



**Finance Committee Meeting
Agenda & Meeting Packet
Wednesday, March 11, 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 #892 8239 7154 & <https://us02web.zoom.us/j/89282397154>

- **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. [February 25, 2026](#)
4. Presentations/Discussion
 - a. Review Town Financial Policies
 - i. 2024-2025 Financial Policies
5. The Bill Dowd "Deep Dive Series"
 - a. [Municipal Grant Process Overview](#)
 - b. [Historical Grant Data Summary](#)
6. Future Agenda Items / Next meeting Dates:
 - a. April 6, 7, 8 & 9, 2026 – Anticipated Finance Committee Budget Hearings
 - b. May 28, 2026 – FY27 Budget discussion TBD
 - c. June 3, 2026 – FY27 Budget discussion TBD
7. Finance Committee Member Comments
8. Adjourn



**Finance Committee Meeting Minutes
Wednesday, February 25, 2026**

6:00 PM

Franklin Municipal Building, Council Chambers, 355 East Central Street

A meeting of the Finance Committee was held on Wednesday, February 25, 2026, at the Municipal Building, 2nd Floor, Council Chambers, 355 East Central Street, Franklin, MA.

Members Present

George Conley, Chair, Natalie Riley, Vice Chair, Christopher Diaz, Ryan Lavorgna, Jen D'Angelo

Member Present Remotely

John Barnes

Member not Present

Lauren Nagel

Shannon Nealon

Bill Batchelor (resigned effective 2/25/2026)

Agenda

1. Call to Order

SUMMARY: George Conley, Finance Committee Chair, called the February Finance Committee meeting to order.

VOTE(S): [NONE]

2. Public Comments

SUMMARY: Steve Sherlock, Franklin Matters, Franklin Public Radio, 13 Magnolia Drive, thanked the committee for their work and for proper use of microphones. He noted that another committee has been having issues with microphone use, which makes recordings difficult to listen to. He expressed appreciation that this committee uses their microphones

properly, making recordings easy to listen to.

VOTE(S): [NONE]

3. Approval of Minutes

a. January 14, 2026

SUMMARY: Chair Conley asked for a motion to approve the January 14, 2026 minutes. Natalie Riley made a motion to approve the minutes.

VOTE(S):

Subject: Approval of minutes from January 14, 2026

Mover: Natalie Riley

Second: ---

Result: Passed

Details of the vote: Roll call vote. John Barnes – Yes; Christopher Diaz – Yes; Jennifer D'Angelo – Yes; Ryan Lavorgna – Yes; George Conley – Yes; Natalie Riley – Yes. Motion approved unanimously.

4. Joint Budget Sub Committee (JBSC)

a. Nominate four members

SUMMARY: Chair Conley announced that Bill Batchelor had resigned from the committee effective that morning, reducing membership from nine to eight. Jamie Hellen noted that staff would work on finding replacement candidates, with the goal of filling the position before the budget process.

Chair Conley explained the purpose of the Joint Budget Subcommittee, which consists of four Finance Committee members, four Town Council members, and three School Committee members. The composition is designed to avoid open meeting law issues. He described the committee's previous work, including six meetings held around town at various locations such as the Elks and Washington Street School. He noted these meetings were time-consuming, running about three hours each, and that he observed the same people attending multiple meetings.

Hellen explained that the three school committee members and four councilors had been acknowledged, with formal committee assignments expected in another week or month. He stated that the listening tour roadshow from last year was unlikely to be repeated. He noted uncertainty about the meeting schedule, especially given external circumstances, and

suggested the committee's focus would likely be on solving the longer-term structural budget deficit problem, with important meetings expected during summer and beyond. He emphasized the need for continuity of the four selected members for a couple of years.

Ryan Lavgorgna volunteered to join the committee. Jennifer D'Angelo suggested having an alternate in case someone cannot attend, to ensure the board is always represented. She volunteered to serve as an alternate if no one else wanted the position.

Chair Conley made a motion that by definition the chair, vice chair, and clerk would be members, with Ryan Lavgorgna as a sitting member and Jennifer D'Angelo as the alternate member. Riley seconded the motion.

VOTE(S):

Subject: Nomination of Joint Budget Subcommittee members (Chair, Vice Chair, Clerk as members; Ryan Lavgorgna as member; Jennifer D'Angelo as alternate)

Mover: George Conley

Second: Natalie Riley

Result: Passed

Details of the vote: Roll call vote. John Barnes – Yes; Christopher Diaz – Yes; Jennifer D'Angelo – Yes; Ryan Lavgorgna – Yes; George Conley – Yes; Natalie Riley – Yes. Motion approved unanimously.

5. Presentations/Discussion

a. Financing Options – Purchase of New Fire Truck (\$935,000)

SUMMARY: Kerri Bertone, Chief Financial Officer, introduced the item, noting she had sent a memo with financing options for the purchase of a new fire engine. Fire Chief Charles Allen and Deputy Chief James Klich were present to explain the need for the truck.

Chief Allen explained that during a routine safety inspection, a 2013 Pierce fire engine was found to have advanced frame corrosion, making it unsafe to operate and requiring immediate removal from service. He noted that fire apparatus are very difficult to acquire, with typical turnaround times of three plus years for new orders. They found a demo model available that would suit their needs for immediate replacement.

Chair Conley asked about the survival of the truck. Chief Allen explained this particular engine was on the cusp of frame rail issues. He provided background that two fire trucks were purchased in 2021 for similar frame corrosion issues with a 2007 Pierce Quantum. A generation of fire apparatus from approximately 2007 to the late teens experienced

advanced frame corrosion, with multiple lawsuits across the country. This vehicle was identified as having some frame corrosion but was monitored and kept in service longer than anticipated before the corrosion advanced faster than expected.

Lavorgna asked about the total number of trucks. Chief Allen confirmed they have six heavy axle apparatus: three regular pumpers, a rescue pumper, and two tower trucks (new and old). The truck being replaced serves as the current spare, used when frontline engines go out of service. Deputy Chief Klich noted they only have two engines at their disposal.

Lavorgna asked about the next oldest truck. Chief Allen identified the Ferrara from 2017–2019, noting it is still in great shape. Deputy Chief Klich added that the Ferrara was only frontline for two years before they bought the E-Ones, so it has less wear than typical frontline vehicles and should provide up to 15 years of service or more.

Natalie Riley asked about the cost of a new truck. Chief Allen explained the demo truck is \$935,000, while ordering new would cost approximately \$1.1 million today with no price guarantee and expected 1% monthly increases, potentially reaching \$1.2–1.3 million. He noted a nearby community set aside \$1.5 million for a truck they won't receive for at least three years. New federal emission standards in 2027 could add an additional \$100,000.

Riley asked about the expected lifespan. Chief Allen explained they keep trucks in frontline service for 10 years, then move them to reserve status for as long as possible, typically planning for replacement after about 15 years total. This gives approximately 15 years before needing another purchase.

D'Angelo asked about issuance costs. Bertone explained that for the aerial ladder truck purchased in 2023, issuance costs were approximately \$45,000, including financial adviser, bond counsel, S&P rating call, and documentation fees. For a BAN (bond anticipation note), there are minimal to no issuance costs.

D'Angelo asked about prepayment penalties. Bertone explained that bonds cannot be prepaid, but BANs can be prepaid if funds become available to pay down principal.

John Barnes asked about wear and tear on the demo truck. Chief Allen explained there is minimal wear, primarily just mileage from Iowa to Massachusetts and being brought to fire truck shows. Deputy Chief Klich confirmed the manufacturer treats it as a brand new truck with full warranties.

Barnes asked about timing. Chief Allen explained the dealer will hold the truck for

approximately 30 days before releasing it to the open market, where it would sell immediately. Another local community just bought another demo truck for the same frame corrosion problem.

Barnes asked whether the stabilization fund could be applied to the long-term bond option to reduce borrowing. Bertone confirmed this is an option.

D'Angelo asked about other anticipated needs that might require stabilization funds. Chief Allen noted there's nothing else on the horizon, as this was the vehicle they were planning to replace. Bertone clarified that the stabilization fund can only be used for fire trucks.

Riley asked about interest rates. Bertone confirmed that a recent purchase was under 3%, and while short-term rates are currently a little higher, they are expected to come down.

Riley asked about debt rolling off. Bertone noted not much on the general fund side, more on sewer and water. A debt exclusion is coming off next year. Hellen added that everything except the high school, Tri-County, and the ladder truck will be off the books next year, with either Keller Sullivan or Horace Mann coming off.

Christopher Diaz asked whether the town could utilize a BAN for one or two years and then convert to a long-term bond. Bertone confirmed this is possible and explained that BANs can be rolled over year after year and included in a larger bond issuance in the future.

Hellen confirmed that if interest rates decrease, remaining money could be wrapped into future borrowing. Chair Conley noted anticipated borrowing for Remington's roof and the Police Station. Bertone added that Horace Mann needs repairs and Washington Street School is 30 years old.

Chair Conley asked about other equipment needs. Chief Allen noted they've put money into the brush trucks to keep them going. Deputy Chief Klich added they've been pushing those back as they're holding up well for their intended use.

Conley raised the idea of a car wash to protect vehicle frames. Hellen noted that space exists at the DPW in Brutus, and approximately 7-10 years ago, a car wash was included in the capital plan for this exact reason but was not taken seriously and eventually removed after the pandemic. The estimated cost would be over \$1 million. Chief Allen agreed it would make sense and explained that road salt and brine accelerate rusting significantly when vehicles are stored in warm environments after exposure.

Steve Sherlock suggested a cost analysis comparing brine/salt use versus sand in terms of vehicle corrosion costs. Conley noted that sand was reduced due to catch basin cleaning requirements related to MS4 regulations. D'Angelo added it would be difficult to quantify how much damage is attributed to road treatments given the legal considerations.

Chief Allen noted the demo truck being purchased has a stainless body with galvanized frame rails and a 25-year warranty.

Barnes asked whether stabilization funds could be applied to debt service. Hellen explained it works like a down payment on a house, reducing the amount borrowed. He confirmed that theoretically stabilization funds could be used to pay down debt service in the future.

Bertone stated her preference to BAN the full \$935,000 for one year at approximately \$32,000 in interest, preserving the stabilization fund reserves and providing a year to reassess options.

D'Angelo agreed with the full BAN approach, noting they have reserves to pay down principal if rates increase in year two.

Lavorgna suggested using some stabilization funds, noting the purpose of having a stabilization fund is for exactly this scenario. He recommended using \$200,000 from stabilization.

Bertone noted that when they bought two trucks in 2021, they used \$300,000 from stabilization and were able to build it back up over five years. She noted no deposits are being made to the stabilization fund this year.

Barnes suggested having a plan for when to start making principal payments if they go with the BAN option. Bertone explained the first interest payment would be in November for FY27, and when the BAN matures in spring, she would present options including rolling the BAN or permanently borrowing.

Riley noted the perspective that paying issuance costs for a smaller borrowing amount doesn't make financial sense, and it's better to wait for a larger borrowing opportunity.

Bertone recommended a BAN for \$935,000.

Lavorgna noted his preference for using stabilization but would defer to the group.

D'Angelo made a motion to issue a borrowing anticipation note for the full amount of \$935,000 to fund the new fire truck. Riley seconded the motion.

VOTE(S):

Subject: Issue a borrowing anticipation note (BAN) for \$935,000 to fund the new fire truck

Mover: Jennifer D'Angelo

Second: Natalie Riley

Result: Passed

Details of the vote: Roll call vote. John Barnes – Yes; Christopher Diaz – Yes; Jennifer D'Angelo – Yes; Ryan Lavorgna – No; George Conley – Yes; Natalie Riley – Yes. Motion passed 5-1.

6. Q2 Reports

a. Stabilization Fund Balances

b. Budget vs. Actual

c. FY26 Budget Tracker

SUMMARY: Jamie Hellen explained that at the six-month point, this is part of the quarterly review. He stated they don't need to go through each item in detail. The stabilization fund balances are included, along with the budget tracker prepared by Evan. This represents the quarter 2 report on revenues to local receipts, stabilization fund balances, and year-to-date operating budget. He offered to answer any questions.

D'Angelo asked about stormwater funds since they had moved to a new fund fee. Hellen confirmed that approximately \$1.2 million in stormwater money was moved over, with roughly 50/50 going to roads and snow and ice. About \$600,000 went to roads (now almost all gone) and roughly \$600,000 went to snow and ice. Hellen explained that historically, about \$750,000-\$850,000 per year in free cash was used to fund snow and ice because the operating budget was never properly funded. The current snow and ice budget is approximately \$1.425 million.

D'Angelo noted the FY2025 snow and ice stabilization appears to be mostly from the stormwater transfer rather than the snow and ice budget line. Hellen explained the timeline, noting that three years ago he created the stabilization fund so excess snow and ice money would go to stabilization rather than being spent on road projects at year end, anticipating future severe winters.

Lavorgna asked about the budget stabilization fund and where its money comes from.

Bertone explained it's part of financial policies determining how much to deposit, but due to

operating budget deficits, no money has been moved in recently. The increase shown is from interest returns, as stabilization funds can be invested in higher yields. Hellen explained that in FY24 there was \$3.2 million, the council used \$1 million in FY25 for schools when they requested a 13% increase, but committed to replenishing with \$1 million from free cash, which is why the balance shows \$1.2 million (with additional interest earnings).

Lavorgna asked about procedurally revisiting the OPEB stabilization recommendation since the Town Council tabled it. Hellen confirmed the committee could revisit it, noting free cash is still available. The council tabled the item to June 10, the expected budget vote date. He explained healthcare costs, snow and ice bills, and potential deficits from leaving the self-insured consortium are the three big unknowns for May/June. The OPEB actuarial will present at the May 13 council meeting. Lavorgna suggested adding this to the May agenda to review their recommendation.

Lavorgna asked about fines and forfeits being significantly down. Bertone noted it could be timing, such as when dog licenses are sent out. She offered to investigate further.

Conley noted miscellaneous revenue increased significantly. Bertone explained miscellaneous captures items that can't be categorized elsewhere, including some insurance items and big-ticket items in the unclassified revenue account.

Conley asked if anything was concerning in the budget. Bertone identified the "big five" – fire, police, facilities – as always monitored. Facilities Director Kevin Harn is doing an excellent job, but repairs at numerous buildings impact the facilities budget, which is why a capital plan is needed to maintain buildings.

Hellen added nothing is widely concerning except unforeseen repair costs of \$7,000–15,000. The public property budget is still under where it would be at the halfway mark due to staffing vacancies.

Riley asked about snow and ice budget impacts. Bertone confirmed that if they exceed budget by \$1 million, even after depleting stabilization, it becomes a deficit that must be put on the recap sheet and deducted from next year's free cash.

Hellen noted uncertainty about FEMA assistance given current federal circumstances, stating no one has heard about FEMA involvement in any natural disaster recently. This shifts the financial burden to the governor and lieutenant governor for potential one-time relief packages.

VOTE(S): [NONE]

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)

SUMMARY: [NONE – These items were included in packets but not discussed during the meeting]

VOTE(S): [NONE]

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

SUMMARY: Conley raised a suggestion from a previous meeting that Finance Committee members should be present at Town Council meetings to answer questions about recommendations such as the tier 1 capital requests. Hellen strongly supported this idea. Bertone noted members would know when items are on the agenda and could attend during that time.

Lavorgna suggested that when voting on recommendations, the committee could also nominate the person who will present to the council and an alternate, so two people could coordinate about attendance without needing group emails that might violate open meeting rules.

Hellen acknowledged that having someone present helps address narratives that develop, noting that even when there's dissent in votes, it doesn't mean members are against schools, seniors, firefighters, or paramedics. He emphasized the need to work better with votes that aren't unanimous.

Lavorgna suggested that even on 9–0 votes, Finance Committee presence could help shorten Town Council meetings by summarizing discussions already held, potentially helping department heads spend less time rehashing topics.

Lavorgna requested a future agenda item for an orientation session, possibly on a Friday during the workday before the budget process begins, to walk new members through what to expect. He noted the town doesn't have time for members to spend years learning while the budget situation deteriorates.

Hellen offered to consider when and how to hold such an orientation, possibly community-wide and the week before budget hearings.

Conley suggested opening it to the public. Hellen agreed it would need to be posted as a meeting.

D'Angelo asked about the bill for leaving the insurance consortium. Hellen explained they won't be fully out until October or December due to delays in payments, rebates, and stop-loss ratios. A range should be available by May or June. The coverage drop date is June 30. Open enrollment occurs in April, and the GIC is expected to vote on rates and plan design. Across the board, GLP-1 medications are being reduced from most health care plans for nondiabetic use due to costs. Hellen hopes to have good subscriber numbers before Memorial Day for Town Council budget hearings, with a better idea of potential deficit or surplus going into the end of the fiscal year.

D'Angelo asked where the projected bill would be placed. Hellen explained it's not in any current documents and will be a range by May, with the real bill not known until after June 30 when they're fully separated from the consortium. Any deficit likely won't be finalized until late June, July, or August.

D'Angelo requested a future agenda item on grants, including information about the town's grant process, how they cross-check project schedules with potential grant opportunities, and how municipal projects are matched with grant funding.

Lavorgna shared that he visited the senior center after the last meeting and gained a much better understanding of the building and its operations. He thanked the senior center staff for spending time with him. He also thanked Kerri Bertone and Evan LaCasse for spending an afternoon discussing various topics.

Conley noted he attends the senior center every Thursday morning and reported that after the previous meeting, seniors asked whether the sprinkler would be fixed and whether they would be closed. He emphasized that the previous discussion was about alternatives, not about closing the center.

VOTE(S): [NONE]

9. Finance Committee Member Comments

SUMMARY: No additional comments beyond those discussed under Future Agenda Items.

VOTE(S): [NONE]

10. Adjourn

SUMMARY: Chair Conley called for a motion to adjourn. Riley made a motion to adjourn. D'Angelo seconded the motion.

VOTE(S):

Subject: Motion to adjourn

Mover: Natalie Riley

Second: Jennifer D'Angelo

Result: Passed

Details of the vote: Roll call vote. John Barnes – Yes; Christopher Diaz – Yes; Jennifer D'Angelo – Yes; Ryan Lavorgna – Yes; George Conley – Yes; Natalie Riley – Yes. Motion approved unanimously.

Link to view the video

[2-25-2026 Finance Committee Meeting](#)

Town of Franklin

Fiscal Policies 2024-2025

Town of Franklin Fiscal policies should be reviewed at least every two years in order to maintain a competitive policy framework for good financial practices.

1. Balanced Annual Operating Budget

- Annual costs are funded from current revenue projections within the tax levy, local receipts and state aid.
- Do not defer current annual operating costs to future years by using one-time revenue sources.

2. Compensation and Benefits

- Budget with current revenues.
- Compensation of employees should be based on the compensation and classification plan and employee performance.
- Benefits include health insurance, leave, disability and life insurance and/or other offerings by the Town.

3. Revenues & Expenses

- Annually estimate revenues and expenses through a five year fiscal forecast.
- Maintain full and fair market value of property assessments through the Board of Assessors.
- Assure fees charged cover costs in accordance with the Chapter 82 of the Town Code.

4. Financial Reserves (adequately fund and maintain reserves)

- The policy recognizes that adequate financial reserves are an important element in mitigating current and future risks, ensuring a stable tax rate, and maintaining an AAA Bond Rating. Maintaining this rating is an important goal of the community to reduce interest costs on borrowing.
- Short-term revenue surpluses shall fund non-recurring projects.
- Free Cash will be used to fund the capital budget and for unforeseen expenses.
- Overlay surplus will be used for capital budgets or non-recurring expenses.
- General Stabilization account - A Stabilization account of 5% of recurring general fund revenue (less debt exclusions and MSBA reimbursement).
- Budget Stabilization Fund –
 - i. Used to overcome short term operating budget shortfalls.
 - ii. Where legal, School revolving fund surpluses should be used for school budget shortfalls prior to authorization of a Budget Stabilization fund transfer to ensure the Town maintains a AAA Bond Rating. The School Department should maintain a minimum target of at least \$1 million in surpluses for unforeseen emergencies.
- Field Stabilization Account – Add \$150,000 each year.
- Fire Engine Stabilization Account – Add \$100,000 each year.

- Establish a Property Acquisition Stabilization Account for the purposes of non-Community Preservation Act related property acquisitions.

5. **Budget Stabilization Fund**

- Maintain a target floor of 2% of prior year fiscal operating revenue.
- This account is for one-time revenue sources of operating budget shortfalls.
- No more than 50% of fund balance can be spent in any fiscal year.

6. **Long Term Debt**

- Reserved for large capital projects over \$1,000,000.
- Net general fund debt service (non-debt excluded or funded from enterprise. revenue) should be up to 3% (target) of recurring general fund revenue.

7. **Capital Improvement Program (CIP)**

- A five-year plan updated annually shall be maintained.
- Budget operating costs associated with CIP projects.
- Delaying maintenance on existing assets results in higher costs in future years.
- Postponing improvements to buildings/infrastructure results in higher costs.
- Free Cash, Overlay Surplus, and short-term revenues shall be used for the recurring capital items and smaller one time purchases or projects.
- Bonds will be used for large capital projects (over \$1,000,000) unless it can be paid off in under 5 years.

8. **Enterprise Accounts for Water, Sewer, Stormwater and Refuse**

The water, sewer, stormwater and refuse budgets are supported entirely by fees. Changes to these budgets do not affect the general fund operating budget. At the end of the fiscal year excess funds are automatically closed to their respective account's fund balance. These funds also pay for indirect costs that are carried in the general fund for accounting, pensions, health insurance, and other related costs.

- Water Fees** will fund the annual operating budget, maintain a fund balance of approximately \$1,000,000 +/- and invest \$1,500,000 per year into water system improvements.
- Sewer Fees** will fund the annual operating budget, maintain a fund balance of \$1,000,000 and invest at least \$400,000 per year into sewer system improvements.
- Stormwater Fees** will support the requirements in the MS4 Stormwater permit as issued by the federal Environmental Protection Agency (EPA).
- Refuse Fees** will fund annual operating costs, and funds in excess of \$100,000 will be used to smooth rate increases over time and purchase replacement bins.

9. **Snow and Ice Budget**

- The Town will use a five year rolling average to budget for snow and ice removal.
- Excess Snow & Ice revenues will be deposited into a Snow & Ice Stabilization Account with a maximum cap of \$1 million

10. OPEB – Unfunded retiree Health Insurance Obligation

- Commencing in the FY19 budget allocate \$550,000 in the annual budget
- Increase by \$50,000 per year.
- Transfer 10% of Free Cash to the OPEB Trust Fund annually.

11. Hotel/Motel Tax

- The Town receives a 6% room tax from each hotel room rented. The amount of funds collected each year is directly related to the number of rooms rented.
- These funds should be captured and reflected in the Town's local receipts revenues and continue to be used for public infrastructure.

12. Marijuana Excise Tax Policy

- These funds are the excise tax on the sales of recreational marijuana only.
- Funds from the collection of excise taxes on the sales of marijuana in the Town of Franklin shall be used for ongoing operating budget expenditures and will be reflected and captured in the Town's local receipts totals.

13. Ambulance Receipts Reserved

- The Town Council will look at the ambulance fees annually and adjust as needed to maintain a mid range market position when compared to other local hospital communities.
- The Town shall reserve \$150,000 annually from ambulance receipts to be used for the replacement of Ambulances.

14. Roads/Sidewalks/Infrastructure

- Starting in FY24 appropriate \$600,000 in the annual operating budget.
- Increase this appropriation by \$50,000 per year.
- Use Free Cash (\$500,000) for roads unless there is another capital need.

Other fiscal policies

Fraud Policy – On File

Fund Balance Policy – On file

Investment policy – On File

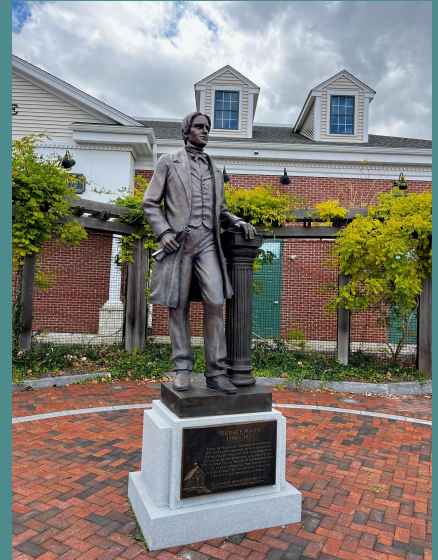
Purchase Order Policy – On File

Risk Assessment – [Complete December 2018](#)



TOWN *of* FRANKLIN
MASSACHUSETTS

Municipal Grant Process Overview



Grant Coordination and Project Planning

The Town actively monitors grant opportunities and coordinates them with municipal project planning to maximize external funding and reduce reliance on local tax dollars. Departments work with Finance and Administration to identify eligible projects, evaluate grant requirements, and pursue funding when opportunities align with project schedules and municipal priorities.

This presentation provides an overview of:

- The Town's grant identification and application process
- How project timelines are reviewed against grant opportunities
- How municipal projects are matched with potential grant funding sources

Town's Grant Process

1. Department identifies project or funding need
2. Staff monitor state, federal, and private grant opportunities
3. Opportunity reviewed for eligibility and requirements
4. Coordination with Finance/Administration
5. Approval to apply (if required)
6. Grant application submitted and tracked



PURPOSE OF GRANTS

- Supplement local funding for municipal projects
- Reduce reliance on local tax revenues
- Support infrastructure, public safety, environmental, and community initiatives
- Leverage state and federal funding opportunities

Town Grant Process



- Department identifies a project or funding need
- Department monitors available grant opportunities
- Upcoming projects are reviewed against available grant programs
- Coordination occurs with Finance/Administration
- Grant application is prepared, submitted and tracked



Matching Projects With Grant Funding

- Capital projects often reviewed for grant eligibility
- Departments coordinate with Finance to identify funding opportunities
- Projects evaluated based on eligibility, local match requirements, and timing
- Grants are pursued when they align with municipal priorities and schedules

Ongoing Grant Management

- Linda Darling, Comptroller, track grant awards and reporting requirements
- Ensure compliance with grant conditions
- Monitor project spending and reimbursement requests
- Provide updates to Jamie Hellen and Department Heads when needed



TOWN *of*
FRANKLIN
FINANCE DEPARTMENT



TOWN *of*
FRANKLIN
MASSACHUSETTS

		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	10 Year Total
		Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue YTD	
DEPARTMENT	HIGHWAY IMPROVEMENTS CH 90 FUND												
DPW	CHAPTER 90 HIGHWAY IMPROVEMENTS REVENUE	\$ 940,693.81	\$1,320,658.98	\$1,172,001.89	\$570,981.33	\$1,059,663.70	\$1,219,118.67	\$943,995.19	\$1,075,647.08	\$980,765.37	\$869,654.69	\$813,254.75	\$ 10,966,435.46
	Total	\$940,693.81	\$1,320,658.98	\$1,172,001.89	\$570,981.33	\$1,059,663.70	\$1,219,118.67	\$943,995.19	\$1,075,647.08	\$980,765.37	\$869,654.69	\$813,254.75	\$10,966,435.46
DEPARTMENT	FEDERAL GRANTS FUND												
ADMINISTRATION	SMALL CITIES	\$0.00	\$22,282.46	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$22,282.46
ADMINISTRATION	FEDERAL COVID-19	\$0.00	\$0.00	\$0.00	\$0.00	\$1,071,186.12	\$1,746,704.48	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,817,890.60
ADMINISTRATION	FEMA COVID-19	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$344,957.66	\$0.00	\$0.00	\$344,957.66
ADMINISTRATION	ARPA COVID DIRECT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,783,936.10	\$888.55	\$1,796,848.05	\$20,371.20	\$7,841.06	\$8.10	\$3,609,893.06
ADMINISTRATION	ARPA COVID COUNTY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,971,185.00	\$2,096,668.79	\$1,375,662.34	\$24,645.30	\$88,264.67	\$6,556,426.10
ADMINISTRATION	FRANKLIN RIDGE HOUSING PROJECT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$190,552.87	\$89,447.13	\$0.00	\$0.00	\$280,000.00
CONSERVATION	EPA NUSTYLE CLEANUP	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,360.00	\$30,984.21	\$39,427.29	\$72,771.50
PLANNING	FRANKLIN RIDGE SR. AFFORD. HS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$334,983.30	\$515,016.70	\$850,000.00
PLANNING	CDBG HOUSING REHAB GRANT	\$8.84	\$6.87	\$12.18	\$23.73	\$21.06	\$2.49	\$0.72	\$13.68	\$17.46	\$17.46	\$10.33	\$134.82
POLICE	IMMIGRATION CUSTOM ENFORCE GRT	\$6,991.30	\$12,528.17	\$12,607.07	\$6,639.17	\$3,309.57	\$9,434.63	\$10,344.78	\$6,027.26	\$957.20	\$438.56	\$274.10	\$69,551.81
POLICE	FEDERAL ASSET FORFEITURES	\$2,405.60	\$24,490.01	\$42,038.82	\$53,963.95	\$7,343.01	\$6,478.45	\$17,264.70	\$182,217.61	\$142,539.05	\$229.49	\$116.07	\$479,086.76
FIRE	SAFER GRANT-FIRE (FEMA/DHS)	\$0.00	\$385,851.99	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$385,851.99
FIRE	ASSISTANCE TO FIREFIGHTERS GRANT	\$0.00	\$0.00	\$219,672.00	\$0.00	\$0.00	\$0.00	\$109,231.59	\$28,799.00	\$0.00	\$0.00	\$0.00	\$357,702.59
FIRE	FIRE PREVENTION & SAFETY GRANT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$38,964.28	\$0.00	\$0.00	\$38,964.28
FIRE	FEMA AFG RADIO GRANT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$632,268.18	\$0.00	\$632,268.18
FIRE	FEMA -AFG EMW 02671	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7,691.99	\$190,936.17	\$102,651.46	\$301,279.62
FIRE	FIREFIGHTERS TRAINING GRANT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$14,273.00	\$33,630.17	\$47,903.17
DPW	SNETT TRAIL EXPANDATION	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$700,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$700,000.00
HEALTH	HEALTH GRANT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$168.00	\$1,935.00	\$0.00	\$0.00	\$0.00	\$2,103.00
HEALTH	BOH - FDA GRANT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,000.00	\$0.00	\$0.00	\$4,000.00
	Total	\$9,405.74	\$445,159.50	\$274,330.07	\$60,626.85	\$1,081,859.76	\$3,546,556.15	\$3,809,083.34	\$4,303,062.26	\$2,026,968.31	\$1,236,616.73	\$779,398.89	\$17,573,067.60
DEPARTMENT	STATE GRANTS FUND												
ADMINISTRATION	ARTS LOTTERY COUNCIL	\$8,010.57	\$8,012.34	\$21,730.52	\$9,443.78	\$12,325.61	\$13,110.20	\$14,802.73	\$27,433.50	\$19,955.31	\$20,645.67	\$9.94	\$155,480.17
ADMINISTRATION	COMMON ART PROJECT	\$3,038.17	\$3,618.65	\$3,027.14	\$10,600.00	\$34,823.05	\$15,000.00	\$26,250.00	\$24,491.25	\$25,000.00	\$25,000.00	\$0.00	\$170,848.26
ADMINISTRATION	HORACE MANN STATUE	\$37,500.00	\$12,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50,000.00
ADMINISTRATION	SUBSTANCE ABUSE EARMARK LESGIS	\$35,627.13	\$12,132.48	\$0.00	\$23,370.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$71,130.11
ADMINISTRATION	CULTURAL COUNCIL	\$0.00	\$0.00	\$0.00	\$5,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,500.00
ADMINISTRATION	REGIONAL PILOT GRANT PROGRAM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$94,000.00	\$94,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$188,000.00
CONSERVATION	Division of Conservation & Recreation CHARLES RIVER	\$0.00	\$0.00	\$25,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00
PLANNING	HPP MASS HWY FRANKLIN CTR DSGN	\$19,341.18	\$17,746.82	\$0.00	\$0.00	\$84.81	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$37,172.81
PLANNING	CULTURAL DISTRICT COMMITTEE	\$0.00	\$0.00	\$0.00	\$0.00	\$17,400.00	\$8,000.00	\$7,500.00	\$16,000.00	\$15,000.00	\$15,000.00	\$15,000.00	\$93,900.00
PLANNING	DEPT HOUSING & DEVL PLANNING GRANT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$75,000.00	\$0.00	\$0.00	\$0.00	\$75,000.00
PLANNING	Energy & Environmental Affairs PLANNING GRANT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$45,000.00	\$0.00	\$0.00	\$0.00	\$45,000.00
FACILITIES	GREEN COMMUNITY GRANT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$30,000.00	\$37,725.50	\$75,451.00	\$39,738.00	\$0.00	\$0.00	\$182,914.50
FACILITIES	ELECTRIC CHARGING STATION DPW	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$95,644.60	\$0.00	\$0.00	\$95,644.60
POLICE	GOVERNORS HIGHWAY SAFETY	\$11,374.59	\$11,703.24	\$5,192.05	\$11,043.19	\$10,977.85	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$50,290.92
POLICE	METRO - Law Enforcement Council GRANT	\$6,718.06	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,718.06
POLICE	COPS IN SHOPS POLICE GRANT	\$4,227.47	\$0.00	\$931.35	\$0.00	\$1,490.16	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$6,648.98
POLICE	POLICE DRUG ENFORCEMENT GRANT	\$0.00	\$0.00	\$745.08	\$4,705.58	\$6,715.18	\$3,351.30	\$3,353.18	\$5,233.00	\$1,230.10	\$1,200.68	\$0.00	\$26,534.10
POLICE	SETB 911 TRAINING GRANT	\$2,350.74	\$28,890.25	\$15,576.61	\$9,645.25	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$56,462.85
POLICE	STATE 911 SUPPORT GRANT	\$121,653.19	\$62,375.92	\$65,484.77	\$85,801.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$335,314.88
POLICE	PEDESTRIAN/BIKE/MOPED GRANT	\$0.00	\$0.00	\$3,275.34	\$3,819.26	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7,094.60

		FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25	FY26	10 Year Total
		Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue	Revenue YTD	
POLICE	JAIL DIVERSION PROGRAM	\$0.00	\$0.00	\$0.00	\$41,078.06	\$100,580.94	\$90,456.46	\$90,132.08	\$106,907.53	\$7,680.46	\$0.00	\$0.00	\$436,835.53
POLICE	DEFIBRILLATOR EQUIP GRANT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,111.75	\$0.00	\$0.00	\$0.00	\$0.00	\$2,111.75
POLICE	POLICE DEPT MENTAL HEALTH	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$75,000.00	\$100,000.00	\$25,000.00	\$200,000.00
POLICE	Medication Education Disposal-PROJECT	\$0.00	\$0.00	\$0.00	\$0.00	\$1,950.00	\$1,300.00	\$1,300.00	\$1,300.00	\$1,300.00	\$1,300.00	\$0.00	\$8,450.00
POLICE	POLICE JAG - SECURITY CAMARAS GRANT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$26,190.76	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$26,190.76
POLICE	DEPT MENTAL HEALTH COVID GRAN	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$41,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$41,000.00
FIRE	SAFE GRANT	\$9,052.00	\$8,637.00	\$8,220.00	\$8,254.00	\$8,393.00	\$0.00	\$18,790.00	\$7,958.00	\$0.00	\$19,600.00	\$0.00	\$88,904.00
FIRE	STATE EQUIPMENT GRANT(FIRE) 2009	\$0.00	\$0.00	\$0.00	\$0.00	\$2,750.50	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,750.50
FIRE	NOR CTY TECH RESCU TEAM (FIRE)	\$0.00	\$0.00	\$0.00	\$0.00	\$1,107.96	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$1,107.96
FIRE	EMERG MNGMT PERFORM GRT (FIRE)	\$15,835.85	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,835.85
FIRE	COMMUNITY COMPACT GRANT	\$0.00	\$25,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$25,000.00
FIRE	EMPG FIRE EQUIP GRANT	\$0.00	\$7,300.33	\$8,400.00	\$7,973.56	\$7,719.57	\$16,881.00	\$8,459.48	\$0.00	\$8,500.00	\$17,000.00	\$0.00	\$82,233.94
FIRE	Dept Fire Serv GRANT	\$0.00	\$48,920.81	\$13,879.32	\$0.00	\$2,480.00	\$0.00	\$19,975.00	\$24,990.00	\$24,998.44	\$49,665.50	\$8,995.00	\$193,904.07
FIRE	MOBILE DATA TERMINALS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$48,661.59	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$48,661.59
DPW	WINTER RAPID RECV ROAD PROGRAM	\$140,495.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$140,495.00
DPW	VETERAN MEMORIAL WAY IMPRVMTS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$247,157.58	\$1,793,123.46	\$2,040,281.04
DPW	SMRP GRANT RECYL/WASTE	\$0.00	\$11,500.00	\$14,300.00	\$14,300.00	\$15,150.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$55,250.00
DPW	TRANSPORTATION INFRASTRUCTURE	\$0.00	\$0.00	\$1,978.80	\$3,081.50	\$4,593.50	\$0.00	\$2,263.40	\$3,277.60	\$5,505.60	\$0.00	\$0.00	\$20,700.40
DPW	COMPLETE STREET PROJECT GR	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$26,346.30	\$7,349.84	\$0.00	\$64,760.00	\$0.00	\$98,456.14
DPW	HOUSING CHOICE COMMT GRANT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$172,708.87	\$26,676.83	\$16,455.00	\$0.00	\$0.00	\$215,840.70
DPW	DEPT OF INDUSTRIAL ACCIDENTS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$15,400.00	\$4,000.00	\$0.00	\$0.00	\$0.00	\$19,400.00
DPW	SHARED STREETS & SPACES	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,814.28	\$0.00	\$0.00	\$0.00	\$0.00	\$20,814.28
DPW	MBTA QUIET ZONE STUDY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$70,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$70,000.00
DPW	GROVE STREET IMPROVEMENTS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$83,521.82	\$0.00	\$2,136,478.18	\$0.00	\$2,220,000.00
DPW	DPW- WINTER RECOVERY ASSISTANCE PROGRAM	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$463,188.64	\$0.00	\$0.00	\$0.00	\$463,188.64
DPW	SO.ST. CULVERT REPLACEMENT PRJ	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$44,500.00	\$0.00	\$0.00	\$44,500.00
DPW	WASHINGTON ST SIDEWALKS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$79,796.46	\$0.00	\$79,796.46
DPW	COMPACTER GRANT	\$0.00	\$0.00	\$0.00	\$7,500.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$7,500.00
DPW	MATTRESS RECYCLING	\$0.00	\$0.00	\$0.00	\$4,055.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$4,055.00
DPW	MATTRESS CONTAINER	\$0.00	\$0.00	\$0.00	\$0.00	\$3,050.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$3,050.00
DPW	RECYCLING GRANT 2021	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$18,200.00	\$25,200.00	\$11,340.00	\$23,400.00	\$0.00	\$0.00	\$78,140.00
DPW	RDP RECYCLING GRANT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,820.00	\$0.00	\$8,820.00
SEWER	SEWER ASSET MNGT SRF GRANT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$19,200.00	\$85,800.00	\$42,000.00	\$147,000.00
WATER	DEP WATER LINE LEAD REPLACE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$134,000.00	\$9,000.00	\$0.00	\$143,000.00
WATER	STORMWATER RECHARGE SWMI	\$81,580.31	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$81,580.31
WATER	STORMWATER PHASE II BMP RETROF	\$26,662.50	\$19,417.50	\$71,570.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$117,650.00
WATER	UPPER CHARLES STM WTR STUDY	\$0.00	\$2,565.00	\$4,935.00	\$67,875.98	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$75,375.98
WATER	WATER-GAP GRANT	\$0.00	\$0.00	\$0.00	\$0.00	\$79,380.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$79,380.00
WATER	STRM WATER 18-03/319	\$0.00	\$0.00	\$0.00	\$18,922.50	\$25,105.50	\$21,306.82	\$59,665.18	\$0.00	\$0.00	\$0.00	\$0.00	\$125,000.00
WATER	GAP III WATER GRANT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$67,807.00	\$0.00	\$67,807.00
HEALTH	BOH COVID-19 EMERGENCY	\$0.00	\$0.00	\$0.00	\$0.00	\$13,000.00	\$40,861.10	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$53,861.10
HEALTH	DPH SHARED SERVICES GRANT	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$84,418.00	\$56,620.44	\$44,000.00	\$44,000.00	\$44,880.00	\$273,918.44
COA	ELDER AFFAIRS FORMULA GRANT	\$39,591.00	\$43,990.00	\$42,670.00	\$52,788.00	\$52,788.00	\$52,788.00	\$52,788.00	\$90,132.00	\$102,900.00	\$110,250.00	\$97,996.08	\$738,681.08
CO	METROWEST COM HEALTHCARE FDN	\$8,845.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$8,845.00
CO	LOW VISION TRAINER	\$0.00	\$2,968.06	\$12,982.00	\$1,140.00	\$0.00	\$0.00	\$10,000.00	\$0.00	\$0.00	\$0.00	\$0.00	\$27,090.06
CO	JOB SEEKERS MCOA	\$0.00	\$0.00	\$0.00	\$0.00	\$564.97	\$420.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$984.97
CO	ARPA GATRA FOR SENIORS	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$20,000.00	\$0.00	\$0.00	\$0.00	\$20,000.00
CO	ENHANCING DIGITAL LITERACY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$34,800.00	\$6,216.24	\$19.92	\$41,036.16

[illegible]