



Town of Foxborough

FY2024 Budget



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INTRODUCTION



FY2024 Budget Message

February 1, 2023

Honorable Members of the Select Board:

I respectfully submit to you the proposed Operating Budget for Fiscal 2024. The Town's staff and Finance Team has done a terrific job of preparing a document that is consistent with what this Board has directed us to do. I want to thank everyone for their cooperation in the process that we endeavored to achieve this year.

Just as we did last year, we sought to include as much input as possible from all three of the major policy Boards along with input from the public in setting benchmarks as to how we should shape our spending plans for the next fiscal year. That effort was fruitful and the direction we proceeded in was that we would try and limit spending for Fiscal Year 2024 to a 3% increase over Fiscal Year 2023 expenditures. That direction was then sent to all departments following our meetings in early December of 2022.

In early January of 2023, we began our detailed budget review and the results revealed very good news along with some challenges that we will need to discuss as part of the budget review process.

The Review Approach

We have broken the spending plan into four very distinct segments. The first is the **Town Operations**. This is made up of all of the Town's operating department's budgets. From Administration to Human Services, these departments comprise all of the functions that operate on the Town side of municipal government. Each of these departments are mostly financed through the tax levy but there are some grants, State Aid, and revolving funds that contribute to the funding of these departments.

The next segment is **School Operations**. This is made up of all of the departments that function under the direction of the Foxborough School Department. It does not include costs associated with the Foxborough Charter School or the Sage School. These are separately funded entities with funding from both the State and private sources. This segment does include the annual assessment for the **Southeastern Regional School District**. Financing for the School Operations is provided primarily through the tax levy though, like the Town, there is some State Aid along with grants and revolving funds that round out this funding formula.

The third element is **Fixed Costs and Other**. This part of the budget is primarily comprised of costs that the Town is required to pay such as Health Insurance, Collective Bargaining Costs, Pensions, General Insurance, Unemployment, Borrowing Costs, and Unforeseen Expenses (Reserve Fund). This is also funded



primarily through the tax levy, available funds, and Fund Balance; or more commonly referred to as "Free Cash".

The fourth and final elements of the Budget are the **Water and Sewer Enterprise Funds**. These are all the costs associated with the operation of the Town's Water and Sewer Departments. This includes any employee related costs, costs of construction, operation, or borrowing associated with the cost of providing clean drinking water and sewage disposal in the Town of Foxborough. The financing of this function is provided through the collection of water and sewer fees. The reason that these costs are structured in this manner is that these services are not provided to all residents within the community. As such, these charges are billed separately by the Town to those residents and businesses who are directly connected to the Town's water and sewer systems.

Overview

It is pleasing to note that the Town and School Operating Departments collectively were very close to the 3% budget guideline. After my initial review of these departments, the combined total increase came in at 3.29%.

Below you will see a summary listing of the increases/decreases by function making up the overall \$2,977,244 (3.29%) increase to the Operating Budget.

General Government	\$ 281,286	6.48%
Public Safety	\$ 996,355	9.52%
Education	\$ 1,092,779	2.70%
Public Works	\$ 162,501	6.47%
Human Services	\$ 50,276	3.93%
Library	\$ 41,354	3.45%
Debt Service	\$ (80,985)	-2.32%
Insurance & Other	\$ 609,052	3.47%
Enterprise Funds	\$ (175,374)	-1.92%
Total	\$ 2,977,244	3.29%

The Town side of the budget is showing a larger increase than usual due to increases in operating and fixed costs such as gasoline/fuel, utilities, building maintenance, annual software/hardware renewals, veterans benefits, increases to meet minimum library spending requirements, and overall increases to supplies and other operating costs due to inflation. The Town is also going to purchase Office 365 which includes MFA (multifactor authentication) required by our insurance company MIIA starting in July 2023. The FY24 budget request also reflects the changes in the collecting bargaining agreements for all unions.



Public Works is also showing a larger increase than usual due to increases for engineering and stormwater management as well as inflationary increases to supplies and equipment. There is also an additional proposed position (1 laborer/driver in Highway division).

Public Safety is showing a larger increase than usual due to increases to the SEMRECC Assessment (\$450k in FY24 compared to \$300K in FY23), increases in costs for police cruisers, and increases to ambulance/engine equipment repair/maintenance. There are also four proposed new positions (1 lieutenant and 1 patrolman for Police and 2 additional firefighter/EMT's for Fire).

Education is showing an increase of 2.70%. The Foxborough School Department budget came in at 2.99% (excluding the SERSD assessment which decreased by \$91.8K).

Debt Service is decreasing for FY24 and Insurance & Other is showing a larger increase than the guideline due to the fact that these are our fixed costs. The Pension Assessment for FY24 came in at a lower percentage increase (4.1%) compared to (7.3%) in FY23. We are adding an OPEB Contribution line to the operating budget which will include the annual contribution for the general fund and enterprise funds. This is a recommendation from our auditor as the annual contribution is an operating cost and should be part of the operating budget. Group Insurance is projected to increase by 5.95% and Property/Liability is projected to increase by 1.5%.

Overall, the Enterprise Funds are showing a decrease of -1.92%. Water Enterprise is showing a decrease of -2.91% and Sewer Enterprise is showing an increase of 2.37% which is largely due to the increase in the MFN Regional Sewer assessment as well as the addition of another department coordinator.

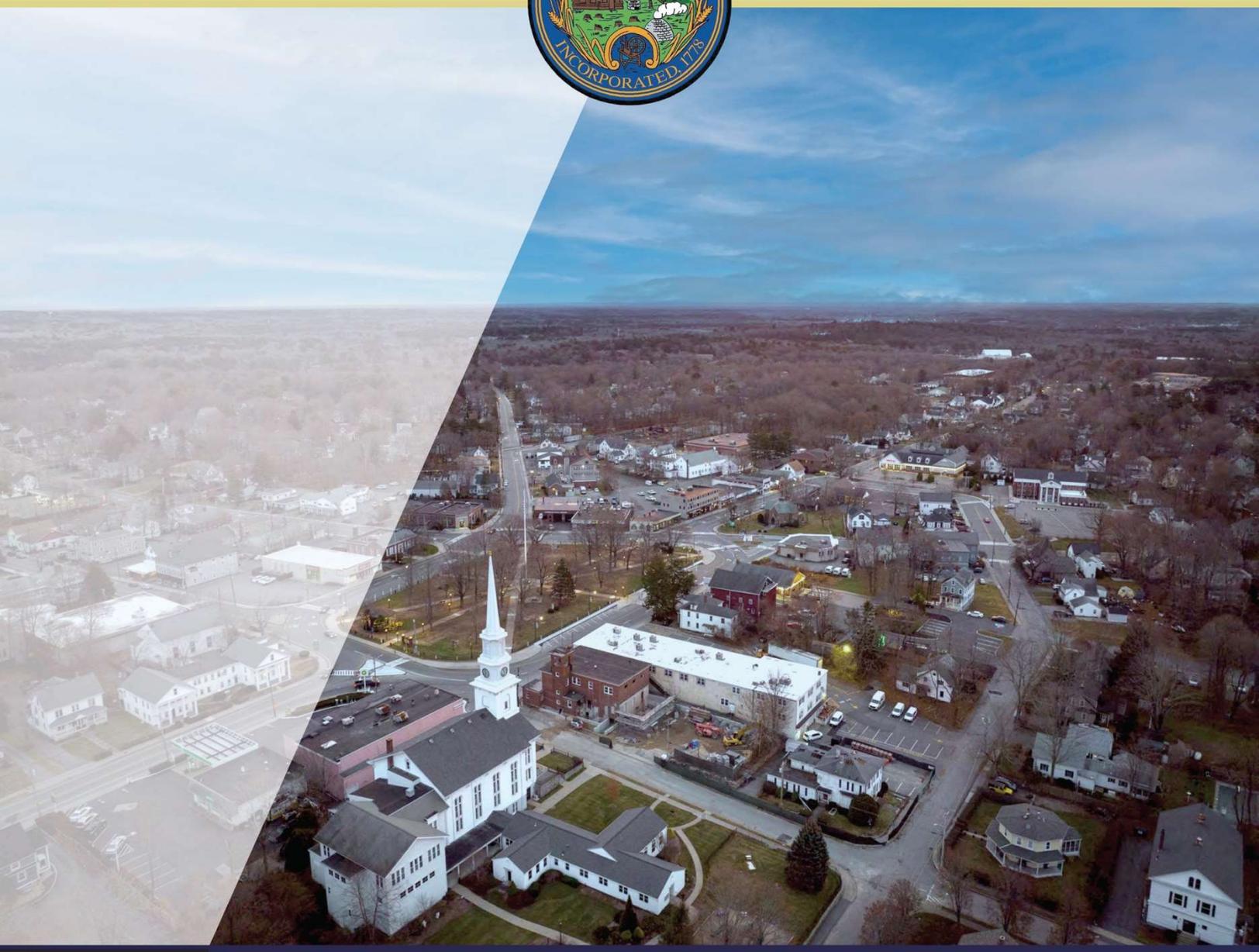
Conclusion

Based on the analysis conducted, the overall budget guideline appears to be close to achieving the goal set by the Board; save for the fixed cost elements as well as increases due to inflation. Prudent financial planning measures have been taken over the years by the Town to address these anticipated costs as part of our overall financing strategy.

Finally, it is important to note that this is an early and preliminary view of the budget and certain revenue and expenditure pieces remain unknown. Over the course of the next few months and as this information becomes more available, we will certainly keep all boards and committees informed.

Respectfully,

William G. Keegan, ICMA-CM
Retired Town Manager



Town of Foxborough

FY2024 TOWN GOALS

FY2024 TOWN GOALS

At the start of each fiscal year, the Select Board establishes objectives for the Town, which the Town Manager/Administration is responsible for achieving. This is done in collaboration with designated department heads and staff, who take the lead in developing and executing ideas under the guidance of the Town Manager.

Midway through the fiscal year, the Select Board receives an update on the status of the goals, and adjustments are made as necessary. Priorities are redefined based on the progress made toward each goal.

Goals that are ongoing or recurring in nature, such as the budget process, are reviewed annually. Lessons learned from previous cycles are considered, and the criteria for these goals are modified accordingly for the upcoming fiscal year. Unique or situational goals, (e.g., ARPA fund implementation), once complete, are removed and new unique fiscal year goals are considered for the next year.

The goal process was formalized beginning in Fiscal Year 2021 and has provided clear objectives and benchmarks for all Town Departments to work towards to improve operations, protect our financial position, enhance economic development, and improve community engagement.

GOAL I. PROTECT AND ENHANCE THE FINANCIAL HEALTH OF THE TOWN	
Strategies	Departmental Support
Continue to seek alternative revenue sources, including grants, gifts, new fees, or new creative "business" models while mitigating impact to existing residents and businesses.	Dept. Heads and Finance
Work with the Board to identify and take steps to address capital improvement needs in the community. This will include soliciting community feedback, helping to set priorities identifying possible funding strategies and providing information to the public on why certain improvements have been prioritized.	BOS, CIP Committee, PMBSC, Technology Sub-Committee and Taxpayers
At the discretion of the Select Board, provide support and guidance to the maintaining of a Financial Trend Monitoring System, which will provide to the community the full financial picture of the Town. Continue to provide support as warranted for progress toward achieving GFOA Distinguished Budget Award program status.	Finance Director/Asst. Finance Director
Assist the Staff with the FY2025 budget process. Be available to consult and assist with the strategy and identify the steps that are needed to develop the financial plan.	Finance Team, Dept. Heads
Continue to lead the ARPA implementation efforts to make sure that the community is able to realize the full and complete value of the federal funds.	Finance Director/Asst. Finance Director

GOAL II. PROMOTE AND ENHANCE COMMUNICATION THROUGH COMMUNITY ENGAGEMENT	
Strategies	Departmental Support
Finalize and support the implementation of the initial rollout of the Communication Plan and Strategy.	Communications Specialist, Dept. Heads
Institute a program to refresh all publicly displayed Town materials, including the Town website.	Communications Specialist, Executive Assistant, IT Director

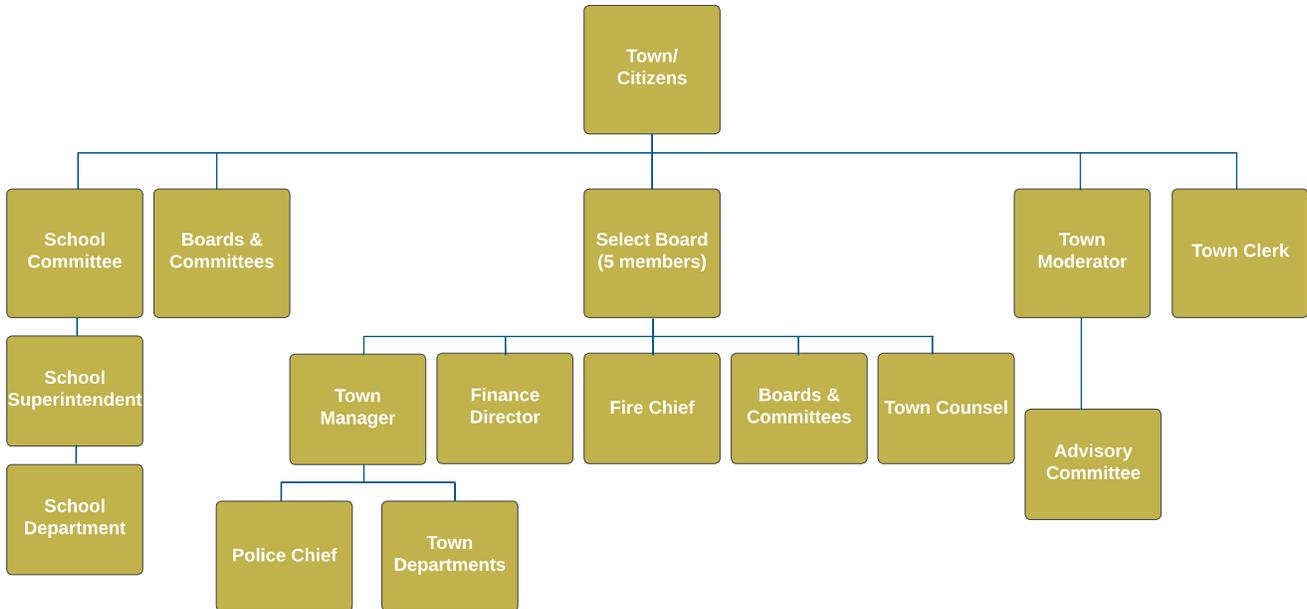
GOAL III. PROMOTE AND ENHANCE BUSINESS AND SMART ECONOMIC DEVELOPMENT	
Strategies	Departmental Support
Continue to have and promote dialogue between the Town and its businesses to gain a good understand of the changing needs of the economy and to encourage a cooperative and friendly business environment between the Town and its businesses.	Director of Land Use, Director of Public Health, Building Commissioner, Police Chief, Fire Chief, Select Board
Continue to identify areas where the climate for business can be improved through creative, but safe, business practices. Pay close attention to new ways of promoting businesses through trade associations, chambers of commerce and the actions of other similarly situated communities throughout the State and the Country.	Director of Land Use, DPW Director, Town Engineer, Police Chief, Fire Chief
Encourage development that is consistent with the Town's Master Plan and by working with the Planning Department and the Economic Development Committee to be responsive to the needs of the business community in Foxborough.	Director of Land Use, DPW Director, Town Engineer, Conservation Agent, Water Superintendent
Continue to collaborate with the MBTA, CSX, Mass Coastal Railway and State/Federal officials to continue and make permanent the pilot commuter rail service to Foxborough and to continue to improve the remaining rail crossings in Town.	Director of Land Use, DPW Director, Town Engineer, State Representative, State Senator, and the Kraft Group, Select Board
Develop Town strategy on MBTA Communities law.	Select Board, Department Heads, Boards

GOAL IV. PROMOTE MODERN AND PROFESSIONAL TOWN OPERATIONS

Strategies	Support
Continue to identify and recommend organizational changes, so that Foxborough will continue to evolve and improve the delivery of services to its residents.	Department Heads
Work with the IT Director and Town Departments to evaluate cyber infrastructure and operational practices to determine possible vulnerabilities with regard to cyber security and minimize risk of outages for essential services.	Town Departments, IT Director, and Cyber Security Consultant
Support the development of a 360-degree feedback loop for Town Leadership to improve transparency and increase employee satisfaction.	Department Heads
Support the Select Board with their detailed review of the Town Charter.	Department Heads, Communications Specialist, Executive Assistant



Town-Wide Organizational Chart





Schedule of FTE Positions

Position Title	FY2021 FTEs Actual	FY2022 FTEs Actual	FY2023 FTEs Actual	FY2024 FTEs Budget	Notes and Explanation of Changes (FY2023-FY2024)
General Government					
Town Manager	5.00	5.00	5.00	5.00	
Finance	11.00	12.00	11.71	11.71	
Town Clerk & Elections/Registrations	3.00	3.00	3.00	3.00	Not including election workers
Land Use & Economic Development	8.57	8.57	8.57	8.57	
Municipal Buildings	1.00	1.00	1.00	1.00	
Public Safety					
Police	75.00	69.00	65.00	65.00	One officer and one lieutenant added; Includes reserve officers
Fire	39.00	39.00	39.00	41.00	Two firefighters added; not including call firefighters
Joint Public Safety Building	1.00	1.00	2.00	2.00	
Education					
Foxborough Public Schools	427.08	419.18	426.48	420.45	
Public Works					
Public Works	21.00	21.00	21.00	22.00	One laborer/driver added
Water Enterprise	17.80	17.80	17.80	18.70	One additional coordinator added (90% Water Enterprise)
Sewer Enterprise	2.20	2.20	2.20	2.30	One additional coordinator added (10% Sewer Enterprise)
Human Services					
Health	3.50	3.50	5.50	6.00	Includes grant funded positions; PT grant admin added
Human Services	12.00	11.25	10.75	10.75	Includes grant funded positions; not including seasonal employees
Culture and Recreation					
Library	13.71	13.77	14.48	14.48	Not including library pages
TOTALS	640.86	627.27	633.49	631.96	



FY2024 Budget Process & Calendar

Budget Process

PURPOSE: To formalize standards and guidance for the development of the Town's Annual Operating and Capital Improvement Budgets and for the adoption of these budgets consistent with sound practices and legal requirements.

AUTHORITY:

Budget Development

- A. Foxborough Town Charter: Section 30-1. Preparation of Warrant and Articles – The Town follows certain procedures subject to the provisions of the General Laws in order to ensure that balanced budgetary appropriations, matching expected revenues with expenditures, are submitted to Town Meeting for approval.
- B. Foxborough Town Charter: Section 5-2. Estimate of Expenditures – The Town Manager shall submit a budget detailing estimated revenues and expenditures for the ensuing fiscal year to the Select Board by the first meeting in February.
- C. Foxborough Town Charter: Section 5-2. Advisory Committee Powers and Duties – The Select Board shall transmit the budget submitted by the Town Manager to the Advisory Committee no later than February 1 or the next closest Friday.
- D. M.G.L. 39 § 16. Finance Committees – The Finance Committee shall submit the Town government budget to the Annual Town Meeting.
- E. Foxborough Town Charter: Section 35-4 Appointed Officials – All officers, boards and committees, shall, by December 1 of each year, give to the Capital Improvement Planning committee information concerning all anticipated projects requiring Town Meeting action during the ensuing five years.

Budget Adoption

- F. M.G.L. 40 § 5. General Fund Budget Approval – Town Meeting shall appropriate the General Fund Budget.
- G. M.G.L. 44 § 53F½. Enterprise Funds – Town Meeting shall appropriate the budget for those Enterprise Funds authorized by this M.G.L. statute.
- H. M.G.L. 44 § 31. Liabilities in excess of appropriation – No Town department may spend in excess of its appropriation.

POLICY: The Town Manager shall direct the preparation of the General Fund budget that takes into account the Select Board guideline. In addition, the Town Manager shall direct the preparation of budgets for the Enterprise Funds that ensure that these funds operate in a fiscally self-sustaining manner with respect to operating expenses, capital expenses, and long-term liabilities.

The Town of Foxborough operates under state statutes in general; under the Town Charter as amended, which established the present Select Board-Town Manager form of government; and under various Town bylaws. The legislative body of Foxborough is an open Town Meeting, in which all voters registered in Foxborough are permitted to participate. Town Meeting has the sole authority to appropriate funds for the operating budget and capital projects, except for specific instances where statutes or regulations do not require appropriation. Any amendments to appropriations adopted at a Town Meeting require subsequent approval at either a regular Town Meeting or Special Town Meeting.



Only the Town Meeting can authorize the transfer of funds between appropriation accounts within the Town Government budget. Nevertheless, if there happens to be need for an “extraordinary or unforeseen” expenditure, the Advisory Committee can authorize additions to appropriation accounts by transferring funds from the appropriated Reserve Fund. The Town Manager, with Select Board and Advisory Committee approval, is also able to authorize the transfer of funds between appropriations through Year-End Transfers per MGL Chp. 44 Sec 33B.

For the Foxborough Public Schools budget, state law gives the School Committee the power to authorize transfers within the appropriation total voted by Town Meeting. The regional high school is a separate jurisdiction of the Commonwealth that can assess member municipalities but does not have separate taxing powers. The regional school committee has the power to authorize transfers within their adopted budgets.

Under the Town Charter and Town bylaws, the Town Manager is required to submit a proposed budget to the Select Board. The Select Board in turn is required to transmit to the Advisory Committee a copy of the Town Manager’s Proposed Budget, together with its recommendations. Finally, the Advisory Committee must make budget recommendations to Town Meeting.

The Capital Improvement Committee also plays a role in the annual budget process:

- The CIP committee shall study proposed capital projects and improvements, including:
 - (a) Major nonrecurring tangible assets; and
 - (b) Vehicles and equipment which:
 - [1] Are purchased or undertaken at intervals of not less than five years;
 - [2] Have a useful life of at least five years; and
 - [3] Cost over \$25,000.
- The committee shall prepare an annual report recommending a capital improvement budget for the next fiscal year, and a capital improvement program including recommended capital improvements for the following five fiscal years. The report shall be submitted to the Select Board for its consideration and approval. The Board shall submit its approved capital budget to the Annual Town Meeting for adoption by the Town.
- Such capital improvement program, after its adoption, shall permit the expenditure on projects included therein of sums from departmental budgets for surveys, architectural or engineering or other professional advice; but no such expenditure shall be incurred on projects which have not been so approved by the Town through the appropriation of sums in the current year or in prior years, or for preliminary planning for projects to be undertaken more than five years in the future.
- The committee's report and the Selectmen's recommended capital budget shall be published and made available in a manner consistent with the distribution of the Advisory Committee report.
- No appropriation shall be voted for a capital improvement requested by a department, board, or commission unless the proposed capital improvement is first submitted to the committee as herein provided.

PROCEDURES: Under the direction of the Town Manager, the Finance Administration Division is assigned to carry out the development of the General Fund, Enterprise, and Capital Improvement budgets for the ensuing fiscal year following this general timeline:



1. In early or mid-November, Town and School Administrative Leaders will meet to frame the budget process.
2. In early December, there will be a revenue forecast overview meeting with the Select Board, Advisory Committee, and School Committee held by the Town Manager and Finance Director.
3. During the first-middle week of December, the Town Manager, Finance Director, and Assistant Finance Director will communicate budgetary guidelines from the Select Board to all Town departments.
4. Preliminary budget requests including Capital Improvement requests are to be returned to the Assistant Finance Director by the first week in January.
5. During January, all budget requests will be analyzed by the Town Manager, Finance Director, and Assistant Finance Director.
6. The Town Manager, Finance Director, and Assistant Finance Director will work together to develop revenue estimates to balance the requested General Fund, Enterprise, and Capital Improvement appropriations.
7. Prior to the budget being presented to the Select Board, the Town Manager and Finance Department will communicate any cuts/adjustments to Department Heads.
8. By the first Selectmen's meeting in February, the Town Manager will present a balanced detailed estimate of revenues and expenditures for the ensuing fiscal year to the Selectmen for preliminary approval.
9. No later than February 1 or the next closest Friday at 4PM of each year, the Select Board through the Town Manager shall furnish the preliminary balanced budget to the Advisory Committee.
10. A draft copy of the estimated balanced budget and capital improvement articles will be provided to the Town Manager's Office for inclusion in the warrant before their deadline of February 15th or the closest Friday.
11. The Advisory Committee will begin their review of the proposed budgets and will meet with departments individually in February and March.
12. Capital Improvement requests will be reviewed and distributed to the CIP Committee before the end of February.
13. The Capital Improvement Committee will host a public review of the CIP request on the first Saturday in March.
14. The approved CIP requests will be presented to the Select Board on their next meeting following the CIP review meeting as well as the Advisory Committee for approval.
15. A final comprehensive balanced budget document is prepared and distributed before the beginning of April.
16. The Select Board and Advisory Committee give their final recommendations in early April.
17. The final budget document/warrant are sent to the printer in April.
18. The Advisory Committee recommendations are submitted to the newspaper and the warrant is posted with their recommendations at least 7 days prior to Town Meeting.
19. On the first Monday of May, the Annual Town Meeting considers General Fund, Enterprise Fund, and Capital Improvement budgets and authorizes appropriations.



Calendar

Thursday, November 17, 2022	Joint Town & School Administrative Meeting to frame the budget process
Tuesday, December 6, 2022	Review revenue forecast with Select Board, School Committee & Advisory Committee
Friday, December 9, 2022	Budget Templates & Guidance Memo Distributed to Municipal Department Heads
Tuesday, December 13, 2022	School Committee Public Review of School Budget & Due to Finance
Wednesday, December 14, 2022	Budget Guidance Reviewed with Town Department Heads at Staff Meeting
Tuesday, January 3, 2023	All Municipal Budget Requests, Including Capital Items, Due to Finance
Tuesday, January 10, 2023	Budget Document Requests Prepared & Distributed to Administration
Thursday, January 19, 2023	Town Administration Recommendation on Department Budgets
Tuesday, January 24, 2023	School Committee Public Review & Vote of Recommended School Budget
Wednesday, February 1, 2023	Town Manager Recommended Budget Prepared & Distributed to Select Board & Advisory Committee
Wednesday, February 8, 2023	Advisory Liaisons and Committee Initial Review of Budget Requests
Tuesday, February 14, 2023	Preliminary Balanced Budget Review with Select Board
Friday, February 17, 2023	CIP Requests Reviewed & Distributed to CIP Committee
Wednesday, February 22, 2023	Advisory Liaisons and Committee Review of Budget Requests
Saturday, March 4, 2023	CIP Committee Review of CIP Requests
Tuesday, March 14, 2023	Select Board Review of CIP Requests
Wednesday, March 15, 2023	Advisory Committee Review of CIP Requests



Calendar

Friday, March 24, 2023	Comprehensive Balanced Budget Document Prepared & Distributed
Tuesday, March 28, 2023	Select Board Final Recommendations on Budgets
Wednesday, March 29, 2023	Advisory Committee Final Recommendations on Budgets
Friday, April 7, 2023	Final Budget Document/Warrant Sent to Printer
Monday, April 24, 2023	Annual Town Report available by print and posted to website Advisory Committee Recs. Submitted to Newspaper
Thursday, April 27, 2023	Advisory Committee Recs. Published & Warrant Posted
Monday, May 8, 2023	Annual Town Meeting - To Approve Budgets
Monday, May 22, 2023	Debrief Meeting with SB Chair, Adv. Committee Chair, Town Manager's Office, Finance
Wednesday, June 28, 2023	Reserve Fund & Town Manager Transfers to be approved by Advisory Committee

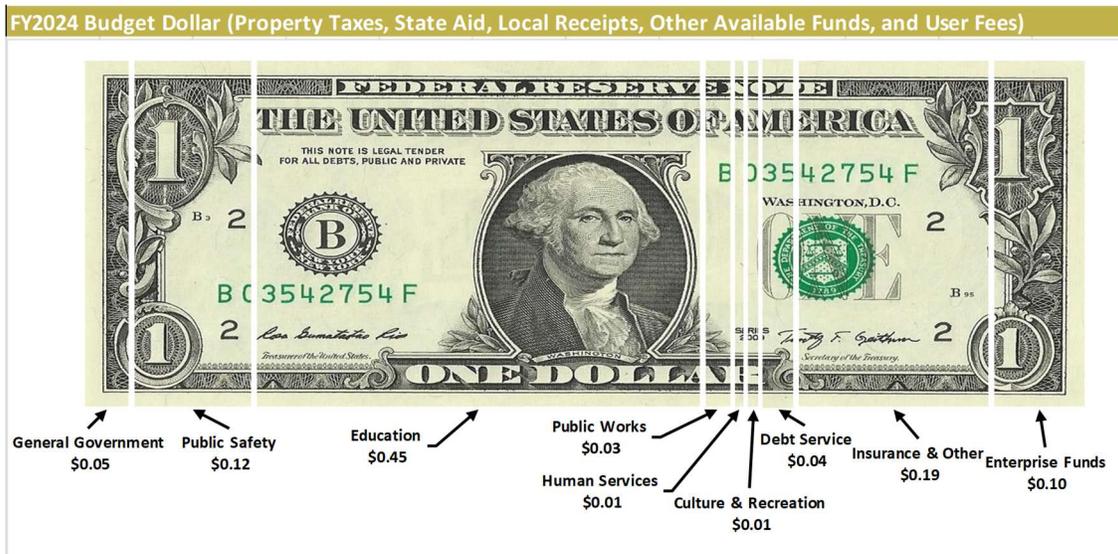
FINANCIAL OVERVIEW



Revenues and Descriptions of Funds

Revenue Overview

The Town of Foxborough receives revenue from a variety of sources, including taxes, local receipts (hotel/motel tax, meals tax, departmental fees, payment in lieu of taxes from Gillette Stadium, licenses and permits), state aid, and user charges. To estimate future revenues, the Town relies on historical averages and adjusts for one-time revenues by removing these from the forecast. The Town also keeps a close eye on both the annual state budget process to incorporate any increases/decreases to state aid into the projections and the upcoming event season at Gillette Stadium. The Town analyzes historical trends and conservatively budgets revenues to avoid shortfalls.



The table below shows the funds available to support the operating budgets.

	Authorized FY 2022	Authorized FY 2023	Budget FY 2024
Revenues			
Property Tax Levy	55,962,449	58,088,616	60,380,684
State Aid	11,345,873	11,887,321	12,004,673
Local Receipts	9,782,000	10,900,000	11,620,000
Other Available Funds	5,810,724	4,624,710	4,578,882
Enterprise Funds	10,319,474	10,366,053	10,213,939
Total Revenues	93,220,520	95,866,699	98,798,178

Note: The table above does not include revenues, other available funds, and one-time financing sources used to fund the capital improvement plan.



Major Revenue Sources

Property Taxes

The principal tax of Massachusetts cities and towns is the tax on real and personal property. The amount to be levied in each year is the amount appropriated or required by law to be raised for municipal expenditures less estimated receipts from other sources and less appropriations voted from funds on hand. Property taxes are the major source of revenue of the Town. The total amount levied is subject to certain limits prescribed by law; for a description of those limits, see “Proposition 2 ½ below.”

Valuation of real and personal property in the Town is established by the Board of Assessors. Property is classified for the purpose of taxation according to its use. The legislature has in substance created four classes of taxable property: (1) residential real property, (2) open space land, (3) commercial and (4) industrial. Within limits, cities and towns are given the option of determining the share of the annual levy to be borne by each of the three categories. Property may not be classified in a city or town until the State Commissioner of Revenue certifies that all property in the city or town has been assessed at its fair cash value. Such certification must take place every five years or pursuant to a revised schedule as may be issued by the Commissioner. The town’s last revaluation occurred in fiscal year 2020. The next professional revaluation is expected to take place in fiscal year 2025.

The tables below provide data on the FY23 tax rates, unused levy capacity, single family home values, average tax bill, and levy information for Foxborough and its neighboring communities.

	FY23 Tax Rates		FY23 Unused Levy Capacity	
	Residential	Commercial	Amount	% of Levy
				Limit
Canton	10.57	21.57	1,636,351	1.76
Plainville	12.48	16.84	9,246	0.03
Franklin	12.58	15.48	37,376	0.04
Wrentham	12.62	18.33	2,388	0.01
North Attleborough	12.79	12.58	43,544	0.06
Norton	12.99	13.80	7,976	0.03
Stoughton	13.55	22.63	89,903	0.11
Walpole	13.89	18.42	78,638	0.09
Mansfield	14.09	18.37	49,475	0.07
Foxborough	14.21	18.52	40,799	0.07
Easton	14.59	16.24	2,250	-
Norfolk	16.41	16.41	9,822	0.03
Sharon	18.59	18.59	3,228,713	3.83



Foxborough Property Tax History				
Fiscal Year	Tax Rate	Income Per Capita	Avg Value	Avg Tax Bill
FY15	15.19	40,568	379,754	5,768
FY16	14.82	43,466	406,250	6,021
FY17	15.04	44,864	412,725	6,207
FY18	14.57	47,913	441,463	6,432
FY19	14.70	49,194	454,484	6,681
FY20	14.57	52,359	473,016	6,892
FY21	14.74	53,449	485,876	7,162
FY22	14.52	53,382	513,602	7,458
FY23	14.21	53,348	552,606	7,853

Fiscal Year 2023	Avg Single Family Value	Average Tax Bill	Maximum Levy Limit	Total Tax Levy
Stoughton	474,512	6,430	81,754,373	81,664,470
Norton	481,557	6,255	45,466,155	45,458,179
North Attleborough	497,147	6,359	68,002,432	67,958,888
Plainville	501,950	6,264	28,281,765	28,272,519
Foxborough	552,606	7,853	58,129,415	58,088,616
Mansfield	566,270	7,979	75,102,185	75,052,710
Easton	570,039	8,317	67,560,096	67,557,846
Franklin	593,801	7,470	91,060,995	91,023,619
Wrentham	600,553	7,579	39,965,771	39,963,383
Norfolk	626,131	10,275	38,840,162	38,830,340
Walpole	663,600	9,217	88,397,309	88,318,671
Sharon	680,820	12,656	84,399,128	81,170,415
Canton	727,124	7,686	92,846,622	91,210,271



Foxborough Levy History				
Fiscal Year	Max Levy Limit	Total Tax Levy	Excess Levy Capacity	Levy Ceiling
FY16	43,351,983	43,332,693	19,290	69,956,621
FY17	45,167,409	45,145,587	21,822	72,604,541
FY18	47,707,270	47,669,414	37,856	77,497,520
FY19	49,980,329	49,950,809	29,520	80,192,124
FY20	52,110,329	52,067,410	42,919	84,266,424
FY21	53,941,471	53,903,095	38,376	86,325,074
FY22	55,988,059	55,962,449	25,610	90,585,248
FY23	58,129,415	58,088,616	40,799	96,424,737

Proposition 2 ½

Chapter 59, Section 21C of the general laws, also known as Proposition 2 ½, imposes two separate limits on the annual tax levy of a city or town. This law limits the annual tax levy growth in a municipality’s total tax levy to 2.5 percent, plus an allowance for certain new construction and other additions to the tax rolls. The law also allows a city or town to increase taxes beyond this levy limit with voter approval. An override of this limit by voters becomes a permanent part of the tax levy calculation in future years and is best used for recurring expenses in the regular operating budget. A debt exclusion may also be approved by voters to increase the levy limit temporarily to fund capital projects. Generally, these projects are financed by borrowing and the annual debt service is added to the levy limit each year until the project is paid off. Proposition 2 ½ also limits the total tax levy to no more than 2.5 percent of the town’s total assessed valuation (full and fair cash value). This is referred to as the “levy ceiling.” The levy ceiling is the maximum the levy limit can be. The levy limit is the maximum the levy can be in a given year. The limit is based on the previous year’s limit plus certain allowable increases. The levy is the amount the community can raise through the property tax. This can be any amount up to the levy limit.

The Town of Foxborough has had no overrides and five excluded debt projects that have been borrowed for which are currently being paid for. The Town's primary response to the fiscal constraints imposed by Proposition 2 ½ has been to vote to exempt a significant portion of its long-term debt from Proposition 2½. Since 1994, the Town of Foxborough has voted to exempt debt service on \$28,167,073 principal amount of school bonds, \$2,250,000 landfill closure bonds, \$10,438,462 public safety building bonds and \$2,315,538 additional public safety building bonds from its limits. In 2009, the Town voted to exempt debt service on the \$19,887,694 High School remodeling bonds authorization from the limits of Proposition 2½. The table below shows the property tax levy calculation for fiscal years 2021-2024.



	FY2021 Budget	FY2022 Budget	FY2023 Budget	FY2024 Forecast
PROPERTY TAX LEVY				
Prior Year Levy Limit	49,768,722	51,761,247	53,876,280	56,146,711
2.5% Increase	1,244,218	1,294,032	1,346,906	1,403,668
Certified New Growth	748,307	821,001	923,525	915,973
TAX Levy Limit Total	51,761,247	53,876,280	56,146,711	58,466,352
Plus Debt Exclusions	2,180,224	2,111,780	1,982,704	1,914,333
Minus SBA Funding	-	-	-	-
Maximum Annual Allowable Levy	53,941,471	55,988,060	58,129,415	60,380,684
Excess Tax Levy Capacity				
TOTAL Actual Tax Levy	53,903,095	55,962,449	58,088,616	60,380,684

State Aid

The Town's state aid entitlement is based upon a number of different formulas, and while said formulas might indicate that a particular amount of state aid is owed, the amount of state aid actually paid is limited to the amount appropriated by the state legislature. The state annually estimates state aid but actual payments may vary from the estimate. State Aid represents 12% of the Town's anticipated revenues in FY24. State Aid consists of Chapter 70, Unrestricted General Government Aid (UGGA), Charter School Reimbursement, Veterans Benefits, VBS and Elderly Exemptions, State Owned Land, and Offset Receipts. Chapter 70 education aid is determined each year by the Department of Elementary and Secondary Education (DESE) using a complex formula.

Foxborough provides public education locally and receives Chapter 70 state school aid. In prior years, the Town received Charter School Tuition aid to offset some of the costs to educate these pupils. In FY2023, Charter School reimbursement was included in aid in the amount of \$434,698. State Chapter 70 aid contributed \$9.275 million or 23.43% of Foxborough Schools general fund budget, while the Town contributed an additional \$30.3 million via direct and indirect costs. In FY2023, UGGA grew at a rate of 5.4 percent from \$1.637 million in FY2022 to \$1.725 million in FY2023. The Town also received reimbursement for veterans' benefits and certain local property exemptions for qualified individuals in the amount of \$164,600 as well as reimbursement for state-owned land in the amount of \$179,797.

In addition to state aid, there are assessments charged by the state for various expenses. Some of these include county assessment, school choice sending tuition, charter school sending tuition, mosquito control, air pollution, special education, metro area planning council, RMV non-renewal surcharge, offset items, and regional transit. For FY23, the Town was charged \$2.9 million in assessments. These assessments are deducted from the state aid distributed to the Town on a monthly basis.

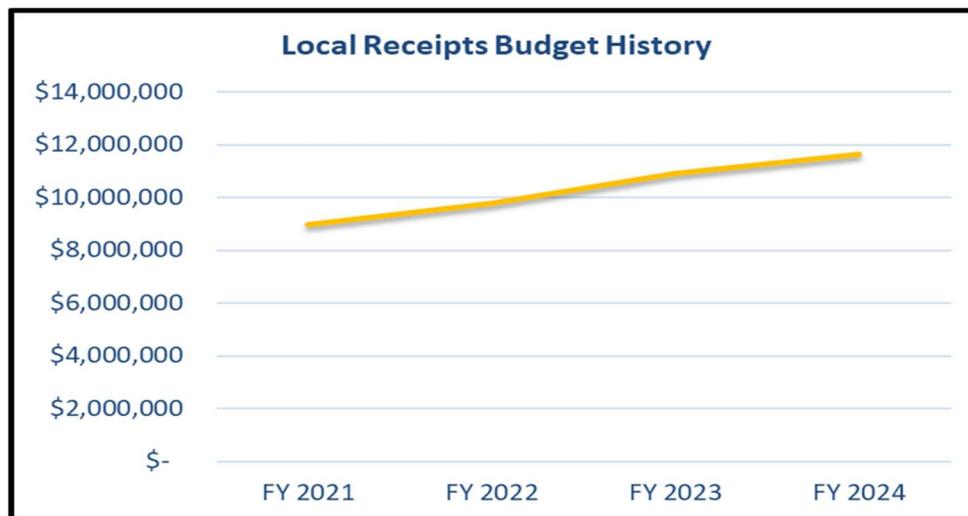


	FY2021 Budget	FY2022 Budget	FY2023 Budget	FY2024 Forecast
STATE AID CHERRY SHEET				
Chapter 70 Education Aid	9,046,950	9,123,240	9,275,820	9,428,040
Unrestricted General Government Aid	1,581,670	1,637,028	1,725,428	1,780,641
Charter School Reimbursement	151,901	246,039	434,698	336,316
Veterans Benefits	101,400	124,688	164,600	157,213
Exemptions VBS and Elderly	77,320	40,837	63,935	62,983
State Owned Land	125,631	140,074	179,797	194,020
All Offset	31,347	33,967	43,043	45,460
TOTAL Cherry Sheet	11,116,219	11,345,873	11,887,321	12,004,673

Local Receipts

Local estimated receipts are locally generated revenues, other than real and personal property taxes. Examples include motor vehicle excise, hotel/motel tax, meals tax, investment income, payments in lieu of taxes, penalties and interest on taxes, departmental revenue, fines, and permit fees. The Town's FY2024 budget expectation includes an increase in local receipts based upon historic trends for prior years, with an emphasis on FY2019 actual collections (prior to pandemic). Motor vehicle excise revenue is the Town's largest local receipt constituting about 26.7% of the total estimated receipts for FY24.

Another significant local receipt is Payment in Lieu of Taxes (PILOT). This revenue is generated by an agreement between Gillette Stadium and the Town. It is based upon tickets sold at all events. There is a minimum amount of 1 million in the event that ticket sales are reduced. This represents 24% of annual local receipts estimated for FY24. Hotel tax revenue is the third highest level of local receipts, representing 13.8% of total local receipts estimated for FY24. Licenses and permits represent 12.6% of the total local receipts estimated for FY24. The Town collects Meal Excise taxes and allocates the annual collection to OPEB (\$985,135) and the remainder to capital road/sidewalk repairs.





	FY2021 Budget	FY2022 Budget	FY2023 Budget	FY2024 Forecast
ESTIMATED LOCAL RECEIPTS				
Motor Vehicle Excise Tax	2,417,074	2,963,525	3,000,000	3,100,000
Other Excise - Meals	739,481	802,457	1,000,000	1,100,000
Other Excise - Room	1,423,827	930,699	1,550,000	1,601,000
Penalties & Interest	123,061	190,729	168,000	158,000
Payment in Lieu of Taxes	1,904,504	2,442,856	2,520,000	2,790,000
Fees	346,652	434,270	600,000	600,000
Departmental Revenue - Libraries	3,129	7,313	2,000	2,000
Licenses & Permits	1,158,967	1,267,079	1,400,000	1,462,000
Fines & Forfeits	61,276	62,174	67,000	70,000
Investment Income	288,484	87,885	60,000	108,000
Medicaid Reimbursement	75,467	76,592	100,000	100,000
Mitigation - NPS & Police Officer	304,301	260,366	229,000	229,000
Misc. Non-Recurring	133,777	256,055	204,000	300,000
TOTAL Local Receipts	8,980,000	9,782,000	10,900,000	11,620,000

Enterprise Funds

The Town receives revenue from its Sewer and Water Enterprise funds. Both funds are assumed to be 100% cost recovery systems (i.e. self-supporting).

Sewer Enterprise Fund – The Town’s Sewer Enterprise Fund totaled \$1.9 million in FY2024. Prior year fund balances have changed dramatically from year to year, reflecting a policy of utilizing this revenue source in order to reduce the increase in user rates.

Water Enterprise Fund – The Town’s Water Enterprise Fund totaled \$8.2 million in FY2024. Prior year fund balances have changed dramatically from year to year, reflecting a policy of utilizing this revenue source in order to reduce the increase in user rates.

Each year, the enterprise funds are charged for their portion of costs that are allocated to the general fund. These costs include salaries, pensions, workers compensation, health & life insurance, Medicare, general insurance, and debt service. Water Enterprise Fund indirect costs total \$1,078,803 for FY24 and Sewer Enterprise Fund indirect costs total \$157,468 for FY24.

	FY2021 Budget	FY2022 Budget	FY2023 Budget	FY2024 Forecast
ENTERPRISE FUNDS				
Water Enterprise Fund	7,880,125	8,472,610	8,488,604	8,287,321
Sewer Enterprise Fund	1,843,201	1,846,864	1,877,448	1,926,618
TOTAL Enterprise Funds	9,723,326	10,319,474	10,366,053	10,213,939

Other Available Funds

Other Available Funds includes revenues from Ambulance receipts, Overlay Surplus, Free Cash, and indirect charges back from the enterprise funds. Ambulance Funds pass through the Ambulance special revenue fund and into the general fund to support public safety salaries and capital. Overlay surplus has traditionally been used to support the general fund budget specifically for the debt service for Town Hall

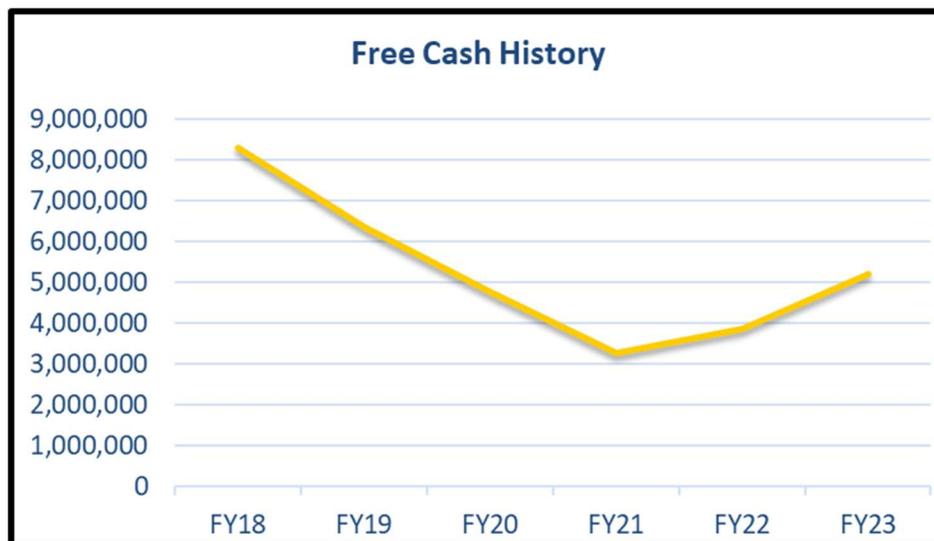


and Burrell School. Indirect costs from the Water and Sewer Enterprise funds are brought back into the general fund to support services that the general fund supplies to the enterprise funds.

	FY2021 Budget	FY2022 Budget	FY2023 Budget	FY2024 Forecast
AVAILABLE FUNDS/OTHER FINANCING				
Overlay Surplus - PY Operating Budget		792,749	800,000	740,000
Recreation Revolving	61,367	59,118	11,700	2,611
Ambulance Fund - Receipts Reserved	1,408,619	1,600,000	1,600,000	1,800,000
Free Cash Supporting General Operations	900,000	1,924,089	1,000,000	800,000
Health Insurance Fund Closeout	460,000			
Other Available Funds	1,000,000	193,000		
Transfer From Water	1,101,458	1,090,249	1,063,798	1,078,803
Transfer From Sewer	148,847	151,519	149,212	157,468
TOTAL Other Available Funds	5,080,291	5,810,724	4,624,710	4,578,882

Free Cash

The Town has traditionally used Free Cash to support general fund expenditures and the debt service for Town Hall and Burrell School. This creates a structural deficit. A strategy is included within the forecast to gradually phase down and out the use of this revenue source to support the general fund expenditures. This should then allow the Free Cash to be used for liquidity (General Stabilization Fund), strategic reserves and capital expenditures. This then follows the principle of accounting, matching recurring revenue with recurring expenditures and non-recurring revenue with non-recurring expenditures. For FY24, the Town will be using \$800,000 of Free Cash towards the General Fund operating budget and \$1,743,844 towards capital projects. The table below shows the history of Certified Free Cash.





Descriptions of Funds

Governmental Funds

Most Town functions are financed through what are called governmental funds. There are four types of governmental funds maintained by the Town: The General Fund, Enterprise Funds, Special Revenue Funds, and the Capital Projects Fund. The Town Meeting appropriates the General Fund, Water & Sewer Enterprise Funds, and Stabilization Funds in accordance with state law requirements. The Capital Projects Fund accounts for projects funded by issuance of tax-supported debt obligations ("bonds"). All other funds are not appropriated by Town Meeting but are expended under the direction of the Town Manager in accordance with state laws and the Town Charter.

General Fund: The General Fund is the major operating fund of the Town government, and it accounts for the majority of Town operations. The General Fund is supported by revenues from real estate and personal property taxes, state and federal aid, excise taxes, investment income, fines and forfeitures, and fees and charges. Most of the Town's departments, including the schools, are supported in whole or in part by the General Fund.

Enterprise Funds: The Town maintains two Enterprise Funds: The Sewer Fund and the Water Fund. An enterprise operation is a business-type activity that is supported primarily by charges for services. Funds raised from charges are dedicated to the specific purpose of the enterprise operation and cannot be diverted to other unrelated uses. The concept of an enterprise operation also includes the maintenance of the capital facilities of the business. That is, fees for services are charged to recover not only the operating costs of the activity but also the "using up" (depreciation) of the capital assets supporting the service.

Budgeting and financial reporting for enterprise operations utilizes terms and concepts that differ significantly from those utilized for the General Fund. The purpose of enterprise financial reporting is to measure with reasonable accuracy and consistency the net income derived from operations, and then to measure the availability and use of capital acquisition and construction financing.

Special Revenue Funds: The Town maintains several Special Revenue Funds, which are used to account for those types of revenues that are legally restricted to being spent for a specific purpose (except expendable trusts, or major capital projects). These revenues must be accounted for separately from the General Fund for a variety of reasons. Special Revenue Funds include the following types of funds:

1. Revolving Funds: Revolving Funds allow the Town to raise revenues from a specific service, and use those revenues to support the service without appropriation. Revolving Funds are established by state statute or local bylaw, and may require re-authorization each year at Town Meeting. The Town maintains a number of Revolving Funds, such as the Apparatus Fund, the Council on Aging Fund, and the Recreation Fund.



2. Receipts Reserved for Appropriation: These receipts are special revenues that are restricted to a specific use, but also require annual appropriation by Town Meeting. The Ambulance Fund is a “Receipts Reserved” Fund

3. School Grants: These grants account for several specially-financed education programs under grants received from the federal or state governments, including professional development, SPED early childhood development, drug-free school programs, and certain capital improvements.

4. Other Intergovernmental Funds: These funds account for several grants or monies received by the Town from the federal or state governments, including a variety of community policing grants, Chapter 90 highway monies, state election grants, state library aid, and various Council on Aging programs.

5. Other Special Revenue Funds: These funds account for miscellaneous special revenues often involving private donations for a specific purpose, such as departmental gifts.

Capital Projects Fund: The Capital Projects Fund is used to account for monies expended for the acquisition or construction of major capital facilities (buildings, roads, etc.). The Town’s Capital Projects Fund is funded primarily by the receipt of bond proceeds resulting from the Town’s issuance of bonds for specific project grants, but may also be derived from private sources, grants, or transfers from other Town funds.

Fiduciary Funds: Fiduciary Funds are used to account for assets held by the Town in a trustee capacity, or as an agent for individuals, private organizations, and other governmental units. Fiduciary Funds include expendable trusts, non-expendable trusts, and agency funds.

1. Expendable Trusts: Expendable Trusts are used to account for monies received by the Town in a trustee capacity where both the principal and the earnings of the fund may be expended.

2. Non-Expendable Trusts: These trusts are used to account for funds where the principal must, by law or covenant, remain intact (that is, cannot be expended). Income earned on the non-expendable trust principal may be expended in accordance with the conditions of the trust. Examples are School and Library funds.

3. Agency Funds: Agency Funds are used to account for funds that are custodial in nature, collected and expensed on behalf of other units of government. These funds are also used as pass-throughs. Some examples are group insurance, student activities, deposits, off-duty details, and other fees collected on behalf of and transmitted to the state government.



Basis of Accounting & Basis of Budgeting

Basis of Accounting

The modified accrual basis of accounting is used by all governmental fund types, expendable trust funds, and agency funds. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual, that is, when they become both measurable and available. “Measurable” means the amount of the transaction can be determined, and “available” means collectible within the current period, or soon enough thereafter to be used to pay liabilities of the current period. The Town considers property taxes as available if they are collected within 60 days after year-end. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due.

The accrual basis of accounting is utilized by non-expendable trust funds. Under this basis of accounting, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred.

Basis of Budgeting

An annual budget is adopted by the Town Meeting for the Town’s General Fund and the Water and Sewer Enterprise Funds. Town Meeting approval is also required for certain special revenue funds and for capital projects funded from borrowing authorizations. The Town’s General Fund annual budget is adopted on a statutory basis that differs in some respects from generally accepted accounting principles (GAAP). The major differences between the budgetary basis and GAAP accounting basis are:

1. Budgeted revenues are recorded when cash is received (budgetary basis), as opposed to when susceptible to accrual (GAAP). The property tax levy is recorded as a receivable when levied but then is fully reserved until collected.
2. Encumbrances are treated as expenditures in the year the commitment is made. Certain appropriations, voted by Town Meeting apart from the main budget articles, are referred to as “Special Articles” and under state law are a continuing authorization until the purposes for which the appropriation was initially made have been certified as completed. Special Articles are treated as budgetary expenditures in the year of authorization or the ensuing fiscal year as specified in the vote.

Consolidated Financial Schedule - Revenues

	FY2021 Budget	FY2022 Budget	FY2023 Budget	FY2024 Forecast	\$ Change from FY23	% Change from FY23
PROPERTY TAX LEVY						
Prior Year Levy Limit	49,768,722	51,761,247	53,876,280	56,146,711	2,270,431	4.21%
2.5% Increase	1,244,218	1,294,032	1,346,906	1,403,668	56,762	4.21%
Certified New Growth	748,307	821,001	923,525	915,973	(7,552)	-0.82%
TAX Levy Limit Total	51,761,247	53,876,280	56,146,711	58,466,352	2,319,641	4.13%
Plus Debt Exclusions	2,180,224	2,111,780	1,982,704	1,914,333	(68,371)	-3.45%
Maximum Annual Allowable Levy	53,941,471	55,988,060	58,129,415	60,380,684	2,251,270	3.87%
TOTAL Actual Tax Levy	53,903,095	55,962,449	58,088,616	60,380,684	2,292,069	3.95%
STATE AID CHERRY SHEET						
Chapter 70 Education Aid	9,046,950	9,123,240	9,275,820	9,428,040	152,220	1.64%
Unrestricted General Government Aid	1,581,670	1,637,028	1,725,428	1,780,641	55,213	3.20%
Charter School Reimbursement	151,901	246,039	434,698	336,316	(98,382)	-22.63%
Veterans Benefits	101,400	124,688	164,600	157,213	(7,387)	-4.49%
Exemptions VBS and Elderly	77,320	40,837	63,935	62,983	(952)	-1.49%
State Owned Land	125,631	140,074	179,797	194,020	14,223	7.91%
All Offset	31,347	33,967	43,043	45,460	2,417	5.62%
TOTAL Cherry Sheet	11,116,219	11,345,873	11,887,321	12,004,673	117,352	0.99%
ESTIMATED LOCAL RECEIPTS						
Motor Vehicle Excise Tax	2,417,074	2,963,525	3,000,000	3,100,000	100,000	3.33%
Other Excise - Meals	739,481	802,457	1,000,000	1,100,000	100,000	10.00%
Other Excise -Room	1,423,827	930,699	1,550,000	1,601,000	51,000	3.29%
Penalties & Interest	123,061	190,729	168,000	158,000	(10,000)	-5.95%
Payment in Lieu of Taxes	1,904,504	2,442,856	2,520,000	2,790,000	270,000	10.71%
Fees	346,652	434,270	600,000	600,000	-	0.00%
Departmental Revenue - Libraries	3,129	7,313	2,000	2,000	-	0.00%
Licenses & Permits	1,158,967	1,267,079	1,400,000	1,462,000	62,000	4.43%
Fines & Forfeits	61,276	62,174	67,000	70,000	3,000	4.48%
Investment Income	288,484	87,885	60,000	108,000	48,000	80.00%
Medicaid Reimbursement	75,467	76,592	100,000	100,000	-	0.00%
Mitigation - NPS & Police Officer	304,301	260,366	229,000	229,000	-	0.00%
Misc. Non-Recurring	133,777	256,055	204,000	300,000	96,000	47.06%
TOTAL Local Receipts	8,980,000	9,782,000	10,900,000	11,620,000	720,000	6.61%
AVAILABLE FUNDS/OTHER FINANCING						
Overlay Surplus - PY Operating. Budget	1,000,000	792,749	800,000	740,000	(60,000)	-7.50%
Recreation Revolving	61,367	59,118	11,700	2,611	(9,089)	-77.68%
Ambulance Fund - Receipts Reserved	1,408,619	1,600,000	1,600,000	1,800,000	200,000	12.50%
Free Cash Supporting General Operations	900,000	1,924,089	1,000,000	800,000	(200,000)	-20.00%
Health Insurance Fund Closeout	460,000	-	-	-	-	0.00%
Other Available Funds	-	193,000	-	-	-	0.00%
Transfer From Water	1,101,458	1,090,249	1,063,798	1,078,803	15,005	1.41%
Transfer From Sewer	148,847	151,519	149,212	157,468	8,256	5.53%
TOTAL Other Available Funds	5,080,291	5,810,724	4,624,710	4,578,882	(45,828)	-0.99%
ENTERPRISE FUNDS						
Water Enterprise Fund	7,880,125	8,472,610	8,488,604	8,287,321	(201,283)	-2.37%
Sewer Enterprise Fund	1,843,201	1,846,864	1,877,448	1,926,618	49,170	2.62%
TOTAL Enterprise Funds	9,723,326	10,319,474	10,366,053	10,213,939	(152,114)	-1.47%
TOTAL REVENUES	88,802,931	93,220,520	95,866,699	98,798,178	2,931,479	3.06%

Consolidated Financial Schedule - Expenditures

	FY2021 Approp	FY2022 Approp	FY2023 Approp	FY2024 Projected	\$ Change from FY23	% Change from FY23
GENERAL GOVERNMENT						
Salaries & Wages	2,175,765	2,700,976	2,797,546	2,837,317	39,771	1.42%
Other Expenses	1,256,995	1,311,797	1,544,326	1,785,841	241,515	15.64%
TOTAL	3,432,760	4,012,773	4,341,872	4,623,158	281,286	6.48%
PUBLIC SAFETY						
Salaries & Wages	8,749,094	8,805,401	9,217,959	10,004,388	786,429	8.53%
Other Expenses	1,107,079	1,118,521	1,051,210	1,227,588	176,378	16.78%
Capital	241,400	172,184	194,128	227,676	33,548	17.28%
TOTAL	10,097,573	10,096,106	10,463,297	11,459,652	996,355	9.52%
EDUCATION						
Public Schools	37,499,121	38,616,014	39,581,415	40,765,995	1,184,580	2.99%
Southeastern Regional School	683,112	772,769	865,347	773,546	(91,801)	-10.61%
TOTAL	38,182,233	39,388,783	40,446,762	41,539,541	1,092,779	2.70%
PUBLIC WORKS						
Salaries & Wages	1,560,295	1,617,007	1,643,525	1,731,226	87,701	5.34%
Other Expenses	816,618	833,850	825,800	926,100	100,300	12.15%
Capital	12,000	12,000	43,000	17,500	(25,500)	-59.30%
TOTAL	2,388,913	2,462,857	2,512,325	2,674,826	162,501	6.47%
HUMAN SERVICES						
Salaries & Wages	825,250	957,289	967,237	993,593	26,356	2.72%
Other Expenses	270,346	271,395	313,020	336,940	23,920	7.64%
TOTAL	1,095,596	1,228,684	1,280,257	1,330,533	50,276	3.93%
CULTURE SERVICES						
Salaries & Wages	995,447	870,519	934,057	959,111	25,054	2.68%
Other Expenses	273,400	279,800	262,300	278,600	16,300	6.21%
Capital	3,000	3,000	3,000	3,000	-	0.00%
TOTAL	1,271,847	1,153,319	1,199,357	1,240,711	41,354	3.45%
DEBT SERVICE- GF Non-Exempt						
Existing General Fund Principal - Non Exempt	870,000	876,000	896,000	921,000	25,000	2.79%
Existing General Fund Interest - Non Exempt	638,699	624,790	588,350	550,735	(37,615)	-6.39%
Existing General Fund Principal - Exempt	1,749,000	1,735,000	1,660,000	1,645,000	(15,000)	-0.90%
Existing General Fund Interest - Exempt	431,224	376,780	322,704	269,333	(53,371)	-16.54%
Debt Issuance Costs	25,000	25,000	25,000	25,000	-	0.00%
TOTAL	3,713,923	3,637,570	3,492,054	3,411,068	(80,986)	-2.32%
EMPLOYEE BENEFITS						
Retirement	5,185,943	5,473,537	5,871,763	6,112,566	240,803	4.10%
Town/School Unemployment	85,000	87,125	87,125	87,125	-	0.00%
Town Health Insurance	7,950,000	8,158,290	8,493,096	8,998,100	505,004	5.95%
Life Insurance	28,000	28,734	29,596	32,000	2,404	8.12%
OPEB		985,135	985,135	985,135	-	0.00%
Town/School Medicare (1.45%)	824,088	845,679	850,000	850,000	-	0.00%
Employee Assistance	3,000	3,078	3,000	3,000	-	0.00%
Health And Medical Services	7,000	7,183	7,183	7,200	17	0.24%
Consulting Services	31,900	32,736	32,736	36,000	3,264	9.97%
TOTAL	14,114,931	15,621,497	16,359,634	17,111,126	751,492	4.59%
INSURANCES and RESERVES						
Town/School Workers Compensation	302,000	246,017	246,017	249,708	3,691	1.50%
Comprehensive Liability	660,028	534,260	545,000	553,175	8,175	1.50%
Ambulance Attendants Liability	10,000	10,250	10,250	10,404	154	1.50%
Other Liability	11,000	11,275	11,275	11,444	169	1.50%
Public Employee Bond	2,100	2,153	2,153	2,186	33	1.53%
Deductible	22,000	22,550	22,550	22,888	338	1.50%
Salary Reserve		193,000	275,000	120,000	(155,000)	-56.36%
General Reserve Fund	75,000	75,000	75,000	75,000	-	0.00%
TOTAL	1,082,128	1,094,505	1,187,245	1,044,805	(142,440)	-12.00%
Total Benefits, Insurance & Other	15,197,059	16,716,002	17,546,879	18,155,931	609,052	3.47%
Total General Fund	75,379,904	78,696,094	81,282,803	84,435,421	3,152,618	3.88%

	FY2021 Approp	FY2022 Approp	FY2023 Approp	FY2024 Projected	\$ Change from FY23	% Change from FY23
ENTERPRISE FUNDS						
Water Enterprise	6,778,667	7,382,361	7,424,806	7,208,518	(216,288)	-2.91%
Sewer Enterprise	1,694,354	1,695,345	1,728,236	1,769,150	40,914	2.37%
Total Enterprise Funds	8,473,021	9,077,706	9,153,042	8,977,668	(175,374)	-1.92%
Total General Fund & Enterprise Funds	83,852,925	87,773,800	90,435,845	93,413,089	2,977,244	3.29%
OTHER AMOUNTS TO BE RAISED						
Overlay / Prior Year Overlay Deficits	1,131,144	1,119,324	1,086,142	1,086,142	-	0.00%
TOTAL	1,131,144	1,119,324	1,086,142	1,086,142	-	0.00%
STATE and COUNTY ASSESSMENTS						
County Assessment	144,200	144,183	147,788	145,406	(2,382)	-1.61%
School Choice Sending Tuitions	78,792	175,206	184,374	221,613	37,239	20.20%
Charter School Sending Tuition	1,998,376	2,180,295	2,264,288	2,243,477	(20,811)	-0.92%
Mosquito Control	86,825	88,206	90,440	89,816	(624)	-0.69%
Air Pollution	6,288	6,468	6,603	6,588	(15)	-0.23%
Special Education	-	24,687	8,902	16,264	7,362	82.70%
Metro Area Planning Council	9,486	10,136	10,398	10,732	334	3.21%
RMV Non-Renewal Surcharge	17,980	17,980	18,440	16,860	(1,580)	-8.57%
Offset Items	31,347	33,967	43,043	45,460	2,417	5.62%
Regional Transit	134,635	134,635	141,451	141,451	-	0.00%
TOTAL	2,507,929	2,815,763	2,915,727	2,937,667	21,940	0.75%
FREE CASH / OTHER						
Snow And Ice Deficit	99,004	295,476	154,304	124,617	(29,688)	-19.24%
Indirect Costs - Water	1,101,458	1,090,249	1,063,798	1,078,803	15,005	1.41%
Indirect Costs - Sewer	148,847	151,519	149,212	157,468	8,256	5.53%
Free Cash - Other Reserves	-	-	102,470	-	(102,470)	-100.00%
TOTAL	1,349,309	1,537,244	1,469,785	1,360,888	(108,897)	-7.41%
TOTAL EXPENDITURES	88,841,307	93,246,131	95,907,498	98,797,785	2,890,286	3.01%



Fund Balance/Free Cash Summary

Unassigned and Unrestricted Fund Balance

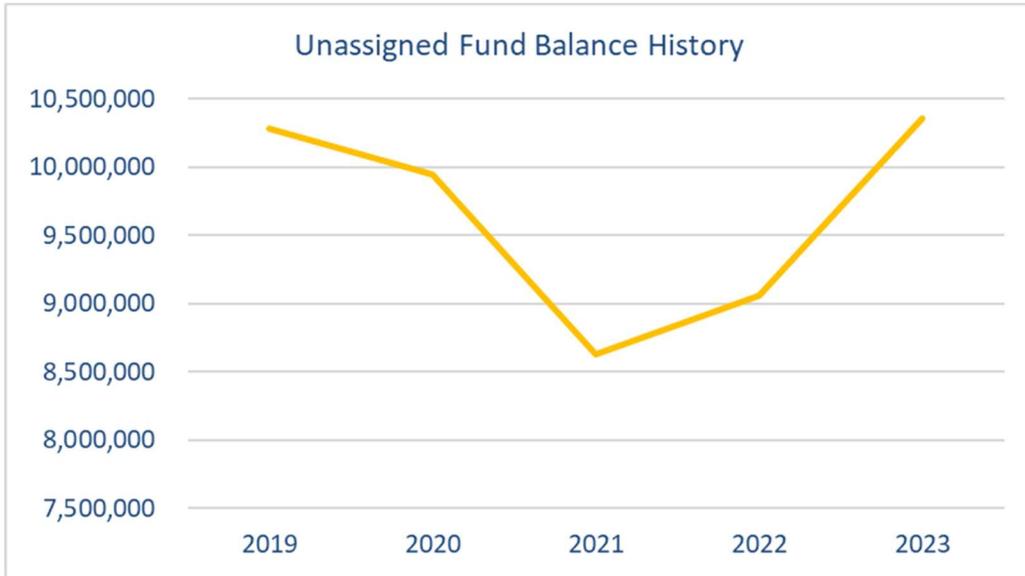
According to GASB 54, Unassigned Fund Balance is “the residual classification for the government’s general fund and includes all spendable amounts not contained in other classifications.” It is essential to maintain adequate levels of fund balance to mitigate any current and future risks, per GFOA. GFOA recommends, “at a minimum, that general-purpose governments, regardless of size, maintain unrestricted budgetary fund balance in their general fund of no less than two months of regular general fund operating revenues or regular general fund operating expenditures.” This guidance implies a balance-to-expenditure ratio of 16.67 percent.

Municipalities establish and maintain reserves in order to provide financial flexibility and security and they are recognized as an important factor by bond rating agencies, the underwriting community, and other financial stakeholders. The Town intends to maintain an Unassigned Fund Balance in the General Fund in an amount equivalent to no less than 7.5% of actual budgetary operating expenditures, as defined in the Town's Audited Financial Statements, with a goal range of 10% to 15%.

The Town’s FY2022 audit reports an unassigned fund balance of \$10,357,153 which represents approximately 12% of General Fund expenditures which is within the goal range. The Town is expecting an increase to unassigned fund balance for FY23 due to revenues exceeding estimates and unspent budget closeouts. This will continue into FY24 as the largest concert season begins at Gillette. The Town’s audited financial statements are available on the town website under the Finance page.

General Fund Unassigned Fund Balance (per financial statements)

Fiscal Year	Begin Balance	End Balance	% Change from Prior FY	\$ Change from Prior FY	% of General Fund Expenditures
2023	10,357,153				
2022	9,059,480	10,357,153	14.3%	1,297,673	12.0%
2021	8,632,969	9,059,480	4.9%	426,511	10.5%
2020	9,943,228	8,632,969	-13.2%	(1,310,259)	10.1%
2019	10,283,782	9,943,228	-3.3%	(340,554)	11.9%



Water Enterprise Unrestricted Fund Balance (per financial statements)

Fiscal Year	Begin Balance	End Balance	% Change from Prior FY	\$ Change from Prior FY	% of Water Fund Expenditures
2023	3,588,632				
2022	4,492,710	3,588,632	-20.1%	(904,078)	68.4%
2021	4,923,946	4,492,710	-8.8%	(431,236)	99.5%
2020	5,385,529	4,923,946	-8.6%	(461,583)	105.3%
2019	5,649,607	5,385,529	-4.7%	(264,078)	133.7%

Sewer Enterprise Unrestricted Fund Balance (per financial statements)

Fiscal Year	Begin Balance	End Balance	% Change from Prior FY	\$ Change from Prior FY	% of Sewer Fund Expenditures
2023	1,090,951				
2022	1,514,372	1,090,951	-28.0%	(423,421)	63.6%
2021	1,381,857	1,514,372	9.6%	132,515	90.9%
2020	1,753,298	1,381,857	-21.2%	(371,441)	79.5%
2019	2,004,783	1,753,298	-12.5%	(251,485)	117.9%



Free Cash

Free Cash is certified by the Commonwealth as of each June 30th. Once certified, it is the undesignated fund balance available for Town Meeting appropriation. All municipal governments should maintain reserves which can be used for special purposes or in case of emergencies. Credit rating agencies look at the reserves as a measure to determine whether a city or town is being managed well. Foxborough targets a minimum of \$2 million annual "recharge." The Town's Free Cash has been used for various purposes including operating & capital budgets, stabilization funds, and extraordinary expenses-see table below.

Fiscal Year	Free Cash Available for Appropriation	Appropriated for Operating Budget	Appropriated for Capital Budget	Extraordinary Expenses	Total Free Cash Use	Remaining Free Cash
FY18	8,321,006	-	2,360,388	2,069,718	4,430,106	3,890,900
FY19	6,365,604	-	1,184,213	470,237	1,654,450	4,711,154
FY20	4,762,588	900,000	484,220	685,708	2,069,928	2,692,660
FY21	3,260,907	900,000	652,230	145,134	1,697,364	1,563,543
FY22	3,859,373	1,000,000	160,000	1,127,089	2,287,089	1,572,284
FY23	5,223,577	800,000	2,081,688	1,235,135	4,116,823	1,106,754

The table below shows the Certified Free Cash as of 6/30/2022 as a percentage of the General Fund Operating Budget for Foxborough and the surrounding communities.

Community	Certified Free Cash 6/30/2022	Operating Budget	Free Cash as % of Operating
Walpole	10,764,417	112,765,659	9.6%
Sharon	9,157,580	95,457,654	9.6%
North Attleborough	8,047,944	103,231,940	7.8%
Foxborough	5,223,577	82,498,642	6.3%
Stoughton	5,166,849	114,292,655	4.5%
Franklin	4,322,269	134,990,155	3.2%
Easton	4,184,024	88,838,411	4.7%
Mansfield	4,025,556	107,572,661	3.7%
Norton	3,675,547	70,284,942	5.2%
Plainville	3,621,700	39,495,294	9.2%
Wrentham	3,247,094	49,753,852	6.5%
Norfolk	2,946,662	47,572,968	6.2%



Stabilization Funds

The Town of Foxborough currently has three stabilization funds, one for general stabilization as a general reserve fund, one for capital projects, and one for the Fire Department. Under G.L. c. 40, § 5B, municipalities may create one or more stabilization funds, which are special reserves into which monies may be appropriated and reserved for later appropriation for any lawful municipal purpose. They can be for capital budget purposes or purposes for which the community may borrow money. Stabilization funds may also be created for a specific purpose or project, for example, to acquire a new fire truck or undertake a particular school construction project. Monies can be appropriated into a stabilization fund with a majority vote at Town Meeting. Transfers out of the fund requires a two-thirds vote at Town Meeting. The town is meeting its goals for the General and Capital Stabilization Funds.

The General Stabilization Fund is the Town's primary reserve account, or its "rainy day fund." The Town intends to maintain a balance in this fund of no less than 5% of the General Fund Operating budget, as appropriated at Town Meeting, with a goal of 5%. This fund may only be used to fund debt service payments if the Town should find itself in the position of being unable to balance the operating budget within existing recurring and one-time funding source, on a short-term basis for advances in lieu of borrowing, and for such other specific lawful purposes as may be established by Town Meeting.

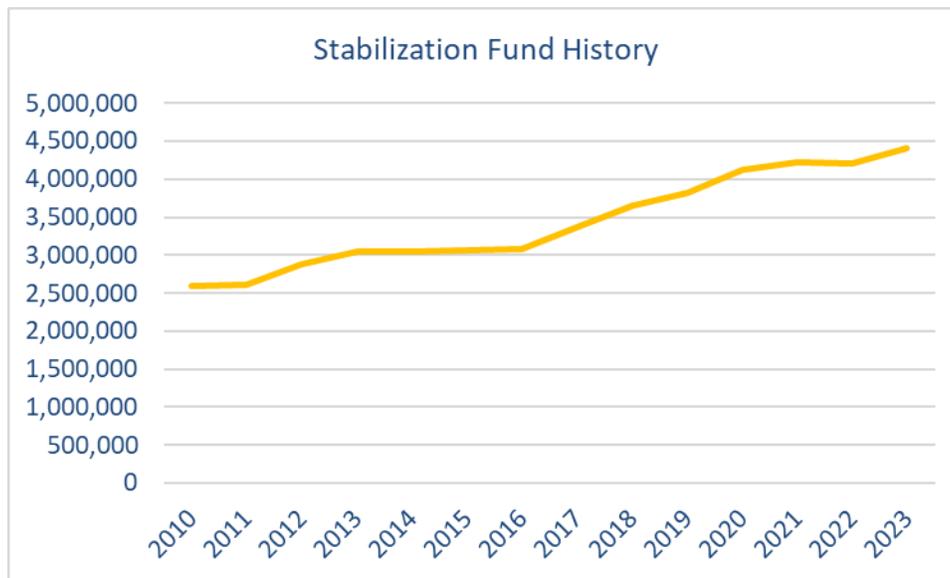
The Capital Building Stabilization Fund is the Town's capital reserve account. The Town intends to maintain a balance of at least \$100,000 with a goal of \$1 million. This fund may only be used to reduce the amount needed to borrow for an excluded debt capital building project or to fund necessary and significant unbudgeted maintenance costs for a Town or School building.

The Fire Stabilization Fund is the Fire Department's reserve account where funds collected for outside apparatus and engine repairs are deposited and used to support their Mechanic Division. This fund was created at the May 2022 Town Meeting.



General Stabilization Fund History FY2010-FY2023

Fiscal Year	Amount
2010	2,591,157
2011	2,606,794
2012	2,872,936
2013	3,039,166
2014	3,055,162
2015	3,070,708
2016	3,082,277
2017	3,367,792
2018	3,652,916
2019	3,816,510
2020	4,129,487
2021	4,230,897
2022	4,212,806
2023	4,413,172





Financial Forecast

The object of the Town of Foxborough's financial forecast is to conservatively project revenues and expenditures five years into the future (FY2024-FY2028). The forecast is intended to provide policymakers with the information they need to make informed decisions around the Town's financial strategies and policies, long-term financial and capital planning, and long-term contracts or obligations.

Revenue and expenditure forecasting is a powerful financial planning tool that can be used to isolate the impact of particular future events and determine their effects on the Town's financial picture. The forecasting model is designed using reasonable assumptions about a wide variety of future events and, by using these assumptions along with known facts, a comprehensive view of the Town's fiscal outlook emerges. Though potential exists that any one item in the forecast may be less than accurate, when taken as a whole, a well-built model presents a fair representation of the Town's future finances.

The approach used in the forecast model for the Town of Foxborough assumes that current service levels will be maintained in the future years of the forecast. The model also assumes that existing Massachusetts General Laws and regulations will remain unchanged over the forecast period. However, as new information becomes available here forward, the assumptions and estimates used in the current projections will need to be regularly re-evaluated by Town officials to determine if they are still appropriate and reasonable.

Revenues

Property Taxes - Over the past 10 years, new growth in Foxborough has averaged \$955,741, with the Town experiencing more similar new growth of \$940,804 in the past five years. Actual new growth of \$923,525 has been input into the FY2023 base year. New growth is conservatively forecast at the \$850,000 over the last four years of the forecast (FY2025-FY2028) with an amount of \$915,973 for FY24, which is the 11-year average. The \$850,000 is based upon a conservative average of new growth over the previous ten-year period and does not incorporate any special development(s) during the forecast period. Generally, tax rates will rise slightly each year as the levy limit grows and property valuations are stable.

State Aid - Utilizing a seven-year average of Chapter 70 State aid, the last four years of the forecast (FY2025-FY2028) include an average increase of 1.58%. The FY2024 Chapter 70 aid projected to increase by \$152,220 based on the latest state proposed budget. The FY2024-FY2028 forecast does not factor in any changes that may occur to the Foundation Budget calculations. The forecast assumes that in FY2024 through FY2028, there will be flat Charter School aid based on the most recent proposed state budget. The seven-year average of Unrestricted General Government Aid is an increase of 2.9%. Going forward for FY2025-FY2028, this account is projected to increase by a conservative 1% over the period of this forecast with an amount of \$1,780,641 for FY24 based on the latest proposed state budget. Veterans Benefits and Exemptions for Veterans and Elderly, State-Owned Land, Aid to Public Libraries are all projected to remain flat based on the latest FY24 proposed state budget.



Local Receipts - The Town's FY2024 budget expectation includes an increase in local receipts based upon historic trends for prior years, with an emphasis on FY2019 actual collections (prior to pandemic). Motor Vehicle Tax is anticipated to increase 1.5% per year during the last four years of the forecast period. As prior year ticket sales have generated much higher revenue than during the time frame of the pandemic, it is anticipated that Payment in Lieu of Taxes (PILOT) shall increase by \$100,000 per year. Again, as pre-pandemic revenue was much higher than the more recent years, it is anticipated that Hotel Tax revenue will increase by 2% per year through the last four years of the forecast. Licenses and permits are anticipated to increase by 2% per year through the last four years of the forecast. All other local receipts are level funded through the last four years of the forecast. The Town collects Meal Excise taxes and allocates the annual collection to OPEB (\$985,135) and the remainder to capital road repairs.

Available Funds - These accounts are mostly level funded. It is anticipated that the \$1,800,000 from Ambulance Fund will be available during the period of the forecast. Annual revenues generated from this activity is greater than the amount transferred to the general fund. A strategy is included in the forecast to gradually phase down and out the use of Overlay Surplus and Free Cash to support general fund expenditures. Indirect costs from the Water and Sewer Enterprise funds are brought back into the General Fund to support services that the general fund supplies to the enterprise funds. Indirect costs are anticipated to increase 2.5% per years during the last four years of the forecast.

Enterprise Funds - The Town receives revenue from its Sewer and Water Enterprise funds. Both funds are assumed to be 100% cost recovery systems (i.e. self-supporting). For both the Water and Sewer Enterprise funds, it is anticipated that salaries will increase by 2% and other expenditures and expense reimbursements will increase by 1% through the last four years of the forecast. Debt service shows a decrease over the term of the forecast, reflecting the declining balance of debt principal.

Expenditures

Municipal Departments - In the forecast, Town department expenditures have been grouped by two major categories, salaries, and non-personnel, consistent with Town and State expenditure reporting. Additional detail is provided separating expenditures in the general categories of General Government, Public Safety, Education, Public Works, Human Services, and Culture & Recreation and Other.

For projection purposes, the forecast utilizes a COLA of 2.0% in FY2024 through FY2028. All contracts have been settled through FY2025. A generic 2% COLA is included for the periods beyond the contractual agreements (FY2026 – FY2028), but this is intended as an example of cost impact moving forward. In addition, some Town employees are eligible for annual step increases and the forecast utilizes a 0.15% step increase across the board for FY2025-FY2028. As the Town's detailed budget is prepared, this cost factor will be modified based on the actual employees eligible for a step increase.

Utilizing the Town's proposed FY2024 municipal expense budget, future operating expenses have been projected to increase by 1% per year for FY2025-FY2028, although the forecast does allow for different rates of growth to be input for different departments.



Education - The FY2024 school operating budget is \$40.76 million, not including fixed costs or special revenues such as grant funds. A 3.21% annual inflation factor is included in the School budget for FY2025-FY2028. This is based upon a seven-year average of prior Education budgets. In addition, Foxborough participates in the Southeastern Regional School District. The FY2024 assessment for the Town is \$773,546 and is estimated to also grow by 7.5% per year.

Employee Benefits - Town pension costs are projected based on the estimated appropriations payment schedule issued by the Public Employee Retirement Administration Commission (PERAC) to the Norfolk County Retirement System. The actuarial variable built into the future projects assumes an annual budgetary increase of 5.44%. The present year scheduled for full funding is 2029, assuming a rate of return on investments of 7.75%. Based upon this information, the current annual schedule of payments is included in the forecast.

The Town receives its health insurance through MIIA (Mass. Interlocal Insurance Association). The forecasted health insurance expenses have been projected to grow each year at a rate of 6% per year through FY2025-FY2028. Medicare has been forecast to \$850,000 in FY2024. In the forecast, this is projected to increase by 2% annually, matching the COLA and step increases for FY2025-FY2028. Unemployment is level funded at the FY2023 level of \$87,125 through the term of the forecast. Life Insurance is level funded at \$32,000 each year of the forecast. Workers Compensation is funded at \$249,708 in FY 2024 and is anticipated to increase by 5% each year of the forecast. All other benefits are level funded through the term of the forecast.

Debt Service - In the FY2023 budget, Foxborough's existing non-excluded debt service was \$1,471,735. The Town has used a declining balance method of borrowing, and all current existing General Fund debt is scheduled to be fully paid at the end of FY2040. Currently, the Town has not authorized any additional debt borrowing. An annual amount of \$25,000 is included in each year of the forecast for potential BAN costs. There are currently five excluded debt projects which have been borrowed. The FY2024 budget includes \$1,914,333 in excluded principal and interest costs. All current excluded debt commitments are retired by the end of FY 2032. Water and Sewer debt service is shown within the Enterprise appropriation category. The FY2024 budget for water projects debt service is \$2,736,723. The FY 2024 Sewer project debt service is \$9,405.

Enterprise Funds - The full cost of the enterprise funds is estimated to be just over \$10.3 million in FY2024. These costs grow at a moderate rate similar to inflation factors in the General Fund budget. By FY2028, costs are expected to increase to only \$10.7 million, a 5.2% total increase over 5 years. This does not take into account any additional debt service for capital projects required to maintain or enhance the water or sewer systems. The indirect costs grow at a moderate rate similar to inflation factors in the General Fund budget.

State and County Assessments - All State assessments included in the forecast are based on the State's proposed FY2024 Cherry Sheet figures. This expenditure category represents an extremely small 3% of the overall budget. Similar to the Cherry Sheet State Aid accounts on the revenue side, Town officials will need to monitor the State budget process and follow the release of local assessment estimates each year.



All assessments are forecast to increase by 3.25% for FY2025-FY2028 annually based upon a seven-year average trend.

Miscellaneous Expenses - Property/liability insurance covers municipal buildings and contents, motor vehicles, and public official liability insurance. The FY2024 budget includes \$600,097 and these items are estimated to increase by 5% per year with the exception of property and vehicle liability at 7%.

Reserves/Other - Reserves/Other includes the annual allowance for abatements and exemptions (Overlay). The overlay has been projected as 2.1% of the annual net tax levy per year for FY2025-FY2028. In FY2024, the Town will be funding a Snow and Ice deficit in the amount of \$124,617. This amount has traditionally been accounted for and supported by the annual levy. This expenditure is assumed to increase by \$25,000 per year for FY2025-FY2028. Traditionally, the Town has raised and appropriated a sum of \$75,000 annual to support any emergency or unforeseen expenditures. Beginning in FY2025, the appropriation is linked to a formula of one tenth of one percent of the annual net revenue (gross revenue minus debt exclusions and Free Cash). This allows for increased cost of remedying emergency or unforeseen events.

Capital - Currently the Town has a commitment of 2% to capital, including all non-exempt debt service and a small amount of “pay-as-you-go” capital in the operating budget. Communities with budgets of approximately \$100 million typically invest approximately 3% of the net revenue to annual capital. The forecast assumes that a 3% capital commitment target would be phased in over a period of years.

Revenue Forecast	FY2023 Budget	FY2024 Forecast	FY2025 Forecast	FY2026 Forecast	FY2027 Forecast	FY2028 Forecast
PROPERTY TAX LEVY						
Prior Year Levy Limit	53,876,280	56,146,711	58,466,352	60,778,011	63,147,461	65,576,148
2.5% Increase	1,346,906	1,403,668	1,461,659	1,519,450	1,578,687	1,639,404
Certified New Growth	923,525	915,973	850,000	850,000	850,000	850,000
TAX Levy Limit Total	56,146,711	58,466,352	60,778,011	63,147,461	65,576,148	68,065,552
Plus Debt Exclusions	1,982,704	1,914,333	1,846,749	1,252,338	1,216,546	978,455
Max. Annual Allowable Levy	58,129,415	60,380,684	62,624,760	64,399,799	66,792,694	69,044,007
TOTAL Actual Tax Levy	58,088,616	60,380,684	62,624,760	64,399,799	66,792,694	69,044,007

STATE AID CHERRY SHEET						
Chapter 70 Education Aid	9,275,820	9,428,040	9,577,003	9,728,320	9,882,027	10,038,163
Unrestricted General Gov't Aid	1,725,428	1,780,641	1,798,447	1,816,432	1,834,596	1,852,942
Charter School Reimbursement	434,698	336,316	336,316	336,316	336,316	336,316
Veterans Benefits	164,600	157,213	157,213	157,213	157,213	157,213
Exemptions VBS and Elderly	63,935	62,983	62,983	62,983	62,983	62,983
State Owned Land	179,797	194,020	194,020	194,020	194,020	194,020
All Offset	43,043	45,460	45,460	45,460	45,460	45,460
TOTAL Cherry Sheet	11,887,321	12,004,673	12,171,442	12,340,744	12,512,615	12,687,097

ESTIMATED LOCAL RECEIPTS						
Motor Vehicle Excise Tax	3,000,000	3,100,000	3,146,500	3,193,698	3,241,603	3,290,227
Other Excise - Meals	1,000,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Other Excise -Room	1,550,000	1,601,000	1,633,020	1,665,680	1,698,994	1,732,974
Penalties & Interest	168,000	158,000	158,000	158,000	158,000	158,000
Payment in Lieu of Taxes	2,520,000	2,790,000	2,890,000	2,990,000	3,090,000	3,190,000
Fees	600,000	600,000	600,000	600,000	600,000	600,000
Dept. Revenue - Libraries	2,000	2,000	2,000	2,000	2,000	2,000
Licenses & Permits	1,400,000	1,462,000	1,491,240	1,521,065	1,551,486	1,582,516
Fines & Forfeits	67,000	70,000	70,000	70,000	70,000	70,000
Investment Income	60,000	108,000	108,000	108,000	108,000	108,000
Medicaid Reimbursement	100,000	100,000	100,000	100,000	100,000	100,000
Mitigation - NPS & Police Officer	229,000	229,000	229,000	229,000	229,000	229,000
Misc. Non-Recurring	204,000	300,000	300,000	300,000	300,000	300,000
TOTAL Local Receipts	10,900,000	11,620,000	11,827,760	12,037,443	12,249,083	12,462,717

AVAILABLE FUNDS/OTHER FINANCING						
Overlay Surplus	800,000	740,000	715,000	690,000	665,000	640,000
Recreation Revolving	11,700	2,611	2,611	2,611	2,611	2,611
Ambulance Fund - Receipts Reserved	1,600,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Free Cash Supporting General Ops	1,000,000	800,000	700,000	600,000	500,000	400,000
Transfer From Water	1,063,798	1,078,803	1,099,408	1,150,652	1,204,699	1,261,711
Transfer From Sewer	149,212	157,468	156,372	164,606	173,374	182,714
TOTAL Other Available Funds	4,624,710	4,578,882	4,473,391	4,407,870	4,345,685	4,287,035

ENTERPRISE FUNDS						
Water Enterprise Fund	8,488,604	8,287,321	8,345,990	8,433,302	8,522,665	8,618,956
Sewer Enterprise Fund	1,877,448	1,926,618	1,969,193	2,013,443	2,068,608	2,125,625
TOTAL Enterprise Funds	10,366,053	10,213,939	10,315,183	10,446,745	10,591,273	10,744,580
TOTAL REVENUES	95,866,699	98,798,178	101,412,537	103,632,600	106,491,350	109,225,437

Expenditure Forecast	FY2023 Budget	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected	FY2028 Projected
GENERAL GOVERNMENT						
Salaries & Wages	2,797,546	2,837,317	2,898,273	2,960,540	3,024,145	3,089,118
Other Expenses	1,544,326	1,785,841	1,801,895	1,818,110	1,834,486	1,851,027
TOTAL	4,341,872	4,623,158	4,700,168	4,778,649	4,858,631	4,940,145
PUBLIC SAFETY						
Salaries & Wages	9,217,959	10,004,388	10,219,482	10,439,201	10,663,644	10,892,912
Other Expenses	1,051,210	1,227,588	1,235,364	1,243,218	1,251,150	1,259,161
Capital	194,128	227,676	229,773	231,890	234,029	236,190
TOTAL	10,463,297	11,459,652	11,684,619	11,914,309	12,148,823	12,388,263
EDUCATION						
Public Schools	39,581,415	40,765,995	42,074,583	43,425,178	44,819,126	46,257,820
Southeast Regional School	865,347	773,546	831,562	893,929	960,974	1,033,047
TOTAL	40,446,762	41,539,541	42,906,145	44,319,107	45,780,100	47,290,867
PUBLIC WORKS & FACILITIES						
Salaries & Wages	1,643,525	1,731,226	1,768,447	1,806,469	1,845,308	1,884,982
Other Expenses	825,800	926,100	934,511	943,006	951,586	960,252
Capital	43,000	17,500	17,675	17,852	18,030	18,211
TOTAL	2,512,325	2,674,826	2,720,633	2,767,327	2,814,924	2,863,445
HUMAN SERVICES						
Salaries & Wages	967,237	993,593	1,014,955	1,036,777	1,059,067	1,081,837
Other Expenses	313,020	336,940	340,309	343,712	347,150	350,621
TOTAL	1,280,257	1,330,533	1,355,265	1,380,489	1,406,217	1,432,459
CULTURE SERVICES						
Salaries & Wages	934,057	959,111	979,732	1,000,796	1,022,313	1,044,293
Other Expenses	262,300	278,600	281,386	284,200	287,042	289,912
Capital	3,000	3,000	3,000	3,000	3,000	3,000
TOTAL	1,199,357	1,240,711	1,264,118	1,287,996	1,312,355	1,337,205
DEBT SERVICE- GF Non-Exempt						
Existing General Fund Principal - Non Exempt	896,000	921,000	870,000	895,000	920,000	950,000
Existing General Fund Interest - Non Exempt	588,350	550,735	513,011	475,176	436,092	395,757
Existing General Fund Principal - Exempt	1,660,000	1,645,000	1,631,000	1,080,000	1,080,000	875,000
Existing General Fund Interest - Exempt	322,704	269,333	215,749	172,338	136,546	103,455
Debt Issuance Costs	25,000	25,000	25,000	25,000	25,000	25,000
TOTAL	3,492,054	3,411,068	3,254,760	2,647,515	2,597,638	2,349,213
CAPITAL OUTLAY						
New Capital Commitment	-	-	165,956	318,364	395,063	555,788
TOTAL	-	-	165,956	318,364	395,063	555,788
EMPLOYEE BENEFITS						
Retirement	5,871,763	6,112,566	6,445,061	6,795,640	7,165,289	7,555,045
Town/School Unemployment	87,125	87,125	87,125	87,125	87,125	87,125
Town Health Insurance	8,493,096	8,998,100	9,537,986	10,110,265	10,716,881	11,359,894
Life insurance	29,596	32,000	32,000	32,000	32,000	32,000
OPEB	985,135	985,135	985,135	985,135	985,135	985,135
Town/School Medicare (1.45%)	850,000	850,000	867,000	884,340	902,027	920,067
Employee Assistance	3,000	3,000	3,000	3,000	3,000	3,000
Health And Medical Services	7,183	7,200	7,200	7,200	7,200	7,200
Consulting Services	32,736	36,000	36,000	36,000	36,000	36,000
TOTAL	16,359,634	17,111,126	18,000,507	18,940,705	19,934,657	20,985,466
INSURANCES and RESERVES						
Town/School Workers Compensation	246,017	249,708	262,193	275,303	289,068	303,522
Comprehensive Liability	545,000	553,175	591,897	633,330	677,663	725,100
Ambulance Attendants Liability	10,250	10,404	10,924	11,470	12,044	12,646
Other Liability	11,275	11,444	12,016	12,617	13,248	13,910
Public Employee Bond	2,153	2,186	2,186	2,186	2,186	2,186
Deductible	22,550	22,888	22,888	22,888	22,888	22,888
Salary Reserve	275,000	120,000				
General Reserve Fund	75,000	75,000	78,235	80,887	83,592	86,358
TOTAL	1,187,245	1,044,805	980,340	1,038,681	1,100,689	1,166,609
Total Benefits, Insurance & Other	17,546,879	18,155,931	18,980,847	19,979,387	21,035,346	22,152,076
Total General Fund	81,282,803	84,435,420	86,866,556	89,074,778	91,954,035	94,753,671

Expenditure Forecast	FY2023 Budget	FY2024 Projected	FY2025 Projected	FY2026 Projected	FY2027 Projected	FY2028 Projected
ENTERPRISE FUNDS						
Water Enterprise	7,424,806	7,208,518	7,246,582	7,282,650	7,317,966	7,357,245
Sewer Enterprise	1,728,236	1,769,150	1,812,821	1,848,837	1,895,233	1,942,911
Total Enterprise Funds	9,153,042	8,977,668	9,059,402	9,131,486	9,213,199	9,300,156
Total General Fund & Enterprise Funds	90,435,845	93,413,088	95,925,959	98,206,265	101,167,234	104,053,827
OTHER AMOUNTS TO BE RAISED						
Overlay/Prior Year Overlay Deficits	1,086,142	1,086,142	1,083,951	1,081,714	1,079,430	1,077,098
TOTAL	1,086,142	1,086,142	1,083,951	1,081,714	1,079,430	1,077,098
STATE and COUNTY ASSESSMENTS						
County Assessment	147,788	145,406	150,132	155,011	160,049	165,250
School Choice Sending Tuitions	184,374	221,613	228,815	236,252	243,930	251,858
Charter School Sending Tuition	2,264,288	2,243,477	2,316,390	2,391,673	2,469,402	2,549,658
Mosquito Control	90,440	89,816	92,735	95,749	98,861	102,074
Air Pollution	6,603	6,588	6,802	7,023	7,251	7,487
Special Education	8,902	16,264	16,793	17,338	17,902	18,484
Metro Area Planning Council	10,398	10,732	11,081	11,441	11,813	12,197
RMV Non-Renewal Surcharge	18,440	16,860	17,408	17,974	18,558	19,161
Offset Items	43,043	45,460	46,937	48,463	50,038	51,664
Regional Transit	141,451	141,451	146,048	150,795	155,696	160,756
TOTAL	2,915,727	2,937,667	3,033,141	3,131,718	3,233,499	3,338,588
FREE CASH / OTHER						
Snow And Ice Deficit	154,304	124,617	149,617	174,617	199,617	224,617
Indirect Costs - Water	1,063,798	1,078,803	1,099,408	1,150,652	1,204,699	1,261,711
Indirect Costs - Sewer	149,212	157,468	156,372	164,606	173,374	182,714
Meals Tax - Roads			114,865	114,865	114,865	114,865
Free Cash - Other Reserves	102,470					
TOTAL	1,469,785	1,360,888	1,520,262	1,604,740	1,692,555	1,783,906
TOTAL EXPENDITURES	95,907,498	98,797,785	101,729,269	104,342,801	107,567,781	110,809,207

DEPARTMENTAL



Town Manager

Contact	Phone & Email	Location
William Keegan Retired Town Manager	508-543-1205 bkeegan@foxboroughma.gov	Town Hall Second Floor 40 South Street

Mission Statement & Departmental Activities

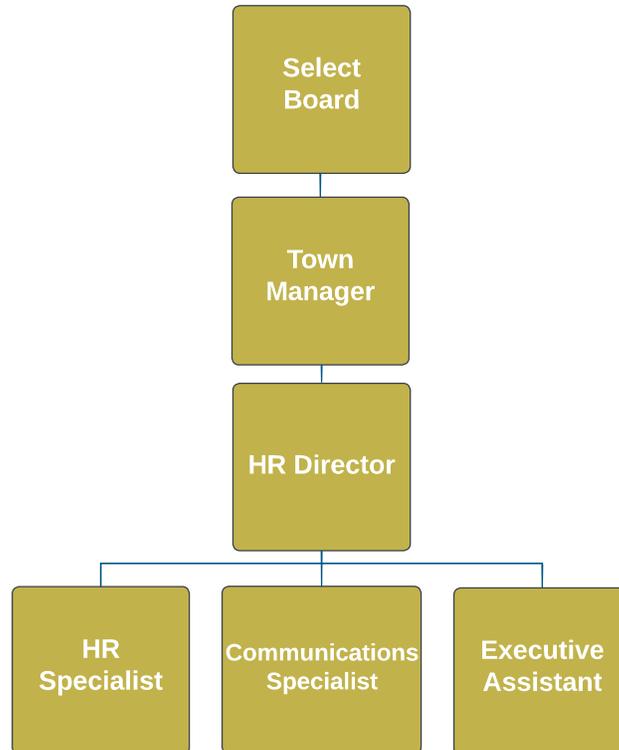
The mission of the Town Manager's Office is to provide support, operational and strategic direction to the Select Board, Town and School Operating Departments and the General Public in the areas of public policy and community management. The Office is particularly focused on fiscal management, public safety, risk management, economic development and improving the overall quality of life in the community. The Office takes great pride in offering high quality customer service to anyone who requests our assistance. The Office serves as the Chief Administrative Office of the Town and has administrative oversight of Human Resource Management, Labor Relations, Licensing, Risk Management, and Economic Development.

Brief Description of the Department

The Primary Actions taken by the Department Include: Budget Management and Development, Human Resource Management, Risk Management (managing all the Town's Insurance Policies) Licensing for all activities that require such action including but not limited to events at Gillette Stadium, all alcohol related activities, new and used car sales, parking lots, livery services, and any other activity as prescribed by Town By-law or State Statute. Provides policy support and direction to the Select Board who serve as the chief licensing authority and policy making entity in the Town. The Office provides daily and weekly direction and oversight for all operating departments.



Organizational Chart



FY22 Accomplishments

- Applied for and received a \$400,000 grant from Congress for Studying Route 1 Sewer
- Successfully submitted and received approval for the Fiscal 2023 Budget and Capital Plan
- Successfully achieved labor peace by completing 3-year labor contracts for all Unions- Town and Schools
- Assisted the Board with the solicitation of a consultant for the recruitment of a new Town Manager
- Sought and finalized the reorganization of the Departments of Land Use and Human Services



FY23 Goal Updates

GOAL #1	Protect and enhance the financial health of the Town
Objective	Submit spending plans and manage Town finances by providing balanced budget plans and capital spending plans
How will you measure success/achievement/completion?	Advise all Town Agencies what the Budget Guidelines will be and then assemble a budget that is balanced based on expected revenues and expenses that are justified and in line with the Selectmen's goals and objectives
Timing	The budget guidance from the Town Manager and the Select Board is usually posted by the first week in December however, because the Special Town Meeting was held so late this year the guidance did not go out until the middle of January 2023
Status	Balanced budget submitted and recommended by the Town Manager and the Select Board that is expected to increase by 3.29%

GOAL #2	Promote and Enhance Town Communication through Community Engagement
Objective	Develop a comprehensive communications strategy that is aligned with expectations from the Select Board, Town Manager, and the community
How will you measure success/achievement/completion?	A draft communication plan is prepared that includes staff input initially and is then reviewed with a diverse audience to get a wide array of responses. The plan is then modified to include the review comments to improve the effectiveness of the plan
Timing	First draft of the plan is prepared in FY2023 with further review slated for FY2024 that includes specific action steps
Status	First draft available of the plan is available for review in August 2022



GOAL #3	Promote and Enhance Business and Smart Economic Development
Objective	Work collaboratively with Town Boards, Committees, Departments, Businesses, and residents to develop rules, regulations and guidelines that help to promoted development that is consistent with the goals and mission of the community
How will you measure success/achievement/completion?	The number of new zoning changes and updates that are developed over the year, making sure that the Town’s Master Plan remains up to date and projects are built that are consistent with that document and the Open Space and Recreation Plan remains current and followed on a regular basis
Timing	Every Town Meeting new Zoning Changes are proposed. The Annual Town Meeting is held every Spring in May and a Special Town Meeting is held every Fall, usually in November or early December
Status	Several Zoning Changes were proposed in the past year and the Open Space and Recreation Plan is being updated now and should be completed by the end of FY2024

GOAL #4	Promote Modern and Professional Town Operations
Objective	Provide organizational structures that provide efficient and high-quality services to the public. Utilize the latest technological capabilities to help support department capabilities to provide efficient and professional services to residents and businesses
How will you measure success/achievement/completion?	Identify organizational improvements annually and provide new or upgraded technology each year to help achieve the objective
Timing	Changes are discussed, planned, and implemented each fiscal year; to the greatest extent possible
Status	Organizational changes were enacted for Land Use and Human Services in 2022 and 2023. New permitting software being implemented in FY2023 along with a major upgrade to the Town's Financial Software, Munis



GOAL #5	Prepare and Facilitate the Town Manager Transition Process
Objective	Work with the Select Board to establish for hiring a professional and highly capable replacement for the retiring Town Manager
How will you measure success/achievement/completion?	Hire a fully capable Town Manager replacement prior to the date of the current Town Manager and ensure a smooth transition
Timing	Process should be completed by the end of January 2023 with a hire date of the end of March/early April, 2023
Status	New Town Manager hired at the end of January of 2023 with a starting date of April 10, 2023

FY24 Goals

GOAL #1	Provide the Town Manager with access to information and resources and provide him with insight so that he is aware of how the Town functions on a daily basis
Objective	<p>Finish the implementation of Permit Eyes Software for Building, Health, Select Board, Land Use Department, and Fire Department</p> <p>Finish the implementation of the Upgrade to the Munis Financial Software Platform</p>
How will you measure success/achievement/completion?	<p>Verify that the system works as designed and that efficiencies and customer service goals have been achieved</p> <p>Assure that the Munis upgrade is performing as planned.</p> <p>Minimize disruption to the organize while being implemented</p>
Timing	FY2024



GOAL #2	Support the new Town Manager during the transition phase of his new position
Objective	Provide the new Town Manager with regular updates so that they fully understand the way the Town functions on a daily basis. Department Heads and Board Members provide support and information as needed
How will you measure success/achievement/completion?	Town Manager becomes fully integrated into the organization and the transition is smooth for both the Manager and the Organization
Timing	FY2023 – FY2024

GOAL #3	Continue to work on finalizing and rolling out a comprehensive communications strategy and plan
Objective	Department Heads have a full understanding of how other departments operate and how they can support other departments as part of a cohesive service delivery system. The plan includes multiple communication elements that include daily, weekly, monthly, and annual communication approaches. All designed to provide clear mechanisms and guidelines for communicating both internally and externally from within the Town
How will you measure success/achievement/completion?	The communication plan is finalized by September, 2023 and training is scheduled for October, November, and December on how to enact the various elements of the plan. The Town Manager works with the Communications Coordinator and with key stake holders to have the plan enacted and operational by the end of the 2023 calendar year. Some elements may take longer than others due to timing and resource considerations
Timing	Key elements of the plan are reviewed and finalized with the Town Manager by August 15, 2023. The plan is finalized and reviewed with the Select Board and Department Heads by the end of October 2023. Training is scheduled by the Town Manager's Office for the next three months so that the plan becomes operational by January 1, 2024



GOAL #4	The Town Manager establishes a comprehensive economic development strategy with the Land Use Department. This strategy would include elements for supporting local business as well as fostering new development in areas of Town where such development makes sense and is encouraged
Objective	Local businesses are supported and continue to grow and thrive. The local economy continues to expand, and the Town's finances expand in such a way that they are able to provide adequate support for local services
How will you measure success/achievement/completion?	New growth for the budget provides enough support so that the Town's use of Free Cash continues to diminish over time. Services within the Town are able to expand to meet the needs of the taxpayers as needed
Timing	By the end of FY2023, the Finance Department will be able to close out the fiscal year with a positive cash balance that will help to grow the Town's Free Cash position. In December of 2023, the Town Manager will be able to project a budget for FY2025 that will include adequate revenues to maintain or expand services that meet the needs and expectations of the Community

Trends/Metrics

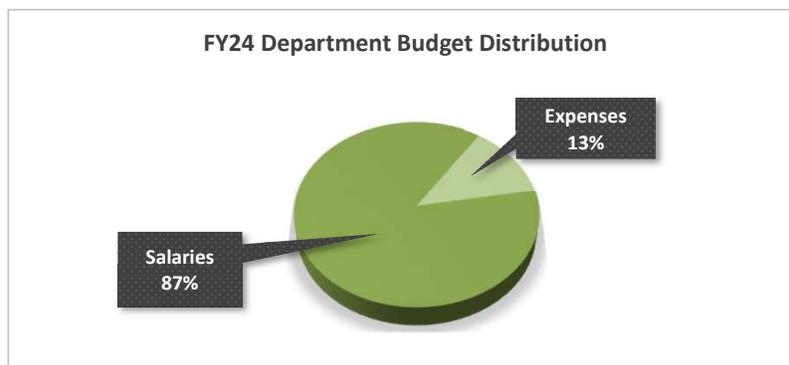
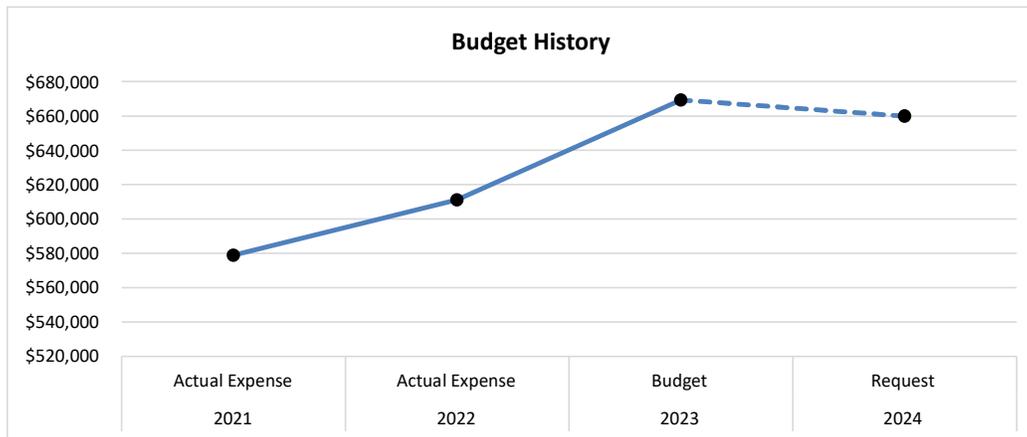
Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Number of Licenses/Permits Issued (calendar year)	345	347	236	269
Value of Licenses/Permits Issued (calendar year)	\$329,688	\$330,181	\$342,888	\$342,913
Number of Select Board Meetings Held (calendar year)	24	24	28	22
Number of Town Meetings Held (calendar year)	1	2	2	2
Number of Department Head Meetings Held (calendar year)	12	12	12	12
New Hires (calendar year)	24	24	12	18

Office of the Town Manager Budget Summary

	2021	2022	2023	2024	2024 vs. 2023	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Salaries	518,072	539,857	584,090	574,663	(9,427)	-1.61%
Expenses	60,798	71,321	85,209	85,209	-	0.00%
Total	578,870	611,177	669,299	659,872	(9,427)	-1.41%

FY2024 Budget Highlights & Notes

- Overall decrease of -1.41% largely due to reorganization in the department resulting in the hiring of a new Human Resources Director as well as the retirement of the current Town Manager.
- Budget line items reorganized to streamline accounting. Funds were shifted between lines to reduce the overall number of lines in the budget.
- 5 FTE's, including the Town Manager, HR Director, and 3 FT Administrative personnel.





Finance

Contact	Phone & Email	Location
Marie Almodovar Finance Director	508-543-1211 malmodovar@foxboroughma.gov	Town Hall 40 South Street

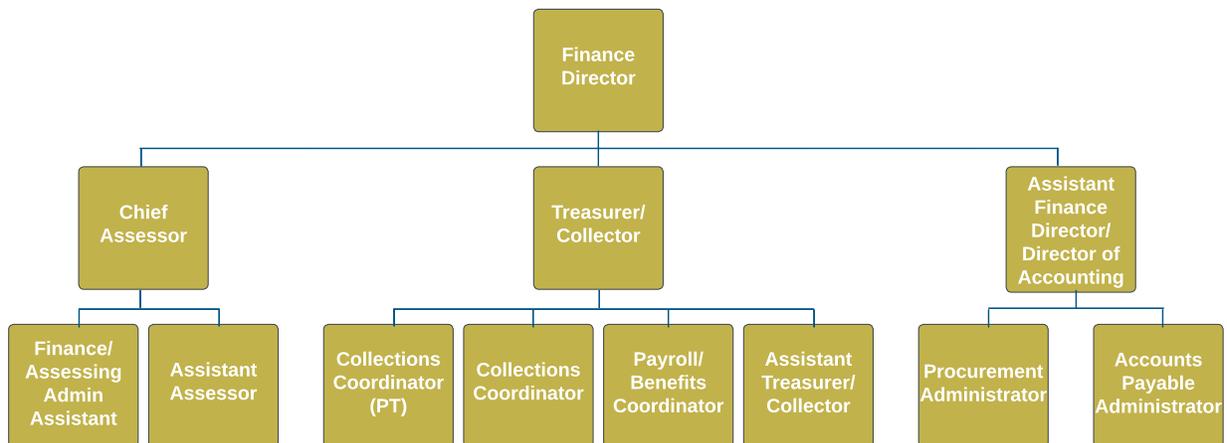
Mission Statement & Departmental Activities

The mission of the Finance Department is Town-wide financial stability and accountability. To execute the mission, the department reviews financial aspects of municipal operations with an emphasis on fiscal responsibility, regulatory compliance, automation, cost & operational efficiency, and revenue generation.

Brief Description of the Department

The Finance Department consists of four separate divisions which work closely with each other, the Town Manager, and several Town boards such as Select Board, Board of Assessors, Advisory Committee, and Capital Improvement Committee. These four divisions are Finance Administration, Treasurer/Collector, Accounting, and Assessing. The department is responsible for the accounting and processing of all financial aspects of the Town. This includes budgeting, capital financing, investing, cash management, debt management, record keeping, tax and other revenue billings, revenue collection, processing of all invoices and warrants, payroll, procurement, maintaining the general ledger, benefits administration and retirement management, auditing and reporting, reconciliation, valuation, and inspection of all real and personal property, and providing courteous and prompt service to taxpayers and all stakeholders. It is the duty of the department to maintain current and accurate information which complies with all Federal and State laws as well as the bylaws and financial policies and procedures set by the town. A portion of the Joint Town/School IT staff salaries is paid for by Finance.

Organizational Chart





FY22 Accomplishments

- Maintained AAA bond rating from S&P
- Successfully managed and reconciled Cares Act, ARPA, and FEMA grants for the entire Town (\$7.3 million)
- Maintained the Town's clean audit opinion for the FY21 audit
- Successfully set the tax rate for FY22 and had our updated values certified by the DOR
- Worked with ClearGov on our FY22 operating and capital budgets

FY23 Goal Updates

GOAL #1	Maintain clean audit opinion for FY2022 audit
Objective	Provide necessary documents for annual financial audit
How will you measure success/achievement/completion?	Clean set of financial statements and opinion at end of audit
Timing	March/April 2023
Status	Complete

GOAL #2	Finalize and propose adoption of new policies covering various financial and administrative functions
Objective	To create formal set of Finance policies and procedures
How will you measure success/achievement/completion?	Completion of document and approval
Timing	Spring 2023
Status	Complete

GOAL #3	Successfully set the tax rate for FY23 and have updated values certified by DOR
Objective	Host tax classification hearing and work on tax recap and supporting schedules
How will you measure success/achievement/completion?	Tax rate approval from DOR
Timing	November 2022
Status	Complete



GOAL #4	Ensure compliance with annual disclosure requirements to the Town's bondholders
Objective	Ensure financial policies are being followed and reserves are maintained at proper levels in case of a new bond issuance Complete annual disclosure statement
How will you measure success/achievement/completion?	Periodically look at financial policies and status Completion by late March deadline
Timing	Ongoing March 2023
Status	Ongoing Complete

GOAL #5	Work on several projects
Objective	Financial Trend Monitoring System 5-year revenue/expense forecast GFOA Budget Book project
How will you measure success/achievement/completion?	Completion for financial summit Completion for budget book project Submission of budget book and receiving award
Timing	Ongoing
Status	Complete Ongoing Ongoing

FY24 Goals

GOAL #1	Maintain Town's clean audit opinion for FY23 audit
Objective	Provide necessary documents for annual financial audit
How will you measure success/achievement/completion?	Clean set of financial statements and opinion at end of audit
Timing	Fall 2023 – Spring 2024



GOAL #2	Successfully set the tax rate and have our updated values certified
Objective	Host tax classification hearing and work on tax recap and supporting schedules
How will you measure success/achievement/completion?	Tax rate approval from DOR
Timing	Summer 2023 – November 2024

GOAL #3	Begin work on our five-year certification for FY2025
Objective	Hire consultants to assist with inspections and data collection
How will you measure success/achievement/completion?	Hiring of consultants & percentage of work completed
Timing	FY2024 – FY2025

GOAL #4	Maintain AAA bond rating and ensure compliance with Annual Disclosure requirements to the Town's bondholders
Objective	Ensure financial policies are being followed and reserves are maintained at proper levels in case of a new bond issuance Complete annual disclosure statement
How will you measure success/achievement/completion?	Periodically look at financial policies and status Completion by late March deadline
Timing	Ongoing March 2024

GOAL #5	Continue attending educational seminars to stay up to date on current issues facing governmental finance
Objective	Continuing education and annual school programs to maintain certifications
How will you measure success/achievement/completion?	Credits obtained and certificates of completion
Timing	Ongoing



GOAL #6	Complete Munis forms and Munis upgrade to 2021.8
Objective	To upgrade our financial system to one of the latest versions To upgrade our forms to DocOrigin
How will you measure success/achievement/completion?	Established timelines and go-live date of October Testing and approval of final forms
Timing	Ongoing End of FY23

Trends/Metrics

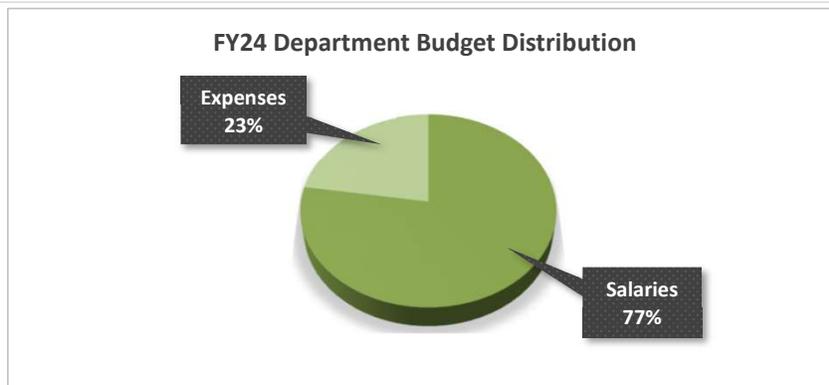
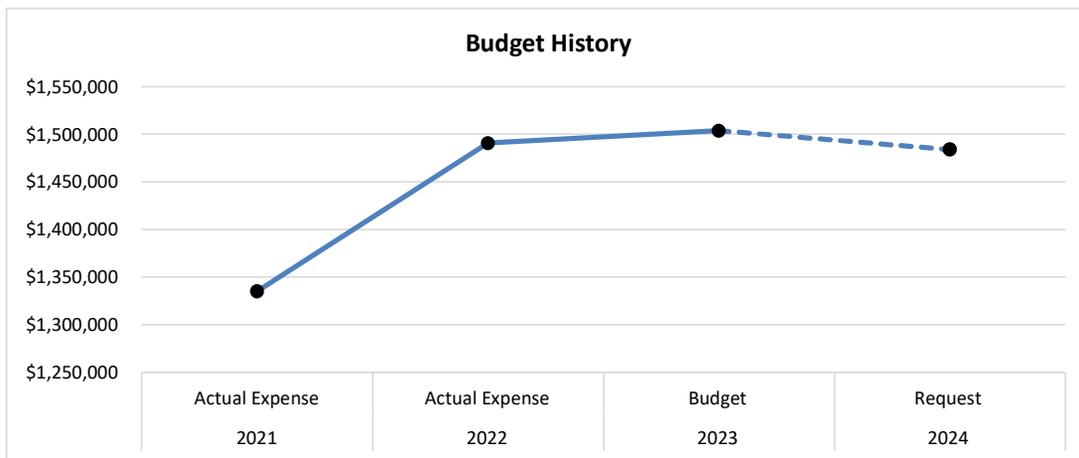
Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Property Tax Collections	99.18%	99.34%	99%	99%
W-2's Issued (calendar year)	1,167	1,426	--	1,426
Motor Vehicle Bills Issued	21,827	22,642	22,000 (est.)	22,600
Property Tax Bills Issued	6,111	6,562	6,059	6,200
Payroll Checks Processed	28,552	37,336	30,000 (est.)	32,929
Retirees	358	359	389	389
Vendor Checks Issued	9,159	9,782	9,400 (est.)	9,400
Municipal Lien Certificates Issued	809	521	400 (est.)	500
Purchase Orders Processed	10	45	67	100
1099's Issued (calendar year)	146	169	214	175
Invoices Processed	19,462	20,115	13,959	19,000
New Growth Tax Dollars	784,307	821,001	923,525	915,973
Abatements Processed	19	25	23	20
Exemptions Processed	155	141	147	140
ATB Cases Pending	2	2	1	1
Town Values Certified	10/19/2020	10/08/2021	10/11/2022	10/22/2023
Property Parcels Maintained	6,711	6,706	6,698	6,700
Properties Measured & Listed - Data Collection	417	1,134	131	800

Finance Budget Summary

	2021	2022	2023	2024	2024 vs. 2023	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Salaries	994,520	1,102,746	1,114,827	1,149,638	34,811	3.12%
Expenses	340,439	387,985	388,929	334,171	(54,758)	-14.08%
Total	1,334,959	1,490,730	1,503,756	1,483,809	(19,947)	-1.33%

FY2024 Budget Highlights & Notes

- Overall decrease of -1.33%.
- ClearGov (budgeting software), PROEMS (Ambulance billing), Vision (Assessing software), and several banking service/legal costs reside in the Finance Department budget. Expense budget was increased in several areas to comply with contractual obligations and to cover overall increases in costs.
- A portion of the Joint Town/School IT staff salaries is paid for by Finance.
- Budget line items reorganized to streamline accounting.
- 11.71 FTEs, including Administration, Accounting, Assessing, and Treasurer/Collector Divisions.





Town Clerk & Elections/Registration

Contact	Phone & Email	Location
Robert E. Cutler, Jr. Town Clerk	508-543-1208 bcutler@foxboroughma.gov	Town Hall First Floor, Room 111 40 South Street

Mission Statement & Departmental Activities

Town Clerk Department: The mission of the Town Clerk Department is to serve the public as Chief Information and Legislative Administrator, Chief Election Official, Local Register of Vital Records, Document Management Administrator, Public Records Officer, and Ethics Liaison.

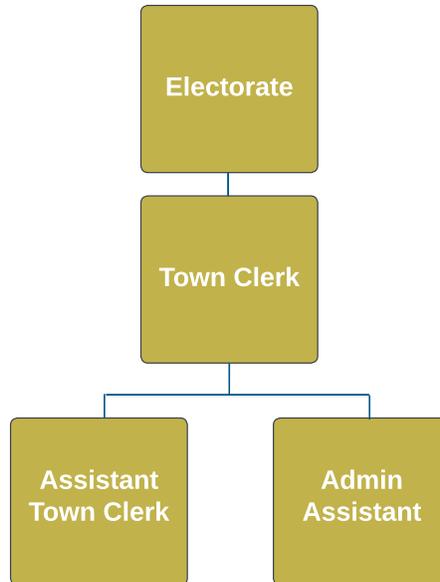
Elections/Registration Department: The mission is to manage and execute smooth, efficient, and accurate elections as mandated by the laws of the Commonwealth of Massachusetts and the Federal Government; Manage the Town Meeting process for the Town; Conduct the 2024 census and related processes.

Brief Description of the Department

- Register and issue vital records (births, deaths, and marriages), and issue marriage intentions;
- Manage the open meeting process;
- Issue Dog Licenses;
- Process/Track public record requests;
- Manage/Track ethics compliance;
- Manage Election process including voter registration, ballot preparation/mailing, poll set up and breakdown, election staff, election results;
- Conduct census including processing returned mail and updating resident information;
- Manage Town Meeting process including set up, staffing, posting minutes, filing with the Attorney General and other State Departments as required, and updating the Town Code.



Organizational Chart



FY22 Accomplishments

- Successfully managed Annual Town Election
- Successfully managed Annual Town Meeting and fall Special Town Meeting
- Completed the 2022 census process

FY23 Goal Updates

GOAL #1	Obtain and implement new voting equipment
Objective	Seek tabulator vendors Solicit quotes from potential vendors Complete contract with vendor
How will you measure success/achievement/completion?	Hold demonstration of equipment Evaluate tabulator performance Choose vendor
Timing	3 – 6 months
Status	Complete



GOAL #2	Implement new voting initiatives including by mail and in person early voting
Objective	Analyze new voting legislation Incorporate new legislation into practice Train staff
How will you measure success/achievement/completion?	Develop understanding of new laws Draft new procedures Implement changes
Timing	As Legislature issues new legislation
Status	Complete

GOAL #3	Manage the election process including ATE, State Primary and State Election
Objective	Prepare election protocols Undertake election process Train staff
How will you measure success/achievement/completion?	Election set up complete Certify election results Complete election wrap-up
Timing	All year as elections occur
Status	Ongoing



GOAL #4	Manage the town meeting process including ATM and any Special Town Meetings
Objective	Prepare Town Meeting protocols Undertake Town Meeting process Train staff
How will you measure success/achievement/completion?	Town Meeting Preparations made Certify Town Meeting actions Finalize Town meeting minutes
Timing	April through May and as STM is determined
Status	Ongoing

GOAL #5	Conduct the 2023 census process
Objective	Seek annual census vendor Obtain quote from vendor Perform annual census
How will you measure success/achievement/completion?	Discuss needs with vendor Review needs/cost Implement census process
Timing	6 months
Status	Complete Complete Ongoing



FY24 Goals

GOAL #1	Implement a new Voter Registration Information System from the State
Objective	Analyze changes to VRIS Incorporate changes into practice Train staff
How will you measure success/achievement/completion?	Percentage of project completed
Timing	As State rolls out new program

GOAL #2	Implement new voting initiatives including by-mail and in person early voting
Objective	Analyze changes to VRIS Incorporate changes into practice Train staff
How will you measure success/achievement/completion?	Develop understanding of new laws Draft new procedures Implement changes
Timing	As Legislature issues new legislation

GOAL #3	Manage Presidential Primary, Annual Town Election and any additional elections
Objective	Prepare election protocols Undertake election process Train staff
How will you measure success/achievement/completion?	Election set up complete Certify election results Complete election wrap-up
Timing	January - May



GOAL #4	Manage the Annual Town Meeting and any additional Special Town Meetings
Objective	Prepare Town Meeting protocols Undertake Town Meeting process Train staff
How will you measure success/achievement/completion?	Town Meeting Preparations made Certify Town Meeting actions Finalize Town meeting minutes
Timing	April through May and as STM is determined

GOAL #5	Conduct the 2024 census process
Objective	Seek annual census vendor Obtain quote from vendor Perform annual census
How will you measure success/achievement/completion?	Discuss needs with vendor Review needs/cost Implement census process
Timing	6 months

Trends/Metrics

Description	FY2021	FY2022	FY2023 (2nd Qtr.)	FY2024 (Target)
Births	187	183	105	--
Marriages	87	122	56	--
Deaths	128	155	56	--
Dogs Licensed	2021	2058	320	2100
Fees Collected	\$61,912	\$61,852	\$17,432	\$62,000

Town Clerk & Elections/Registration - Budget Summary

	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Salaries	230,711	217,750	239,981	249,884	9,903	4.13%
Expenses	23,940	28,098	38,150	38,300	150	0.39%
Total	254,651	245,849	278,131	288,184	10,053	3.61%

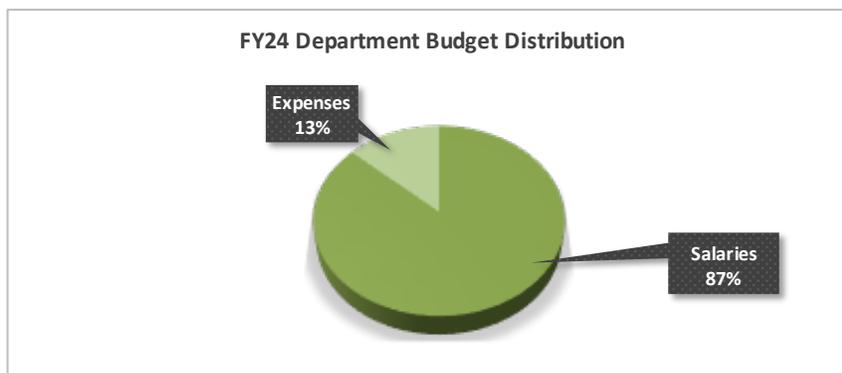
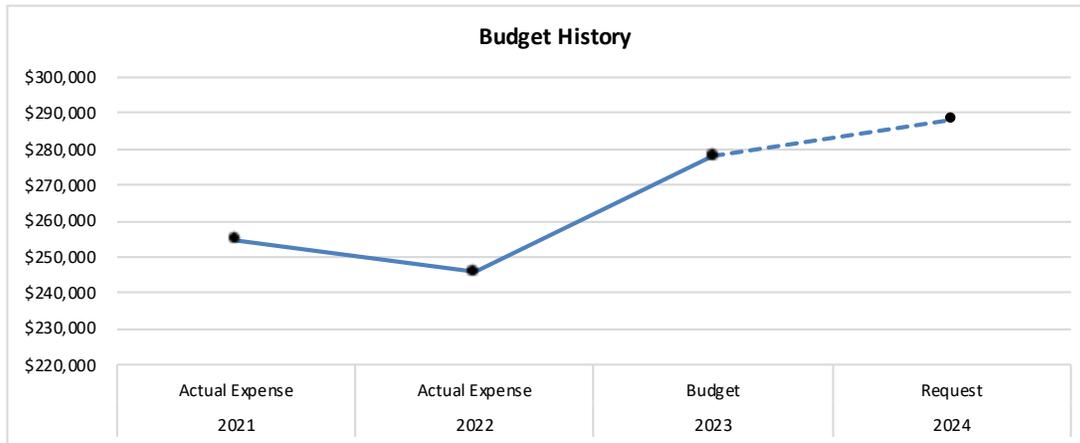
FY2024 Budget Highlights & Notes

Town Clerk:

- Overall 3.61% increase to entire budget. The Elections/Registration and Town Clerk were combined in FY23 into one budget with two divisions.
- Budget request provides necessary funding to update the town code and the annual maintenance/hosting as well as increased costs for software maintenance for programs used in the office.
- Budget line items reorganized to streamline accounting. Funds were shifted between lines to reduce the overall number of lines in the budget.
- 3 FTE's including the Town Clerk, Assistant Town Clerk, Administrative Assistant, and Election Workers

Elections/Registration:

- Increase in overall costs for election supplies and costs of ballots.





Land Use & Economic Development

Contact	Phone & Email	Location
Paige Duncan Director, Land Use & Economic Development	508-543-1250 pduncan@foxboroughma.gov	Town Hall Second Floor 40 South Street

Mission Statement & Departmental Activities

The mission of the Land Use Department is to coordinate the development process of existing and new structures and developments. Understanding the needs and desires of the community, and how this relates to the Town's Master Plan vision, is essential for future growth. Coordinating the Economic, Building, Zoning and Conservation Departments, creates cohesive collaboration between land use related departments.

Brief Description of the Department

The Land Use Department is comprised of several "divisions": Planning/Economic Development, Conservation, and Building/Zoning.

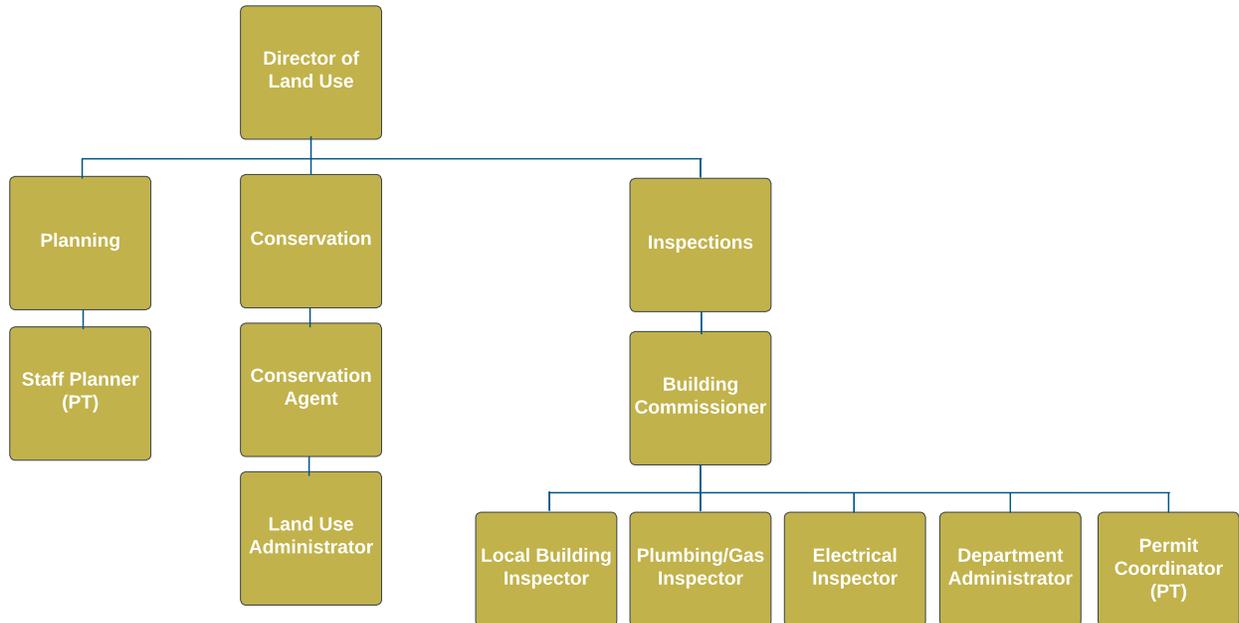
The Planning Department ensures an orderly and sustainable future for the Town through the regulation of subdivisions of land, creating/updating the Town's Master Plan, prepare and/or reviewing amendments to the Zoning Bylaws, review applications for Site Plan Review and certain Special Permits, and reviewing applications for work on designated Scenic Roads. The Department also serves as first stop for future businesses and economic development inquiries.

Conservation is responsible for managing 2,000 +/- acres of land and waterbodies for open space and conservation purposes, accepting gifts of land and money for conservation purposes, acquiring grant money for town acquisition of open space, providing environmental education, advising other town boards about environmental concerns, and administering the Massachusetts Wetland Protection Act (M.G.L. Ch. 131, S. 40) and the Foxborough Wetlands Protection Bylaw (Code of Foxborough, Ch. 267).

Foxborough's Building Department is responsible for administering the General Laws of Massachusetts State Building, Electrical, Plumbing and Gas codes, Architectural Access Board regulations, and Town of Foxborough Zoning Bylaws as they relate to land use, construction, occupancy and demolition of buildings and structures. The Building Department's primary goal is to protect the public's life, health, safety, and welfare as it relates to construction and occupancy of buildings.



Organizational Chart



FY22 Accomplishments

Planning

- Grants awarded for Regional Destination Marketing Plan: Mass Gaming Commission Phase 3 (\$33,820) and Mass Office of Travel and Tourism (\$80,000). Mass Development for Walnut Street affordable housing project: Phase 1 - \$30,000 and Phase 2 - \$25,000. Total \$168,820 in grant funding received. (Note: also applied for and awarded \$2,000,000 for Walnut Street infrastructure under Congressman Auchincloss' community projects program in summer 2021, however congress failed to act on the bill(s) that would have funded this award.)
- Project manager for Foxborough Housing Authority's Walnut Street senior housing project. Worked with FHA and MassDevelopment to prepare and publish an RFP for future developer. Worked with FHA in choosing developer. Applied for numerous grants for infrastructure work.
- Continued Uptown work. Completed Local Rapid Recovery grant effort begun in 2021 by Massachusetts Downtown Initiative. Supported the Foxborough Common Business Collaborative, Cultural Commission, and businesses. After success of Outdoor Dining regulations developed during the onset of the COVID-19 pandemic, staff drafted a new Outdoor Dining bylaw to codify the regulations. New bylaw voted and approved during the November Special Town Meeting.
- Director managed integration of Land Use Departments (planning, zoning, conservation, building). We work as a cohesive group with many efficiencies.



- Director, Staff Planner and Land Use Administrator support Planning Board, which received 27 permit applications (18 meetings held not including 5 posted site visits/other meetings) and Zoning Board, which received 20 permit applications (12 meetings held not including one posted site visit). Largest projects were 102,707 sf "Building P" (now known as The Kraft Group Building) at Gillette Stadium and North End Zone modification.

Conservation

- Policies - Three adopted, one pending by Conservation Commission: (1) Hazardous Tree Removal Guideline/Policy; (2) Beaver Management; (3) Guidelines for Proposed Work on a Lakefront Lot; (4) Encroachments Policy/Procedure (approval pending)
- Revised/Updated Maps, Guides, Brochures: (1) Guide to Foxborough Conservation Land & Open Spaces, 5th Ed.; (2) Lane Homestead Brochure and Trail Map; (3) Buffer Zone Restoration Guidelines; and (Brochures:) (4) Beneficial Lake Effect; Protecting Your Lake or Pond from Stormwater Pollution; (5) Living with Wetlands
- Worked diligently to ensure compliance with State and Town wetlands laws and regulations. Researched/ reviewed/documentated wetlands applications, handling of wetlands-related inquiries and reported wetlands violation are major components of department's services. Regularly deal with contentious filings' hearings. Wetland applications: 10 NOIs, 8 RFDs, 3 ANRADs (21 in total). Permits issued: 17. Meetings held: 17. Conservation Agent and Land Use Administrator support the Conservation Commission
- Worked with State Forest Manager on several projects, including maintenance of Town/ DCR shared bounds; 8,852 feet of boundaries scouted, signed, blazed; located/established 500+ feet of the line along a previously unknown boundary between State Forest and Town's Wolf Meadow
- Assisted with rare turtle survey (on town conservation land) by Zoo NE and NHESP to help ensure the species' survival in Foxborough
- Agent attended 35 seminars/workshops about wetlands science and law to stay up to date

Building

- Worked diligently to ensure compliance with all State Building Codes and Town Zoning Bylaws were enforced. Timely and well-researched/documentated handling of zoning inquires, and enforcement are major components of departmental services
- Permitted and inspected large projects such as a three-story 50-unit apartment building with a standalone retail building on Wall Street; Permitted and oversaw demolition of Housing Authority property located at 15-17 Market Street; provided oversight and regulatory review of the new Shovelton Brewery and HAO Sushi; Handled permitting of Route 1 developments including Everything Bagel and the new movie set located at the Foxboro Terminals
- Attended seminars to obtain required CEU's to maintain certification as Building Commissioner and Local Inspectors
- Heavily impacted by staffing issues yet the Department effectively managed these challenges and successfully transitioned to new building Commissioner in January 2021. All the while continuing



to provide high level of service to residents and businesses. Spent the end of the fiscal year interviewing a new local inspector

- In 2022, Building Department collected \$1,960,194.00 in permit fees

FY23 Goal Updates

Planning

GOAL #1	Continue to support Uptown businesses. Improve coordination of Uptown activities by gathering stakeholders and creating collaborative efforts. Continue efforts to improve Central St parking area and wayfinding
Objective	Continue to meet with businesses monthly Increase programming Improve Central St parking area and signage
How will you measure success/achievement/completion?	Monthly meetings held More coordinated (and well-attended events held) Parking map published; policy created
Timing	Year-round, continuous. Parking upgrades to occur Summer 2023
Status	Ongoing Ongoing and still looking to improve FY2023

GOAL #2	Support FHA by submitting Expressions of Interest and One Stop for Growth applications for the Walnut Street project. Possibly others? Centennial Street, Pratt School (?) and Auditorium (?)
Objective	Apply for grants to fund infrastructure improvements Support FHA with retaining a developer for housing project Identify development possibilities for Pratt, Centennial and Auditorium
How will you measure success/achievement/completion?	\$5,500,000 in grants/earmarks/funding awarded Spring 2022 developer chosen Will apply for grant for Centennial St property in summer 2023 Pratt School to go to ATM 2023 for disposition. Evaluation of Auditorium spring 2023
Timing	Infrastructure project will go out to bid spring/summer 2023 Developer filed for 40B permit January 2023
Status	Ongoing Ongoing FY2023



GOAL #3	Launch and continue to populate the new regional destination website in our regional destination marketing initiative. Work cooperatively with Wrentham and Plainville on this effort. Oversee marketing firm handling PR and outreach
Objective	Website to go live and contain suggested itineraries Continue to apply for grants to fund activities Get message out beyond local region
How will you measure success/achievement/completion?	Website is live with suggested itineraries \$80,000 grant from Mass Office Travel and Tourism and \$136,000 grant from Mass Gaming Commission Additional grant funds to pay for advertising/billboards/etc.
Timing	Continuous progress. Marketing consultant in place, funded through grants
Status	Complete Ongoing Program continue to grow

GOAL #4	Manage an efficient and responsive Land Use Department
Objective	Stabilize staffing situation Improve online permitting platform Bring Planning and Conservation onto online permitting platform
How will you measure success/achievement/completion?	All positions filled. Great team Upgrade permit software Live online permitting platform available soon
Timing	Summer FY2023
Status	Complete Ongoing Pending

GOAL #5	Continue to pursue grant funding for planning-related activities
Objective	Obtain funding assistance for future Master Plan update MBTA communities
How will you measure success/achievement/completion?	Will apply for planning grant in addition to capital CIP funding Does Town want technical assistance? If so, I will apply for grant(s)
Timing	FY2023
Status	FY2023; Ongoing



Conservation

GOAL #1	Update of Open Space & Rec Plan (2023 - 2030) and submit to State DCS
Objective	Submit to DCS for their approval Makes Town eligible for State LAND and other grant monies Formal approval by DCS
How will you measure success/achievement/completion?	Draft OSRP completed "in house", without additional cost of consultant Draft submitted to Melissa Cryan, DCS DCS approval letter received
Timing	Ongoing
Status	Complete Pending Pending
GOAL #2	Ensure compliance with state and local wetlands laws and regulations
Objective	To protect the Town's "free" natural assets, including drinking water Educate residents about wetlands laws via digital media, brochures, etc. Develop/update educational guides and information
How will you measure success/achievement/completion?	# of Cease & Desist Orders # of submitted wetlands filings; # of positive comments from residents input/feedback from residents
Timing	Ongoing
Status	Ongoing
GOAL #3	Monitor encroachments onto Town-owned conservation lands
Objective	Identify and prevent encroachments Survey, document cons. Boundaries Prioritize encroachment list with Planner
How will you measure success/achievement/completion?	Review land database and plans List areas of concern; review with Planner List prioritized
Timing	TBD
Status	Ongoing



GOAL #4	Continue work with Water Superintendent to draft Town invasive plant management plan
Objective	Prevent damage to natural resources Required by MA DWR Prioritize list of areas of concern
How will you measure success/achievement/completion?	Site visits to town open space lands Identify invasives: species, size, resources
Timing	Immediately
Status	Ongoing

Building

GOAL #1	Staffing issues
Objective	Assess lack of staff Post job openings Hire new staff
How will you measure success/achievement/completion?	Define department needs Process applications for interviews Interview applicants to fill department needs
Timing	FY2023
Status	Complete Complete All staffing positions filled

GOAL #2	Implement new online permitting software
Objective	Seek new permitting software vendors Solicit quotes from potential vendors Sign contract with vendor
How will you measure success/achievement/completion?	Research for best permitting software Use best practices Interview and choose vendor
Timing	FY2023
Status	Ongoing Process quotes Choose vendor and schedule implementation



GOAL #3	Department improvements
Objective	Improve professionalism Public relations
How will you measure success/achievement/completion?	Public relations Assist applicants/homeowners with permitting matters or zoning issues
Timing	Ongoing
Status	Complete Ongoing

GOAL #4	Review permit fees
Objective	Conduct a detailed research of permit fees Implement cost analysis
How will you measure success/achievement/completion?	Utilize comparable towns as a basis Review actual intake compared to office costs Implement changes
Timing	FY2023
Status	Ongoing Ongoing FY2024



FY24 Goals

Planning

GOAL #1	Develop Town strategy on MBTA Communities law
Objective	Work with town leaders to determine how Foxborough will respond to law Provide proposal for compliance or strategy to offset financial implications of non-compliance If applicable, bring to Town Meeting
How will you measure success/achievement/completion?	Will town pursue compliance or forego funding? Obtain technical assistance if compliance is to be sought. Educate residents on realities of MBTA communities' requirement
Timing	August 2023 - end commuter rail pilot evaluation period. If a district proposed, bring to Town Meeting in May 2024 (and maybe November 2024). Zoning to allow must be passed by end of 2024 to remain in compliance

GOAL #2	Manage transfer (building)/launch (planning and conservation) of electronic permitting to PermitEyes
Objective	Support Building Dept and IT in conversion to PermitEyes Support Planning and Conservation Depts. with launching PermitEyes (1st online permitting for departments). Customers using PermitEyes permitting software for all applications
How will you measure success/achievement/completion?	Building Dept. transfers from PeopleGIS to PermitEyes Planning and Conservation offer online permitting rather than conventional paper filing Number of electronic permits vs paper permits
Timing	Building transfer by 5.14.23. Planning and Conservation by end of 2023 or early 2024 (IT determines timing)



GOAL #3	Central Street Parking Lot improvements
Objective	Work with DPW to develop plan and schedule Use \$50,000 earmark to upgrade condition and appearance of parking lot Create community amenity
How will you measure success/achievement/completion?	Parking lot is repaved Dumpster locations improved Businesses are supportive of endeavor
Timing	FY2024

GOAL #4	Support Foxborough Housing Authority
Objective	Walnut Street signal/sewer Infrastructure project construction underway Support FHA on Walnut Street housing project Support FHA on Centennial Street lot development
How will you measure success/achievement/completion?	Contractor chosen/begin work Work with FHA, Building Department, and developer on progressing construction of residential units Obtain MassDevelopment technical assistance for development
Timing	FY2024; Ongoing

GOAL #5	Support Town Asset Review Committee
Objective	Dispose of Pratt School in accordance with Massachusetts procurement laws Evaluate condition of Auditorium at old State Hospital Determine what Town will do with Auditorium
How will you measure success/achievement/completion?	After TM approval to dispose, issue RFP to seek purchasers of Pratt School property. Obtain architectural and hazardous materials assessment. Work with Asset Review Committee, Recreation Committee, BOS, and Planning Board on strategy for use or disposition
Timing	FY2024



Conservation

GOAL #1	Continue to ensure compliance with state and local wetlands laws and regulations
Objective	To ensure the protection and sustainability of Town's "free" natural assets, including drinking water Educate residents about wetlands laws via digital media, brochures, etc. Develop/update educational outreach guides, media, etc.
How will you measure success/achievement/completion?	Track # of wetlands applications, # of wetlands permits issued, # of cease & desist orders, etc. List of educational materials in paper and on-line formats Track residents' input and feedback
Timing	FY2024

GOAL #2	Continue to monitor encroachments onto Town-owned conservation land
Objective	Identify, prevent encroachments, and require restoration of encroached lands Create a list of encroachments/areas of concern; review/finalize w/Planner Annual surveys to document conservation boundary markers, with reference photos, and reported findings, similar to Land Trust's requirements
How will you measure success/achievement/completion?	Completed review of land database and plans List of prioritized encroachments completed, updated Database of survey results and monitoring with # of encroachment admin. Activities (notice letters, requirements, progress reports, etc.)
Timing	FY2024; Ongoing



GOAL #3	Continue to work with Water Super. to draft an invasive plant management plan for town's permanently protected Water & Cons. (Article 97) lands
Objective	MA DWR has required Water Dept. to draft plan, but plan will also serve Conservation Create prioritized list of areas of concern; draft management plans Monitor and determine how to prevent the spread of invasive plants in permanently protected town land
How will you measure success/achievement/completion?	Database of survey results, with ID'd invasives, locations, extent, affected resource areas Track # of sites with ID'd invasives: species, size/extent, resource area type Track # of monitoring site visits to permanently protected town lands
Timing	FY2024; Ongoing

Building

GOAL #1	New Permitting Software: improve the online permitting portal to create a more efficient permitting process
Objective	To create a more user-friendly permitting process Have better online communications between staff and applicant
How will you measure success/achievement/completion?	Have less glitches and disruptions with new permitting software Contractors/homeowners have better experience with new platform
Timing	FY2024; Ongoing

GOAL #2	Building Commissioner transition plan
Objective	To ensure continuity and consistency within the department
How will you measure success/achievement/completion?	Mentor local inspector Assist local inspector with attaining commissioner certification
Timing	Ongoing



GOAL #3	Research on converting files to digital format
Objective	Solicit vendors for costs Seek funding from Capital or grants
How will you measure success/achievement/completion?	Convert all paper files to electronic to minimize the need for paper products Review references Electronic version creates easier access
Timing	This will be a continuing process as the department has a vast amount of paper files. This could potentially be a 5-year process

Trends/Metrics

Planning

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Permit applications	10	20	10	--
Permits Granted	10	18	8	--
Town Projects Managed	2	2	5	5
Grants Managed	5	4	3	3
Board Meetings	13	19	8	19

Conservation

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Wetlands Applications (NOI, RFD, ANRAD)	34	19	8	--
Permits Issued (OOC, DET, ORAD)	31	18	7	--
State Application Fees	\$1,391	\$3,668	\$68	--
Bylaw Application Fees	\$13,750	\$10,100	\$1,563	--
Board meetings	19	19	9	19



Building

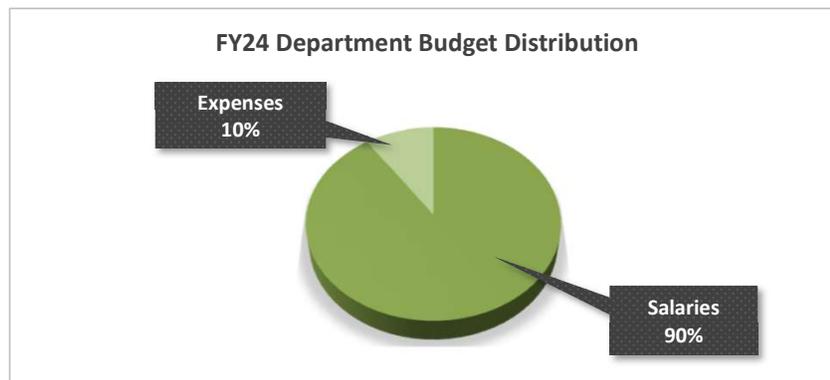
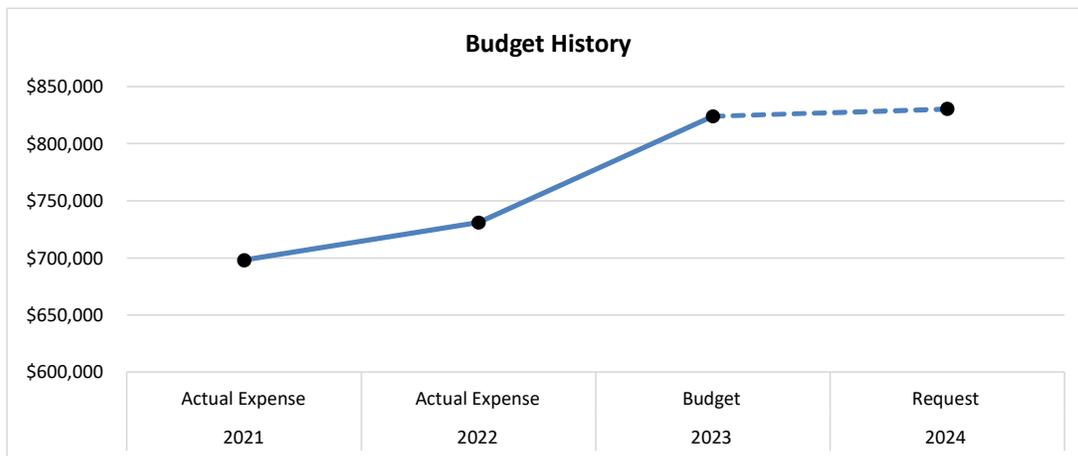
Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Building Permits	1,990	1,730	933	--
Annual Inspections	95	96	54	--
Permit Fees Collected	\$599,546	\$2,984,707	\$327,618	--

Land Use and Economic Development Budget Summary

	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Salaries	663,670	699,656	748,792	751,218	2,426	0.32%
Expenses	34,449	31,328	75,104	79,104	4,000	5.33%
Total	698,119	730,984	823,896	830,322	6,426	0.78%

FY2024 Budget Highlights & Notes

- Departmental re-organization done in FY23. Overall increase of 0.78% for the entire department. Planning Director oversees "Department of Land Use" which includes: Inspections, Conservation, Zoning Board and Planning.
- Minimal use of architectural/engineering budget to date due to conservative approach to spending. The architectural/engineering budget is critical to maintain to ensure ability to leverage for grant matches.
- \$4,000 is needed in inspections budget for mileage reimbursement (inspections). This was an oversight in the FY23 budget.
- Budget line items reorganized to streamline accounting. Funds were shifted between lines to reduce the overall number of lines in the budget.
- 8.393 FTE's; Staff Planner is 25 hours per week.





Police

Contact	Phone & Email	Location
Michael Grace Chief of Police	508-543-1212 mgrace@foxboroughpolice.com	Public Safety Building 8 Chestnut Street

Mission Statement & Departmental Activities

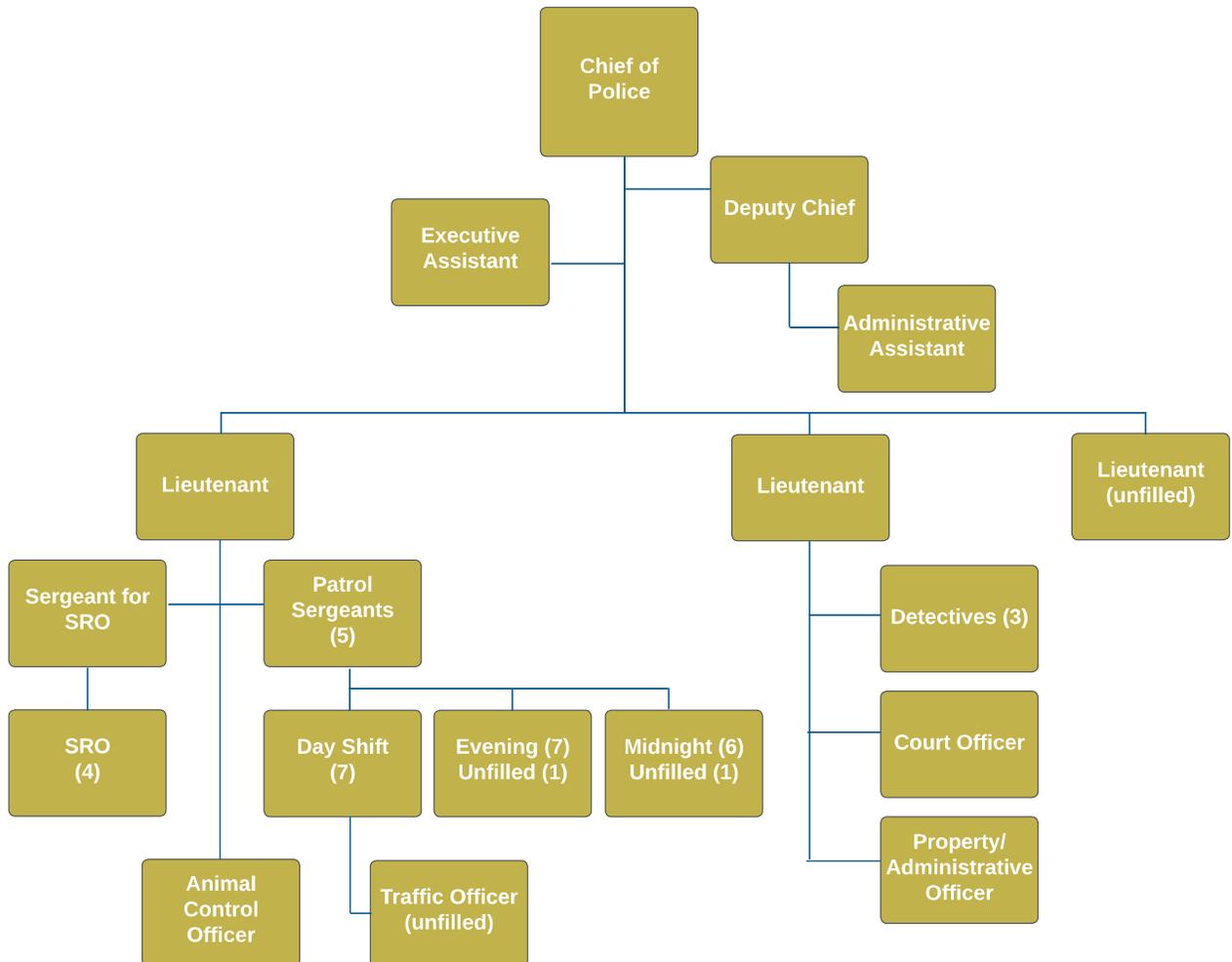
It is the mission of the Foxborough Police Department to make Foxborough a safe and secure community; to constantly reassess our role and responsibilities in the context of employee feedback, citizen feedback and national law enforcement standards; and to creatively contribute to the social wellbeing and quality of life for our residents, business owners and visitors.

Brief Description of the Department

The Foxborough Police Department is a full-service accredited agency that has many different areas of responsibility and prepares its officers to be responsive and to protect the constitutional rights of the community and its values. The officers also convey a sense of responsibility and compassion thereby gaining legitimate authority in addition to its legal authority. The Department is centrally located approximately 22 miles southwest of Boston and 18 miles northeast of Providence, RI. The Foxborough Police Department is responsible for patrolling numerous high traffic roadways that connect to Interstate 95, Interstate 495, Route 1, Route 140, and Route 106. Foxborough is home to 5 public schools totaling approximately 2,463 students and additionally is also home to one of only 78 Charter Schools in Massachusetts, which boasts the enrollment of over 1,700 students from 20 different towns and cities across the state. The FPD has 39 full-time sworn officers, 2 full-time non-sworn staff, an Animal Control Officer, and 23 part-time Reserve Police Officers. While the Foxborough Police Department is often considered a “small department” located in Norfolk County, it oversees a residential population of approximately 18,600 citizens along with dozens of businesses, shops, restaurants, a state forest, and 9 hotels frequented by thousands of non-residents weekly. The Department also ensures public safety for the millions of guests that arrive annually from all over the country to visit Gillette Stadium and Patriot Place for a variety of major events throughout the year (NFL games, concerts, etc.). As such, Foxborough sees an increase in as many as 70,000 persons visiting and staying in town on any given day during a major event.



Organizational Chart



FY22 Accomplishments

- Received Certification through MPAC
- Removed department from Civil Service and implemented a new hiring and promotion process
- Department brought into full compliance of POST requirements
- Domestic Violence follow-up unit created supporting victim's bill of rights
- Another successful year in event planning and security operations at Gillette Stadium



FY23 Goal Updates

GOAL #1	Earn Accreditation from Massachusetts Police Accreditation Commission
Objective	External review of all policies
How will you measure success/achievement/completion?	Go through Assessment and prove compliance
Timing	FY2023
Status	Complete

GOAL #2	Upgrade taser equipment and training
Objective	Train all staff including Reserves Have a certified trainer for Department Request funds for program
How will you measure success/achievement/completion?	Complete training and report to MPTC Utilize complex training situations Document all equipment
Timing	FY2023
Status	Complete

GOAL #3	Provide service and support to domestic violence and sexually assault victims
Objective	Obtain Grant by DPH to fund program
How will you measure success/achievement/completion?	Develop work flow on all calls Track all follow-ups Seek additional training for response team
Timing	FY2023 through two-year period
Status	Complete



GOAL #4	Improve school safety
Objective	Build a robust School Resource Officer Program
How will you measure success/achievement/completion?	Update school safety plans Create MOU between department and two school districts in Town Build coverage of schools through direct supervision by designated Sergeant
Timing	Two years
Status	Ongoing Complete Complete

GOAL #5	Assist Gillette to attain and maintain Safety Act Certification from The Department of Homeland Security
Objective	Develop and deploy best practices to counter terrorism
How will you measure success/achievement/completion?	Review Law Enforcement Operations and deployment while meeting Safety Act requirements
Timing	One to five years
Status	Complete



FY24 Goals

GOAL #1	Complete 5 year strategic planning project
Objective	Define direction of department through visionary thinking transformed into practical doing
How will you measure success/achievement/completion?	Define mission and vision Build goals Build tactical action plans
Timing	Starting Spring of 2023 and will be in place and utilized and assessed over the next 5 years

GOAL #2	Build event planning and Homeland Security Division within department
Objective	Add Lieutenant to Department to take over Accreditation
How will you measure success/achievement/completion?	Enhance operation plans Plan for World Cup Prepare for Army/Navy
Timing	Fall 2023 at earliest

GOAL #3	Increase patrol staffing numbers
Objective	Hire additional officers
How will you measure success/achievement/completion?	Decrease overtime Prevent burnout Prevent forced overtime
Timing	Start July 1st with process and between hiring, police academy, and FTO it will take a full year



GOAL #4	Implementation and management of body camera program
Objective	Increase transparency of agency Decrease liability on municipality and business
How will you measure success/achievement/completion?	Bargain with union Rollout pilot program Seek feedback from community and staff
Timing	November 2023

GOAL #5	Utilize several grants to deliver services to victims of Domestic Violence and sexual assault
Objective	Maintain DPH grant
How will you measure success/achievement/completion?	Increase training Submit quarterly records Assist victims
Timing	FY2024

Trends/Metrics

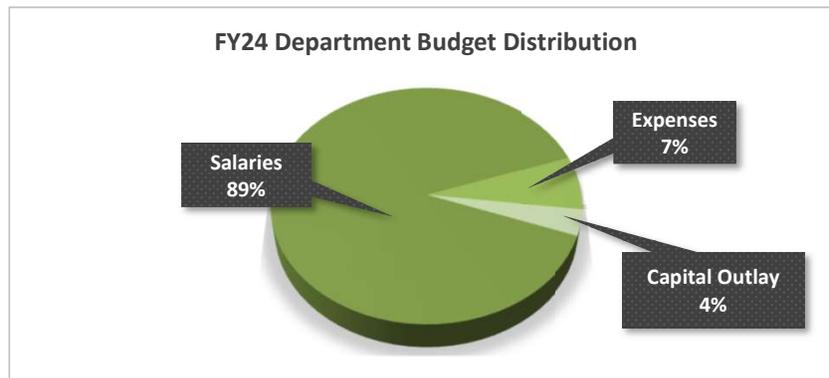
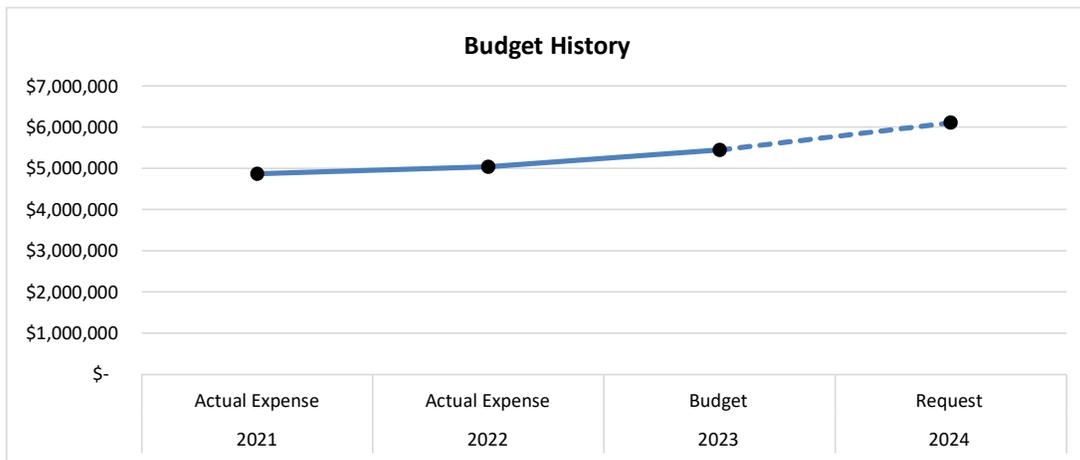
Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Gillette Events	22 (COVID)	57	56	57
Motor Vehicle Accidents	400	477	300	550
Calls for Service	26,156	26,794	14,211	28,000
Mental Health Calls	90	111	68	120
School Resource Activity	223	434	406	700

Police Department Budget Summary

	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Salaries	4,240,047	4,443,663	4,859,977	5,224,013	364,036	7.49%
Expenses	430,095	442,582	416,828	432,898	16,070	3.86%
Capital Outlay	198,428	149,632	166,128	209,676	43,548	26.21%
Total	4,868,570	5,035,878	5,442,933	5,866,587	423,654	7.78%

FY2024 Budget Highlights & Notes

- Overall 7.78% increase to budget; lines adjusted to reflect needs.
- Continue to build off a sound detailed budget that exercises fiscal responsibility while providing the highest quality service to the community.
- Department request was for 1 lieutenant and 3 additional officers. Town Manager is recommending the funding for 1 lieutenant and 1 additional patrol officer (July 2023 start date).
- Budget line items reorganized to streamline accounting. Funds were shifted between lines to reduce the overall number of lines in the budget.
- 44 FTE's; includes two new positions.
- Includes Chief, Deputy Chief, Lieutenants, Sergeants, Administrative staff, Detectives, Patrolmen, etc.





Fire

Contact	Phone & Email	Location
Michael Kelleher Fire Chief/Emergency Management Director	508-543-1230 mkelleher@foxboroughfire.com	Joint Public Safety 8 Chestnut Street

Mission Statement & Departmental Activities

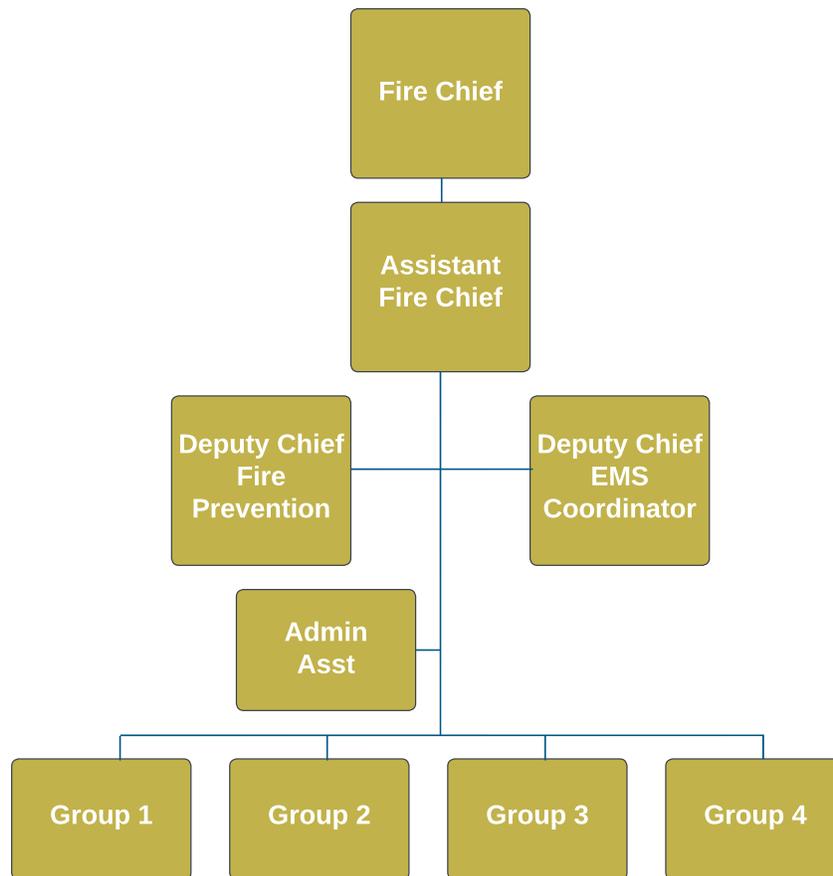
It is the mission of The Foxborough Fire, Rescue and Emergency Services Department to be a best-in-class, all-hazards prevention, mitigation, public health and response organization that supports a safe, healthy, growing community; a leader in risk reduction, preparedness, service delivery, and operational effectiveness; highly valued as a community and business partner and as an employer of choice; and well-positioned to proactively meet the needs of our changing demographic and businesses while maintaining fiscal strength and stability.

Brief Description of the Department

Foxborough Fire & Rescue is responsible for suppression activities within the town. Suppression activities include, but are not limited to, automatic and telephone alarm system activations, outside fires, vehicle fires and structural fires. The department is staffed with eight suppression staff that consists of one captain as a shift commander, one lieutenant as a company level officer and six firefighters. These members are assigned to two Class A pumpers, one 107-foot quint and one ALS ambulance equipped with SCBA and forcible entry tools. The Deputy Chief of EMS is assigned the duties and responsibilities of the public health nurse in accordance with the position guidelines issued by the Massachusetts Dept. of Public Health. Working with the Senior Center in the community, the Deputy has performed and assisted with home visits and inspections based on various requests and triggers from our EMS personnel after emergently responding to an address. Foxborough Fire & Rescue has also instituted a program where the department enters into agreements with communities to utilize the department's in-house mechanic to fix other departments' apparatus. This allows the department to fund the mechanic position utilizing funds received performing these tasks outside of the department's regular budget.



Organizational Chart



FY22 Accomplishments

- Maintained capital replacement plan
- Success in finding alternative funding sources
- Invested in maintaining public safety building



FY23 Goal Updates

GOAL #1	Establish a succession plan for Foxborough Fire & Rescue to continue an operational trajectory supporting growth due to attrition and /or expansion of services in the department
Objective	<p>Evaluate all job descriptions and articles of the collective bargaining agreement to redefine and rewrite job descriptions as necessary in agreement of the union and administration.</p> <p>Develop paths for all job descriptions in the entirety that highlights required education and training for respective career positions.</p> <p>Create a mentorship program with expected timelines, objectives, and requirements upheld by qualified members</p>
How will you measure success/achievement/completion?	<p>Meetings and agreed upon changes.</p> <p>Progress milestones</p> <p>Creation of documented process</p>
Timing	Winter 2023
Status	<p>Completed</p> <p>Completed</p> <p>Completed job descriptions updated</p>

GOAL #2	Develop a plan to appropriately staff Foxborough Fire & Rescue, justify current and future financing, and maintain a qualified future candidate pool
Objective	<p>Collect data of current staffing levels to measure effectiveness.</p> <p>Analyze data to determine needs and benchmarks for all functions of the department.</p> <p>Conduct a study by the staffing committee to determine appropriate staffing levels.</p>
How will you measure success/achievement/completion?	<p>Compare staff counts to surrounding communities</p> <p>Match current staffing and call volume to surrounding communities</p> <p>Conduct study</p>
Timing	January 2023
Status	<p>Complete</p> <p>Complete</p> <p>Ongoing</p>



GOAL #3	Enhance training to optimize consistency and service delivery
Objective	<p>Complete an assessment of the current curriculum and conduct proficiency evaluations of all members to identify areas needing improvement</p> <p>Complete an assessment of the current curriculum and conduct proficiency evaluations of all members to identify areas needing improvement</p> <p>Establish specific benchmarks for position-based credentialing driven by nationally recognized industry standards</p> <p>Develop a research and development team to continually explore and recommend implementing new and emerging trends in fire and EMS</p>
How will you measure success/achievement/completion?	<p>View requirements from FESHE, (Fire and Emergency Services Higher Education) to match requirements to industry standards</p> <p>Verify requirements match job descriptions</p> <p>Verify requirements match job descriptions</p> <p>Create Group to discuss and implement new training regimes</p>
Timing	First Quarter of FY2024
Status	<p>Complete</p> <p>Ongoing</p> <p>Ongoing</p> <p>Complete</p>

GOAL #4	Enhance the capabilities of the existing Fire Prevention Division to improve the safety of the community
Objective	<p>Identify current capabilities and capacities of the existing fire prevention program</p> <p>Analyze and compare existing fire prevention systems against surrounding communities</p> <p>Implement proposed changes to the structure and staffing of the Fire Prevention Division</p>
How will you measure success/achievement/completion?	<p>Analyze the number of inspections completed over the last 3 years</p> <p>Compare existing workload and staffing to similar departments</p> <p>Research hiring of additional full-time day position to work in fire prevention</p>
Timing	December 2023
Status	Complete



GOAL #5	Prepare for, pursue, achieve, and maintain international accreditation to better serve our community and embrace excellence
Objective	Form team or committee structures with management components as needed to pursue and maintain accreditation. Develop a community-driven strategic plan Develop standards of coverage based on community hazards and risk assessment results and combine results to complete the community risk and standards of cover study document
How will you measure success/achievement/completion?	Create working group to complete and attain certification Work with accreditation board in creating a strategic plan for department Research and answer questions inside the Self-Assessment portion of the accreditation process
Timing	May 2024
Status	Complete Complete Ongoing

FY24 Goals

GOAL #1	Be fiscally responsible and operate with transparency
Objective	Operate a fiscally responsible department and be transparent in our operation
How will you measure success/achievement/completion?	Total expenditure per capita
Timing	July 2023 -June 2024



GOAL #2	Create policies and procedures as it pertains to the Motor Squad Division. Publish in the Department's Policy Portal
Objective	Research best practices for vehicle preventative maintenance and frequency of same Create policies for submission to fire admin and Local 2252 for approval Publish inside departments policy portal
How will you measure success/achievement/completion?	Research existing best practices as well as manufactures suggestions Write policies and work with admin to finalize them for publication After signoffs from fire admin and Local 2252. Publish on-line for members
Timing	First Quarter of FY2024

GOAL #3	Become accredited by the Center for Public Safety Excellence
Objective	Achieve Accreditation
How will you measure success/achievement/completion?	Meet the benchmarks established by CPSE
Timing	May 2024

GOAL #4	Enhance the delivery of cardiovascular care
Objective	Improve on currently established benchmark competencies
How will you measure success/achievement/completion?	Patient care data review and quality control metrics as measured against prehospital performance standards
Timing	May 2024



Trends/Metrics

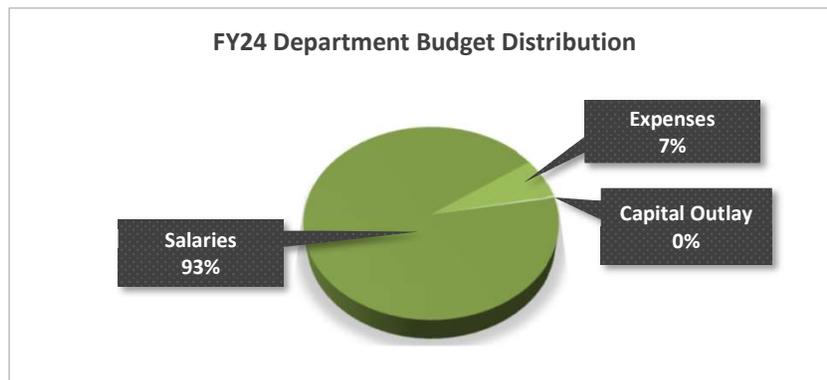
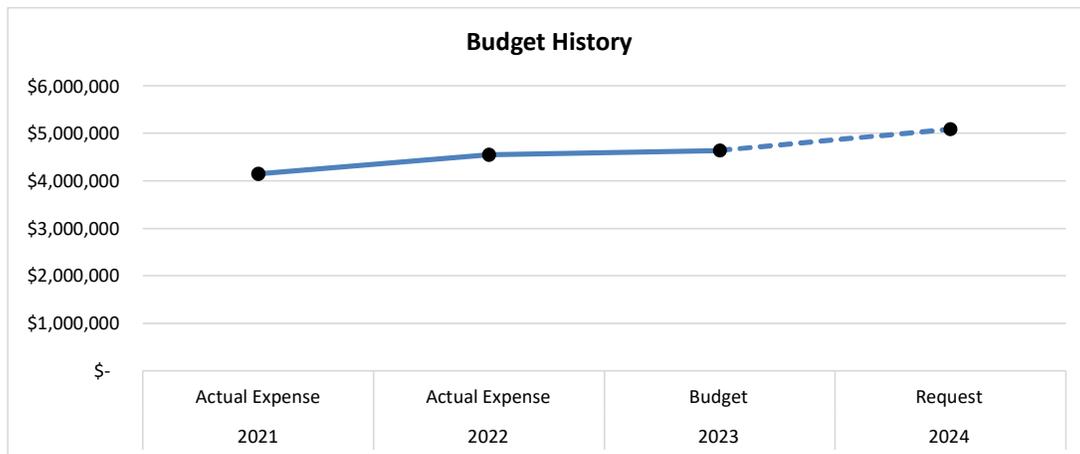
Description	FY2021	FY2022	FY2023 (2nd Qtr.)	FY2024 (Target)
NFPA 1710 - Turnout times (avg. for all groups)		2:11	1:56	1:30
Total commercial inspections	67	93	21	120
Third ambulance dispatched		251	37	260
Cardiac/STEMI Alert; less than 10 minutes			>75 % Compliance for one calendar quarter	>75% for the calendar year
Pre-arrival stroke notification			>75 % Compliance for one calendar quarter	>75% for the calendar year
12-Lead ECG performed within 10 minutes			>75 % Compliance for one calendar quarter	>75% for the calendar year

Fire and Rescue Budget Summary

	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Salaries	3,780,284	4,160,828	4,298,452	4,628,463	330,011	7.68%
Expenses	333,255	363,884	314,191	334,091	19,900	6.33%
Capital Outlay	32,160	22,000	28,000	18,000	(10,000)	-35.71%
Total	4,145,699	4,546,712	4,640,643	4,980,554	339,911	7.32%

FY2024 Budget Highlights & Notes

- Overall budget increase of 7.32%.
- Salaries, expenses, and capital outlay budgets adjusted to reflect department's needs and contractual obligations.
- Budget line items reorganized to streamline accounting. Funds were shifted between lines to reduce the overall number of lines in the budget.
- Department request was for 4 additional firefighters/paramedics- (two starting in July and two in January). Town Manager is recommending 2 additional firefighter/EMT's (one starting in July 2023 and the other in January 2024).
- 41 FTE's includes the Fire Chief, Assistant Chief, 2 Deputy Chiefs, and Fire staff.





Public Works

Contact	Phone & Email	Location
Christopher Gallagher DPW Director	508-543-1228 cgallagher@foxboroughma.gov	DPW Office 70 Elm Street

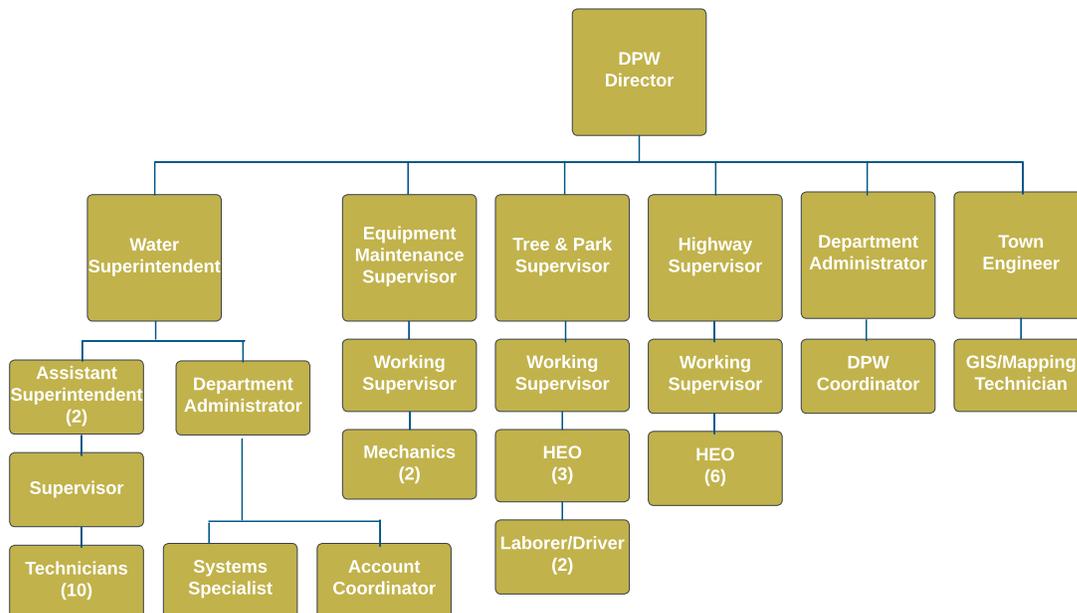
Mission Statement & Departmental Activities

The mission of the Department of Public Works is to enhance Foxborough's quality of life, and through sound management, innovation, teamwork, and vision, provide dependable, high quality, responsive public works, and utility services, consistent with community values and at reasonable costs to Foxborough's citizens, businesses, institutions, and visitors.

Brief Description of the Department

The Department of Public Works is staffed by 41 employees and includes the Highway, Tree & Park, Equipment Maintenance and Water/Sewer Divisions. The Department is responsible for the supply of potable water, collection of public wastewater, and maintenance of the town's stormwater system. Public Works maintains, preserves, and enhances recreation areas including athletic fields, parks, trees, municipal grounds, and street landscapes. The Equipment Maintenance division maintains the Town's fleet of over 160 vehicles and equipment.

Organizational Chart





FY22 Accomplishments

- West Street Dam went out to bid for reconstruction after five years of design and permitting. Construction will take place in Fall of 2022 and be completed in Spring 2023
- Household Hazardous Waste returned to normal - 227 residents participated
- Awarded Complete Streets Grant for \$349,000 to reconstruct the East St/Cocasset St intersection
- Mass DEP awarded Southeast Regional Recognition Award - Outstanding performance in public water system supply
- Completed construction of a new \$1.15 Million Gallon water tank on Hill Street

FY23 Goal Updates

GOAL #1	Job hazard analysis per Department of Labor standards
Objective	Create JHA's for DPW
How will you measure success/achievement/completion?	Complete a JHA for all functions within DPW
Timing	May 2023
Status	Ongoing

GOAL #2	Complete West Street Dam reconstruction & water main replacement
Objective	Project out to bid Begin Construction Complete Construction
How will you measure success/achievement/completion?	Project completion
Timing	Partially complete Ongoing
Status	Complete Complete June 2023



GOAL #3	Complete required dam inspections
Objective	Complete Phase 1 and 2 inspections as required per Office of Dam Safety
How will you measure success/achievement/completion?	Complete Studies with Pare Corp
Timing	Sept. 2023
Status	Ongoing

GOAL #4	Pavement and sidewalk management
Objective	Rebuild Sidewalk on Mechanic Street Mill & Pave Mechanic Street Work with Town Manager on additional funding source
How will you measure success/achievement/completion?	Complete work utilizing contractor
Timing	Spring 2023
Status	Ongoing Complete

FY24 Goals

GOAL #1	Pavement & sidewalk management
Objective	Replace curbing and sidewalk on portions of Market St, Rockhill St, Centennial Street Mill & pave Market, Rockhill and Centennial Streets
How will you measure success/achievement/completion?	Replace the curbing and sidewalks
Timing	Construction will begin after Doug King has completed any site work that involves opening the street and will be completed in the fall of 2023



GOAL #2	Advance DPW facility design to bid documents and bring a capital request forward for construction
Objective	Received funding at fall special town meeting for construction of the DPW Facility Addition
How will you measure success/achievement/completion?	Special Town Meeting approves funding
Timing	Design is ongoing and is planned to be completed in early fall 2023 in order to request funding at a fall special town meeting

GOAL #3	Complete raw water main from Sprague Road to Witch Pond
Objective	Provide treatment for three wells at Sprague Rd through the Witch Pond Filter Plant
How will you measure success/achievement/completion?	Install 3.5 miles of water main and activate it through the Plant
Timing	Spring 2024

GOAL #4	Complete design on PFAS treatment plant at Pumping Station Road
Objective	Bid Documents for a new PFAS Treatment Plant to remove PFAS from drinking water per DEP/EPA standards
How will you measure success/achievement/completion?	Have the plant go out to bid
Timing	Spring 2024

GOAL #5	Install replacement water main on North Street
Objective	Increase water main to 12" from Payson Road to Route 1 and have the ability to install fire pumps into the Ashcroft Road booster station
How will you measure success/achievement/completion?	Install over 8,000 feet of 12" water main to replacement the 75-year-old 6" cast iron line
Timing	Spring 2023



Trends/Metrics

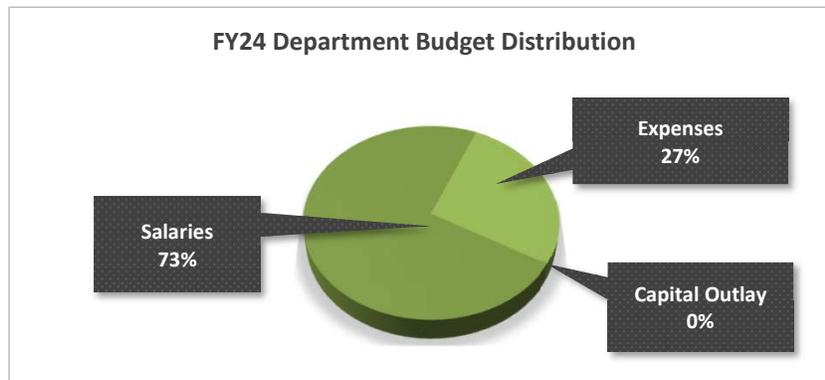
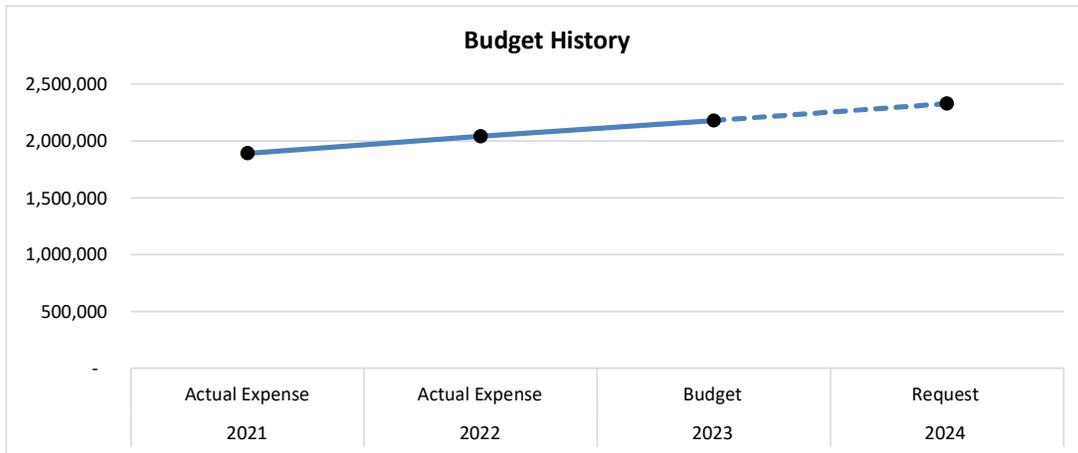
Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Street Opening Permits Issues	99	78	76	--
Miles of Road Maintained	92	92	92	92
Tons of Asphalt installed by Paving Contractor	2,378	3,158	2,647	3,500
Square Yardage of Roads Paved	22,414	30,979	22,600	30,000
ADA Ramps installed	0	24	7	25
Sidewalk Reconstruction (lf)	0	0	2,400	4,000
Catch Basins Cleaned	1,150	150	1,100	1,500
Road Line Striping	532,292	563,594	589,739	590,000
Household Hazardous Waste - # of residents participated	160	227	183	400
Public Tree Removal	26	36	61	--
Unaccounted for Water per Calendar Year (UAW) (MA DEP standard is <=10%)	32%	34%	15%	10%
Residential Gallons Per Capita Per Day (MA DEP standard is <=65)	59	56	52	50
Water Main Replaced (lf)	--	--	4,900	8,000
Water System Flushing - # of sequences	597	636	312	636

Public Works Budget Summary

	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Salaries	1,397,777	1,530,218	1,610,025	1,697,726	87,701	5.45%
Expenses	492,754	512,074	539,950	630,250	90,300	16.72%
Capital Outlay	-	-	30,000	-	(30,000)	100.00%
Total	1,890,531	2,042,292	2,179,975	2,327,976	148,001	6.79%

FY2024 Budget Highlights & Notes

- Overall budget increase of 6.79%.
- Requirements for Stormwater Management continue to increase as we move through the five year EPA issued permit. Dams continue to deteriorate and require funding beyond requested amount.
- The modest engineering line item was increased.
- Material costs for equipment maintenance continue to increase year after year.
- Budget line items reorganized to streamline accounting. Funds were shifted between lines to reduce the overall number of lines in the budget.
- Department request was to backfill funds for a highway position moved during the pandemic to the equipment division and the Town Manager is recommending funding for this position.
- 22 FTE's; includes funding for: the DPW Director (40%), Town Engineer (35%), GIS Tech (25%), and Public Works staff.

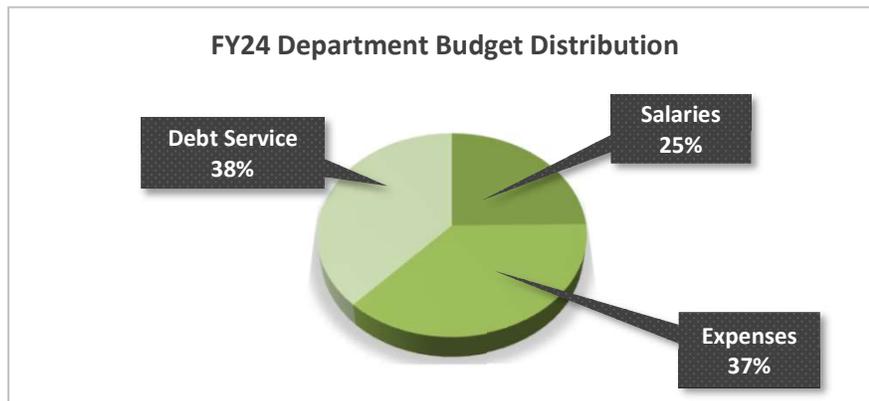
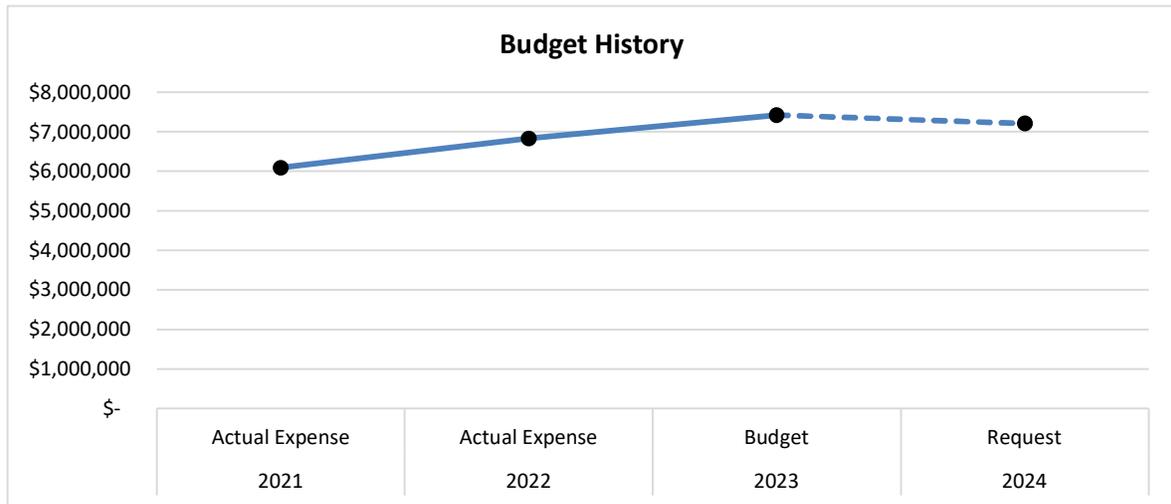


Water Enterprise Fund Budget Summary

	2021	2022	2023	2024	2024 vs. 2023	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Salaries	1,493,581	1,490,251	1,787,099	1,786,303	(796)	-0.04%
Expenses	2,008,691	2,230,737	2,565,842	2,680,492	114,650	4.47%
Debt Service	2,590,834	3,113,859	3,071,865	2,741,723	(330,142)	-10.75%
Total	6,093,105	6,834,847	7,424,806	7,208,518	(216,288)	-2.91%

FY2024 Budget Highlights & Notes

- Overall budget decrease of -2.91%.
- Capital improvements will continue through the bond items from previous fiscal years. Future capital improvements will be on smaller scale and factored into future rate increases and annual budgets.
- Department request included additional coordinator position which was approved pre-covid 90/10 split between Water and Sewer. Town Manager is recommending the funding for this position.
- Budget line items reorganized to streamline accounting. Funds were shifted between lines to reduce the overall number of lines in the budget.
- Added OPEB transfer as a line item.
- 18.7 Water Fund FTE's; includes funding for: the DPW Director (50%), Town Engineer (45%), GIS Tech (55%), Water Superintendent (100%), Asst. Superintendents, and Water staff.

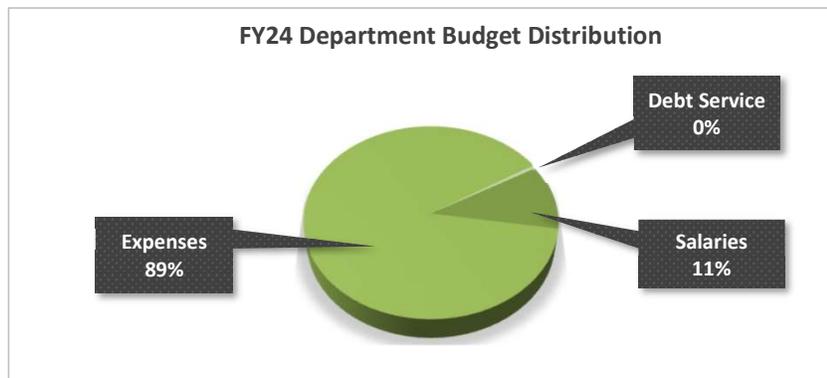
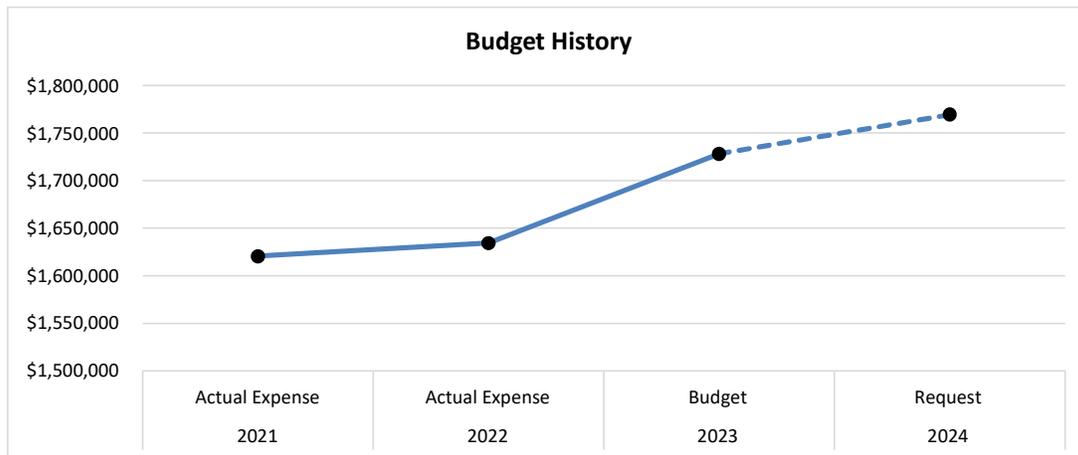


Sewer Enterprise Fund Budget Summary

	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Salaries	154,853	157,490	190,933	191,917	984	0.52%
Expenses	1,455,552	1,466,923	1,527,628	1,567,828	40,200	2.63%
Debt Service	10,215	9,945	9,675	9,405	(270)	-2.79%
Total	1,620,620	1,634,358	1,728,236	1,769,150	40,914	2.37%

FY2024 Budget Highlights & Notes

- Overall budget increase of 2.37%.
- Town will continue development of a GIS system for the sewer system.
- Department request included additional coordinator position which was approved pre-covid 90/10 split between Water and Sewer. Town Manager is recommending the funding for this position.
- Continue with maintenance plan of the existing collection system in order to minimize infiltration.
- Facilitate the sale of capacity to new customers.
- Continue with SCADA system upgrade.
- Budget line items reorganized to streamline accounting. Funds were shifted between lines to reduce the overall number of lines in the budget.
- Added OPEB transfer as a line item.
- 2.3 FTE's; includes the DPW Director (10%), Town Engineer (20%), GIS Tech (20%), Asst Superintendents, and staff.





Health

Contact	Phone & Email	Location
Matthew Brennan Director of Public Health	508-543-1207 mbrennan@foxboroughma.gov	Town Hall 2nd Floor 40 South Street

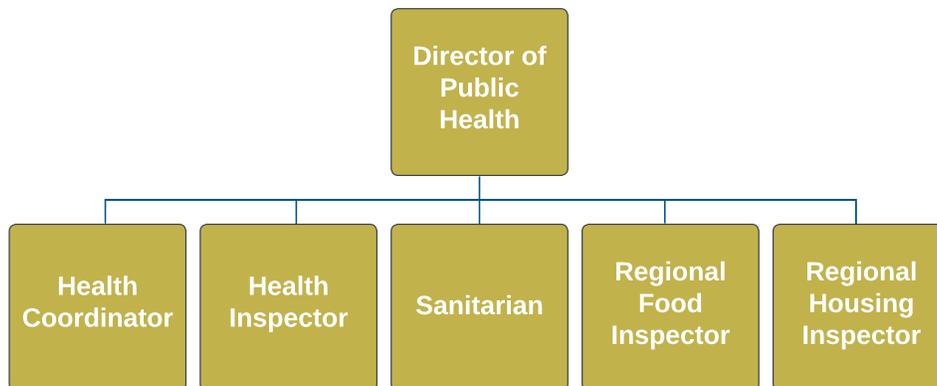
Mission Statement & Departmental Activities

Charged with improving the quality of life within the Town of Foxborough by promoting healthy behavior, protecting the environment, preventing disease, and making the Town a healthy place to live, work, and play.

Brief Description of the Department

The Health Department permits and licenses businesses or properties within the Town pursuant to State law; The Health Department responds to complaints regarding permit holders and routinely inspects permit holders for compliance with applicable laws. The Health Department contracts with the Lifeworks (formally ARC of South Norfolk County). The partnership between the ARC and the Town has contributed enormously to the care of Foxborough's citizens diagnosed with intellectual and developmental disabilities, including autism; The Health Department offers free wellness classes for the community.

Organizational Chart



FY22 Accomplishments

- Received the Public Health Excellence Grant for the expansion of regional public health services
- Received a Community Health Network Alliance grant to support food insecurities within the Foxborough Housing Authority population



FY23 Goal Updates

GOAL #1	Successfully hire and train two regional health inspectors through the Public Health Excellence Grant (PHEG).
Objective	Hire a Food and Housing Inspector with PHEG funds Train newly hired individuals on Food Safety and Housing Inspections
How will you measure success/achievement/completion?	Hiring of individuals Training certificates
Timing	FY2023
Status	Complete

GOAL #2	Successfully receive a Community Health Network Alliance (CHNA) grant and provided Health and Wellness classes for the Town
Objective	Offer the Physical Fitness Opportunities to the general public for free Offer health education classes for the Council on Aging Population Offer nutrition classes at the Boyden Library
How will you measure success/achievement/completion?	Classes provided
Timing	FY2023
Status	Complete



GOAL #3	Update all Board of Health Regulations and work with the Board to adopt revised regulations
Objective	Compile all known Board of Health Regulations Create one Board of Health Regulation document with all regulations within Edit and revise documents with the Boards help
How will you measure success/achievement/completion?	Document Review Creation of document Revise and adopt new regulations
Timing	FY2024
Status	Complete Complete Ongoing

FY24 Goals

GOAL #1	Update Board of Health Regulations
Objective	Create one document of all known Board of Health Regulations that is current and edited Have a public hearing on the proposed updates to the code Promulgate new regulations
How will you measure success/achievement/completion?	Create a Document to the satisfaction of the Board of Health Meeting Date Successful Adoption
Timing	FY2024



GOAL #2	Hire a part time grant administrator to manage the Public Health Excellence Grant
Objective	Hire a grant administrator to lessen the burden on Health Department staff, upon completion of DPH's Capacity Assessment
How will you measure success/achievement/completion?	Hiring of a part time grant administrator
Timing	FY2024 or later depending on DPH's Capacity Assessment timing

GOAL #3	Offer more health and well opportunities and health education materials to the general public
Objective	To participate in more community events and to provide health education materials during these events To provide well timed health and wellness classes to the general population
How will you measure success/achievement/completion?	Number of events attended Classes provided
Timing	FY2024

Trends/Metrics

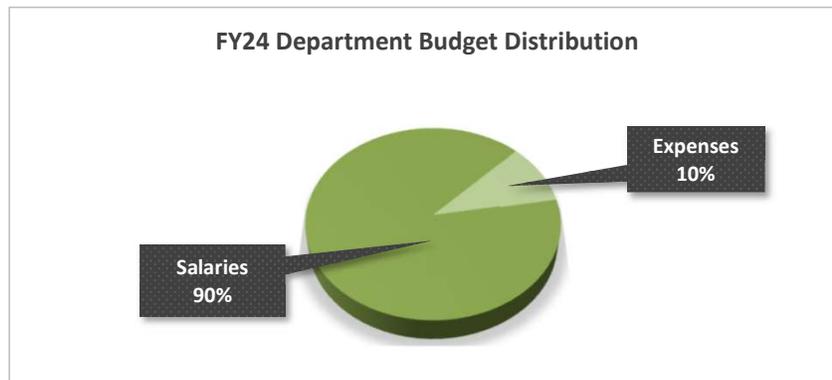
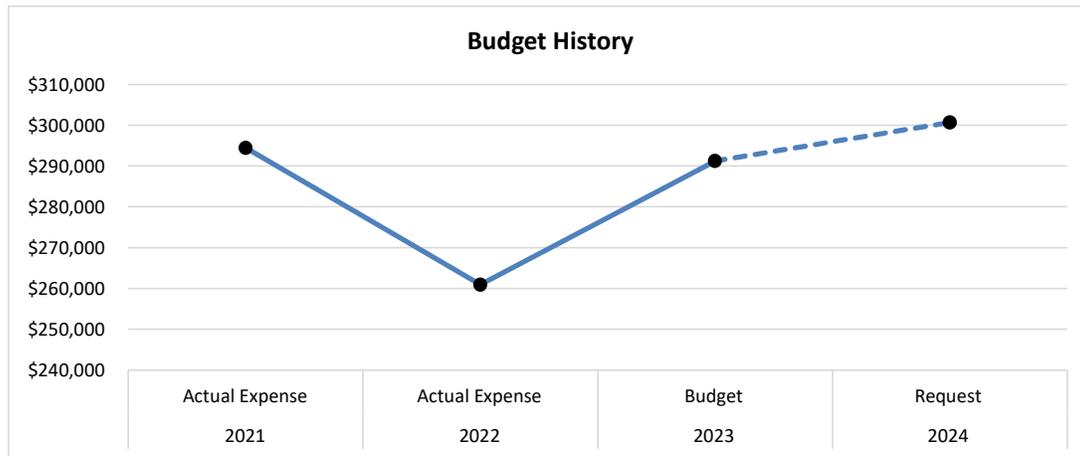
Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Permits issued	690	716	472	716
Inspections performed	814	999	658	850
Complaints received	67	80	50	80

Health Department Budget Summary

	2021	2022	2023	2024	2024 vs. 2023	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Salaries	274,027	243,798	264,673	270,686	6,013	2.27%
Expenses	20,463	17,157	26,570	29,990	3,420	12.87%
Total	294,490	260,955	291,243	300,676	9,433	3.24%

FY2024 Budget Highlights & Notes

- Overall budget increase of 3.24%.
- Increase requested to cover maintenance costs for inspections vehicle as well as install back-up camera for safety purposes.
- Other increases requested for health and wellness classes to be provided to the Town, health promotion at town events, increase in cost of toner, and increase in postage for violation notices (vehicle maintenance, consulting services, postage, advertising, office supplies).





Human Services

Contact	Phone & Email	Location
Marc Craig Director	508-543-1234 mccraig@foxboroughma.gov	Senior Center 75 Central Street

Mission Statement & Departmental Activities

Council on Aging

The Foxborough Council on Aging and Human Services in partnership with the community will provide the highest quality of services and programs available to meet the ongoing needs of all Foxborough residents.

Veterans' Services

The mission of the Veterans' Services Division is to serve and advocated for those who have answered our nation's call to services, including their dependents & widows. Additionally Foxborough Veterans' Services assists returning service members with military transition, civilian life reintegration and the pursuit of meaningful productive healthier lives in the community.

Recreation

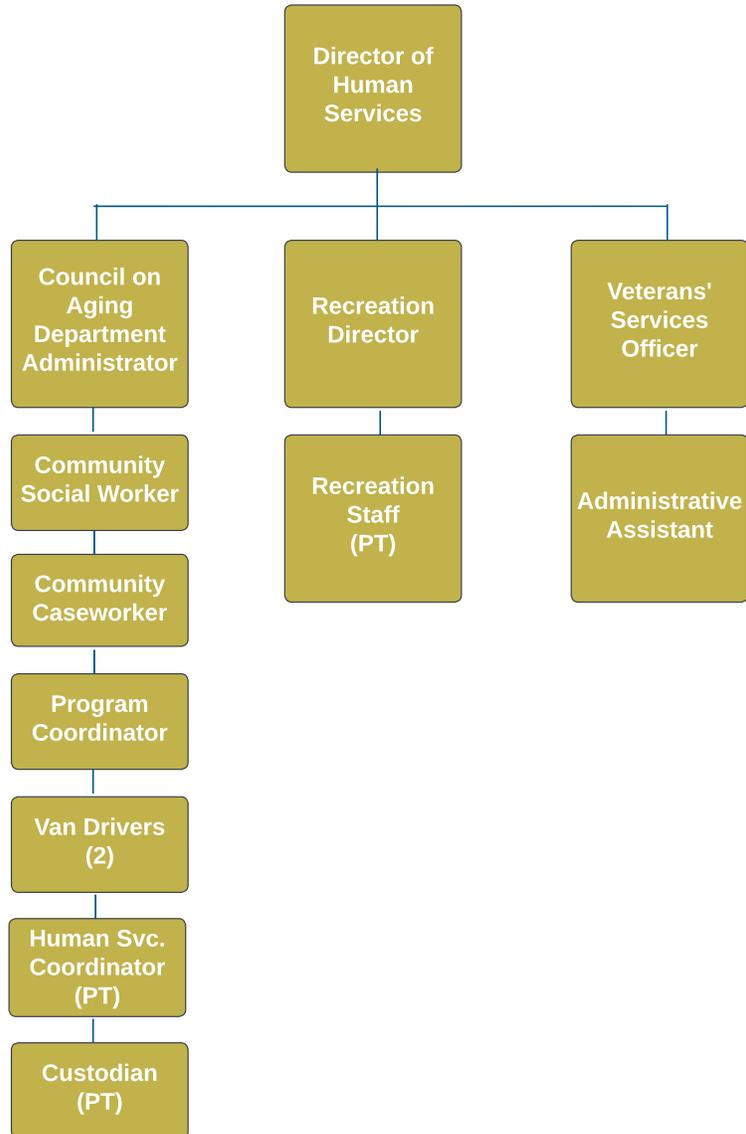
The mission of Recreation is to enrich the lives of the residents of Foxborough by providing safe, welcoming parks and recreation facilities and affordable, diverse recreation and cultural opportunities for people of all ages to play, learn and build community. We create community through people, parks, and programs in your big back yard.

Brief Description of the Department

The Human Services Department operates the majority of the programs and services offered by the Town of Foxborough for its residents. Through engaging opportunities, residents can expect to improve their lives by participating in an activity offered by the different Divisions of the Human Services Department. Residents can expect to experience culturally enriching classes, stay active through aerobic exercises, and even practice good mental health by visiting with a service provider or visiting one of Foxborough's beautiful recreation complexes.



Organizational Chart



FY22 Accomplishments

- Council on Aging - Increased Programs & Services
- Council on Aging - New Handicap Accessible Vehicle
- Recreation - Transitioning Recreation Director Position
- Veterans' Services - Hiring of new Administrative Assistant



FY23 Goal Updates

GOAL #1	Complete Community Needs Assessment
Objective	Developed an Assessment of Foxborough's needs to better serve the community
How will you measure success/achievement/completion?	Completion of project
Timing	Summer 2023
Status	In progress

GOAL #2	Purchase a new vehicle
Objective	Replace the Ford Taurus with a new SUV
How will you measure success/achievement/completion?	Purchase of vehicle
Timing	November 2022
Status	Complete

GOAL #3	Improve collaborate development with the Foxborough Housing Authority
Objective	Through a coordinated effort we hope to re-establish the vital connection between Human Services and FHA staff
How will you measure success/achievement/completion?	This goal will always be ongoing however, we can measure success by development of shared resources
Timing	Ongoing
Status	In progress



GOAL #4	Increase Programs for Recreation and Senior Services
Objective	Development and implementation of additional programs for residents of all ages
How will you measure success/achievement/completion?	We hope to increase the number of programs by at least 5%
Timing	Ongoing
Status	In progress

GOAL #5	Veterans' Speaker Series
Objective	Creation of a monthly program aimed at Veterans featuring speakers they may be interested in
How will you measure success/achievement/completion?	Completion of this goal will be measured by the development of the Speaker Series
Timing	FY2024
Status	In progress

FY24 Goals

GOAL #1	New Vehicle
Objective	Utilizing the Brigham and Women's Transportation Grant and funds from the "totaled" Ford Taurus it is our intention to purchase a new vehicle in FY2024
How will you measure success/achievement/completion?	Purchase of vehicle
Timing	Late summer 2023



GOAL #2	Increase Programs
Objective	Throughout the Human Services Department we aim to increase the number of individual available activities by at least 10%
How will you measure success/achievement/completion?	Increased Programs
Timing	FY2023

GOAL #3	Additional Support Groups
Objective	We intend on developing at least 2 additional support groups for Foxborough residents
How will you measure success/achievement/completion?	Development of a Memory Café and potentially a monthly Veteran/Spouse meal support activity
Timing	Fall 2024

GOAL #4	Increase New Members
Objective	Through development of new and engaging opportunities we hope to gain new members for the Recreation and Senior Divisions
How will you measure success/achievement/completion?	Utilizing individual software, new memberships will be tracked
Timing	FY2024



GOAL #5	Successful trip to Ireland
Objective	Encourage 30-52 seniors to travel to Ireland with the Senior Division. Through revenue generation, this trip will be able to fund many free opportunities for Seniors
How will you measure success/achievement/completion?	Steps 1) Completing an RFP in late FY2023 2) Choosing a travel firm 3) Hosting an information Session 4) Senior Registration 5) Trip Preparation 6) Trip in Late FY2024
Timing	FY2024

Trends/Metrics

Council on Aging

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Average Daily Attendance	49.69	67.72	75.60	85
New Members	416	287	259	275
Unduplicated Individuals	1,584	1,413	1,290	1,600
Payments Received	\$34,043	\$196,249	\$404,688	\$250,000
Unique Individual Programs	150	284	258	300

Recreation

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
New Members	799	970	506	750
Residents VS Non-Residents	96% v 4%	91% v 9%	93% v 7%	93% v 7%
Unique Individual Activities	26	34	46	50
Total Registrations (Duplicated Individuals)	3,513	5,773	3,384	6,000
Program Income	\$212,245	\$405,940	\$208,677	\$425,000



Veterans

Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Phone calls	750	792	406	850
Average 115 Cases	34	32	28	28
Veterans' Day Attendance	0	250	295	300

Human Services Budget Summary

	2021	2022	2023	2024	2024 vs. 2023	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Salaries	668,161	737,617	702,564	722,907	20,343	2.90%
Expenses	228,961	248,452	286,450	306,950	20,500	7.16%
Total	897,122	986,069	989,014	1,029,857	40,843	4.13%

FY2024 Budget Highlights & Notes

Human Services:

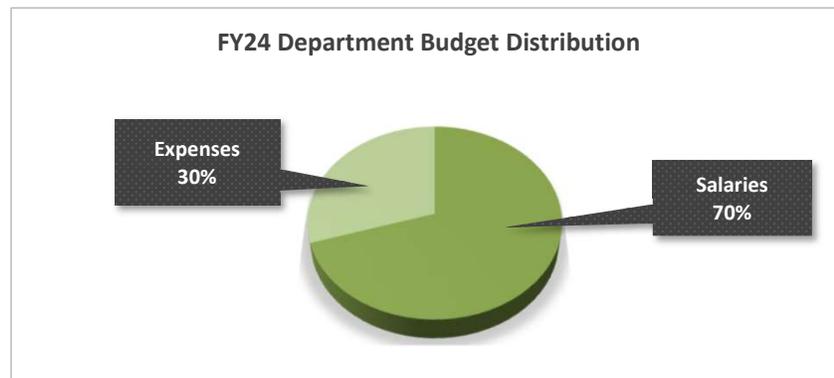
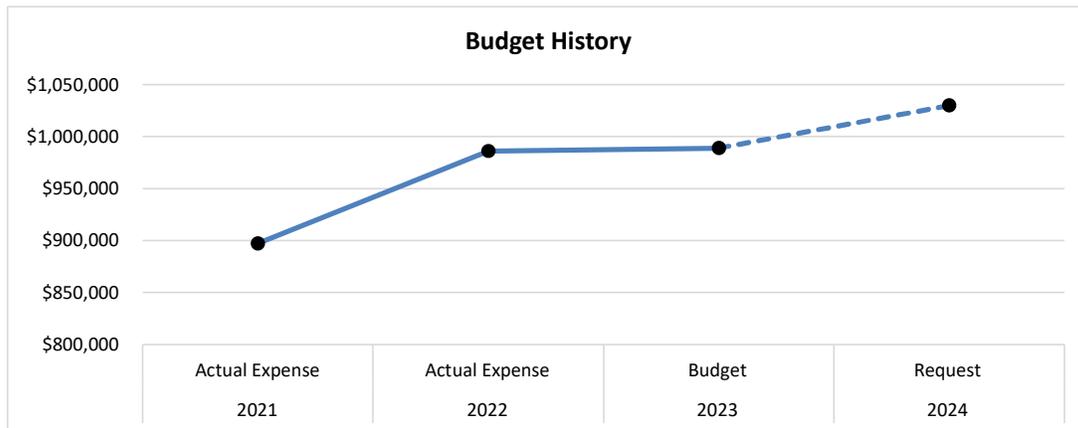
- Overall increase to department of 4.13%. Department reorganization done in FY23. COA/Human Services Director oversees Department of Human Services which includes: Council on Aging, Veterans Services, and Recreation.
- Salary budget includes step increases, COLA increases, and longevity/stipends due to employees; some salaries partially paid for with Formula Grant and Brigham & Women's Grant.
- Budget line items reorganized to streamline accounting. Funds were shifted between lines to reduce the overall number of lines in the budget.
- 11.47 FTE's, including Council on Aging, Veterans' Services, and Recreation.

Veterans' Services:

- Increase to expense budget is necessary to cover increases in funeral costs and health care costs for veterans.

Recreation:

- The General Fund Recreation budget covers only the Division Director's salary and Town Common lighting costs.
- All other staff salaries and operational expenses are paid via the Recreation Revolving Fund.





Boyden Library

Contact	Phone & Email	Location
Libby O'Neill Library Director	508-543-1245 eoneill@sailsinc.org	10 Bird Street

Mission Statement & Departmental Activities

The Boyden Library provides:

- The best materials, both contemporary and traditional, for all ages and all interests...
- Expert guidance to the world of information ...
- Opportunities for lifelong learning...
- A connection to Foxborough's history
- A community gathering place...

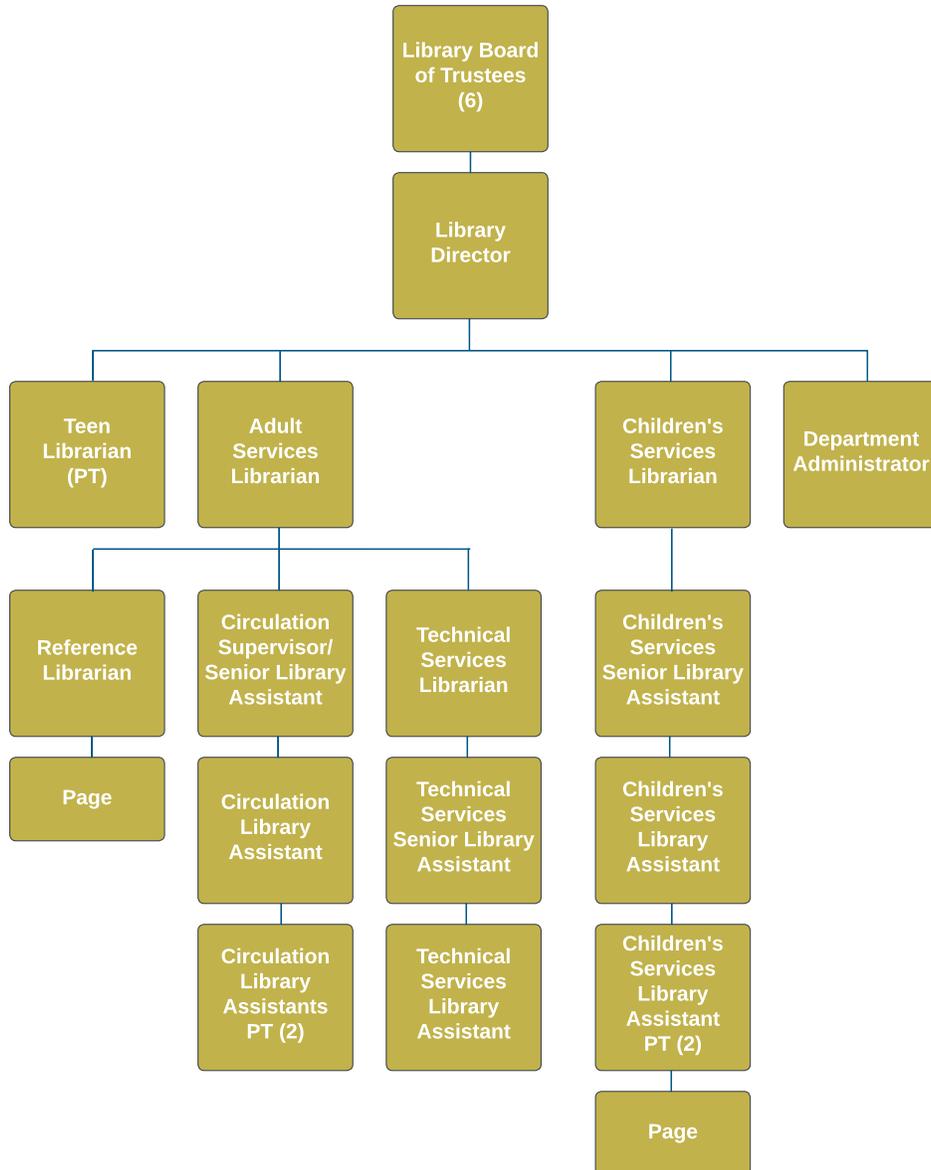
The Boyden Librarywe've got something for you!

Brief Description of the Department

The Boyden Library is a thriving center for patrons of all ages and provides a multitude of services to the community. Some of these services include: access to our physical collections, information, and other materials; access to e-books, audio books, databases, and streaming services; free and enriching programs; computer, printer, photocopier, fax, and scanner capabilities; and technology assistance.



Organizational Chart



FY22 Accomplishments

- Hired new Library Director
- Hired first ever part-time Teen Librarian
- Switched software from EventKeeper/Tixkeeper to Assabet (more user friendly/better layout)
- Started a Library of Things collection
- Expanded programming for patrons of all ages



FY23 Goal Updates

GOAL #1	Hire a new senior youth services librarian
Objective	Work with HR to post position Interview candidates, check references Make offer
How will you measure success/achievement/completion?	Completion of above objectives
Timing	November 2022 – February 2023
Status	Complete

GOAL #2	Offer a community read program
Objective	Select title, and month to conduct Community Read Plan programming around book themes Promote Community Read
How will you measure success/achievement/completion?	# of participants that attend programs # of checkouts for the book Feedback from the community
Timing	January – March 2023
Status	Complete

GOAL #3	Enhance programming for patrons of all ages
Objective	Provide more STEM programming for children and families Offer additional enriching talks for adults Continue to seek engaging, fun programming for teens
How will you measure success/achievement/completion?	# of participants that attend programs word of mouth/feedback
Timing	Ongoing
Status	Ongoing



GOAL #4	Create a Seed Library for the community to use
Objective	Obtain seeds through a grant (complete) Sort seeds into smaller packets for patrons to check out Promote this new service to the public
How will you measure success/achievement/completion?	# of seed packet checkouts
Timing	April 2023
Status	Ongoing

GOAL #5	Increase the Library of Things collection
Objective	Seek community suggestions for new items Purchase approximately \$1,000 worth of new items Promote new items
How will you measure success/achievement/completion?	# of item checkouts
Timing	May – June 2023
Status	Ongoing

FY24 Goals

GOAL #1	To create a new 5-year Strategic Plan
Objective	Form Strategic Plan Committee to draft mission, vision, and brainstorm ideas Survey community for feedback and suggestions Draft the plan after gathering information
How will you measure success/achievement/completion?	Completion of above objectives
Timing	Committee to meet 3 times: April, May, and June. Write SP in July and August. Trustee approval in September, submit final draft to the MBLC by October 1, 2023



GOAL #2	Expand library outreach to the Foxborough community
Objective	Reach community members at Farmers Markets, community events, etc. that don't frequent the Boyden Library Collaborate with other town organizations
How will you measure success/achievement/completion?	# of library card holders # of people coming into the library
Timing	Ongoing

GOAL #3	Increase digital media/streaming services offered to patrons
Objective	Purchase more e-books/audiobooks Research alternative e-resources to offer the public Provide tech help for those that want to use new services, but don't know how to
How will you measure success/achievement/completion?	# of check outs
Timing	Ongoing

Trends/Metrics

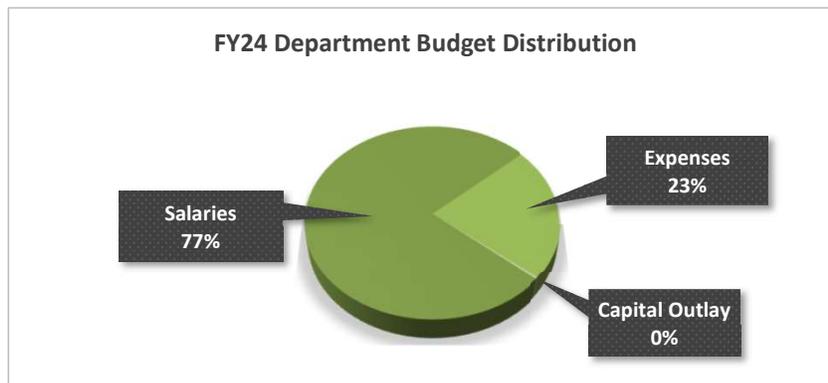
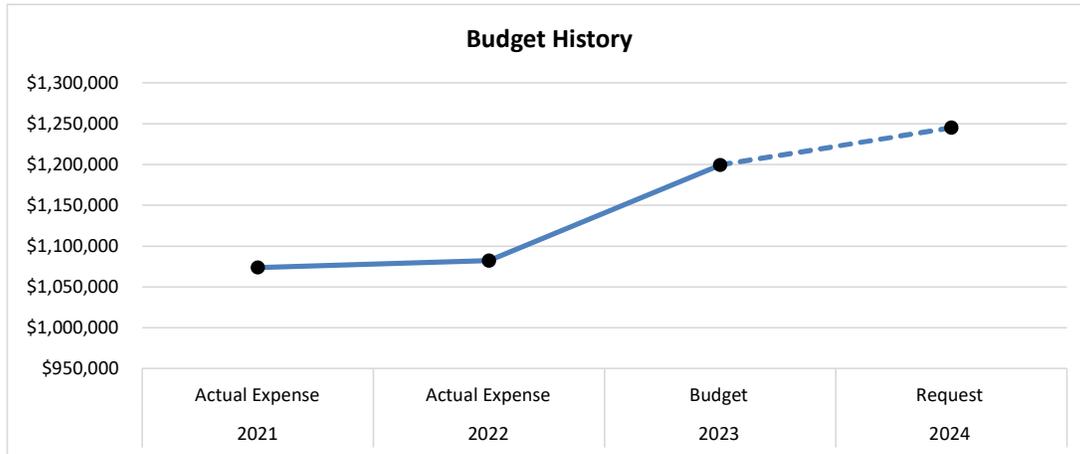
Description	FY2021	FY2022	FY2023 (2 nd Qtr.)	FY2024 (Target)
Registered Borrowers	10,431	10,230	8,642	11,000
Circulation of physical materials	114,695	128,707	64,796	135,000
E-book and audiobook circulation through Overdrive	31,206	29,499	16,260	31,500
Number of Programs	201	185	158	250

Library Budget Summary

	2021	2022	2023	2024	2024 vs. 2023	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Salaries	822,198	809,614	934,057	959,111	25,054	2.68%
Expenses	248,562	269,397	262,300	278,600	16,300	6.21%
Capital Outlay	3,000	3,000	3,000	3,000	-	0.00%
Total	1,073,760	1,082,012	1,199,357	1,240,711	41,354	3.45%

FY2024 Budget Highlights & Notes

- Overall budget increasing by 3.45%.
- Overall 2.68% increase to salary budget to cover contractual step and cost-of-living increases and other staffing costs. Request reflects current staffing levels
- Overall 6.21% increase to expense budget. Funds were shifted around to better reflect the department's needs. Several reductions to reflect reduced costs in some areas while addressing annual 15% required spending in several areas by MBLC.
- Costs for Sunday hours are included in the operating budget.
- 14.68 FTE's, including the Library Director, Department Administrator, Librarians, Assistants, Pages.





Public Schools

Contact	Phone & Email	Location
Amy A. Berdos, Ed.D. Superintendent of Schools	508-543-1667 berdosa@foxborough.k12.ma.us	Igo Administration 60 South Street

Mission Statement & Departmental Activities

The mission of the Foxborough Public Schools, guided by its core values and in collaboration with the community, is to engage all students in a safe and inclusive learning environment with rich, intellectual, artistic, and character-building educational experiences which empower them to become healthy, productive, and responsible leaders, innovators, and global citizens.

Brief Description of the Department

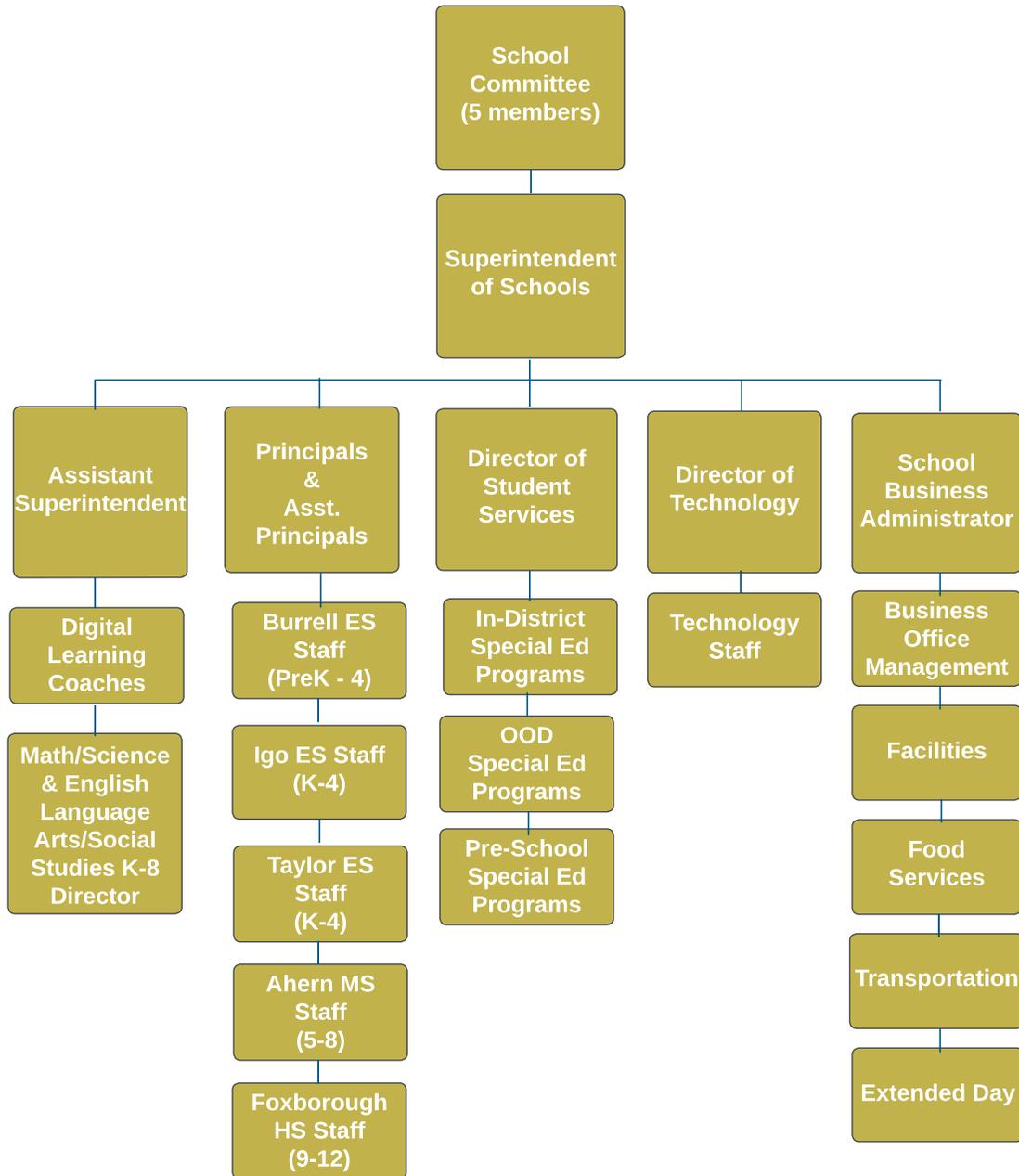
The Foxborough Public Schools will inspire all students to succeed in and contribute to an ever-changing global society by fostering dynamic, equitable, and integrated learning experiences.

- Challenging and innovative educational experiences promote academic excellence by meeting the diverse needs of all students in ways that engage them in their learning
- A safe, supportive, and collaborative environment fosters positive attitudes among students and school staff
- Relationships built on mutual respect and kindness among parents, teachers, town organizations, residents and the entire school community ensure a quality education, and are cultivated by ongoing communication and shared resources
- Embracing the diversity and dignity of individuals and cultures enriches learning and supports the development of responsible citizenship

If we provide a safe, secure, supportive, responsive, and innovative learning environment for all students and staff; provide opportunities for educators to collaborate and create common, equitable learning experiences; provide the necessary supports to ensure healthy minds and healthy bodies for all members of the school community; and foster and strengthen the respect and actions of staff, students, and families to celebrate diversity, ensure equity, and practice universal inclusion, then our students will succeed in and contribute to an ever-changing global society, by fostering dynamic and integrated learning experiences



Organizational Chart



FY22 Accomplishments

- Completed New 4-Year Strategic Plan for Foxborough Public Schools 2021-2025
- Completed renovation and expansion to Burrell Elementary School a seven-year process
- Initiated Statement of Interest for the renovation and expansion of the Taylor Elementary School
- Year two of implementing post COVID related services and supports for students and staff



FY23 Goal Updates

GOAL #1	Provide a safe, secure, supportive, responsive, and innovative learning environment for all students and staff
Objective	Maintain innovative and physically safe schools by implementing best practices and preventative measures Develop a committee to evaluate infrastructure and make recommendations based on current and future teaching and learning Develop a sustainability plan for technology that supports, teaching and learning
How will you measure success/achievement/completion?	2022-2023 One Year Action Plan - Process Benchmarks outlined
Timing	2022-2023 School Year
Status	Complete In Progress In Progress

GOAL #2	Provide opportunities for educators to collaborate and create common, equitable learning experiences
Objective	Develop and implement district-wide, consistent Multi-Tiered Systems of Support to ensure equitable opportunities for all learners Align and create common curriculum documents for all grades and content areas that include opportunities for inquiry-based learning with real-world connections and appropriate rigor Identify, administer, and utilize data from Universal Screening tools, such as for a dyslexia screening
How will you measure success/achievement/completion?	2022-2023 One Year Action Plan - Process Benchmarks outlined
Timing	2022-2023 School Year
Status	In Progress In Progress Complete



GOAL #3	Provide the necessary supports to ensure healthy minds and healthy bodies for all members of the school community
Objective	<p>Assess the district or school's current SEL Programs and practices to evaluate their quality and build from strengths</p> <p>Develop and implement district wide consistent SEL assessments/screener to inform/drive SEL curriculum, instruction, and related PD</p> <p>Build systems to provide ongoing embedded professional development in social, emotional, and physical support for all stakeholders</p>
How will you measure success/achievement/completion?	2022-2023 One Year Action Plan - Process Benchmarks outlined
Timing	2022-2023 School Year
Status	<p>In Progress</p> <p>In Progress</p> <p>In Progress</p>

GOAL #4	Foster and strengthen the respect and actions of staff, students, and families to celebrate diversity, ensure equity, and practice universal inclusion
Objective	<p>Identify ways to diversify hiring practices using an equity lens</p> <p>Sustain & expand DEI initiatives that enable students, families, and staff to experience the freedom of full expression through the lens of compassion, connection & diversity</p> <p>Ensure all adults have the skills & knowledge to meet the changing student population/demographics through ongoing professional development by continuing to focus on cultural proficiency and celebrate diversity</p>
How will you measure success/achievement/completion?	2022-2023 One Year Action Plan - Process Benchmarks outlined
Timing	2022-2023 School Year
Status	<p>Complete</p> <p>In Progress</p> <p>In Progress</p>



FY24 Goals

School Committee sets the Annual Goals in July for the upcoming year; and Administrators develop the implementation plan in early August. The goals can be found under the School Committee page at www.foxborough.k12.ma.us.

Plan for Success

Plan for Success Four Pillars of Success			
Facilities & Infrastructure	Teaching, Learning & Pedagogy	Well-Being	Diversity, Equity & Inclusion
Strategic Objective 1: <i>Provide a safe, secure, supportive, responsive, and innovative learning environment for all students and staff.</i>	Strategic Objective 2: <i>Provide opportunities for educators to collaborate and create common, equitable learning experiences.</i>	Strategic Objective 3: <i>Provide the necessary supports to ensure healthy minds and healthy bodies for all members of the school community.</i>	Strategic Objective 4: <i>To maintain strong support for public education within the town of Foxborough.</i>

Trends/Metrics

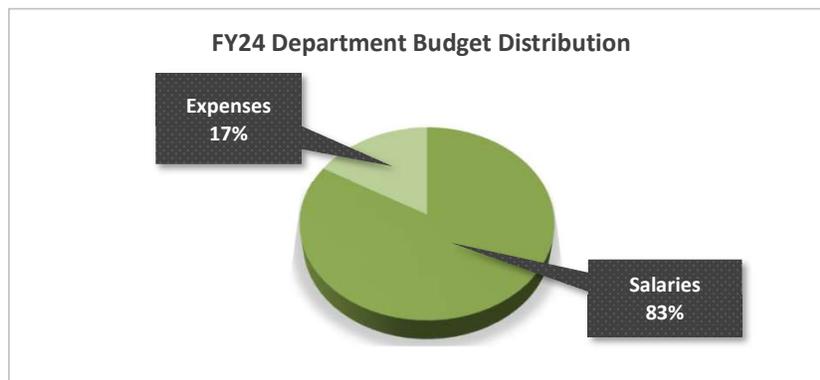
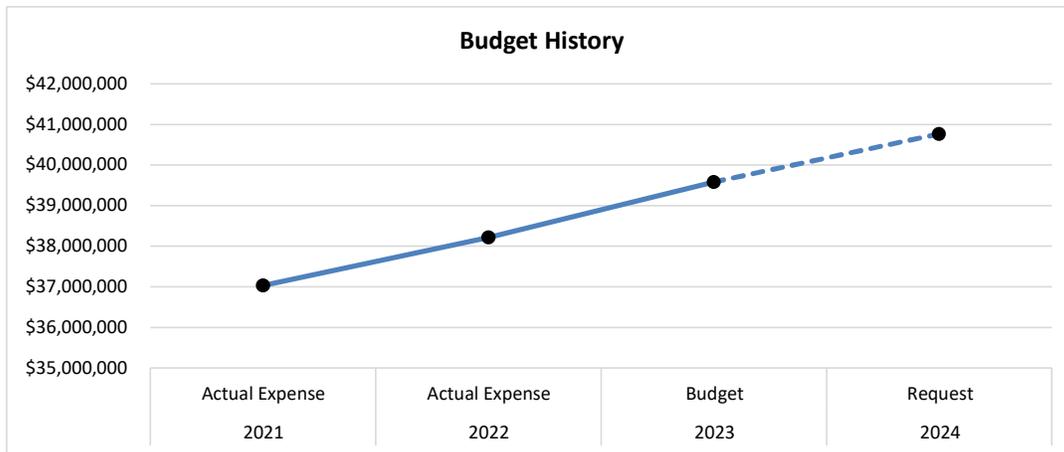
Description	FY2021	FY2022	FY2023 (2nd Qtr.)	FY2024 (Target)
Enrollment	2,584	2,494	2,495	2,481
Out of District Special Education Students	38	30	28	28
Grant Revenue	\$1,115,372	\$1,155,304	\$1,655,360	\$1,161,974
Transportation Services <i>(Daily routes per level and 4 SpEd drivers)</i>	19	19	19	19

Public Schools Budget Summary

	2021	2022	2023	2024	2024 vs. 2023	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Salaries	30,522,743	31,374,065	32,776,776	34,018,560	1,241,784	3.79%
Expenses	6,506,330	6,843,691	6,804,639	6,747,435	(57,204)	-0.84%
Total	37,029,073	38,217,756	39,581,415	40,765,995	1,184,580	2.99%

FY2024 Budget Highlights & Notes

- The proposed FY24 Foxborough Public Schools budget, which is increasing by 2.99%, reflects the priorities of the Foxborough Public Schools 2022-2025 Plan for Success. It supports the plan’s four pillars of success and broad strategic objectives. More specifically, it supports strategic initiatives identified under each pillar’s annual action plans.
- The budget proposal maintains reasonable class sizes, preserves current programs and services to students, and takes steps to move the district’s academic and strategic initiatives forward. The proposed budget continues to address special education costs, increased costs for technology, software and licensing, and increased facility costs. The budget also enables the district to meet state guidelines across all aspects of public education.
- 420.45 FTE's, including personnel costs for all school and administrative staff.



NON-DEPARTMENTAL

Select Board Budget Summary

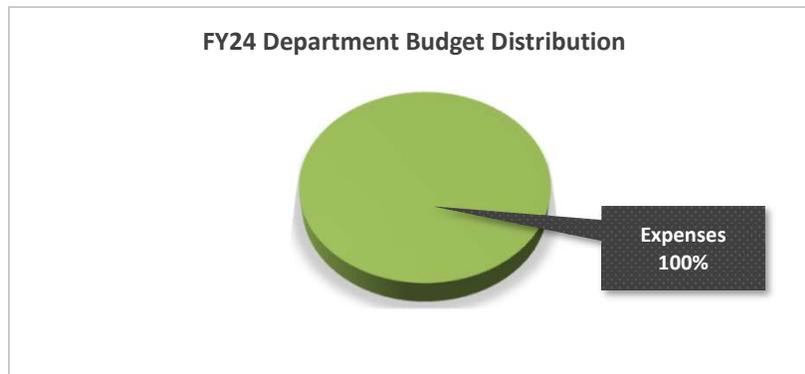
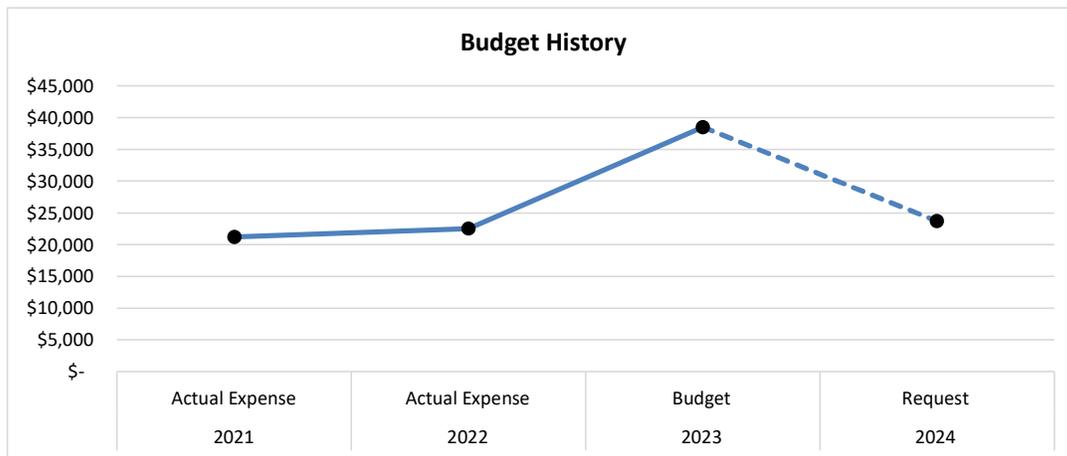
	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Expenses	21,223	22,540	38,518	23,700	(14,818)	-38.47%
Total	21,223	22,540	38,518	23,700	(14,818)	-38.47%

Mission

The mission of the Select Board is to set policy based on input from the public, other Boards and Committees, and members of the staff and to carry out/enforce the bylaws of the Town and all votes of Town Meetings. They are the chief executives of the Town who initiate legislative policy by inserting articles in the Town Meeting warrant and then direct the implementation and enforcement of the votes adopted. They also establish town-wide policies, review and set fiscal guidelines for the annual operating budget, appoint members to several boards and commissions, hold public hearings on important Town issues, serve as the chief licensing authority, and represent the Town before the General Court.

FY2024 Budget Highlights & Notes

- Overall decrease of -38.47% due to the reduction of \$15K in professional services as the Town Manager search process was completed in FY23.
- The Select Board is comprised of five elected members.
- No FTE's are included in the budget.



Advisory Committee Budget Summary

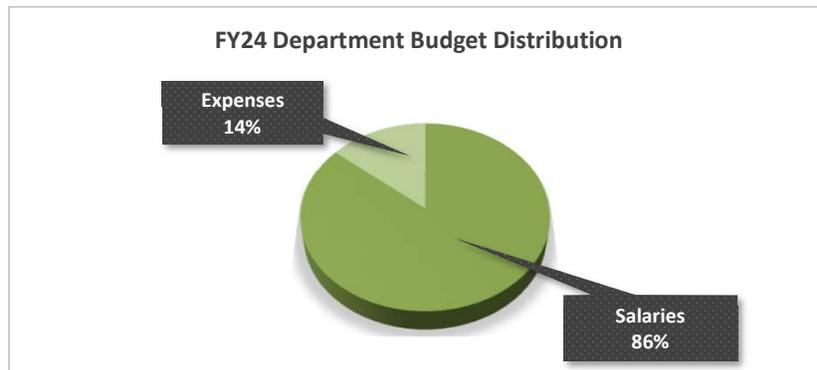
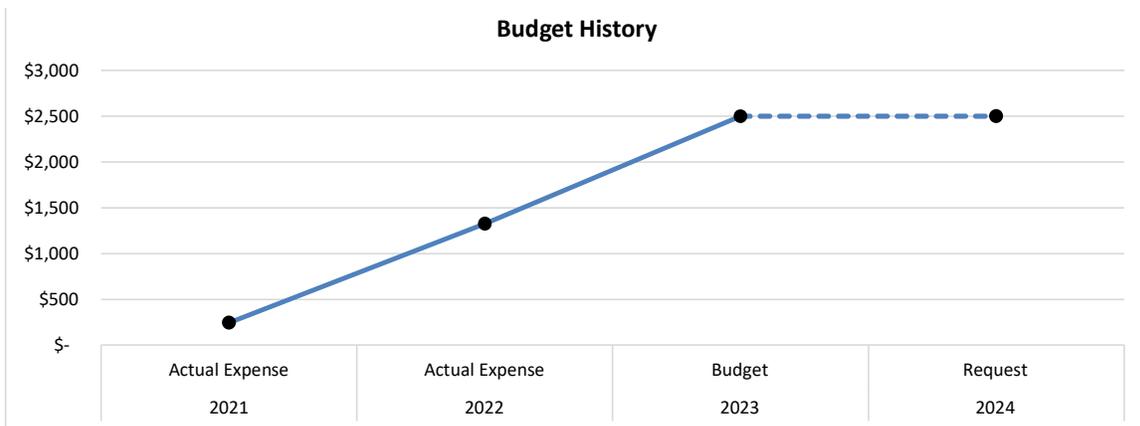
	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Salaries	-	691	2,150	2,150	-	0.00%
Expenses	245	635	350	350	-	0.00%
Total	245	1,326	2,500	2,500	-	0.00%

Mission

On behalf of the citizens of the Town, the Advisory Committee reviews budget requests and warrant articles made by the Town's departments and boards for the purpose of establishing the next fiscal year's budget and advising on proposals/articles presented to Town Meeting.

FY2024 Budget Highlights & Notes

- Level fund budget requested for FY2024.
- The Advisory Committee's main objective is to present a recommendation to the citizens of the Town on each of the warrant articles brought forth at the Annual Town Meeting and, as needed, at any Special Town Meeting. The members have a responsibility to thoroughly research and question each warrant article and to construct a recommendation that will be presented at the Annual Town Meeting or any Special Town Meeting.



Reserve Fund Budget Summary

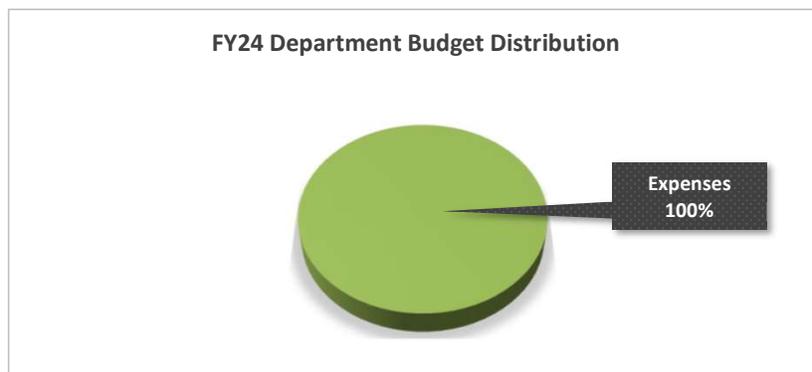
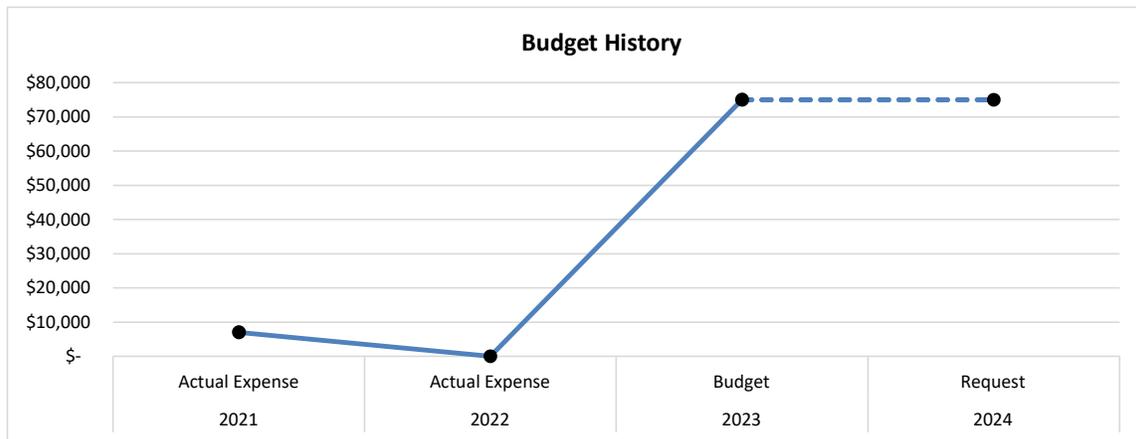
	2021	2022	2023	2024	2024 vs. 2023	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Expenses	7,000	-	75,000	75,000	-	0.00%
Total	7,000	-	75,000	75,000	-	0.00%

Mission

The purpose of this contingency account is to allow the Town to meet extraordinary or unforeseen expenditures that may arise during the fiscal year.

FY2024 Budget Highlights & Notes

- Level fund budget requested for FY24.
- The Reserve Fund is an appropriated contingency account that is allocated during the year by vote of the Advisory Committee pursuant to petition by the Town Manager on behalf of departments.
- Requests will continue to be reviewed by Finance and approved by the Town Manager before being submitted to the Advisory Committee.
- No FTE's are included in this budget.



Salary Reserve Fund Budget Summary

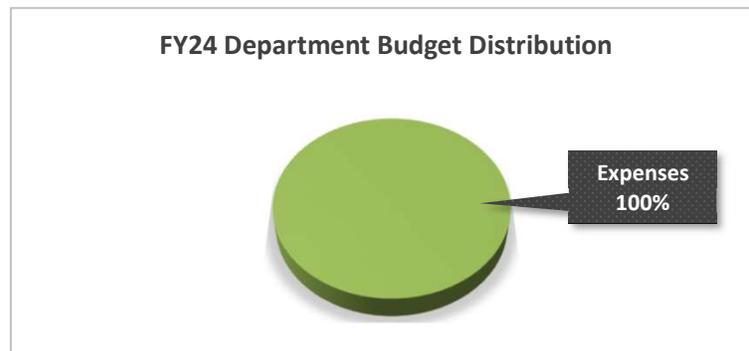
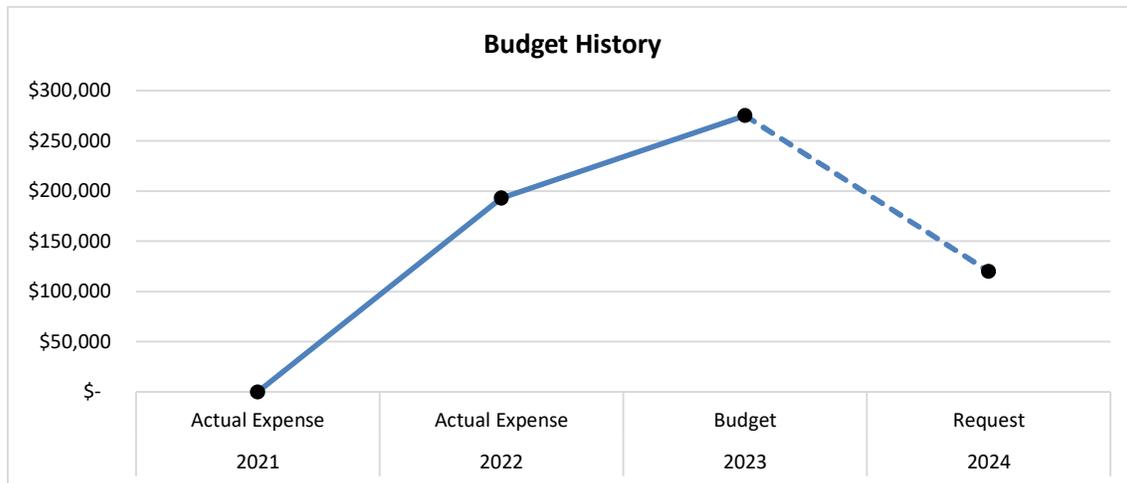
	2021	2022	2023	2024	2024 vs. 2023	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Expenses	-	193,000	275,000	120,000	(155,000)	-56.36%
Total	-	193,000	275,000	120,000	(155,000)	-56.36%

Mission

The purpose of this funding is to allow the Town to pay for salary adjustments occurring in each of the Town's separate appropriation accounts that include salary funds.

FY2024 Budget Highlights & Notes

- This departmental budget was created in FY22. These expenses historically have been budgeted for in each of the departmental budgets that include salary funds. For FY22 and FY23, this budget was used to cover collective bargaining costs such as COLA increases and any other increases/adjustments.
- Proposed funding for FY24 is intended to be used for retirement payouts, accrual payouts, as well as reclassification, market adjustments, and any unanticipated adjustments. Any step and COLA increases are reflected in each departmental budget.
- Funding for salary adjustments is appropriated to a single reserve account and then, pursuant to the authorization of Town Meeting, is transferred (after the July 1 start of the fiscal year) to the various operating accounts based upon actual requirements. In accordance with the Town Meeting vote, the Town Manager will report all transfers to both the Board of Selectmen and the Advisory Committee
- Funds unused as of the end of the fiscal year will be closed out to Free Cash.



Legal Services Budget Summary

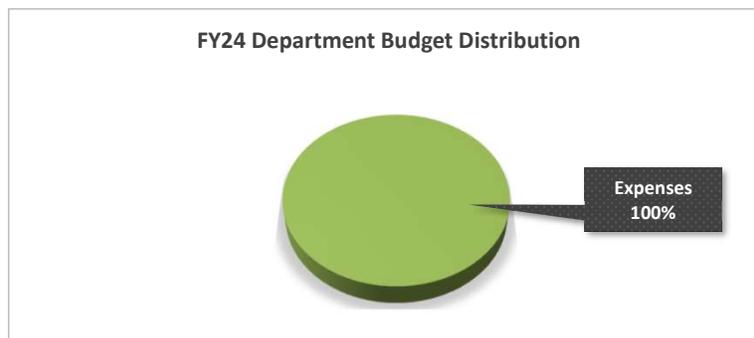
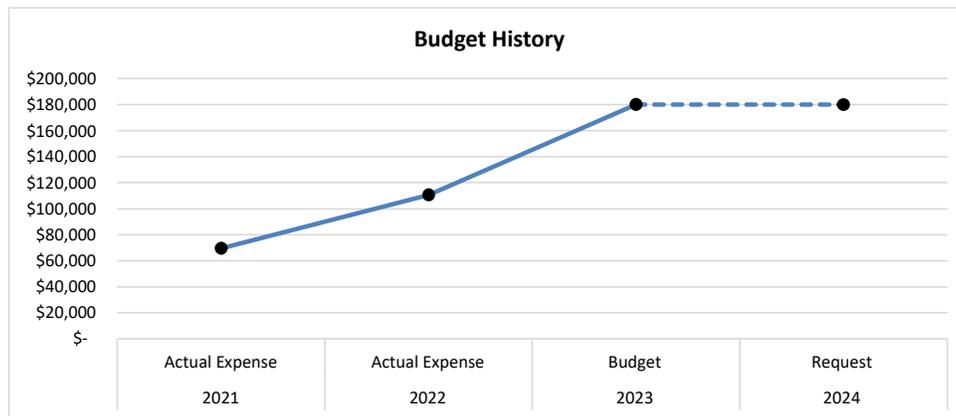
	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Expenses	69,541	110,707	180,090	180,090	-	0.00%
Total	69,541	110,707	180,090	180,090	-	0.00%

Mission

To provide legal assistance to all Town Departments as needed.

FY2024 Budget Highlights & Notes

- Level fund budget requested for FY24; no significant changes proposed.
- The Legal budget provides funding for legal assistance through a variety of legal counsels and services. This budget pays for Town Counsel, Labor Counsel, legal investigations, and Specialized Legal Counsels.
- The primary objective is to avoid significant legal expense by taking preventative actions, establishing clear policies, and by providing regular training for employees.
- No FTE's are included in this budget.



Geographic Information Systems/IT Budget Summary

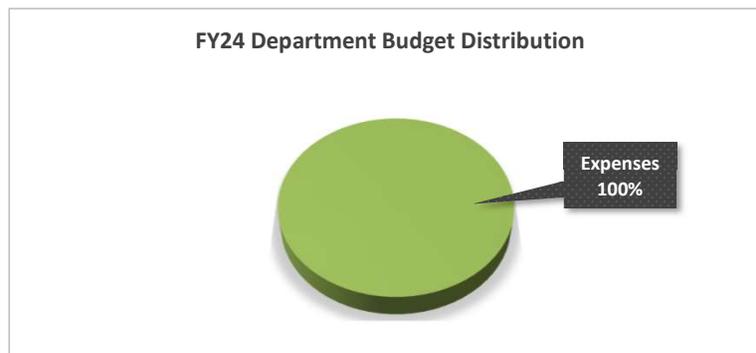
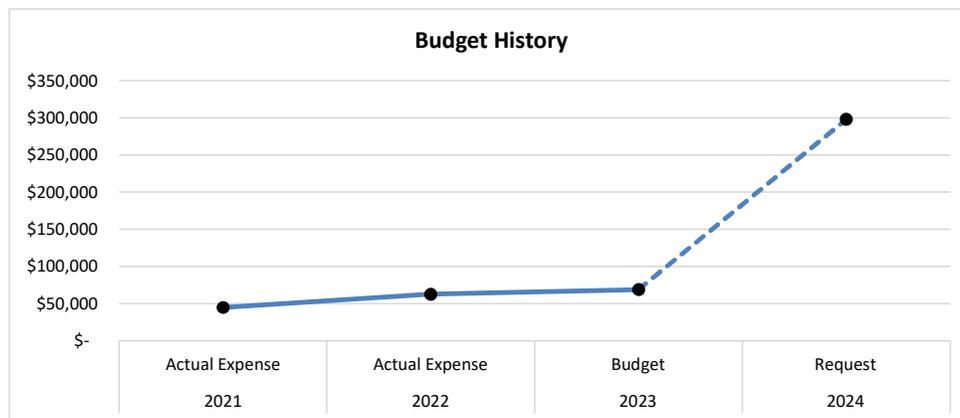
	2021	2022	2023	2024	2024 vs. 2023	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Expenses	44,765	62,648	68,976	297,817	228,841	331.77%
Total	44,765	62,648	68,976	297,817	228,841	331.77%

Mission

To maintain current property related information for existing departmental users and for the public and to provide a centralized budget for several Town-wide software programs.

FY2024 Budget Highlights & Notes

- Increase necessary to cover costs for permitting/licensing software and support (BOH, Inspections, Select Board, Fire) Maps and Base townwide platform, Nearmap, virtual meeting/call forwarding software Rainbow, HR onboarding software CivicHR used for both Town and Schools, phone support, DocuSign, Justifacts as well as website costs.
- Funds are also requested to cover the cost of Office 365 for the Town (approx. \$100K/year) - this will include the multi-factor authentication which will be required by our insurance company MIIA starting on July 1, 2023.
- Munis costs for FY24 including PACE (training program) were removed from Finance budget and added to town-wide GIS/IT budget. Increase to this budget is offset by reduction in Finance budget.
- No FTE's included in this budget.



Municipal Buildings Budget Summary

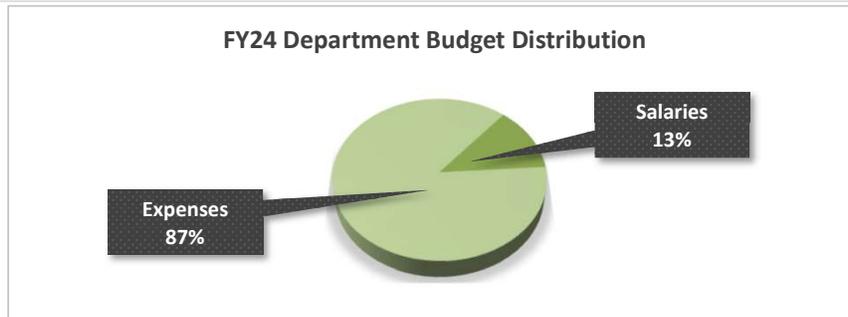
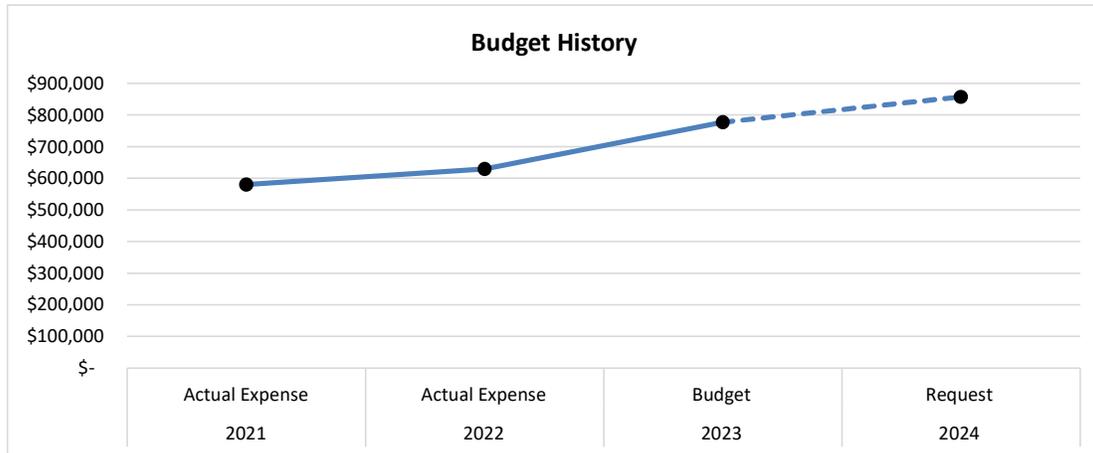
	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Salaries	98,636	99,409	107,706	109,764	2,058	1.91%
Expenses	481,546	529,412	669,000	747,100	78,100	11.67%
Total	580,182	628,821	776,706	856,864	80,158	10.32%

Mission

Maintain the Town Municipal buildings and offices for department occupancy, public use, and maximum useful life. Ensure Town buildings are maintained in a manner that provides a safe working environment for staff and an accessible and inviting atmosphere for residents and guests to conduct business.

FY2024 Budget Highlights & Notes

- Budget increase in line with historical expenses and anticipated needs for utilities, gas/fuel, and building maintenance costs.
- Budget includes shared personnel costs for Facilities Manager, Assistant Facilities Manager, and OT for maintenance staff.
- Building maintenance for municipal buildings is managed centrally per mutual agreement by Board of Selectmen and School Committee.
- Gasoline costs and fuel pump maintenance for all Town departments excluding Schools, Snow & Ice, and Water department are budgeted for in the Central Maintenance budget.
- Budget includes maintenance, utility, and phone expenses for Town Hall, Joint Public Safety Building, Library, Senior Center, Recreation, and Memorial Hall.
- Budget also includes annual sewer bill due to the Sewer Enterprise fund.



SEMRECC Budget Summary

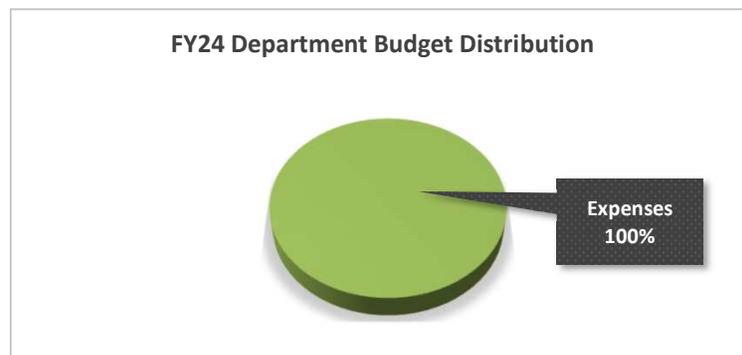
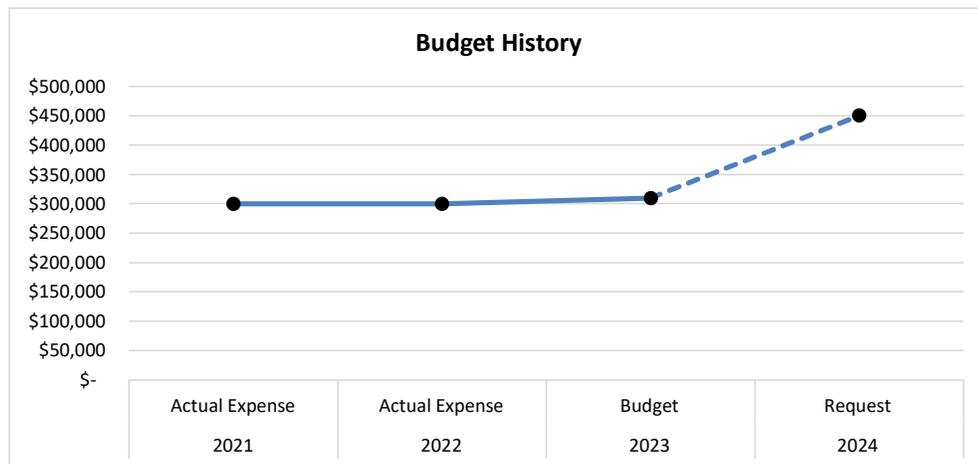
	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Expenses	300,000	300,000	310,000	450,000	140,000	45.16%
Total	300,000	300,000	310,000	450,000	140,000	45.16%

Mission

To provide regionalized public safety dispatch services for the Town of Foxborough as well as other member

FY2024 Budget Highlights & Notes

- Overall 45.16% increase due to assessment increasing.
- FY20 was the first year implementation of regional dispatch operations.
- State grants obtained by the regional dispatch center have helped reduce the Town's annual assessment, but those are now ending.
- No personnel costs are included in this budget.



Joint Public Safety Budget Summary

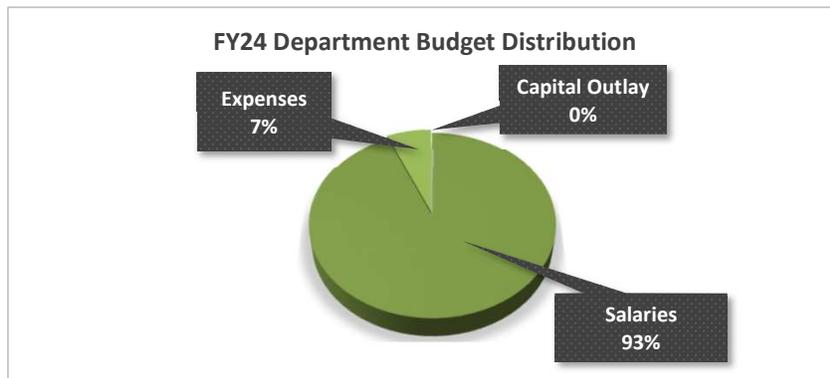
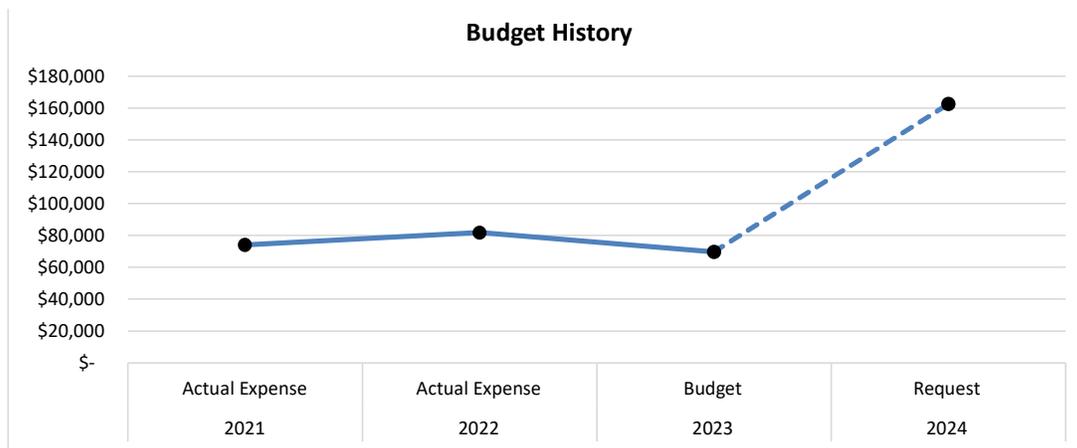
	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Salaries	56,433	71,789	59,530	151,912	92,382	155.19%
Expenses	9,876	9,942	10,191	10,599	408	4.00%
Capital Outlay	7,776	-	-	-	-	0.00%
Total	74,085	81,731	69,721	162,511	92,790	133.09%

Mission

To maintain the taxpayers' investment and provide a clean and safe work environment for the public safety staff of the Town of Foxborough.

FY2024 Budget Highlights & Notes

- Overall budget increase of 133.09% largely due to adding the salary of the new Community Response Social Worker (funds reallocated from Fire budget in FY23).
- Expense budget line increased to cover additional building maintenance costs; no capital outlay funds are needed at this time.
- Includes 2 FTE's (Community Response Social Worker and Custodian).



Southeastern Regional School District Budget Summary

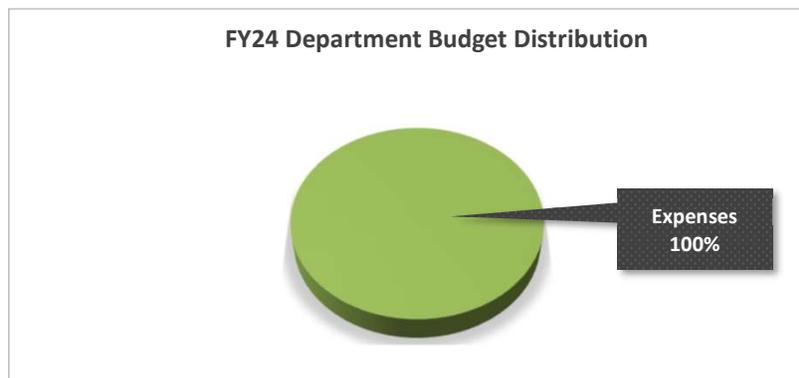
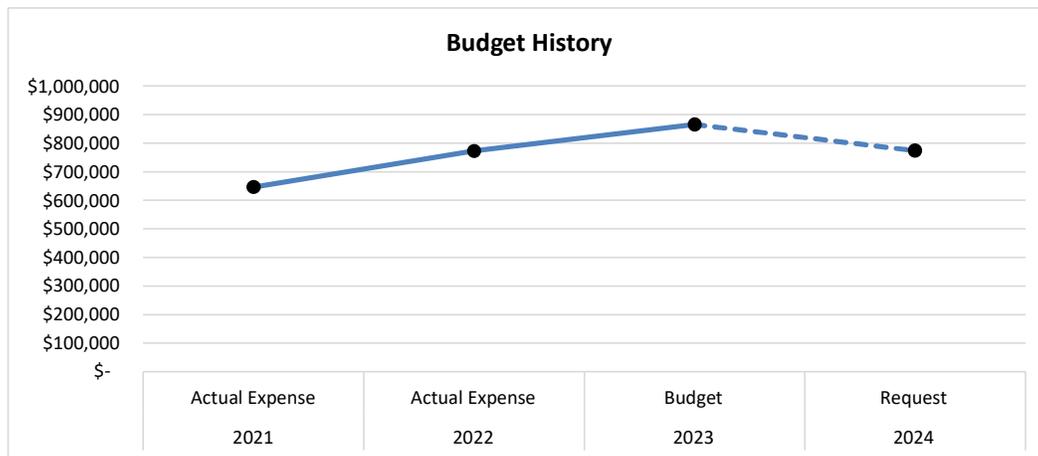
	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Expenses	646,509	772,769	865,347	773,546	(91,801)	-10.61%
Total	646,509	772,769	865,347	773,546	(91,801)	-10.61%

Mission

The mission of the SERSD is to create confident, civic-minded students, encourage continuous growth, and promote a culturally inclusive environment that values all interests and needs in order to develop valuable members of society who strive for their personal fulfillment and economic independence that impact our local and global community.

FY2024 Budget Highlights & Notes

- This operational budget contains the Town's annual assessment.
- Southeastern Regional operates according to policies established by the school committee.
- Enrollment has fallen from 52 to 43 resulting in a lower assessment. Overall -10.61% decrease.



Snow & Ice Budget Summary

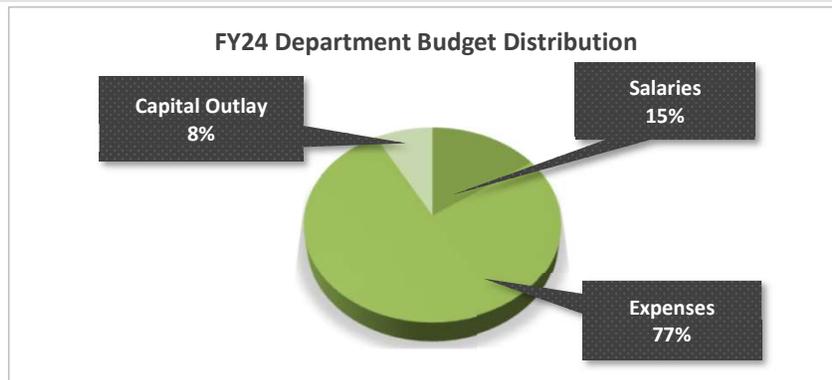
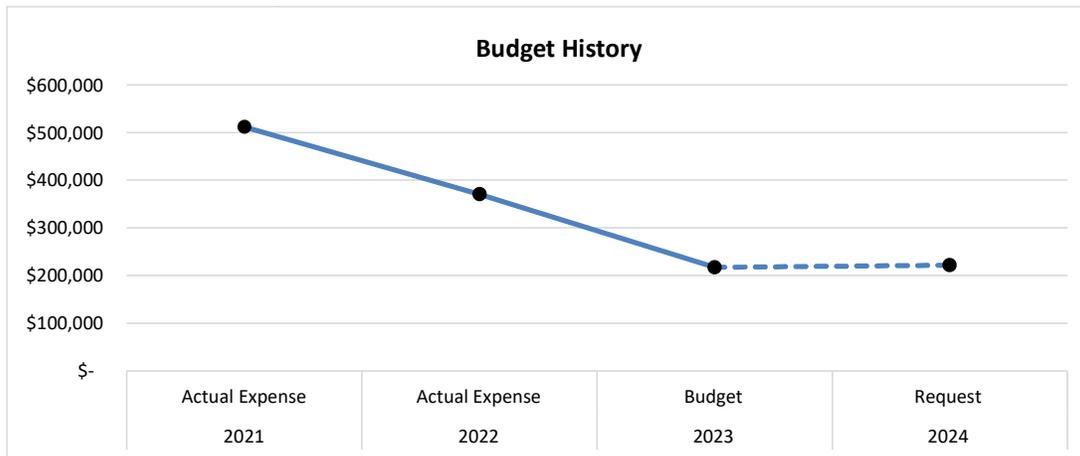
	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Salaries	139,747	107,161	33,500	33,500	-	0.00%
Expenses	360,029	263,443	170,800	170,800	-	0.00%
Capital Outlay	12,000	-	13,000	17,500	4,500	34.62%
Total	511,776	370,604	217,300	221,800	4,500	2.07%

Mission

To provide the best possible service to the public for safe and efficient vehicular travel as economically as possible, with the goal of black pavement for residents. To also provide for safe pedestrian travel on the many miles of sidewalk in Town. To address, as soon as possible, any storm-related damage to Town streets and property.

FY2024 Budget Highlights & Notes

- Auditors recommended adjusting the budget to accurately reflect minimum spending on snow and ice operation; this will be revisited in a future fiscal year, but, for now, this budget will remain level with the exception of an increase to the capital outlay.
- Overall increase of 2.07% due to the replacement plow needed and the increase in steel costs.
- If there are more snow and ice events than expected during the winter season and this budget goes into deficit, the balance must be raised in the next year's tax levy.
- As long as the amount originally appropriated is at least equal to the prior year's original appropriation, the state law permits deficit spending for this purpose.
- No FTE's included in this budget. It includes on call/standby expenses.



Street Lighting Budget Summary

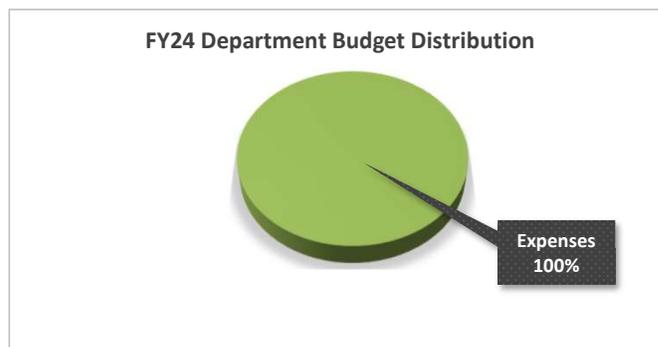
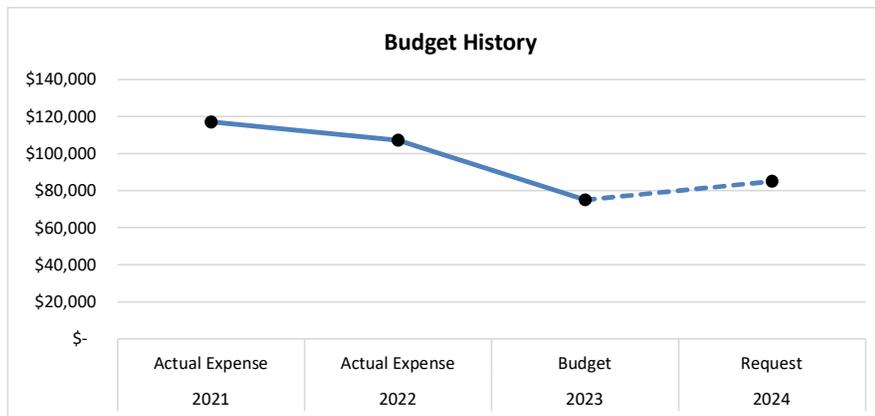
	2021	2022	2023	2024	2024 vs. 2023	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Expenses	117,120	107,187	75,000	85,000	10,000	13.33%
Total	117,120	107,187	75,000	85,000	10,000	13.33%

Mission

To fund the annual cost of municipal street lighting and traffic signals for all public streets in the Town of Foxborough.

FY2024 Budget Highlights & Notes

- Overall increase of 13.33% due to increased electricity costs.
- The Town will continue to review the lighting system for improvements and maintain the current program of new LED street lighting and traffic signals.
- This budget includes electrical expenses, maintenance & repairs for over 1,000 street lights, traffic signals, and the various flashing red and yellow lights in town.
- The last payment for the financing for the LED conversion project was made in FY22, resulting in a reduction in the budget for FY23.
- No FTE's are included in this budget.



Solid Waste Disposal & Collection

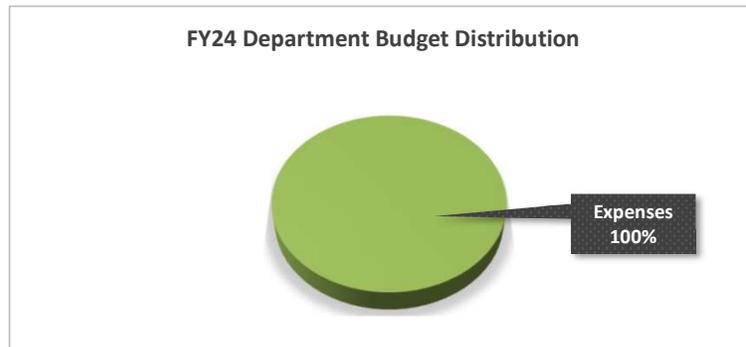
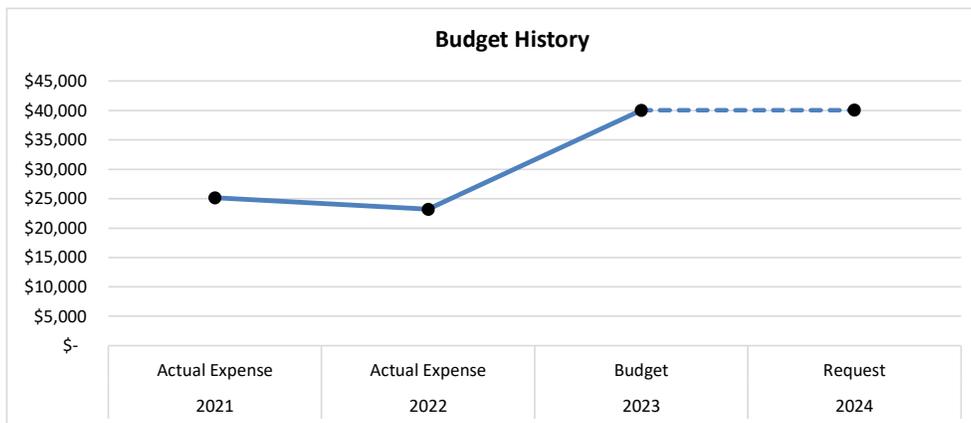
	2021	2022	2023	2024	2024 vs. 2023	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Expenses	25,159	23,198	40,050	40,050	-	0.00%
Total	25,159	23,198	40,050	40,050	-	0.00%

Mission

To fund costs such as disposal of hazardous waste, dumpster pickup for roadside and internally generated refuse, tub grinding, and any other necessary expenses related to solid waste collection and disposal.

FY2024 Budget Highlights & Notes

- Level fund budget requested for FY24.
- Maintain State Hospital landfill cap, including groundwater monitoring.
- Landfill on East Belcher road requires annual monitoring and maintenance. Maintenance and some monitoring is being done by the solar company. Monitoring outside of the solar field is required by the Town.
- Annual household hazardous waste collection continues to be a successful event for the residents to properly dispose of this waste. Expenses to do so has risen over the last few years.
- The Town continues to collect Hazardous Waste throughout the year, including light bulbs, oil based paint, and used oil.
- No FTE's are included in this budget.



Debt Service Budget Summary

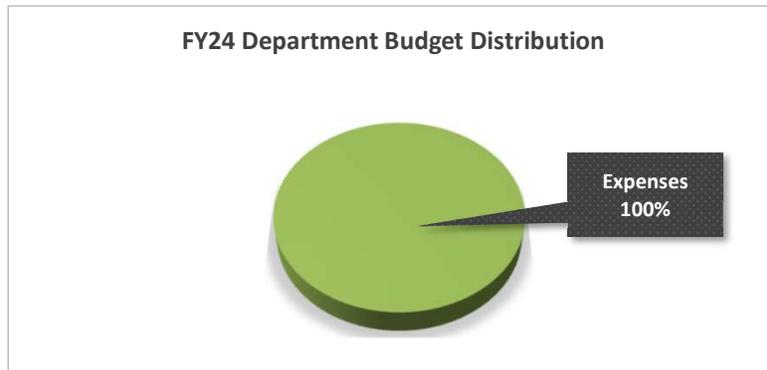
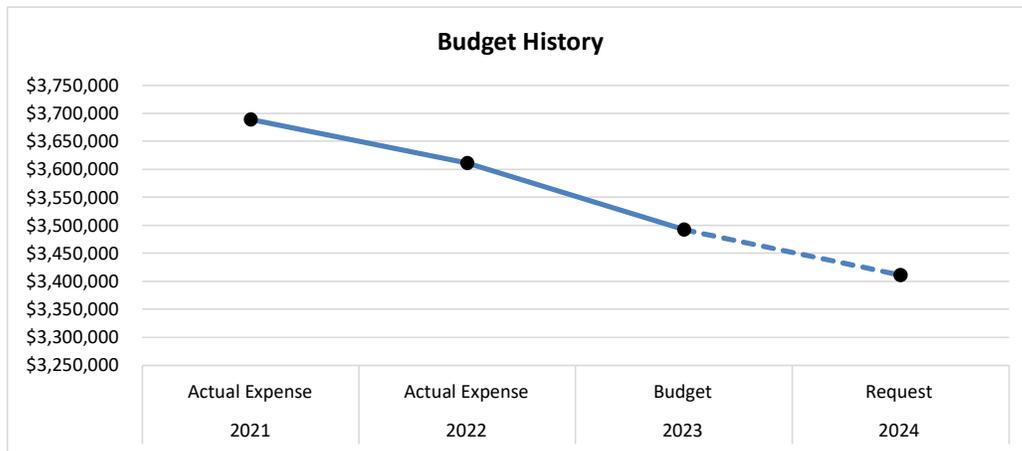
	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Expenses	3,688,894	3,611,325	3,492,054	3,411,069	(80,985)	-2.32%
Total	3,688,894	3,611,325	3,492,054	3,411,069	(80,985)	-2.32%

Mission

To issue short and long term debt based upon the needs of the community, maintain the Town's AAA bond rating, and balance debt issuance timing between favorable market conditions and the Town's funding requirements.

FY2024 Budget Highlights & Notes

- No new debt added in FY24 for the General Fund.
- Debt service schedule for FY24 is showing an overall decrease of -2.32%. (0.39% increase in principal, -9.99% decrease in interest, and level fund expense budget of \$25K to address debt issuance expenses and/or short term borrowing needs).
- This is a fixed cost budget.
- No FTE's are included in this budget; only debt service and issuance costs.



State & County Assessments Budget Summary

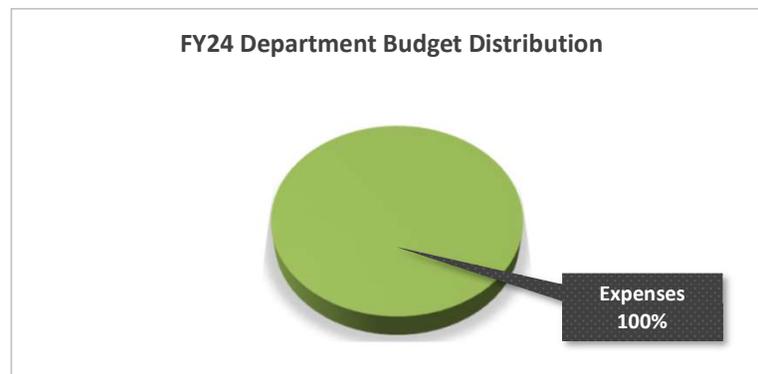
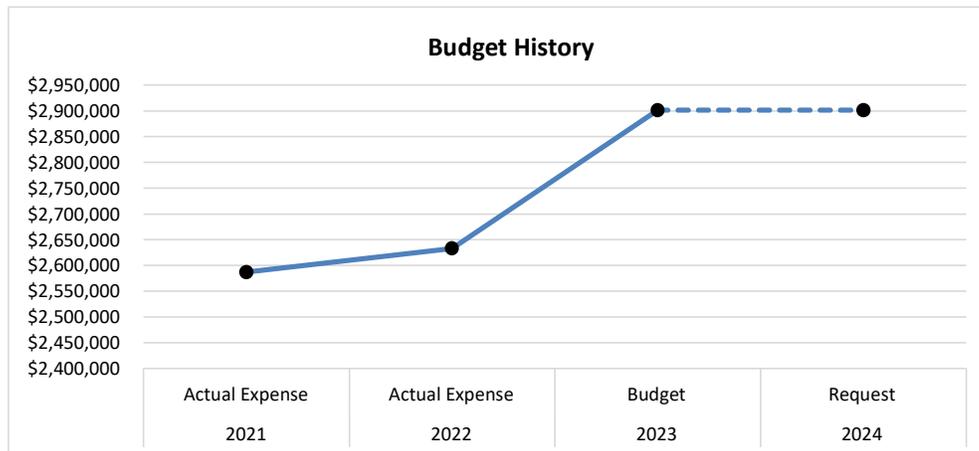
	2021	2022	2023	2024	2024 vs. 2023	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Expenses	2,587,084	2,633,048	2,901,284	2,901,284	-	0.00%
Total	2,587,084	2,633,048	2,901,284	2,901,284	-	0.00%

Mission

This account funds certain charges that are levied on the Town by state law, which are not subject to Town Meeting appropriation. The primary item is the Town's assessment of the Charter School tuitions.

FY2024 Budget Highlights & Notes

- The FY24 Town fiscal plan allows for state & county assessments to increase/decrease based on the most recent governor's proposal.
- State charges levied on the Town by state law are not subject to Town Meeting appropriation; this budget is for informational purposes. The Town's monthly state aid distribution is reduced by these assessments.
- Before the assessment amount is finalized, it requires review and approval of the Massachusetts State Legislature and then the signature of the Governor.
- Norfolk County tax assessment is billed to the Town twice per year.
- No FTE's are included in this budget



Overlay Summary (Unappropriated Account)

Mission

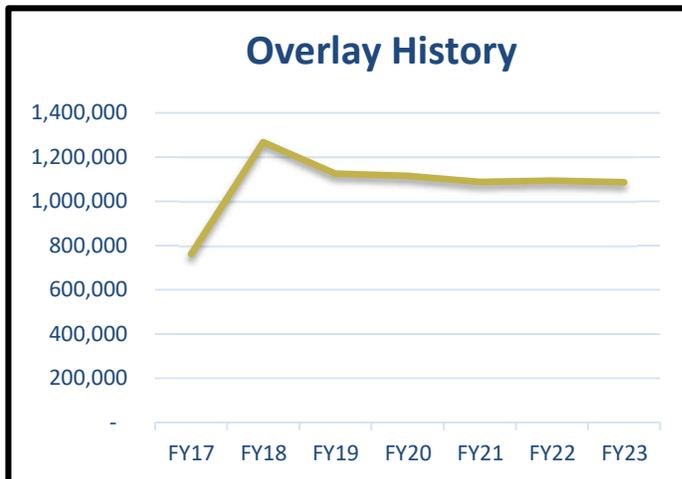
This account covers the costs of property tax abatements, exemptions, and appeals made to the State Appellate Tax Board or the courts.

Description

"Overlay" is the amount added to the property tax levy in excess of the sum required to meet appropriations, state assessments, and deficits (if any). It cannot exceed five percent of the levy and is used to cover abatements and exemptions granted by the Board of Assessors or as a result of appeals to the State Appellate Tax Board or to the courts. The overlay amount is counted in the total tax levy subject to the limitations of "Proposition 2½."

After all abatements and exemptions have been settled for a given year, any surplus remaining in that year's overlay account is first applied to any deficit balances from other years. Funds remaining after such transfer become part of the Town's fund balance available for appropriation by Town Meeting ("Free Cash"). The overlay amount itself is not subject to Town Meeting appropriation or ratification. It is, however, a part of the Town's budget plan. A deficit overlay balance which cannot be met from any other year's overlay account surplus must be raised as part of the next tax levy. This allocation must, by state law, also remain within the annual levy limit prescribed by "Proposition 2 ½."

Summary



Fiscal Year	Overlay
FY17	760,836
FY18	1,268,313
FY19	1,124,962
FY20	1,114,948
FY21	1,087,651
FY22	1,093,257
FY23	1,086,142

Snow & Ice Deficit Summary (Unappropriated Account)

Mission

This account helps the Town address snow removal expense that can vary substantially from year to year. State law permits the appropriation for snow and ice removal to be overspent. The budget plan each year makes allowance for this possibility.

Description

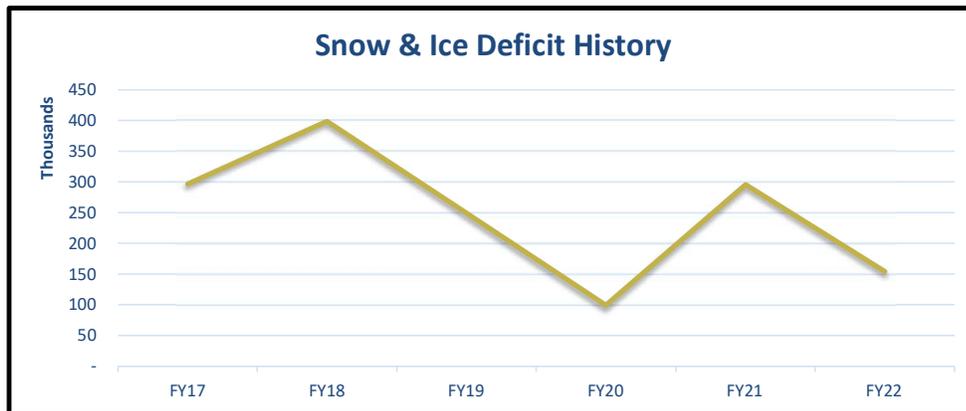
Snow removal expense is unpredictable from year to year and is subject to wide variations. The budget strategy is to recognize long-term trends without assuming a "worst-case" situation. As long as the amount originally appropriated is at least equal to the prior year's original appropriation, the state law permits deficit spending for this purpose. The amount of any deficit is then added to the following year's levy. However, this is subject to the levy limit, so budget changes could be required if the size of the snow removal deficit is greater than the budget plan allowance.

By the time of the Annual Town Meeting, the size of the deficit is known or at least susceptible to more precise estimation and is considered in making any final revisions to the proposed budget. Authorization to spend in excess of the appropriated budget for Snow and Ice Removal requires the approval of the Town Manager.

In FY22, the Federal Emergency Management Agency, approved a grant totaling \$156,671.69 to reimburse the Town for expenses related to the January 29-30 snow disaster. This reduced the overall deficit in the budget.

Summary

Fiscal Year	Snow Appropriation	Snow Expenditures	Surplus (Deficit)
FY17	215,300.00	512,087.53	(296,787.53)
FY18	215,300.00	613,721.99	(398,421.99)
FY19	215,300.00	463,919.40	(248,619.40)
FY20	215,300.00	314,303.98	(99,003.98)
FY21	216,300.00	511,776.21	(295,476.21)
FY22	216,300.00	370,604.19	(154,304.19)



Pensions Budget Summary

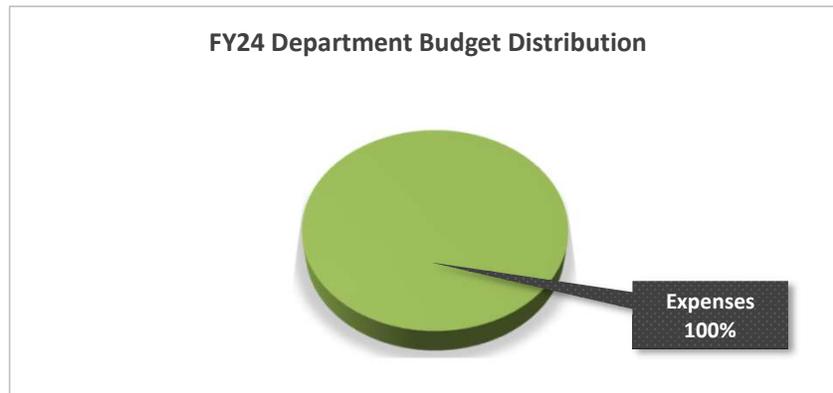
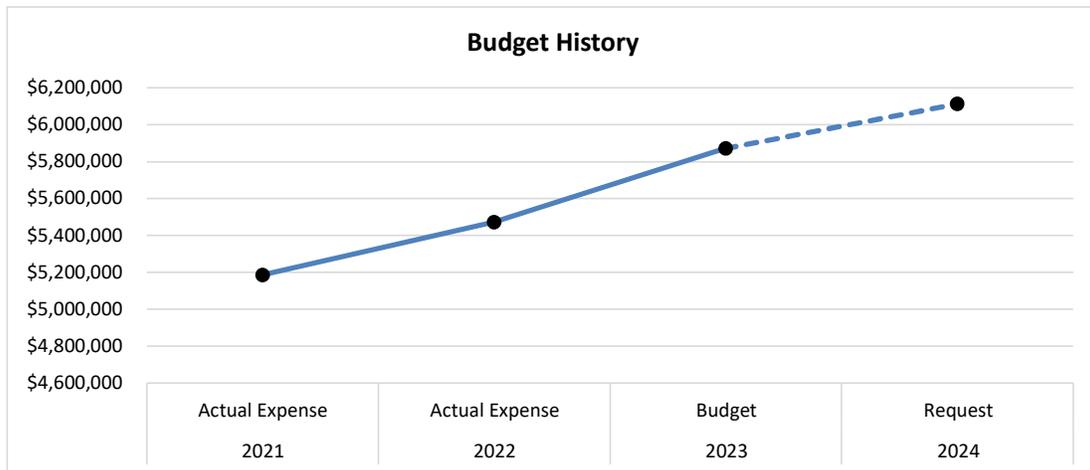
	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Expenses	5,185,943	5,473,537	5,871,763	6,112,566	240,803	4.10%
Total	5,185,943	5,473,537	5,871,763	6,112,566	240,803	4.10%

Mission

To continue participation in Norfolk County Retirement System (NCRS) in order to provide retirement benefits for Town employees, including non-educator school employees.

FY2024 Budget Highlights & Notes

- Overall 4.1% increase for FY24 based assessment amount from NCRS.
- The Town will continue to appropriate the actuarially calculated amount of money needed, as determined by the NCRS, to fully fund pensions for the Town of Foxborough retirees.
- This is a fixed cost budget.
- No FTE's are included in this budget; only the annual assessment.



Other Post Employment Benefits (OPEB) Budget Summary

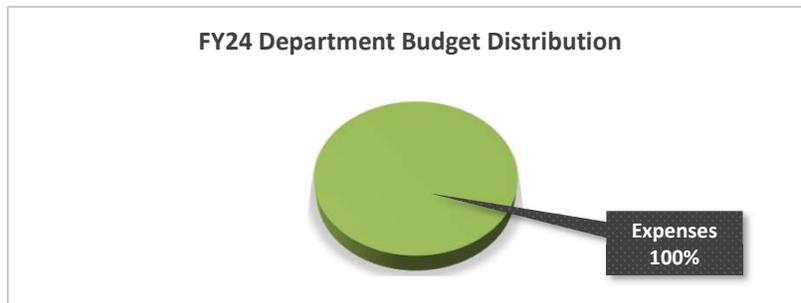
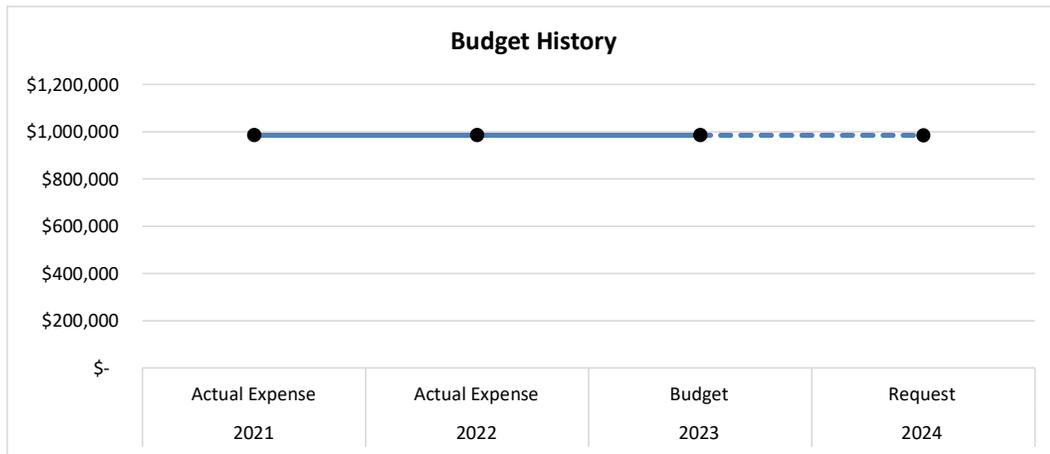
	2021	2022	2023	2024	2024 vs. 2023	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Expenses	985,135	985,135	985,135	985,135	-	0.00%
Total	985,135	985,135	985,135	985,135	-	0.00%

Mission

The purpose of this funding is to fund the outstanding liability and provide the resources to cover the determined contribution. It is the Town's responsibility to cover its share of health care benefits for qualified retirees, spouses, and survivors from the Town and Foxborough Public Schools.

FY2024 Budget Highlights & Notes

- This budget covers the general fund portion of the annual contribution. The Water & Sewer contributions reside in their respective budgets.
- In FY 2023, the Town was able to return to its regular annual contribution to OPEB.
- There were two catch-up contributions in both 2021 and 2022 - for FY21 and FY22.
- This is a fixed cost budget.
- The Town is still on track and committed to fully fund the OPEB Liability before the year 2038, if not sooner with repurposed funds from the Pension Liability beginning in the year 2029.
- NO FTE's are included in this budget; only the annual contribution.



Unemployment Compensation

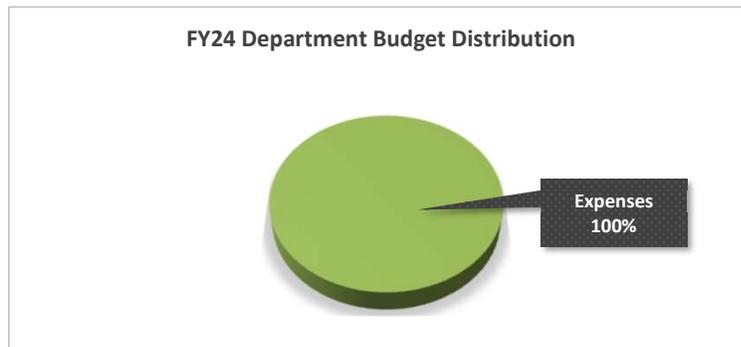
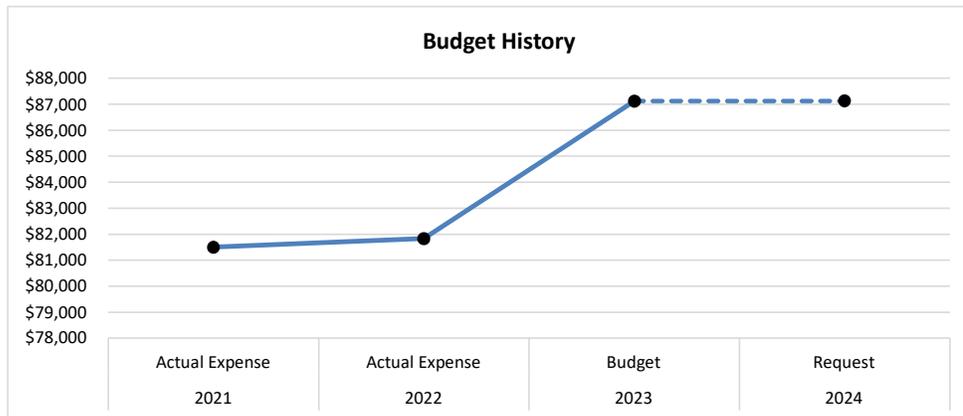
	2021	2022	2023	2024	2024 vs. 2023	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Expenses	81,502	81,835	87,125	87,125	-	0.00%
Total	81,502	81,835	87,125	87,125	-	0.00%

Mission

To provide unemployment compensation insurance coverage for employees in the event of a layoff due to work reduction or unacceptable work performance by an employee(s).

FY2024 Budget Highlights & Notes

- No FTE's are included in this budget.
- Level funded budget request for FY2024.



Group Insurance Budget Summary

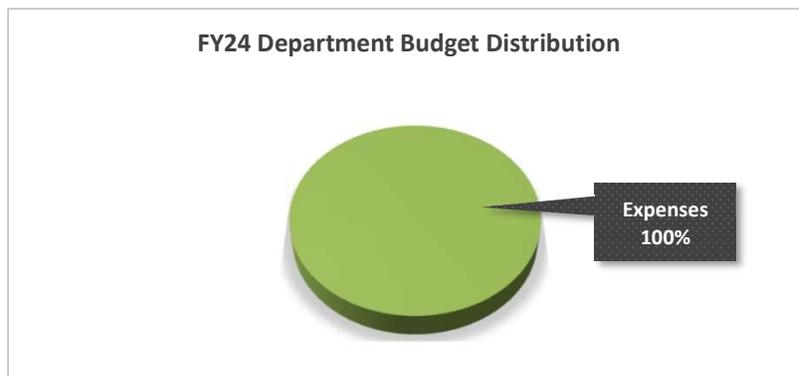
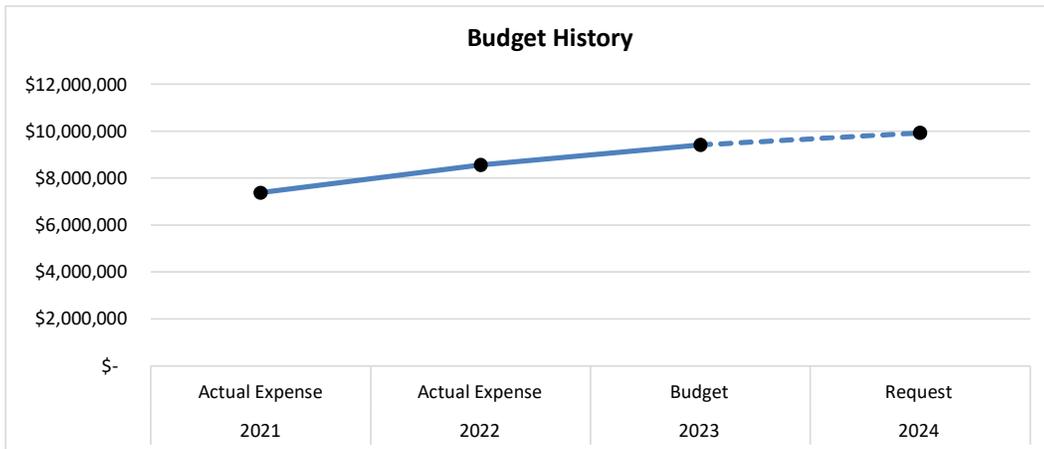
	2021 Actual Expense	2022 Actual Expense	2023 Revised Budget	2024 Budget	2024 vs. 2023	
					\$ (+/-)	% (+/-)
Expenses	7,385,074	8,563,522	9,415,611	9,926,300	510,689	5.42%
Total	7,385,074	8,563,522	9,415,611	9,926,300	510,689	5.42%

Mission

To fund health and life insurance coverage for full-time, eligible part-time, and retired municipal employees.

FY2024 Budget Highlights & Notes

- Overall budget increase of 5.42%.
- Health insurance increase is estimated at 5.95%.
- The Town will continue to review current policies in effect to determine whether the base plan can be modified or changed in order to reduce costs while maintaining adequate coverage.
- This is a fixed cost budget.
- No FTE's are included in this budget.



Risk Management Budget Summary

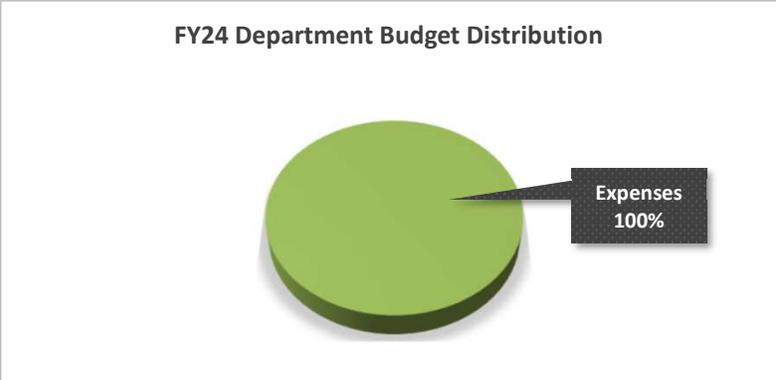
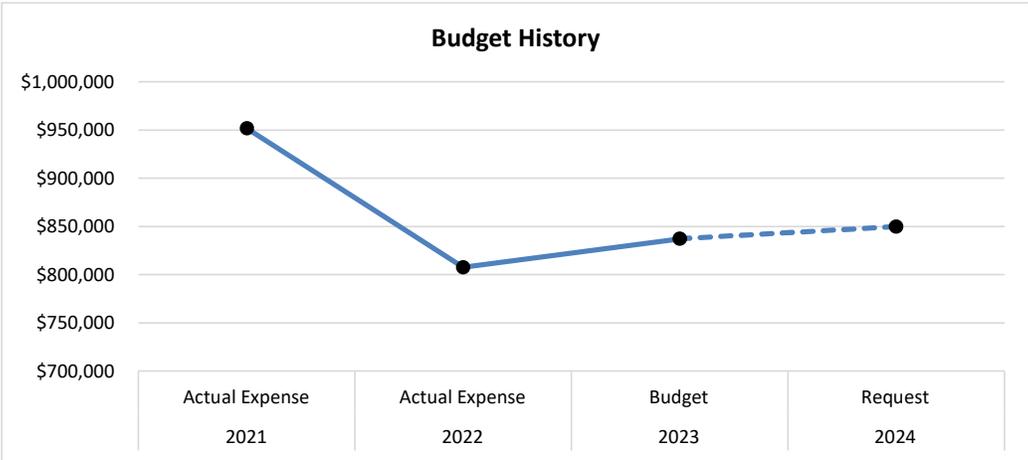
	2021	2022	2023	2024	2024 vs. 2023	
	Actual Expense	Actual Expense	Revised Budget	Budget	\$ (+/-)	% (+/-)
Expenses	951,860	807,536	837,245	849,805	12,560	1.50%
Total	951,860	807,536	837,245	849,805	12,560	1.50%

Mission

To provide Property, Casualty, and Worker's Compensation insurance coverage for all Town buildings, employees, Boards/Commissions, equipment, and services.

FY2024 Budget Highlights & Notes

- No FTE's are included in this budget.
- Estimating 1.5% increase; numbers may be adjusted.





Debt Service and Major Liabilities

Debt Service

In managing the debt service, it is the mission of the Town to achieve the lowest possible interest cost while meeting the Town's capital financing requirements and maintaining the Town's AAA credit rating. With a AAA credit rating, the Town is deemed to be among the most credit worthy of municipalities and can borrow funds at favorable rates. It is important to note that debt issued on behalf of the Town's enterprises is supported fully by the respective enterprise revenue.

Debt financing of capital projects will be utilized in accordance with the following:

- Debt financing for projects supported by General Fund revenue will typically be reserved for capital projects and expenditures which either cost at least \$1 million and has an anticipated life span of ten years or more, or are expected to prolong the useful life of a capital asset by five years or more.
- For projects supported by Enterprise Fund revenue, debt financing will typically be reserved for capital projects and expenditures that cost in excess of \$500 thousand and have an anticipated life span of ten years or more, or are expected to prolong the useful life of a capital asset by five years or more.
- Bond maturities for all Town issued debt shall not exceed the anticipated useful life of the capital project being financed. Except for major buildings, infrastructure, and water and sewer projects, bond maturities will typically be limited to no more than ten years.
- Bond maturities will be maintained so that at least 50% of all outstanding general fund net direct debt (principal) shall mature within 10 years, with a target of 60% or greater.
- Total outstanding general obligation general fund debt service will not exceed 9% of general fund expenditures with the following additional limits:
 - Total outstanding general obligation general fund Excluded debt service will not exceed 7% of general fund expenses.
 - Total outstanding general obligation general fund Included debt service will not exceed 2% of general fund expenses.
 - Total outstanding general obligation debt will not exceed 2.5% of the total equalized assessed value of property in Foxborough.
 - In order to minimize borrowing costs, short-term borrowing is discouraged, but allowed in extraordinary circumstances. Given the Town's strong and steady cashflow, the Town is charged with managing its finances such that short-term borrowing is unnecessary.



Outstanding Debt as of 6/30/2022

Long Term Debt Outstanding	Outstanding 7/1/21	New Debt Issued	Debt Retired	Outstanding 6/30/22	Interest Paid in FY
Buildings	11,770,000		1,296,000	10,474,000	372,810
School Buildings	5,544,000		790,000	4,754,000	190,220
Sewer	117,907		46,302	71,605	4,050
Other Inside	215,000		75,000	140,000	5,325
School Buildings	13,045,000		450,000	12,595,000	481,994
Water	37,350,818		1,953,052	35,397,766	1,195,065
Other Outside	360,000		30,000	330,000	
Totals	68,402,725	-	4,640,354	63,762,371	2,249,464

Debt Service Schedule (Principal & Interest)					
Purpose	FY23	FY24	FY25	FY26	FY27
<u>General Obligation Bonds:</u>					
Ahern Renovation	211,505	202,640	193,865		
Land Acquisition	73,150	71,050			
FHS Gas Conversion	6,270	6,090			
Public Safety Bldg	400,195	381,125	360,325		
Public Safety Bldg	243,155	232,765	225,450	214,225	208,075
High School Renov	669,890	651,800	633,064	613,035	592,361
Library Renovation	457,959	446,003	434,046	425,078	416,110
Town Hall	470,436	458,852	447,267	435,682	424,098
Burrell School	934,494	935,744	935,744	934,494	931,994
Subtotal General:	3,467,054	3,386,069	3,229,761	2,622,514	2,572,638
<u>Sewer Bonds:</u>					
Greenview Est.	9,675	9,405	9,135		
<u>Water Bonds:</u>					
Water CWMP	29,719				
Water CWMP	1,637	1,578			
Water Reuse	101,500				
Water Press. Dist.	167,475				
Witch Pond Well	259,139	259,138	259,139	259,139	259,138
Oak St Treatment	374,258	364,489	354,720	347,393	340,066
Pumping Station Rd	911,118	891,498	871,879	852,260	832,641
Water Improvements	669,419	667,419	669,669	670,919	671,169
Water Improvements	552,600	552,600	556,850	555,100	552,600
Subtotal Water:	3,066,865	2,736,722	2,712,257	2,684,811	2,655,614
<u>Septic Loans:</u>					
Title V Septic Loans	30,000	30,000	30,000	30,000	30,000
Totals	6,573,594	6,162,196	5,981,153	5,337,325	5,258,252



Outstanding Debt to Maturity General Non-Exempt and Exempt (FY2024-FY2046)

	GENERAL - NON-EXEMPT			EXEMPT FROM PROP 2 1/2		
	Principal	Interest	Total	Principal	Interest	Total
2024	921,000	550,735	1,471,735	1,675,000	269,333	1,944,333
2025	870,000	513,011	1,383,011	1,661,000	215,749	1,876,749
2026	895,000	475,176	1,370,176	1,110,000	172,338	1,282,338
2027	920,000	436,092	1,356,092	1,110,000	136,546	1,246,546
2028	950,000	395,757	1,345,757	905,000	103,455	1,008,455
2029	975,000	359,715	1,334,715	905,000	73,066	978,066
2030	1,005,000	322,257	1,327,257	905,000	42,677	947,677
2031	1,035,000	289,235	1,324,235	385,000	22,251	407,251
2032	1,060,000	254,656	1,314,656	380,000	11,788	391,788
2033	1,090,000	217,294	1,307,294	30,000	-	30,000
2034	1,115,000	186,231	1,301,231	-	-	-
2035	1,135,000	154,419	1,289,419	-	-	-
2036	1,160,000	122,006	1,282,006	-	-	-
2037	845,000	88,844	933,844	-	-	-
2038	860,000	71,944	931,944	-	-	-
2039	890,000	46,144	936,144	-	-	-
2040	915,000	19,444	934,444	-	-	-
2041	-	-	-	-	-	-
2042	-	-	-	-	-	-
2043	-	-	-	-	-	-
2044	-	-	-	-	-	-
2045	-	-	-	-	-	-
2046	-	-	-	-	-	-
	16,641,000	4,502,958	21,143,958	9,066,000	1,047,204	10,113,204



Outstanding Debt to Maturity Self-Supporting and Total Combined Debt (FY2024-FY2046)

	SELF-SUPPORTING			TOTAL COMBINED DEBT		
	Principal	Interest	Total	Principal	Interest	Total
2024	1,752,734	993,393	2,746,127	4,348,734	1,813,461	6,162,195
2025	1,795,846	925,545	2,721,391	4,326,846	1,654,305	5,981,151
2026	1,826,631	858,179	2,684,810	3,831,631	1,505,694	5,337,325
2027	1,866,512	789,102	2,655,613	3,896,512	1,361,740	5,258,251
2028	1,911,492	717,870	2,629,362	3,766,492	1,217,083	4,983,575
2029	1,956,572	654,043	2,610,615	3,836,572	1,086,824	4,923,396
2030	1,745,000	590,730	2,335,730	3,655,000	955,663	4,610,663
2031	1,780,000	531,002	2,311,002	3,200,000	842,487	4,042,487
2032	1,810,000	482,105	2,292,105	3,250,000	748,549	3,998,549
2033	1,555,000	427,921	1,982,921	2,675,000	645,215	3,320,215
2034	1,580,000	387,707	1,967,707	2,695,000	573,938	3,268,938
2035	1,605,000	346,842	1,951,842	2,740,000	501,261	3,241,261
2036	1,630,000	305,328	1,935,328	2,790,000	427,334	3,217,334
2037	1,655,000	263,114	1,918,114	2,500,000	351,957	2,851,957
2038	1,680,000	226,299	1,906,299	2,540,000	298,243	2,838,243
2039	1,710,000	182,785	1,892,785	2,600,000	228,928	2,828,928
2040	1,740,000	138,520	1,878,520	2,655,000	157,964	2,812,964
2041	1,095,000	99,187	1,194,187	1,095,000	99,187	1,194,187
2042	550,000	73,572	623,572	550,000	73,572	623,572
2043	550,000	58,858	608,858	550,000	58,858	608,858
2044	550,000	44,143	594,143	550,000	44,143	594,143
2045	550,000	29,429	579,429	550,000	29,429	579,429
2046	550,000	14,714	564,714	550,000	14,714	564,714
	33,444,786	9,140,390	42,585,175	59,151,786	14,690,552	73,842,338

Pension Liability

The Town is required to make an annual payment to the Norfolk County Retirement System determined pursuant to a funding schedule based upon actuarial valuation. The Norfolk County Retirement System (NCRS) is a defined benefit program that is governed by MA General Laws, Ch. 32, and is regulated by the Public Employee Retirement Administration Commission (PERAC). The unfunded actuarial pension liability for the Town of Foxborough is at \$32,853,255 based on the FY22 valuation.

Funding for this system covers pension costs of Foxborough employees who are part of the NCRS system, which does not include teachers, as their pensions are funded by the State. NCRS contracts for an actuarial valuation to quantify the unfunded liability on a biennial basis. The table below shows the forecast for the entire Norfolk County Retirement System. The Norfolk County Pension System's funded ratio as of FY22 was 71.8% and the liability will be fully funded by the year 2029. The latest actuarial study is reflected below.



Appropriation Forecast

Fiscal Year Ending	Employee Contribution	Employer Normal Cost with Interest	Amortization Payments with Interest	Employer Total Cost with Interest	Employer Total Cost % of Payroll	Funded Ratio %**	Unfunded Accrued Liability
2023	\$30,568,955	\$11,234,768	\$82,301,555	\$93,536,323	27.5	71.8	\$505,359,983
2024	\$32,224,289	\$11,444,546	\$87,369,920	\$98,814,466	27.8	74.6	\$459,529,716
2025	\$33,966,701	\$11,650,454	\$91,293,423	\$102,943,877	27.8	78.2	\$406,330,779
2026	\$35,800,676	\$11,851,718	\$95,393,157	\$107,244,875	27.7	81.9	\$345,020,661
2027	\$37,730,927	\$12,047,504	\$99,677,041	\$111,724,545	27.6	86.0	\$274,791,605
2028	\$39,762,403	\$12,236,911	\$104,153,347	\$116,390,258	27.5	90.3	\$194,765,206
2029	\$41,900,307	\$12,418,968	\$106,463,510	\$118,882,478	26.9	95.0	\$103,986,572
2030	\$44,150,104	\$12,592,631	\$2,060,901	\$14,653,532	3.2	99.8	\$3,830,240
2031	\$46,517,534	\$12,756,774	\$2,143,337	\$14,900,111	3.1	99.9	\$2,026,997
2032	\$49,008,629	\$12,910,191	\$0	\$12,910,191	2.6	100.0	\$0

Other Post-Employment Benefits (OPEB)

Other Post-Employment Benefits (OPEB) is the amount that the Town has committed to fund the employer-portion of health care and other benefits for retirees, spouses, or eligible survivors. As determined by an actuarial study, the OPEB liability is the difference between the amount needed to fund present and future benefits and the amount set aside to fund this obligation.

While there is no legal requirement to fund the OPEB liability, many Massachusetts cities and towns have been doing so. The Town is still on track and committed to fully fund the OPEB Liability before the year 2038, if not sooner with repurposed funds from the Pension Liability beginning in the year 2029. The tables below show the balance in the OPEB Trust Fund as of the end of December 2022 and the most recent available funding schedule. An additional table shows the funding ratios for the surrounding communities. The FY22 interim valuation shows a decrease in our funded ratio (now at 28.47%) due to poor asset performance and lower discount rates. The catch-up contributions were also not reflected. This will be adjusted on the next valuation which will be completed at the end of FY2023.

OPEB Trust Fund	06/30/23 Bal.
*invested funds	16,120,737.43

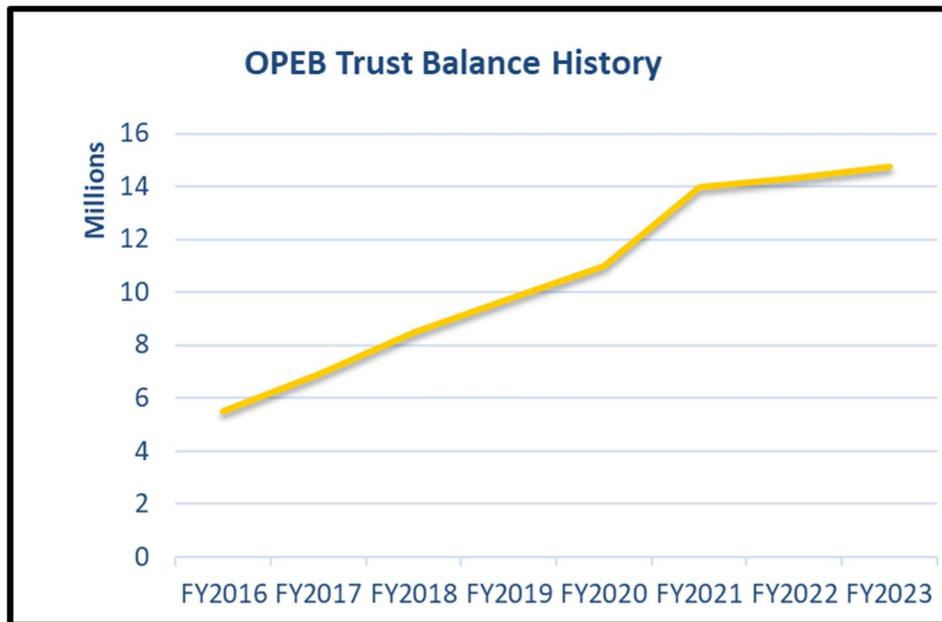


For the Fiscal Year	Period Ending on the Measurement Date of:	I. Total OPEB Liability ("TOL") as of Date	II. Fiduciary Net Position as of Measurement Date 5.91% return	III. Net OPEB Liability [I. - II.]	IV. Funded Ratio [III. / I.]
2022	June 30, 2022	44,715,760	12,730,789	31,984,971	28.47%
2023	June 30, 2023	46,828,066	14,578,240	32,249,826	31.13%
2024	June 30, 2024	48,956,000	16,534,875	32,421,125	33.77%
2025	June 30, 2025	51,094,422	18,607,147	32,487,275	36.42%
2026	June 30, 2026	53,291,734	20,801,890	32,489,844	39.03%
2027	June 30, 2027	55,509,433	23,126,343	32,383,090	41.66%
2028	June 30, 2028	57,776,954	25,588,171	32,188,783	44.29%
2029	June 30, 2029	60,100,208	28,195,493	31,904,715	46.91%
2030	June 30, 2030	62,465,843	30,956,908	31,508,935	49.56%
2031	June 30, 2031	64,844,506	33,881,522	30,962,984	52.25%
2032	June 30, 2032	67,303,447	45,141,021	22,162,426	67.07%
2033	June 30, 2033	69,761,751	57,065,957	12,695,794	81.80%
2034	June 30, 2034	72,191,548	69,695,656	2,495,892	96.54%
2035	June 30, 2035	74,776,299	83,071,770	(8,295,471)	111.09%



OPEB Funded Ratios (Foxborough and Surrounding Communities)

Community	Funded Ratio
Foxborough	28.47%
Walpole	12.02%
Canton	9.45%
Mansfield	8.28%
Franklin	4.50%
North Attleborough	3.41%
Sharon	2.88%
Norwood	2.72%
Plainville	1.93%
Norton	0.90%
Wrentham	0.88%
Norfolk	0.54%
Stoughton	0.17%
Easton	0.09%



CAPITAL OUTLAY



Capital Budget

Introduction

The Town of Foxborough's five-year capital improvement plan (CIP) for FY2024-FY2028 will enable the Town to address significant equipment, infrastructure, and facility needs. There are significant investments needed in the near future for roads, sidewalks, water mains, PFAS treatment plants, DPW Facility renovation/addition, Taylor School renovation, and a potential Community Center. The new Town Hall building and Burrell School renovation were both funded within the levy limit meaning no debt exclusion was done for either project.

During the pandemic, the Town was able to leverage ARPA funding and was able to fund the entire FY2023 capital plan using mostly grant funds. Historically, the Town has used several sources to fund its capital budget. Police cruisers, snow plows, and several other pieces of equipment are traditionally funded as capital outlay through the annual operating budget. Everything else is funded through the annual capital budget.

The Town's capital requests are funded primarily from the following sources: Free Cash, Ambulance Fund, Meals Tax, Chapter 90, Water Receipts, Water Retained Earnings, Sewer Receipts, Sewer Retained Earnings, Revolving Funds, Bond Issuances, Capital Stabilization Fund, Grants, Gifts/Donations, Operating Budget Surplus, and surplus funds remaining after capital projects are completed. All capital requests ultimately require Town Meeting approval. Capital requests are submitted to the financial team at the same time as operating budget requests.

The CIP plan is the result of a team effort between the Town's financial team, department heads, and several boards/committees. As mentioned in the Budget Process section in the introduction, the Capital Improvement Committee also plays a role in the annual budget process. Their process is outlined below:

- The CIP committee shall study proposed capital projects and improvements, including:
 - (a) Major nonrecurring tangible assets; and
 - (b) Vehicles and equipment which:
 - [1] Are purchased or undertaken at intervals of not less than five years;
 - [2] Have a useful life of at least five years; and
 - [3] Cost over \$25,000.
- The committee shall prepare an annual report recommending a capital improvement budget for the next fiscal year, and a capital improvement program including recommended capital improvements for the following five fiscal years. The report shall be submitted to the Board of Selectmen for its consideration and approval. The Board shall submit its approved capital budget to the Annual Town Meeting for adoption by the Town.
- Such capital improvement program, after its adoption, shall permit the expenditure on projects included therein of sums from departmental budgets for surveys, architectural or engineering or other professional advice; but no such expenditure shall be incurred on projects which have not been so approved by the Town through the appropriation of sums in the current year or in prior



years, or for preliminary planning for projects to be undertaken more than five years in the future.

- The committee's report and the Selectmen's recommended capital budget shall be published and made available in a manner consistent with the distribution of the Advisory Committee report.
- No appropriation shall be voted for a capital improvement requested by a department, board, or commission unless the proposed capital improvement is first submitted to the committee as herein provided.

Project Narratives

Finance: FY24-FY25 Full Certification with DOR (5-year valuation)

Cities/towns are required to have full certifications done every five years by the Department of Revenue. We received a response from our vendor, Vision, and the cost estimate breakdown is as follows:

- Vision Appraisal - Includes thorough review of all 6,570 parcels database and 25% field review (drive-by inspections). This includes estimates on new land values and cost adjustments on building construction, and assessment neighborhood delineation. Commercial review includes adjusting capitalization rates, and income models for all use types.
- RRC personal property - Includes inspection of 710 personal property accounts (visits) new and old, appraisal of wireless/cable companies, and valuation of 504 utilities (3).

Information Systems: Network Infrastructure Refresh and Maintenance

The town-wide data center was established in 2014. These systems support all town departments by providing information technology services such as file storage, application & database hosting, telephone, email, internet, building security, building controls (HVAC, Lighting, Audio & Video transmission, etc.). Manufacture software & hardware support is ending for critical components. Additionally, cyber security threats continue to target local governments. The amount requested supports the refresh and maintenance of hardware and software and to address growing cybersecurity threats. The FY21 capital request for Network Infrastructure - Refresh and Maintenance was not funded at the requested amount, causing our equipment to refresh and maintenance to be behind schedule.

Police: Prisoner Transport Van (deferred to the fall) *

Replacement of 2012 prisoner transport van which is needed for Gillette operations.

Police: Tasers (year two)

Taser bundle cost per year for the Police Department. It has already been approved as a CIP project for FY23 and a 5-year agreement is in effect.

Fire: Engine and Ambulance Lease Payment

This is the annual lease payment for two ambulances and a fire engine.



Fire: Ambulance Replacement

Supply chain issues continue to plague our capital replacement plan and the closure of Norwood Hospital has taken a toll on our aging fleet as we face record call volume. We ordered two ambulances in 2021 and the delivery date is still uncertain as chassis orders have been canceled. We expect an increase in the cost of our ambulances that were already ordered as the 2022 Ford chassis order was canceled and the 2023 Ford chassis are more expensive. We are in the process of trying to purchase an ambulance by using previously allocated funding that was procured by a hospital and canceled. Our capital replacement schedule has been to purchase an ambulance every three years which we have not been able to do since 2019.

Schools: Network/Computer/Software Upgrades and Replacement

The town has supported an annual replacement budget for the school district to maintain its network, computers, interactive whiteboards and network software for many years. With the rollout of the one to one laptop initiative in FY21, the budget request needed to support the upgrade of network switch gear, firewall equipment and data storage capacity upgrade increased. The town will also need to create a fund to be able to upgrade the one-to-one initiative over a four-year cycle, so not to have to incur the entire cost in one year as the rollout was accomplished.

Schools: 77 Passenger School Buses (3)

Purchase of three replacement buses. The district operates its own bus service and replaces buses based on a 10 year or 100,000-mile rotation, whichever occurs first. Due to the delay in receiving our last order and current bus order we have pushed the other vehicles further than we normally would have expected and the mechanics have advised us to try for 3 full-sized buses this year. We are requesting for a 3rd bus be added to the CIP vote to be funded from FY23 operating budget, if funds are available.

Schools: Copiers (1/2 was deferred to the fall) *

The school district maintains copiers in all five buildings for use by office staff and teachers. Copiers typically last 3-4 years with a copy count of 1.2 to 1.5 million copies.

Schools: Music Department Instrument Replacement (1/2 was deferred to the fall) *

The FHS Music Department is requesting to replace instruments that have been in service 20 plus years and are beyond their useful life (worn out) and/or unable to be repaired. The original request was for \$173,510 to be split into 3 CIP cycles to reduce the impact on the budget process. This is the third year of a three-year request.

Public Works: Street Sweeper/5Yr Rent to Own Lease

The Town entered a 5-year lease to own agreement for an Elgin Street Sweeper. FY24 will be the final payment. The street sweeper is used to meet the EPA/DEP Stormwater Management permit requirements of sweeping every street twice per year and for sweeping streets in the fall to clear catch basins in order to prevent road flooding.



Public Works: Replace 1-Ton Dump Truck

This funding is to replace 2012 Chevy 3500 - 1-ton dump truck.

Public Works: Replace Backhoe

This funding is to replace the 1995 Backhoe that was removed from service for safety reasons and has been auctioned off.

Public Works: Chevy 3500 1-Ton Dump T&P (deferred to the fall) *

To add a dump truck for daily use by Tree & Park. Operations have changed in recent years due to stormwater requirements, and now requires grass to be collected and delivered to the compost dump. The DPW can no longer dump grass along the edge of fields where it was mowed. The staff now collects the grass, dumps it in the parking lot and then it is collected once a week. This can leave piles of grass for several days, usually in the hot sun. An additional truck would allow for this grass to be collected more often and deposited at the compost dump in a timely manner. The T&P Division currently has one dump truck, however during the fall, the leaf box is installed and is time-consuming and cumbersome to remove for this operation.

Public Works: Chevy 3500 1-Ton Utility Truck (deferred to the fall) *

Equipment Maintenance has two trucks for four mechanics. Operational needs require a third truck be added to the fleet for this division. Truck will also be added to the snow and ice fleet.

Public Works: DPW Facility Renovation

DPW Facility is over 50 years old and has not been upgraded since the original construction. While the town moves forward with the expansion of the facility, the existing building requires work to prevent any further deterioration. The building requires a new roof along with repointing and painting of exterior cinderblock walls. This is the minimum required for the purpose of making the building water tight. We will continue to look at ways to renovate the existing building beyond the shell.

Public Works: Lawn Mower 12'-winged

Replace an existing 12'-winged lawn mower to continue the existing level of service maintaining green space in Foxborough. The existing mower has reached the end of its useful life.

Public Works: Payson Rd Irrigation System

The existing 30+ year old irrigation system in the Lacrosse Field at Payson Rd has been connected to a run off power and a pump in the basement of the laundry building. The laundry building is being demolished and can no longer house the equipment required for the existing system. A new system will need to be installed. Recreation is going to work with Lacrosse to see if alternative funding is available.



Public Works: Stump Grinder (deferred to the fall)

Existing stump grinder was purchased in a Ten-Town collaborative 30 years ago. Foxborough should look to purchase their own stump grinder to increase the level of service. Current operation can leave stumps in place for over a year. In speaking with the other ten towns, most have moved on to their own stump grinder, and the remaining towns would not be interested in purchasing as part of a collaborative again.

Water Enterprise: Water Main Replacement

Board of Water & Sewer Commissioners is adding a \$1,000,000 annual water main replacement to the rate structure. The existing 110 miles of water main range in age up to 100 years old. Life expectancy of any pipe installed was 50 years. Foxborough has over 20 miles of AC water main that needs to be replaced. This funding will work towards replacing that infrastructure.

Water Enterprise: PFAS Treatment Plant Design

Mass DEP & EPA continue to reduce the limit of PFAS allowed in drinking water. The DPW has applied for and received SRF funding to design and build a PFAS treatment plant next to the newly constructed green sand filter plant at Pumping Station Rd. The state allocated \$14,000,000 to Foxborough for this project. The funds are a loan to be repaid over 20 years at 0% interest. The FY24 request is for the plant design.

Water & Sewer Enterprise: Chevy 3500 1-Ton Dump Truck (90/10 split)

This funding is to replace a 2014 Ford F150.

Water & Sewer Enterprise: Two Chevy 3500 1-Ton Dump Trucks (90/10 split)

Replace 2005 Ford F350 and 2007 Ford Ranger. The replacement vehicles will be a daily-used vehicle for the water/sewer division with utility bodies. The vehicle will also become part of the snow operation fleet.

Highway Improvements: Chapter 90 & TNC Road Funding

Pavement Management, Chapter 90 funds (\$620,000-650,000) are provided by the state based on road miles and population. TNC Funding is also provided by the state for ride share (Uber & Lyft) trips that begin in Foxborough. This smaller funding is historically less than \$10,000. Funding can be utilized for roadways, sidewalks and ADA compliance.

Highway Improvements: Meals Tax (deferred to the fall)

Meals Tax Roadway Funding. Financial policies of the town look to fund a minimum of \$1,000,000 toward roadway and sidewalk improvements. Chapter 90 and TNC Funding provide approximately \$650,000 on an annual basis.

FY2024 Summary of Capital Improvement Requests

Department	Description	Requested	Approved	Funding Source
Finance	FY24-FY25 Full Certification (5-year valuation)	120,000	120,000	Free Cash
TOTAL FINANCE		120,000	120,000	
Information Systems	Management Information Systems Improvements	200,000	200,000	Free Cash
TOTAL INFORMATION SYSTEMS		200,000	200,000	
Police	Prisoner Transport Van	91,702	-	Free Cash - deferred to the Fall
Police	Tasers (year two)	49,844	49,844	Free Cash
TOTAL POLICE		141,546	49,844	
Fire	Engine & Ambulance Lease	207,137	207,137	Ambulance Fund
Fire	Ambulance Replacement	395,000	395,000	Ambulance Fund
TOTAL FIRE		602,137	602,137	
School	Computer/Software/Printer Upgrades & Replacement	200,000	200,000	Free Cash
School	77 Passenger School Bus (2)	214,000	214,000	Free Cash
School	77 Passenger School Bus (1)	107,000	107,000	Operating Budget
School	Copiers	40,000	20,000	Free Cash - 1/2 deferred to the Fall
School	Music Dept Equipment Replacement	50,000	25,000	Free Cash - 1/2 deferred to the Fall
TOTAL SCHOOL DEPARTMENT		611,000	566,000	
Public Works	Street Sweeper/5yr Rent to own	55,000	55,000	Free Cash
Public Works	Replace 1-Ton Dump Truck	125,000	125,000	Free Cash
Public Works	Replace Backhoe	175,000	175,000	Free Cash
Public Works	Chevy 3500 - 1-Ton Dump T&P	125,000	-	Free Cash - deferred to the Fall
Public Works	Chevy 3500 - 1-Ton Utility Truck	67,500	-	Free Cash - deferred to the Fall
Public Works	DPW Facility Renovation	750,000	750,000	Bonding
Public Works	Lawn Mower - 12' Winged	85,000	85,000	Free Cash
Public Works	Payson Rd Irrigation System	75,000	75,000	Free Cash
Public Works	Stump Grinder	100,000	-	Free Cash - deferred to the Fall
TOTAL HIGHWAY DEPARTMENT		1,557,500	1,265,000	
TOTAL GENERAL FUND REQUESTS		3,232,183	2,802,981	
Water	Water Main Replacement	1,000,000	1,000,000	Water Receipts
Water	PFAS Treatment Plant - SRF Funding Repayment	785,000	785,000	Water Receipts
Water/Sewer	Chevy 3500 - 1-Ton Dump	125,000	125,000	Water/Sewer Receipts
Water/Sewer	Two - Chevy 3500 1-Ton Utility Trucks	175,000	175,000	Water/Sewer Receipts
TOTAL WATER/SEWER ENTERPRISE FUND REQUESTS		2,085,000	2,085,000	
TOTAL ENTERPRISE FUND REQUESTS		2,085,000	2,085,000	
CHAPTER 90 est.	Street Reconstruction	650,000	650,000	Chapter 90 & TNC
Meals Tax	Street Reconstruction	350,000	-	Meals Tax - deferred to the Fall
TOTAL HIGHWAY IMPROVEMENTS/MEALS TAX FUND REQUEST		1,000,000	650,000	
GRAND TOTAL		6,317,183	5,537,981	

FY2024 - FY2028 Five-Year Capital Plan Forecast

Dept/Description	FY2024 Plan	FY2025 Plan	FY2026 Plan	FY2027 Plan	FY2028 Plan	TOTAL FY24-28
TOWN WIDE						
Vehicles & Equipment/Other						
Management Information Systems	200,000	200,000	200,000	200,000	200,000	1,000,000
Full Certification (5-year valuation)	120,000					120,000
POLICE						
Facilities, Vehicles & Equipment						
Utility Vehicle		34,900				34,900
Taser Replacement	49,844	49,844	49,844	49,845		199,377
Portable Radios				200,000		200,000
Rug and Furniture Replacement					45,000	45,000
FIRE						
Facilities, Vehicles & Equipment						
Ambulance Replacement	395,000					395,000
Engine & Ambulance Lease	207,137	207,137	207,137	207,137		828,548
Engine Replacement					950,000	950,000
Replace Car 4		71,000				71,000
Utility Vehicle		75,000				75,000
SCBA Replacement		495,000				495,000
JOINT PUBLIC SAFETY BUILDING						
Facilities, Vehicles & Equipment						
Mechanic Lifts		85,000				85,000
HIGHWAY						
Infrastructure						
Street Reconstruction (CHP 90)	650,000	650,000	650,000	650,000	650,000	3,250,000
Street Reconstruction (Meals Tax)		350,000	350,000	350,000	350,000	1,400,000
Payson Rd Irrigation System	75,000					75,000
Facilities						
DPW Facility Renovation & Addition	750,000	750,000				1,500,000
Vehicles & Equipment						
Vehicle Replacement		265,000		145,000		410,000
Street Sweeper	55,000					55,000
Lawn Mower	85,000					85,000
6-Wheel Dump Truck			250,000			250,000
1-Ton Dump Truck	125,000		135,000	145,000		405,000
Front End Loader		320,000				320,000
Backhoe	175,000					175,000
LAND USE						
Infrastructure/Other						
Master Plan Update		200,000				200,000
TOTAL MUNICIPAL	2,886,981	3,752,881	1,841,981	1,946,982	2,195,000	12,623,825
FOXBOROUGH PUBLIC SCHOOLS						
Vehicles & Equipment						
Buses & Vans	321,000	214,000	306,950	313,950	214,000	1,369,900
Technology/Networking	200,000	200,000	200,000	200,000	200,000	1,000,000
Office Copiers	20,000	40,000	40,000	40,000	40,000	180,000
Music/Band Equipment	25,000					25,000
TOTAL FOXBOROUGH PUBLIC SCHOOLS	566,000	454,000	546,950	553,950	454,000	2,574,900
WATER						
Infrastructure						
Water Main Replacement	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Facilities						
PFAS Treatment Plant	785,000	860,000	860,000	860,000	860,000	4,225,000

Dept/Description	FY2024 Plan	FY2025 Plan	FY2026 Plan	FY2027 Plan	FY2028 Plan	TOTAL FY 24-28
WATER						
Vehicles & Equipment						
Vehicle Replacement			90,000		135,000	225,000
1 Ton Dump Truck	270,000					270,000
Backhoe/Loader			225,000			225,000
SEWER						
Vehicles & Equipment						
Vehicle Replacement	30,000		35,000		15,000	80,000
TOTAL ENTERPRISE FUNDS	2,085,000	1,860,000	2,210,000	1,860,000	2,010,000	10,025,000
GRAND TOTAL	5,537,981	6,066,881	4,598,931	4,360,932	4,659,000	25,223,725

PROPOSED FUNDING	FY2024 Plan	FY2025 Plan	FY2026 Plan	FY2027 Plan	FY2028 Plan	TOTAL FY 24-28
General Obligation Bonding	750,000	750,000				1,500,000
Free Cash and/or Grant	1,343,844	1,523,744	1,181,794	1,293,795	699,000	6,042,177
Ambulance Receipts	602,137	777,137	207,137	207,137	950,000	2,743,548
Apparatus Receipts		156,000				
Chapter 90/TNC	650,000	650,000	650,000	650,000	650,000	3,250,000
Meals Tax		350,000	350,000	350,000	350,000	1,400,000
Operating Budget Surplus	107,000					
Water Receipts & Bonding	2,055,000	1,860,000	2,175,000	1,860,000	1,995,000	9,945,000
Sewer Receipts & Bonding	30,000		35,000		15,000	80,000
	5,537,981	6,066,881	4,598,931	4,360,932	4,659,000	25,223,725

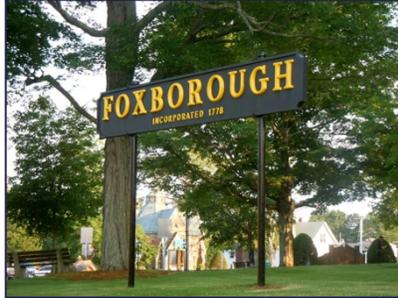
APPENDICES



Community Profile

An excerpt from the Annual Report dated June 30, 2022
THE TOWN OF FOXBOROUGH, MASSACHUSETTS

General



The Town of Foxborough, with a land area of 20.08 square miles, is located in Norfolk County in southeastern Massachusetts approximately 24 miles south of Boston. The Town, which was settled in 1704 and incorporated as a town in 1778, was named for Charles James Fox, British Champion of the American Colonies. According to the 2020 federal census, the Town has a population of approximately 18,618 persons.

In 1781, the Foxborough Foundry was established for casting cannon and cannon balls. The weaving and braiding of straw into straw bonnets brought financial support to the Town and made it a thriving community. After the decline of this industry, the production of indicating, recording, and controlling instruments gained importance. Manufacturing is still an important part of the Town's economy. Currently Schneider Electric (formerly the Foxborough Company), maker of process control equipment, is the most important manufacturing unit, employing approximately 1,133 persons.

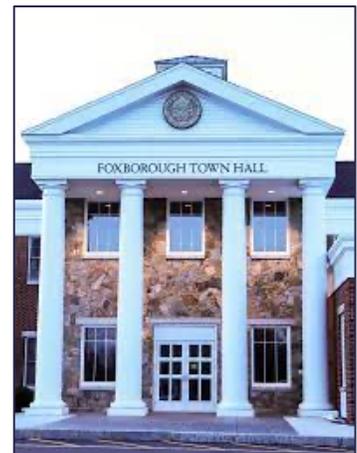
Two interstate highway systems serve the Town - Routes I-95 and I-495. Route I-95 is a non-stop controlled access highway running from Florida to Maine, and Route I-495 is Boston's outer belt highway which runs from Cape Cod to Massachusetts' North Shore.

Local Government

The Town operates under a Select Board/Open Town Meeting/Town Manager form of government. The elected five-member Select Board makes policy decisions, and the Town Manager is responsible for carrying out the policies and direction of the Select Board and for managing the day-to-day operations of the Town.

An elected five-member School Committee appoints a School Superintendent who administers the public school system of the Town. School Committee members, like the Select Board, are elected at-large to staggered three-year terms.

Local taxes are assessed by a board of three assessors elected for staggered three-year terms.





Principal Town Officials

<u>Office</u>	<u>Name</u>	<u>Manner of Selection</u>	<u>Term Expires</u>
Select Board:	Mark S. Elfman, Chair	Elected	2025
	Stephanie A. McGowan, Vice Chair	Elected	2026
	Leah Gibson, Clerk	Elected	2024
	Seth Ferguson	Elected	2024
	Dennis Keefe	Elected	2025
Town Manager	John W. Coderre	Appointed	2026
Finance Director	Marie Almodovar	Appointed	2026
Chief Treasury Officer	Paula Maloney	Appointed	2024
Town Counsel	Patrick J. Costello	Appointed	2024
Town Clerk	Robert E. Cutler, Jr.	Elected	2025

Municipal Services



The Town provides general governmental services for the territory within its boundaries. These services include police and fire protection, water and sewer services, health, library, parks and playgrounds, housing, and public education in grades pre-K through 12. The principal services provided by Norfolk County are a jail, house of correction, registry of deeds, and an agricultural school.

Education

The Town has three elementary schools with a combined capacity of 1,400, a middle school with a capacity of 1,060 and a high school with a capacity of 1,100 and provides education from pre-school/kindergarten through grade 12, including vocational education at the Comprehensive High School. In addition, the Southeastern Regional Vocational-Technical School District provides vocational and technical education in grades 9 through 12.

Public School Enrollments

	Actual				
	2018	2019	2020	2021	2022
Pre-Kindergarten to 4	905	946	924	936	955
Grades 5-8	842	828	771	758	739
Grades 9-12	844	813	793	794	801
Total	2,591	2,587	2,488	2,488	2,495



Population Trends

<u>2020</u>	<u>2010</u>	<u>2000</u>	<u>1990</u>
18,618	16,865	16,246	14,637

Source: Federal Census.

On the basis of the 2020 federal census, the Town has a population density of 890 persons per square mile.

Age, Income and Wealth Levels

	<u>Foxborough</u>	<u>Norfolk County</u>	<u>Massachusetts</u>
Median Age:			
2010	42.0	39.1	37.2
2000	38.1	38.1	36.5
1990	34.2	35.1	33.6
Median Family Income:			
2010	\$110,858	\$101,870	\$81,165
2000	78,811	77,847	61,664
1990	52,509	54,915	44,367
Per Capita Income:			
2010	\$41,835	\$42,371	\$33,966
2000	32,294	32,484	25,952
1990	18,329	21,019	17,224

Source: U.S. Department of Commerce, Bureau of the Census.

Labor Force, Employment and Unemployment Rates

According to the Massachusetts Division of Employment and Training, in November 2022, the Town had a total labor force of 10,689 of whom 10,408 were employed and 281, or 2.6%, were unemployed as compared with 2.9% for the Commonwealth, although it is likely that the COVID-19 pandemic will adversely affect unemployment levels nationwide.

The following table sets forth the Town's average labor force and unemployment rates for calendar years 2017 through 2021 and the unemployment rates for the Commonwealth and the United States for the same period.

<u>Year</u>	<u>Town of Foxborough</u>			<u>Massachusetts</u>		<u>United States</u>	
	<u>Labor Force</u>	<u>Unemployment Rate</u>		<u>Unemployment Rate</u>	<u>Unemployment Rate</u>		
2021	10,611	5.1	%	5.7	%	5.4	%
2020	10,360	8.2		8.9		8.1	
2019	10,397	2.6		2.9		3.7	
2018	10,357	3.0		3.3		3.9	
2017	9,974	3.5		3.7		4.4	

Source: Massachusetts Division of Employment and Training. Data based on place of residence.



Employment by Industry

Due to the reclassification the U.S. Department of Labor now uses the North American Industry Classification System (NAICS) as the basis for the assignment and tabulation of economic data by industry.

Industry	Calendar Year Average				
	2017	2018	2019	2020	2021
Construction	641	648	699	576	643
Manufacturing	591	613	601	554	507
Trade, Transportation and Utilities	2,732	2,698	2,288	1,850	1,939
Information	1,025	973	936	812	803
Financial Activities	324	385	372	353	350
Professional and Business Services	3,588	3,202	3,032	2,830	2,746
Education and Health Services	1,648	1,656	1,782	1,722	1,796
Leisure and Hospitality	4,606	4,825	4,614	2,550	3,440
Other Services	274	316	361	251	255
Total Employment	15,429	15,316	14,685	11,498	12,479
Number of Establishments	719	743	747	754	765
Average Weekly Wages	\$1,338	\$1,380	\$1,505	\$1,730	\$1,672
Total Wages	\$1,087,252,644	\$1,113,715,528	\$1,165,023,138	\$1,051,927,887	\$1,102,823,579

Source: Massachusetts Department of Education and Training. Data based upon place of employment, not place of residence.

Largest Employers

Name	Nature of Business	Number of Employees
Schneider Electric (Formerly the Foxborough Company)	Process Control	1,000-4,999
Gillette Stadium – Team Ops LLC (1)	Sports & Entertainment Stadium	1,000-4,999
Brigham & Women’s Mass General	Health Care	250-499
Advantage Sales & Marketing, LLC	Sales/Marketing	100-249
Bass Pro Shops	Sporting Goods Retailer	100-249
Bearing Point Inc.	Management Consultants	100-249
GE Lighting	Hi-Tech	100-249
Hockomock Area YMCA	Community	100-249

(1) Seasonal - number of employees reflects employment during the professional football season. Approximately 535 full time employees and 3,224 part time employees.

Building Permits

The following table sets forth the trend in the number of building permits issued by the Town and the estimated dollar values:

Calendar Year	New Construction				Additions/Alterations		Total	
	Residential		Non-Residential		Residential/Non-Residential		No.	Value
	No.	Value	No.	Value	No.	Value		
2022	9	\$5,206,500	12	\$65,752,492	647	\$37,388,111	668	\$108,347,103 (1)
2021	27	9,783,000	9	16,892,733	586	29,394,890	622	56,070,623
2020	16	4,130,000	2	646,920	462	16,687,746	480	21,464,666
2019	21	5,198,200	22	28,686,353	584	36,287,899	697	96,822,308
2018	39	9,472,000	1	1,170,900	873	27,059,069	913	37,701,969

Source: Town of Foxborough Building Commissioner.

(1) Increase attributable to major construction project at Gillette Stadium.



The following table sets forth the trend in the Town's assessed and equalized valuations:

Fiscal Year	Assessed Valuations (1)			Equalized Valuation (2)	Assessed Valuation as a Percent of Equalized
	Real Property	Personal Property	Total		
2023	\$3,723,649,700	\$133,339,760	\$3,856,989,460	\$3,825,226,800 (3)	100.8%
2022	3,487,635,800	135,774,130	3,623,409,930	3,632,254,300	99.8
2021	3,334,420,500	118,582,460	3,453,002,960	3,632,254,300	95.1
2020	3,248,468,500	122,188,460	3,370,656,960	3,309,738,100	101.8
2019	3,084,625,400	123,059,570	3,207,684,970	3,309,738,100	96.9

(1) Source: Massachusetts Department of Revenue.

(2) Source: Massachusetts Department of Revenue - Equalized valuations are established as of January 1 of even-numbered years for the next two years.

(3) Proposed.

c Largest Taxpayers

¶ Following are the largest taxpayers in the Town, based upon assessed valuations for fiscal 2023, all of whom are current in their tax payments:

Name	Nature of Business	Fiscal 2023		
		Assessed Valuation	Amount of Tax	% of Net Levy
Foxboro Realty Associates/NPP LLC	Sports Entertainment	\$ 219,767,800	\$ 4,037,134	7.08 %
Mayfair Realty	Apartments	65,304,900	927,983	1.63
MCPF Foxborough LLC	Apartments	54,355,400	772,390	1.36
Foxborough Lodge Limited	Apartments	48,427,600	688,156	1.21
Massachusetts Electric Co.	Electric Utility	36,279,240	666,450	1.17
Medical Information Technology	Software/Services	31,671,000	581,796	1.02
Invensys Systems Schneider Electric	CIP	30,951,300	568,575	1.00
Elm Ledge Co. Walnut LLC, Spruce	Apartments	27,767,700	394,579	0.69
NPP Development LLC	Hotel	20,698,100	380,224	0.67
Eversource Gas	Gas Utility	17,114,390	314,391	0.55
Totals		\$ 552,337,430	\$ 9,331,679	16.37 %

Source: Finance Assessing Division.



Financial Policies

ADOPTED BY THE SELECT BOARD May 17, 2016

AMENDED BY THE SELECT BOARD June 22, 2021

Section 1: Introduction

As adopted by the Select Board, the School Committee, Advisory (Finance) Committee, and the Board of Water & Sewer Commissioners, ("Town Officials"), the financial policies defined in this document serve to ensure: that the Town is being fiscally responsible with its municipal finances, regardless of whom the Town Officials are - including but not limited to the Town Manager and the Superintendent of Schools; that needed and desired service levels are maintained; that proper policy guidance is in place to minimize financial risk; and that long-term financial planning is a meaningful factor when financial decisions are made.

It is the explicit intention that these policies will guide the financial practices of, and serve as the cornerstone of sound financial management for, the Town of Foxborough.

The Town of Foxborough's financial policy goals are intended to promote long-term financial stability by establishing the following clear and consistent guidelines:

- To provide full value to residents by delivering quality services in the most financially efficient manner possible
- To plan for on-going capital improvements, either through preventative maintenance or the planned replacement of capital assets, as necessary
- To ensure appropriate financial capacity for present and future needs
- To provide a measurable framework regarding the fiscal impact of the cost of government services against established benchmarks and indicators
- To maintain and achieve the highest credit rating realistically possible
- To be reviewed periodically to incorporate new developments

Section 2: Reserve Policies

Municipalities establish and maintain reserves in order to provide financial flexibility and security and they are recognized as an important factor by bond rating agencies, the underwriting community and other financial stakeholders. The Town shall maintain the following general, special and strategic reserve funds:

- **Unassigned/Unreserved Fund Balance:** The Town intends to maintain an Unassigned Fund Balance in the General Fund in an amount equivalent to no less than 7.5% of actual budgetary operating expenditures, as defined in the Town's Audited Financial Statements, with a goal range of 10% to 15%.
- If the balance falls below 7.5% at the end of the fiscal year, then Free Cash usage may be reduced to bring the amount up to 7.5%, as described in the Free Cash Policy, as part of the ensuing fiscal year's budget.



Section 3: Stabilization Fund

The Stabilization Fund shall be established under the provisions of MGL Chapter 40, Section 5B.

- The Town intends to maintain the primary Stabilization Fund in an amount equivalent to no less than 5% of the General Fund Operating Budget, as appropriated at the Annual Town Meeting, with a goal of 5%.
- If the balance falls below 5% at the end of the fiscal year, then Free Cash may be used to bring the amount up to 5%, as described in the Free Cash Policy, at the next Town Meeting, Special or Annual.

The Stabilization Fund may only be used under the following circumstances:

- To fund debt service payments if the Town should find itself in the position of being unable to balance the Operating Budget within existing recurring and one-time funding sources.
- If needed on a short-term basis, i.e., less than 12 months, to satisfy the reporting needs of the Division of Local Services' Advance in Lieu of Borrowing Requirements.
- For such other specific lawful purposes as may be established by Town Meeting in accordance with G.L. Chapter 40, Section 5B.

The level of use of the primary Stabilization Fund is intended to be limited to the following:

- When funding debt service or an advance in lieu of borrowing, no more than one-third of the fund may be drawn down in any fiscal year. The maximum draw down over any three-year period is intended to not exceed \$2.5 million.
- In order to replenish the Stabilization Fund if used, in the fiscal year immediately following any draw down, an amount at least equivalent to the draw down will typically be deposited in the fund. Said funding is intended to come from Free Cash.

Section 4: Capital Building Stabilization Fund

The Capital Building Stabilization Fund shall also be established under provisions of MGL Chapter 40, Section 5B.

- The Town intends to maintain the Capital Stabilization Fund with at least \$100 thousand with a goal of \$1 million.
- If the balance falls below \$100 thousand at the end of the fiscal year, then Free Cash may be used to bring the amount up to \$100 thousand, as described in the Free Cash Policy, at the very next Town Meeting, Special or Annual.

The Capital Stabilization Fund is intended to only be used under the following circumstances:

- To reduce the amount needed to borrow for an excluded debt capital building project.
- To fund necessary and significant unbudgeted maintenance costs for a Town / School building.



Section 5: Overlay Reserve Fund

This reserve fund is established annually in the General Fund as per the requirements of MGL Chapter 59, Section 25.

- The Town shall annually establish, via the Department of Revenue's (DOR) Tax Recap Process, the Overlay Reserve Fund. The planned overlay reserve fund amount is \$440 thousand per fiscal year. However, the fund can typically range from \$375 thousand to \$1 million, recognizing the nuances of balancing the Tax Recap and the uncertainties of New Taxable Growth certifications.
- The Overlay is used as a reserve, under the direction of the Board of Assessors, to fund property tax exemptions and abatements resulting from adjustments in property valuation.
- Annually the Finance Director will review the Overlay Reserve Fund balances with the Board of Assessors (BOA) and request the BOA to declare unneeded reserve balances as surplus.

Surplus Overlay funds are intended to only be appropriated for the following onetime purposes:

- Overlay Deficits;
- Snow & Ice Deficits;
- Capital Projects; and
- Costs Associated with Required Property Revaluations.

Section 6: Operating Budget Reserve

To respond to extraordinary or unforeseen financial obligations, an annual budget reserve shall be established under the provisions of MGL Chapter 40, Section 6.

- The Town will typically appropriate the Budget Reserve in an amount equivalent to no less than \$50 thousand, and not greater than 1% of the previous year's tax.
- As a result of the State allowing year end budgetary transfers among and between non-school budgetary accounts at fiscal year-end, as per Chapter 44, Section 33B, it is typically not necessary to have an Operating Budget Reserve account larger than \$100 thousand.
- In addition, the School department has "bottom-line autonomy" within its entire appropriated budget and, if necessary, can also utilize its special revenue funds as operating budget reserves.

Section 7: Free Cash Policy

- Foxborough will target an annual minimum "recharge" of certified Free Cash in the amount of \$2 million. This will be accomplished through the combination of under budgeting/committing expected revenues and under spending appropriated budgets.
- The certified \$2 million "recharge" can be committed by appropriation for the following fiscal year's operating and capital budgets, thus creating a one year "cushion" of annual recharge



between fiscal years. For example, Free Cash recharge is generated in year 1 (generation year), certified in year 2 (certification year) and appropriated in year 3 (appropriation year).

- The targeted use of Free Cash "recharge" in the appropriation year will typically be \$1 million for General Fund Operating budgets and \$1 million for Capital Improvement budgets. While it is allowable to have a different allocation between operating & capital budgets each year, the goal is targeted to return to this split as rapidly as reasonably possible without materially negatively impacting services.
- Free Cash will typically be used and appropriated to fund collective bargaining agreements, as they appear separately in Town Meeting Warrants. This funding shall be considered part of the annual funding of the General Fund Operating budgets.
- Free Cash is intended to be appropriated to maintain the primary Stabilization Fund in an amount not less than 5% of the General Fund Operating Budget as appropriated at the Annual Town Meeting.
- Free Cash may be appropriated to maintain the Capital Stabilization Fund at a minimum of \$100 thousand.
- Free Cash may be appropriated for one-time expense items, so long as no other funding source is available, and so long as this use of Free Cash will not cause Unassigned Fund Balance to fall below 7.5% of the then current fiscal year's general fund operating budgetary appropriation.

Section 8: Unfunded Liabilities Policy

Defined as "the actuarial calculation of the value of future benefits payable less the net assets of the fund at a given balance date", unfunded liabilities represent a significant financial obligation for all levels of government across the country. In Foxborough and other Massachusetts municipalities, the two primary unfunded liabilities are for Pension Benefits and Other Post-Employment Benefits (OPEB), primarily Retiree Health Insurance.

Section 9: Pension

The Norfolk County Retirement System (NCRS) is a defined benefit program that is governed by Massachusetts General Laws, Ch. 32 and is regulated by the Public Employee Retirement Administration Commission (PERAC), a State entity responsible for the oversight, guidance, monitoring, and regulation of Massachusetts' 105 public pension systems.

- Funding for this system covers the pension costs of Foxborough employees who are part of the NCRS retirement system, which does not include teachers, as their pensions are funded by the State.
- In accordance with State law, PERAC regulations and government accounting standards, NCRS contracts for an actuarial valuation of the retirement system to quantify the unfunded liability on a biennial basis.
- Under current State law, NCRS then establishes a funding schedule to fully-fund this liability by at least fiscal 2040, if not sooner.
- Foxborough shall continue to fund this liability in the most fiscally prudent manner, by funding in full NCRS' annual assessment of the Town of Foxborough.



Section 10: Other Post-Employment Benefits (OPEB)

OPEB consists primarily of the costs associated with providing health insurance for retirees and their spouses. The Government Accounting Standards Board (GASB) issued Statements No. 43 and No. 45 in 2004 to address the OPEB funding issue.

- GASB 43 requires the accrual of liabilities of OPEB over the working career of plan members rather than the recognition of pay-as-you-go contributions.
- GASB 45 requires the accrual of OPEB expense over the same period of time.
- The reporting requirements of GASB 43 and 45 include disclosures and schedules providing actuarially determined values related to the funded status of the OPEB liability. This requires that the accrued liabilities be determined by a qualified actuary using acceptable actuarial methods.
- GASB 75 requires that the unfunded OPEB liability be fully reflected on the balance sheet, rather than the current practice of a 30-year phase in.
- While there is currently no legal requirement to fund the OPEB liability, the Town of Foxborough shall continue with its plan of fully funding its actuarially calculated Annual Required Contribution (ARC) to the extent fiscally feasible. If, in any given fiscal year, the collective Boards and Committees endorsing this policy determines that the funding source(s) for contributing to the ARC payment will not be sufficient to meet the full contribution, the endorsing Boards and Committees may, by no less than 2/3rds majority vote of the full membership of each endorsing Board or Committee, vote to temporarily reduce or postpone the payment to the ARC for the ensuing fiscal year. If such action is taken, the Town shall return to funding the actuarially calculated ARC in the next ensuing fiscal year; unless further funding relief becomes necessary.
- The Town has established a funding schedule to fully-fund this liability by at least fiscal year 2038; if not sooner.
- As per the voted policy of the Select Board on November 8th, 2011, the general fund's share of the annual funding of the ARC shall be an appropriation from the local options meals-tax receipts. This shall be a dedicated funding source for this liability. Should the meals-tax funding source not be sufficient to fund the general fund's share of the ARC, then the Town shall annually appropriate other funds in order to maintain the ARC funding level.
- At such time that the OPEB long-term liability obligation is satisfied, with the exception of the on-going required contribution, the entirety of the remaining portion of local option meals-tax receipts shall then be dedicated to the funding of the pavement management program for the Town. Pavement Management shall include, but not be limited to, the Pavement Management Plan, Complete Street Prioritization Plan, Sidewalk Management Plan, and the ADA Transition Plan.
- The Water & Sewer Enterprise's share of annually funding the ARC shall be an appropriation from Water and Sewer receipts; respectively.

Section 11: Capital Improvement & Debt Management Policies

Planning, budgeting, and financing for the repair, replacement and acquisition of capital assets is a critical component of the Town of Foxborough's financial planning system. Vigilant planning and funding of its capital infrastructure ensures the Town can continue to provide quality public services in a financially sound manner. The development of a Capital Improvement Program (CIP) is the method that the Town



uses to identify capital projects, prioritize funding, and create a long-term comprehensive financial plan that can be achieved within the limitations of the Town's resources.

Definition of a CIP Project

A capital improvement project is any project that improves or adds to the Town's tangible infrastructure, has a substantial useful life of 5 years or longer, and costs \$25,000 or more in total, regardless of funding source. Examples of capital projects include the following:

- Construction of new buildings
- Major renovation of, or additions to, existing buildings
- Land acquisition or major land improvements
- Street, sidewalk, or parking lot reconstruction and resurfacing
- Water system construction and rehabilitation
- Sewer and storm drain construction and rehabilitation
- Major vehicle or equipment acquisition and/or refurbishment
- Planning, feasibility studies, and design for potential capital projects

Evaluation of CIP Projects

The capital improvement program will typically include those projects that will preserve and provide, in the most efficient manner, the infrastructure necessary to achieve the highest level of public services and quality of life possible within the Town's available financial resources.

Only those projects that have gone through the CIP review process shall be included in the CIP. The CIP shall be developed along with the operating budget and shall be in conformance with the CIP financing policy described herein.

A five-year Capital Improvement Plan (CIP) shall be annually recommended by the CIP Committee to the Select Board, including estimated project costs and anticipated funding sources.

No project, regardless of the funding source, shall be included in the CIP unless it meets an identified capital need of the Town and is in conformance with this policy. Capital improvement projects shall be thoroughly evaluated and prioritized using the criteria set forth below. Priority will be given to projects that preserve essential infrastructure. Expansion of the capital plan (buildings, facilities, and equipment) must be necessary to meet a critical service. Consideration shall be given to the quantitative impact of a project, the qualitative impact on services, as well as the level of disruption and inconvenience.

The evaluation criteria will typically include the following:

- Eliminates a proven or obvious hazard to public health and safety
- Required by legislation or action of other governmental jurisdictions
- Supports adopted plans, goals, objectives, and policies
- Reduces or stabilizes operating costs
- Prolongs the functional life of a capital asset of the Town by five years or more
- Replaces a clearly obsolete facility or maintains and makes better use of an existing facility
- Prevents a substantial reduction in an existing standard of service
- Directly benefits the Town's economic base by increasing property values



- Provides new programs having significant social, cultural, historic, environmental, economic, or aesthetic value
- Utilizes outside financing sources such as grants

CIP Financing Policy

CIP financing provides funds necessary to address the Town's capital improvement needs in a fiscally prudent manner. The Town will typically plan its capital projects so that most, if not all, smaller capital projects (less than \$1 million) are funded without debt. It is also recognized that a balance must be maintained between operating and capital budgets so as to meet the needs of both to the maximum extent possible within the Town's resources.

The capital improvements program shall be financed in accordance with the following:

Outside Funding - State and/or federal grant funding will be pursued and used to finance the capital budget wherever possible.

Enterprise Operations — Self-Supporting: Capital projects for enterprise operations (Water & Sewer) will almost always be financed exclusively from enterprise revenues and funds.

Fire Department - Fire Department ambulances, engines, vehicles, and equipment are intended to be funded exclusively from Ambulance Receipts while maintaining the usual annual appropriation from Ambulance Receipts to the operating budget.

Public Works - The Pavement Management Program is intended to be funded by a combination of State Chapter 90 Funds, Meals Tax Receipts and Free Cash. It is the stated goal to fund these improvements at no less than \$1 Million Dollars per year to maintain the Town's current Road Surface Rating (RSR) of 85. This amount shall be reviewed annually by the DPW Director, the Town Engineer, the Finance Director, and the Town Manager to determine if a smaller or greater appropriation is needed to meet the need and cost of these annual improvements. If the funding from any one of the stated revenue sources becomes unachievable to meet the cost of the goal, the Finance Director will present that information to the Capital Improvement Planning Committee ("Committee") to determine if an alternative funding approach can be applied; or if the funding goal should be reduced for the ensuing fiscal year. The funding recommendation of the "Committee" will then be shared with the Select Board and the Advisory Committee for a final recommendation to the Town Meeting.

Free Cash Funding

Free Cash is intended to be used as a funding source for the CIP within the limits (\$2 million) prescribed in the Free Cash Policy. Typically, \$1 million annually will be allocated for capital, more or less, depending on the overall commitment required to support the recommended operating budget. A Free Cash "loan" may be made for a capital project upon the CIP Committee's recommendation for a high priority project that will be receiving other funding within the next budget cycle. Said "loan" must be able to be repaid to Free Cash within the next year's budget cycle.

Other Funding Sources

The Finance Director shall identify and present all other possible non-debt funding sources for proposed



CIP projects to the CIP Committee at their meetings. Those sources may include Overlay Surplus, Revolving Funds, Sale of Asset Receipts, Meals Tax Receipts (for Roads only), Taxation, and any others, regardless of whether or not they are recommended as funding sources.

Debt Management Policy

Debt financing of capital projects will be utilized in accordance with the following:

- Debt financing for projects supported by General Fund revenue will typically be reserved for capital projects and expenditures which either cost at least \$1 million and has an anticipated life span of ten years or more, or are expected to prolong the useful life of a capital asset by five years or more.
- For projects supported by Enterprise Fund revenue, debt financing will typically be reserved for capital projects and expenditures that cost in excess of \$500 thousand and have an anticipated life span of ten years or more, or are expected to prolong the useful life of a capital asset by five years or more.
- Bond maturities for all Town issued debt shall not exceed the anticipated useful life of the capital project being financed. Except for major buildings, infrastructure, and water and sewer projects, bond maturities will typically be limited to no more than ten years.
- Bond maturities will be maintained so that at least 50% of all outstanding general fund net direct debt (principal) shall mature within 10 years, with a target of 60% or greater.
- Total outstanding general obligation general fund debt service will not exceed 9% of general fund expenditures with the following additional limits:
 - Total outstanding general obligation general fund Excluded debt service will not exceed 7% of general fund expenses.
 - Total outstanding general obligation general fund Included debt service will not exceed 2% of general fund expenses.
 - Total outstanding general obligation debt will not exceed 2.5% of the total equalized assessed value of property in Foxborough.
 - In order to minimize borrowing costs, short-term borrowing is discouraged, but allowed in extraordinary circumstances. Given the Town's strong and steady cashflow, the Town is charged with managing its finances such that short-term borrowing is unnecessary.



Glossary of Terms

ABATEMENT - Abatement is a reduction of a tax liability. The Board of Assessors grant abatements for real estate and personal property taxes in cases where an individual's assessed valuation is determined to be in excess of fair market value.

ACCRUAL BASIS FOR ACCOUNTING – A method of accounting that recognizes revenue when earned, rather than when collected, and recognizes expenses when incurred, rather than when paid.

APPROPRIATIONS - A legal authorization to expend money and incur obligations for specific public purposes. Massachusetts municipal finance laws require that all general-purpose expenditures be authorized by a majority vote of Town Meeting.

There are two basic types of appropriations - operating appropriations, and special article appropriations. Operating appropriations last for one fiscal year only, and any unobligated balance is closed at the end of the fiscal year. Salaries is an example of an operating appropriation. Special Article appropriations are generally voted for a specific project, such as the completion of a capital improvement or the purchase of a piece of capital equipment. Special article appropriations are closed upon completion of the project for which the funds were voted.

ARTICLE - An article or item on the Town Warrant.

ASSESSED VALUATION - The valuation of real estate or other property determined by the Town Assessor for tax levying purposes in accordance with the legal requirement that property be assessed at "full and fair cash value" certified periodically by the Commonwealth's Commissioner of Revenue (no less frequently than once every three years).

ASSETS – Property, plant and equipment owned by the Town.

AUDIT – A comprehensive examination as to the manner in which the government's resources were actually utilized concluding in a written report of its findings. An accounting audit is intended to ascertain whether financial statements fairly present the financial position and results of operations of the Town. The Town is required to conduct an audit annually. An outside Certified Public Accountant (CPA) audit is directed primarily toward the expression of an opinion as to the fairness of the financial statements and submission of a management letter. An auditor must be independent of the executive branch of government. A state auditor, private CPA, or public accountant, or elected auditor meets this test.

BOND - A written promise to pay a specified sum of money, called the face value or principal amount, at specified dates in the future, called the maturity date(s), together with periodic interest at a specified rate. The difference between notes, usually one year or two years in length and a bond is that the latter runs for a longer period of time.

BOND ANTICIPATION NOTE (BAN) – A temporary note issued typically for one year. This is commonly used to defer the initial pay down of debt or to accommodate reimbursement for borrowed notes from a private source or other governmental entity.



BUDGET - The budget is the Town's financial plan for a given fiscal period. The annual budget includes an estimate of proposed expenditures, as well as a forecast of estimated revenues and other financing sources. The Advisory Committee reviews the Town's Recommended Budget in detail and forwards its recommendations to Town Meeting. Town Meeting adopts the budget by voting a series of appropriations, which may not; in the absence of an override of Proposition 2 1/2 exceed the estimated total amount of revenues and other financing sources for the fiscal period.

CAPITAL EXPENDITURE - A major, non-recurring expenditure involving land acquisition, construction or major rehabilitation of a facility, or purchase of equipment costing \$10,000 or more with a useful life of five years or more.

CAPITAL IMPROVEMENT PROGRAM (CIP) - A financial planning and management tool which: identifies public facility and equipment requirements; places these requirements in order of priority; and schedules them for funding and implementation.

CHAPTER 90 - Massachusetts General Laws Chapter 90, Section 34 authorizes the Commonwealth to allocate funds to municipalities through the Transportation Bond Issue for highway construction, preservation and improvement projects that create or extend the life of capital facilities. Routine maintenance operations such as pothole filling and snow and ice removal are not covered. The formula for determining the Chapter 90 level of funding is based on a municipality's miles of public ways, population, and level of employment. Municipalities receive Chapter 90 funds on pre-approved projects on a reimbursement basis.

CHERRY SHEET - The State allocates a portion of generated revenue to municipalities each year for education and general governmental expenditures. The amount of state aid each community will receive is itemized in a financial statement printed on cherry colored paper (thus the name). The amount of reimbursement is a function of the State budget. Towns usually receive notification in late summer, subsequent to the beginning of the fiscal year.

CLASSIFICATION - Massachusetts municipal finance law requires that all real estate and personal property be appraised at "full and fair cash valuation" for purposes of assessing property taxes. Once the Commissioner of the Massachusetts Department of Revenue certifies that properties are appraised at "full and fair cash valuation" (once every three years), the Board of Selectmen may impose a tax classification plan, whereby a portion of the residential tax burden may be shifted to the commercial/industrial class of taxpayers.

DEBT EXCLUSION - The amount of taxes assessed in excess of the Proposition 2-1/2 levy limit for the payment of debt service costs attributable to a vote of the electorate. These funds are raised to retire the debt service for the project. They are not added to the tax levy limit for the following fiscal year.

DEBT SERVICE - Payment of interest and principal on an obligation resulting from the issuance of bonds.

DEPARTMENT – A division of the Town that has overall management responsibility for an operation or group of related operations within a functional area.



DEPRECIATION – 1) Expiration in the service life of capital assets attributable to wear and tear, deterioration, and inadequacy of obsolescence. 2) That portion of the cost of a capital asset that is charged as an expense during a particular period. Depreciation is based on historic costs not replacement value.

ENCUMBRANCE – To encumber funds means to set aside or commit funds for a future expenditure. Encumbrances include obligations in the form of purchase orders, contracts or salary commitments, which are chargeable to an appropriation and for which a part of the appropriation is reserved.

ENTERPRISE FUNDS - Enterprise Funds, authorized by MGL Ch. 44§53F ½, are used to account for operations which are financed and operated in a manner similar to business operations and where the costs of providing goods or services are financed in whole or in part by user charges (charges for services). Services accounted for in Enterprise Funds are tangible and can be measured for determining a charge for services.

In Massachusetts, the most common types of government enterprises include utility or utility-type services for water treatment and delivery, sewerage collection and treatment, and electricity generation and distribution. Less common but prevalent operations include hospitals, airports, parking, swimming pools, and golf courses.

Individual services must ordinarily be accounted for in separate Enterprise Funds. Segregation is essential for determining the total cost of services and the extent to which user charges cover that cost. Although a community may decide to recover only a portion of its costs from user charges, it is essential from a management point of view that it understands what its total costs are. Such costs include amounts for repayment of long-term debt and related interest and estimates for depreciation.

EXPENDITURE – The spending of money by the Town for the programs or projects within the approved budget.

FISCAL YEAR (FY) - The Town of Foxborough operates on a July 1st through June 30th fiscal year.

FREE CASH - The amount certified annually by the Dept of Revenue that represents the unreserved fund balance less all outstanding tax receivables. This balance is created when actual revenues exceed those estimated and/or expenditures are less than appropriations for any given fiscal year. These funds may be appropriated by Town Meeting as a resource for the next fiscal year's operations or any other purpose authorized by state statute. Certified Free Cash is available for appropriation by Town Meeting for any lawful purpose.

FUND BALANCE - The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. Monies in the various governmental funds as of June 30 that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of Free C

FUNDING SOURCE – The specifically identified funds allocated to meet budget requirements/expenses.

GENERAL FUND - Revenues derived from the tax levy, state aid, local receipts and available funds are considered General Fund revenues. The General Fund is distinguished from Enterprise Funds and Special Revenue Funds.



GRANT – A contribution by one government unit or outside agency to another governmental unit. The contribution is usually made for a specific purpose but is sometimes for general purposes.

LEVY LIMIT - The maximum amount of money, which the Town can raise from the property tax levy, without an override of proposition 2 1/2.

LIABILITY – Debt or other legal obligation which must be paid, renewed, or refunded at some future date, but does not include encumbrances.

LOCAL RECEIPTS - A category of revenue sources including department charges for services, investment income, fines, and forfeitures, building permits and excise taxes. These revenues are not considered part of the Proposition 2 ½ Tax Levy.

MODIFIED ACCRUAL BASIS FOR ACCOUNTING – A method of accounting that recognizes revenue when it is actually received and recognizes expenditures when a commitment is made.

MOTOR VEHICLE EXCISE - All Massachusetts vehicle owners who have their vehicle(s) registered in the Commonwealth of Massachusetts pay an annual motor vehicle excise tax to the town. The Registry of Motor Vehicles creates a listing of all vehicles registered in Natick and the book value assigned to each vehicle. The Town uses this information to bill all owners an annual tax equal to 2 ½ percent or \$25 for each \$1,000 of the vehicle's value.

NEW GROWTH - In addition to a standard 2 1/2% annual increase in the property tax levy, Proposition 2 1/2 allows the levy to be increased further by the sum of certain qualifying new construction valuation, multiplied by the prior year tax rate. Qualifying new construction valuation is known as "New Growth".

OPERATING BUDGET – The portion of the budget that pertains to daily operations, which provide basic services for the fiscal year. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel, and fuel and the proposed means of financing them.

OVERLAY - The amount raised in the tax levy for funding abatements granted by the Board of A

OVERRIDE - An action taken by the voters of the town to exceed the limit placed on tax revenue growth by the State tax limitation law known as Proposition 2 ½. The tax levy limit can be exceeded only if a majority of residents voting approve an override. This sum is then added to the base levy for the next fiscal year and this becomes a permanent addition to the tax levy limit.

PROPOSITION 2 ½ - A tax limitation measure passed by Massachusetts voters in 1980 which limits the growth of the total property tax levy to 2.5% per year. The total revenue allowed to be raised through real estate and personal property taxes cannot increase by more than 2.5% from one fiscal year to the next unless the residents of the town vote to approve a debt exclusion or an operating override. New construction values are in addition to this limit.

RESERVE FUND - An amount set aside annually within the budget of the town to provide a funding source for "extraordinary and unforeseen" expenditures. The Advisory Committee can authorize t

RETAINED EARNINGS – The accumulated earnings of the enterprise funds.



RESOURCES - Total dollar amounts available for appropriation including estimated revenues, fund transfers, and beginning fund balances.

REVALUATION - Massachusetts municipal finance law requires that the Massachusetts Department of Revenue formally certify that property tax assessments represent the "full and fair cash valuation" of properties. The process of determining the "full and fair cash valuation" of taxable property is known as Revaluation.

REVENUE - Budgetary resources.

REVOLVING FUND – As authorized under M.G.L. Ch. 53 E ½, departmental revolving funds allow communities to raise revenues from a specific service and use those revenues without appropriation to support the service. The total amount that may be spent from each revolving fund must be re-authorized each year at annual town meeting. Wages or salaries for full-time employees may be paid from the revolving fund only if the fund is also charged for all associated fringe benefits.

SCHOOL BUILDING ASSISTANCE PROGRAM – A program started by the Commonwealth of Massachusetts with a mission to partner with Massachusetts communities to support the design and construction of educationally-appropriate, flexible, sustainable, and cost-effective public-school facilities.

SEWER & WATER CHARGES - The Town operates a Water and Sewer Enterprise Fund to manage these municipal operations. Users of sewer and water services provided by the Town pay charges depending upon usage. Revenue received from charges for sewer and water services is used to fully support the costs of utility operations, assessments, debt service obligations, personnel costs, and capital projects.

STABILIZATION FUND – Massachusetts General Law Ch.40, Sec. 5B, authorizes a Town to create one or more stabilization funds and appropriate funds to them for any lawful purpose. Foxborough has two Stabilization Funds: the General (Rainy Day) Stabilization Fund and the Capital Stabilization Fund. The treasurer shall be custodian of the funds and may invest the proceeds legally; any interest earned shall remain with the respective funds. Money from the Stabilization Funds may be appropriated for any lawful purpose by two-thirds vote of Town Meeting.

TAX LEVY - The total amount raised through real estate and personal property taxes. Foxborough property owners pay taxes to the Town based on the assessed value of their real and/or personal property. Each year the Board of Selectmen conducts a tax classification hearing to determine a tax rate. The Town Assessor makes adjustments to real estate values in order to properly reflect fair market value. In addition to real estate, businesses may also pay a personal property tax (set at the commercial rate) based on the value of their professional equipment, furniture, and fixtures. The amount of taxes a property owner pays is determined by multiplying the applicable tax rate by the valuation. For example, if the tax rate is \$10 and a property's assessed value is \$100,000, the property owner will pay \$10 times \$100,000/1,000, or \$1,000. Tax levy revenues are the largest source of funding for the Town. These revenues support most school, police, fire, public works, library, and general governmental services to the community.

TAX LEVY LIMIT - The maximum amount that can be raised within the restrictions imposed by Proposition 2 ½.

TAX RATE - The amount of tax levied for each \$1,000 of assessed valuation.

USER FEES - Fees paid for direct receipt of a public service by the user or beneficiary of the service.

Financial Trends Monitoring System



Town of Foxborough, Massachusetts



Table of Contents

Category	Description
Financial Trends Monitoring System Overview	A summary of financial trend monitoring, its purpose, and indicators utilized in making an FTMS
Financial Indicators	An outline of financial indicators used in this FTMS
Population	The population of the Town of Foxborough
Bond Rating	Bond ratings data from Moody's and Standard & Poor's
Property Tax Revenues	The sum total of all property tax revenues
Uncollected Property Taxes	Uncollected property taxes represented as a percentage of the total tax levy
Revenues & Expenditures	Revenues and expenditures depicted on a per capita basis
State Aid	State aid in raw funding and as a percentage of total revenues
Economic Growth Revenues	Economic growth (also known as "elastic") revenues
Non-Recurring Revenues	Certified free cash in raw funding and as a percentage of the budget
Personnel Costs	Total personnel costs in raw funding and as a percentage of total revenues
Employee Benefits	Total employee benefit costs in raw funding and as a percentage of total revenues
Pension Liability	Depiction of pension system funded ratio
OPEB	Depiction of other post-employment benefits
Debt Service	Depiction of debt service as a percentage of the overall budget
Long Term Debt	Outstanding long term debt depicted on a per capita basis
Reserves or Fund Balance	Certified free cash and general stabilization funds (combined to total reserves) in raw funding and depicted as a percentage of total revenues
Capital Investment - Fixed Assets	Depiction of the value of capital items, such as land, buildings, vehicles, equipment, etc.
Capital Investment - Pavement Management	Depiction of the Town's road surface rating and spending on their maintenance
Enterprise Funds - Water & Sewer Retained Earnings	Depiction of retained earnings from the Town's Water & Sewer Enterprise Funds

FTMS Overview

Financial Trend Monitoring Systems (FTMS) utilize financial indicators to portray the overall financial condition of a municipality, and often use many of the same types of indicators used by credit rating agencies.

Through analyzing trends over a period of years or the longer term, municipalities can use a FTMS to make better financial management decisions, so as not to be subject to making bad or worse decisions as a result of crisis or emergency.

An FTMS can help a municipal government identify problems before they become too big to manage or control and can help identify financial strengths and weaknesses. It can function as a strong starting point to guide long-term financial decision making.

An FTMS can rely on a number of potential indicators, including *financial indicators* and *environmental indicators*. Foxborough has selected 18 indicators as a starting point. The Town should evaluate indicators periodically to determine not only whether new ones should be added, but also whether current ones offer enough value to be retained.

Financial indicators can include revenues, expenditures, operating position, debt indicators, and unfunded liabilities.

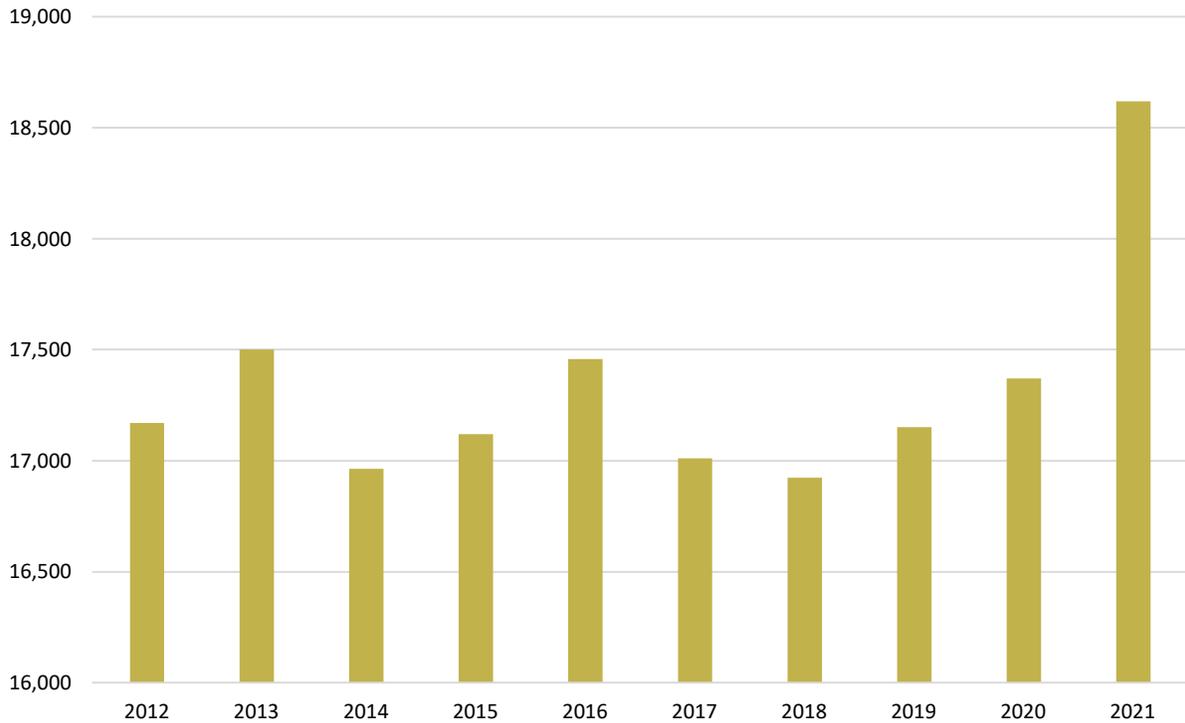
Environmental indicators can include things like population, employment, and other socioeconomic statistics. These are the external factors the Town cannot control, but which influence service delivery, revenues and costs.

The following page provides a summary of several indicators included in Foxborough's FTMS.

Financial Indicators Summary

	Category	Trend
1	Population	Favorable
2	Bond Rating	Favorable
3	Property Tax Revenues	Favorable
4	Uncollected Property Taxes	Favorable
5	Revenues & Expenditures	Favorable
6	State Aid	Uncertain
7	Economic Growth Revenues	Favorable/Uncertain
8	Non-Recurring Revenues	Favorable/Uncertain
9	Personnel Costs	Favorable
10	Employee Benefits	Unfavorable
11	Pension Liability	Favorable
12	OPEB	Favorable
13	Debt Service	Favorable
14	Long Term Debt	Favorable/Uncertain
15	Reserves or Fund Balance	Unfavorable
16	Capital - Fixed Assets	Favorable
17	Capital - Pavement Management	Uncertain
18	Enterprise Funds - Water & Sewer Retained	Unfavorable

Population Trends



Warning: Population loss
Trend: Favorable
Description: The Town of Foxborough's population has increased gradually over the last decade, albeit unevenly. Declines in population occur in 2014 and 2017-2018, only to bounce back in following years. This is an indicator of the Town's livability and desirability.

*Data obtained from the Town Clerk's office.

2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
17,170	17,501	16,963	17,120	17,457	17,011	16,924	17,152	17,371	18,618

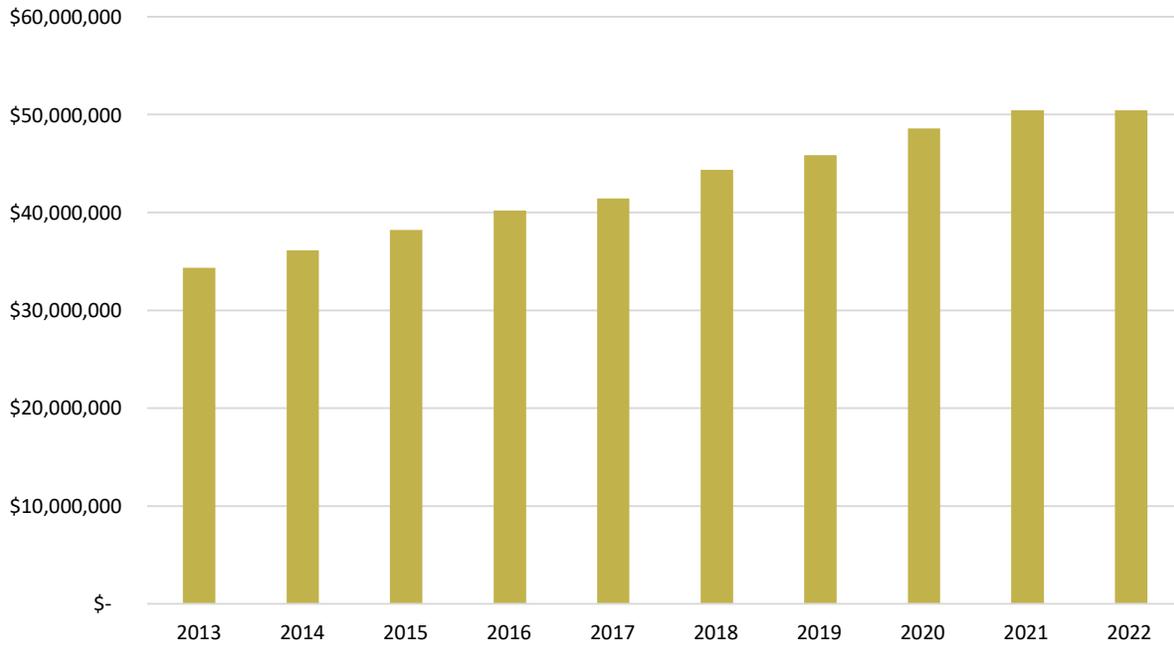
Bond Rating Trends

CATEGORY	Moody's	S&P
FY2009	Aa3	AA+
FY2010	Aa2	AA+
FY2011	Aa2	AA+
FY2012	Aa2	AA+
FY2013	Aa2	
FY2014	Aa2	AA+
FY2015	Aa2	AA+
FY2016		
FY2017		AAA
FY2018		
FY2019		AAA
FY2020		AAA
FY2021		AAA
FY2022		
FY2023		

Warning: Declining rating(s)
Trend: Favorable
Description: This is an indicator of the Town's creditworthiness. Particularly noteworthy is the Town's S&P score, which has increased from AA+ to AAA, an increase to the highest possible bond rating offered by this particular credit rating agency.

Property Tax Revenues (1 of 2)

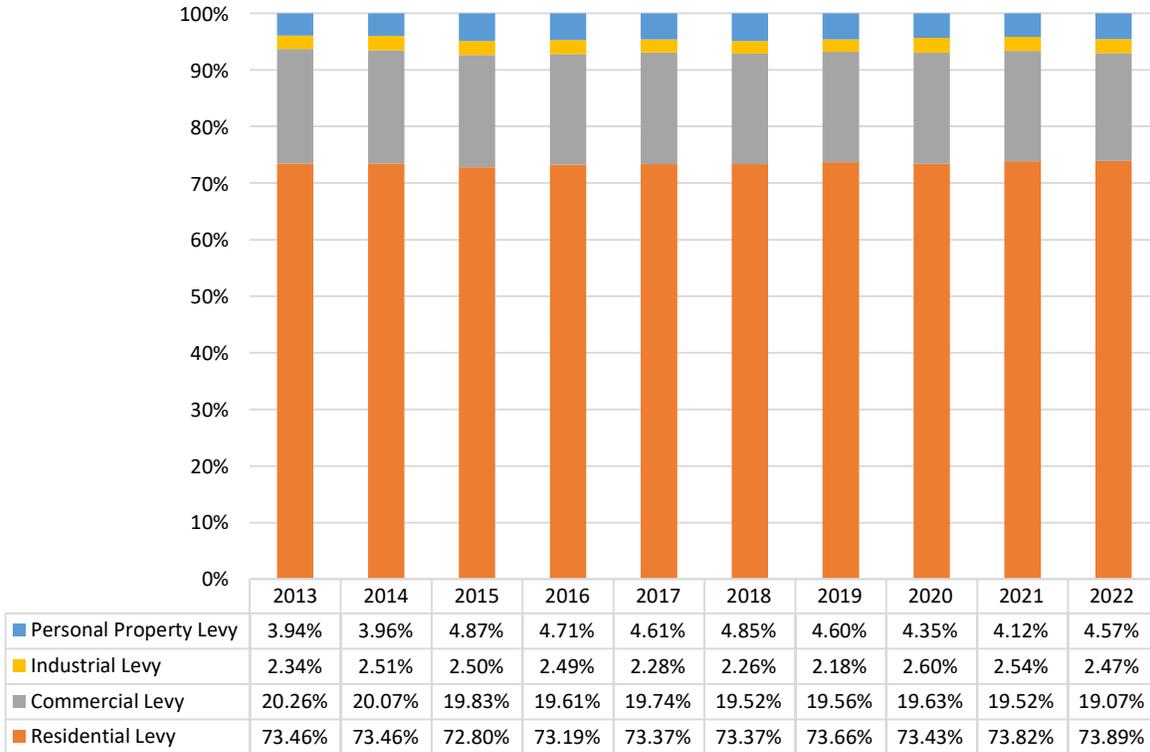
Net Property Tax Revenues (in constant dollars)



Warning: Declining property tax revenues
Trend: Favorable
Description: Property taxes make up approximately 68% of the Town's revenues in FY2021, with growth consistently exceeding the rate of inflation. Next steps may include fortifying the tax levy with new commercial and industrial growth, in addition to well-articulated PILOTs for any significant nonprofit operations in Town and new revenue opportunities, such as legalized cannabis and additional electronic billboards. This graph illustrates overall growth trends.

Property Tax Revenues (2 of 2)

Actual Levy per Fiscal Year by Type



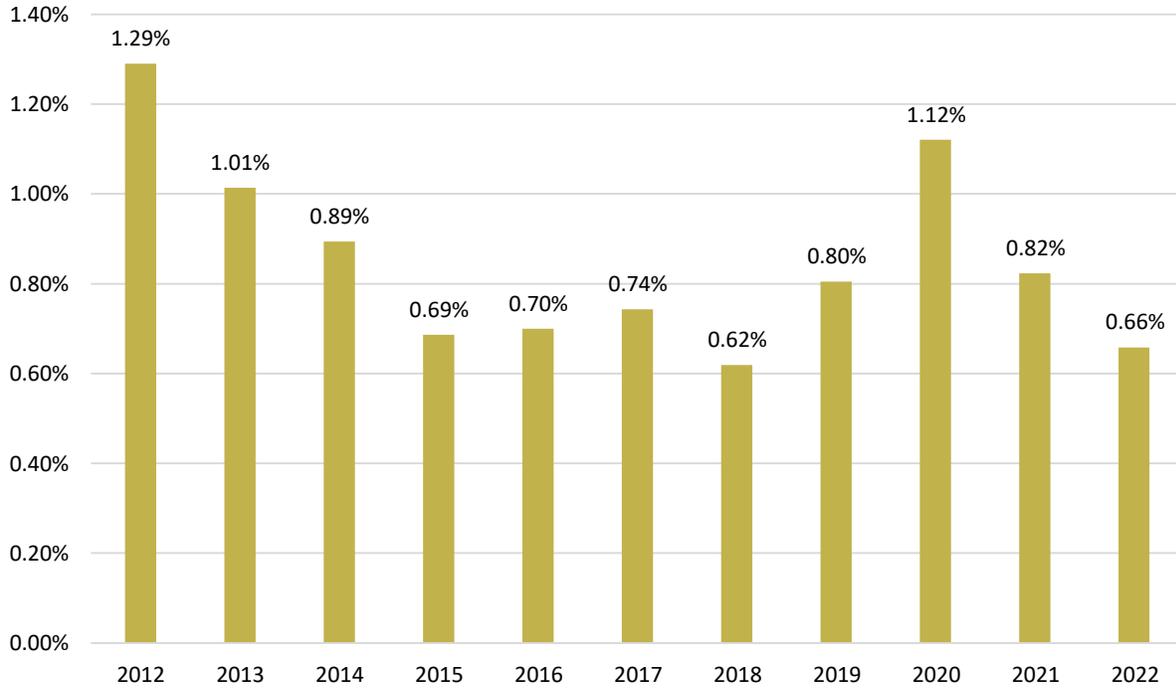
Warning: Declining property tax revenues

Trend: Favorable

Description: Property taxes make up approximately 68% of the Town's revenues in FY2021, with growth consistently exceeding the rate of inflation. Next steps may include fortifying the tax levy with new commercial and industrial growth, in addition to well-articulated PILOTs for any significant nonprofit operations in Town and new revenue opportunities, such as legalized cannabis and electronic billboards. This graph illustrates stability across tax base categories.

Uncollected Property Tax (1 of 2)

Uncollected Property Taxes as % of Total Tax Levy



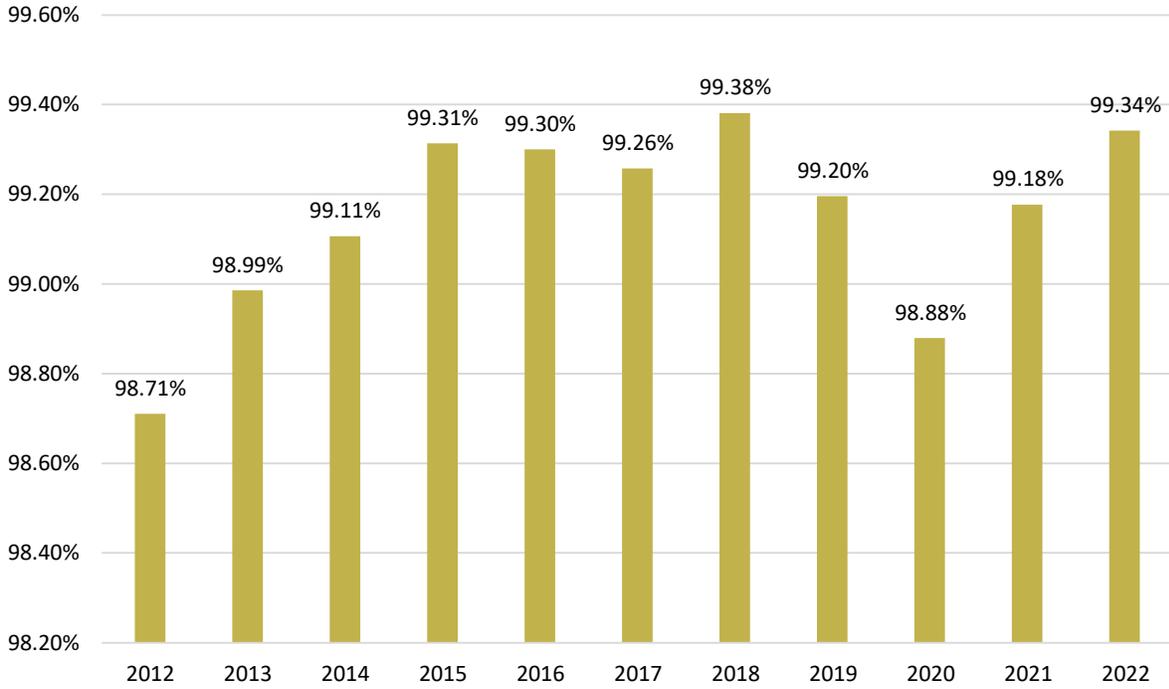
Warning: Increasing uncollected property taxes

Trend: Favorable

Description: Collection rates below 95% are considered negatively by bond rating agencies. Foxborough's collection exceed 99% on a fairly consistent basis. Collection rates dropped below 99% in FY2012-2013 and FY2020 (covid-19).

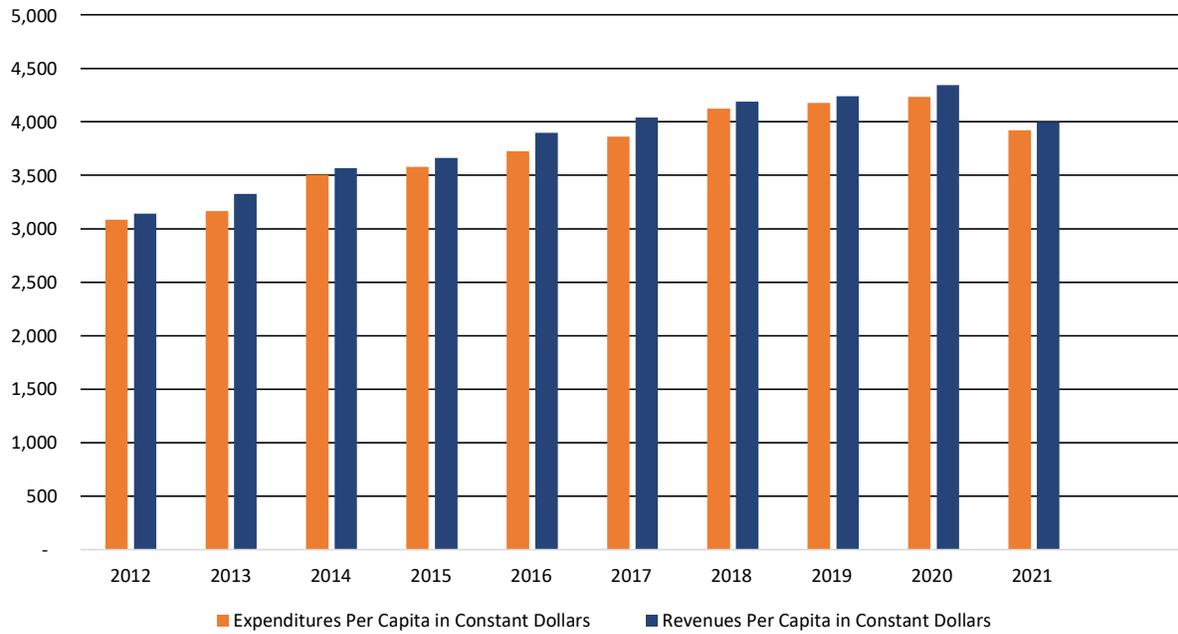
Uncollected Property Tax (2 of 2)

Collected Property Taxes as % of Total Tax Levy



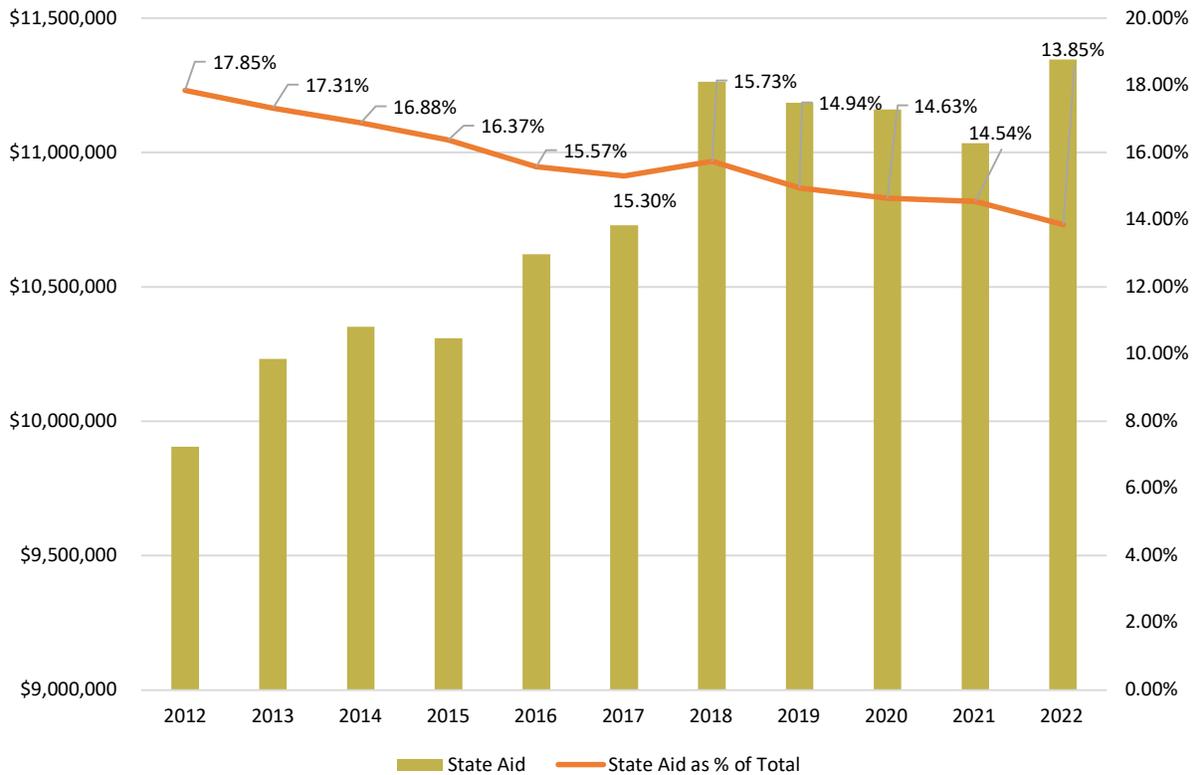
Warning: Increasing uncollected property taxes
Trend: Favorable
Description: Collection rates below 95% are considered negatively by bond rating agencies. Foxborough's collection exceed 99% on a fairly consistent basis. Collection rates dropped below 99% in FY2012-2013 and FY2020 (covid-19).

Operating Revenues vs. Expenditures - Per Capita



Warning: Expenditures outpacing revenues on a per capita basis
Trend: Favorable
Description: Revenues have outpaced expenditures in every year measured.

State Aid as a % of Total Receipts



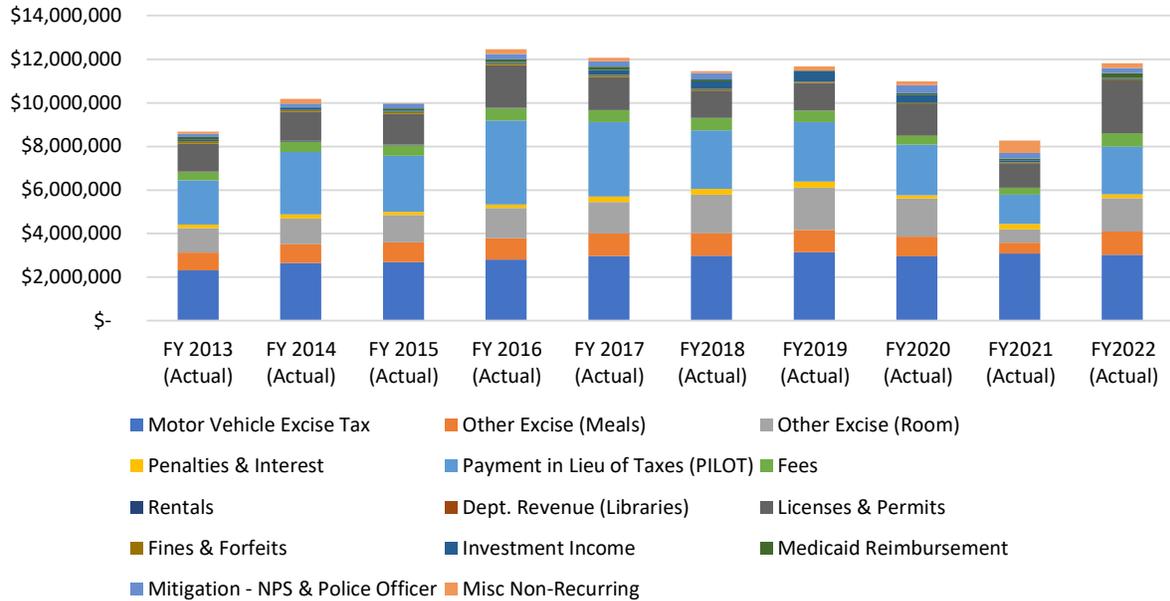
Warning: Significant increase or decrease as a percentage of receipts

Trend: Uncertain

Description: State aid went from a high of 17.85% of revenues in FY2012 to a low of approximately 13.85% in FY2022. While this is suggestive of Foxborough's ability to generate more revenue by way of the tax levy and other local means, the lack of stability in this type of revenue may not be conducive to financial planning for the Town. State aid is usually kept flat for municipal forecasting purposes.

Economic Growth Revenues (1 of 2)

Economic Growth (Elastic) Revenues by Category



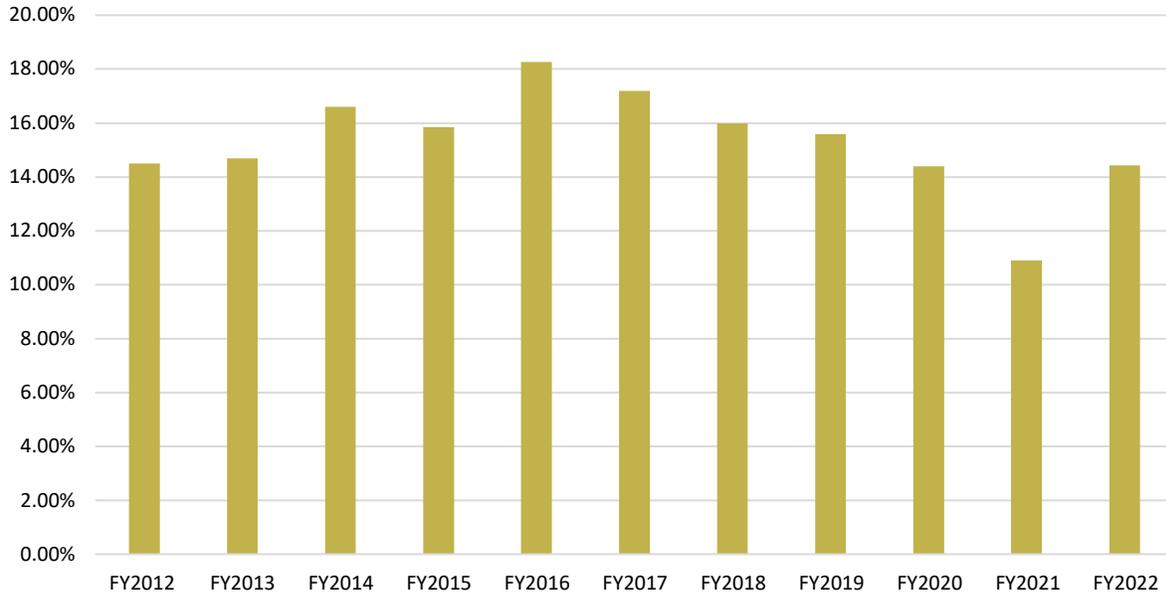
Warning: Decrease in economic growth revenues

Trend: Favorable/Uncertain

Description: Economic growth revenues were on a general upward trajectory until FY2016, where they begin to decline. The onset of the COVID-19 pandemic caused significant decline in FY2020-FY2021, although there was a significant upward trajectory in FY2022. This tracks with the nature of economic growth revenues, which tend to expand and contract based on broader performance of the overall economy.

Economic Growth Revenues (2 of 2)

Economic Growth Revenues as % of Total Revenues



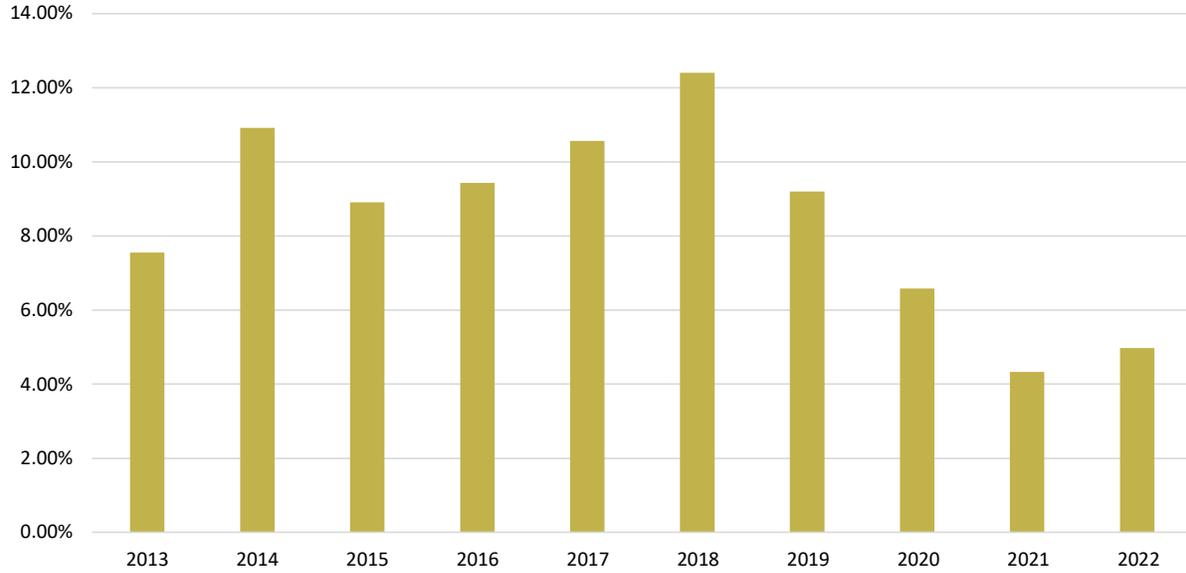
Warning: Decrease in economic growth revenues

Trend: Favorable/Uncertain

Description: Economic growth revenues were on a general upward trajectory until FY2016, where they begin to decline. The onset of the COVID-19 pandemic caused significant decline in FY2020-FY2021, although there was a significant upward trajectory in FY2022. This tracks with the nature of economic growth revenues, which tend to expand and contract based on broader performance of the overall economy.

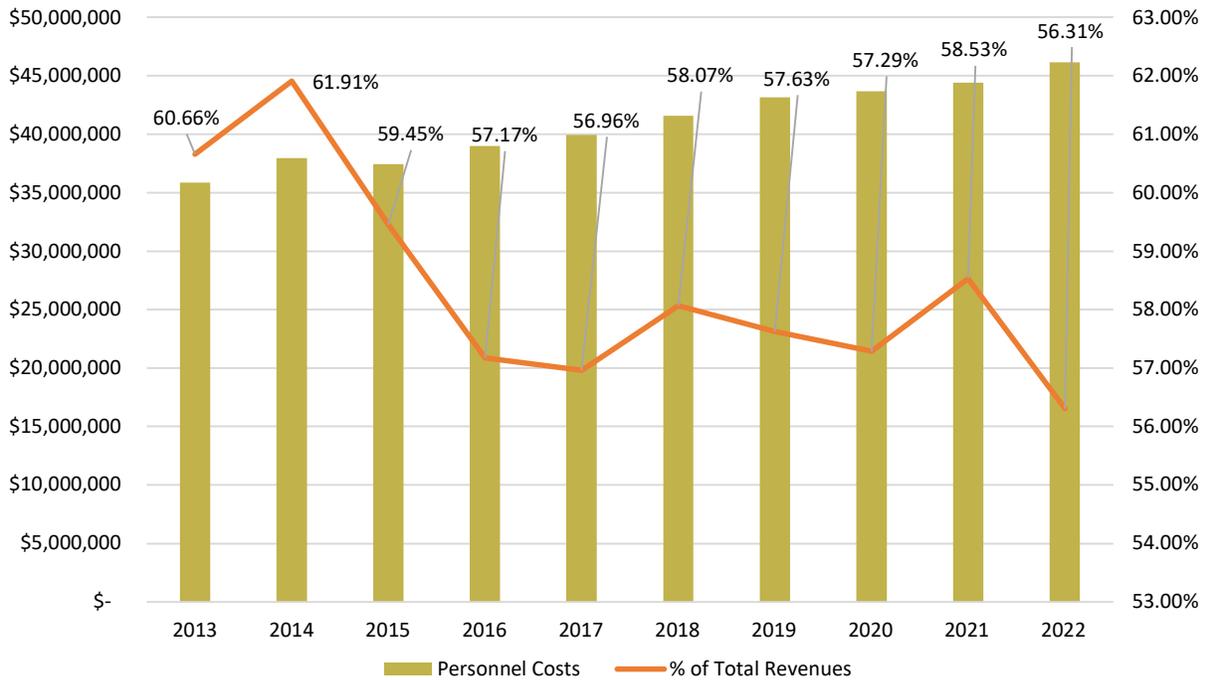
Non-Recurring Revenues

Certified Free Cash as a % of the Budget



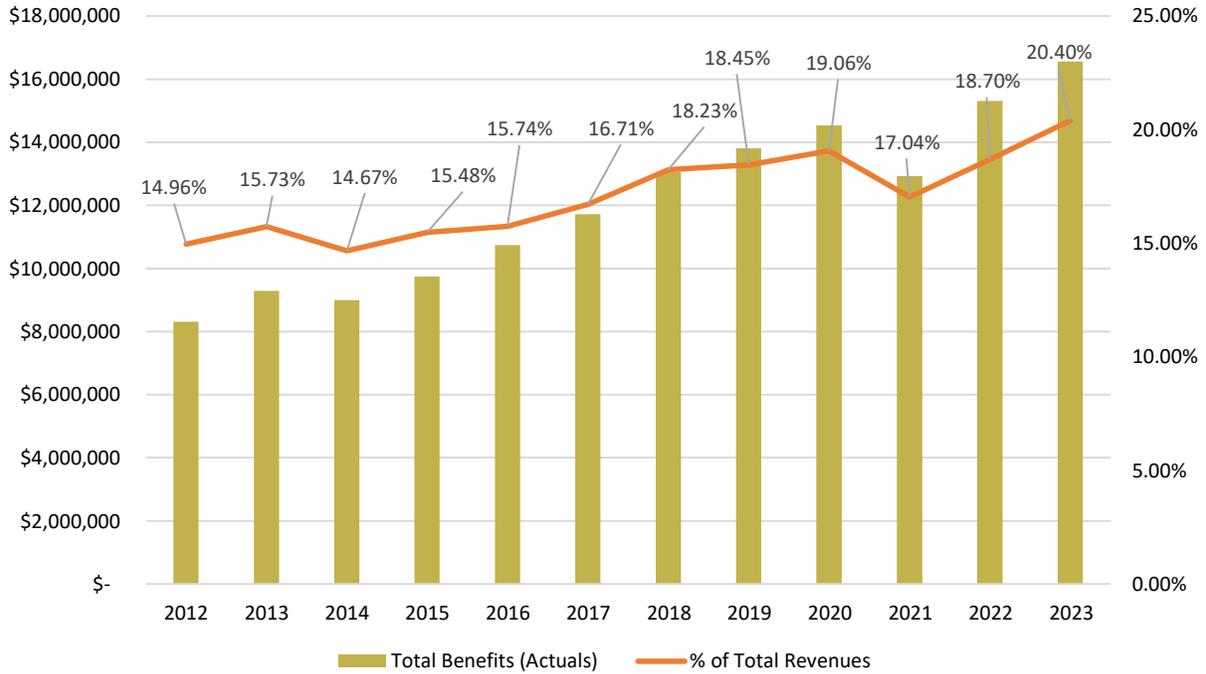
Warning: Increasing amount of one-time revenues in the operating budget
Trend: Favorable
Description: Certified free cash is shrinking as a proportion of expenditures, despite recent years where it jumped to over 10% of the operating budget in FY2014, FY2017, and FY2018. It has been in significant decline since FY2019. The Town has traditionally used Free Cash towards the operating and capital budgets, and now plans to gradually phase out the usage of Free Cash towards the operating budget as local receipt revenues return to normal.

Total Personnel Costs as a % of Total Revenues



Warning: Salaries and wages increasing as a percentage of total revenues
Trend: Favorable
Description: Personnel costs as a percentage of total revenues have steadily decreased over time since FY2014, with occasional increases in FY2018 and FY2021. During this time, however, total personnel costs as a percentage of total revenue has consistently remained below 60% since FY2014.

Employee Benefits as a % of Total Revenues

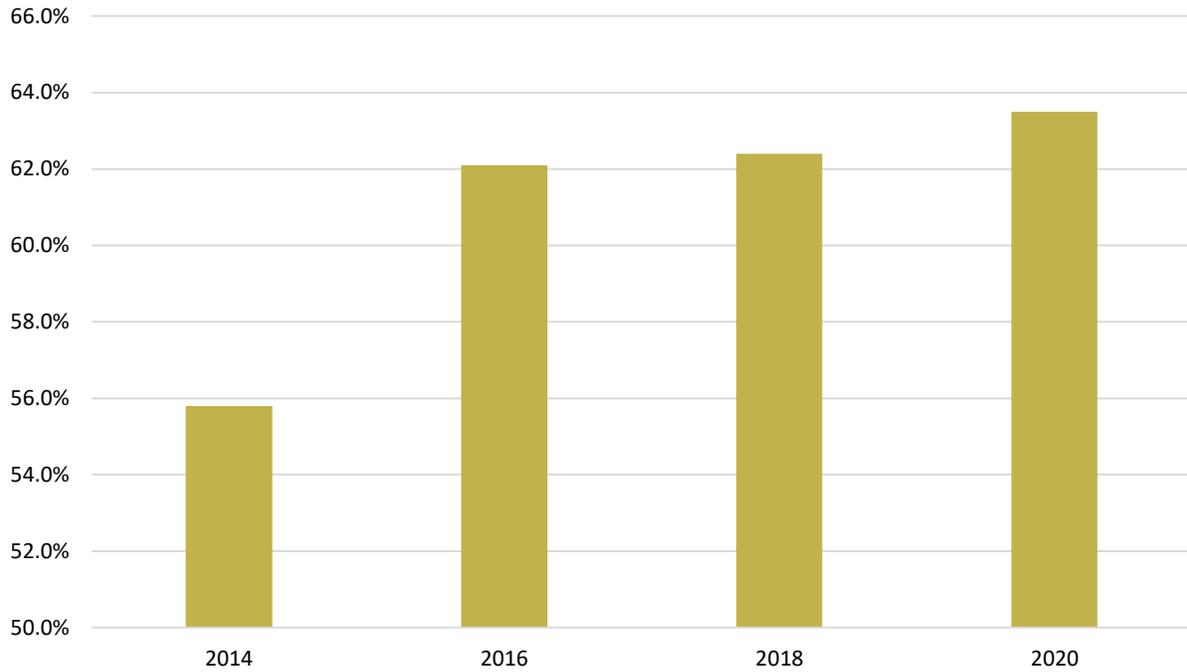


Warning: Employee benefits (total insurance and other similar spending) increasing as a percentage of total revenue

Trend: Unfavorable

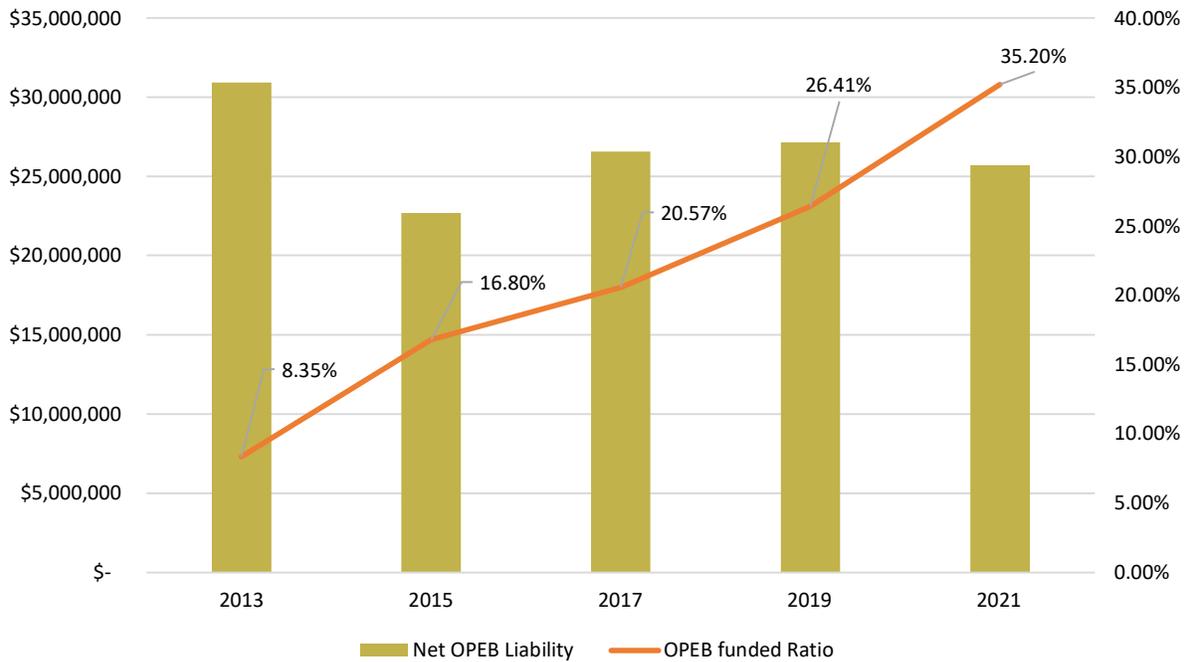
Description: Despite a dip in FY2014, employee benefit costs have steadily risen since that time and, as of FY2023, represent approximately 1/5 of total revenues. This has grown from a low of 14.67% of total revenues in FY2014. The largest fixed costs are Pensions and Group Insurance. These are the main drivers in this trend along with the annual OPEB contribution which has remained stable. Once the Pension and OPEB liabilities are fully funded, there will be a dramatic decrease to the ongoing costs for these two liabilities.

Pension Liability (% Funded)



Warning: Unfunded liability or increase in unfunded liability
Trend: Favorable
Description: Foxborough's unfunded pension liability has increased from approximately \$34.44 million in FY2014 to \$38.69 million in FY2020. Despite the raw number increasing, there are other more encouraging signs. The percentage of pension liability funded has grown from 55.8% in FY2014 to 63.5% in FY2020, actual rates of return outperformed assumed rates in all but three years recorded, and the pension system is expected to be fully funded by 2029.

Net OPEB Liability and Funding Ratio



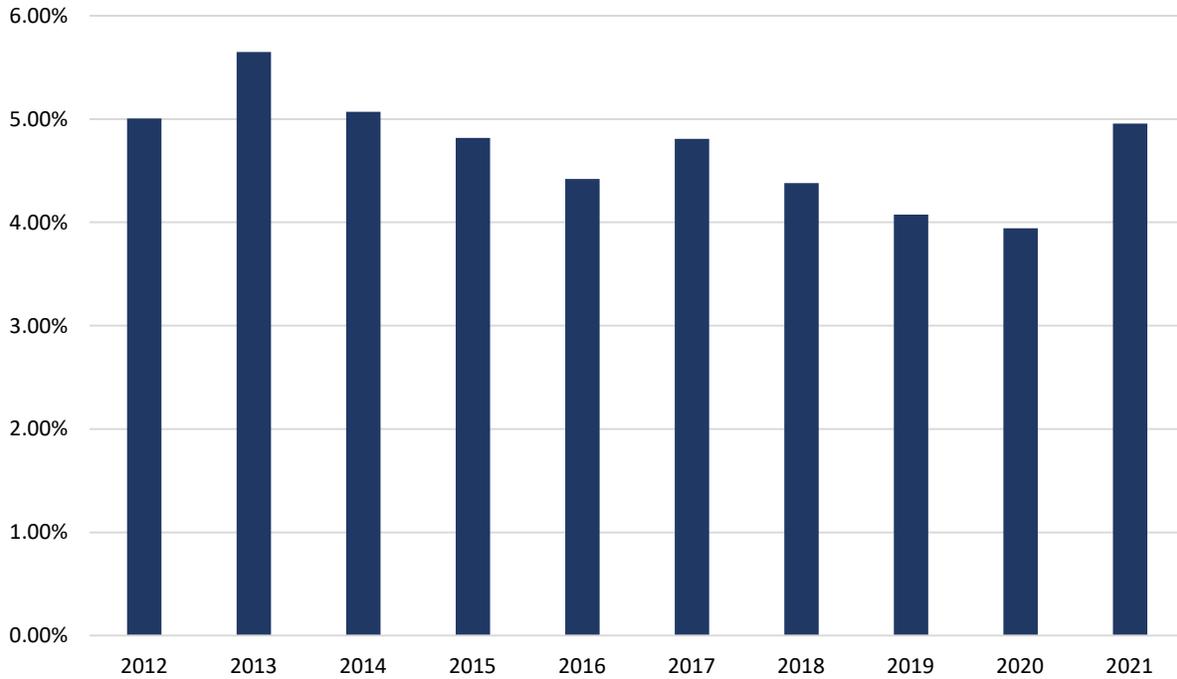
Warning: Unfunded liability or increase in unfunded liability

Trend: Favorable

Description: Foxborough's net OPEB liability has decreased from approximately \$30.9 million in FY2013 to \$25.7 million in FY2021. Additionally, the OPEB funded ratio has increased markedly during this time from 8.35% to 35.2% over the same period of time. If the Town continues on its current trajectory, OPEB is expected to be fully funded by 2032, and potentially sooner if pensions are fully funded by 2029.

Debt Service as a % of Total Expenditures (1 of 2)

General Fund



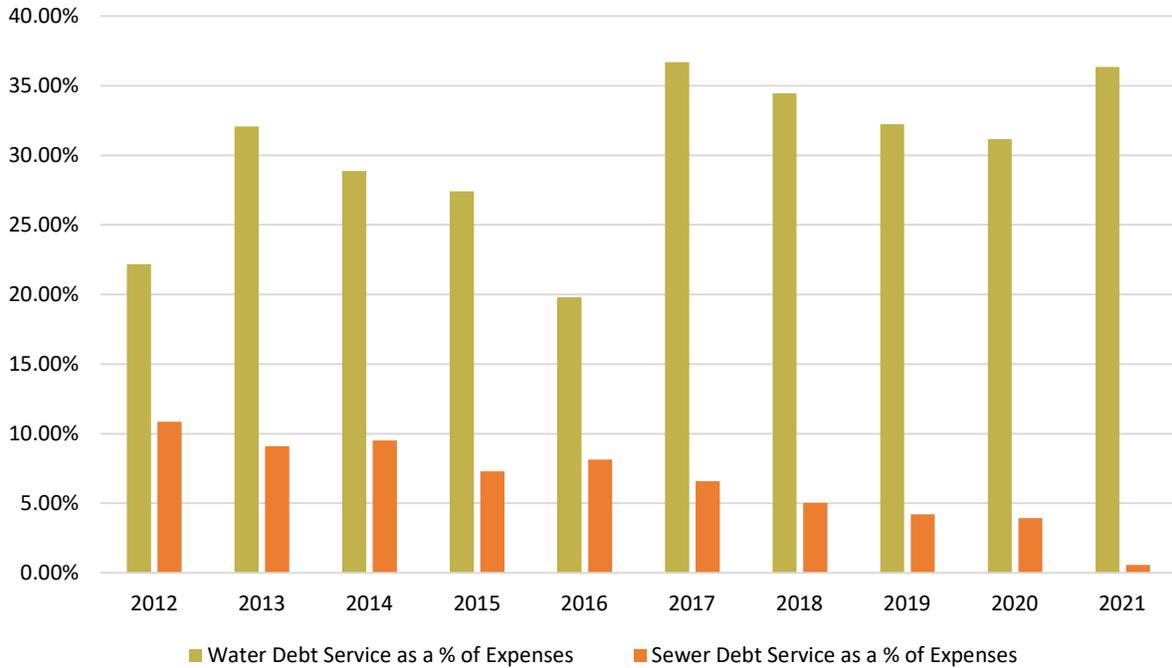
Warning: Increasing debt service as a percentage of the budget

Trend: Favorable

Description: Overall, the Town's debt service has held below the 5% threshold since FY2015. This is generally recommended in most municipal debt policies. Despite a general downward trend for the past several fiscal years, debt service increased approximately a percentage point in FY2021 (Burrell School).

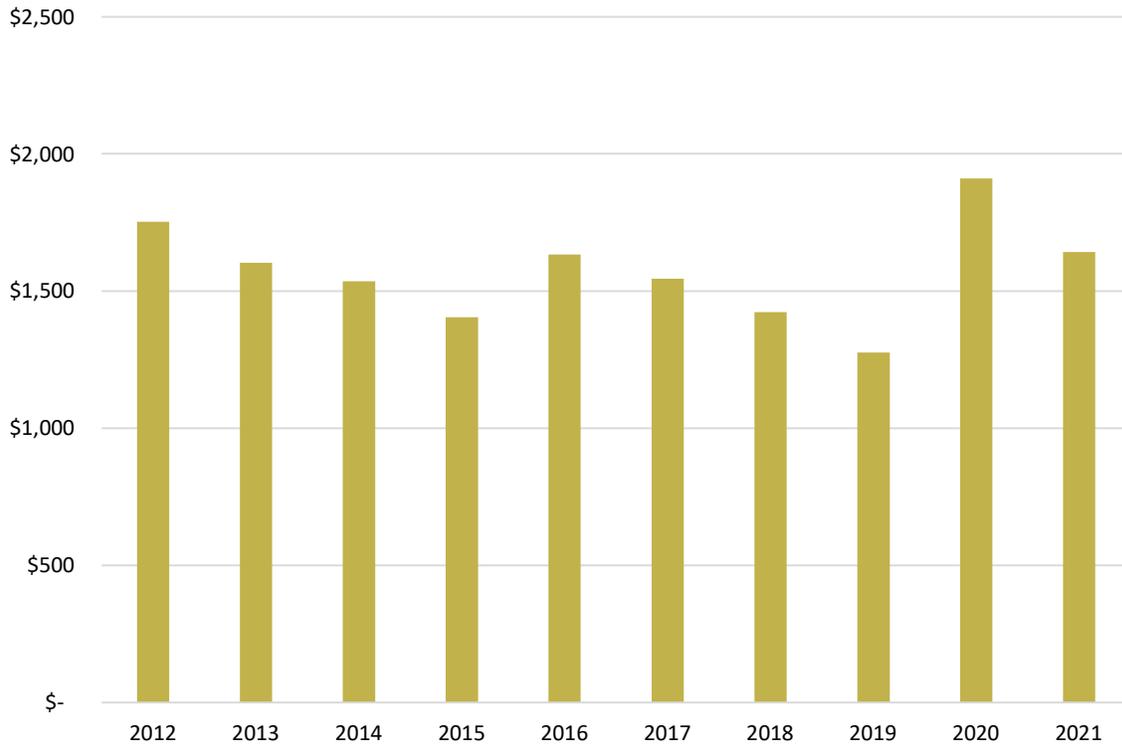
Debt Service as a % of Total Expenditures (2 of 2)

Water & Sewer



Warning: Increasing debt service as a percentage of the budget
Trend: Favorable
Description: Overall, the Town's debt service for the Enterprise Funds has exceeded the 5% threshold - except for the Sewer Enterprise since FY18. The spikes in the Water Debt are due to several bond issuances for long overdue water infrastructure projects.

General Fund Outstanding Debt per Capita

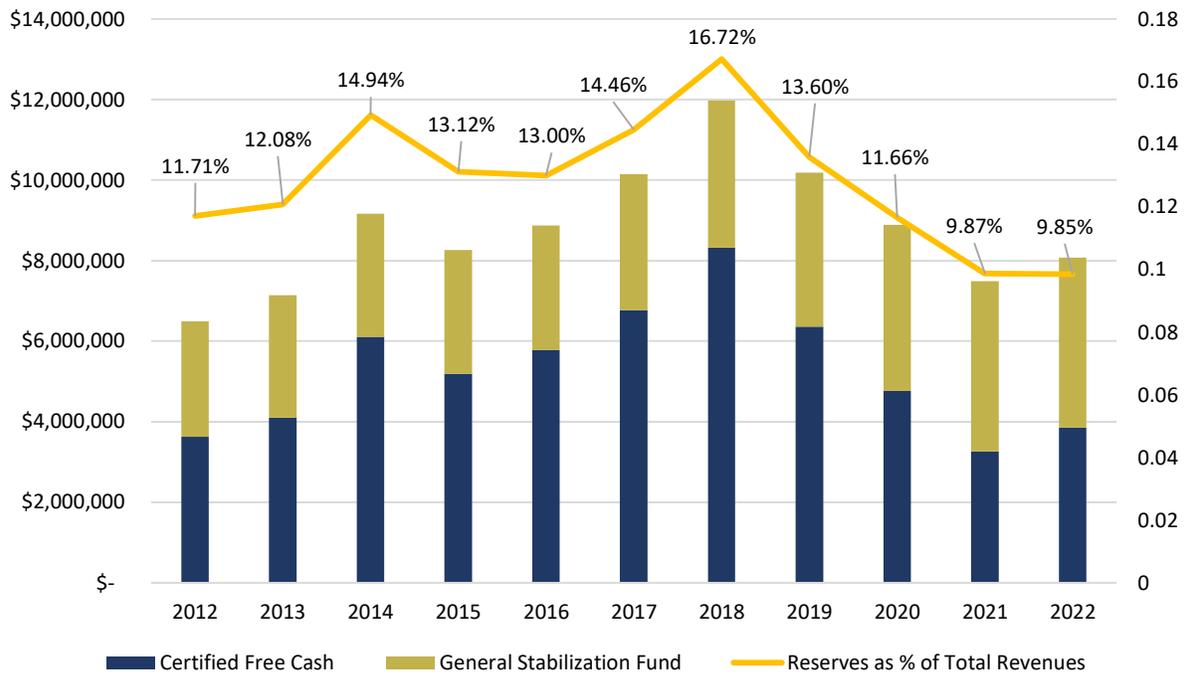


Warning: Increasing debt on a per capita basis

Trend: Favorable/Uncertain

Description: Outstanding debt on a per capita basis has ranged consistently between \$1,900 and \$1,200 per capita in the years measured, with the exception of FY2020 at \$1,911. This, coupled with steady population growth in recent years, represents a fairly targeted approach to long-term debt. The Town should evaluate future debt financing plans with continued consideration towards this metric.

Reserves/Fund Balance & as a % of Total Revenues



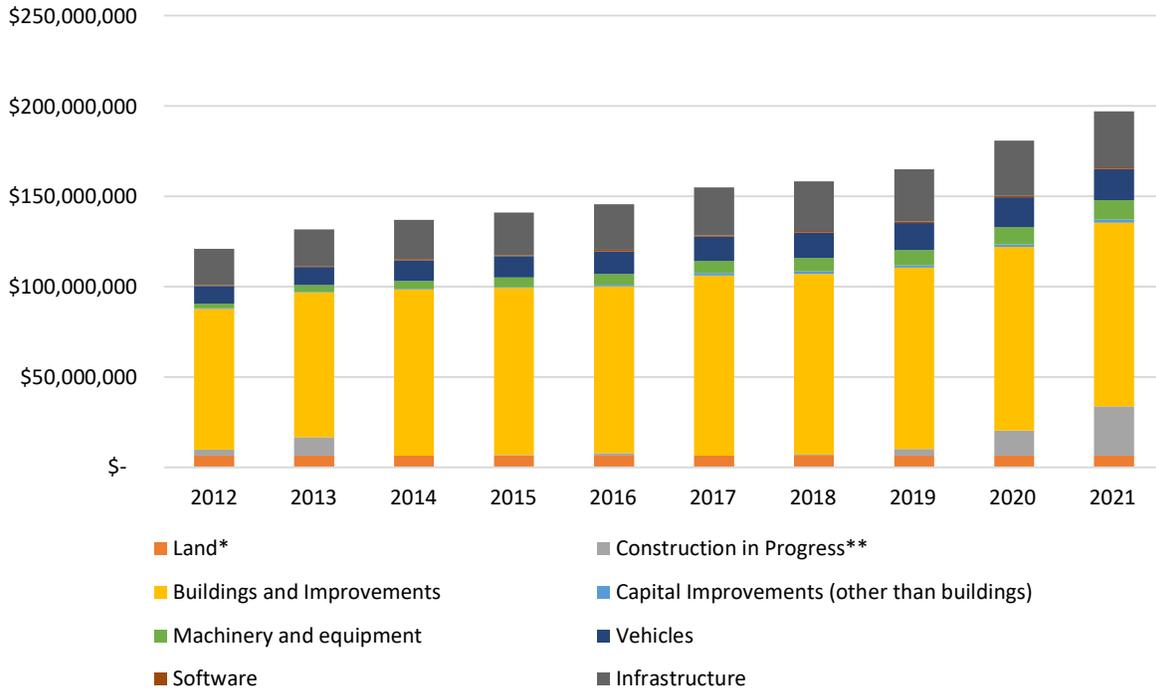
Warning: Declining reserves as a percentage of total revenues

Trend: Unfavorable

Description: Foxborough's reserves reached a high in FY2018 - a deliberate effort by the Town to finance the initial costs of the Burrell School renovation. Historically, Free Cash has ranged on an annual basis from \$3 million to \$6 million. Free Cash has dwindled since FY2018, despite growth in the General Stabilization Fund (created in FY2012). As a percentage of total revenues, reserves have shrank significantly. The Town is focusing on continued growth of the Stabilization Fund for FY2023 as well as a phasing out of the use of Free Cash towards the operating budget in order to build a positive trend for reserves on hand.

Capital Investment - Fixed Asset Values (1 of 3)

Fixed Asset Values in Nominal Dollars
(Governmental Activities)



Warning: Declining values

Trend: Favorable

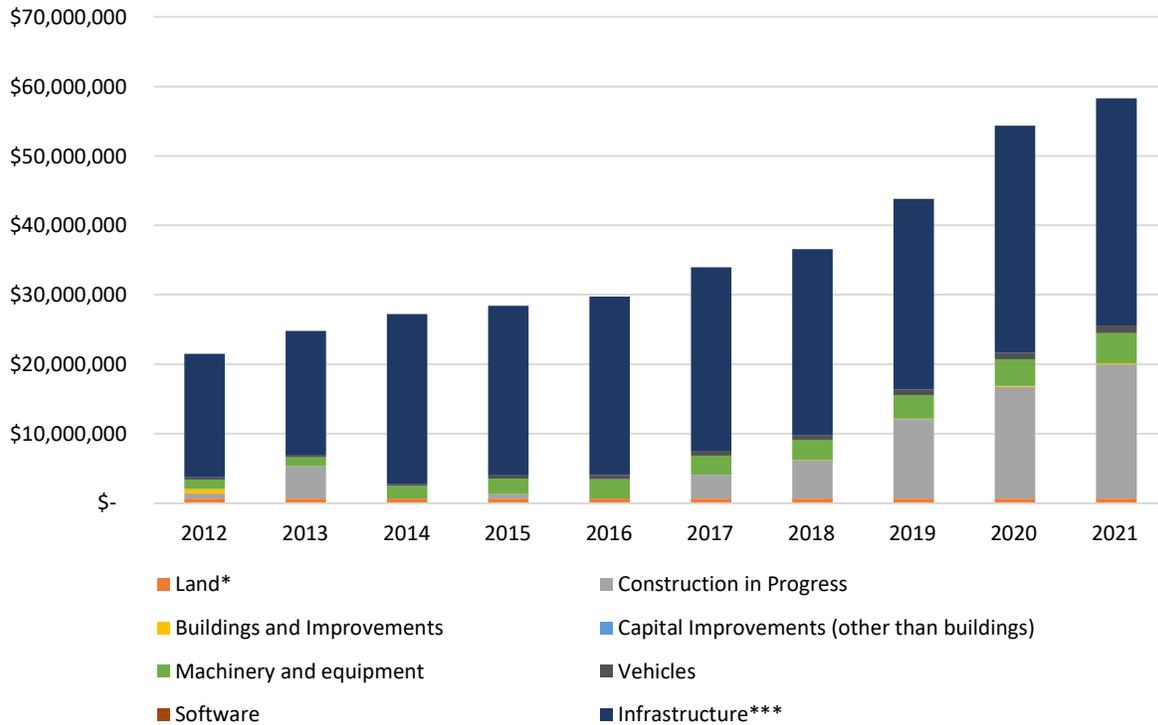
Description: Adjusting for both depreciation and inflation, Foxborough has maintained its fixed asset values. The first two graphs depict fixed asset values for both governmental and business-type activities. The third graph demonstrates a significant increase in net fixed asset values despite climbing depreciation (which doubles over the ten-year timespan measured).

*Land is not depreciated

**High School & Boyden renovations in 2012-2013, New Town Hall construction in 2016-2017, Burrell School renovation in 2019-2022

Capital Investment - Fixed Asset Values (2 of 3)

Fixed Asset Values in Nominal Dollars
(Business-Type Activities)



Warning: Declining values

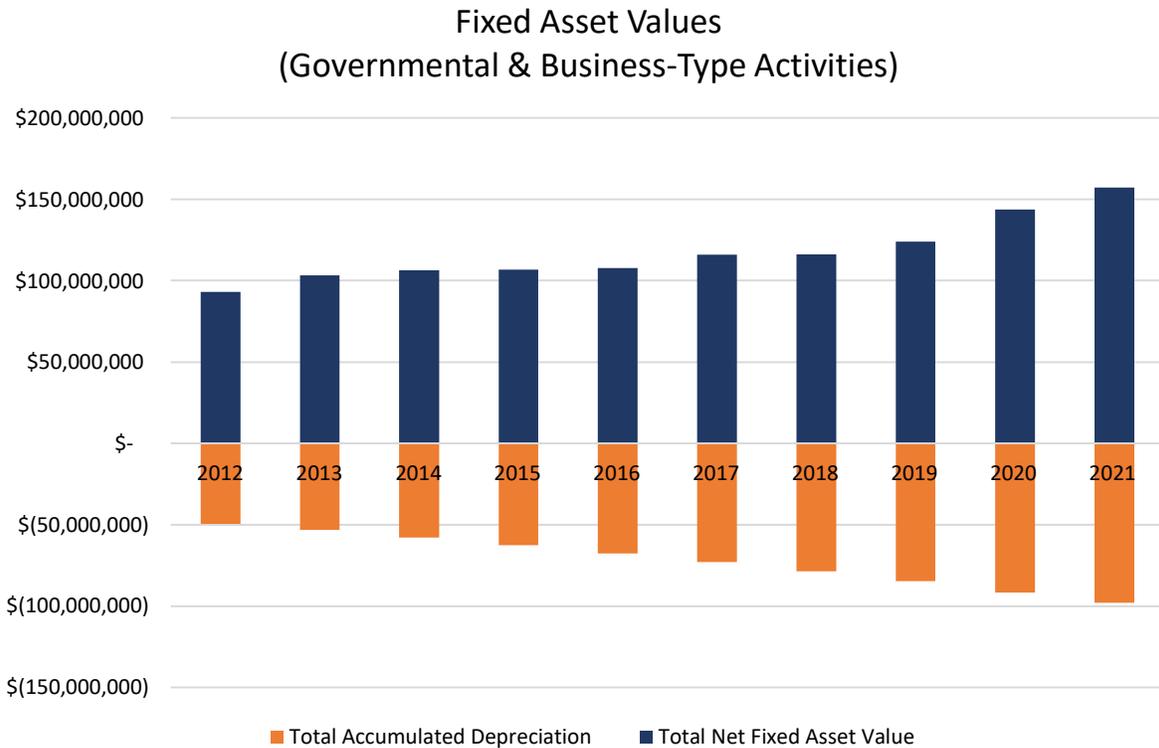
Trend: Favorable

Description: Adjusting for both depreciation and inflation, Foxborough has maintained its fixed asset values. The first two graphs depict fixed asset values for both governmental and business-type activities. The third graph demonstrates a significant increase in net fixed asset values despite climbing depreciation (which doubles over the ten-year timespan measured).

*Land is not depreciated

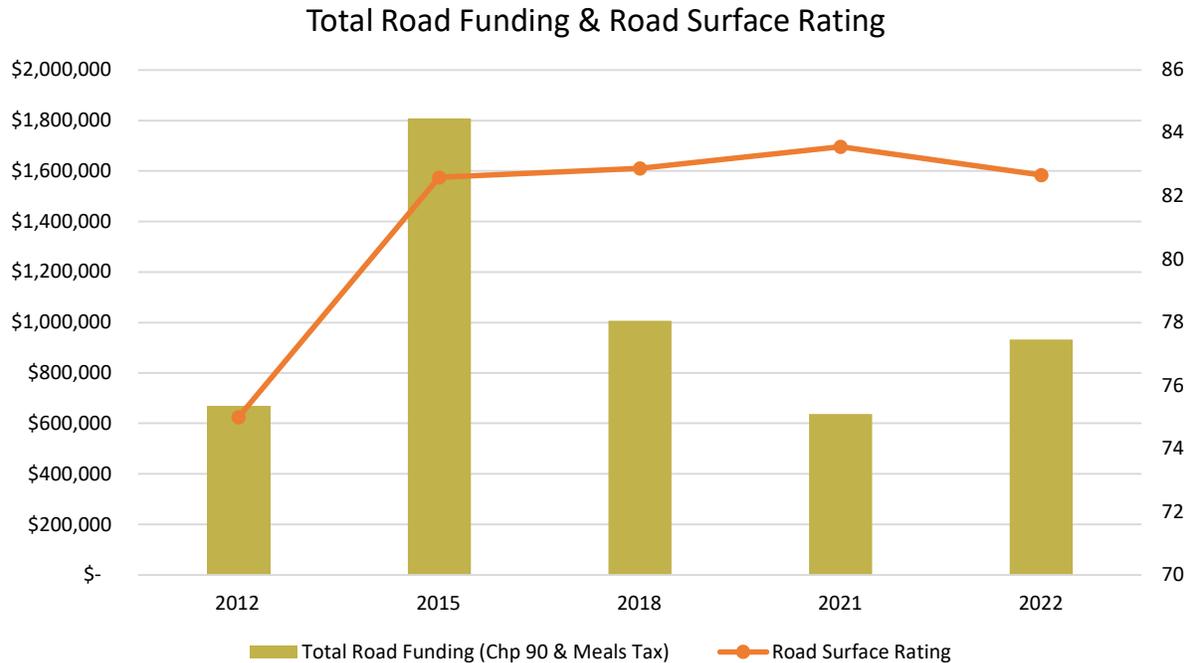
***Water Infrastructure projects 2019-2022

Capital Investment - Fixed Asset Values (3 of 3)



Warning: Declining values
Trend: Favorable
Description: Adjusting for both depreciation and inflation, Foxborough has maintained its fixed asset values. The first two graphs depict fixed asset values for both governmental and business-type activities. The third graph demonstrates a significant increase in net fixed asset values despite climbing depreciation (which doubles over the ten-year timespan measured).

Capital Investment - Pavement Management



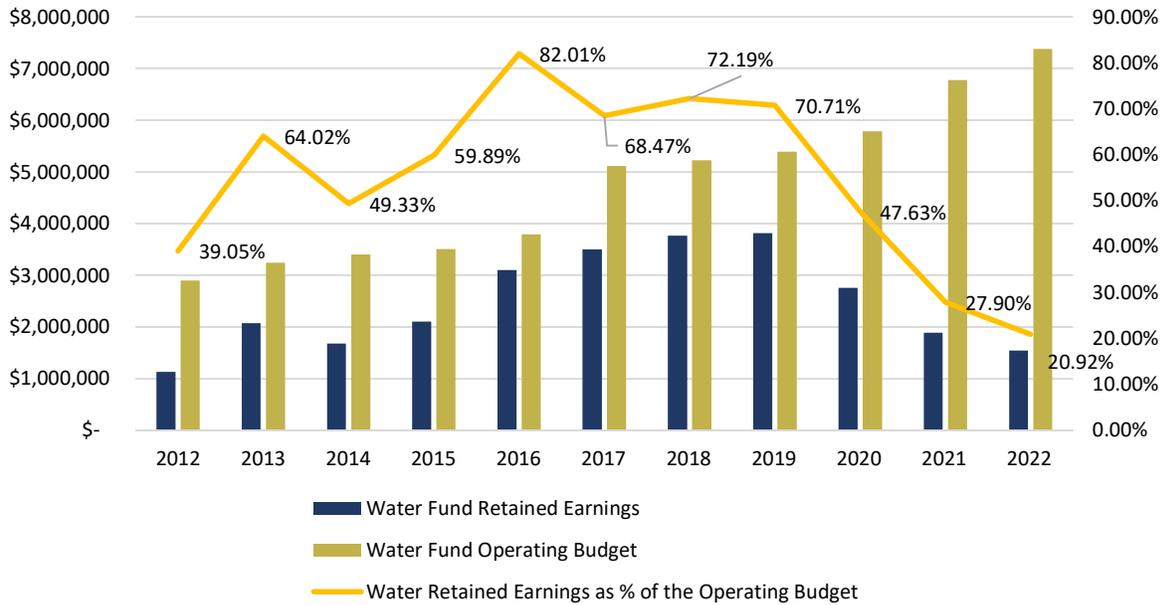
Warning: Declining road surface rating (RSR)

Trend: **Uncertain**

Description: The Town's road surface rating (RSR) has risen from 75 in FY2012 to 82.67 in FY2022. Based on a recent engineering study, Foxborough will need to spend approximately \$1.15 million annually in order to maintain the current RSR. In order to maintain sidewalks along the road, the Town will need somewhere between \$1.5 million to \$2 million. State Chapter 90 funding will be a critical component of whether the Town can meet these spending targets, as well as highly elastic meals tax revenue (which should increase given the receding of the COVID-19 pandemic). The Town should create operational budgets for these expenses and explore other options such as issuing a 20-year bond for road/sidewalk improvements.

Enterprise Funds - Retained Earnings (1 of 2)

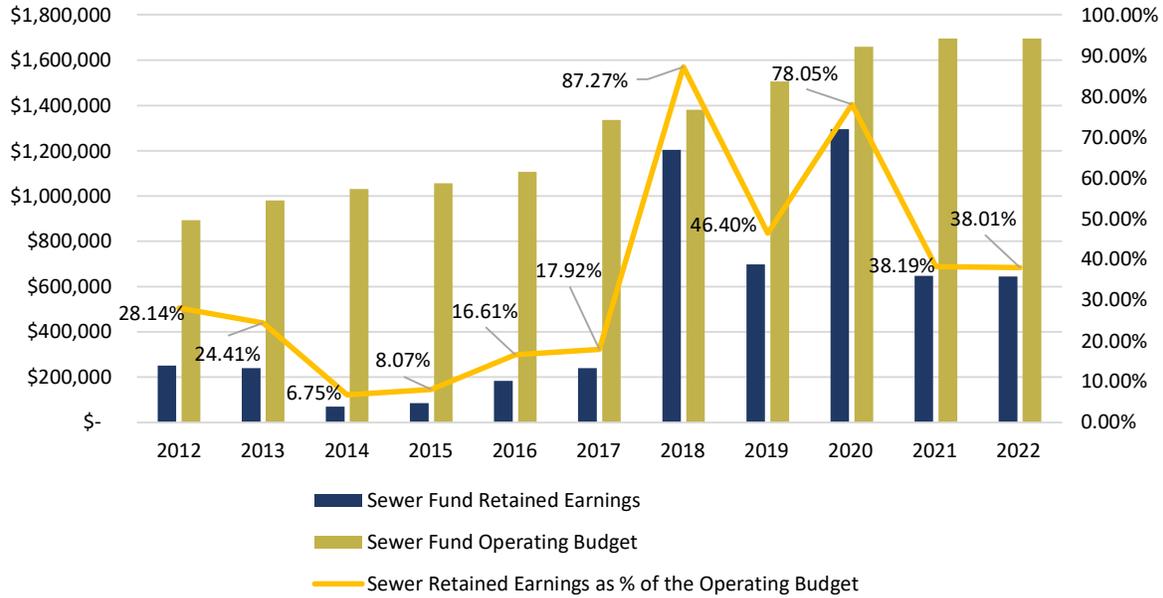
Water Retained Earnings & as a % of the Operating Budget



Warning: Decline in retained earnings
Trend: Unfavorable
Description: In recent years, the Town has used retained earnings for both Water and Sewer to balance their respective budgets due to increased debt service and revenue losses. Currently, Foxborough is in the process of replacing municipal water meters which will help increase revenue currently not being captured. The reduced used of Retained Earnings towards the operating budget is recommended for FY24 and beyond.

Enterprise Funds - Retained Earnings (2 of 2)

Sewer Retained Earnings & as a % of the Operating Budget



Warning: Decline in retained earnings

Trend: Unfavorable

Description: In recent years, the Town has used retained earnings for both Water and Sewer to balance their respective budgets due to increased debt service and revenue losses. The reduced used of Retained Earnings towards the operating budget is recommended for FY24 and beyond.