Finance Committee Meeting

Agenda & Meeting Packet

Wednesday, February 25, 2026

6:00 PM

Franklin Municipal Building

355 East Central Street, 2nd Floor Council Chambers

A NOTE TO RESIDENTS: All citizens are welcome to attend public meetings in person. **To view the live meeting remotely, citizens** are encouraged to watch the live stream on the Franklin Town Hall TV YouTube channel or the live broadcast on Comcast Channel 9 and Verizon Channel 29. **To listen to the meeting remotely** citizens may call-in using this number: 1-929-205-6099. **To participate in the meeting remotely** citizens may join a Zoom Webinar using the information provided below. Meetings are recorded and archived by Franklin TV on the Franklin Town Hall TV YouTube channel and shown on repeat on Comcast Channel 9 and Verizon Channel 29.

ZOOM WEBINAR DETAILS: ID #820 7981 8365 & https://us02web.zoom.us/j/82079818365

- **Any participants who wish to speak** during the webinar must enter their **full name and email address** when joining the webinar.
- All participants will be automatically muted upon joining the webinar. In order to speak, participants will need to select the "Raise Hand" function to request to be unmuted.
- All speakers will be required to state their full name and street address before commenting.

Agenda

1. Call to Order
2. Public Comments - *Citizens are welcome to express their views for up to three minutes on a matter that is not on the agenda. In compliance with G.L. Chapter 30A, Section 20 et seq, the Open Meeting Law, the Finance Committee cannot engage in a dialogue or comment on a matter raised during Citizen Comments. The Finance Committee may ask town staff to review the matter. Nothing herein shall prevent the town staff from correcting a misstatement of fact.*
3. Approval of Minutes
    a. January 14, 2026
4. Joint Budget Sub Committee (JBSC)
    a. Nominate four members
5. Presentations/Discussion
    a. Financing Options - Purchase of New Fire Truck ($935,000)
6. Q2 Reports
    a. Stabilization Fund Balances
    b. Budget vs. Actual
    c. FY26 Budget Tracker
7. The Bill Dowd "Deep Dive Series"
    a. FY27 Administrator Budget Memo
    b. FY27 Town Administrator Budget Model
    c. FY27-FY32 Five-Year Fiscal Forecast
    d. FY27 Superintendent Budget proposal Presentation (January 27, 2026)
    e. Franklin Public School District Improvement Plan (DIP)

8. Future Agenda Items / Next meeting Dates:
    a. March 11, 2026 - Review town financial policies
    b. April 6, 7, 8 & 9, 2026 - Anticipated Finance Committee Budget Hearings
    c. May 28, 2026 - FY27 Budget discussion TBD
    d. June 3, 2026 - FY27 Budget discussion TBD
9. Finance Committee Member Comments
10. Adjourn

Finance Committee Meeting Minutes
Wednesday, January 14, 2026
6:00 PM
Franklin Municipal Building, Council Chambers, 355 East Central Street

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A meeting of the Finance Committee was held on Wednesday, January 14, 2026 at the Municipal Building, 2nd Floor, Council Chambers, 355 East Central Street, Franklin, MA.

Members Present
George Conley, Chair, Natalie Riley, Vice Chair, Lauren Nagel, Clerk, Christopher Diaz, John Barnes, Ryan Lavorgna, Shannon Nealon, Jen D'Angelo

Member not Present
Bill Batchelor

Agenda

1. Call to Order

SUMMARY: George Conley, Finance Committee Chair, called the January 14th meeting of the Finance Committee to order at 6:00 PM.

VOTE(S): [NONE]

2. Public Comments - Citizens are welcome to express their views for up to three minutes on a matter that is not on the agenda. In compliance with G.L. Chapter 30A, Section 20 et seq, the Open Meeting Law, the Finance Committee cannot engage in a dialogue or comment on a matter raised during Citizen Comments. The Finance Committee may ask town staff to review the matter. Nothing herein shall prevent the town staff from correcting a misstatement of fact.

SUMMARY: Steve Sherlock, resident of 13 Magnolia Drive and community information director for Franklin Matters Franklin Public Radio, welcomed the committee to 2026 and to the Franklin TV studio. He reminded members to speak close to the microphones so that viewers listening to recordings on YouTube can hear clearly. Chair Conley noted there was one person on Zoom but no phone participants.

VOTE(S): [NONE]

3. Approval of Minutes
a. December 10, 2025

SUMMARY: Chair Conley asked if there were any objections, additions, or deletions to the minutes from December 10, 2025. Natalie Riley noted the minutes were not in the packet but indicated there were no comments. Riley made a motion to approve the minutes from the December 10 meeting as presented.

VOTE(S):
Subject: Approval of minutes from December 10, 2025
Mover: Natalie Riley
Second: Lauren Nagel
Result: Passed
Details of the vote: Voice vote, unanimous (all ayes, no opposition).

4. The Bill Dowd "Deep Dive Series"
a. Board of Assessors and Town Staff: The Economics of Development

SUMMARY: Jamie Hellen, Town of Franklin, introduced the topic, explaining that the Board of Assessors along with department heads from police, fire, facilities, DPW, and schools were present to answer questions about the economics of development. He clarified this was an open-ended discussion rather than a formal presentation.

Chair Conley began by asking about the assessment of warehouses on Forge Parkway or Constitution Boulevard when they become vacant. Christopher Feeley, Chairman of the Board of Assessors, and Kevin Doyle, Director of Assessing, explained that commercial and industrial properties are valued using an income approach rather than a cost approach. The value considers potential rent and vacancy rates. Cheryl Hanley, member of the Board of Assessors, added that market data including rental income, vacancy and collection loss, operating expenses, and capitalization rates are analyzed annually.

Feeley clarified that residential properties are valued based on resale value, while commercial properties factor in potential income generation. This is why vacant commercial properties may see reduced values, whereas residential properties do not receive the same treatment. He also noted this is why Franklin has historically chosen not to implement a split tax rate, given the town's location outside the 495 belt where businesses have more location choices.

Lauren Nagel asked about split tax rates among local towns. Feeley confirmed Bellingham and Plainville have split tax rates, but noted those communities have unique circumstances (Bellingham has a power plant, Plainville has a casino). Hellen added that communities with split tax rates typically have major commercial attractions like malls, stadiums, or casinos. He noted Franklin's permitting process is advantageous compared to adjacent

communities, citing positive feedback from recent businesses including the tavern on East Central and a cricket indoor arena.

Shannon Nealon asked whether vacancy reductions apply to apartment complexes. Doyle explained that apartment complexes, while classified as residential property, are valued using the income approach because they are commercial ventures providing human habitat. Hanley clarified that large apartment complexes must be assessed as residential class per Massachusetts general law, even though they are valued using income approach methods.

Hellen discussed legislative recommendations in the "perfect storm" report regarding potential changes to how certain properties are taxed, including properties owned by LLCs used for Airbnb and similar purposes, which are currently taxed as residential but could potentially be reclassified as commercial.

Natalie Riley asked about the annual review of tax rates. Feeley confirmed the Town Council makes the decision on tax rates annually, and that a split tax rate doesn't generate additional revenue but merely shifts the burden between residential and commercial taxpayers. For Franklin, every $1 reduction in the residential rate would increase the commercial rate by approximately $4.

Ryan Lavorgna noted that from an overall budget perspective, Franklin is currently as attractive as possible commercially since no override has been implemented.

Hanley asked about the Maplegate property sale and its revenue impact. Hellen explained it was a Chapter 61 property (golf course) that received tax breaks, but now that it's being converted to a solar farm, it will be assessed based on the new use with equipment value. Feeley noted that for the property to generate the reported $300,000 annually, the project value would need to be around $25-26 million. Doyle explained the assessment process would occur once construction is complete.

Nagel asked about tax incentives for new businesses. Hellen explained that the Town Council approves Tax Increment Financing (TIF) agreements, noting Franklin has a handful including with Plan Z and Cold Chain Technologies.

Chair Conley then directed questions to department heads regarding capacity for development.

Doug Martin, Water and Sewer Superintendent, addressed water capacity. He confirmed Franklin pumps approximately 2.5 million gallons per day with a maximum permitted capacity of 3.4 million gallons per day. He explained the water conservation restriction in summer is required by the Water Management Act permit, not because the town is running out of water. Robert Cantoreggi, DPW Director, added that Franklin is recognized by DEP as probably the best utility in the state for water conservation.

Martin explained that regarding sewer, Franklin uses about 60% of its allotted capacity at the Medway treatment facility. He noted that for large developments like 444 East Central, the developer is required to pay for consulting engineer evaluation of flow impacts. Cantoreggi added that the 444 development would generate approximately $700,000 in tie-in fees for water and sewer.

Fire Chief Chuck Allen addressed fire department capacity. He reported total emergency calls for FY25 were approximately 5,561, up about 2.7% from the previous year. Of those, about 632 calls were to apartment buildings, while over 55 communities, assisted living, and nursing homes generated about 1,500 calls. He noted that about 75% of calls are for emergency medical services, and revenue from EMS transports covers about a third of the department's budget.

Allen acknowledged the department uses mutual aid at a 2-to-1 ratio (taking in twice as much as giving out), but explained this is due to historical underinvestment in capacity, not recent development. He stated that four additional firefighters would allow staffing of a third ambulance 24/7 and more reliable staffing of the ladder truck.

Nealon questioned how development isn't a concern when the department is already understaffed. Allen clarified that the staffing shortage predates recent development, and if the department were properly staffed, new development would be naturally absorbed into the system. Hellen added that no town is fully staffed for all public safety services, which is why mutual aid exists.

Police Chief Thomas Lynch addressed police capacity. He noted the department has been understaffed for 25 years, currently at 56 officers compared to 54 budgeted in 2000. He listed multiple developments that have been built since 2000 that didn't exist when the department was last at that staffing level. Lynch explained the minimum overnight staffing is three patrolmen and a sergeant covering 27 square miles and 220 miles of streets. The station is closed from 2 AM to 6 AM.

Lynch stated he would like to be at 63 officers. With additional staff, he would restore 2 SROs moved to patrol, and establish a dedicated traffic unit. He explained that SRO costs come entirely from the police budget except for a 50% cost share with Tri-County High School for one officer.

Riley summarized the discussion, noting that while new growth does tax departments like fire and police, new growth is necessary to expand the tax base because costs are rising faster than 2.5%. Without new growth, deficits would grow and potentially lead to bigger cuts.

Superintendent Lucas Giguere of Franklin Public Schools addressed school capacity. He reported Lincoln Street has functional capacity of about 1,200 students with current enrollment of 1,050; Washington Street has capacity of about 1,100 with enrollment around 850; Franklin Middle School has capacity of 1,200 with enrollment around 1,000; and the

high school has capacity of approximately 1,750 with current enrollment of 1,480.

Hellen explained that under 40B requirements, over 60-70% of units must be 1-bedroom, which would assume no children. Two-bedroom units are more fluid, and 3-bedroom units might produce children before families transition to single-family homes. He emphasized that when development is built and assessed, the tax base comes through the levy, and when children arrive, the superintendent welcomes them while the tax base eventually catches up through the budget process.

D'Angelo added that beyond numbers, the demographics and needs of children moving into apartment complexes often look different from single-family homes, potentially requiring more services. Hellen acknowledged this point and noted that fiscal analyses of developments can be requested but are only estimates until residents actually arrive.

Conley noted that at the planning board level for the Starbucks on West Central Street, there were predictions of traffic Armageddon that did not materialize.

The presentation on Understanding Abatements, Exemptions and Overlay was deferred to a future meeting due to time constraints. Materials were sent to all members, and they were invited to contact staff with questions.

VOTE(S): [NONE]

b. Board of Assessors and Town Staff: Understanding Abatements, Exemptions and Overlay

SUMMARY: Due to time constraints, this presentation was deferred to a future meeting. The materials were sent to all members, and they were invited to contact staff or the Director of Assessing with any questions.

VOTE(S): [NONE]

5. FY2026 Capital
a. Capital Improvement Book & Breakdown of Free Cash
i. FY2025 Expenditures Analysis by Department
ii. FY2025 Revenue Analysis by Department

SUMMARY: Evan LaCasse, Deputy Chief Financial Officer, presented the capital book highlights. He explained that capital decisions assist in maintenance and replacement of town assets and bring capital needs of both school and town departments into a single framework. He noted that free cash consists of revenues that come in over projections and expenses that come in under budget, while retained earnings serve the same purpose for enterprise funds.

Staff explained that free cash is certified by the Department of Revenue by June 3, after which departments submit capital requests. Jamie Hellen and Kerri Bertone (staff member)

along with Evan and Linda Darling (Comptroller) review all requests.

Riley asked whether capital requests can only come if there is free cash. Staff confirmed this is correct, and that free cash and grants are the only sources of revenue for capital items other than borrowing for larger projects over $1 million.

Nealon asked about the calculation of free cash. Linda Darling explained that the DOR uses a formula that accounts for fund balance, revenues, deferred revenues, and other factors. She offered to send the DOR calculation sheet to the committee.

Staff presented the history of free cash and retained earnings and reviewed fiscal policies regarding stabilization funds. Chair Conley noted that general stabilization is important for the town's triple-A bond rating.

Staff explained that this year, only the OPEB trust is being funded from stabilization policy requirements, with remaining free cash reserved for tier 1 capital requests and the anticipated budget deficit. Hellen noted that OPEB hasn't been funded the last two years, but the town needs to show commitment to it for upcoming borrowing related to water tank projects, police station, Remington Jefferson, or Horace Mann roof.

Nagel asked about the Norfolk County pension system. Hellen explained that an 8% increase is expected this year and that when the pension is fully funded, those funds could potentially go toward OPEB.

VOTE(S): [NONE]

b. Resolution 26-03 Stabilization Funds

SUMMARY: Staff presented Resolution 26-03, which proposes moving $451,845 (10% of free cash) from free cash to the OPEB Trust Fund Stabilization Account. This represents the only stabilization fund being funded this year, with other stabilization deposits being paused to allow departments to receive tier 1 capital requests.

VOTE(S):
Subject: Recommendation of Resolution 26-03 to move $451,845 from free cash to OPEB Trust Fund Stabilization Account
Mover: Natalie Riley
Second: George Conley
Result: Passed
Details of the vote: Voice vote, unanimous (all ayes, no opposition).

c. Resolution 26-04 FY26 Capital Funds

SUMMARY: Staff presented the tier 1 capital requests totaling approximately $1.8 million. Department heads were available for questions.

Tim Rapoza, Director of Technology, explained that Chromebook and laptop replacements are capital requests because putting them in the regular operating budget would significantly increase annual costs. He explained that the extended support for virtual environment allows the town to extend coverage on six-year-old hardware for an additional two years rather than replacing it at much greater cost.

Nagel asked about the presentation format compared to last year. Kerri clarified that the capital book contains all detail, and the presentation was meant to summarize it.

D'Angelo asked about the technology replacement schedule. Kerri confirmed it's in Appendix B of the capital book.

Nealon asked about police vehicle replacement. Police Chief Lynch explained this is for three cruisers on the regular replacement schedule (normally five, but reduced due to insurance replacements after accidents). Jay Stearns, Fleet Manager, explained that emergency response vehicles have shorter life cycles due to their demanding use.

Barnes asked about the rationale for purchasing Tahoes versus interceptors. Lynch explained one is for the operations lieutenant (functions as a mini command post) and one is for the K9 unit.

Lavorgna asked about the DPW general fund fuel pumps item. Staff explained the fuel pump purchase is split proportionally between general fund and enterprise funds based on which vehicles would use the pumps. It's listed as tier 1 because the enterprise fund portions are already allocated, and the general fund portion is needed to complete the purchase.

Nagel asked about the Perimeter Code Review Study and Traffic Signal Assessment being included in capital. Hellen explained they're one-time costs, and studies were grouped into tier 2 because the combined cost of approximately $400,000 felt less pressing given the budget situation.

D'Angelo asked about tier 2 and tier 3 items. Staff explained that based on the budget deficit, there may be a second round of capital in June if funds remain after addressing the deficit. Staff emphasized that using free cash to cover budget deficits is not a regular practice and cannot be sustained long-term.

Barnes asked for an updated deficit projection. Staff indicated the original forecast showed a $1.5 million deficit, but it could now be between $2-3 million, with better numbers available at the February 11 Town Council meeting.

Riley asked about tier 2 facilities items regarding equipment replacements and potential cascading costs if delayed. Kevin Harn, Director of Facilities, explained that most items wouldn't see significant cost increases if delayed, though emergency repairs would be more

disruptive.

Barnes asked about the senior center sprinkler system given the memo listing the senior center as a potential closure. Hellen emphasized that when he files his budget in April, the senior center will not be cut, and it would take elected officials to close it, which he considers highly unlikely.

Lavorgna made a motion to strike the facilities senior center fire prevention system from the tier 1 list. Nealon seconded for discussion purposes.

Chair Conley expressed opposition, stating the building must be protected whether open or closed. Chris Diaz noted the item represents 41% of tier 1 funds and expressed concern about the building potentially not being open next year.

Hellen strongly emphasized that the senior center is not going to close, stating it would be the least likely layoff scenario given the population served (25% of the town's population with a $600,000 budget). He stated he does not want the committee to vote based on a fallacy that the building won't be open.

Nealon clarified that the proposal was about fiscal conservatism and holding back savings longer, not about closing the senior center.

Fire Chief Allen stated that the sprinkler system must work for the building to be occupied, and if the system goes down, the building would have to close until repaired, creating significant liability.

Kevin Harn noted this is the number one priority because unlike other equipment, this is a life safety system.

Steve Sherlock provided historical perspective, noting multiple sprinkler incidents over the years, including closures of approximately five days and flooding. He explained this repair is the final piece of a multi-phase resolution to a problem that has existed since the building was built improperly.

Arndt explained that if approved, the project would need to go through design, bidding, and construction, making it tight to complete before December 2026. Delaying six months would push construction into winter.

Chastity Murray-Cheng, Deputy Director of the Senior Center, reported 250-300 seniors use the building daily, with projections of 300-350 daily within the next couple years. She emphasized safety concerns given the population served.Sarah Amaral, Senior Center Director, spoke via Zoom, noting the center was closed for three weeks in March and there was nearly an uprising. She reported the center brings in about $2,000-2,500 daily in revenue, and closures result in significant revenue loss. She emphasized that meals and respite care services cannot be easily replaced and encouraged the committee to push the

repair through.

Barnes stated he was strongly in favor of spending the money now, preferring to know this going into the budget process rather than dealing with it afterward.

Harn added that unlike other equipment where delay may only mean additional construction costs, delaying the sprinkler repair could result in significant costs if something happens.

The committee voted on Lavorgna's motion to remove the senior center sprinkler system from tier 1. The motion failed.

The committee then voted on Resolution 26-04 as presented.

VOTE(S):
Subject: Motion to strike facilities senior center fire prevention system from tier 1 capital requests
Mover: Ryan Lavorgna
Second: Shannon Nealon
Result: Failed
Details of the vote: Voice vote. Yes votes heard from some members; No votes from majority including Nagel and others.

Subject: Recommendation of Resolution 26-04 to move $1,800,000 from free cash to appropriate towards tier 1 capital requests as presented
Mover: Natalie Riley
Second: Lauren Nagel
Result: Passed
Details of the vote: Voice vote, unanimous (all ayes, no opposition).

d. Resolution 26-05 Enterprise Funds

SUMMARY: Staff presented the enterprise fund capital requests for water, sewer, and stormwater. Barnes asked whether equipment purchased by enterprise funds can be used elsewhere in town. Cantoreggi explained there is crossover in use, particularly for projects that involve multiple utilities.

Nealon asked about asset management phase 2 under sewer. Martin explained that phase 1 analyzed sewer pump stations from a risk standpoint, and phase 2 will look at horizontal assets (pipes in the ground) to create a prioritized plan for repairs.

D'Angelo asked about studies being included in enterprise funds while general fund studies were deferred. Hellen clarified that the approach to defer studies only applied to general fund, not enterprise funds.

D'Angelo asked whether DPW has a vehicle and equipment replacement schedule. Staff confirmed it is in Appendix B of the capital book via links.

D'Angelo asked about the stormwater enterprise fund, noting it's new as of two years ago. Hellen explained that approximately $1.1 million in stormwater costs were moved from the general fund operating budget to the enterprise fund, while snow and ice removal was fully funded in the operating budget (previously paid from free cash).

D'Angelo asked about the allocation of enterprise fund expenditures and whether there's opportunity to examine nice-to-have versus need-to-have items. Cantoreggi explained that the department has already been financially reduced over the last three years, particularly on the general fund side. He noted that equipment like excavators supports in-house work that would otherwise need to be outsourced at greater cost, and emergency response capability for water and sewer requires reliable equipment.

Martin clarified that the excavator under water enterprise ($280,000) is to replace a 2009 mini excavator, while the item under stormwater is for attachments (brush cutter and other items) that stormwater will use with that equipment.

Conley confirmed that enterprise funds have legal restrictions and cannot be shuffled to other departments.

Barnes asked about stormwater enterprise funds not having an emergency reserve. Bertone confirmed they are looking at establishing one as the enterprise fund is still new.

Nealon asked about balances in each enterprise fund. Linda Rodrigues reported: Water retained earnings approved by DOR was $2.9 million, with $1.4 million requested leaving $1.5 million remaining; Sewer approved at $4.7 million, using $1.7 million leaving $2.9 million; Stormwater approved at $830,000, using $267,000 leaving $563,000; Solid waste has $1.1 million and is not using any retained earnings this year.

Nealon emphasized that these detailed breakdowns help regular citizens understand how the $3.4 million in free cash is being used and why certain purchases are necessary. She noted that this type of information addresses public concerns about spending during deficit discussions.

Lucas Giguere, Superintendent of Franklin Public Schools, spoke in support of Chromebook funding, noting impacts of not funding would include loss of equitable access, challenges with digital assessments, equity issues for students of different socioeconomic status, and increased tech support needs as devices age. He explained that sixth graders receive Chromebooks that last through graduation and emphasized that these are necessary items the district feels strongly about.

VOTE(S):
Subject: Recommendation of Resolution 26-05 to appropriate retained earnings from each

enterprise fund as noted in the resolution
Mover: Natalie Riley
Second: ---
Result: Passed
Details of the vote: Voice vote, unanimous (all ayes, no opposition).

6. Future Agenda Items / Next meeting Dates:
a. February 25, 2026 (Q2 Revenue Report and Year to Date expenditures)
b. March 11, 2026
c. April 6, 7, 8 & 9, 2026 Anticipated Finance Committee Budget Hearings

SUMMARY: Chair Conley indicated future items would be discussed offline due to time constraints.

VOTE(S): [NONE]

7. Finance Committee Member Comments

SUMMARY: No member comments were made due to time constraints.

VOTE(S): [NONE]

8. Adjourn

SUMMARY: Chair Conley accepted a motion to adjourn. Riley moved to adjourn.

VOTE(S):
Subject: Motion to adjourn
Mover: Natalie Riley
Second: ---
Result: Passed
Details of the vote: Voice vote, unanimous (all ayes, no opposition).

January 14, 2026 Finance Committee Meeting

FINANCE DEPARTMENT
TOWN of FRANKLIN

MEMORANDUM

Date: February 17, 2026

To: Finance Committee
From: Kerri Bertone, Chief Financial Officer

RE: Financing Options - Purchase of New Fire Truck ($935,000)

The purpose of this memorandum is to present financing options for the purchase of a new Fire Truck in the amount of $935,000. Below is a summary of the available approaches, including their financial implications.

Option 1: Long-Term Bond - 10 years

Conduct a borrowing for the full amount of **$935,000** over a 10-year term at an estimated interest rate of **3%**. Our model shows at 3%, the total cost over a ten year note would be $117,240 annually. This amount would be included into the debt service of the operating budget and would increase the budget deficit.

Financing the Fire Truck through a 10-year bond would lock in the interest rate for the entire term, providing budget certainty and protection from future rate increases. While issuance costs are higher than short-term borrowing, this option provides long-term stability and predictable annual debt service payments.

Option 2: Borrowing Anticipation Note (BAN)

Issue a Borrowing Anticipation Note (BAN) for the full amount of **$935,000, or $582,154,** if the Town used the available $352,846 in revenue from the Fire Truck Stabilization Fund

A BAN is a short-term financing instrument, typically issued for one year. At the end of the term, the note may be renewed (rolled over) annually until permanent financing is issued or the debt is retired. Each time the BAN is renewed, the interest rate is reset based on current market conditions.

Key characteristics of a BAN include:

- **Short-term maturity** (typically 1 year)
- **Interest-only payments during the note term,** principal is paid at renewal or conversion to permanent financing)
- **Lower issuance costs** compared to a long-term bond
- **Flexibility** to reduce the borrowing amount if reserves become available

An estimated interest rate of **3.50%** is assumed for a one-year BAN issued through the Massachusetts Department of Revenue State House Note Program. Based on this rate, the estimated total interest cost for FY27 would be approximately **$32,725** if borrowing $935,000, or approximately **$20,375** if borrowing $582,154.

Because issuance costs for a BAN are significantly lower than those of a bond, this structure can be more cost-effective in the short term, particularly if the Town anticipates reducing the principal amount over time or combining this borrowing with other future authorized projects into a single bond issue.

However, unlike a 10-year bond, a BAN does **not** lock in an interest rate. Each annual renewal exposes the Town to potential rate changes and debt service payment could rise if rates increase, but could also decrease. Rates could also decrease.

Summary Considerations

- **Bond (10-Year Term):** Rate certainty and stability; higher issuance costs.

- **BAN:** Lower issuance costs and short-term flexibility; exposure to interest rate risk, but potential for lower interest rate.

I look forward to discussing these options further and receiving direction on the preferred financing approach.

FINANCE DEPARTMENT
TOWN of FRANKLIN

MEMORANDUM

Date: February 25, 2026
To: Jamie Hellen, Town Administrator
From: Kerri Bertone, CFO

RE: Stabilization Fund Balances and Three (3) Year Comparison

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Through December 31, 2025

	FY2024	FY2025	FY2026
General Stabilization	6,760,995.35	7,138,932.28	7,501,216.74
Athletic Fields	967,687.29	1,182,435.38	1,402,648.29
Open Space Acquisition	2,632,313.59	2,773,872.44	839,001.66
Budget Stabilization	3,149,290.36	2,284,706.35	3,474,647.30
Fire Truck Stabilization	120,659.04	233,597.49	352,846.35
Property AQUI Proj/Facilities	299,287.86	316,536.96	332,264.02
Property Acquisition	0	210,946.59	436,712.52
MECC Stabilization	919,004.31	446,353.45	468,530.41
OPEB	12,873,581.25	15,168,676.76	17,363,312.72
Statewide Opioid Settlement	135,956.06	0	0
Snow & Ice Stabilization	0	549,750.12	791,664.84

Town of Franklin
Local Receipts / Enterprise Funds Revenues
Budget vs Actual
Through 12/31/2025

Account	FY2025 Received	Received Through 12/31/2024	2026 Budget	Received Through 12/31/2025	Percentage Collected
Motor Vehicle Excise Tax	5,914,965	744,183	5,914,965	757,359	12.8%
Meals Tax	753,930	378,233	731,307	379,840	51.9%
Room (Hotel) Tax	644,602	396,966	644,602	387,933	60.2%
Cannabis Excise Tax	457,759	237,970	438,998	215,550	49.1%
Penalties and Interest	325,136	154,499	325,136	157,087	48.3%
Payment in Lieu of Taxes	24,000	24,000	24,000	19,000	79.2%
Fees-Ambulance	2,485,339	1,315,305	2,458,645	1,431,651	58.2%
Fees-Other	642,516	299,648	640,328	292,876	45.7%
Rentals	267,938	102,235	250,270	107,610	43.0%
Departmental Revenue Recreation	830,301	389,407	830,301	406,331	48.9%
Licenses and Permits	1,710,578	962,012	1,679,744	1,068,689	63.6%
Fines and Forfeits	83,490	19,017	83,490	16,616	19.9%
Investment Income	1,201,284	628,063	1,009,961	550,025	54.5%
Federal Revenue	292,950	124,068	197,858	69,044	34.9%
Miscellaneous	136,699	79,484	9,336	85,214	912.7%
General Fund (0100)	15,771,487	5,855,089	15,238,941	5,944,824	39.0%
Water Usage Charges	8,547,804	4,481,124	8,715,889	4,725,281	54.2%
Other Departmental Services	244,308	150,070	244,308	112,214	45.9%
Investment Income	19,350	-	19,350	-	- %
Water Enterprise Fund (6000)	8,811,462	4,631,194	8,979,547	4,837,494	53.9%
Sewer Usage Charges	8,016,975	4,105,593	5,992,685	4,554,171	76.0%
Other Departmental Services	205,156	128,822	205,158	62,186	30.3%
Investment Income	15,525	-	15,525	-	- %
Sewer Enterprise Fund (6500)	8,237,656	4,234,415	6,213,368	4,616,358	74.3%
Stormwater Charges	1,519,854	732,870	1,449,039	749,038	51.7%
Investment Income	7,513	-	7,513	-	- %
Stormwater Enterprise Fund (6800)	1,527,367	732,870	1,456,552	749,038	51.4%
Solid Waste Charges	3,209,347	1,488,868	3,079,969	1,584,980	51.5%
Other Departmental Services	18,207	9,199	18,207	10,567	58.0%
Investment Income	3,638	-	3,638	-	- %
Solid Waste Enterprise Fund (6900)	3,231,192	1,498,068	3,101,814	1,595,547	51.4%
Enterprise Funds	21,807,676	11,096,546	19,751,281	11,798,436	59.7%

Target % as of 1/6/26										
52.05%										
Department	Proposed Budget	Approved Budget	Transfers	Current Budget	Expended	Remaining	% Used	Encumbered	Actual Remaining	% Used
111 Town Council										
Expenses	$ 5,500	$ 5,500	$ -	$ 5,500	$ 4,227	$ 1,273	76.85%	$ -	$ 1,273	76.85%
	$ 5,500	**$ 5,500**	**$ -**	**$ 5,500**	**$ 4,227**	**$ 1,273**	**76.85%**	**$ -**	**$ 1,273**	**76.85%**
123 Town Administration										
Salaries	$ 599,216	$ 557,108	$ (55,000)	$ 502,108	$ 259,715	$ 242,393	51.72%	$ -	$ 242,393	51.72%
Expenses	$ 37,532	$ 35,032	$ -	$ 35,032	$ 4,025	$ 31,007	11.49%	$ -	$ 31,007	11.49%
	$ 636,748	**$ 592,140**	**$ (55,000)**	**$ 537,140**	**$ 263,740**	**$ 273,400**	**49.10%**	**$ -**	**$ 273,400**	**49.10%**
131 Finance Committee										
Expenses	$ 7,000	$ 7,000	$ -	$ 7,000	$ 715	$ 6,285	10.21%	$ -	$ 6,285	10.21%
	$ 7,000	**$ 7,000**	**$ -**	**$ 7,000**	**$ 715**	**$ 6,285**	**10.21%**	**$ -**	**$ 6,285**	**10.21%**
135 Finance										
Salaries	$ 736,615	$ 736,615	$ -	$ 736,615	$ 362,755	$ 373,860	49.25%	$ -	$ 373,860	49.25%
Expenses	$ 120,780	$ 120,780	$ -	$ 120,780	$ 48,695	$ 72,085	40.32%	$ 61,585	$ 10,500	91.31%
	$ 857,395	**$ 857,395**	**$ -**	**$ 857,395**	**$ 411,451**	**$ 445,944**	**47.99%**	**$ 61,585**	**$ 384,359**	**55.17%**
141 Assessors										
Salaries	$ 446,995	$ 385,258	$ -	$ 385,258	$ 197,183	$ 188,075	51.18%	$ -	$ 188,075	51.18%
Expenses	$ 165,500	$ 165,500	$ -	$ 165,500	$ 71,983	$ 93,517	43.49%	$ 84,840	$ 8,677	94.76%
	$ 612,495	**$ 550,758**	**$ -**	**$ 550,758**	**$ 269,166**	**$ 281,592**	**48.87%**	**$ 84,840**	**$ 196,752**	**64.28%**
147 Treasurer-Collector										
Salaries	$ 441,674	$ 441,674	$ -	$ 441,674	$ 215,790	$ 225,884	48.86%	$ -	$ 225,884	48.86%
Expenses	$ 75,605	$ 75,605	$ -	$ 75,605	$ 34,729	$ 40,876	45.93%	$ -	$ 40,876	45.93%
	$ 517,279	**$ 517,279**	**$ -**	**$ 517,279**	**$ 250,519**	**$ 266,760**	**48.43%**	**$ -**	**$ 266,760**	**48.43%**
151 Legal										
Salaries	$ 131,944	$ 131,944	$ -	$ 131,944	$ 65,102	$ 66,842	49.34%	$ -	$ 66,842	49.34%
Expenses	$ 60,000	$ 60,000	$ -	$ 60,000	$ 30,857	$ 29,143	51.43%	$ -	$ 29,143	51.43%
	$ 191,944	**$ 191,944**	**$ -**	**$ 191,944**	**$ 95,959**	**$ 95,985**	**49.99%**	**$ -**	**$ 95,985**	**49.99%**
152 Human Resources										
Salaries	$ 304,055	$ 304,055	$ -	$ 304,055	$ 150,023	$ 154,032	49.34%	$ -	$ 154,032	49.34%
Expenses	$ 37,100	$ 37,100	$ -	$ 37,100	$ 6,262	$ 30,838	16.88%	$ -	$ 30,838	16.88%
	$ 341,155	**$ 341,155**	**$ -**	**$ 341,155**	**$ 156,285**	**$ 184,870**	**45.81%**	**$ -**	**$ 184,870**	**45.81%**
155 Information Technology										
Salaries	$ -	$ -	$ -	$ -	$ -	$ -	0.00%	$ -	$ -	0.00%
Expenses	$ 559,423	$ 559,423	$ -	$ 559,423	$ 374,126	$ 185,297	66.88%	$ 13,266	$ 172,031	69.25%
	$ 559,423	**$ 559,423**	**$ -**	**$ 559,423**	**$ 374,126**	**$ 185,297**	**66.88%**	**$ 13,266**	**$ 172,031**	**69.25%**
161 Town Clerk										
Salaries	$ 255,167	$ 255,167	$ -	$ 255,167	$ 126,953	$ 128,214	49.75%	$ -	$ 128,214	49.75%
Expenses	$ 21,750	$ 21,750	$ -	$ 21,750	$ 8,560	$ 13,190	39.36%	$ -	$ 13,190	39.36%

Target % as of 1/6/26										
52.05%										
Department	Proposed Budget	Approved Budget	Transfers	Current Budget	Expended	Remaining	% Used	Encumbered	Actual Remaining	% Used
	$ 276,917	$ 276,917	$ -	$ 276,917	$ 135,513	$ 141,404	48.94%	$ -	$ 141,404	48.94%
164 Elections & Registration										
Salaries	$ 69,521	$ 69,521	$ -	$ 69,521	$ 41,103	$ 28,418	59.12%	$ -	$ 28,418	59.12%
Expenses	$ 48,000	$ 48,000	$ -	$ 48,000	$ 26,836	$ 21,164	55.91%	$ -	$ 21,164	55.91%
	$ 117,521	$ 117,521	$ -	$ 117,521	$ 67,939	$ 49,582	57.81%	$ -	$ 49,582	57.81%
171 Conservation										
Salaries	$ 87,461	$ 87,461	$ -	$ 87,461	$ 25,203	$ 62,258	28.82%	$ -	$ 62,258	28.82%
Expenses	$ 12,060	$ 12,060	$ -	$ 12,060	$ 515	$ 11,545	4.27%	$ -	$ 11,545	4.27%
	$ 99,521	$ 99,521	$ -	$ 99,521	$ 25,718	$ 73,803	25.84%	$ -	$ 73,803	25.84%
176 Appeals Board										
Expenses	$ 7,000	$ 2,000	$ -	$ 2,000	$ -	$ 2,000	0.00%	$ -	$ 2,000	0.00%
	$ 7,000	$ 2,000	$ -	$ 2,000	$ -	$ 2,000	0.00%	$ -	$ 2,000	0.00%
177 Planning & Growth Management										
Salaries	$ 372,257	$ 311,295	$ -	$ 311,295	$ 148,919	$ 162,376	47.84%	$ -	$ 162,376	47.84%
Expenses	$ 30,500	$ 30,500	$ -	$ 30,500	$ 5,842	$ 24,658	19.15%	$ 834	$ 23,824	21.89%
	$ 402,757	$ 341,795	$ -	$ 341,795	$ 154,761	$ 187,034	45.28%	$ 834	$ 186,199	45.52%
184 Agricultural Commission										
Expenses	$ 1,000	$ 1,000	$ -	$ 1,000	$ 58	$ 942	5.79%	$ -	$ 942	5.79%
	$ 1,000	$ 1,000	$ -	$ 1,000	$ 58	$ 942	5.79%	$ -	$ 942	5.79%
192 Public Property & Buildings										
Salaries	$ 3,554,086	$ 3,396,629	$ -	$ 3,396,629	$ 1,553,948	$ 1,842,681	45.75%	$ -	$ 1,842,681	45.75%
Expenses	$ 5,701,200	$ 5,613,950	$ -	$ 5,613,950	$ 2,283,275	$ 3,330,675	40.67%	$ 499,259	$ 2,831,416	49.56%
	$ 9,255,286	$ 9,010,579	$ -	$ 9,010,579	$ 3,837,222	$ 5,173,357	42.59%	$ 499,259	$ 4,674,097	48.13%
196 Purchasing / Central Services										
Salaries	$ 94,921	$ 94,921	$ -	$ 94,921	$ 46,835	$ 48,086	49.34%	$ -	$ 48,086	49.34%
Expenses	$ 189,524	$ 189,524	$ -	$ 189,524	$ 47,794	$ 141,730	25.22%	$ 5,937	$ 135,793	28.35%
	$ 284,445	$ 284,445	$ -	$ 284,445	$ 94,629	$ 189,816	33.27%	$ 5,937	$ 183,879	35.36%
210 Police										
Salaries	$ 7,175,096	$ 6,956,794	$ -	$ 6,956,794	$ 3,137,230	$ 3,819,564	45.10%	$ -	$ 3,819,564	45.10%
Expenses	$ 386,434	$ 386,434	$ -	$ 386,434	$ 145,073	$ 241,361	37.54%	$ 22,207	$ 219,154	43.29%
	$ 7,561,530	$ 7,343,228	$ -	$ 7,343,228	$ 3,282,303	$ 4,060,925	44.70%	$ 22,207	$ 4,038,718	45.00%
220 Fire										
Salaries	$ 7,415,585	$ 7,326,113	$ -	$ 7,326,113	$ 3,618,299	$ 3,707,814	49.39%	$ -	$ 3,707,814	49.39%
Expenses	$ 525,300	$ 525,300	$ -	$ 525,300	$ 221,028	$ 304,272	42.08%	$ 89,891	$ 214,381	59.19%
	$ 7,940,885	$ 7,851,413	$ -	$ 7,851,413	$ 3,839,327	$ 4,012,086	48.90%	$ 89,891	$ 3,922,195	50.04%
225 Regional Dispatch										

Target % as of 1/6/26										
52.05%										
Department	Proposed Budget	Approved Budget	Transfers	Current Budget	Expended	Remaining	% Used	Encumbered	Actual Remaining	% Used
Expenses	$ 1,315,838	$ 1,315,838	$ -	$ 1,315,838	$ 1,002,123	$ 313,715	76.16%	$ -	$ 313,715	76.16%
	$ 1,315,838	**$ 1,315,838**	**$ -**	**$ 1,315,838**	**$ 1,002,123**	**$ 313,715**	**76.16%**	**$ -**	**$ 313,715**	**76.16%**
240 Inspection										
Salaries	$ 431,676	$ 431,676	$ -	$ 431,676	$ 204,679	$ 226,997	47.41%	$ -	$ 226,997	47.41%
Expenses	$ 29,950	$ 29,950	$ -	$ 29,950	$ 7,152	$ 22,798	23.88%	$ -	$ 22,798	23.88%
	$ 461,626	**$ 461,626**	**$ -**	**$ 461,626**	**$ 211,831**	**$ 249,795**	**45.89%**	**$ -**	**$ 249,795**	**45.89%**
292 Animal Control										
Expenses	$ 104,700	$ 104,700	$ -	$ 104,700	$ 52,236	$ 52,464	49.89%	$ -	$ 52,464	49.89%
	$ 104,700	**$ 104,700**	**$ -**	**$ 104,700**	**$ 52,236**	**$ 52,464**	**49.89%**	**$ -**	**$ 52,464**	**49.89%**
300 Town Schools	$ 78,309,495	$ 78,309,500	$ -	$ 78,309,500	$ 32,925,913	$ 45,383,587	42.05%	$ 40,257,529	$ 5,126,058	93.45%
390 Tri-County Regional School	$ 2,981,204	$ 2,981,204	$ -	$ 2,981,204	$ 2,596,506	$ 384,698	87.10%	$ -	$ 384,698	87.10%
395 Norfolk Aggie	$ 71,743	$ 71,743	$ -	$ 71,743	$ -	$ 71,743	0.00%	$ -	$ 71,743	0.00%
Subtotal, Education	**$ 81,362,442**	**$ 81,362,447**	**$ -**	**$ 81,362,447**	**$ 35,522,419**	**$ 45,840,028**	**43.66%**	**$ 40,257,529**	**$ 5,582,499**	**93.14%**
422 DPW-Highway Dept										
Salaries	$ 2,114,427	$ 2,070,598	$ -	$ 2,070,598	$ 892,957	$ 1,177,641	43.13%	$ -	$ 1,177,641	43.13%
Expenses	$ 4,036,750	$ 3,636,750	$ -	$ 3,636,750	$ 873,308	$ 2,763,442	24.01%	$ 1,594,031	$ 1,169,411	67.84%
	$ 6,151,177	**$ 5,707,348**	**$ -**	**$ 5,707,348**	**$ 1,766,265**	**$ 3,941,083**	**30.95%**	**$ 1,594,031**	**$ 2,347,052**	**58.88%**
510 Health										
Salaries	$ 262,990	$ 262,990	$ -	$ 262,990	$ 129,624	$ 133,366	49.29%	$ -	$ 133,366	49.29%
Expenses	$ 54,600	$ 54,600	$ -	$ 54,600	$ 17,370	$ 37,230	31.81%	$ 16,650	$ 20,580	62.31%
	$ 317,590	**$ 317,590**	**$ -**	**$ 317,590**	**$ 146,993**	**$ 170,597**	**46.28%**	**$ 16,650**	**$ 153,947**	**51.53%**
535 Disability Commission										
Expenses	$ 1,000	$ 1,000	$ -	$ 1,000	$ 247	$ 753	24.69%	$ -	$ 753	24.69%
	$ 1,000	**$ 1,000**	**$ -**	**$ 1,000**	**$ 247**	**$ 753**	**24.69%**	**$ -**	**$ 753**	**24.69%**
541 Council on Aging										
Salaries	$ 558,227	$ 532,063	$ -	$ 532,063	$ 238,534	$ 293,529	44.83%	$ -	$ 293,529	44.83%
Expenses	$ 39,000	$ 39,000	$ -	$ 39,000	$ 20,581	$ 18,419	52.77%	$ -	$ 18,419	52.77%
	$ 597,227	**$ 571,063**	**$ -**	**$ 571,063**	**$ 259,115**	**$ 311,948**	**45.37%**	**$ -**	**$ 311,948**	**45.37%**
543 Veterans Services										
Salaries	$ 125,594	$ 125,594	$ -	$ 125,594	$ 62,102	$ 63,492	49.45%	$ -	$ 63,492	49.45%
Expenses	$ 13,115	$ 13,115	$ -	$ 13,115	$ 2,122	$ 10,993	16.18%	$ -	$ 10,993	16.18%
Veterans Asssistance	$ 165,000	$ 165,000	$ -	$ 165,000	$ 55,466	$ 109,534	33.62%	$ -	$ 109,534	33.62%
	$ 303,709	**$ 303,709**	**$ -**	**$ 303,709**	**$ 119,689**	**$ 184,020**	**39.41%**	**$ -**	**$ 184,020**	**39.41%**

Target % as of 1/6/26										
52.05%										
Department	Proposed Budget	Approved Budget	Transfers	Current Budget	Expended	Remaining	% Used	Encumbered	Actual Remaining	% Used
610 Library										
Salaries	$ 881,606	$ 858,606	$ 23,000	$ 881,606	$ 389,390	$ 492,216	44.17%	$ -	$ 492,216	44.17%
Expenses	$ 337,000	$ 310,000	$ (23,000)	$ 287,000	$ 139,279	$ 147,721	48.53%	$ 56,252	$ 91,469	68.13%
	$ 1,218,606	**$ 1,168,606**	**$ -**	**$ 1,168,606**	**$ 528,669**	**$ 639,937**	45.24%	**$ 56,252**	**$ 583,685**	50.05%
630 Recreation										
Salaries	$ 528,883	$ 528,883	$ -	$ 528,883	$ 294,240	$ 234,643	55.63%	$ -	$ 234,643	55.63%
Expenses	$ 321,700	$ 321,700	$ -	$ 321,700	$ 189,094	$ 132,606	58.78%	$ 9,162	$ 123,444	61.63%
	$ 850,583	**$ 850,583**	**$ -**	**$ 850,583**	**$ 483,333**	**$ 367,250**	56.82%	**$ 9,162**	**$ 358,087**	57.90%
690 Historical Museum										
Salaries	$ 71,809	$ 71,809	$ -	$ 71,809	$ 35,705	$ 36,104	49.72%	$ -	$ 36,104	49.72%
Expenses	$ 5,000	$ 2,500	$ -	$ 2,500	$ 2,073	$ 427	82.92%	$ -	$ 427	82.92%
	$ 76,809	**$ 74,309**	**$ -**	**$ 74,309**	**$ 37,778**	**$ 36,531**	50.84%	**$ -**	**$ 36,531**	50.84%
691 Historical Commission										
Expenses	$ 4,300	$ 3,300	$ -	$ 3,300	$ -	$ 3,300	0.00%	$ -	$ 3,300	0.00%
	$ 4,300	**$ 3,300**	**$ -**	**$ 3,300**	**$ -**	**$ 3,300**	0.00%	**$ -**	**$ 3,300**	0.00%
693 Arts, Culture Creative Economy										
Salaries	$ 97,376	$ 97,376	$ -	$ 97,376	$ 48,606	$ 48,770	49.92%	$ -	$ 48,770	49.92%
Expenses	$ 17,400	$ 12,400	$ -	$ 12,400	$ 6,832	$ 5,568	55.10%	$ -	$ 5,568	55.10%
	$ 114,776	**$ 109,776**	**$ -**	**$ 109,776**	**$ 55,439**	**$ 54,337**	50.50%	**$ -**	**$ 54,337**	50.50%
695 Cultural Council										
Expenses	$ 25,000	$ 20,000	$ -	$ 20,000	$ 12,846	$ 7,154	64.23%	$ -	$ 7,154	64.23%
	$ 25,000	**$ 20,000**	**$ -**	**$ 20,000**	**$ 12,846**	**$ 7,154**	64.23%	**$ -**	**$ 7,154**	64.23%
696 Cultural District Committee										
Expenses	$ 2,000	$ 2,000	$ -	$ 2,000	$ 1,569	$ 431	78.43%	$ -	$ 431	78.43%
	$ 2,000	**$ 2,000**	**$ -**	**$ 2,000**	**$ 1,569**	**$ 431**	78.43%	**$ -**	**$ 431**	78.43%
710 Retirement of Debt										
Principal	$ 4,025,328	$ 4,015,328	$ (46,038)	$ 3,969,290	$ 1,630,000	$ 2,339,290	41.07%	$ -	$ 2,339,290	41.07%
	$ 4,025,328	**$ 4,015,328**	**$ (46,038)**	**$ 3,969,290**	**$ 1,630,000**	**$ 2,339,290**	41.07%	**$ -**	**$ 2,339,290**	41.07%
750 Interest										
Interest	$ 3,339,529	$ 3,337,415	$ (182,159)	$ 3,155,256	$ 939,225	$ 2,216,031	29.77%	$ -	$ 2,216,031	29.77%
	$ 3,339,529	**$ 3,337,415**	**$ (182,159)**	**$ 3,155,256**	**$ 939,225**	**$ 2,216,031**	29.77%	**$ -**	**$ 2,216,031**	29.77%
910 Benefits										
Employee Benefits	$ 16,974,181	$ 16,456,279	$ -	$ 16,456,279	$ 13,131,166	$ 3,325,113	79.79%	$ -	$ 3,325,113	79.79%
	$ 16,974,181	**$ 16,456,279**	**$ -**	**$ 16,456,279**	**$ 13,131,166**	**$ 3,325,113**	79.79%	**$ -**	**$ 3,325,113**	79.79%

Target % as of 1/6/26										
52.05%										
Department	Proposed Budget	Approved Budget	Transfers	Current Budget	Expended	Remaining	% Used	Encumbered	Actual Remaining	% Used
945 Liabilty Insurance	$ 920,000	$ 920,000	$ -	$ 920,000	$ 746,495	$ 173,505	81.14%	$ -	$ 173,505	81.14%
	$ 920,000	**$ 920,000**	**$ -**	**$ 920,000**	**$ 746,495**	**$ 173,505**	81.14%	**$ -**	**$ 173,505**	81.14%
TOTAL OPERATING BUDGET	**$ 147,842,222**	**$ 146,053,930**	**$ (283,197)**	**$ 145,770,733**	**$ 69,911,097**	**$ 75,859,636**	47.96%	**$ 42,711,444**	**$ 33,148,192**	77.26%
ENTERPRISE FUNDS										
434 Solid Waste Disposal										
Salaries	$ 144,705	$ 144,705	$ -	$ 144,705	$ 71,436	$ 73,269	49.37%	$ -	$ 73,269	49.37%
Expenses	$ 3,012,610	$ 3,012,610	$ -	$ 3,012,610	$ 1,208,713	$ 1,803,897	40.12%	$ 1,791,829	$ 12,069	99.60%
OPEB	$ 1,999	$ 1,999	$ -	$ 1,999	$ -	$ 1,999	0.00%	$ -	$ 1,999	0.00%
	$ 3,159,314	**$ 3,159,314**	**$ -**	**$ 3,159,314**	**$ 1,280,149**	**$ 1,879,165**	40.52%	**$ 1,791,829**	**$ 87,336**	97.24%
440 Sewer										
Salaries	$ 998,597	$ 998,597	$ -	$ 998,597	$ 414,575	$ 584,022	41.52%	$ -	$ 584,022	41.52%
Expenses	$ 578,500	$ 578,500	$ -	$ 578,500	$ 129,934	$ 448,566	22.46%	$ 220,894	$ 227,672	60.64%
Charles River Assessment	$ 3,655,000	$ 3,655,000	$ -	$ 3,655,000	$ 2,341,650	$ 1,313,350	64.07%	$ -	$ 1,313,350	64.07%
OPEB	$ 13,721	$ 13,721	$ -	$ 13,721	$ -	$ 13,721	0.00%	$ -	$ 13,721	0.00%
Prinicipal & Interest	$ 302,050	$ 302,050	$ -	$ 302,050	$ 21,025	$ 281,025	6.96%	$ -	$ 281,025	6.96%
	$ 5,547,868	**$ 5,547,868**	**$ -**	**$ 5,547,868**	**$ 2,907,184**	**$ 2,640,684**	52.40%	**$ 220,894**	**$ 2,419,790**	56.38%
450 Water										
Salaries	$ 1,821,406	$ 1,821,406	$ -	$ 1,821,406	$ 745,002	$ 1,076,404	40.90%	$ -	$ 1,076,404	40.90%
Expenses	$ 2,564,000	$ 2,564,000	$ -	$ 2,564,000	$ 810,569	$ 1,753,431	31.61%	$ 931,209	$ 822,222	67.93%
OPEB	$ 24,912	$ 24,912	$ -	$ 24,912	$ -	$ 24,912	0.00%	$ -	$ 24,912	0.00%
Prinicipal & Interest	$ 3,721,029	$ 3,721,029	$ -	$ 3,721,029	$ 537,490	$ 3,183,539	14.44%	$ -	$ 3,183,539	14.44%
	$ 8,131,347	**$ 8,131,347**	**$ -**	**$ 8,131,347**	**$ 2,093,061**	**$ 6,038,286**	25.74%	**$ 931,209**	**$ 5,107,077**	37.19%
460 Stormwater										
Salaries	$ 399,357	$ 399,357	$ -	$ 399,357	$ 169,236	$ 230,121	42.38%	$ -	$ 230,121	42.38%
Expenses	$ 724,000	$ 724,000	$ -	$ 724,000	$ 45,764	$ 678,236	6.32%	$ 249,774	$ 428,462	40.82%
OPEB	$ 4,796	$ 4,796	$ -	$ 4,796	$ -	$ 4,796	0.00%	$ -	$ 4,796	0.00%
	$ 1,128,153	**$ 1,128,153**	**$ -**	**$ 1,128,153**	**$ 215,000**	**$ 913,153**	19.06%	**$ 249,774**	**$ 663,379**	41.20%
TOTAL ENTERPRISE FUNDS	**$ 17,966,682**	**$ 17,966,682**	**$ -**	**$ 17,966,682**	**$ 6,495,394**	**$ 11,471,288**	36.15%	**$ 3,193,705**	**$ 8,277,583**	53.93%
TOTAL ALL BUDGETS	**$ 165,808,904**	**$ 164,020,612**	**$ (283,197)**	**$ 163,737,415**	**$ 76,406,491**	**$ 87,330,924**	46.66%	**$ 45,905,149**	**$ 41,425,775**	74.70%

TOWN ADMINISTRATOR
TOWN of FRANKLIN

MEMORANDUM

February 6, 2026

To: Town Council
From: Jamie Hellen, Town Administrator

RE: FY27 Budget Model Revision & Revised Five-Year Fiscal Forecast

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Attached is the latest draft FY27 budget model, which presents a balanced budget model. All budget documents will be uploaded to the one stop shop town budget website.

Staff have provided a revised FY27 budget model and forecasts from the August 2025 version:

- Town Administrator Memorandum;
- Revised FY27 Control Sheet and Budget;
- Five-Year Fiscal forecast to reflect the proposed baseline FY27 budget.

Executive Analysis

I present a balanced budget model for FY27. This model provides updated revenue assumptions, the requested budget model by the Superintendent, and all department requests, including the restoration of some lost municipal services. Highlights are detailed below.

The elected officials, town boards/committees and community stakeholders need to begin to strategize a sustainable solution to the structural budget deficit for FY28 and beyond, while analyzing the pros and cons of the decisions that will have to be made in FY27. This model will continue to shift slightly throughout the budget process, but is a very strong foundation going into the FY27 budget season. The model presented tonight will largely mirror my budget submittal as my formal budget proposal under Town Charter requirements in 6-3-1, 6-4-1, and 6-5-1. See dates below.

I have provided a model to give everyone time to strategize a game plan for the future without any department cuts or conversations about property tax increases in FY27. Given the context of two failed overrides within the past 18 months, the proposal tonight does not show the need for a general override or any other tax increase that affects the operating budget.

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While the use of one-time funds is far from ideal, I can realistically expect that the town can use $1-2 +/- million a year in free cash in a short term (1-2 years) manner, while a sustainable strategy is decided by the Town Council, School Committee and the community. However, this approach will have an impact on the town and school capital program for FY26 and gets us further behind for future investments to town and school fleet, capital, facilities, fields, and infrastructure.

The model does not impede on Tier 1 capital requests, which were recommended for approval by the Finance Committee. Tier 1 requests are focused on items that were broken and needed to be fixed/replaced, as well as investments in safety gear and technology for police and fire. My recommendation is to hold off on any additional capital funding considerations that have not been recommended by the Finance Committee until after the operating budget is finalized. Any remaining free cash can pay health group deficits or provide additional capital allocations.

Health Care Transition

I have assumed a 14% increase for all school and town employee health care employees based on current enrollment. Group Insurance Commission (GIC) rates and plan design are set in mid-March. Open enrollment is in April. Staff will have definite health care numbers by approximately Memorial Day. The actual data could be under the assumption, or we could be over. We could have surpluses, or deficits, from our existing self-insured health group as we exit that system. Once health care numbers are in, staff can modify a final budget (the weeks of May 25 and June 1st) with a final FY27 budget vote expected on June 10th.

While the budget assumes $8,814,000 million transfer in benefits ($7,980,000 employee health care and $834,000 in Medicare) costs from the schools to the town benefits budget, it is my intention to transfer the figure based on actual subscriber data (as well as assumptions of any future changes in that figure through October 1st, 2026 when school hiring has been largely completed). This number is almost certainly going to shift and we will work with the schools on these assumptions.

Franklin Public Schools - Account 300

This budget model assumes the Superintendent's recommended budget, as presented to the School Committee over the past few weeks. I have provided an Account 300 chart at the bottom of this memo to show the history of requests versus allocations over the past decade.

I give significant credit to Chair Paul Griffith, Vice-Chair Callaghan, Superintendent Giguere, and the former and current School Committees for doing the very challenging work toward stabilizing the School budget over the past two years. Through disciplined collective bargaining strategy, thorough review of operations, many very difficult decisions and public discussions, a long overdue redistricting and a District Improvement Plan (DIP), I feel the Schools are in the most stabilized

financial position in my tenure in Franklin. While strategic investments are desired and a game plan is needed for both capital and operating, the District is on a solid foundation for FY27.

Furthermore, the School Committee unanimously voted this past week to transfer school benefits to the municipal budget account 910. I greatly appreciate the collaboration!

Student achievement is excellent and very competitive in Eastern Massachusetts. For High Schools over 1,400 students, Franklin ranks among the best Top 20 high schools in Eastern Massachusetts and is mentioned in the same class as some of the most desired large districts. Franklin is providing an excellent education to students across all grade levels, including multiple Blue Ribbon winning elementary schools, while providing consistently championship level athletics and an overall great experience for kids to thrive and excel.

Account 300 History

Fiscal Year	Appropriation	$ Increase	% Increase	Requested Appropriation	% Increase	Tax Levy/ New Growth	$ Increase	% Increase	Requested % of New Levy
FY19*	$63,235,000	$3,000,000	4.98%	$3,000,000	4.98%	$73,437,715	$3,269,679	4.66%	91.75%
FY20	$64,858,500	$1,623,500	2.57%	$1,365,000	2.16%	$77,138,076	$3,700,361	5.04%	36.89%
FY21	$65,658,500	$800,000	1.23%	$800,000	1.23%	$80,734,920	$3,596,844	4.66%	22.24%
FY22	$67,820,825	$2,162,325	3.29%	$2,255,684	3.44%	$83,859,337	$3,124,417	3.87%	72.20%
FY23	$70,220,825	$2,400,000	3.54%	$2,400,000	3.54%	$87,255,509	$3,396,172	4.05%	70.67%
FY24	$71,989,431	$1,768,606	2.52%	$1,031,954	1.47%	$90,574,648	$3,319,139	3.80%	31.09%
FY25*	$77,470,190	$5,480,759	7.61%	$9,329,830	12.96%	$94,010,111	$3,435,463	3.79%	271.57%
FY26	$78,309,495	$839,305	1.08%	$2,925,148	3.78%	$97,222,915	$3,212,804	3.42%	91.05%
FY27	$72,341,254	($5,968,241)	(7.62%)	($5,968,241)	(7.62%)	$100,453,488	$3,230,573	3.32%	(184.74%)
FY27	$81,155,254	$2,845,759	3.63%	$2,845,759	3.63%	$100,453,488	$3,230,573	3.32%	88.09%

Current Model - Not Including Health Insurance
Alternative Model - Includes Health Insurance
*denotes one-time funds were used

Revenue Assumptions Modifications

The following are changes from the August 2025 model to the current model:

- "State Aid" revenue was previously assummed at 1%, but Governor Healey's H2 Budget proposes 2.53% at an increase in local aid. This is a difference of $52,175 from the August assumptions, or $642,729 from FY26. See additional advocacy options below.

- "New Growth" is assumed to decline. I have adjusted the new growth at $800,000, a loss of $371,097 in tax base from FY25 (we are still in FY26). Since peak New Growth in 2020, which was $1,864,418, the town has now lost $1.06 million in tax base due to declining new growth revenue. **Over $1 million in tax levy has been lost over the past five-six years!** New Growth peaked in 2019, 2020 and 2021 (historical chart).

- "Local Receipts" stays at a 5% increase, which includes a review and enactment of proposed fee changes to the town code, mostly revising ambulance rates and several other smaller fees to keep up with cost increases. Without the fee updates, I would assume a lower percentage, as we have begun to see a plateau throughout the fiscal year based on FY26 revenue collected. Q2 data is in and shows the town on target, but possibly plateauing.

- One Time Revenues & Sources:

    - MECC Stabilization Fund - Use $117,133 per year over the next four fiscal years (FY27, FY28, FY29, and FY30), which will essentially offset our annual cost increases through the rest of the decade. $468,530 remains in this stabilization account (which has also accumulated interest for a few years in high yield savings accounts). By 2030, I believe the MECC will likely regionalize with the Southeastern Massachusetts Regional 911 District ("SEMRECC") and we will reduce costs by being part of a larger, technologically advanced Dispatch Center.

    - Free cash - Use $2,029,218 of remaining free cash. This will leave $226,988 in free cash, assuming finance committee recommendations are ratified.

Expenditure Assumption Modifications

All town departments proposed level staffing and service (plus 2.5% COLA) with the exceptions listed below. The Town finance team has met with all departments. Their budgets are incorporated into the model. The following are changes from the August 2025 model to the current model are:

- 123 Administrator:
  - Includes a Deputy Town Administrator at $190,000 salary.
  - HR will conduct a market basket of the position over the next month or two and data will be included in the budget narrative.
  - Please visit the Town Administrator webpage for responsibilities.

- 135 Finance/Comptroller
  - Includes a Munis Administrator position at $100,000 that benefits the Finance and Human Resources Departments for both the town and schools, as well as the Technology Department. Similar to benefits and the second floor staff restructuring, this is another area of collaboration between town and school departments even if the position is being reallocated and funded on the municipal budget.
  - The Town purchased the Munis system in 2007, and it serves as the central repository for all financial and human resources data for both Town and School employees. However, due to longstanding staffing and funding constraints, many features have never been fully implemented, and training opportunities have been limited over the nearly 20 years it has been in place. As a result, many available MUNIS modules remain unused or underutilized. These modules would create significant staff efficiencies for all Finance, HR and Technology departments.
  - To finance this position, town finance and HR staff are proposing to reallocate portions of their budget to pay for half of the position. These reallocations will account for $46,750 of the $100,000, with a net cost of $52,250.
    - Finance Department
      - Reallocate $15,000 from existing expense lines. We currently spend around $15,000 annually on consultants performing Munis work.
      - Eliminate the Special Assistant position ($26,750). This was a temporary role to support succession planning following the former Finance Director's retirement. It is no longer necessary now that the CFO and Comptroller have been in their roles for 2 years.
    - Human Resources Department
      - Reduce expenses by $5,000. We do not expect to have to spend as much money on job advertisements in FY27. At this point, we are not expecting as many retirements as we had in past years.

- 141 Assessors
  - Includes an Administrative Assistant at $54,600.

    - See the letter from the Board of Assessors for last year's budget request.
    - An Administrative Assistant would allow for all admin tasks to be centralized, allowing appraisers to focus 100% on property calculations, hence increasing New Growth.

- 210 Police Department
    - Restores two police officers that were reduced as part of the override. Both officers would cost a base salary/estimated stipends of $192,744 in FY27. These two officers would essentially replace the SRO's that were lost and restore many public activities, like the Halloween party and more.

- 292 Animal Control
    - There are no financial changes to the Animal Control budget yet. However, Bellingham and Franklin are working on a revised regional agreement and staffing plan based on feedback from the state. I will have updated information on this in May/June.

- 300 Franklin Public Schools
    - 2.5% increase request or $1,765,265 million.
    - Moved $8.8 million to the town benefits line item of school benefits.
    - The net decrease in Account 300 is $5,968,241 after moving benefits and increasing the 2.5%.

- 422 Department of Public Works
    - Restores $279,000 in cuts from FY26 in restored funding for various services that were cut over the past year, including the summer interns, tree trimming, and more.
    - However, based on this winter, I may suggest increasing snow and ice removal in place of these restorations.

- 510 Health
    - The regional agreement and grant funding with Wrentham and Norfolk is expected to subside and/or end in the FY27 or FY28 state budget. The Metacomet Public Health Alliance was a regional effort born out of COVID-19 when the state Public Health office blossomed with staff, programs and federal stimulus funds.
    - As a result, the town is preparing to absorb the actual costs. We are required to absorb the $67,850 in additional costs due to legal requirements for food inspection and a portion of the Public Health Nurse services (both being subsidized by the grant, but were paid for by the town before the grant). While the Public Health Registered Nurse (RN) is physically located at the Senior Center and performs many duties there, the position is in the Health budget due to state law requiring a certain amount of registered nursing services.

- 693 Arts, Culture & Creative Economy Department

    - Restores $5,000 in marketing line items to assist with the community event planning, such as the A-Wreath-A-Franklin event each winter. This figure restores half of the cut to the Arts & Culture Department last year.

- 696 Cultural District
    - Includes $15,000 for the Cultural District Committee because of an anticipated loss in annual state grant. For seven years, the CDC has received $15,000 for being a state certified Cultural District. The Arts staff and boards indicate this grant may not be available by the state in the next year or two.

- 910 Benefits
    - The Benefits Budget includes the costs for a variety of benefits for employees and retirees including: the Norfolk County Retirement System Assessment, health insurance, life insurance, OPEB, worker's compensation insurance, unemployment insurance and compensation reserve.
    - The Benefits Budget includes all health insurance costs for active Town employees and retirees from both the Town and the Schools. In the past, the School Department has paid for costs related to school employees. Starting in Fiscal Year 2027, all school health insurance and medicare insurance costs will be moved from the Schools (Department 300) to the Town Benefits Budget. We will add two additional line items to the overall budget. The School Department has estimated a health and benefits budget of $8,814,000.
    - The Town will be joining the Group Insurance Commission this year. We will not know our final enrollment numbers or what plans our employees will choose until late May. To keep the maximum flexibility, we are increasing the health insurance line items by 14% and will readjust it based on actual numbers in early June.
    - The Town will pay Norfolk County Retirement System $8,786,849 in Fiscal Year 2027 to help fund pensions for all Town employees and School employees who are *not* in the Massachusetts Teachers Retirement System.
    - We are expecting fairly level numbers for our Worker's Compensation Insurance and Unemployment Insurance. Both of these lines cover both Town and School employees, but will have actual numbers for the May/June budget.
    - For FY27, and per town financial policy, we are increasing our OPEB contribution from $100,000 to $150,000.

- 945 Property & Casualty -
    - We have had positive claims experience over the last few years for our Professional Liability insurance through MIIA. The model shows a 2.5% increase, but we will have final numbers in May and can adjust accordingly.

Top 10 Sample Options to Solve the Structural Budget Deficit

The following is a short list of ideas to help fix the town's structural budget deficit. All ideas are welcome and should be a part of the strategy developed by the Town Council and School Committee.

1. Make immediate cuts to school and town departments.

2. Build a grassroots, non-governmental coalition of residents to educate the public on the structural budget deficit and discuss sustainable solutions.

3. Address New Growth's decline. If the deficit is nearly $2 million, half of that deficit is now created by a $1 million loss in new growth over the past five years.

4. Do not fund restored municipal staff and arts funding in FY27 budget. If the town does not fund the Deputy Town Administrator, two Police officers, Administrative Assistant in the Assessors Office, and the $20,000 in Arts funding, the budget will require less one-time money to balance the budget. Not funding these positions/expenses will save $458,315 from one-time funds (free cash) being used in the operating budget.

5. The model assumes several fee increases for FY27, notably revised ambulance ALS/BLS rates. The Council could also increase other fees, but the entire bylaw was revised in 2024.

6. Use one-time money, such as free cash, on an annual basis to stabilize the budget.

7. If interest rates trend downward in 2026-27, a short term, five-year capital borrowing could be an option for technology, schools, facilities and/or fleet and capital that is falling behind. If so, maintaining our AAA bond rating should be a paramount policy priority.

8. Make final decisions on the two former school properties: Davis-Thayer and Parmenter, which may have an effect on the Recreation Center at 275 Beaver Street. Any surplus properties could be used for future land acquisition or bondable capital improvements to current public properties. All three properties are not on the property tax rolls.

9. Further evaluate how to assume how School Department Revolving Funds can offset costs to the town budget, specifically costs for school facility and gym rentals where the expenditures are from the Town Facilities or DPW.

10. Advocacy with Beacon Hill. Advocating for legislation could improve our budget standing later in the fiscal year, or in future fiscal years:

a. **UGGA - $351 Million for 351 Cities and Towns**. If this were passed, Franklin would see an increase of approximatley $816,000 in UGGA Aid, which is approximately 40% of the structural deficit. With the immense fiscal pressures on cities and towns and the affordability crisis for residents, the state government should be reinvesting more state tax revenues on the people who work on the front lines of our communities. Cities and towns cannot override their way out of the fiscal challenges and the state government should be committing to a greater share of state aid to cities and towns.

b. The **Municipal Empowerment Act** would create numerous efficiencies for municipal staff, including reforms to the procurement process. It would also provide additional exemptions for seniors, permanent hybrid meeting options and much more. The Town Council has advocated for this legislation in the past.

c. **Municipal Empowerment Act or Local Home Rule Hotel Tax**. This is a local option tax that would be exceptionally good with the World Cup coming to town, but also for a revenue source that would not be borne on local taxpayers. Based on the 2025 actuals of over $11 million in hotel stay purchasing, a 2% increase would add approximatley $200-$240,000 to local receipts. There is no reason the legislature has to block our local authority to raise this revenue on predominantly people who do not live in Franklin a strong hotel base. If the Council was willing to file home rule legislation, we could ask Representative Roy & Senator Rausch to file this bill separate from the municipal empowerment act.

Future Concerns

- Snow and Ice Removal costs are very high this winter and the Town may need to rebuild the stabilization fund next year.

- New growth trends.

- We continue to see unsustainable increases to employee health care costs.

- Infrastructure costs continue to rise, but if we continue to cut the budget, we will not have the proper funding in our capital plan to keep up with basic infrastructure needs.

- The Town does not have a strategy to finance the structural budget deficit, capital plan and facilities investments.

- One-time money usage is not a financially sound trend, yet neither are cuts.

- Hold Harmless is now at $14.89 million for FY26 and is expected to be $17.29 million in FY27.

- Affordability for residents in Franklin and Massachusetts. Population growth has flatlined and Massachusetts is losing population.

Budget Calendar Dates

- February 16-20 - School vacation. Town/School staff begin five week budget production.
- February 25 - Finance Committee meeting to discuss FY27 budget model.
- March 4th - Town Council goals setting session.
- March 18th - Town Council & School Committee meeting to discuss Chapter 70 formula with the Department of Elementary and Secondary Education (DESE).
- March 27th (Friday) - Town Administrator files budget, per Charter 6-3-1, 6-4-1, and 6-5-1.
- April 6-9 - Finance Committee Budget Hearings (specific dates/times TBD).
- May 1-22 - Receive GIC data. Staff will work with actual and refine FY27 budget proposals.
- May 13th - Town Council meeting. Updated OPEB actuarial and annual Audit presentations.
- May 21-22 - Town Council Budget Hearings.
- June 10 - Town Council vote on final FY27 budget and associated finance resolutions.
- June 24 - Town Council vote on FY26 year end transfers (if required).
- November 18th - Town Council finalizes the FY27 budget recap.
- December 2nd - Town Council conducts annual tax rate hearing.

TOWN OF FRANKLIN
FISCAL YEAR 2027 REVENUE AND CONTROL SHEET

	FINAL FY25	FINAL FY26	PROPOSED FY27	INCREASE/ (DECREASE)
TAX LEVY				
Prior Year Levy Limit plus 2 1/2%	$ 92,839,014	$ 96,360,364	$ 99,653,488	$ 3,293,124
New Growth	$ 1,171,097	$ 862,551	$ 800,000	$ (62,551)
TOTAL TAX LEVY	**$ 94,010,111**	**$ 97,222,915**	**$ 100,453,488**	**$ 3,230,573**
DEBT EXCLUSIONS				
Keller-Sullivan	$ 360,325	$ -	$ -	$ -
Horace Mann Issue #2	$ 270,000	$ 260,000	$ -	$ (260,000)
High School Issue #1	$ 2,879,488	$ 2,880,588	$ 2,879,088	$ (1,500)
High School Issue #2	$ 153,062	$ 149,313	$ 150,563	$ 1,250
Tri-County New School	$ 132,298	$ 1,380,233	$ 1,559,172	$ 178,939
TOTAL DEBT EXCLUSIONS	**$ 3,795,173**	**$ 4,670,134**	**$ 4,588,823**	**$ (81,311)**
TOTAL POTENTIAL TAX LEVY	**$ 97,805,284**	**$ 101,893,049**	**$ 105,042,311**	**$ 3,149,262**
STATE REVENUE				
Chapter 70 School Aid	$ 29,717,993	$ 30,460,643	$ 30,815,693	$ 355,050
Charter School Reimbursements	$ 767,369	$ 638,571	$ 721,579	$ 83,008
Unrestricted Aid	$ 3,042,531	$ 3,075,999	$ 3,152,718	$ 76,719
All Other Net of Offsets	$ 428,538	$ 589,360	$ 545,858	$ (43,502)
TOTAL STATE REVENUE	**$ 33,956,431**	**$ 34,764,573**	**$ 35,235,848**	**$ 471,275**
OTHER REVENUES				
Local Receipts - General Fund	$ 13,621,033	$ 15,238,941	$ 16,000,888	$ 761,947
TOTAL OTHER REVENUES	**$ 13,621,033**	**$ 15,238,941**	**$ 16,000,888**	**$ 761,947**
OTHER AVAILABLE FUNDS				
Net Budget Stabilization / Other Transfers	$ 3,032,009	$ -	$ 117,133	$ 117,133
Free Cash	$ -	$ -	$ 2,029,218	$ 2,029,218
Enterprise Fund (Indirects)	$ 1,841,000	$ 1,984,600	$ 2,004,000	$ 19,400
TOTAL OTHER AVAILABLE FUNDS	**$ 4,873,009**	**$ 1,984,600**	**$ 4,150,351**	**$ 2,165,751**
TOTAL REVENUES & OTHER FUNDS	**$ 150,255,757**	**$ 153,881,163**	**$ 160,429,398**	**$ 6,548,234**
ASSESSMENTS & OTHER VOTES				
School Choice	$ 513,872	$ 518,346	$ 394,466	$ (123,880)
State Assessments	$ 524,133	$ 537,505	$ 541,556	$ 4,051
County Assessment	$ 262,362	$ 281,111	$ 281,111	$ -
Charter School Assessment	$ 5,895,585	$ 6,123,477	$ 6,071,852	$ (51,625)
Provision for Abatements & Exemptions	$ 636,146	$ 650,000	$ 650,000	$ -
TOTAL ASSESMENTS & OTHER VOTES	**$ 7,832,098**	**$ 8,110,439**	**$ 7,938,985**	**$ (171,454)**
TOTAL NET REVENUE	**$ 142,423,659**	**$ 145,770,724**	**$ 152,490,413**	**$ 6,719,688**
LESS: TOTAL GENERAL FUND BUDGET	**$ 142,357,539**	**$ 145,770,724**	**$ 152,490,413**	**$ 6,719,689**
UNUSED LEVY	**$ 66,120**	**$ 0**	**$ (0)**	

TOWN OF FRANKLIN FY 2027 OPERATING BUDGET						
OPERATING BUDGET	Town Council Final FY25	Town Council Final FY26	Department Requested FY27	Town Admin. Requested FY27	Fincom Requested FY27	Town Council Final FY27
111 Town Council						
Expenses	$ 5,500	$ 5,500	$ 5,500			
	$ 5,500	**$ 5,500**	**$ 5,500**	**$ -**	**$ -**	**$ -**
123 Town Administration						
Salaries	$ 579,799	$ 502,108	$ 680,891			
Expenses	$ 31,826	$ 35,032	$ 35,032			
	$ 611,625	**$ 537,140**	**$ 715,923**	**$ -**	**$ -**	**$ -**
131 Finance Committee						
Expenses	$ 1,500	$ 7,000	$ 7,000			
	$ 1,500	**$ 7,000**	**$ 7,000**	**$ -**	**$ -**	**$ -**
135 Finance						
Salaries	$ 723,925	$ 736,615	$ 827,852			
Expenses	$ 119,800	$ 120,780	$ 115,680			
	$ 843,725	**$ 857,395**	**$ 943,532**	**$ -**	**$ -**	**$ -**
141 Assessors						
Salaries	$ 381,597	$ 385,258	$ 442,649			
Expenses	$ 127,400	$ 165,500	$ 147,983			
	$ 508,997	**$ 550,758**	**$ 590,632**	**$ -**	**$ -**	**$ -**
147 Treasurer-Collector						
Salaries	$ 431,047	$ 441,674	$ 452,578			
Expenses	$ 75,605	$ 75,605	$ 88,605			
	$ 506,652	**$ 517,279**	**$ 541,183**	**$ -**	**$ -**	**$ -**
151 Legal						
Salaries	$ 128,726	$ 131,944	$ 135,242			
Expenses	$ 60,000	$ 60,000	$ 60,000			
	$ 188,726	**$ 191,944**	**$ 195,242**	**$ -**	**$ -**	**$ -**
152 Human Resources						
Salaries	$ 324,904	$ 304,055	$ 311,655			
Expenses	$ 38,950	$ 37,100	$ 32,100			
	$ 363,854	**$ 341,155**	**$ 343,755**	**$ -**	**$ -**	**$ -**
155 Information Technology						
Salaries	$ -	$ -	$ -			
Expenses	$ 520,053	$ 559,423	$ 528,207			
	$ 520,053	**$ 559,423**	**$ 528,207**	**$ -**	**$ -**	**$ -**
161 Town Clerk						
Salaries	$ 248,955	$ 255,167	$ 261,541			
Expenses	$ 21,150	$ 21,750	$ 23,750			
	$ 270,105	**$ 276,917**	**$ 285,291**	**$ -**	**$ -**	**$ -**
164 Elections & Registration						
Salaries	$ 171,279	$ 69,521	$ 87,815			
Expenses	$ 65,700	$ 48,000	$ 48,600			
	$ 236,979	**$ 117,521**	**$ 136,415**	**$ -**	**$ -**	**$ -**
171 Conservation						
Salaries	$ 75,541	$ 87,461	$ 82,172			
Expenses	$ 12,060	$ 12,060	$ 12,060			
	$ 87,601	**$ 99,521**	**$ 94,232**	**$ -**	**$ -**	**$ -**
176 Appeals Board						
Expenses	$ 7,000	$ 2,000	$ 2,000			
	$ 7,000	**$ 2,000**	**$ 2,000**	**$ -**	**$ -**	**$ -**
177 Planning & Growth Management						
Salaries	$ 366,017	$ 311,295	$ 283,806			
Expenses	$ 30,500	$ 30,500	$ 31,500			
	$ 396,517	**$ 341,795**	**$ 315,306**	**$ -**	**$ -**	**$ -**
184 Agricultural Commission						
Expenses	$ 1,000	$ 1,000	$ 1,000			
	$ 1,000	**$ 1,000**	**$ 1,000**	**$ -**	**$ -**	**$ -**
192 Public Property & Buildings						
Salaries	$ 3,484,614	$ 3,396,628	$ 3,506,301			

TOWN OF FRANKLIN FY 2027 OPERATING BUDGET						
OPERATING BUDGET	Town Council Final FY25	Town Council Final FY26	Department Requested FY27	Town Admin. Requested FY27	Fincom Requested FY27	Town Council Final FY27
Expenses	$ 5,384,040	$ 5,613,950	$ 5,957,024			
	$ 8,868,654	**$ 9,010,578**	**$ 9,463,325**	**$ -**	**$ -**	**$ -**
196 Purchasing / Central Services						
Salaries	$ 92,249	$ 94,921	$ 97,293			
Expenses	$ 170,524	$ 189,524	$ 200,524			
	$ 262,773	**$ 284,445**	**$ 297,817**	**$ -**	**$ -**	**$ -**
Subtotal, General Government	**$ 13,681,261**	**$ 13,701,371**	**$ 14,466,360**	**$ -**	**$ -**	**$ -**
210 Police						
Salaries	$ 6,974,304	$ 6,956,793	$ 7,505,691			
Expenses	$ 374,016	$ 386,434	$ 395,717			
	$ 7,348,320	**$ 7,343,227**	**$ 7,901,408**	**$ -**	**$ -**	**$ -**
220 Fire						
Salaries	$ 7,181,065	$ 7,326,113	$ 7,896,461			
Expenses	$ 506,000	$ 525,300	$ 545,300			
	$ 7,687,065	**$ 7,851,413**	**$ 8,441,761**	**$ -**	**$ -**	**$ -**
225 Regional Dispatch						
Expenses	$ 1,309,797	$ 1,315,838	$ 1,348,734			
	$ 1,309,797	**$ 1,315,838**	**$ 1,348,734**	**$ -**	**$ -**	**$ -**
240 Inspection						
Salaries	$ 416,583	$ 431,676	$ 440,306			
Expenses	$ 29,950	$ 29,950	$ 31,070			
	$ 446,533	**$ 461,626**	**$ 471,376**	**$ -**	**$ -**	**$ -**
292 Animal Control						
Expenses	$ 104,700	$ 104,700	$ 104,700			
	$ 104,700	**$ 104,700**	**$ 104,700**	**$ -**	**$ -**	**$ -**
Subtotal, Public Safety	**$ 16,896,415**	**$ 17,076,804**	**$ 18,267,979**	**$ -**	**$ -**	**$ -**
300 Town Schools	$ 77,470,190.00	$ 78,309,495	$ 72,341,254			
390 Tri-County Regional School	$ 2,908,492	$ 2,981,204	$ 3,055,734			
395 Norfolk Aggie	$ 69,993	$ 71,743	$ 80,000			
Subtotal, Education	**$ 80,448,675**	**$ 81,362,442**	**$ 75,476,988**	**$ -**	**$ -**	**$ -**
422 DPW-Highway Dept						
Salaries	$ 2,064,117	$ 2,070,598	$ 2,211,378			
Expenses	$ 3,845,550	$ 3,636,750	$ 3,874,600			
	$ 5,909,667	**$ 5,707,348**	**$ 6,085,978**	**$ -**	**$ -**	**$ -**
TOTAL DPW - Hwy	**$ 5,909,667**	**$ 5,707,348**	**$ 6,085,978**	**$ -**	**$ -**	**$ -**
510 Health						
Salaries	$ 284,853	$ 262,990	$ 314,878			
Expenses	$ 48,400	$ 54,600	$ 78,200			
	$ 333,253	**$ 317,590**	**$ 393,078**	**$ -**	**$ -**	**$ -**
535 Disability Commission						
Expenses	$ 1,000	$ 1,000	$ 1,000			
	$ 1,000	**$ 1,000**	**$ 1,000**	**$ -**	**$ -**	**$ -**
541 Council on Aging						
Salaries	$ 542,232	$ 532,063	$ 545,558			
Expenses	$ 33,100	$ 39,000	$ 51,700			
	$ 575,332	**$ 571,063**	**$ 597,258**	**$ -**	**$ -**	**$ -**
543 Veterans Services						
Salaries	$ 119,487	$ 125,594	$ 128,730			
Expenses	$ 12,115	$ 13,115	$ 13,115			
Veterans Asssistance	$ 165,000	$ 165,000	$ 165,000			
	$ 296,602	**$ 303,709**	**$ 306,845**	**$ -**	**$ -**	**$ -**

TOWN OF FRANKLIN FY 2027 OPERATING BUDGET						
OPERATING BUDGET	**Town Council Final FY25**	**Town Council Final FY26**	**Department Requested FY27**	**Town Admin. Requested FY27**	**Fincom Requested FY27**	**Town Council Final FY27**
Subtotal, Human Services	**$ 1,206,187**	**$ 1,193,362**	**$ 1,298,180**	**$ -**	**$ -**	**$ -**
610 Library						
Salaries	$ 862,725	$ 881,606	$ 904,153			
Expenses	$ 292,000	$ 287,000	$ 296,275			
	$ 1,154,725	**$ 1,168,606**	**$ 1,200,428**	**$ -**	**$ -**	**$ -**
630 Recreation						
Salaries	$ 511,472	$ 528,883	$ 542,470			
Expenses	$ 294,500	$ 321,700	$ 331,700			
	$ 805,972	**$ 850,583**	**$ 874,170**	**$ -**	**$ -**	**$ -**
690 Historical Museum						
Salaries	$ 70,057	$ 71,809	$ 73,615			
Expenses	$ 10,000	$ 2,500	$ 2,500			
	$ 80,057	**$ 74,309**	**$ 76,115**	**$ -**	**$ -**	**$ -**
691 Historical Commission						
Expenses	$ 4,302	$ 3,300	$ 3,300			
	$ 4,302	**$ 3,300**	**$ 3,300**	**$ -**	**$ -**	**$ -**
693 Arts, Culture Creative Economy						
Salaries	$ 95,000	$ 97,376	$ 100,194			
Expenses	$ 15,400	$ 12,400	$ 17,400			
	$ 110,400	**$ 109,776**	**$ 117,594**	**$ -**	**$ -**	**$ -**
695 Cultural Council						
Expenses	$ 25,000	$ 20,000	$ 20,000			
	$ 25,000	**$ 20,000**	**$ 20,000**	**$ -**	**$ -**	**$ -**
696 Cultural District Committee						
Expenses	$ 2,000	$ 2,000	$ 17,000			
	$ 2,000	**$ 2,000**	**$ 17,000**	**$ -**	**$ -**	**$ -**
Subtotal, Culture & Recreation	**$ 2,182,456**	**$ 2,228,574**	**$ 2,308,607**	**$ -**	**$ -**	**$ -**
710 Retirement of Debt						
Non-Excluded	$ 1,745,000	$ 1,930,000	$ 1,860,000			
Excluded	$ 2,245,000	$ 1,857,131	$ 2,250,265			
	$ 3,990,000	**$ 3,787,131**	**$ 4,110,265**	**$ -**	**$ -**	**$ -**
750 Interest						
Non-Excluded	$ 516,773	$ 524,411	$ 442,423			
Excluded	$ 1,550,314	$ 2,813,002	$ 2,338,557			
	$ 2,067,087	**$ 3,337,413**	**$ 2,780,980**	**$ -**	**$ -**	**$ -**
Subtotal, Debt Service	**$ 6,057,087**	**$ 7,124,544**	**$ 6,891,245**	**$ -**	**$ -**	**$ -**
910 Benefits						
Retirement & Pension	$ 7,890,141	$ 8,448,186	$ 8,786,849			
Health/Life Insurance Benefits	$ 3,861,000	$ 4,363,098	$ 4,973,932			
School Health Insurance	$ -	$ -	$ 7,980,000			
School Medicare	$ -	$ -	$ 834,000			
Retired Teacher Health Insurance	$ 560,000	$ 665,000	$ 758,100			
Non-GIC School Retirees	$ 1,283,000	$ 1,574,000	$ 1,794,360			
Workers Compensation	$ 550,000	$ 620,000	$ 706,800			
Unemployment Compensation	$ 143,529	$ 150,000	$ 171,000			
Medicare	$ 368,550	$ 435,995	$ 497,034			
OPEB	$ 400,000	$ 100,000	$ 150,000			
Compensation Reserve	$ 100,000	$ 100,000	$ 100,000			
	$ 15,156,220	**$ 16,456,279**	**$ 26,752,075**	**$ -**	**$ -**	**$ -**
945 Liabilty Insurance	$ 819,571	$ 920,000	$ 943,000			
	$ 819,571	**$ 920,000**	**$ 943,000**	**$ -**	**$ -**	**$ -**
Subtotal, Benefits & Insurance	**$ 15,975,791**	**$ 17,376,279**	**$ 27,695,075**	**$ -**	**$ -**	**$ -**

TOWN OF FRANKLIN FY 2027 OPERATING BUDGET						
OPERATING BUDGET	**Town Council Final FY25**	**Town Council Final FY26**	**Department Requested FY27**	**Town Admin. Requested FY27**	**Fincom Requested FY27**	**Town Council Final FY27**
TOTAL ALL BUDGETS	**$ 142,357,539**	**$ 145,770,724**	**$ 152,490,413**	**$ -**	**$ -**	**$ -**
ENTERPRISE FUNDS						
434 Solid Waste Disposal						
Salaries	$ 141,400	$ 144,705	$ 150,362			
Expenses	$ 2,774,732	$ 3,012,610	$ 3,207,684			
OPEB	$ 1,817	$ 1,999	$ 2,199			
	$ 2,917,949	**$ 3,159,314**	**$ 3,360,245**	**$ -**	**$ -**	**$ -**
440 Sewer						
Salaries	$ 989,282	$ 998,597	$ 1,024,889			
Expenses	$ 569,750	$ 578,500	$ 598,000			
Charles River Assessment	$ 3,655,000	$ 3,655,000	$ 3,615,000			
OPEB	$ 12,474	$ 13,721	$ 15,093			
Prinicipal & Interest	$ 641,525	$ 302,050	$ 1,829,810			
	$ 5,868,031	**$ 5,547,868**	**$ 7,082,792**	**$ -**	**$ -**	**$ -**
450 Water						
Salaries	$ 1,783,316	$ 1,821,405	$ 1,866,160			
Expenses	$ 2,468,500	$ 2,564,000	$ 2,632,500			
OPEB	$ 22,647	$ 24,912	$ 27,403			
Prinicipal & Interest	$ 2,857,672	$ 3,721,030	$ 2,928,274			
	$ 7,132,135	**$ 8,131,347**	**$ 7,454,337**	**$ -**	**$ -**	**$ -**
460 Stormwater						
Salaries	$ 371,296	$ 399,356	$ 444,728			
Expenses	$ 724,000	$ 724,000	$ 737,000			
OPEB	$ 4,360	$ 4,796	$ 5,276			
	$ 1,099,656	**$ 1,128,152**	**$ 1,187,004**	**$ -**	**$ -**	**$ -**
TOTAL ENTERPRISE FUNDS	**$ 17,017,771**	**$ 17,966,681**	**$ 19,084,378**	**$ -**	**$ -**	**$ -**
TOTAL OPERATING BUDGET	**$ 159,375,310**	**$ 163,737,405**	**$ 171,574,791**	**$ -**	**$ -**	**$ -**

TOWN OF FRANKLIN
FIVE YEAR FISCAL FORECAST FY27 THROUGH FY32

	BUDGET			FORECAST			
	FY27	FY28	FY29	FY30	FY31	FY32	Assumptions
TAX LEVY							
Prior Year Levy Limit plus 2 1/2%	$99,653,488	$102,964,826	$106,358,947	$109,837,921	$113,403,870	$117,058,967	Prop. 2.5
New Growth	$800,000	$800,000	$800,000	$800,000	$800,000	$800,000	0.00%
TOTAL TAX LEVY	**$100,453,488**	**$103,764,826**	**$107,158,947**	**$110,637,921**	**$114,203,870**	**$117,858,967**	
DEBT EXCLUSIONS							
Horace Mann Issue #2	$0	$0	$0	$0	$0	$0	Fixed Amount
High School Issue #1	$2,879,088	$2,879,888	$2,877,888	$2,877,988	$2,878,744	$2,879,903	Fixed Amount
High School Issue #2	$150,563	$151,563	$152,313	$152,813	$153,063	$150,063	Fixed Amount
Tri-County New School	$1,559,172	$1,539,399	$1,559,172	$1,495,971	$1,474,467	$1,488,994	Fixed Amount
TOTAL DEBT EXCLUSIONS	**$4,588,823**	**$4,570,849**	**$4,589,372**	**$4,526,771**	**$4,506,273**	**$4,518,960**	
TOTAL POTENTIAL TAX LEVY	**$105,042,311**	**$108,335,675**	**$111,748,319**	**$115,164,692**	**$118,710,143**	**$122,377,927**	
STATE REVENUE							
Chapter 70 School Aid	$30,815,693	$31,123,850	$31,435,088	$31,749,439	$32,066,934	$32,387,603	1.00%
Charter School Reimbursements	$721,579	$728,795	$736,083	$743,444	$750,878	$758,387	1.00%
Unrestricted Aid	$3,152,718	$3,184,245	$3,216,088	$3,248,249	$3,280,731	$3,313,538	1.00%
All Other Net of Offsets	$545,858	$554,046	$562,357	$570,792	$579,354	$588,044	1.50%
TOTAL STATE REVENUE	**$35,235,848**	**$35,590,936**	**$35,949,615**	**$36,311,923**	**$36,677,896**	**$37,047,572**	
OTHER REVENUES							
Local Receipts - General Fund	$16,000,888	$16,800,932	$17,640,979	$18,523,028	$19,449,179	$20,421,638	5.00%
TOTAL OTHER REVENUES	**$16,000,888**	**$16,800,932**	**$17,640,979**	**$18,523,028**	**$19,449,179**	**$20,421,638**	
OTHER AVAILABLE FUNDS							
Net Budget Stabilization / Other Transfers	$117,133	$117,133	$117,133	$117,133	$0	$0	Fixed Amount
Free Cash	$2,029,218	$0	$0	$0	$0	$0	Fixed Amount
Enterprise Fund (Indirects)	$2,004,000	$2,104,200	$2,209,410	$2,319,881	$2,435,875	$2,557,668	5.00%
TOTAL OTHER AVAILABLE FUNDS	**$4,150,351**	**$2,221,333**	**$2,326,543**	**$2,437,014**	**$2,435,875**	**$2,557,668**	
TOTAL REVENUES & OTHER FUNDS	**$160,429,398**	**$162,948,876**	**$167,665,456**	**$172,436,657**	**$177,273,094**	**$182,404,806**	
ASSESSMENTS & OTHER VOTES							
School Choice	$394,466	$410,245	$426,654	$443,721	$461,469	$479,928	4.00%
State Assessments	$541,556	$563,218	$585,747	$609,177	$633,544	$658,886	4.00%
County Assessment	$281,111	$292,355	$304,050	$316,212	$328,860	$342,015	4.00%
Charter School Assessment	$6,071,852	$6,314,726	$6,567,315	$6,830,008	$7,103,208	$7,387,336	4.00%
Provision for Abatements & Exemptions	$650,000	$650,000	$650,000	$650,000	$650,000	$650,000	0.00%
TOTAL ASSESMENTS & OTHER VOTES	**$7,938,985**	**$8,230,544**	**$8,533,766**	**$8,849,117**	**$9,177,081**	**$9,518,165**	
TOTAL NET REVENUE	**$152,490,413**	**$154,718,332**	**$159,131,690**	**$163,587,540**	**$168,096,012**	**$172,886,641**	
LESS: TOTAL GENERAL FUND BUDGET	**$152,490,413**	**$157,252,704**	**$163,377,998**	**$170,039,528**	**$177,301,872**	**$184,785,082**	
UNUSED LEVY	**$0**	**-$2,534,373**	**-$4,246,308**	**-$6,451,988**	**-$9,205,860**	**-$11,898,441**	

TOWN OF FRANKLIN
FIVE YEAR FISCAL FORECAST FY27 THROUGH FY32

	BUDGET			FORECAST			
	FY27	FY28	FY29	FY30	FY31	FY32	Assumptions
111 Town Council							
Expenses	$5,500	$5,638	$5,778	$5,923	$6,071	$6,223	2.50%
	$5,500	**$5,638**	**$5,778**	**$5,923**	**$6,071**	**$6,223**	
123 Town Administration							
Salaries	$680,891	$697,913	$715,361	$733,245	$751,576	$770,366	2.50%
Expenses	$35,032	$35,908	$36,805	$37,726	$38,669	$39,635	2.50%
	$715,923	**$733,821**	**$752,167**	**$770,971**	**$790,245**	**$810,001**	
131 Finance Committee							
Expenses	$7,000	$7,175	$7,354	$7,538	$7,727	$7,920	2.50%
	$7,000	**$7,175**	**$7,354**	**$7,538**	**$7,727**	**$7,920**	
135 Finance							
Salaries	$827,852	$848,548	$869,762	$891,506	$913,794	$936,639	2.50%
Expenses	$115,680	$118,572	$121,536	$124,575	$127,689	$130,881	2.50%
	$943,532	**$967,120**	**$991,298**	**$1,016,081**	**$1,041,483**	**$1,067,520**	
141 Assessors							
Salaries	$442,649	$453,715	$465,058	$476,685	$488,602	$500,817	2.50%
Expenses	$147,983	$151,683	$155,475	$159,362	$163,346	$167,429	2.50%
	$590,632	**$605,398**	**$620,533**	**$636,046**	**$651,947**	**$668,246**	
147 Treasurer-Collector							
Salaries	$452,578	$463,892	$475,490	$487,377	$499,561	$512,050	2.50%
Expenses	$88,605	$90,820	$93,091	$95,418	$97,803	$100,248	2.50%
	$541,183	**$554,713**	**$568,580**	**$582,795**	**$597,365**	**$612,299**	
151 Legal							
Salaries	$135,242	$138,623	$142,089	$145,641	$149,282	$153,014	2.50%
Expenses	$60,000	$61,500	$63,038	$64,613	$66,229	$67,884	2.50%
	$195,242	**$200,123**	**$205,126**	**$210,254**	**$215,511**	**$220,898**	
152 Human Resources							
Salaries	$311,655	$319,446	$327,433	$335,618	$344,009	$352,609	2.50%
Expenses	$32,100	$32,903	$33,725	$34,568	$35,432	$36,318	2.50%
	$343,755	**$352,349**	**$361,158**	**$370,187**	**$379,441**	**$388,927**	
155 Information Technology							
Salaries	$0	$0	$0	$0	$0	$0	2.50%
Expenses	$528,207	$541,412	$554,947	$568,821	$583,042	$597,618	2.50%
	$528,207	**$541,412**	**$554,947**	**$568,821**	**$583,042**	**$597,618**	
161 Town Clerk							
Salaries	$261,541	$268,080	$274,782	$281,651	$288,692	$295,910	2.50%
Expenses	$23,750	$24,344	$24,952	$25,576	$26,216	$26,871	2.50%
	$285,291	**$292,423**	**$299,734**	**$307,227**	**$314,908**	**$322,781**	
164 Elections & Registration							
Salaries	$87,815	$90,010	$92,261	$94,567	$96,931	$99,355	2.50%
Expenses	$48,600	$49,815	$51,060	$52,337	$53,645	$54,986	2.50%
	$136,415	**$139,825**	**$143,321**	**$146,904**	**$150,577**	**$154,341**	
171 Conservation							
Salaries	$82,172	$84,226	$86,332	$88,490	$90,703	$92,970	2.50%
Expenses	$12,060	$12,362	$12,671	$12,987	$13,312	$13,645	2.50%
	$94,232	**$96,588**	**$99,002**	**$101,478**	**$104,014**	**$106,615**	
176 Appeals Board							
Expenses	$2,000	$2,050	$2,101	$2,154	$2,208	$2,263	2.50%
	$2,000	**$2,050**	**$2,101**	**$2,154**	**$2,208**	**$2,263**	
177 Planning & Growth Management							
Salaries	$283,806	$290,901	$298,174	$305,628	$313,269	$321,101	2.50%
Expenses	$31,500	$32,288	$33,095	$33,922	$34,770	$35,639	2.50%
	$315,306	**$323,189**	**$331,269**	**$339,550**	**$348,039**	**$356,740**	
184 Agricultural Commission							
Expenses	$1,000	$1,025	$1,051	$1,077	$1,104	$1,131	2.50%
	$1,000	**$1,025**	**$1,051**	**$1,077**	**$1,104**	**$1,131**	

192 Public Property & Buildings							
Salaries	$3,506,301	$3,593,959	$3,683,807	$3,775,903	$3,870,300	$3,967,058	2.50%
Expenses	$5,957,024	$6,105,950	$6,258,598	$6,415,063	$6,575,440	$6,739,826	2.50%
	$9,463,325	**$9,699,908**	**$9,942,406**	**$10,190,966**	**$10,445,740**	**$10,706,884**	
196 Purchasing / Central Services							
Salaries	$97,293	$99,725	$102,218	$104,774	$107,393	$110,078	2.50%
Expenses	$200,524	$205,537	$210,676	$215,942	$221,341	$226,875	2.50%
	$297,817	**$305,262**	**$312,894**	**$320,716**	**$328,734**	**$336,953**	
Subtotal, General Government	**$14,466,360**	**$14,828,019**	**$15,198,720**	**$15,578,688**	**$15,968,155**	**$16,367,359**	
210 Police							
Salaries	$7,505,691	$7,693,333	$7,885,667	$8,082,808	$8,284,878	$8,492,000	2.50%
Expenses	$395,717	$405,610	$415,750	$426,144	$436,798	$447,717	2.50%
	$7,901,408	**$8,098,943**	**$8,301,417**	**$8,508,952**	**$8,721,676**	**$8,939,718**	
220 Fire							
Salaries	$7,896,461	$8,093,873	$8,296,219	$8,503,625	$8,716,215	$8,934,121	2.50%
Expenses	$545,300	$558,933	$572,906	$587,228	$601,909	$616,957	2.50%
	$8,441,761	**$8,652,805**	**$8,869,125**	**$9,090,853**	**$9,318,125**	**$9,551,078**	
225 Regional Dispatch							2.50%
Expenses	$1,348,734	$1,382,452	$1,417,014	$1,452,439	$1,488,750	$1,525,969	2.50%
	$1,348,734	**$1,382,452**	**$1,417,014**	**$1,452,439**	**$1,488,750**	**$1,525,969**	
240 Inspection							
Salaries	$440,306	$451,314	$462,597	$474,161	$486,015	$498,166	2.50%
Expenses	$31,070	$31,847	$32,643	$33,459	$34,295	$35,153	2.50%
	$471,376	**$483,160**	**$495,239**	**$507,620**	**$520,311**	**$533,319**	
292 Animal Control							
Expenses	$104,700	$107,318	$110,000	$112,750	$115,569	$118,458	2.50%
	$104,700	**$107,318**	**$110,000**	**$112,750**	**$115,569**	**$118,458**	
Subtotal, Public Safety	**$18,267,979**	**$18,724,679**	**$19,192,795**	**$19,672,615**	**$20,164,431**	**$20,668,542**	
300 Town Schools	$72,341,254	$74,149,785	$76,003,530	$77,903,618	$79,851,209	$81,847,489	2.50%
390 Tri-County Regional School	$3,055,734	$3,132,127	$3,210,431	$3,290,691	$3,372,959	$3,457,283	2.50%
395 Norfolk Aggie	$80,000	$82,000	$84,050	$86,151	$88,305	$90,513	2.50%
Subtotal, Education	**$75,476,988**	**$77,363,913**	**$79,298,011**	**$81,280,461**	**$83,312,472**	**$85,395,284**	
422 DPW-Highway Dept							
Salaries	$2,211,378	$2,266,663	$2,323,329	$2,381,413	$2,440,948	$2,501,972	2.50%
Expenses	$3,874,600	$3,971,465	$4,070,752	$4,172,520	$4,276,833	$4,383,754	2.50%
	$6,085,978	**$6,238,128**	**$6,394,081**	**$6,553,933**	**$6,717,781**	**$6,885,726**	
TOTAL DPW - Hwy	**$6,085,978**	**$6,238,128**	**$6,394,081**	**$6,553,933**	**$6,717,781**	**$6,885,726**	
510 Health							
Salaries	$314,878	$322,750	$330,818	$339,089	$347,566	$356,255	2.50%
Expenses	$78,200	$80,155	$82,159	$84,213	$86,318	$88,476	2.50%
	$393,078	**$402,905**	**$412,977**	**$423,302**	**$433,884**	**$444,731**	
535 Disability Commission							
Expenses	$1,000	$1,025	$1,051	$1,077	$1,104	$1,131	2.50%
	$1,000	**$1,025**	**$1,051**	**$1,077**	**$1,104**	**$1,131**	
541 Council on Aging							
Salaries	$545,558	$559,197	$573,177	$587,506	$602,194	$617,248	2.50%
Expenses	$51,700	$52,993	$54,317	$55,675	$57,067	$58,494	2.50%
	$597,258	**$612,189**	**$627,494**	**$643,181**	**$659,261**	**$675,742**	
543 Veterans Services							
Salaries	$128,730	$131,948	$135,247	$138,628	$142,094	$145,646	2.50%
Expenses	$13,115	$13,443	$13,779	$14,123	$14,477	$14,838	2.50%
Veterans Asssistance	$165,000	$169,125	$173,353	$177,687	$182,129	$186,682	2.50%
	$306,845	**$314,516**	**$322,379**	**$330,439**	**$338,699**	**$347,167**	
Subtotal, Human Services	**$1,298,180**	**$1,330,635**	**$1,363,901**	**$1,397,998**	**$1,432,948**	**$1,468,772**	

610 Library							
Salaries	$904,153	$926,757	$949,926	$973,674	$998,016	$1,022,966	2.50%
Expenses	$296,275	$303,682	$311,274	$319,056	$327,032	$335,208	2.50%
	$1,200,428	**$1,230,439**	**$1,261,200**	**$1,292,730**	**$1,325,048**	**$1,358,174**	
630 Recreation							
Salaries	$542,470	$556,032	$569,933	$584,181	$598,785	$613,755	2.50%
Expenses	$331,700	$339,993	$348,492	$357,205	$366,135	$375,288	2.50%
	$874,170	**$896,024**	**$918,425**	**$941,385**	**$964,920**	**$989,043**	
690 Historical Museum							
Salaries	$73,615	$75,455	$77,342	$79,275	$81,257	$83,289	2.50%
Expenses	$2,500	$2,563	$2,627	$2,692	$2,760	$2,829	2.50%
	$76,115	**$78,018**	**$79,968**	**$81,968**	**$84,017**	**$86,117**	
691 Historical Commission							
Expenses	$3,300	$3,383	$3,467	$3,554	$3,643	$3,734	2.50%
	$3,300	**$3,383**	**$3,467**	**$3,554**	**$3,643**	**$3,734**	
693 Arts, Culture Creative Economy							
Salaries	$100,194	$102,699	$105,266	$107,898	$110,595	$113,360	2.50%
Expenses	$17,400	$17,835	$18,281	$18,738	$19,206	$19,687	2.50%
	$117,594	**$120,534**	**$123,547**	**$126,636**	**$129,802**	**$133,047**	
695 Cultural Council							
Expenses	$20,000	$20,500	$21,013	$21,538	$22,076	$22,628	2.50%
	$20,000	**$20,500**	**$21,013**	**$21,538**	**$22,076**	**$22,628**	
696 Cultural District Committee							
Expenses	$17,000	$17,425	$17,861	$18,307	$18,765	$19,234	2.50%
	$17,000	**$17,425**	**$17,861**	**$18,307**	**$18,765**	**$19,234**	
Subtotal, Culture & Recreation	**$2,308,607**	**$2,366,322**	**$2,425,480**	**$2,486,117**	**$2,548,270**	**$2,611,977**	
710 Retirement of Debt							
Non-Excluded	$1,860,000	$1,080,000	$1,025,000	$1,030,000	$1,045,000	$810,000	Fixed Amount
Excluded	$2,250,265	$2,342,145	$2,400,265	$2,503,203	$2,593,708	$2,721,830	Fixed Amount
	$4,110,265	**$3,422,145**	**$3,425,265**	**$3,533,203**	**$3,638,708**	**$3,531,830**	
750 Interest							
Non-Excluded	$442,423	$357,323	$304,073	$252,823	$205,873	$168,110	Fixed Amount
Excluded	$2,338,557	$2,228,704	$2,189,107	$2,023,568	$1,912,565	$1,797,130	Fixed Amount
	$2,780,980	**$2,586,027**	**$2,493,180**	**$2,276,391**	**$2,118,438**	**$1,965,240**	
Subtotal, Debt Service	**$6,891,245**	**$6,008,172**	**$5,918,445**	**$5,809,594**	**$5,757,146**	**$5,497,070**	
910 Benefits							
Retirement & Pension	$8,786,849	$8,930,905	$9,223,119	$9,598,727	$9,989,462	$10,214,281	Fixed Amount
Health/Life Insurance Benefits	$4,973,932	$5,670,282	$6,464,122	$7,369,099	$8,400,773	$9,576,881	14.00%
School Health Insurance	$7,980,000	$9,097,200	$10,370,808	$11,822,721	$13,477,902	$15,364,808	14.00%
School Medicare	$834,000	$950,760	$1,083,866	$1,235,608	$1,408,593	$1,605,796	14.00%
Retired Teacher Health Insurance	$758,100	$864,234	$985,227	$1,123,159	$1,280,401	$1,459,657	14.00%
Non-GIC School Retirees	$1,794,360	$2,045,570	$2,331,950	$2,658,423	$3,030,603	$3,454,887	14.00%
Workers Compensation	$706,800	$805,752	$918,557	$1,047,155	$1,193,757	$1,360,883	14.00%
Unemployment Compensation	$171,000	$194,940	$222,232	$253,344	$288,812	$329,246	14.00%
Medicare	$497,034	$566,619	$645,945	$736,378	$839,471	$956,997	14.00%
OPEB	$150,000	$200,000	$250,000	$300,000	$350,000	$400,000	$50,000.00
Compensation Reserve	$100,000	$100,000	$100,000	$100,000	$100,000	$100,000	0.00%
	$26,752,075	**$29,426,263**	**$32,595,827**	**$36,244,614**	**$40,359,773**	**$44,823,435**	
945 Liabilty Insurance	$943,000	$966,575	$990,739	$1,015,508	$1,040,896	$1,066,918	2.50%
	$943,000	**$966,575**	**$990,739**	**$1,015,508**	**$1,040,896**	**$1,066,918**	
Subtotal, Benefits & Insurance	**$27,695,075**	**$30,392,838**	**$33,586,566**	**$37,260,122**	**$41,400,668**	**$45,890,353**	
TOTAL ALL BUDGETS	**$152,490,413**	**$157,252,704**	**$163,377,998**	**$170,039,528**	**$177,301,872**	**$184,785,082**	
ENTERPRISE FUNDS:							
434 Solid Waste Disposal							

Salaries	$150,362	$154,121	$157,974	$161,924	$165,972	$170,121	2.50%
Expenses	$3,207,684	$3,287,876	$3,370,073	$3,454,325	$3,540,683	$3,629,200	2.50%
OPEB	$2,199	$2,254	$2,310	$2,368	$2,427	$2,488	2.50%
	$3,360,245	**$3,444,251**	**$3,530,358**	**$3,618,617**	**$3,709,082**	**$3,801,809**	
440 Sewer							
Salaries	$1,024,889	$1,050,511	$1,076,774	$1,103,693	$1,131,285	$1,159,568	2.50%
Expenses	$598,000	$612,950	$628,274	$643,981	$660,080	$676,582	2.50%
Charles River Assessment	$3,615,000	$3,705,375	$3,798,009	$3,892,960	$3,990,284	$4,090,041	2.50%
OPEB	$15,093	$15,470	$15,857	$16,254	$16,660	$17,076	2.50%
Prinicipal & Interest	$1,829,810	$2,769,647	$2,560,222	$2,192,096	$2,281,571	$2,081,646	Fixed Amount
	$7,082,792	**$8,153,953**	**$8,079,136**	**$7,848,983**	**$8,079,880**	**$8,024,913**	
450 Water							
Salaries	$1,866,160	$1,912,814	$1,960,634	$2,009,650	$2,059,891	$2,111,389	2.50%
Expenses	$2,632,500	$2,698,313	$2,765,770	$2,834,915	$2,905,787	$2,978,432	2.50%
OPEB	$27,403	$28,088	$28,790	$29,510	$30,248	$31,004	2.50%
Prinicipal & Interest	$2,928,274	$1,422,519	$1,443,565	$1,458,680	$1,481,118	$1,484,855	Fixed Amount
	$7,454,337	**$6,061,733**	**$6,198,760**	**$6,332,754**	**$6,477,044**	**$6,605,680**	
460 Stormwater							
Salaries	$444,728	$455,846	$467,242	$478,923	$490,896	$503,169	2.50%
Expenses	$737,000	$755,425	$774,311	$793,668	$813,510	$833,848	2.50%
OPEB	$5,276	$5,407	$5,543	$5,681	$5,823	$5,969	2.50%
	$1,187,004	**$1,216,679**	**$1,247,096**	**$1,278,273**	**$1,310,230**	**$1,342,986**	
TOTAL ENTERPRISE FUNDS	**$19,084,378**	**$18,876,617**	**$19,055,349**	**$19,078,627**	**$19,576,237**	**$19,775,388**	
TOTAL OPERATING BUDGET	**$171,574,791**	**$176,129,321**	**$182,433,347**	**$189,118,155**	**$196,878,109**	**$204,560,470**	

FRANKLIN PUBLIC SCHOOLS

Massachusetts

FY27 Superintendent's Recommended Budget

Level Services through
Fiscal Discipline • Transparency • Strategic Planning

Jana Melotti
School Business Administrator

Lucas Giguere
Superintendent

January 27, 2026

Tonight's Overview

- FY27 Budget Theme & Context
- Bottom Line & Key Cost Drivers
- Strategic Actions: Reorganization + Zero Balanced Budget (ZBB) Approach
- Major Cost Drivers (Gen Ed, SPED, Transportation, Healthcare)
- Revenue Areas (Revolving, Grants, Circuit Breaker)
- Timeline

Franklin High School

Franklin Middle School

Washington Street K-2 & 3-5

Lincoln Street K-2 & 3-5

ECDC at Oak Street

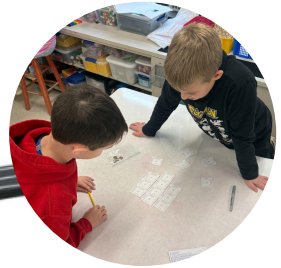
ECDC at Pond Street

Aligning Resources to the Portrait of a Graduate (PoG)

FY27 prioritize teaching and learning, student wellbeing, and equitable opportunities aligned to the PoG.

Strategic Objectives

Navigating a Challenging Fiscal Landscape



Commitment to Services

Recommended budget protects core programs prioritizes students, with a total operating request of **$81.2M**

Sustainability

Reduced reliance on one-time revolving funds to support long term stability

Strategic Reorg. Savings

$3.2M in avoided recurring costs from reorganization as a commitment to optimizing our resources.

Structural Deficit

Contractual, SPED, and Healthcare costs are rising faster than State Aid and Local revenues.

FY27 Budget Development Process

Strategic

Resources are aligned to FPS priorities with a focus on efficiency, equity, and long-term fiscal sustainability.

Transparent

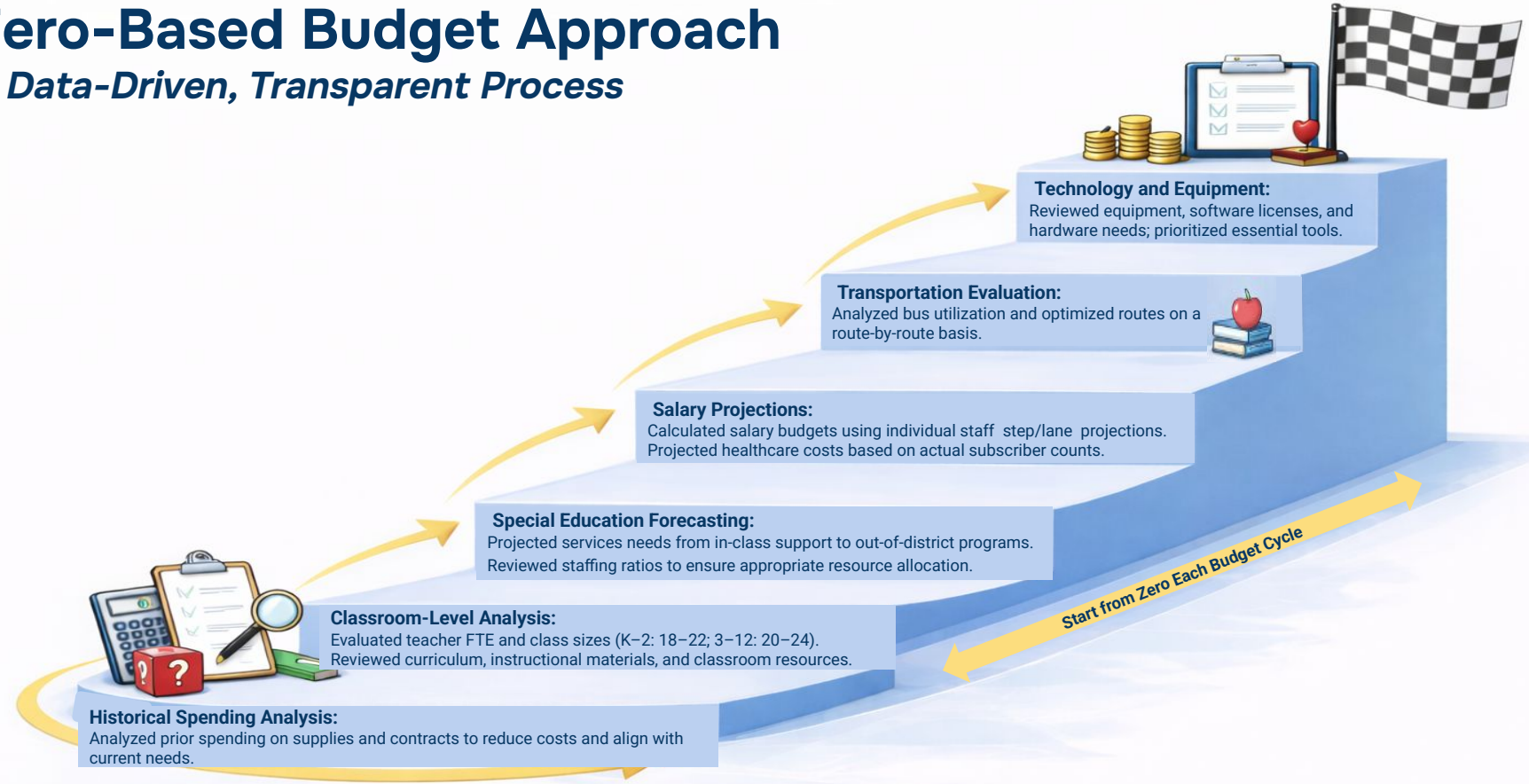
Constraints, and trade-offs are communicated clearly so stakeholders understand what is funded, what is at risk, and why.

Collaborative

Developed in partnership with school, district, department leaders to support our educators and students.

Zero-Based Budget Approach

A Data-Driven, Transparent Process



FPS applied a zero-based budgeting approach to every major cost center to ensure spending aligns with actual need.

District Overview

About Us

- **Schools:** 7
- **Teachers:** 384.6 Full-Time Equivalents (FTE)
- **Total Employees:** 1,039

Financial Data

- **Total Per Pupil Expenditure* (FY24):** $19,414
- **FY26 Chapter 70 State Aid:** $30,460,643

Student Enrollment

- District: 4327
- ECDC: 135
- Lincoln St. Elementary K-2: 497
- Lincoln St. Elementary 3-5: 536
- Washington St. Elementary K-2: 424
- Washington St. Elementary 3-5: 399
- Franklin Middle School: 998
- Franklin High School: 1338

Franklin serves 4,327 students across seven schools while spending below the state average per pupil—requiring disciplined, strategic budgeting to maintain services.

*2024 is the latest data available
Spending Comparisons - School Finance

The Bottom Line:
FY27 Budget Request Overview

Operating Budget Request

$72,341,254

+2.5% increase

Health Insurance Request

$8,814,000

+14% increase

Total Request

$81,155,254

+3.6% Total Increase

Staffing (Foundational Driver)

Education is a people-centered service. Staffing levels reflect enrollment, program needs, and current school structures.

Compliance (Non-Discretionary Costs)

Required costs driven by mandates and contracts, including special education, transportation, and collective bargaining obligations.

Operations (Structural Supports for Learning)

Organizational supports sustaining the educational model, including class size structures and academic, behavioral, and mental-health services.

What FY27 Requires to Maintain Level Services

Maintaining FY26 services in FY27 requires protecting core programs while absorbing rising fixed costs.

Key Drivers of Level-Service Budgeting

Mandated Services & Compliance

- Special education tuition and transportation
- State and federal requirements
- Services for students with complex needs
- Projected health insurance increases

Preserving Core Programs

- Core academic programs and staffing aligned to recommended class sizes
- Safety, mental health, and student supports
- Curriculum materials and professional development

Optimizing Resources

- Reallocation of staff, materials, and funds to match enrollment and caseload needs
- Stabilize class sizes
- Reorganization efficiencies that stabilize the system

Collective Bargaining & Obligations

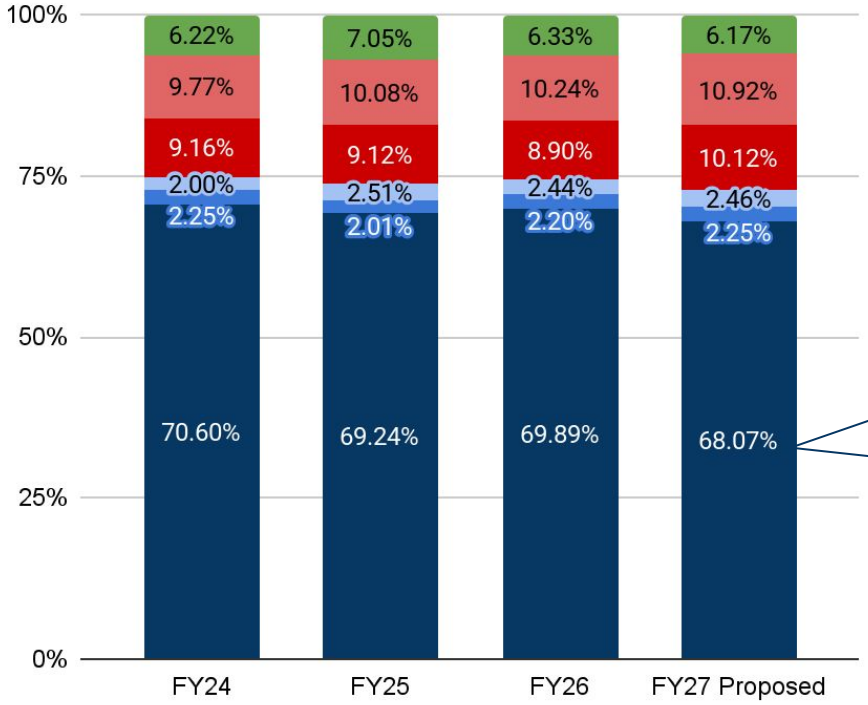
- Anticipated collective bargaining agreements and current contractual obligations
- Projected health insurance increase
- Increases in special education tuition and transportation

Revenue Alignment

- Budget decisions informed by anticipated
  - Chapter 70 aid
  - Circuit Breaker reimbursement
  - Grants

The FY27 proposal reflects level service funding maintaining current programs while meeting mandated obligations.

Review of Budget Drivers



Other Expenses*
SPED Tuition
Health Insurance
SPED Transportation
Transportation
Salaries

Other Expenses
6.17% = $5.62M

SPED Tuition
10.92% = $9.67M

Health Insurance
10.12% = $8.81M

SPED Transportation
2.46% = $2.18M

Transportation
2.25% = $1.99M

Salaries
68.07% = $60.3M

For context, 1% of our Total (General and Revolving Funds) FY27 Proposed Budget is $885K

*Other Expenses include: Contracted Services, Materials and Supplies, Dues and Memberships, and Mileage Reimbursements

Special education tuition, and contractual obligations remain the primary cost drivers.

Structural Reorganization Generated $3.2M in Cost Avoidance

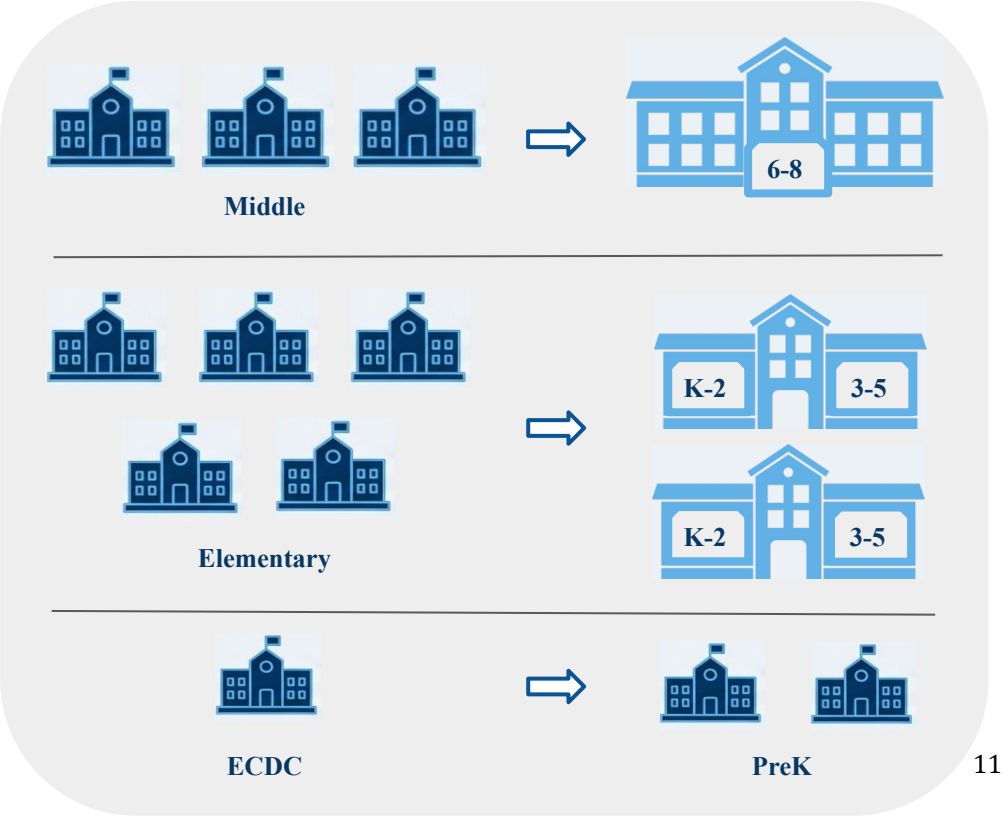
Reorganization was a necessary financial stabilization strategy.

The Shift

- Middle School: Unified all three middle schools into one Franklin Middle School.
- Elementary: Consolidated 5 schools into 2 K-5 complexes (Washington Street and Lincoln Street).
- ECDC: Expanded to Pond Street to increase capacity and revenue.

Financial Impact

Avoided $3.1M in recurring costs in FY26 and at least $3.2M in FY27 (compounded).



Approach to Staffing Example

Lincoln St. K-2 (497 students)		Lincoln St. 3-5 (536 students)		Washington K-2 (424 students)		Washington 3-5 (399 students)	
Kindergarten (18-22 Range) Enrollment= 175 Sections= 8 Average= 21.8	21 22 22 22 22 22 22 22	**Grade 3 (20-24 Range)** Enrollment= 175 Sections= 8 Average= 21.8	21 22 22 22 22 22 22 22	**Kindergarten (18-22 Range)** Enrollment= 143 Sections= 7 Average= 20.4	20 20 20 20 21 21 21	**Grade 3 (20-24 Range)** Enrollment= 138 Sections= 7 Average= 19.7	19 19 20 20 20 20 20
Grade 1 (18-22 Range) Enrollment= 151 Sections= 8 Average= 18.9	18 19 19 19 19 19 19 19	**Grade 4 (20-24 Range)** Enrollment= 178 Sections= 8 Average= 22.3	22 22 22 22 22 22 23 23	**Grade 1 (18-22 Range)** Enrollment= 138 Sections= 7 Average= 19.7	19 19 20 20 20 20 20	**Grade 4 (20-24 Range)** Enrollment= 134 Sections= 7 Average= 19.2	19 19 19 19 19 19 20
Grade 2 (18-22 Range) Enrollment= 171 Sections= 8 Average= 21.4	21 21 21 21 21 22 22 22	**Grade 5 (20-24 Range)** Enrollment= 183 Sections= 8 Average= 22.8	22 23 23 23 23 23 23 23	**Grade 2 (18-22 Range)** Enrollment= 143 Sections= 7 Average= 20.4	20 20 20 20 21 21 21	**Grade 5 (20-24 Range)** Enrollment= 127 Sections= 7 Average= 18.1	18 18 18 18 18 18 19

Grade Levels Served= 6 **Sections/Grade= 15** **Total Section= 90**

Franklin Middle School (998 students)		
Grade 6 (20-24 Range) Enrollment= 330 Core Subj. Teams= 3 Teachers/Team= 5 Sections= 15 Average= 22.0	**Grade 7 (20-24 Range)** Enrollment= 313 Core Subj. Teams= 3 Teachers/Team= 5 Sections= 15 Average= 20.9	**Grade 8 20-24 Range)** Enrollment= 355 Core Subj. Teams= 3 Teachers/Team= 5 Sections= 15 Average= 23.7

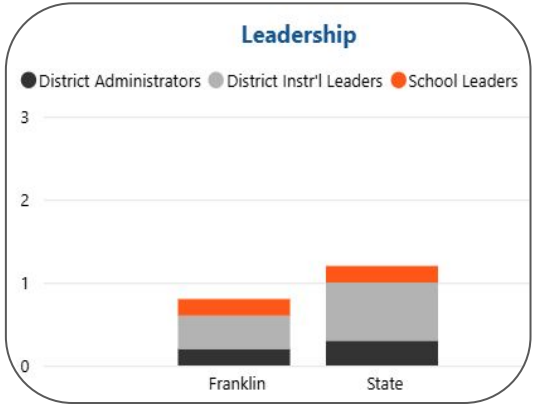
Grade Levels Served= 3 **Sections/Grade= 15** **Total Sections= 45**
**Unified Arts and other staffing not included. Master Schedule development currently in progress.*

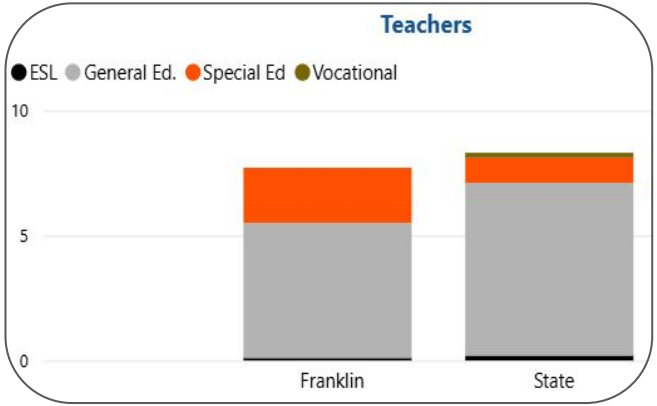
Franklin High School (1,338 students)			
Grade 9 (20-24 Range) Enrollment= 336	**Grade 10 (20-24 Range)** Enrollment= 345	**Grade 11 20-24 Range)** Enrollment= 318	**Grade 12 20-24 Range)** Enrollment= 339

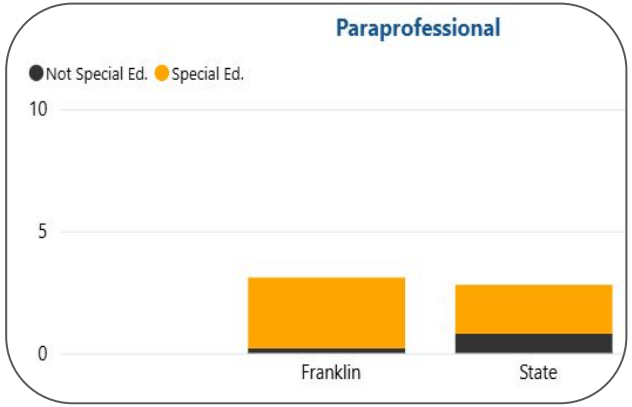
Grade Levels Served= 4
**Course selection currently in progress.*

Evidence of ability to stabilize class sizes with enrollment shifts.

Radar 2025 Staffing Ratios - State Comparables







	District Admin	District Instr'l Leaders	School Leaders	General Ed. Teachers	Special Ed. Teachers	ESL Teachers	Special Ed. Paraprofessional (ESP)	Not Special Ed. Paraprofessional (ESP)
Franklin	0.2	0.4	0.2	5.4	2.2	0.1	2.9	0.2
State	0.3	0.7	0.2	6.9	1.0	0.2	2.0	0.8
Difference Franklin to State	-0.1	-0.3	0	-1.5	1.2	-0.1	0.9	-0.6

FTE per 100 students

The MA DESE RADAR reports Franklin Public Schools falls below the statewide average regarding District Admin, Instructional Leaders, and General Education Teachers.

FRANKLIN PUBLIC SCHOOLS
Massachusetts

General Education Overview

Comprehensive Program and Services	Staffing Costs	Curriculum & Instructional Resources	Extracurricular Activities	Transportation
Academic programming: WIN blocks, intervention/ enrichment support, EL Programming, Innovative Career Pathways	• Core academic educators • Special subject teachers (e.g., arts, music, IT, PE). • Nurses, Guidance Counselors, Administrators.	• Textbooks • Digital learning platforms • Classroom supplies & materials • Tiered curricular resources	Clubs, athletics, and after school arts programs	Daily bussing, late busses for after school clubs/ activities

By aligning these investments, the general education costs provide students with equitable opportunities and high-quality instruction directly aligned to the Portrait of a Graduate.

Special Education Overview

Responsive to Evolving Student Needs

Ensure students with Individualized Education Programs (IEPs) receive support and services they need to thrive academically, socially, and emotionally.

Commitment to Quality

Dedicated to providing equitable, high-quality Special Education services that meet the unique needs of each student.

Budget Considerations

Delivering supports and services through thoughtful planning and resource allocation to adapt to shifts in needs and mandates.

In-District Programs

Expanding specialized programs within the district allows students to stay in community, within the least restrictive environment.

The number and complexity of IEPs can change annually, reflecting the dynamic nature of student needs.

Special Education Costs

Historical Special Education Out of District Costs					
Year	**# of Students**	**Cost**	**Change**	**% Change**	**% Change to Total Budget**
2022-23	81	$7,619,726.92	-	-	-
2023-24	76	$7,211,155.80	-$408,571.12	-5.36%	-0.46%
2024-25	81	$8,325,153.68	+$1,113,997.88	15.45%	1.44%
2025-26*	77	$9,514,045.07	+$1,188,891.39	14.28%	1.52%

*Estimated based on projections

In-District vs. Out of District Costs					
Program	**# of Students**	**FPS Cost Per Pupil**	**Out of District Cost Per Pupil**	**Out of District Cost Per Pupil After Circuit Breaker Reimbursement (75% above threshold)**	**Savings**
Elementary GOALS	28	$51,034	$96,368	$62,402	$318,204
Elementary REACH	15	$52,443	$137,221	$74,379	$329,040
Middle School STRIVE	4	$66,604	$237,104	$137,299	$282,780
High School STRIVE	13	$45,186	$177,508	$84,450	$510,432
NECC Partner Program	19	$84,883	$237,104	$99,349	$274,854
				Estimated Total Savings	$1,715,310

*Includes transportation costs

Annual Staffing Model

FPS conducts an annual staffing review to align resources with student needs and district priorities.

Data-Informed Review

Staffing is reviewed annually using enrollment data, program needs, and service requirements.

Alignment to School Structures

Staffing reflects current school configurations and instructional models to ensure consistency and equity across schools.

Reallocation of Positions

When adjustments are needed, existing positions may be reassigned to better match student and program needs.

Natural Attrition Consideration

Retirements and resignations are monitored and incorporated into staffing plans when appropriate.

Districtwide Perspective

Decisions balance classroom needs, specialized services, and overall fiscal responsibility.

This process supports stability for educators and students while responsibly managing resources.

Operating Budget Detail: Salaries vs. Expenses

Salaries
(Drivers)

Increase driven entirely by contractual obligations:
+$1.1M

Expenses
(Strategic Adjustments)

Total Expense Increase:
+$654K

19

School Salary Lines

SCHOOL/DEPARTMENT	FY26 BUDGET	FY27 PROPOSED	$ +/- TO LINE ITEM	% +/- TO LINE ITEM	% +/- TO TOTAL BUDGET
FRANKLIN HIGH SCHOOL	$15,147,493	$15,576,413	$428,920	2.83%	0.59%
FRANKLIN MIDDLE SCHOOL	$12,670,111	$12,653,667	-$16,444	-0.13%	-0.02%
LINCOLN ST K-2 ELEMENTARY SCHOOL	$6,226,465	$6,362,185	$135,720	2.18%	0.19%
LINCOLN ST 3-5 ELEMENTARY SCHOOL	$6,446,747	$6,426,652	-$20,096	-0.31%	-0.03%
WASHINGTON ST K-2 ELEMENTARY SCHOOL	$6,396,007	$6,439,313	$43,306	0.68%	0.06%
WASHINGTON ST 3-5 ELEMENTARY SCHOOL	$5,448,625	$5,599,299	$150,674	2.77%	0.21%
EARLY CHILDHOOD DEVELOPMENT CENTER	$2,874,478	$2,938,479	$64,001	2.23%	0.09%
ATHLETICS	$392,609	$402,415	$9,806	2.50%	0.01%
SUPERINTENDENT'S OFFICE	$326,154	$334,299	$8,145	2.50%	0.01%
TEACHING AND LEARNING	$497,417	$509,861	$12,444	2.50%	0.02%
HUMAN RESOURCES	$330,250	$338,517	$8,267	2.50%	0.01%
SCHOOL COMMITTEE	$3,250	$3,500	$250	7.69%	0.00%
BUSINESS OFFICE	$309,152	$332,656	$23,504	7.60%	0.03%
TECHNOLOGY	$906,692	$979,875	$73,183	8.07%	0.10%
STUDENT SERVICES	$1,275,908	$1,409,947	$134,039	10.51%	0.19%
TOTAL SALARY BUDGET	$59,196,358	$60,307,078	$1,110,720	1.88%	1.54%

School Expense Lines

SCHOOL/DEPARTMENT	FY26 BUDGET	FY27 PROPOSED	$ +/- TO LINE ITEM	% +/- TO LINE ITEM	% +/- TO TOTAL BUDGET
FRANKLIN HIGH SCHOOL	$212,532	$203,441	-$9,091	-4.28%	-0.01%
FRANKLIN MIDDLE SCHOOL	$72,628	$70,031	-$2,597	-3.58%	0.00%
LINCOLN ST K-2 ELEMENTARY SCHOOL	$45,075	$41,564	-$3,512	-7.79%	0.00%
LINCOLN ST 3-5 ELEMENTARY SCHOOL	$36,371	$35,353	-$1,017	-2.80%	0.00%
WASHINGTON ST K-2 ELEMENTARY SCHOOL	$34,068	$34,890	$822	2.41%	0.00%
WASHINGTON ST 3-5 ELEMENTARY SCHOOL	$35,077	$29,183	-$5,894	-16.80%	-0.01%
EARLY CHILDHOOD DEVELOPMENT CENTER	$24,416	$22,576	-$1,841	-7.54%	0.00%
ATHLETICS	$500,440	$512,929	$12,489	2.50%	0.02%
SUPERINTENDENT'S OFFICE	$56,214	$16,515	-$39,699	-70.62%	-0.05%
TEACHING AND LEARNING	$361,880	$371,701	$9,821	2.71%	0.01%
DISTRICT WIDE/CENTRAL OFFICE	$1,220,431	$1,146,115	-$74,316	-6.09%	-0.10%
HUMAN RESOURCES	$25,875	$26,457	$582	2.25%	0.00%
SCHOOL COMMITTEE	$12,913	$11,050	-$1,863	-14.42%	0.00%
BUSINESS OFFICE	$54,223	$13,780	-$40,443	-74.59%	-0.06%
TRANSPORTATION	$1,864,000	$1,992,175	$128,175	6.88%	0.18%
TECHNOLOGY	$510,181	$431,313	-$78,868	-15.46%	-0.11%
STUDENT SERVICES	$13,403,874	$14,510,143	$1,106,269	8.25%	1.53%
REVOLVING AND CIRCUIT BREAKER FUNDS	-$7,090,566	-$7,435,040	-$344,474	4.86%	0.48%
TOTAL EXPENSE BUDGET	**$11,379,631**	**$12,034,176**	**$654,545**	**5.75%**	**0.90%**

The Healthcare Cost and Strategic Proposal

Health Insurance: +14% Increase ($1.08M)

This single line item represents 1.5% of the total budget

Strategic Shift to Town Employee Health Insurance Line

School Department Budget

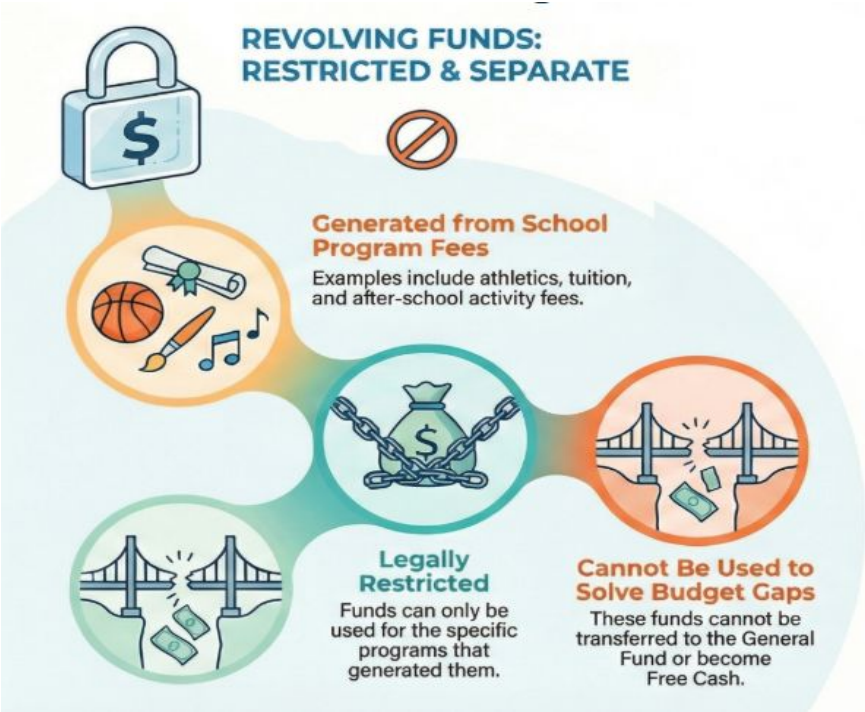
School Committee Vote to Transfer

Town Health Benefits Line (Dept. 910)

Proposal: Move the School Department Health Benefits line to the Town Employee Health Benefits line.

~ Centralized administration for all Franklin employees
~ Aligned with GIC transition July 2026
~ Improve forecasting
~ Eliminate duplicate accounting

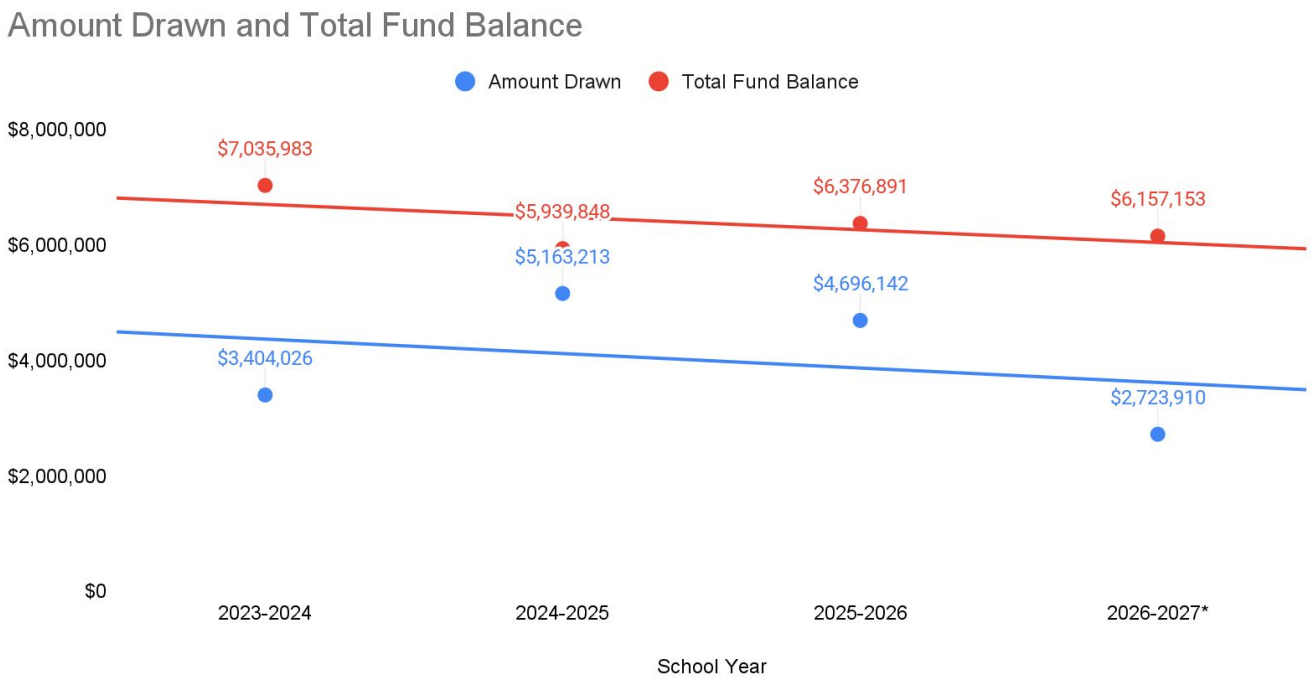
Franklin Public Schools: Understanding School Funds



Revolving funds are legally restricted and cannot be used to create Free Cash or offset unrelated costs. However, schools contribute to Town's free cash annually through its operating budget and expired encumbrances.

Reliance on Revolving Funds

A decline in available fund balances necessitates dependence on the operating budget.



Continued drawdown of reserves is unsustainable.

Revenue - Revolving Funds

Funding Source	FY24 Actuals	FY25 Actuals	FY26 Budgeted	FY27 Proposed	FY27 vs FY26 % Change
Lost Books	$0	$0	$110,000	$25,000	-77.27%
ECDC Tuition Receipts	$950,000	$800,000	$968,907	$600,000	-38.07%
Athletic Receipts	$688,026	$1,000,000	$800,000	$671,910	-16.01%
Pay to Ride	$1,300,000	$900,000	$800,000	$700,000	-12.50%
Technology Receipts	$65,000	$60,000	$60,000	$60,000	0.00%
LLL Solutions	$56,000	$56,000	$196,000	$196,000	0.00%
School Lunch Receipts	$280,000	$280,000	$280,000	$280,000	0.00%
Student Activities Receipts	$65,000	$36,000	$156,000	$156,000	0.00%
FEF Legacy Program	–	–	–	–	0.00%
FHS Parking Fees	–	–	$30,000	$35,000	16.67%
Total Revolving	**$3,404,026**	**$3,132,000**	**$3,400,907**	**$2,723,910**	**-19.91%**

Overall revolving request is projected to decrease by 19.9%, as continued drawdown of these funds is unsustainable.

Revenue - Grants

Funding Source	FY24 Actuals	FY25 Actuals	FY26 Budgeted	FY27 Proposed*
IDEA – Individuals with Disabilities Education Act	$1,220,876	$1,267,273	$1,268,915	$1,268,915
ECDC Grant	$18,570	$44,503	$44,496	$44,496
Title I	$146,274	$149,344	$182,876	$182,876
Title IIA	$65,023	$60,768	$71,964	$71,964
Title III A	$14,968	$20,258	$20,329	$20,329
Title IV A	$10,719	$10,941	$10,485	$10,485
Innovation Career Pathways	–	$15,000	$75,000	$0
Total Grants	**$1,476,430**	**$1,568,087**	**$1,674,065**	**$1,599,065**

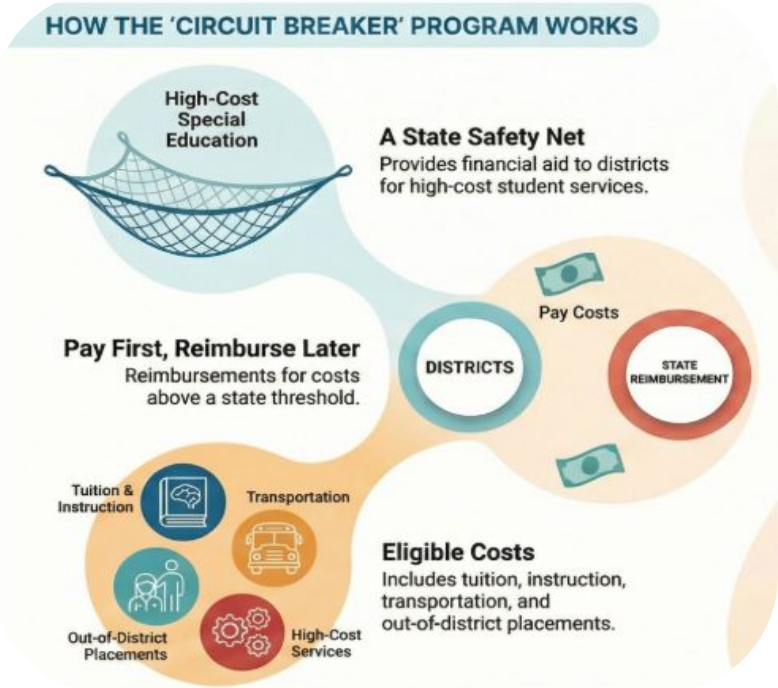
Grant Funding Overview

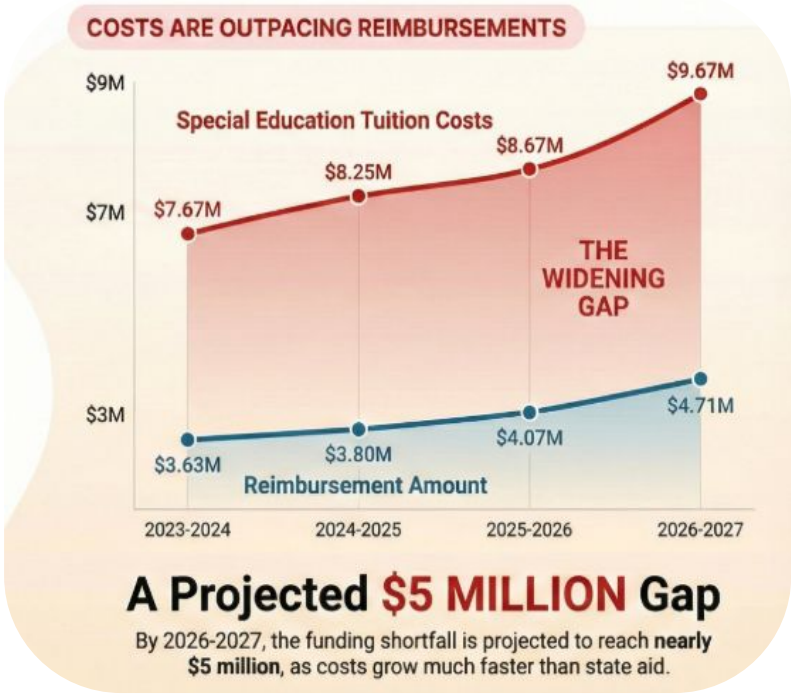
- Stable for the last 4 years, but no inflation adjustment.
- Most grants governed by federal/state agencies.
- Exposure to federal and state budget uncertainties.
- Increased risk of level-funding or reductions in future cycles.
- The ICP competitive grant was awarded, but it is not expected moving forward.
- Grants remain essential but cannot reliably fund recurring staff or core programming.

*FY27 Proposed = FY26 grant awards (FY27 allocations won't be known until Summer FY27)

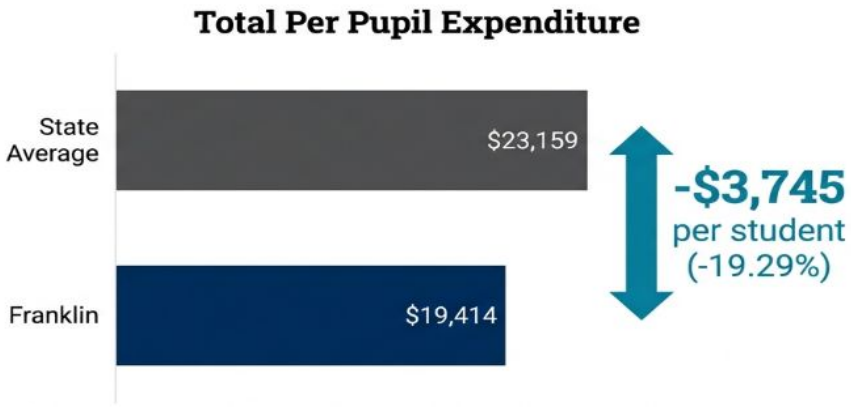
Franklin Public Schools: The Growing Gap in Special Education Funding

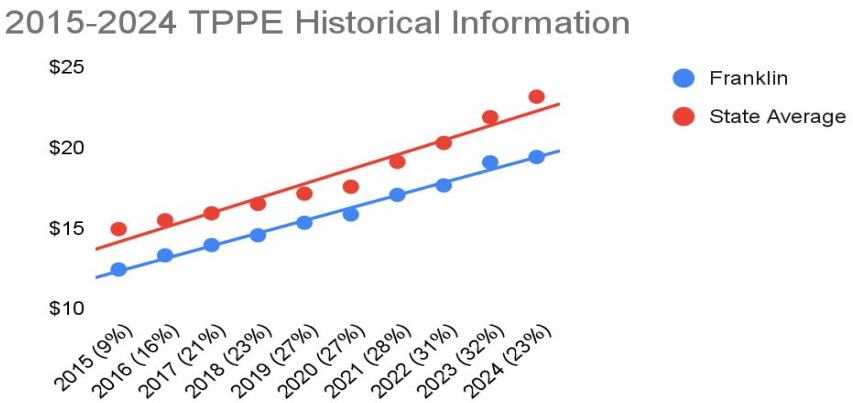
The "Circuit Breaker" reimbursement program for high-cost special education is failing to keep pace with rising tuition costs, creating a critical funding shortfall.





Total Per Pupil Expenditure (TPPE) Comparison to State Average





1. Franklin Public Schools ranks in the 23rd percentile among Massachusetts districts
2. 77% of Massachusetts districts spend more per pupil than Franklin.
3. Despite this relative spending position, FPS continues to deliver a high quality education.

2024 is the latest data available
[Spending Comparisons - School Finance]

The Revenue Challenge: “Hold Harmless’ and Flat State Aid

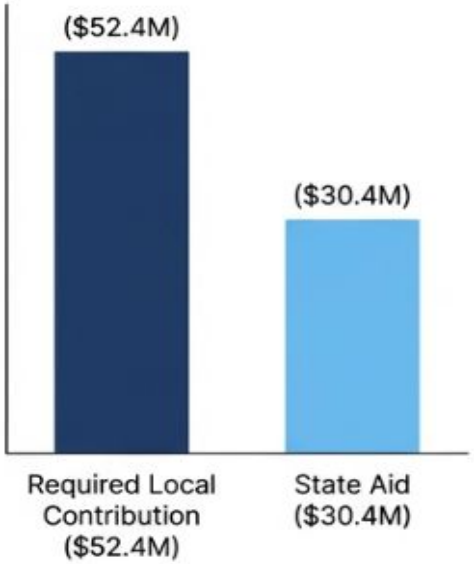
State funding formulas result in minimal growth despite inflation

Prior Year Aid + $30 per Pupil (Minimum Aid) = Total Chapter 70 Aid ($30.4M)

Explainer

What is Hold Harmless?

Ensures districts don't lose funding when enrollment declines, but caps increases at minimal levels ($30/student). For Franklin, this means State Aid is effectively flat while fixed costs rise.



Franklin's FY26 Chapter 70 Aid

State Foundation Budget
$68,009,481
State decides "Adequate" amount based on:
- Enrollment
- Wage Adjustment Factor
- Inflation

−

Required Local Contribution
$52,439,022
"How much can Franklin afford to contribute?"
Aggregate Wealth Model
- Average Income
- Municipal revenue growth factor
- Property wealth

=

Remainder funded by Ch70
~~$15,570,459~~
- Based on formula established in late 90's due to growth
- **Total Chapter 70 Aid: $30,460,643**
- Of this, **$14,890,184** is *excess* base aid held harmless.

Minimum Aid:

Franklin is Minimum Aid District
- $150 per pupil for FY26.
- $30 per pupil is the annual increase expected in Ch.70 funding for foreseeable future.

FY26 Chapter 70
$30,460,643
- Excess base aid final $14,890,184

+

Required Local Contribution
$52,439,022

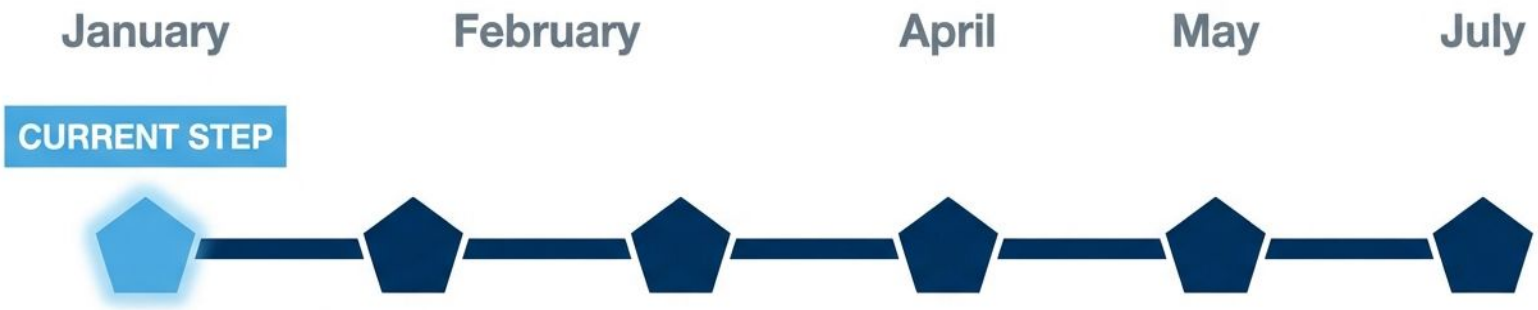
=

Required Net School Spending
State determined:
$82,899,665

FRANKLIN PUBLIC SCHOOLS
Massachusetts

Franklin receives the minimum aid increase per pupil, resulting in flat Chapter 70 growth despite rising costs.

Path to Approval: FY27 Budget Timeline



27	10	24	6-9	20-21	1
Superintendent's Recommended Budget	School Committee Open Budget Hearing	School Committee Budget Vote	Finance Committee Budget Hearings	Town Council Budget Hearings	Start of Fiscal Year 2027

A Disciplined Approach to Navigate a Challenging Fiscal Landscape

Structure Deficit

Contractual, SPED, and Healthcare costs are rising faster than State Aid and Local revenues.

Strategic Savings

$3.2M in avoided in recurring costs from reorganization proving our commitment to optimizing our resources.

Sustainability

Reduced reliance on one-time revolving funds to support long term stability

Commitment

Recommended budget protects core programs prioritizes students, with a total operating request of $81.2M