed to last for years. This three-section refrigerator has three stainless steel doors and nine adjustable shelves. The R290 hydrocarbon refrigerant used in True's products assists in maintaining constant temperatures and is environmentally friendly.

Specifications

- 78.13" W x 29.5"D x 78.38" H
- Refrigerator
- Reach-in

- Three-section
- (3) stainless steel doors
- (9) PVC coated adjustable wire shelves
- Interior lighting
- Stainless steel front
- Aluminum sides
- Aluminum interior with stainless steel floor
- 4" castors
- R290 hydrocarbon refrigerant
- 3/4 HP
- 6.9 amps
- NEMA 5-15P
- 115v/60/1-ph
- cULus, UL EPH Classified
- Made in USA
- 7-year warranty on self-contained compressor only
- 7-year warranty on parts & labor

 **WARNING:** Attention California Residents - Prop 65 Warning


(<http://www.P65Warnings.ca.gov>)

[More Details >](#)

Related Items


(true-gdim-26nt-ld.html)



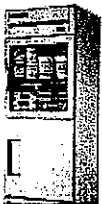
True GDIM-26NT-HC-TSL01 - Ice Merchandiser, one-section, (54) bags, glass door, vinyl exterior 


\$4,432.37 Each

Free Shipping

 [Add to Cart \(add_cart.asp?quick=1&item_id=50501&cat_id=0\)](#)


(true-t-23-1-g-1-hc-fgd01.html)



TRUE STA2DT-2S-HC True STA2DT-2S - Refrigerator/Freezer, two-section, (2) solid doors, 

\$13,120.92 Each

Free Shipping

 [Add to Cart \(add_cart.asp?quick=1&item_id=50551&cat_id=0\)](#)

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Active SSL Certificate
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Expiration Date:

TRUE T-23-1-G-1-HC-FGD01 True T-23-1-G-1-HC-FGD01 - Refrigerator, one-section, (1) glass & (1)

\$5,503.06 Each

Free Shipping

Add to Cart (add_cart.asp?quick=1&item_id=50832&cat_id=0)

(true-ts-23f-hc.html)



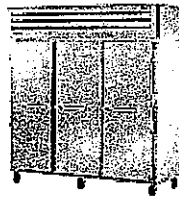
True TS-23F-HC - Freezer, one-section, -10°F, (1) solid door, stainless steel front/sides (true-ts-23f-

\$5,691.63 Each

Free Shipping

Add to Cart (add_cart.asp?quick=1&item_id=53708&cat_id=0)

(true-str3f-3s.html)



True STR3F-3S-HC - Freezer, three-section, -10°F, (3) solid doors, stainless steel front & sides (true-

\$14,593.84 Each

Free Shipping

Add to Cart (add_cart.asp?quick=1&item_id=53757&cat_id=0)

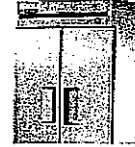
True TSD-69G-HC-LD - Refrigerator, (3) glass sliding doors, stainless steel front (true-td-69g-ld.html)

\$10,399.91 Each

Free Shipping

Add to Cart (add_cart.asp?quick=1&item_id=50872&cat

(true-t-35-hc.html)



More Details >

True T-35-HC - Refrigerator stainless steel front (tru

\$5,222.92 Each

Free Shipping

Add to Cart (add

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Scan Frequency:

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Malware Scan Passed:
Scan Frequency:

Active SSL Certificate
Encrypted By:
Expiration Date:

(true-sta2rpt-4hs-4hs.html)



True STA2RPT-4HS-4HS - Pass-Thru Refrigerator, two-section, 52.63"W, (4) solid half doors front & rear

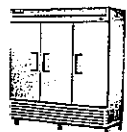
\$13,613.51 Each

Free Shipping

Add to Cart (add_cart.asp?quick=1&item_id=168610&c

Roll-In	No
Sections	3
Series	T-Series
Shelves	9
Temperature Range	33°F to 38°F
UL Listed	Yes
Volts	115 Volts
Weight	575 Pounds
Product Condition	New

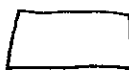
Frequently bought together



True T-72F-HC, 78" 3 Solid Door Reach-In Freezer, T-Series

\$9,717.24 /ea

1



True 810719, 26-1/8" x 53-5/8" Magnetic Door Gasket

\$67.48 /ea

1

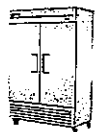


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\$5

1

Related Products

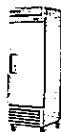
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True T-49-HC, 54" 2 Solid Door Reach-In Refrigerator, T-Series

\$5,343.20 /ea

1



True T-23-HC, 27" 1 Solid Door Reach-In Refrigerator, T-Series

\$4,017.45 /ea

1



Tru
Rec
\$5

1



Franklin County Sheriff's Office

Scott R. Nichols, Sheriff

Steve Lowell, Chief Deputy

120 County Way, Suite 1 Farmington, ME 04938

Business Office: (207) 778-2680

Toll Free: (800) 773-2680

Fax: (508) 296-4032

July 07, 2026

To: Franklin County Board of Commissioners

From: Sheriff Scott R. Nichols Sr.
Franklin County Sheriff's Office

Subject: Request for Authorization to Present Service Firearm to Major B. David Rackliffe Upon Retirement

Dear Commissioners,

I respectfully request the Board's authorization to transfer ownership of the Franklin County Sheriff's Office-issued service pistol (**Glock Model 45 #BZST234**) to Major B. David Rackliffe, in recognition of his retirement and twenty-four years of honorable and dedicated service to the citizens of Franklin County.

For many years, it has been a long-standing tradition within the law enforcement profession to present a retiring officer with the firearm they faithfully carried during their career. The firearm serves as a lasting symbol of the officer's commitment, sacrifice, and service to the community and the profession.

Major Rackliffe has served the Franklin County Sheriff's Office with distinction, professionalism, integrity, and unwavering dedication. Throughout his career, he has demonstrated exceptional leadership and has made significant contributions to the operations and success of this agency. His commitment to public service has earned the respect of his fellow officers and the citizens he has faithfully served.

The service pistol remains the property of Franklin County, and as such, may only be transferred with the approval of the Board of Commissioners. If approved, the Sheriff's Office will ensure that all applicable federal and State of Maine laws governing the transfer of the firearm are fully complied with before its presentation.

The members of the Franklin County Sheriff's Office have voluntarily collected donations to purchase a replacement duty firearm for the agency. As a result, this request will not require any additional expenditure of County funds. Approval of this request will simply authorize the transfer of Major Rackliffe's issued service pistol to him as a token of appreciation for his many years of honorable and dedicated service to Franklin County.

In recognition of Major Rackliffe's distinguished career and faithful service, I respectfully request that the Franklin County Board of Commissioners authorize the transfer of his issued service pistol to him upon his retirement.

Thank you for your continued support of the Franklin County Sheriff's Office and for your consideration of this request.



Franklin County Sheriff's Office

Scott R. Nichols, Sheriff

Steve Lowell, Chief Deputy

120 County Way, Suite 1 Farmington, ME 04938

Business Office: (207) 778-2680

Toll Free: (800) 773-2680

Fax: (508) 296-4032

Respectfully submitted,

Scott R. Nichols Sr.
Sheriff
Franklin County Sheriff's Office

Robert Carlton _____

Board Chair, Franklin County Commissioners

Thomas Savillo _____

Thomas Skolfield _____

Fenwick Fowler _____

Jeffrey Gilbert _____

Notary Public Jamie Sullivan _____

End of Commission date _____

Date	Description	Amount
JUN 23 2026	☒ Check - 50456	(\$181.23) \$22,021.77
JUN 23 2026	MISC PAY DOI TREAS 310 RMR*IV*02PILT70040537-201004004*PI*22203.00\	\$22,203.00 \$22,203.00

Details

Statement Description:

MISC PAY DOI TREAS 310 RMR*IV*02PILT70040537-201004004*PI*22203.00\

Date:

6/23/2026

Type:

Credit



Franklin County Organizational Culture Assessment

Prepared for
The Franklin County Commissioners

Prepared by
Steven V. Francek

April 2026

1. Introduction

Franklin County engaged this assessment to better understand workplace culture across departments, roles, and levels of the organization. The purpose of this report is to analyze interview data and identify themes, strengths, challenges, and systemic patterns that influence the staff experience.

This report reflects aggregated findings from confidential, one-on-one interviews of over 70 staff members. All responses have been synthesized and anonymized to ensure that no individual staff can be identified. The intent of this document is to provide a clear, balanced, and constructive understanding of organizational dynamics to support future decision-making.

2. Methodology

Data Collection: Confidential interviews conducted across:

- Union and non-union staff as well as elected officials.
- Frontline staff, supervisors, and leadership
- All departments were represented in the interviews

Approach: Interviews were guided by consistent topic areas, including:

- Purpose & Public Service
- Communication
- Trust, Safety & Fairness
- Leadership & Accountability
- Collaboration & Morale
- Organizational Improvement

Analysis: A structured qualitative approach was used:

- Recurring themes were identified and coded
- Patterns were validated across interviews
- Findings were evaluated for consistency across roles, departments, and tenure

Reader Perspective Note: This report reflects recurring themes and patterns identified across 70+ confidential interviews conducted throughout Franklin County. Because staff experience can vary significantly depending on department, role, leadership structure, tenure, and individual perspective, not every staff will see their personal experience fully reflected in every section of this report.

The purpose of this assessment is not to represent any single viewpoint, but rather to identify common organizational patterns, strengths, concerns, and experiences that appeared consistently across the interview process. Differences in perspective are both expected and important, and in several cases were themselves reflected as part of the findings.

3. Executive Overview

Franklin County is supported by a workforce that is committed to its mission, takes pride in serving the community, and demonstrates strong working relationships within immediate teams. At the same time, the organization is experiencing a set of interconnected challenges related to:

- Communication clarity, particularly regarding how decisions, expectations, and organizational changes are explained and understood across the workforce.
- Trust and perception, including how staff view leadership interactions, fairness, transparency, and responsiveness throughout the organization.
- Organizational alignment, especially in relation to role clarity, decision-making authority, and consistency in expectations across departments and leadership levels.
- Consistency of leadership experience, with staff describing varying communication styles, leadership approaches, and workplace experiences depending on department or leadership structure.

A central observation emerging from the data is that staff experience varies significantly depending on where individuals sit within the organization. While many teams function effectively at a local level, broader coordination, communication, and alignment across departments and leadership levels present ongoing challenges.

These findings reflect not a single issue, but a pattern of organizational dynamics influenced by structure, communication pathways, and leadership interaction.

3.1 Grading Calculations

Grades were determined by evaluating the overall frequency and consistency of positive and negative comments associated with each organizational theme throughout the interview process. Themes that received predominantly positive feedback from staff received higher grades, while themes associated with more frequent or consistent concerns received lower grades.

For example, a significant number of staff expressed strong pride and dedication regarding “Commitment to Public Service,” resulting in that theme receiving an “A” grade. In contrast, “Trust and Perception” received more frequent negative feedback and concerns across interviews, resulting in a lower grade of “D.”

4. Organizational Strengths

This section highlights the areas where staff consistently described positive experiences, effective practices, and organizational qualities that contribute to a healthy and productive workplace culture.

4.1 Commitment to Public Service – Grade: A

This theme reflects staff' sense of pride, responsibility, and dedication to serving the residents and communities of Franklin County.

Staff consistently expressed:

- A strong sense of pride in the work they perform and the services they provide for the community.
- A meaningful commitment to supporting the residents of Franklin County and contributing positively to the public they serve.
- A strong sense of responsibility and accountability within their individual roles and daily duties.

4.2 Strong Team-Level Relationships – Grade: B+

This theme reflects how well staff work together within their immediate teams and departments, including support from coworkers and supervisors.

Many staff described:

- Direct supervisors who were approachable, supportive, and willing to assist staff with challenges or day-to-day responsibilities.
- Positive collaboration between coworkers, including a willingness to help one another and work together toward shared goals.
- Effective teamwork within departments, where staff felt their immediate teams communicated well and functioned cooperatively.

4.3 Resilience Through Change – Grade: B

This theme reflects staff's ability to adapt to staffing changes, new processes, and organizational transitions while continuing to perform their work.

The organization has experienced:

- Operational changes that have affected workflows, responsibilities, and day-to-day organizational practices.
- Ongoing efforts to modernize processes, systems, and organizational operations across departments.
- Staff who have continued to demonstrate adaptability, professionalism, and engagement despite these organizational changes and transitions.

4.4 Presence of Effective Leadership Practices – Grade: B-

This theme reflects examples of leadership behaviors that staff experience as supportive, approachable, fair, and focused on improvement.

Across departments, staff gave examples of exemplary leadership. Such as:

- Leadership that staff experienced as approachable and accessible when questions, concerns, or support were needed.
- Leadership behaviors that staff described as supportive, encouraging, and invested in helping staff succeed in their roles.
- A focus on improvement, including efforts to strengthen processes, solve problems, and support positive organizational change
- These examples indicate that effective leadership behaviors exist within the organization and can be expanded upon.

5. Organizational Opportunities for Improvement

This section highlights repetitive workplace issues and areas where staff believe the organization could improve communication, consistency, leadership, and overall staff experience.

5.1 Communication: Information vs. Understanding – Grade: C-

This theme looks at whether staff not only receive information but also understand the reasons behind decisions and changes.

Staff expressed that they frequently do not understand the reasoning behind decisions or changes.

There are consistent gaps in:

- Understanding the reasoning behind decisions
- Visibility into how and why decisions are made
- Empathy concerning how those decisions affect the staff

In the absence of this context, staff may:

- Develop their own interpretations
- Rely on informal communication channels
- Experience confusion, misalignment and disconnection from the mission

5.2 Trust and Perception – **Grade: D**

This theme reflects how staff view leadership, fairness, communication, and whether they feel concerns are handled appropriately and respectfully.

Eroding trust emerged as a central and recurring theme.

Observations include:

- Trust varies significantly across departments and roles
- Perception of leadership interactions influences how communication is received
- Past experiences and unresolved trust issues shape current expectations

In some cases, staff described uncertainty around:

- How concerns are received and mediated by supervisors
- Whether feedback leads to action and/or is communicated to senior leadership.
- If retaliation will occur because an staff speaks out or lodges a complaint.

5.3 Organizational Alignment and Role Clarity – **Grade C-**

This theme reflects how clearly staff understand roles, responsibilities, decision-making authority, and organizational expectations.

Staff generally understand the need for modernization but struggle with pace, communication, and uncertainty.

staff described variability in:

- How clearly roles, responsibilities, and individual expectations are understood across departments and positions.
- The level of clarity surrounding decision-making authority, including who is responsible for making decisions and how those decisions are communicated.
- The consistency of direction, communication, and expectations provided across different leadership levels within the organization.
- How expectations are applied to staff working in the same or similar roles across departments or supervisory structures.

This can result in:

- Delays in decision-making
- Challenges in cross-department coordination
- Perceived favoritism

5.4 Workplace Culture and Informal Communication - **Grade: D+**

This theme reflects how workplace attitudes, unofficial conversations, and day-to-day interactions shape staff experience and morale.

Staff consistently reported that informal communication (i.e. gossip and rumor) fill gaps left by unclear formal communication, creating rumor cycles and inconsistent perceptions.

When formal communication lacks clarity or completeness, staff have been observed using:

- Secondhand information shared through coworkers or informal workplace conversations rather than direct organizational communication.
- Assumptions about decisions, intentions, or organizational changes when sufficient context or explanation is not provided.
- Observations of leadership behavior, workplace interactions, and staff treatment to interpret organizational priorities and expectations.

This dynamic can influence:

- Morale
- Perception
- organizational cohesion

5.5 Consistency of Processes and Systems – **Grade: C-**

This theme reflects whether workplace procedures and staff experiences are applied consistently across departments and roles.

Processes appear unevenly applied across departments, especially onboarding, staff recognition, feedback, and operational expectations.

Experiences related to:

- New staff orientation, onboarding processes and staff recognition varied depending on department, supervisor, or role within the organization.
- Performance feedback practices, including evaluations, improvement plans, and routine staff check-ins, were not experienced consistently across departments and leadership structures.
- Operational expectations among peers were often described as inconsistent, contributing to differences in staff experience, perceptions of favoritism and confusion of core task expectations.

5.6 Leadership Interaction and Organizational Impact – Grade: D-

This theme reflects how leadership behavior, communication style, and responsiveness influence morale, trust, and the overall workplace environment.

Inconsistent tone during interactions with leadership appears consistently in the interviews as a major pressure point affecting morale, trust, communication, and organizational climate.

staff across multiple departments and roles described:

- Variability in communication style and approach between front-line and senior leadership in the same department.
- staff reported that navigating interactions with leadership could at times feel difficult or unpredictable, particularly when attempting to raise concerns, seek clarification, or understand expectations.
- staff described inconsistencies in how direction, expectations, and performance feedback were communicated across departments and leadership levels, leading to varied interpretations and experiences among staff.

These experiences are not isolated to a single team. Given the central role of administrative leadership in coordinating operations and communication, the way leadership is experienced at this level has a broad and measurable impact on:

- Trust
 - Communication effectiveness
 - Overall morale
 - This finding reflects perception and experience, which are critical components of workplace culture regardless of intent.
-

5.7 Organizational Change and Its Effects – Grade: C

This theme reflects how staff experience organizational changes, including how change is communicated and implemented.

While many staff understood the purpose of changes to modernize or progress, staff expressed:

- Uncertainty about expectations, priorities, and the long-term direction of the organization.
- Frequent misinterpretation of decisions, intentions, or leadership actions when communication lacked clarity or context.
- Observed resistance from staff who felt disconnected from, overwhelmed by, or insufficiently informed about organizational changes.

5.8 staff Voice and Feedback – Grade: D

This theme reflects whether staff feel comfortable sharing concerns, ideas, or feedback and whether they believe their input leads to action.

Significant hesitation exists around speaking openly, follow-through, and fear of retaliation or negative consequences. While some staff report a level of comfort sharing feedback, others describe a hesitation or uncertainty about outcomes

In some cases, staff expressed:

- Uncertainty regarding how staff feedback is reviewed, considered, or incorporated into organizational decision-making and improvement efforts.
- Limited visibility into follow-through after concerns, suggestions, or observations were shared with leadership or administration.
- Concerns about potential retaliation, negative treatment, or professional consequences after providing honest feedback or raising workplace concerns.

6. Emerging Systemic Patterns

These patterns refer to areas worth watching as they have wide spread inconsistency and are at risk of effecting culture negatively.

6.1 Differences in Experience by Organizational Level – Grade: C

This theme reflects how workplace experience can differ depending on a staff's role, level of responsibility, or access to information.

- Frontline staff, supervisors, and leadership often experience the organization differently in critical areas such as morale, job satisfaction and psychological safety.
- Access to information and decision-making context varies significantly by role

6.2 Strong Local Functioning, Complex System-Wide Coordination – Grade: B

This theme reflects that many departments work well internally, but coordination across departments and leadership levels can be more challenging.

- Many teams function effectively within their own departments
- Challenges increase as coordination extends across departments or leadership levels

6.3 Influence of Structure on Culture – Grade: C

This theme reflects how organizational structure, reporting relationships, and communication pathways affect workplace culture and consistency.

- Organizational structure and governance processes play a key role in shaping culture
- Where roles, authority, or communication pathways are unclear, variability in experience increases

6.4 Leadership Impact on Organizational Climate – **Grade: D**

This theme reflects how leadership behavior, communication style, and responsiveness influence morale, trust, and the overall workplace environment.

Across interviews, there is a clear connection between leadership interaction and organizational climate.

- Staff consistently described how leadership behaviors, particularly in communication, responsiveness, and engagement directly influence: The overall tone of the workplace, including whether staff experience the environment as positive, respectful, supportive, or stressful.
 - Staff perceptions of fairness, particularly regarding how decisions are made, how staff are treated, and whether expectations are applied consistently across the organization.
 - Overall morale, including staff motivation, trust in leadership, workplace satisfaction, and willingness to remain engaged in their work.
-

7. Conclusion

Franklin County is supported by a workforce that demonstrates a strong commitment to public service, pride in their work, and resilience in the face of ongoing organizational change. Across departments and roles, staff consistently described a genuine dedication to serving the community and supporting one another at team level. Many staff expressed positive working relationships within their immediate departments and a willingness to remain engaged despite operational challenges and evolving expectations.

At the same time, the findings indicate opportunities to strengthen organizational consistency, communication, and alignment across the broader system. Staff frequently described a desire for greater clarity surrounding decision-making, improved transparency in communication, and more consistency in leadership interactions and organizational processes. Variability in staff experience across departments and leadership levels suggests that organizational structure, communication pathways, and role clarity all play an important role in shaping workplace culture.

Importantly, the findings in this report do not point to a single issue, department, or individual. Rather, they reflect interconnected organizational dynamics that influence trust, morale, collaboration, and staff experience throughout the County. Many of these dynamics are common in organizations undergoing operational change, modernization efforts, or structural transition.

Franklin County also demonstrates several existing strengths that provide a solid foundation for improvement. The commitment of staff, the effectiveness of many local teams, and the presence of positive leadership practices throughout the organization create meaningful opportunities to build stronger alignment, improve communication, and enhance organizational cohesion moving forward.

With continued focus on transparency, consistency, leadership development, and staff engagement, the County is well-positioned to strengthen organizational effectiveness while continuing to support the staff who serve the residents of Franklin County every day.

8. Next Steps (Preview of Phase 4)

The next phase of this process will focus on translating the findings of this assessment into practical, actionable recommendations designed to strengthen organizational effectiveness, workplace culture, and staff experience across Franklin County. Building upon both strengths and opportunities identified throughout the interview process, Phase 4 will prioritize realistic strategies that can support long-term organizational improvement while remaining mindful of operational demands and organizational structure.

Areas of focus will include:

- Improving organizational communication by increasing clarity, transparency, consistency, and staff understanding surrounding decisions, expectations, and organizational change.
- Strengthening leadership alignment and consistency through leadership development, clearer communication expectations, and improved coordination across leadership levels.
- Enhancing consistency in organizational processes, staff expectations, onboarding practices, and performance feedback systems across departments.
- Supporting a healthier and more cohesive organizational culture by strengthening trust, collaboration, staff engagement, and psychological safety throughout the County workforce.
- Identifying opportunities to improve organizational structure, role clarity, and decision-making pathways in ways that reduce confusion, increase accountability, and support more effective coordination across departments.
- Developing practical recommendations that build upon the County's existing strengths, including staff dedication to public service, strong local teamwork, and demonstrated resilience during organizational change.

Appendix B: Fictional Organizational Examples

The following **fictional examples** are provided to help illustrate how organizational practices and behaviors may influence employee experience within each theme area. These examples are intentionally simplified and are not based on any one individual, department, or real event within Franklin County. They are intended solely to demonstrate the difference between practices that may contribute to negative workplace experiences and practices that may support a healthier organizational culture.

1. Communication: Information vs. Understanding

Example of a Negative Experience

Employees receive an email announcing a major workflow change with little explanation regarding why the change is happening or how it will affect day-to-day responsibilities. Staff begin relying on rumors and assumptions to understand the decision.

Example of an Ideal Practice

Leadership announces the same workflow change but, in the email, also explains the reason behind it, how it supports organizational goals, what impact employees should expect, and where staff can ask follow-up questions.

2. Trust and Perception

Example of a Negative Experience

An employee privately reports concerns about workload distribution and workplace favoritism. Weeks pass without acknowledgment or follow-up, and the employee later hears coworkers discussing the complaint informally, creating the perception that confidentiality cannot be trusted.

Example of an Ideal Practice

An employee raises concerns regarding workload fairness. Leadership schedules a private, follow-up conversation, and actively listens. When they are certain the employee feels heard, they explain how the concern will be reviewed. During their investigation they maintain confidentiality and later return to the employee and communicate what steps were taken to address the issue.

3. Organizational Alignment and Role Clarity

Example of a Negative Experience

A supervisor instructs staff to follow one procedure for approving overtime while another supervisor uses a completely different process. Employees become frustrated because expectations appear to depend on who is in charge rather than organizational policy.

Example of an Ideal Practice

Departments use clearly documented approval procedures, and supervisors consistently communicate with who has decision-making authority.

4. Workplace Culture and Informal Communication

Example of a Negative Experience

During a one-on-one, informal conversation with a subordinate, a manager mentions staffing changes may be coming. This message is soon carried through the grapevine, but no official communication is provided. Speculation spreads quickly, morale drops, and employees begin assuming worst-case scenarios.

Example of an Ideal Practice

Leadership addresses staffing concerns directly during a department meeting, shares what information is currently known, clarifies what decisions have not yet been made, and encourages employees to bring questions forward rather than rely on rumors.

5. Consistency of Processes and Systems

Example of a Negative Experience

One newly hired employee receives structured onboarding, regular check-ins, and written training materials, while another employee in a different department receives little guidance and is expected to “figure things out” independently.

Example of an Ideal Practice

All new staff, including elected officials, participate in a consistent onboarding process that includes orientation, training expectations, regular supervisor check-ins, and access to the same organizational resources.

6. Leadership Interaction and Organizational Impact

Example of a Negative Experience

An employee approaches leadership seeking clarification about a workplace expectation and receives a dismissive response in front of coworkers. Afterward, employees become hesitant to ask questions or seek guidance.

Example of an Ideal Practice

An employee approaches leadership with concerns about expectations and receives a calm, respectful explanation along with an opportunity to discuss additional questions privately and constructively.

7. Organizational Change and Its Effects

Example of a Negative Experience

Employees arrive on shift to find that paperwork procedures have changed with little warning or training. Staff become frustrated because they feel unprepared and unsure how the changes will affect their responsibilities.

Example of an Ideal Practice

Before implementing a procedural change, leadership explains the purpose of the update, provides employees with advance notice and training opportunities, and allows time for questions before rollout.

8. Employee Voice and Feedback

Example of a Negative Experience

Employees are encouraged to submit feedback during meetings, but concerns raised repeatedly over several months receive no visible response or follow-up. Staff gradually stop participating because they feel their input does not matter.

Example of an Ideal Practice

Leadership regularly invites employee feedback, tracks recurring concerns, and communicates updates regarding what suggestions are being implemented, reviewed further, or unable to be addressed at the present time.

9. Differences in Experience by Organizational Level

Example of a Negative Experience

Supervisors attend meetings where organizational changes are discussed in detail, while frontline employees receive only brief announcements afterward without context. Staff feel disconnected from decisions that directly affect their work.

Example of an Ideal Practice

Leadership ensures that organizational updates are communicated appropriately at all levels so employees understand not only what is changing, but also the reasoning and goals behind the changes.

10. Strong Local Functioning, Complex System-Wide Coordination

Example of a Negative Experience

Two departments independently develop different methods for handling the same operational issue. When collaboration becomes necessary, confusion and delays occur because processes were never coordinated organization-wide.

Example of an Ideal Practice

Departments maintain strong internal teamwork while also participating in regular cross-department communication to ensure procedures, expectations, and operational priorities remain aligned.

11. Influence of Structure on Culture

Example of a Negative Experience

Employees receive direction from multiple leaders with overlapping authority, resulting in conflicting expectations and uncertainty regarding whose instruction takes priority.

Example of an Ideal Practice

Reporting relationships and communication pathways are clearly defined so employees understand who provides direction, who makes decisions, and how concerns should move through the organization.

12. Leadership Impact on Organizational Climate

Example of a Negative Experience

Employees observe leaders responding differently to similar workplace issues depending on the employee involved. Over time, staff begin to perceive inconsistency and favoritism, reducing morale and trust.

Example of an Ideal Practice

Leadership consistently applies expectations, communicates respectfully, and addresses workplace concerns professionally regardless of position, department, or individual relationships, reinforcing fairness and organizational trust.



Franklin County Action Plan & Recommendations

Prepared for
The Franklin County Commissioners

Prepared by
Steven V. Francek

June 2026

Executive Summary

The Franklin County Organizational Culture Assessment identified a workforce that is highly committed to public service, demonstrates strong team-level relationships, and continues to show resilience through organizational change. These strengths provide a solid foundation upon which future improvements can be built.

The assessment also identified recurring opportunities to strengthen organizational communication, trust, leadership consistency, role clarity, employee engagement, and process standardization. While many employees described positive experiences within their immediate teams, significant variability exists in how staff experience communication, leadership interaction, decision-making, and organizational support across departments.

A recurring theme throughout the assessment was the desire for greater consistency in organizational expectations, performance feedback, and employee development. Employees reported differing experiences regarding coaching, recognition, accountability, and formal performance discussions depending on department, supervisor, or role. Establishing a consistent employee evaluation process presents an opportunity to strengthen communication, reinforce expectations, improve accountability, support employee development, and provide a structured mechanism for ongoing employee feedback.

The recommendations contained within this Action Plan are intended to provide a practical framework for strengthening organizational effectiveness while preserving the County's existing strengths. The recommendations are organized into Immediate Priorities (0–90 Days), Mid-Term Priorities (3–6 Months), and Long-Term Priorities (6–18 Months) to support a manageable and sustainable approach to organizational improvement.

The recommendations focus on six primary areas:

- Improving communication
- Strengthening trust and psychological safety
- Promoting leadership alignment and accountability
- Standardizing key organizational
- Enhancing employee engagement
- Strengthening organizational alignment

Collectively, these recommendations are designed to build upon the County's existing strengths while addressing the organizational patterns identified throughout the assessment. Successful implementation will require sustained leadership commitment, ongoing communication, and a shared focus on continuous improvement across all levels of the organization.

Immediate Priorities (0–90 Days)

1. Acknowledge and Communicate Assessment Results

The County should formally communicate the completion of the assessment process and provide employees with a summary of key findings.

Recommended Actions:

- Share the Cultural Assessment with all employees, union staff and elected officials.
- Reiterate the purpose of the assessment and communicate how findings will be used.
- Reinforce that employee participation and feedback were valued and appreciated.
- Establish realistic expectations regarding implementation timelines.

Expected Outcome:

Employees gain confidence that their participation resulted in meaningful consideration.

2. Establish a Culture Improvement Steering Team

Create a small cross-functional group that meets monthly for 6 months, responsible for monitoring implementation efforts of the agreed-upon elements of this plan and advising County leadership of progress during County Commissioner’s Meetings.

Recommended Composition:

- County Administrator
- Commissioner representative (s)
- Director of Human Resources
- Department Head representative
- Supervisor representative
- Frontline employee representative

Expected Outcome:

Improved coordination, accountability, and visibility surrounding culture improvement efforts.

3. Improve Organizational Communication Practices (See Appendix A for Example)

Implement immediate communication improvements focused on clarity and transparency.

Recommended Actions:

- Provide context when communicating significant decisions.
- Identify who is responsible for communicating organizational updates.
- Develop consistent communication expectations for leadership.
- Create opportunities for employees to ask questions regarding major changes.

Expected Outcome:

Reduced confusion, fewer rumors, and improved employee understanding of organizational decisions.

4. Address Trust and Psychological Safety Concerns

Develop visible processes for employee concerns and feedback.

Recommended Actions:

- Review existing complaint and feedback procedures.
- Clarify reporting pathways.
- Communicate anti-retaliation expectations.
- Establish expectations for follow-up communication when concerns are raised.

Expected Outcome:

Improved employee confidence in organizational responsiveness and fairness.

5. Establish a Consistent Employee Performance Evaluation Process

Employees described varying experiences related to performance feedback, coaching, recognition, and expectations. A standardized evaluation process can improve communication, accountability, role clarity, and employee development throughout the organization.

Recommended Actions:

- ✓ Implement a consistent annual performance evaluation process for all employees.
- ✓ Establish standardized evaluation forms and rating criteria.
- ✓ Train supervisors on conducting effective evaluations and coaching conversations.
- ✓ Incorporate discussion of performance goals, professional development, and organizational expectations.
- ✓ Ensure employees have opportunities to provide feedback and participate in the evaluation discussion.

Expected Outcome:

Employees receive regular feedback regarding performance, expectations, strengths, and development opportunities while promoting greater consistency across departments.

Mid-Term Priorities (3–6 Months)

1. Leadership Alignment and Development

Develop consistent leadership expectations across departments.

Recommended Actions:

- Establish leadership communication standards.
- Provide leadership development focused on communication, conflict resolution, accountability, and employee engagement.
- Create expectations for respectful and professional workplace interactions.

Expected Outcome:

More consistent employee experiences across departments and leadership levels.

2. Standardize Core Employee Processes

Review organizational processes that employees described as inconsistent.

Priority Areas:

- Employee onboarding
- New supervisor orientation
- Performance feedback
- Employee recognition
- Corrective action practices
- Internal communication processes

Expected Outcome:

Reduced variability in employee experience and improved organizational consistency.

3. Clarify Roles, Responsibilities, and Decision-Making Authority

Review areas where employees reported uncertainty regarding authority and expectations.

Recommended Actions:

- Update organizational charts and job descriptions.
- Clarify reporting relationships.
- Refine the Board of Commissioners On-Boarding Curriculum.
- Establish communication pathways for organizational decisions.

Expected Outcome:

Improved role clarity and reduced confusion regarding organizational expectations.

4. Increase Employee Engagement Opportunities

Create structured opportunities for employee input.

Recommended Actions:

- Conduct periodic employee pulse surveys.
- Establish employee feedback forums.
- Share implementation progress updates.
- Encourage two-way communication between staff and leadership.

Expected Outcome:

Improved employee participation and increased trust in organizational decision-making.

Long-Term Priorities (6–18 Months)

1. Build a Sustainable Communication Framework

Develop communication systems that support long-term transparency and alignment.

Recommended Actions:

- Quarterly organizational updates.
- Annual organizational priorities communication.
- Standardized change-management communication practices.
- Leadership communication training.

Expected Outcome:

Improved organizational alignment and stronger employee understanding of County priorities.

2. Strengthen Organizational Culture Through Leadership Accountability

Integrate culture-related expectations into leadership responsibilities.

Recommended Actions:

- ✓ Incorporate communication and employee engagement expectations into leadership evaluations.
- ✓ Measure leadership effectiveness through employee feedback.
- ✓ Recognize and reinforce positive leadership practices.
- ✓ Monitor completion rates for annual employee evaluations.
- ✓ Ensure supervisors are held accountable for providing timely and meaningful performance feedback.
- ✓ Incorporate employee development and coaching expectations into leadership responsibilities.

Expected Outcome:

A more consistent and positive employee experience throughout the organization.

3. Establish Ongoing Culture Assessment Practices

Culture improvement should be viewed as an ongoing process rather than a one-time initiative.

Recommended Actions:

- Conduct periodic employee climate surveys.
- Review organizational culture indicators annually.
- Reassess key themes identified within this report.
- Incorporate culture objectives into strategic planning efforts.

Expected Outcome:

Continuous monitoring and improvement of organizational culture over time.

4. Strengthen Cross-Department Collaboration

Develop opportunities for departments to coordinate more effectively.

Recommended Actions:

- Periodic interdepartmental leadership meetings.
- Shared planning initiatives.
- Cross-functional problem-solving teams.
- Standardized operational communication practices.

Expected Outcome:

Improved coordination, reduced silos, and stronger organizational cohesion.

Recommended Accountability Structure

The Franklin County Commissioners should maintain overall ownership of organizational culture improvement efforts while delegating implementation responsibilities to County leadership.

Recommended Responsibilities:**County Commissioners**

- Establish strategic priorities.
- Review implementation progress quarterly.
- Support organizational accountability.

County Administration

- Coordinate implementation efforts.
- Report progress to Commissioners.
- Ensure department participation.

Department Heads and Supervisors

- Implement recommendations within their areas of responsibility.
- Communicate changes to staff.
- Model desired leadership behaviors.

Culture Improvement Steering Team

- Monitor progress.
- Identify barriers.
- Recommend adjustments.
- Serve as an employee feedback resource.

Employees

- Participate in improvement efforts.
- Provide constructive feedback.
- Support organizational change initiatives.

Suggested Success Measures

The County should monitor progress through measurable indicators including:

Communication

- Employee understanding of organizational decisions.
- Employee satisfaction with communication.
- Reduction in communication-related concerns.

Trust and Engagement

- Employee willingness to provide feedback.
- Employee confidence in leadership responsiveness.
- Employee perception of fairness and consistency.

Leadership Effectiveness

- Employee satisfaction with leadership communication.
- Leadership participation in development activities.
- Consistency of leadership practices across departments.

Process Consistency

- Completion of standardized onboarding processes.
- Consistency of performance feedback practices.
- Reduction in process-related employee concerns.

Organizational Culture

- Employee morale indicators.
- Employee retention trends.
- Future employee survey results.
- Overall improvement in culture assessment themes over time.

Performance Management

- ✓ Percentage of employees receiving annual evaluations.
- ✓ Percentage of supervisors completing evaluations on time.
- ✓ Employee satisfaction with performance feedback.
- ✓ Employee understanding of performance expectations.
- ✓ Completion of employee development goals identified during evaluations.

Conclusion

Franklin County possesses many of the foundational strengths necessary to create a highly effective organizational culture. The findings of this assessment suggest that future success will depend less upon major structural change and more upon improving communication, strengthening trust, increasing leadership consistency, and creating greater organizational alignment.

By focusing on these priorities in a deliberate and sustainable manner, Franklin County can build upon its existing strengths while addressing the concerns and opportunities identified throughout this assessment process.

Appendix A

Example Communication Plan for a Significant Organizational Change

Introduction

The following communication plan uses Franklin County's current County Administrator transition as a practical example of how the communication recommendations contained in this report can be applied to a significant organizational event.

Because this report is being finalized after portions of the transition process have already occurred, some milestones described in the example may have already passed. For example, the County has publicly announced the resignation of the current County Administrator, appointed an Interim County Administrator, and conducted media communications regarding the transition. The purpose of this example is not to evaluate or critique actions already taken, nor to suggest that previous communications were inadequate.

Rather, this example is intended to demonstrate what a structured, transparent, and employee-focused communication plan could look like when applied to a major organizational change. The scenario provides an opportunity to illustrate how leadership can communicate important decisions, provide context for those decisions, establish clear communication responsibilities, and create opportunities for employee questions and feedback throughout a transition process.

While the specific circumstances involve the County Administrator position, the communication principles demonstrated in this example can be applied to a wide variety of organizational changes, including leadership transitions, policy changes, departmental restructuring, budget decisions, operational changes, and other matters that may significantly affect employees.

The objective is not to prescribe a single communication method, but rather to provide a practical framework that County leadership can adapt to future situations in order to strengthen transparency, improve employee understanding, and foster trust throughout the organization.

Scenario:

The County Administrator announces their resignation effective July 2, 2026. County leadership appoints Susan Pratt as Interim County Administrator effective June 2, 2026. County leadership must communicate the transition to employees while maintaining transparency, reducing uncertainty, and ensuring continuity of operations.

- ✓ Communication Objective:
Provide employees with timely, accurate, and consistent information regarding the leadership transition while minimizing rumors, uncertainty, and misinformation.

- ✓ Communication Principles:
 - Communicate early when information can be shared.
 - Provide context, not just decisions.
 - Clearly identify who is responsible for communications.
 - Acknowledge uncertainty when answers are not yet available.
 - Provide opportunities for employee questions and feedback.

Phase 1: Initial Announcement

- ✓ Timing: As soon as possible, following notification and acceptance of the resignation.

- ✓ Audience: All County Employees

- ✓ Communicator: Chair of the County Commissioners

- ✓ Communication Method:
 - County-wide email
 - Written memorandum posted in employee common areas
 - Verbal briefing from department heads for employees without regular email access

- ✓ Message Components:
 - Acknowledge the resignation.
 - Recognize the departing employee's service.
 - Provide the effective date.
 - Explain the intent to, and rationale for, appointing an interim administrator.
 - Explain what is known regarding transition plans.
 - Explain what information is still being determined.
 - Provide a timeline for future updates.

✓ Example Message:

"The County Commissioners have accepted the resignation of the County Administrator effective July 2, 2026.

We appreciate the Administrator's service to Franklin County and wish them success in their future endeavors.

To ensure continuity of operations and support county employees during this transition, the Commissioners intend to hire an interim County Administrator to fill this mission critical position until a suitable replacement can be hired.

We understand that leadership transitions naturally generate questions among employees. The Commissioners are committed to providing timely updates throughout this process. At this time, we are evaluating the process for recruiting and selecting a permanent County Administrator.

Employees can expect additional updates regarding the recruitment process, anticipated timelines, and opportunities for employee input as those decisions are finalized."

Phase 2: Transition Update

- ✓ Timing: Within 1-2 weeks of the initial announcement.
- ✓ Audience: All County Employees
- ✓ Communicator: Chair of the County Commissioners
- ✓ Communication Method:
 - County-wide email
 - Employee information meeting
 - Written summary distributed following the meeting
- ✓ Message Components:
 - Explain the role and responsibilities of the Interim County Administrator.
 - Clarify reporting relationships and decision-making authority.
 - Explain how operational continuity will be maintained.
 - Provide the anticipated recruitment timeline and selection process.
 - Explain any opportunities for employee participation or feedback.

- ✓ **Example Topics:**
 - What authority does the Interim County Administrator have?
 - Will services or operations change?
 - When will recruitment begin?
 - Who will participate in the hiring process?
 - What timeline is anticipated?
 - How will employees receive future updates?

Phase 3: Employee Information Session

- ✓ **Timing:** Within 30 days of the resignation announcement.
- ✓ **Audience:** All County Employees
- ✓ **Facilitator:** Commission Chair and Interim County Administrator
- ✓ **Communication Method:**
 - In-person meeting
 - Virtual attendance option when feasible
 - Written summary of questions and answers distributed afterward

Purpose:

Provide employees with an opportunity to ask questions directly and receive consistent information regarding the transition.

Discussion Topics:

- ✓ Status of the recruitment process.
- ✓ Organizational priorities during the transition.
- ✓ Operational continuity plans.
- ✓ Employee concerns and questions.

Ground Rules:

- ✓ Questions are welcomed.
- ✓ Information will be shared whenever legally and operationally appropriate.
- ✓ Questions that cannot be answered immediately will be documented and addressed in future updates.

Phase 4: Ongoing Updates

- ✓ Timing: Monthly until a permanent County Administrator is selected.
- ✓ Audience: All County Employees
- ✓ Communicator: Commission Chair or Interim County Administrator
- ✓ Communication Method:
 - Monthly email update
 - Monthly Commissioner meeting update
 - Written summaries posted for employee review
- ✓ Content:
 - Recruitment progress.
 - Upcoming milestones.
 - Changes to anticipated timelines.
 - Important organizational updates related to the transition.

Phase 5: Selection Announcement

- ✓ Timing: Following acceptance of an employment offer.
- ✓ Audience: All County Employees
- ✓ Communicator: Chair of the County Commissioners
- ✓ Communication Method:
 - County-wide email
 - Press release/public announcement
 - County website posting
 - Social media announcement
 - Employee meet-and-greet announcement
- ✓ Message Components:
 - Introduce the selected candidate.
 - Explain the selection process.
 - Provide the anticipated start date.
 - Outline onboarding and transition plans.
 - Share opportunities for employees to meet the new administrator.

Expected Outcome:

By following a structured communication plan, employees receive consistent information throughout the transition process, reducing uncertainty and speculation while increasing trust in organizational leadership. Employees may not always agree with decisions made; however, they are more likely to understand how decisions were reached, why decisions were made, and what to expect moving forward.

Disbursement Policy

Purpose. This policy allows designated County officers (Commissioners), acting on behalf of the full board of County officers, to review, approve, and sign the County Treasurer's disbursement warrants, for wages, retirement submissions, and state warrants.

This policy is in addition to, not in lieu of, majority power. Nothing in this policy is intended to replace the authority of the full board of County officers, acting by majority vote, to act on any treasurer's warrant, including warrants for wages and benefits.

Delegation of authority. The following authority is granted with respect to the Treasurer's disbursement warrants **for County employee wages, retirement submissions, WEX payments, and all credit card payments (to avoid late charges), and Health Trust Payments, Committed Contracts (specific project) warrants only:**

Current County officers. The County officers in office at the time of execution of this policy are **Robert Carlton, Thomas Saviello, Thomas Skolfield, Jeff Gilbert and Fenwick Fowler.**

Any one of the County officers named above may review, approve, and sign such warrants.

Effective date. This policy becomes effective on the date indicated below. **Copies.** The Chair of the County officers will furnish copies of this policy to the County Clerk and to the County Treasurer. If the Clerk and the Treasurer are the same person, a copy shall nonetheless be provided to that person in each capacity.

Lapse. This policy lapses one year after its effective date, if not sooner amended or canceled.

Renewal. This policy may be renewed at any time before its lapse. Thereafter, it may be readopted at any time. Any renewal is valid for one year from its effective date unless a sooner date of expiration is specified.

Reminder. If the County Treasurer is an elected official, the Treasurer is requested to provide such an annual reminder.

Original. The Chair of the County officers will maintain the original policy on file unless the County Clerk is an appointed official, in which case the County Administrator/Clerk shall maintain it on file if requested to do so by the Chair.

Adopted on: July 25, 2023

COUNTY OFFICERS:

Renewed on: _____

Attested:

Susan Pratt
Franklin County Interim Administrator



FRANKLIN COUNTY Commissioners' Monthly Financial Review Sign-Off

May 2026

The County Commissioners have reviewed and accepted the following monthly financial reports.

- Cash and CDARS Balances Report
- Bank Reconciliations
 - County General Fund Checking – ASB **4875 and **4904
 - County General Fund Payroll – BSB **3766
 - ARPA Fund – FSB **7016 & **7024
 - Deeds Surcharge – ASB **4752 & **4816
 - Probate Surcharge – ASB **4787 & **4840
 - UT General Fund Checking – ABS **3321 & **3356
 - UT TIF – ASB **6839 & **6898
 - UT TIF CDARS - IntraFi
- Summary Budget-to-Actual Reports
 - General Fund
 - Jail Fund
 - Unorganized Territory
- Reserves Activity Report

District 1	Tom Saviello	_____
District 2	Fen Fowler	_____
District 3	Tom Skolfield	_____
District 4	Bob Carlton	_____
District 5	Jeff Gilbert	_____
Treasurer	Pam Prodan	_____

**Franklin County and Franklin County Unorganized Territory
Cash and CDARS Balances
As of May 31, 2026**

Acct Num	Description	Bank	Bank Acct #	Balance
G 01-1000-00	County Operational Checking	Androscoggin Bank	4875 & 4904	\$ 3,475,860.18
G 01-1001-00	County Payroll Checking	Bangor Savings Bank	3766	815,115.57
G 01-1105-00	County General Fund CDARS	Androscoggin Bank	Varies	-
TOTAL GENERAL FUND				4,290,975.75
G 11-1001-00	ARPA Checking	Franklin Savings Bank	7016 & 7024	386,316.86
G 72-1000-00	Deeds Surcharge Checking	Androscoggin Bank	4752 & 4816	212,805.18
G 77-1000-00	Probate Surcharge Checking	Androscoggin Bank	4787 & 4840	46,708.47
TOTAL FRANKLIN COUNTY BANK AND CDARS ACCOUNTS				4,936,806.26
G 15-1010-00	UT General Fund Checking	Androscoggin Bank	3321 & 3356	988,189.75
G 15-1051-00	UT General Fund CDARS	Androscoggin Bank	Varies	-
TOTAL UT GENERAL FUND				988,189.75
G 16-1014-00	UT TIF Fund Checking	Androscoggin Bank	6839 & 6898	661,739.55
G 16-1053-00	UT TIF Fund CDARS	Androscoggin Bank	Varies	3,529,256.99
TOTAL UT TIF FUND				4,190,996.54
TOTAL UNORGANIZED TERRITORY BANK AND CDARS ACCOUNTS				5,179,186.29
TOTAL ALL BANK AND CDARS ACCOUNTS				\$ 10,115,992.55

Franklin County
 Bank Reconciliation
 Androscoggin Savings Bank General Fund Operating Accounts **4875 and **4904
 May 2026

Balance per Bank

5/31/2026	Gen Fund	ASB 4875 Checking	\$ 150,000.00	
5/31/2026	Gen Fund	ASB 4904 Sweep	<u>3,385,523.41</u>	
				\$ 3,535,523.41

Deposits in Transit

-

Outstanding Checks and Withdrawals

1/20/2026	33160	00312 - Eric Geisman	(76.23)	
2/24/2026	33324	01267 - Tiffany Silva	(55.24)	
4/7/2026	33502	01283 - The Abbott Advantage	(1,587.50)	
4/21/2026	33534	00843 - Treasurer, State of Maine EMA	(1,711.55)	
5/5/2026	33571	00242 - Falls Road Veterinary Clinic	(253.23)	
5/19/2026	33626	00169 - Dead River Company	(203.50)	
5/19/2026	33629	00236 - Expenet Technologies, LLC	(495.98)	
5/19/2026	33631	00272 - Food City Farmington	(8.32)	
5/19/2026	33633	00348 - Harris Septic Service	(900.00)	
5/19/2026	33635	00390 - IEC, Inc	(44,775.42)	
5/19/2026	33637	00520 - Maine Pretrial Services, Inc	(7,400.00)	
5/19/2026	33639	00607 - NFOP Labor Services Division	(1,222.50)	
5/19/2026	33641	00793 - Shredding on Site, Inc	(38.73)	
5/19/2026	33642	00799 - Sirchie Acquisition Company, LLC	(69.67)	
5/19/2026	33659	01234 - Spectrum Business	(738.27)	
5/19/2026	33660	01262 - XEROX Business Solutions	(62.09)	
5/19/2026	33666	01294 - Maine Association of Assessing Off	(65.00)	
				<u>(59,663.23)</u>

Adjusted Bank Balance 3,475,860.18

Balance per Books 3,475,860.18

Variance \$ -

Franklin County

Bank Reconciliation

Bangor Savings Bank Operating Account and Repurchase Accounts - **3766

May 2026

Balance per Bank

5/31/2026	Gen Fund	BSB 3766 Checking	\$	-	
5/31/2026	Gen Fund	BSB 3766 Repurchase		<u>815,115.57</u>	
					\$ 815,115.57

Deposits in Transit

<u>-</u>	-
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Outstanding Checks and Withdrawals

<u>-</u>	-
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Adjusted Bank Balance

815,115.57

Balance per Books

815,115.57

Variance

\$ -

Notes

Franklin County
Bank Reconciliation
Franklin Savings Bank ARPA Accounts **7016 and **7024
May 2026

Balance per Bank

5/31/2026	ARPA Fund	FSB 7016 Checking	\$	100,000.00	
5/31/2026	ARPA Fund	FSB 7024 Sweep		<u>286,316.86</u>	
					\$ 386,316.86

Deposits in Transit

<u>-</u>	-
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Outstanding Checks and Withdrawals

<u>-</u>	-
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Adjusted Bank Balance

386,316.86

Balance per Books

386,316.86

Variance

\$ -

Notes

Franklin County
Bank Reconciliation
Androscoggin Savings Bank Deeds Surcharge Accounts **4752 and **4816
May 2026

Balance per Bank

5/31/2026	Deeds Pres	ASB 4752 Checking	\$	-	
5/31/2026	Deeds Pres	ASB 4816 ICS		<u>212,805.18</u>	
					\$ 212,805.18

Deposits in Transit

<u>-</u>	-
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Outstanding Checks and Withdrawals

<u>-</u>	-
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Adjusted Bank Balance

212,805.18

Balance per Books

212,805.18

Variance

\$ -

Notes

Franklin County
Bank Reconciliation
Androscoggin Savings Bank Probate Surcharge Accounts **4787 and **4840
May 2026

Balance per Bank

5/31/2026	Probate Pres	ASB 4787 Checking	\$	-	
5/31/2026	Probate Pres	ASB 4840 Sweep		<u>46,708.47</u>	
					\$ 46,708.47

Deposits in Transit

<u>-</u>	-
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Outstanding Checks and Withdrawals

<u>-</u>	-
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Adjusted Bank Balance

46,708.47

Balance per Books

46,708.47

Variance

\$ -

Notes

Franklin County Unorganized Territory
 Bank Reconciliation
 UT General Fund - Operating Checking
 May 2026

Balance per Bank

5/31/2026	Gen Fund	Andro Bank **3321	\$	-	
5/31/2026	Gen Fund	Andro Bank **3356		<u>989,744.75</u>	\$ 989,744.75

Deposits in Transit

<u>-</u>	-
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Outstanding Checks and Withdrawals

5/19/2026	50451	00261 - Fenwick Construction LLC	<u>(1,555.00)</u>	<u>(1,555.00)</u>
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Adjusted Bank Balance

988,189.75

Balance per Books

988,189.75

Variance

\$ -

Notes

Franklin County Unorganized Territory
 Bank Reconciliation
 UT TIF Fund - Operating Checking
 May 2026

Balance per Bank

5/31/2026	TIF Fund	Andro Bank **6839	\$	-	
5/31/2026	TIF Fund	Andro Bank **6898		<u>661,739.55</u>	
					\$ 661,739.55

Deposits in Transit

<u>-</u>	-
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Outstanding Checks and Withdrawals

<u>-</u>	-
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Adjusted Bank Balance

661,739.55

Balance per Books

661,739.55

Variance

\$ -

Notes

Franklin County Unorganized Territory
Bank Reconciliation
UT TIF CDARS
May 2026

Balance per Bank:				
5/31/2026	TIF Fund	Andro Bank **9554	<u>\$ 3,529,256.99</u>	
				\$ 3,529,256.99
Deposits in Transit			<u>-</u>	-
Outstanding Checks and Withdrawals			<u>-</u>	-
Adjusted Bank Balance				<u>3,529,256.99</u>
Balance per Books				<u>3,529,256.99</u>
Variance				<u>\$ -</u>

Notes

**Franklin County and Franklin County Unorganized Territory
 Summary Budget-to-Actuals
 FY2026 through May 31, 2026**

**% of Year
 Remaining
 8.3%**

	<u>Budget</u>	<u>Actual</u>	<u>Pos (Neg) Variance</u>	<u>% Variance</u>
Franklin County General Fund				
Property taxes	\$ 7,197,048.00	\$ 7,197,048.00	\$ -	0.0%
Other taxes	140,000.00	140,829.05	829.05	0.6%
Permits and fees	404,643.00	444,638.04	39,995.04	9.9%
Intergovernmental	177,466.00	58,307.07	(119,158.93)	-67.1%
Other revenues	130,000.00	131,258.84	1,258.84	1.0%
Other financing sources	-	7,100.00	7,100.00	
<i>Total revenues and other financing sources</i>	<u>8,049,157.00</u>	<u>7,979,181.00</u>	<u>(69,976.00)</u>	<u>-0.9%</u>
Emergency management	280,612.00	243,322.90	37,289.10	13.3%
District attorney's office	388,665.00	313,441.52	75,223.48	19.4%
Superior court	3,000.00	1,108.36	1,891.64	63.1%
Commissioners' office	399,220.00	364,433.90	34,786.10	8.7%
Treasurer's office	259,165.00	229,617.30	29,547.70	11.4%
Technical services	499,717.00	458,284.70	41,432.30	8.3%
Facilities	397,879.00	281,479.68	116,399.32	29.3%
Registry of deeds	250,961.00	205,014.65	45,946.35	18.3%
Registry of probate	329,782.00	271,775.56	58,006.44	17.6%
Sheriff's office	2,964,143.00	2,759,055.32	205,087.68	6.9%
Civil process	-	452.51	(452.51)	
Communications	1,384,168.00	1,158,316.73	225,851.27	16.3%
County-wide	686,645.00	647,291.77	39,353.23	5.7%
Other financing uses	170,200.00	170,200.00	-	0.0%
<i>Total expenditures and other financing uses</i>	<u>8,014,157.00</u>	<u>7,103,794.90</u>	<u>910,362.10</u>	<u>11.4%</u>
<i>Net change in fund balance</i>	<u>\$ 35,000.00</u>	<u>\$ 875,386.10</u>	<u>\$ 840,386.10</u>	<u>2401.1%</u>
Franklin County Jail Fund				
Property taxes	\$ 2,996,649.00	\$ 2,996,649.00	\$ -	0.0%
Intergovernmental	540,000.00	289,206.16	(250,793.84)	-46.4%
Other revenues	-	1,667.97	1,667.97	
Other financing sources	-	-	-	
<i>Total revenues and other financing sources</i>	<u>3,536,649.00</u>	<u>3,287,523.13</u>	<u>(249,125.87)</u>	<u>-7.0%</u>
County jail	3,536,649.00	3,244,618.98	292,030.02	8.3%
Other financing uses	-	-	-	
<i>Total expenditures and other financing uses</i>	<u>3,536,649.00</u>	<u>3,244,618.98</u>	<u>292,030.02</u>	<u>8.3%</u>
<i>Net change in fund balance</i>	<u>\$ -</u>	<u>\$ 42,904.15</u>	<u>\$ 42,904.15</u>	

Franklin County and Franklin County Unorganized Territory
Summary Budget-to-Actuals
FY2026 through May 31, 2026

% of Year
Remaining
8.3%

	<u>Budget</u>	<u>Actual</u>	<u>Pos (Neg) Variance</u>	<u>% Variance</u>
Franklin County Unorganized Territory				
Property taxes	\$ 3,029,129.00	\$ 3,029,129.00	\$ -	0.0%
Other taxes	200,000.00	243,517.31	43,517.31	21.8%
Intergovernmental	39,086.00	75,045.08	35,959.08	92.0%
Other revenues	100,500.00	45,346.65	(55,153.35)	-54.9%
Other financing sources	-	-	-	
<i>Total revenues and other financing sources</i>	<u>3,368,715.00</u>	<u>3,393,038.04</u>	<u>24,323.04</u>	<u>0.7%</u>
Roads and bridges	380,000.00	384,968.50	(4,968.50)	-1.3%
Snow removal	777,212.00	783,727.63	(6,515.63)	-0.8%
Solid waste	235,389.00	235,388.72	0.28	0.0%
Fire protection and public safety	550,963.00	522,496.13	28,466.87	5.2%
Community support and recreation	17,096.00	8,450.15	8,645.85	50.6%
Other services	4,500.00	2,295.00	2,205.00	49.0%
Capital outlay and contingency	2,125,910.06	2,125,910.06	-	0.0%
Administration	160,415.00	121,968.00	38,447.00	24.0%
Other financing uses	-	-	-	
<i>Total expenditures and other financing uses</i>	<u>4,251,485.06</u>	<u>4,185,204.19</u>	<u>66,280.87</u>	<u>1.6%</u>
<i>Net change in fund balance</i>	<u>\$ (882,770.06)</u>	<u>\$ (792,166.15)</u>	<u>\$ 90,603.91</u>	<u>-10.3%</u>

**Franklin County and Unorganized Territory
Reserves Activity Report
FY2026 through May 31, 2026**

	<u>Beginning Balance</u>	<u>Revenues</u>	<u>Expenditures</u>	<u>Transfers In (Out)</u>	<u>Ending Balance</u>
70 Benefits	\$ 40,000.00	\$ -	\$ -	\$ -	\$ 40,000.00
71 Facilities	169,594.25	-	(20,430.48)	42,000.00	191,163.77
72 Deeds Pres	188,190.42	29,360.76	(2,011.00)	-	215,540.18
73 Deeds Micro	1,175.00	-	-	-	1,175.00
74 Perambulate	10,261.00	-	-	-	10,261.00
75 Contingency	100,000.00	-	-	-	100,000.00
76 Insurance	-	-	-	-	-
77 Probate Pres	43,255.02	3,653.45	-	-	46,908.47
78 EMA Capital	44,839.00	-	-	10,700.00	55,539.00
79 EMA In-Kind	8,755.20	-	(1,417.72)	-	7,337.48
80 SO Vehicle	282,900.51	24,267.63	(13,856.00)	-	293,312.14
81 Parking Lot	60,000.00	-	-	-	60,000.00
82 IT / Server Upgrd	174,192.13	-	(46,261.65)	5,000.00	132,930.48
83 SO Capital	188,029.03	-	(100,938.76)	100,000.00	187,090.27
84 Unemployment	26,870.77	-	-	-	26,870.77
85 Dispatch Radio	374.18	-	-	-	374.18
86 Dispatch Equip	55,215.10	-	(16,694.34)	5,000.00	43,520.76
87 I Am Responding	2,978.00	-	(7,461.00)	7,500.00	3,017.00
88 Jail Capital	141,766.06	-	(17,096.00)	-	124,670.06
89 Jail Building	2,105.00	-	(22,145.00)	-	(20,040.00)
91 Clerical	1,610.50	-	(172.80)	-	1,437.70
92 Prob Equip	1,187.00	-	-	-	1,187.00
COUNTY RESERVES	<u>\$ 1,543,298.17</u>	<u>\$ 57,281.84</u>	<u>\$ (248,484.75)</u>	<u>\$ 170,200.00</u>	<u>\$ 1,522,295.26</u>
Paving	\$ 150,000.00	\$ -	\$ -	\$ 100,000.00	\$ 250,000.00
Vehicle	6,625.88	-	-	20,000.00	26,625.88
E-911	82,050.00	-	-	17,640.00	99,690.00
Roads and Bridges	1,545,965.23	-	(2,125,910.06)	1,100,000.00	520,055.17
Communications	10,000.00	-	-	5,500.00	15,500.00
Contingency	25,000.00	-	-	-	25,000.00
UT RESERVES	<u>\$ 1,819,641.11</u>	<u>\$ -</u>	<u>\$ (2,125,910.06)</u>	<u>\$ 1,243,140.00</u>	<u>\$ 936,871.05</u>