



FISCAL YEAR 2026 FINAL BUDGET PRESENTATION

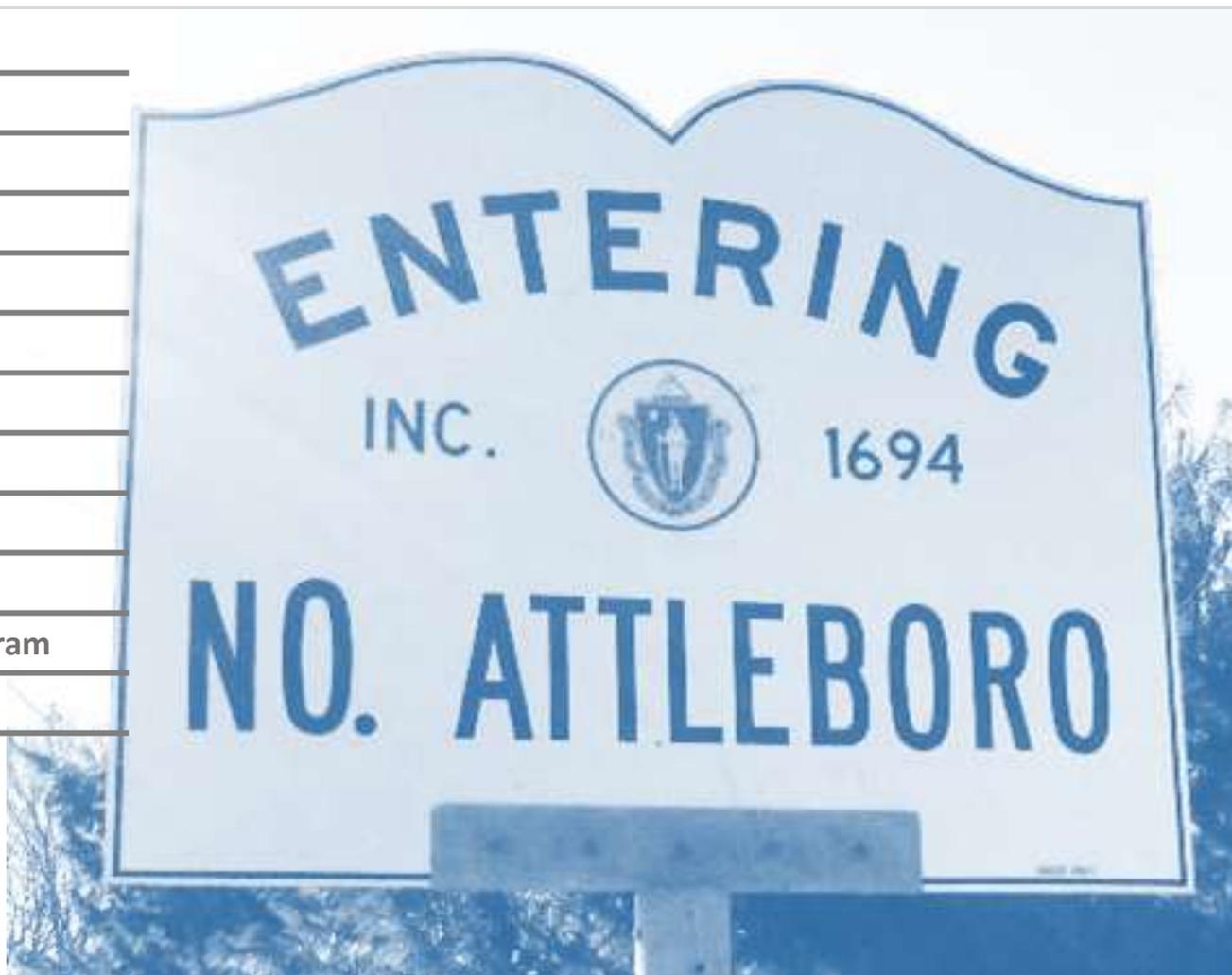
Town Manager – Michael D. Borg

April 14, 2025

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FINAL
BUDGET

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**North Attleborough
Public Works Director
Mark Hollowell**



- Pursuant to the Town Charter
 - Article VI, Section 6-4
 - Final Budget, Capital Improvement Plan, Budget Message

Projections Based on Current Knownns

- \$113M overall budget for FY26
- \$550K is the New Growth Estimate for FY26
- Consistent growth in local receipts
- Structural deficit in the health insurance line will carryover into FY26
- Retirement contribution increases to 8%
- OPEB contributions
- The Debt Exclusion Vote (03 June 2025) will have *no impact* on the FY26 Budget

Budget Unknowns

- Final value of the health insurance deficit in FY26
- 7 Collective bargaining contracts
- Impacts of tariffs or shifts in the bond market on Town operations

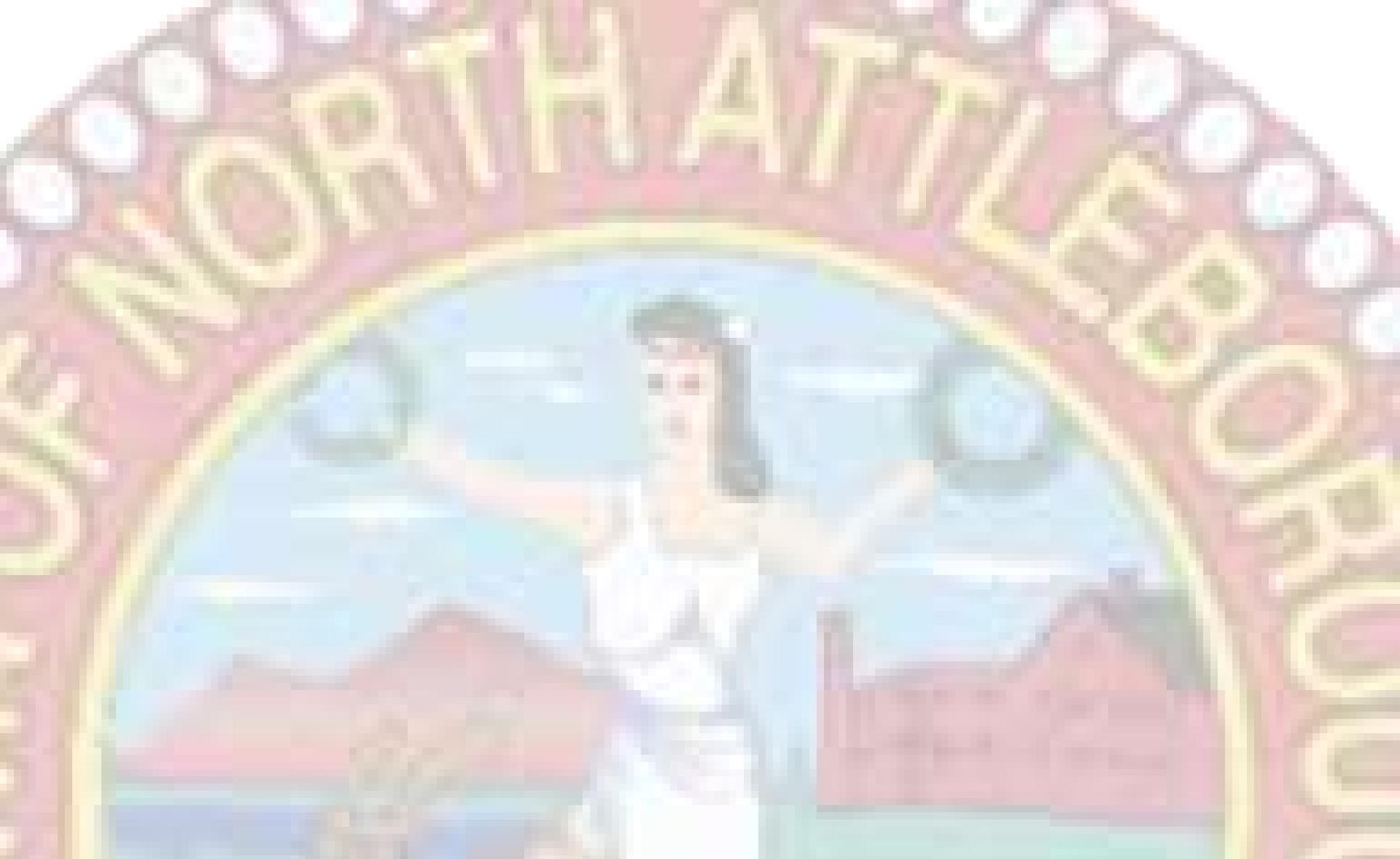
- **Perennial Objective**: Conservative revenue estimates paired with realistic expense estimates in support of Town goals and objectives.
- **Perennial Objective**: Retain and build the best, most professional workforce of any municipality in the Commonwealth.
- Making every effort to fund Town departments to ensure the delivery of level services, remaining cognizant of the health insurance pressures on the budget.
- Look for areas where we can expand or introduce new valued services to the Town.
- Provide the maximum support to the School Department and capital requests.
- Leverage on-hand cash and preserve capital borrowing capacity to the greatest extent.
- Aggressively pursue economic growth, development, grant opportunities, and smart growth initiatives that secure future stability.
- Prioritize spending our external funding sources before spending Town funds.

- Health insurance trend near 110% of premium → projected 15% cost increase
- Ongoing inflation and tariff fluctuations are creating uncertainty
- New growth and development remain our top revenue opportunities
- AA+ credit rating enables low-cost municipal borrowing
- Prioritizing use of Capital Improvement Stabilization Fund for capital needs
- Cost projections for long-range initiatives are being adjusted to account for the growing impact of healthcare inflation
- Active pursuit of grant and earmark funding to relieve general fund pressure
- Snow & ice operations ended FY25 in a favorable position

- New Growth Revenue: Forecasting \$550,000
- Local Receipts Trend (excise tax, permit fees, licenses): 9.1%
- Tax Title Certificates: trending lower over the past 24 months
- Median Assessed Home Value FY25: \$570,000
- Free Cash (Certified): \$5.54mm
- Stabilization Fund Balances: \$15,302,863
- Bond Rating: Current Rating AA+ and under review with S&P Global
- Tax Collection Rate (%): 98.4%
- CPI (Consumer Price Index, Northeast): 3.2%
- Health Insurance Trend Line: 15% estimated increase for FY26
- Fuel & Utility Rate Trends: \$0.1461 + minimum \$10.30 charge
- Interest Rate Benchmarks: 3.9% municipal bond

- Health Insurance Costs – Rising premium trends continue to outpace inflation, placing upward pressure on our operating budgets.
- Personnel Costs & Collective Bargaining – Between the Town and School department we will be bargaining with 10 organizations. Wage increases, step raises, and contract negotiations impact salary lines across departments.
- Capital & Infrastructure Needs – Investment in buildings, vehicles, equipment, and roads continue to drive long-term cost planning and debt strategy.
- Retirement & Pension Obligations – Contributions tied to long-range actuarial targets (e.g., 2034 pension funding goals)
- Mandated Assessments – County, state, and regional assessments (e.g., school districts, RMV, mosquito control) are outside local control.
- Education Assessments – Regional school allocations with enrollment-based cost shifts.

- Public Safety Operations – Staffing, training, equipment, and emergency response readiness requirements.
- Deferred Maintenance – Increased costs for repair and maintenance due to aging infrastructure and facilities. No repair costs less next year.
- Development – Projects at Kelley Blvd, Draper Avenue, S. Washington Street, and Elm Street will come online in this time period.
- Mixed-use zoning and downtown area improvements provide an opportunity bring new growth to areas that have been stagnant for years.



REVENUE ESTIMATES

GENERAL FUND FY2026

FY26 REVENUE ESTIMATES

FY26
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BUDGET

Source	FY2024	FY2025	FY2026	+/-	%Change
Total Tax Levy	\$69,927,240	\$72,191,641	\$74,470,749	\$2,279,108	3.2%
State Aid	\$25,234,458	\$25,315,025	\$26,188,351	\$873,326	3.3%
Local Receipts	\$7,574,575	\$8,525,480	\$9,298,964	\$773,484	8.3%
Enterprise Indirects	\$743,400	\$738,439	\$807,257	\$68,818	8.5%
Transfers & Withdrawals	\$2,006,474	\$2,095,260	\$2,137,035	\$41,775	1.9%
PILOT	\$340,341	\$339,067	\$396,598	\$57,531	14.5%
Totals	\$105,856,488	\$109,204,912	\$113,298,954	\$4,094,042	3.7%

NOTES:

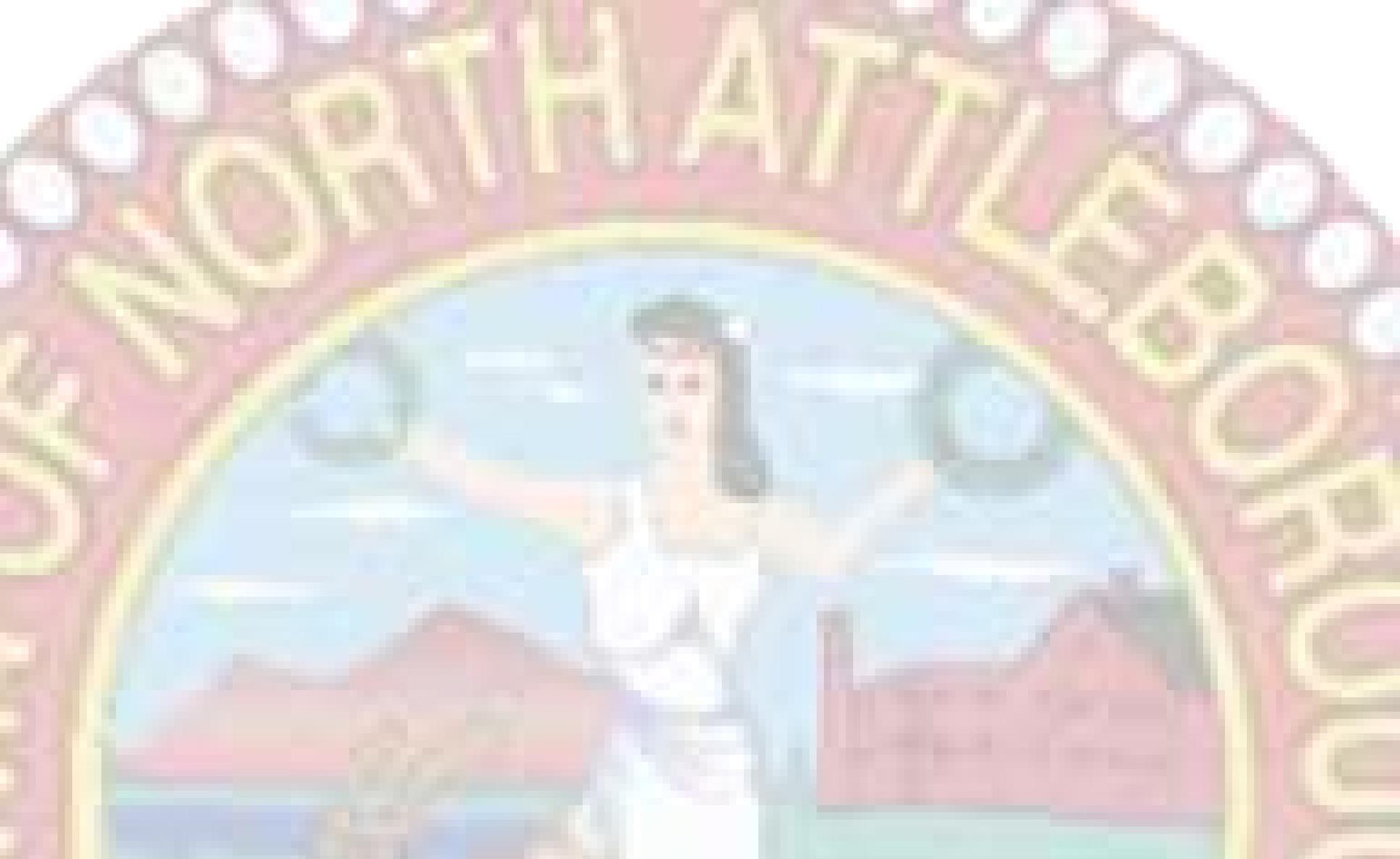
1. Total Levy built under Proposition 2 ½.
2. House 1 budget currently in negotiations. House 1 budget is the baseline for this budget.
3. We are seeing consistent gains in local receipts; meals, beverages, lodging, and motor vehicle excise tax.
4. PILOT payments do not include gains created by the Opportunity Fund.

FY25 FUND BALANCES

FY26
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BUDGET

FY25 FREE CASH BALANCE

DATE VOTED	MEASURE #	Item	GENERAL FUND	SEWER	WATER	SOLID WASTE	COMCAST	VERIZON
			\$5,541,193	\$605,145	\$185,697	\$1,154,686	\$211,396	\$23,876
27 JAN 25	2025-030	Chapter 70 Funds	(\$294,076)					
27 JAN 25	2025-033	Capital Stab. Fund	(\$3,200,000)					
27 JAN 25	2025-058	Sewer I&I		(\$22,946)				
27 JAN 25	2025-038	North TV Equip					(\$23,031)	
TOTAL	AVAILABLE		\$2,047,117	\$582,199	\$185,697	\$1,154,686	\$188,365	\$23,876
General Fund Stabilization Balance:						\$7,876,704		
Capital Improvement Stabilization Fund Balance:						\$7,426,159		
TOTAL Free Cash + Stabilization:						\$17,349,980		



CHERRY SHEET ANALYSIS

GENERAL FUND FY2026

CHERRY SHEET ANALYSIS

FY26
FINAL
BUDGET

FY2026 Preliminary Cherry Sheet Estimates North Attleborough

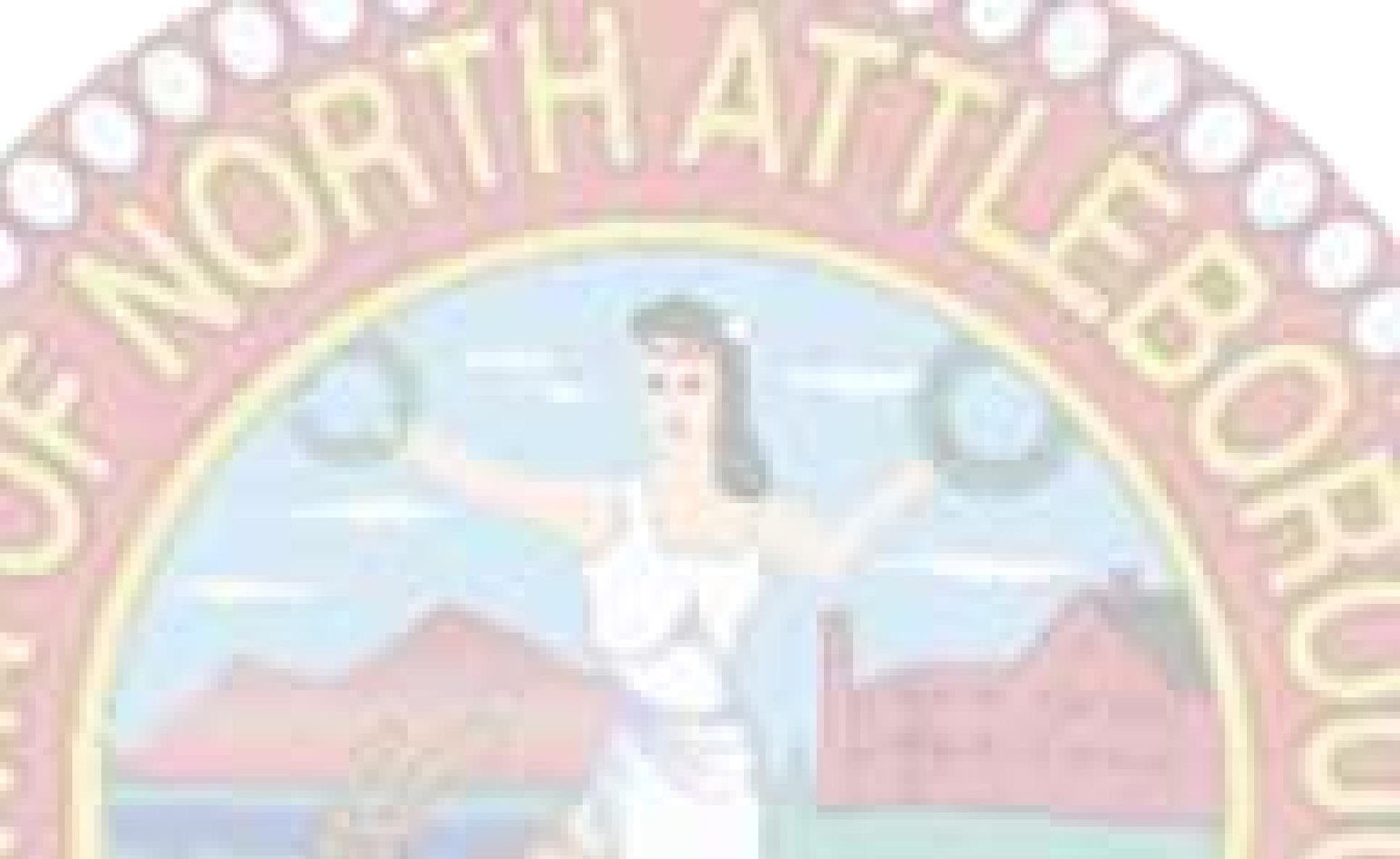
PROGRAM	FY25 Cherry Sheet Estimate	FY26 Governor's Local Aid Proposal	FY26 HWM Budget Proposal	FY26 SWM Budget Proposal	FY26 Conference Committee	Delta	% Change
Education Receipts:							
Chapter 70	21,706,827	21,994,677				287,850	1.33%
School Transportation	-	-					
Charter Tuition Reimbursement	185,267	175,837				(9,430)	(5.09%)
Smart Growth School Reimbursement	-	-					
Offset Receipts:							
School Choice Receiving Tuition	318,106	324,384				6,278	1.97%
Sub-Total, All Education Items:	22,210,200	22,494,898				284,698	1.28%
General Government:							
Unrestricted Gen Gov't Aid	3,542,528	3,620,464				77,936	2.20%
Local Share of Racing Taxes	-	-					
Regional Public Libraries	-	-					
Veterans Benefits	142,956	246,403				103,447	72.36%
Exemp: VBS and Elderly	93,118	150,970				57,852	62.18%
State Owned Land	-	-					
Offset Receipts:							
Public Libraries	85,951	84,827				1,064	1.31%
Sub-Total, All General Government:	3,864,553	4,102,664				238,111	6.16%
Total Estimated Receipts:	26,074,753	26,597,562				522,809	2.00%

CHERRY SHEET ANALYSIS

FY26

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BUDGET

PROGRAM	FY2025 Cherry Sheet Estimate	FY26 Governor's Local Aid Proposal	FY26 HWM Budget Proposal	FY26 SWM Budget Proposal	FY26 Conference Committee	Delta Δ	% Change
County Assessments:							
County Tax	451,986	466,652				14,666	3.24%
Suffolk County Retirement							
Sub-Total, County Assessments:	451,986	466,652				14,666	3.24%
State Assessments and Charges:							
Retired Employees Health Insurance							
Retired Teachers Health Insurance	2,506,082	2,741,120				235,038	9.38%
Mosquito Control Projects	85,749	88,073				2,324	2.71%
Air Pollution Districts	9,930	10,279				349	3.51%
Metropolitan Area Planning Council							
Old Colony Planning Council							
RMV Non-Renewal Surcharge	37,080	37,080				0	0
Sub-Total, State Assessments:	2,638,841	2,876,552				237,711	9.00%
Transportation Authorities:							
MBTA							
Boston Metro. Transit District							
Regional Transit	248,862	255,084				6,222	2.50%
Sub-Total, Transp Authorities:	248,862	255,084				6,222	2.50%
Annual Charges Against Receipts:							
Multi-Year Repayment Program							
Special Education	16,239	0				(16,239)	(100%)
STRAP Repayments							
Sub-Total, Annual Charges:	16,239	0				(16,239)	(100%)
Tuition Assessments:							
School Choice Sending Tuition	300,988	256,434				(44,554)	(14.80%)
Charter School Sending Tuition	1,563,834	1,016,040				(547,794)	(35.02%)
Sub-Total, Tuition Assessments:	1,864,822	1,272,474				(592,348)	(31.76%)
Total All Estimated Charges:							
Net State Aid	5,220,750	4,870,762				(349,988)	(6.70%)



EXPENSE FORECAST

GENERAL FUND FY2026

FY26 EXPENSE FORECAST BY OFFICE

FY26
FINAL
BUDGET

DEPARTMENT / SOURCE	FY 2026 Budget	+/-	% Change
Administration	\$3,179,582	\$128,791	4.3%
Finance	\$1,255,045	\$15,453	1.3%
Community Development	\$633,408	\$30,312	(4.6%)
Health & Human Services	\$2,616,605	\$69,497	(2.6%)
Public Works	\$2,206,005	\$42,055	1.9%
Public Safety	\$15,352,681	\$223,169	1.5%
Education	\$59,799,398	\$4,426,663	8.0%
Non-Departmental	\$30,188,187	\$1,504,776	5.2%

NOTES, REMARKS, OBSERVATIONS

1. FY26 Budget reflects stable year-over-year growth across most offices, with some targeted investments.
2. Community Development and Human Services budgets decreased due to staff realignments and operational adjustments.
3. Public Safety and Public Works show modest increases focused on maintaining service levels and supporting core operations.
4. Education remains the largest budget category at over \$59.7M, representing 53% of the budget.
5. Health Insurance and Pension costs continue to drive growth within the Non-Departmental category.

FY26 ADMINISTRATION

FY26
FINAL
BUDGET

DEPARTMENT	SALARY	EXPENSE	TOTAL	% CHANGE From Previous Year
Town Clerk	\$113,370	\$9,650	\$123,020	5.5%
Human Resources	\$435,043	\$11,000	\$446,043	8.7%
Town Manager	\$565,086	\$22,701	\$587,787	(9.1%)
Elections	\$210,090	\$58,241	\$268,331	(5.3%)
IT	\$304,846	\$837,050	\$1,141,896	(8.0%)
Public Facilities	\$25,643	\$576,862	\$602,505	76.6%
Town Council	\$10,000	\$0	\$10,000	(16.7%)
TOTALS	\$1,664,078	\$1,515,504	\$3,179,582	4.3%

NOTES, REMARKS, OBSERVATIONS

1. No employee additions.
2. Human Resources will hire a PTE to FTE (hours only, currently a benefitted position).
3. Only one election to be held in FY26.
4. IT currently has an acting Department Head, new hire ASAP.
5. Consolidation of building maintenance and utilities into the Public Buildings budget.
6. FY26 Increase drive solely consolidation into Public facilities, 4 of 7 budgets are reduced.

FY26 FINANCE

FY26
FINAL
BUDGET

DEPARTMENT	SALARY	EXPENSE	TOTAL	% CHANGE From Previous Year
Treasurer	\$289,777	\$84,600	\$374,377	6.5%
Collector	\$226,881	\$35,850	\$262,731	1.7%
Accountant	\$317,075	\$5,050	\$322,125	(3.8%)
Assessor	\$253,082	\$42,730	\$295,812	0.4%
TOTALS	\$1,086,815	\$168,230	\$1,255,045	1.3%

NOTES, REMARKS, OBSERVATIONS

1. No employee additions.
2. The Town's financial team continues to provide excellent financial services and support to the Town, our departments, and residents.
3. Payroll software contract is expiring impacting the FY26 expense assessment for the Town Treasurer.
4. 3 of 4 financial departments have a flat or reduced budgets moving into FY26.

FY26 COMMUNITY DEVELOPMENT

FY26
FINAL
BUDGET

DEPARTMENT	SALARY	EXPENSE	TOTAL	% CHANGE From Previous Year
Planning	\$134,109	\$3,150	\$137,259	(9.8%)
Zoning	\$25,037	\$350	\$25,387	46.2%
Conservation	\$98,673	\$23,800	\$122,473	(20.2%)
Buildings & Insp	\$330,289	\$18,000	\$348,289	0.7%
TOTALS	\$588,108	\$45,300	\$633,408	(4.6%)

NOTES, REMARKS, OBSERVATIONS

1. No employee additions.
2. Community Development budget down 4.6% overall, reflecting efficient reallocation of shared staffing.
3. Zoning-Conservation Clerk duties split 50-50 between each department. This adjustment is driving the increase in Zoning salaries.
4. Building Commissioner and Local Inspector on-board, contractor flex built into the budget.
5. Cost-sharing strategies between departments help reduce overall budget pressure.

FY26 HEALTH & HUMAN SERVICES

FY26
FINAL
BUDGET

DEPARTMENT	SALARY	EXPENSE	TOTAL	% CHANGE From Previous Year
Park & Rec	\$547,066	\$118,760	\$665,826	(1.2%)
Pools & Beaches	\$79,985	\$41,450	\$121,435	(30.8%)
Health	\$392,161	\$10,840	\$403,001	2.2%
Veterans	\$150,293	\$302,900	\$453,193	(1.6%)
Senior Center/COA	\$240,775	\$24,300	\$265,075	1.3%
Library	\$577,546	\$130,529	\$708,075	(1.8%)
TOTALS	\$1,987,826	\$628,779	\$2,616,605	(2.6%)

NOTES, REMARKS, OBSERVATIONS

1. No new employee additions across departments.
2. Liability insurance for open water bodies is no longer supported by the YMCA, which impacts beach operations; alternative solutions are under review.
3. Senior Center to consolidate operations at 451 Elm Street in July, supported by the state Formula Grant.
4. Richards Memorial Library meets all requirements to maintain state grant funding.
5. FY26 Human Services budget reflects a **2.6% overall reduction**.

FY26 PUBLIC WORKS

FY26
FINAL
BUDGET

DEPARTMENT	SALARY	EXPENSE	TOTAL	% CHANGE From Previous Year
DPW Admin	\$527,100	\$15,795	\$542,895	4.7%
Highway	\$1,087,990	\$325,120	\$1,413,110	1.2%
Snow & Ice	\$75,000	\$175,000	\$250,000	0%
TOTALS	\$1,690,090	\$515,915	\$2,206,005	1.9%

NOTES, REMARKS, OBSERVATIONS

1. No new employee additions across DPW departments.
2. Snow & Ice expenditures are within the \$250,000 FY25 budget; Free Cash remains available to cover any necessary deficit spending.
3. Compost operations remain a steady and valuable revenue source for the Town.
4. FY26 Public Works budget increases by only 1.9%, reflecting stable and controlled operational costs.

FY26 PUBLIC SAFETY

FY26
FINAL
BUDGET

DEPARTMENT	SALARY	EXPENSE	TOTAL	% CHANGE From Previous Year
NAPD	\$7,038,637	\$701,801	\$7,740,438	1.5%
NAFD	\$4,835,757	\$347,658	\$5,183,415	0.9%
Ambulance RR	\$1,896,946	\$240,089	\$2,137,035	2.0%
Animal Control	\$282,793	\$9,000	\$291,793	9.5%
TOTALS	\$14,054,133	\$1,298,548	\$15,352,681	1.5%

NOTES, REMARKS, OBSERVATIONS

1. No new employee additions across Public Safety departments.
2. Animal Control costs adjusted to reflect overtime coverage per USW agreement.
3. Ambulance Receipt Reserve continues to fund 20 firefighters and the EMS Captain; EMS calls growing ~7% annually.
4. Grant funding offsets dispatcher salaries and reduces general fund reliance.
5. Fuel costs stable; trend expected to hold through FY26.

FY26 EDUCATION

FY26
FINAL
BUDGET

SOURCE	FY 2024	FY 2025	FY 2026	+/-	% Change
School Department	\$45,000,738	\$49,075,382	\$51,301,532	\$2,226,150	4.5%
Crossing Guards	\$95,000	\$80,000	\$85,000	\$5,000	6.3%
School Transportation	\$2,074,976	\$2,285,367	\$2,513,313	\$227,946	10.0%
Bristol County Assessment	\$105,560	\$111,800	\$111,800	\$0	0%
Tri County Assessment	\$3,638,112	\$3,820,186	\$5,787,753	\$1,967,567	51.5%
Total	\$50,914,386	\$55,372,735	\$59,799,398	\$4,426,663	8.0%

NOTES, REMARKS, OBSERVATIONS

1. North Attleborough Public Schools (NAPS) remain the largest Town department, with over \$51M in FY26 funding and the majority of municipal staff.
2. Tri-County assessment includes a \$1.93M MSBA capital charge funded by FY25 Free Cash. North Attleborough accounts for 25.48% of Tri-County enrollment—the highest of the 11-member district.
3. School transportation and crossing guard budgets reflect minor adjustments for inflation and safety continuity.
4. Bristol County Agricultural assessment is pending; current budget uses level funding estimate.

FY26 NON-DEPARTMENTAL BUDGET

FY26
FINAL
BUDGET

LINE ITEM	TOTAL	% CHANGE From Previous Year	Remarks / Notes / Observations
Reserve Fund	\$100,000	(33.3%)	Reduction
Auditing Services	\$84,210	2.8%	Fixed contract, Year 2 of 3
Interest on Abatements	\$2,000	0%	Required, generally not expended
Town Attorney	\$125,000	(16.7%)	Reduction, ongoing litigation wrapping up
Tax Title Foreclosure	\$18,000	0%	No change
Weights & Measures	\$26,285	0%	Fixed contract, no changed in price
Street Lighting	\$125,000	0%	No change
Historical Commission	\$2,000	(33.3%)	Reduction based on previous expenditures
Long-Term Debt	\$3,911,395	0.3%	No general fund borrowing this FY
State Assessment	\$4,404,110	(8.9%)	Reduction, see Cherry Sheet analysis
County Assessment	\$466,652	3.2%	See Cherry Sheet analysis
Retirement & Pension	\$4,388,004	8.8%	Retirement Board vote, 8% annually next 8 years
Unemployment	\$150,000	9.2%	Increase driven
Health Insurance	\$12,792,556	9.2%	Premium to claims rate 110%

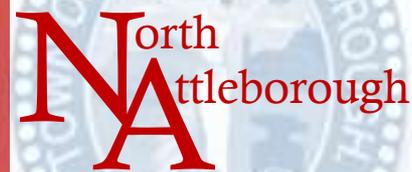
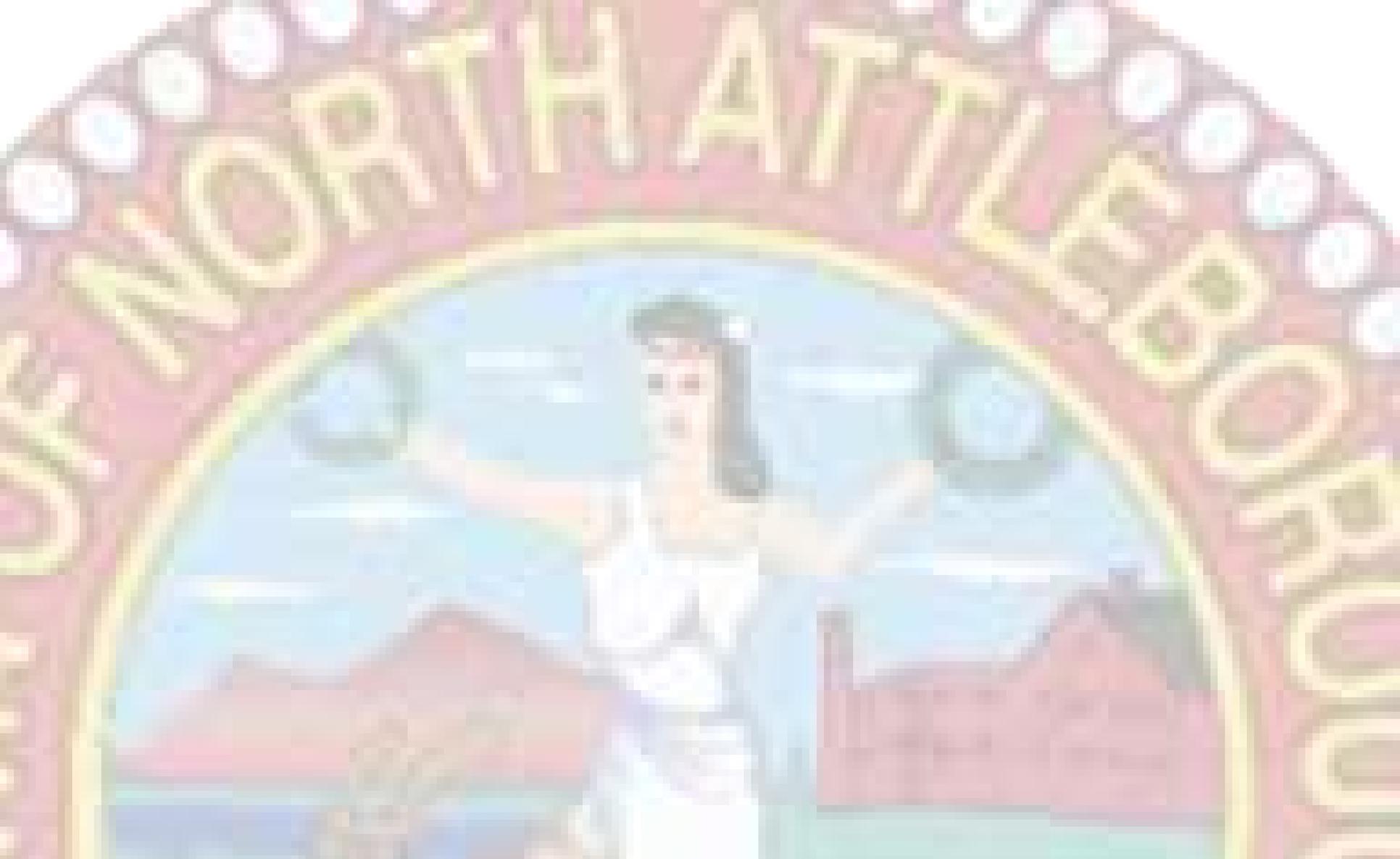
FY26 NON-DEPARTMENTAL BUDGET

FY26
FINAL
BUDGET

LINE ITEM	TOTAL	% CHANGE From Previous Year	Remarks
Life Insurance	\$30,675	1.7%	No major changes or shift in policy or rate
Medicare	\$940,000	5.6%	Increase driven by federal government rates
Liability Insurance	\$1,192,300	19.23%	Quote pending, expect an increase for coverage
Insurance Reserve	\$80,000	(23.8%)	Reduction based on historical spending
Salary Reserve	\$150,000	(25.0%)	Reduction based on historical spending
Overlay	\$700,000	27.3%	Driven by abatements, exemptions, Sr Work Off
OPEB	\$500,000	25.0%	Policy driven requirement
TOTALS	\$30,188,187	5.2%	Overall increase driven by Health Insurance

NOTES, REMARKS, OBSERVATIONS

1. Health insurance remains the largest cost pressure; currently forecasted at a 15% rate increase. Offsets include employee opt-out incentive and high-deductible plan.
2. Capital Stabilization continues to support the structural healthcare deficit (110% premium-to-claims).
3. Retirement costs are increasing, aligned with the Retirement Board's target date of 2034 for pension obligation fulfillment.
4. Long-Term Debt remains nearly flat, supported by stabilization funding that prevents new borrowing at this time.
5. State and County assessments are a net level-funded based on Cherry Sheet data.
6. Reductions in the Reserve Fund, Historical Commission, and Insurance Reserve reflect realignment with historical actuals.
7. Awaiting property and liability insurance quotes, which are expected to increase due to ongoing volatility in the insurance market.



ENTERPRISE FUNDS (EF)

ENTERPRISE FUNDS FY2026

Total Estimated Revenues

\$4,195,169

	FY2025	FY2026	Δ	% Change
	\$3,911,548	\$4,195,169	\$283,621	7.3%

	FY25	FY26	% CHANGE From Previous Year
Salaries	\$442,985	\$466,998	5.4%
Expenses	\$3,274,718	\$3,499,685	6.9%
Indirects	\$193,845	\$228,486	17.9%
Total	\$3,911,548	\$4,195,169	7.3%

NOTES:

1. No new employee additions across the Solid Waste department.
2. Barrel service for waste and recycling continues; cost savings maintained through DPW white goods pickup and Transfer Station swap shop.
3. Indirect costs up due to service-based adjustments.
4. Retained Earnings Balance: \$1,154,686 pending finalization because of health insurance employer contribution requirements.

FY26 EF – WASTEWATER

FY26
FINAL
BUDGET

Total Estimated Revenues

\$7,250,134

	FY2025	FY 2026	Δ	% Change
	\$6,612,438	\$7,250,134	\$637,696	9.6%

	FY25	FY26	% CHANGE From Previous Year
Salaries	\$1,239,898	\$1,269,423	2.4%
Expenses	\$2,178,561	\$2,486,080	14.1%
Indirects	\$650,800	\$790,337	21.4%
Debt Service	\$2,543,179	\$2,704,294	6.3%
Total	\$6,612,438	\$7,250,134	9.6%

NOTES:

1. No new employee additions across Wastewater divisions in FY26.
2. Retained Earnings Balance: \$582,199, pending final reconciliation related to health insurance contributions. FY26 Budget increases by 9.6%, driven by higher operational expenses, indirect costs, and debt service.

Total Estimated Revenues

\$6,107,140

	FY2025	FY 2026	Δ	% Change
	\$5,735,129	\$6,107,140	\$372,011	6.5%

	FY25	FY26	% CHANGE From Previous Year
Salaries	\$1,288,026	\$1,368,696	6.3%
Expenses	\$2,114,582	\$2,081,699	(1.6%)
Indirects	\$762,164	\$904,139	18.6%
Debt Service	\$1,570,357	\$1,752,606	11.6%
Total	\$5,735,129	\$6,107,140	6.5%

NOTES:

1. No new employee additions across Water Division in FY26.
2. PFAS mitigation project remains on schedule to meet EPA standards by 2029.
3. Retained Earnings Balance: \$185,697, pending final health insurance contribution reconciliation.

Total Estimated Revenues

\$298,000

	FY 2025	FY 2026	Δ	% Change
Comcast	\$305,000	\$288,000	(\$17,000)	(5.6%)
Equipment	\$10,000	\$10,000	-	-
Total Departmental Budgets	\$315,000	\$298,000	(\$17,000)	(5.4%)

NOTES:

1. Current Retained Earnings Balance: \$188,364
2. **Cable Subscription Decline:** The ongoing reduction in cable TV subscriptions—down over 30% since 2010—poses a risk to cable access TV funding, which is tied to subscriber fees. This trend may impact future revenue streams for local cable access operations.

Total Estimated Revenues

\$201,000

	FY 2025	FY 2026	Δ	% Change
Verizon	\$201,000	\$201,000	0	0%
Equipment	-	-	-	-
Total Departmental Budgets	\$201,000	\$201,000	0	0%

NOTES:

1. Current Retained Earnings Balance: \$23,876



5-YEAR FINANCIAL OUTLOOK

FY2026 - 2030

5-YEAR FINANCIAL FORECAST

FY26
FINAL
BUDGET

Source	FY26	FY27	FY28	FY29	FY30
Tax Levy	\$74,470,749	\$76,740,052	\$79,011,807	\$81,283,561	\$83,555,316
State Aid	\$26,188,351	\$26,533,171	\$27,010,118	\$27,487,064	\$27,964,011
Local Receipts	\$9,298,964	\$10,190,729	\$11,052,923	\$11,915,118	\$12,777,312
Enterprise Indirects	\$807,257	\$826,889	\$858,818	\$890,746	\$922,675
Transfers	\$2,137,035	\$2,210,151	\$2,275,431	\$2,340,712	\$2,405,992
PILOT	\$396,598	\$414,926	\$443,054	\$471,183	\$499,311
Total	\$113,298,954	\$116,915,918	\$120,652,151	\$124,388,385	\$128,124,617

NOTES, REMARKS, OBSERVATIONS

1. Prop 2½ Levy Growth Remains Steady, providing reliable year-over-year increases to the tax base.
2. New Growth Opportunities will be critical in offsetting rising costs; strategic development continues to expand the levy.
3. Local Receipts Projected to Increase by ~8–9% Yearly, signaling strong community activity and consumer confidence.
4. State Aid Growth Is Modest, averaging under 2% per year, making local revenue even more important.
5. Health Insurance Costs Remain a Structural Pressure, with FY26 projecting a 15% increase are potential mitigated by a high-deductible plan offering and a funded opt out program.
6. PILOT Revenues Climbing Gradually, but growth is slower than other revenue categories.
7. Transfers & Enterprise Indirects, including employer healthcare costs, remain consistent and predictable, aiding stability.
8. Forecast Relies on Maintaining Strong Tax Collection Rates, effective permitting, and conservative planning assumptions.
9. S&P AA+ Bond Rating Under Review, maintaining reserves and managing long-term obligations remain top priorities.



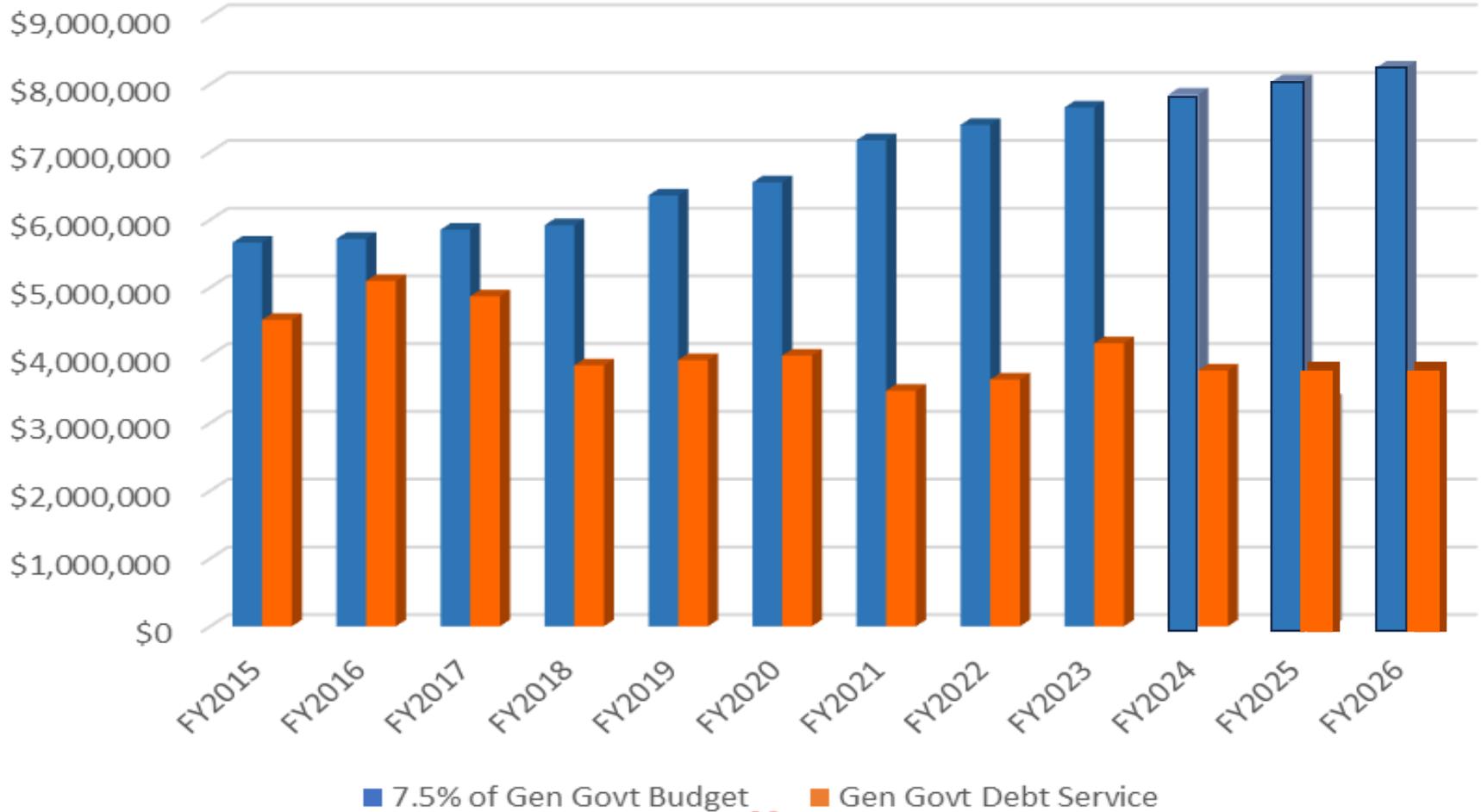
CAPITAL IMPROVEMENTS

FY2026

DEBT CAPACITY & DEBT SERVICE

CIP
2026-2030

North Attleborough General Govt. Debt Service



CAPITAL BUDGET PROPOSAL FY26

CIP
2026-2030

DEPT	TITLE	PRIORITY	FY26	FUNDING	CATEGORY
Fire	Staff Car Replacement w/ Ancillary Equipment	1	\$68k	Fire Alarm Rev Acct	Asset Mngmnt
ALL	MUNIS Upgrade Accounting, HR, Payroll	1	\$300k	CIP Stabilization	Infrastructure
Park & Rec	Autonomous Field Painting Apparatus	4	\$50k	FY'25 F.C.	Asset Mngmnt
Park & Rec	Pick-up Truck Replacement	5	\$55k	FY'25 F.C.	Asset Mngmnt
Public Facilities (S)	Woodcock Building Elevator Repair	1	\$70k	FY'25 F.C.	Infrastructure
Public Facilities (S)	AMVET School Fire Alarm Replacement	2	\$250k	CIP Stabilization	Infrastructure
Public Facilities (S)	Community School Ceiling Replacement	3	\$100k	CIP Stabilization	Infrastructure
Public Facilities (S)	School Safety and Security Upgrades	6	\$150k	CIP Stabilization	Infrastructure
Public Facilities (S)	Falls School Building Envelope - Sealant	14	\$55k	FY'25 F.C.	Infrastructure
Public Facilities (S)	NAMS Room 328 Renovation	21	\$50k	FY'25 F.C.	Infrastructure
Public Facilities (T)	451 Elm Street Fire Suppression	1	\$500k	CIP Stabilization	Infrastructure
Public Facilities (T)	451 Elm Street Security Upgrades	4	\$50k	FY'25 F.C.	Infrastructure
Public Facilities (T)	Fire Station 1 Structural Repairs	6	\$25k	FY'25 F.C.	Infrastructure
Public Facilities (T)	Fire Station 3 MEP Redesign	8	\$150k	CIP Stabilization	Infrastructure
Public Works - Admin	Administration Office Improvement	5	\$40k	FY'25 F.C.	Infrastructure
Public Works - Hwy	Roads, Bridges, Sidewalks & Parking Lot Maintenance	4	\$1mm	CIP Stabilization	Infrastructure
Public Works - Hwy	Compost Row Turner	6	\$65k	FY'25 F.C.	Asset Mngmnt
Public Works - Sewer	Main Building Roof Replacement	1	\$1.5mm	Enterprise Bonding	Infrastructure
Public Works - Sewer	Sludge Thickening System	2	\$1.2mm	Enterprise Bonding	Infrastructure
Public Works - Sewer	Vehicle Replacement	3	\$85k	Enterprise Bonding	Asset Mngmnt
Public Works - Sewer	Pump Station Rehabilitation Program	4	\$385k	Enterprise Bonding	Infrastructure
Public Works - Sewer	Plant Water Pump Relocation Project	5	\$125k	Enterprise Bonding	Infrastructure

CAPITAL BUDGET PROPOSAL FY26

CIP
2026-2030

DEPT	TITLE	PRIORITY	FY26	FUNDING	CATEGORY
Public Works -Water	Water Main Replacement	1	\$900k	Enterprise Bonding	Infrastructure
Public Works -Water	Hillman Well PFAS Design	2	\$500k	Enterprise Bonding	Infrastructure
Public Works -Water	McKeon Well Greensand Filter Meda Replacement	3	\$400k	Enterprise Bonding	Infrastructure
Schools	SPED Bus Replacement	1	\$200k	FY'25 F.C.	Asset Mngmnt
Schools	District-Wide Chromebook Replacement	2	\$100k	FY'25 F.C.	Asset Mngmnt
Schools	Marching Band Uniform Replacement	3	\$60k	Unspecified	Asset Mngmnt
Town Manager	Communications "Go" Kit	1	\$8.5k	FY'25 F.C.	Asset Mngmnt
Town Manager	Veterans' Memorial Park Re-Design Project	2	\$290k	Unspecified	Placemaking
Fire Alarm Revolving Account Total			\$68,000		
CIP Stabilization Total			\$2,450,000		
FY'25 Free Cash Total			\$768,500		
Enterprise Bonding Total			\$5,095,000		
Unspecified Total			\$350,000		
Total FY'26 Capital Improvement Program Request			\$8,525,500		

PROJECT SUMMARY 2027-2030

CIP
2026-2030

DEPT	TITLE	FY27	FY28	FY29	FY30	TOTAL	CATEGORY
Animal Control	Vehicle Replacement	\$65,000				\$65,000	Asset Mngmnt
Conservation	Whiting Pond Dam Maintenance & Repair	\$25,000		\$25,000		\$50,000	Infrastructure
Conservation	Falls Pond Dam Maintenance & Repair		\$25,000		\$25,000	\$50,000	Infrastructure
Elections	Poll Pads and Associated Equipment	\$38,000				\$38,000	Asset Mngmnt
Fire	Fire Station Alert System Replacement	\$50,000				\$50,000	Asset Mngmnt
Fire	Self Contained Breathing Apparatus Replacement	\$60,000	\$60,000			\$120,000	Asset Mngmnt
Fire	Simulcast Fire Department Channel 2	\$20,000				\$20,000	Asset Mngmnt
Fire	Communications Microwave Project		\$50,000			\$50,000	Asset Mngmnt
Fire	800 MHz Portable Radio Replacement			\$300,000	\$20,000	\$320,000	Asset Mngmnt
Fire	Deputy Chief Car Replacement	\$75,000				\$75,000	Asset Mngmnt
Fire	Station 3 Fire Alarm System				\$170,000	\$170,000	Asset Mngmnt
Fire	Engine 3 Replacement		\$950,000			\$950,000	Asset Mngmnt
Fire - EMS	Cardiac Defibrillator/ Monitor	\$65,000		\$65,000		\$130,000	Asset Mngmnt
Fire - EMS	Ambulance Replacement		\$450,000			\$450,000	Asset Mngmnt
Fire - EMS	Active Shooter Ballistic Kit			\$20,000		\$20,000	Asset Mngmnt
Health	Vehicle Replacement		\$45,000			\$45,000	Asset Mngmnt
Info Tech	Back-up Server Replacement	\$40,000				\$40,000	Asset Mngmnt
Info Tech	Laptop Replacement	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000	Asset Mngmnt
Info Tech	Town-Wide WiFi Expansion	\$30,000				\$30,000	Asset Mngmnt
Info Tech	Security Camera Control Unit Upgrade		\$60,000			\$60,000	Asset Mngmnt
Library	Staff Furniture Replacement		\$30,000			\$30,000	Asset Mngmnt
Park & Rec	WWII Memorial Pool Liner	\$300,000				\$300,000	Asset Mngmnt
Park & Rec	High Street Fields Project	\$1,400,000				\$1,400,000	Placemaking

PROJECT SUMMARY 2027-2030

CIP
2026-2030

DEPT	TITLE	FY27	FY28	FY29	FY30	TOTAL	CATEGORY
Park & Rec	WW I Park Paving Project	\$400,000			\$200,000	\$600,000	Infrastructure
Park & Rec	Field Mower and Accessories	\$30,000				\$30,000	Asset Mngmnt
Park & Rec	Doran Property Acquisition		\$700,000			\$700,000	Placemaking
Park & Rec	Mason Field Lights & Grounds	\$200,000				\$200,000	Placemaking
Park & Rec	Whiting & Falls Pond Fence and Grounds	\$300,000				\$300,000	Infrastructure
Park & Rec	Truck #63 Vehicle Replacement	\$85,000				\$85,000	Asset Mngmnt
Park & Rec	Truck #65 Vehicle Replacement	\$90,000				\$90,000	Asset Mngmnt
Park & Rec	Truck #60 Vehicle Replacement	\$90,000				\$90,000	Asset Mngmnt
Park & Rec	Dump Truck #66 Vehicle Replacement				\$90,000	\$90,000	Asset Mngmnt
Park & Rec	UTV and Accessories	\$55,000				\$55,000	Asset Mngmnt
Park & Rec	WW I Park and Mason Field Guardrails	\$100,000	\$50,000	\$50,000	\$50,000	\$250,000	Infrastructure
Park & Rec	Mobile Bunker Rake			\$40,000		\$40,000	Asset Mngmnt
Park & Rec	Community Field Light and Sound Project		\$850,000			\$850,000	Placemaking
Park & Rec	Pool and Beach Accessibility Project	\$250,000				\$250,000	Placemaking
Park & Rec	Ride-on Mower Replacement		\$22,000		\$23,000	\$45,000	Asset Mngmnt
Park & Rec	Stand-on Mower Replacement	\$15,000		\$15,000		\$30,000	Asset Mngmnt
Park & Rec	Mason Field Lavatory Project	\$350,000				\$350,000	Infrastructure
Park & Rec	High Street Field Comfort Pavilion	\$500,000				\$500,000	Infrastructure
Park & Rec	Mason Field and Zoo HVAC Units	\$30,000				\$30,000	Asset Mngmnt
Park & Rec	Vehicle Replacement				\$50,000	\$50,000	Asset Mngmnt
Park & Rec	Equipment Trailer Replacement	\$10,000		\$10,000		\$20,000	Asset Mngmnt
Park & Rec	Land Development Study	\$50,000				\$50,000	Placemaking
Park & Rec	Ski Chalet				\$30,000	\$30,000	Placemaking
Park & Rec	Water Spray Park	\$150,000				\$150,000	Placemaking

PROJECT SUMMARY 2027-2030

CIP
2026-2030

DEPT	TITLE	FY27	FY28	FY29	FY30	TOTAL	CATEGORY
Park & Rec	WWI Park Speed Bumps	\$9,000.00				\$9,000.00	Infrastructure
Park & Rec	Van Replacement	\$30,000.00				\$30,000.00	Asset Mngmnt
Park & Rec	Zoo Building Renovation	\$30,000.00				\$30,000.00	Infrastructure
Park & Rec	Park Fence Refurbishment	\$10,000				\$10,000	Infrastructure
Park & Rec	Mason Field Accessibility Project	\$50,000				\$50,000	Infrastructure
Park & Rec	Town Park Irrigation Well Installation	\$75,000				\$75,000	Infrastructure
Park & Rec	Land Acquisition and Development				\$500,000	\$500,000	Special Project
Park & Rec	Town Bike Path Development		\$500,000	\$500,000		\$1,000,000	Special Project
Park & Rec	Recreation Center		\$3,000,000			\$3,000,000	Placemaking
Park & Rec	Community Field Bleachers		\$500,000			\$500,000	Placemaking
Park & Rec	Basketball Courts				\$20,000	\$20,000	Placemaking
Park & Rec	Ski Slope		\$300,000			\$300,000	Placemaking
Park & Rec	Alpine Slide		\$500,000			\$500,000	Placemaking
Park & Rec	Community Turf		\$1,000,000			\$1,000,000	Infrastructure
Park & Rec	Zoo Grounds	\$30,000		\$30,000		\$60,000	Infrastructure
Park & Rec	Zoo Buildings (Animals)		\$20,000		\$20,000	\$40,000	Placemaking
Park & Rec	Community Field Stonehouse Repair	\$30,000				\$30,000	Infrastructure
Park & Rec	WW I Park Main Garage HVAC Upgrade		\$15,000			\$15,000	Infrastructure
Park & Rec	Sander		\$10,000			\$10,000	Asset Mngmnt
Park & Rec	Leaf Vac	\$30,000				\$30,000	Asset Mngmnt
Park & Rec	Mason Field Gazebo	\$20,000				\$20,000	Placemaking
Police	Cruiser Replacement	\$160,000	\$160,000	\$160,000	\$160,000	\$640,000	Asset Mngmnt
Public Facilities	Vehicle Replacement	\$75,000				\$75,000	Asset Mngmnt

PROJECT SUMMARY 2027-2030

CIP
2026-2030

DEPT	TITLE	FY27	FY28	FY29	FY30	TOTAL	CATEGORY
Public Facilities	Parking Lot Repairs and Line Painting	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000	Infrastructure
Public Facilities	District Phone Upgrade	\$364,000				\$364,000	Infrastructure
Public Facilities	District SPED Classroom Upgrades	\$50,000				\$50,000	Infrastructure
Public Facilities	District Flooring Replacements	\$50,000	\$50,000	\$50,000		\$150,000	Infrastructure
Public Facilities	Digital Marquees			\$360,000		\$360,000	Infrastructure
Public Facilities	District Grease Trap Repairs	\$35,000	\$35,000			\$70,000	Infrastructure
Public Facilities	District Window Blind Replacement	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000	Infrastructure
Public Facilities	District Interior/Exterior Signage	\$50,000	\$50,000	\$50,000	\$50,000	\$200,000	Infrastructure
Public Facilities	District Asbestos Abatement	\$100,000	\$100,000	\$100,000	\$100,000	\$400,000	Infrastructure
Public Facilities	Safety and Security Upgrades	\$150,000	\$100,000			\$250,000	Infrastructure
Public Facilities	District HVAC Upgrades	\$150,000	\$150,000	\$60,000		\$360,000	Infrastructure
Public Facilities	District Wide Controls Upgrade	\$100,000				\$100,000	Infrastructure
Public Facilities	High School Grounds Equipment-Mower & Trailer	\$90,000				\$90,000	Asset Mngmnt
Public Facilities	High School Turf Field Replacement Project	\$300,000				\$300,000	Infrastructure
Public Facilities	High School Hot Water Heater	\$60,000				\$60,000	Infrastructure
Public Facilities	NAMS Building Envelope Repair		\$425,000			\$425,000	Infrastructure
Public Facilities	NAMS Building Envelope Repair			\$450,000		\$450,000	Infrastructure
Public Facilities	NAMS Roof Replacement				\$125,000	\$125,000	Infrastructure
Public Facilities	NAMS HVAC Full System Upgrade	\$400,000				\$400,000	Infrastructure
Public Facilities	NAMS Interior Painting Classrooms/Hallways				\$25,000	\$25,000	Infrastructure
Public Facilities	NAMS Furniture Replacement			\$75,000	\$75,000	\$150,000	Infrastructure
Public Facilities	NAMS Fitness Center Upgrade				\$80,000	\$80,000	Infrastructure
Public Facilities	NAMS Bathroom Remodels			\$100,000		\$100,000	Infrastructure

PROJECT SUMMARY 2027-2030

CIP
2026-2030

DEPT	TITLE	FY27	FY28	FY29	FY30	TOTAL	CATEGORY
Public Facilities	NAMS Flooring Replacement		\$50,000	\$50,000	\$50,000	\$150,000	Infrastructure
Public Facilities	AMVET Building Envelope: Masonry				\$200,000	\$200,000	Infrastructure
Public Facilities	AMVET Building Envelope: Windows		\$1,400,000			\$1,400,000	Infrastructure
Public Facilities	AMVET Building Envelope: Doors			\$200,000		\$200,000	Infrastructure
Public Facilities	AMVET Fire Alarm Panel	\$250,000				\$250,000	Infrastructure
Public Facilities	AMVET HVAC Renovation			\$750,000		\$750,000	Infrastructure
Public Facilities	AMVET Cafeteria Upgrade			\$100,000		\$100,000	Infrastructure
Public Facilities	AMVET Auditorium Upgrade		\$200,000			\$200,000	Infrastructure
Public Facilities	AMVET Gym Flooring Replacement		\$200,000			\$200,000	Infrastructure
Public Facilities	AMVET Sidewalk Replacement			\$200,000		\$200,000	Infrastructure
Public Facilities	AMVET Abatement Boiler Room			\$100,000		\$100,000	Infrastructure
Public Facilities	Community Building Envelope: Masonry			\$2,500,000		\$2,500,000	Infrastructure
Public Facilities	Community Building Envelope: Sealant				\$185,000	\$185,000	Infrastructure
Public Facilities	Community Building Envelope: Windows			\$250,000		\$250,000	Infrastructure
Public Facilities	Community Building Envelope: Exterior Doors			\$250,000		\$250,000	Infrastructure
Public Facilities	Community HVAC Upgrade			\$450,000	\$10,000,000	\$10,450,000	Infrastructure
Public Facilities	Community Electrical Service Upgrade		\$50,000	\$250,000		\$300,000	Infrastructure
Public Facilities	Community Gym Floor Resurfacing		\$35,000			\$35,000	Infrastructure
Public Facilities	Community Asbestos Abatement Project	\$100,000				\$100,000	Infrastructure
Public Facilities	Community Bathroom Remodels	\$25,000	\$25,000	\$25,000	\$25,000	\$100,000	Infrastructure
Public Facilities	Community Grease Trap Replacement	\$25,000				\$25,000	Infrastructure
Public Facilities	Community Rooftop Units for Gym	\$160,000				\$160,000	Infrastructure
Public Facilities	ELC Building Envelope: Roof Replacement			\$75,000	\$1,100,000	\$1,175,000	Infrastructure

PROJECT SUMMARY 2027-2030

CIP
2026-2030

DEPT	TITLE	FY27	FY28	FY29	FY30	TOTAL	CATEGORY
Public Facilities	ELC Building Envelope: Masonry Sealant		\$100,000			\$100,000	Infrastructure
Public Facilities	ELC Interior Renovation			\$250,000		\$250,000	Infrastructure
Public Facilities	ELC Fire Alarm Panel		\$175,000			\$175,000	Infrastructure
Public Facilities	ELC Feasibility Study		\$100,000			\$100,000	Infrastructure
Public Facilities	Falls Building Envelope: Roof Replacement				\$100,000	\$100,000	Infrastructure
Public Facilities	Falls Building Envelope: Sealant		\$55,000			\$55,000	Infrastructure
Public Facilities	Falls Building Envelope: Masonry			\$300,000		\$300,000	Infrastructure
Public Facilities	Falls Electrical Service Upgrade		\$150,000			\$150,000	Infrastructure
Public Facilities	Falls Lighting Upgrade				\$100,000	\$100,000	Infrastructure
Public Facilities	Falls Bathroom Remodels		\$50,000			\$50,000	Infrastructure
Public Facilities	Falls Building Accessibility Ramp	\$50,000	\$200,000			\$250,000	Infrastructure
Public Facilities	Martin Building Envelope: Windows and Doors		\$480,000			\$480,000	Infrastructure
Public Facilities	Martin Building Envelope: Sealant			\$120,000		\$120,000	Infrastructure
Public Facilities	Martin Building Envelope: Masonry		\$550,000			\$550,000	Infrastructure
Public Facilities	Martin Roof Replacement				\$1,000,000	\$1,000,000	Infrastructure
Public Facilities	Martin HVAC Upgrade				\$200,000	\$200,000	Infrastructure
Public Facilities	Martin Cafeteria Tables		\$60,000			\$60,000	Infrastructure
Public Facilities	Martin Accessible Playground Structure	\$150,000				\$150,000	Infrastructure
Public Facilities	Martin Flooring Upgrade			\$100,000		\$100,000	Infrastructure
Public Facilities	Roosevelt Roof Replacement Design	\$100,000	\$3,000,000			\$3,100,000	Infrastructure
Public Facilities	Roosevelt Building Envelope: Masonry		\$250,000			\$250,000	Infrastructure
Public Facilities	Roosevelt Building Envelope: Sealant			\$75,000		\$75,000	Infrastructure
Public Facilities	Roosevelt Bathroom Remodels		\$125,000			\$125,000	Infrastructure

PROJECT SUMMARY 2027-2030

CIP
2026-2030

DEPT	TITLE	FY27	FY28	FY29	FY30	TOTAL	CATEGORY
Public Facilities	Roosevelt Lighting Upgrade			\$100,000		\$100,000	Infrastructure
Public Facilities	Woodcock Roof Replacement			\$1,300,000		\$1,300,000	Infrastructure
Public Facilities	Woodcock HVAC Upgrade		\$100,000			\$100,000	Infrastructure
Public Facilities	Woodcock Chimney Repointing		\$50,000			\$50,000	Infrastructure
Public Facilities	Maintenance Vehicle	\$135,000				\$135,000	Asset Mngmnt
Public Facilities	ACO COOP Building Improvements	\$150,000				\$150,000	Infrastructure
Public Facilities	Pickup Truck Replacement		\$67,000			\$67,000	Asset Mngmnt
Public Facilities	Town Hall Roofing Replacement Phase 1	\$50,000				\$50,000	Infrastructure
Public Facilities	451 Elm Town Office Renovation		\$1,000,000			\$1,000,000	Infrastructure
Public Facilities	RML Security Improvement Project	\$150,000				\$150,000	Infrastructure
Public Facilities	Station 3 Roofing Replacement	\$320,000				\$320,000	Infrastructure
Public Facilities	Station 3 MEP Replacement	\$600,000				\$600,000	Infrastructure
Public Facilities	49 Whiting Roof Replacement	\$500,000.00				\$500,000.00	Infrastructure
Public Facilities	Vehicle Replacement		\$50,000			\$50,000	Asset Mngmnt
Public Facilities	Town Hall Roof Replacement		\$1,000,000			\$1,000,000	Infrastructure
Public Facilities	RML Phase 1 Interior Improvements		\$400,000			\$400,000	Infrastructure
Public Facilities	Vehicle Replacement			\$67,500.		\$67,500	Asset Mngmnt
Schools	Martin School Dishwasher Replacement	\$61,000				\$61,000	Asset Mngmnt
Schools	NAMS Dishwasher Replacement	\$110,000				\$110,000	Asset Mngmnt
Schools	Community Dishwasher Replacement	\$50,000				\$50,000	Asset Mngmnt
Schools	NAHS Dishwasher Replacement	\$70,000				\$70,000	Asset Mngmnt
Schools	Refrigerator Transport Truck		\$104,000			\$104,000	Asset Mngmnt
Schools	Martin School Serving Line Units		\$85,000			\$85,000	Asset Mngmnt

PROJECT SUMMARY 2027-2030

CIP
2026-2030

DEPT	TITLE	FY27	FY28	FY29	FY30	TOTAL	CATEGORY
Schools	AMVET Serving Line Units				\$75,000	\$75,000	Asset Mngmnt
Schools	Roosevelt Serving Line Units				\$68,000	\$68,000	Asset Mngmnt
Schools	Falls Serving Line Units				\$75,000	\$75,000	Asset Mngmnt
Schools	Community School Freezer/Refrigeration			\$165,000		\$165,000	Asset Mngmnt
Schools	Roosevelt School Walk-in Freezer				\$165,000	\$165,000	Asset Mngmnt
Schools	Community Shelving Upgrade			\$25,000		\$25,000	Asset Mngmnt
Senior Center	Accessibility Improvement Project	\$65,000				\$65,000	Infrastructure
Senior Center	Gym Equipment and Installation	\$50,000				\$50,000	Infrastructure
Senior Center	Outdoor Patio Project		\$25,000			\$25,000	Infrastructure
Senior Center	Passenger Van w/ Equip & Longevity Pkg			\$80,000		\$80,000	Asset Mngmnt
Tax Collector	Office Furniture	\$15,000				\$15,000	Asset Mngmnt
Town Mngr	Vehicle Replacement				\$45,000	\$45,000	Asset Mngmnt
Town Mngr	Council Chambers Refurbishment			\$250,000		\$250,000	Infrastructure
Treasurer	Office Furniture	\$15,000				\$15,000	Asset Mngmnt

- Town remains on solid financial footing as we enter FY26, with stable reserves and consistent revenue growth.
- The Town's AA+ credit rating remains a strength and supports future borrowing at favorable rates.
- FY26 Capital Improvement Program (CIP) is funded primarily through Free Cash and Capital Stabilization, avoiding the need for new debt.
- Health insurance costs remain the Town's greatest structural concern, projected to rise by 15% in FY26.
- Development remains a key strategic priority; mixed-use zoning positions the Town to respond to new opportunities.
- Continued investment in new growth, infrastructure, and grant pursuit remains essential to long-term fiscal sustainability.
- The key lesson from recent years remains the same, we must plan conservatively and always be prepared for the unexpected.

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