BRIDGEWATER TOWN COUNCIL

Tuesday, January 22, 2019
7:30 p.m.
Academy Building
66 Central Square
Council Chamber, Room 203
Bridgewater MA

MEETING AGENDA – **Updated 1/18/19*

RECEIVED
TOWN CLERKS OFFICE
BRIDGEWATER, MA.
2019 JAN 18 A 11:

A. APPROVAL OF MINUTES FROM PREVIOUS MEETINGS
   a) December 18, 2018
   b) January 8, 2019

B. ANNOUNCEMENTS FROM THE PRESIDENT

C. PROCLAMATIONS

D. CITIZEN OPEN FORUM

E. APPOINTMENTS - *None*

F. HEARINGS - *None*

G. LICENSE TRANSACTIONS
   a) Petition P-2019-003: Renewal of Class II Auto Dealer's License – Twins Truck & Auto Sales and Repair, 365 Elm Street

H. PRESENTATIONS
   a) Mitchell School Building Committee Progress Update
   b) Presentation of Road and Sidewalk Study

I. TOWN MANAGER'S REPORT

J. DISCUSSIONS - *None*

K. COMMITTEE REPORTS

L. LEGISLATION FOR ACTION
   a) Ordinance D-FY19-004: General Ordinance - Acceptance of MGL c.40, Section 22A, 22B, 22C Concerning Parking Meters
      At their meeting held 12/18/18, the Budget & Finance Committee voted 3-0 to recommend approval. The Finance Committee voted 5-0 to approve this measure on 1/7/19. This measure has been duly advertised in the Enterprise and on the Town's website, therefore may be finally considered this evening.
   b) Order O-FY19-038: Adoption of MGL c. 147 x. 21A - Authorizing the Appointment of Police Cadets
      This measure was referred to the Public Safety Committee. The committee meets 1/22/19 and will provide their disposition to the full Council.
   c) Order O-FY19-039: Home Rule Petition - Authorizing the Town of Bridgewater to Appoint Police Cadets
      This measure was referred to the Public Safety Committee. The committee meets 1/22/19 and will provide their disposition to the full Council.

M. OLD BUSINESS - *None*

N. NEW BUSINESS
   a) Order O-FY19-040: Affix Town Clerk Salary *(Councilor Gallagher)*
   b) Order O-FY19-041: Loan Order - Elm Street Project *(Town Manager)*
   c) Order O-FY19-042: Loan Order - First Street Project *(Town Manager)*
   d) Order O-FY19-043: Acceptance of Non-Recurring Revenue to Capital ***(Corrected Title)** (Town Manager)*
   e) Order O-FY19-044: Ballot Question - Town of Bridgewater Home Rule Charter Changes *(Councilor Haley)*
   f) Order O-FY19-045: Contract Ratification – Town Manager
   g) Order O-FY19-046: Adoption of 5-Year Capital Plan
   h) Order O-FY19-047: 2019 Capital Plan Funding

O. CITIZEN COMMENTS

P. COUNCIL COMMENTS

Q. EXECUTIVE SESSION
Pursuant to MGL Chapter 30A, Section 21(a) (2): To conduct strategy sessions in preparation for negotiations with nonunion personnel or to conduct collective bargaining sessions or contract negotiations with nonunion personnel.

R. ADJOURNMENT

Bridgewater Town Council

In Town Council, Tuesday, January 22, 2019

Council Petition: P-2019-003

Date Introduced: January 22, 2019

Amendments Adopted:

Date Adopted:

Date Effective:

Relative to:

THE LICENSING OF AN AUTO DEALER RENEWAL

WHEREAS, a licensee operating at a location in the Town of Bridgewater requires authorization to continue the operation of its establishment; and

WHEREAS, Twins Truck & Auto Sales and Repair licensee submitted its application for the renewal; and

WHEREAS, Requisite inspections have been satisfactorily completed by the Building Inspector and Fire Department; and

WHEREAS, Tax Collector's Office has submitted its recommendation for the renewal candidate[i]; and

WHEREAS, the Bridgewater Town Council, acting as the Legislative body of the Town has such licensing authority and with consideration of no adverse recommendations being received from the Building Inspector, Fire and Police Departments who have oversight authority, it appears that the public good so requires such license be granted;

The Town Council of the Town of Bridgewater, Massachusetts, pursuant to Chapter 140 - section 58 of the Massachusetts General Law (M.G.L.), in Town Council assembled approve the petition, as submitted, and that the individual applicant be granted a license to continue its operation as a Class II Auto Dealer for a period of one year - January 1, 2019 to December 31, 2019.

Bridgewater Town Council

In Town Council, Tuesday, January 22, 2019

Council Ordinance: D-FY19-004

Introduced By:	Councilor Edward Haley
Date Introduced:	December 4, 2018
First Reading:	December 4, 2018
Second Reading:	January 8, 2019
Third Reading:	January 22, 2019
Amendments Adopted:	
Date Adopted:	
Effective Date:	

Ordinance D-FY19-004

GENERAL ORDINANCE - ACCEPTANCE OF MGL c.40, SECTION 22A, 22B, 22C Concerning Parking Meters

Whereas, the Town Council adopted Parking Ordinance Ch. 260, Article XV on February 27, 2018, and;

Whereas, the Town Council wishes to adopt the appropriate mechanism to segregate the revenues generated by implementation of the Parking Ordinance, and;

Whereas, the Municipal Modernization Act created the appropriate mechanism for the segregation of revenues and the expenditure of those revenues on the acquisition, installation, maintenance and operation of parking meters and other parking payment and enforcement technology, the regulation of parking, salaries of parking management personnel, improvements to the public realm, and transportation improvements, including, but not limited to, facilities for biking and walking.

ORDERED that the pursuant to Article II, Section 2-2 of the Bridgewater Town Charter, the Town Council accept the provisions of MGL c.40, Sections 22A, 22B, and 22C and further authorize the Town Manager to carry out the provisions contained therein.

Explanation: *These three provisions of MGL c. 40 authorize a retained revenue account out of which the Town can pay for its paid parking program, upgrades to paving and striping, upgrades to sidewalks, creation of bike lanes and safety improvements, and leases, purchases, and eminent domain takings of land for additional parking facilities, and other parking-related expenses. This Ordinance allows the Finance Department to set up a special revenue account for the deposit of revenues and the payment of expenses without affecting the general fund.*

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
• Budget & Finance Committee • Finance Committee • This measure has been duly advertised in the Enterprise and on the Town's website, therefore may be finally considered this evening.	• 12/18/18: Vote 3-0 recommend approval • 1/7/19: Vote 5-0 recommend approval

ROLL CALL VOTE – REQUIRES MAJORITY OF FULL COUNCIL (5)

Bridgewater Town Council

In Town Council, Tuesday, January 22, 2019

Council Order: O-FY19-038

Introduced By:	Town Manager
Date Introduced	January 8, 2019
First Reading:	January 8, 2019
Second Reading:	January 22, 2019
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY19-038

ADOPTION OF MGL C. 147 X. 21A - AUTHORIZING THE APPOINTMENT OF POLICE CADETS

WHEREAS, The Town wishes to develop a police cadet program within its Police Department, and

WHEREAS, Massachusetts General Law permits the development of such a program upon acceptance of the provisions of MGL c. 147, s. 21A;

ORDERED, that the Town Council assembled adopt MGL c. 147, s. 21A and authorize the Town Manager to take any action relative thereto to implement a Police Cadet program.

Explanation:
The Police Chief has requested that the Town adopt the specific provision of Massachusetts General Laws to allow for the police cadet program.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
• Public Safety Committee	• Committee Meet 1/22/19. Disposition will be provided to full Council.

ROLL CALL VOTE – REQUIRES MAJORITY OF THOSE PRESENT AND VOTING.

Bridgewater Town Council

In Town Council, Tuesday, January 22, 2019

Council Order: O-FY19-039

Introduced By:	Town Manager
Date Introduced	January 8, 2019
First Reading:	January 8, 2019
Second Reading:	January 22, 2019
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY19-039

HOME RULE PETITION - AUTHORIZING THE TOWN OF BRIDGEWATER TO APPOINT POLICE CADETS

WHEREAS,

The Town of Bridgewater seeks to employ police cadets under certain circumstances;

ORDERED, that the Town Council requests the Town Manager to present to the General Court a Home Rule Petition to read substantially as set forth below and to request its representatives in the General Court to introduce legislation seeking a special act to read substantially as set forth below to allow the appointing authority of the Town of Bridgewater to appoint police cadets under certain circumstances to the Police Department of the Town and to authorize the General Court with the approval of the Town Manager to make constructive changes in perfecting the language of the proposed legislation to secure passage, or to take any other action related thereto.

AN ACT AUTHORIZING THE APPOINTING AUTHORITY OF THE TOWN OF BRIDGEWATER TO APPOINT POLICE CADETS UNDER CERTAIN CIRCUMSTANCES TO THE POLICE DEPARTMENT OF SAID TOWN:

SECTION 1. Notwithstanding the provisions of chapter thirty-one of the General Laws, any person who has completed not less than one year of service as a police cadet in the police department of the town of BRIDGEWATER under the provisions of section twenty-one A of chapter one hundred and forty-seven of the General Laws may, subject to a program established by the appointing authority of said town be appointed to fill a vacancy in a position in the lowest grade in the police force of said town, without certification from an eligible list prepared under the provisions of chapter thirty-one of the General Laws; Such program shall include provisions for recruitment of applicants for appointment as police cadets in said town and for appointment from an eligible list prepared after a competitive examination administered under the supervision of the appointing authority of the town.

SECTION 2. Not more than thirty-three and one-third percent of the total number of appointments to the regular police force of the town of BRIDGEWATER in any calendar year shall be made under the provisions of this act. The appointing authority of said town shall report in writing to the personnel administrator in said division of personnel administration any appointment made under the provisions of this act.

ROLL CALL VOTE – REQUIRES MAJORITY OF THOSE PRESENT AND VOTING.

SECTION 3. The appointing authority of the police department of the town of BRIDGEWATER shall institute appropriate recruitment procedures for such police cadet force in order to effectuate the purposes and, to the extent practicable, shall be consistent with the provisions of section twenty-six of chapter thirty-one of the General Laws and consistent with basic merit principles and which realize the purposes of this paragraph.

SECTION 4. This act shall take effect on January 1, 2019.

Explanation:

The Police Department is proposing to hire a limited number of cadets to the Department this year and in future years. This special legislation allows the Department to hire a cadet with no less than one year with the department as a full-time officer without going through the full civil service process, as long as the Department follows a defined and written procedure to conduct such hiring.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
• Public Safety Committee	• The committee meet 1/22/19 and will provide disposition to full Council.

ROLL CALL VOTE – REQUIRES MAJORITY OF THOSE PRESENT AND VOTING.

Bridgewater Town Council

In Town Council, Tuesday, January 22, 2019

Council Order: O-FY19-040

Introduced By:	Councilor Gallagher
Date Introduced	January 22, 2019
First Reading:	January 22, 2019
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY19-040

AFFIX TOWN CLERK SALARY

WHEREAS, the Town Clerk of the Town of Bridgewater shall receive a salary in lieu of all fees and other compensation provided for in the Massachusetts General Laws, which salary shall be in an amount fixed by the Legislative body of the Town of Bridgewater.

WHEREAS, pursuant to Massachusetts General Laws Chapter 41 § 15 the duties of the Town Clerk are defined as:

> *"record all votes passed at town meetings held during his term of office. He shall administer the oaths of office to all town officers who apply to him to be sworn, and shall make a record thereof and of the oaths of office taken before justices of the peace of which certificates are filed. He shall, immediately after every annual election of town officers, transmit to the state secretary, on blanks to be furnished by him, a complete list of all town officers elected and qualified and shall promptly report to the secretary any changes in such officers*".

WHEREAS, the Town, to ensure business continuity and to make certain that the needs of the general public are met, employs two full-time staff to address and perform the day-to-day activities of the Office of the Town Clerk.

WHEREAS, it is intended that these provisions be in accord with all applicable Federal and State laws, rules and regulations, including the Fair Labor Standards Act and the Federal Minimum Wage, and should be applied and interpreted to produce a result harmonious therewith.

WHEREAS, it is intended that these provisions be in accord with the Employee Manual of the Town of Bridgewater and should be applied and interpreted to produce a result harmonious therewith. If there is an irreconcilable conflict between this Order and any other Order of the Town of Bridgewater, this Order shall govern.

WHEREAS, the Town of Bridgewater is an equal opportunity employer and does not discriminate on the basis of race, color, religion, sex, national origin, age, handicap, disability or otherwise in violation of any federal or state law.

BE IT ORDERED, that beginning in the fiscal year 2020 (July 1, 2019), the salary of the Town Clerk shall be increased to $69,956.25 annually. The Town Clerk is an elected position and eligible for membership with Plymouth County Retirement System (PCR) benefit and insurance benefits per employee policy manual. The Town Clerk shall be paid in accordance with the usual practices for other town employees.

FURTHER ORDERED, that the position of Town Clerk is exempt from the overtime provisions of the FLSA and shall not be entitled to overtime compensations in any form.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•

Bridgewater Town Council

In Town Council, Tuesday, January 22, 2019

Council Order: O-FY19-041

Introduced By:	Town Manager
Date Introduced	January 22, 2019
First Reading:	January 22, 2019
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY19-041

LOAN ORDER - ELM STREET PROJECT

ORDERED, ORDERED, that $6,500,000 is appropriated to pay costs of the Elm Street reconstruction project, including the payment of all costs incidental and related thereto (the "Project"), and that to meet this appropriation, the Treasurer, with the approval of the Town Manager, is authorized to borrow said amount under and pursuant to M.G.L. c. 40Q, M.G.L. c. 44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; that the Town Manager is authorized to contract for and expend any grants, aid or gifts available to pay costs of the Project and to take any other action necessary or convenient to carry out the Project. The amount authorized to be borrowed shall be reduced to the extent of any MassWorks Infrastructure Grants or any other grants received by the Town to pay costs of this Project. Any premium received upon the sale of any bonds or notes approved by this order, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. c. 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount.

Explanation:
This order appropriates the total amount necessary to fund Elm Street reconstruction and requires that the total amount to be borrowed be reduced by the amount of the MassWorks grant. The amount borrowed will be paid back from the DIF district revenue.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•

NOT FOR ACTION – FIRST READING ONLY

Bridgewater Town Council

In Town Council, Tuesday, January 22, 2019

Council Order: O-FY19-042

Introduced By:	Town Manager
Date Introduced	January 22, 2019
First Reading:	January 22, 2019
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY19-042

LOAN ORDER - FIRST STREET PROJECT

ORDERED, that $1,200,000 is appropriated to pay costs of the First Street reconstruction project, including the payment of all costs incidental and related thereto (the "Project"), and that to meet this appropriation, the Treasurer, with the approval of the Town Manager, is authorized to borrow said amount under and pursuant to M.G.L. c. 44, §7(5), or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor; that the Town Manager is authorized to contract for and expend any grants, aid or gifts available to pay costs of the Project and to take any other action necessary or convenient to carry out the Project. The amount authorized to be borrowed by this order shall be reduced to the extent of any MassWorks Infrastructure Grants or any other grants received by the Town to pay costs of this Project. Any premium received upon the sale of any bonds or notes approved by this order, less any such premium applied to the payment of the costs of issuance of such bonds or notes, may be applied to the payment of costs approved by this vote in accordance with M.G.L. c. 44, §20, thereby reducing the amount authorized to be borrowed to pay such costs by a like amount. The Town shall assess betterments upon abutters of the Project in accordance with the requirements of Article XVI of the Town Code.

Explanation:
This order appropriates the total amount necessary to fund First Street sewer and paving. The sewer portion is to be funded by the MassWorks grant and the paving portion is to be funded by the property owners through a betterment.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•

NOT FOR ACTION – FIRST READING ONLY

Bridgewater Town Council

In Town Council, Tuesday, January 22, 2019

Council Order: O-FY19-043

Introduced By:	Town Manager
Date Introduced	January 22, 2019
First Reading:	January 22, 2019
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY19-043

ACCEPTANCE OF NON RECURRING REVENUE TO CAPITAL

WHEREAS: Pursuant to Massachusetts General Laws, Chapter 40, §5B the Town Council accepts and authorizes the expenditure of revenue sources that are deemed one-time revenue or take any other action relative thereto and

WHEREAS: The Town of Bridgewater has received a payment of $254,809.93 from the Department of Corrections' FY 2019 budget earmarked for cities and towns hosting correctional facilities.

ORDERED: that the Town Council of Bridgewater, Massachusetts in Town Council assembled to vote to accept payment of $254,809.93 into the Capital Stabilization Fund to appropriate for future Capital needs.

Explanation: *This Order accepts other one-time non-recurring revenues to the Capital Stabilization Fund for Capital appropriations.*

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•

NOT FOR ACTION – FIRST READING ONLY

Bridgewater Town Council

In Town Council, Tuesday, January 22, 2019

Council Order: O-FY19-044

Introduced By:	President Haley
Date Introduced	January 22, 2019
First Reading:	January 22, 2019
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY19-044

BALLOT QUESTION - TOWN OF BRIDGEWATER HOME RULE CHARTER CHANGES

ORDERED, that, in accordance with MGL, the following question shall be placed upon the ballot for the Annual Town Election to be held on Saturday, April 27, 2019:

> "Shall an act passed by the general court in the year 2018, entitled 'AN ACT AMENDING THE CHARTER OF THE CITY KNOWN AS THE TOWN OF BRIDGEWATER', be accepted?"

Explanation:
An affirmative vote of the Council will authorize the Town Clerk to add the aforementioned question to the 2019 Annual Town Election ballot.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•

NOT FOR ACTION – FIRST READING ONLY

Bridgewater Town Council

In Town Council, Tuesday, January 22,2019

Council Order: O-FY19-045

Introduced By:	President Haley
Date Introduced	January 22, 2019
First Reading:	January 22, 2019
Second Reading:	
Amendments Adopted:	
Date Adopted:	
Date Effective:	

Order O-FY19-045

CONTRACT RATIFICATION – TOWN MANAGER

ORDERED, in accordance with the Bridgewater Home Rule Charter, the Town Council assembled vote to approve the negotiated agreement covering January 26, 2019 through December 31, 2021 with the Town Manager.

Explanation:
The Town Council negotiated an agreement with the Town Manager. An affirmative vote of the Council will approve the contract as presented.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•

NOT FOR ACTION – FIRST READING ONLY

Bridgewater Town Council

In Town Council, Tuesday, January 22, 2019

Council Order: O-FY19-046

Introduced By:	Town Manager
Date Introduced	January 22, 2019
First Reading:	January 22, 2019
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY19-046

ADOPTION OF 5-YEAR CAPITAL PLAN

ORDERED, in accordance with Charter section 6-6 of the Bridgewater Home Rule Charter, that the Town Council assembled vote to adopt the 2019-2025 Capital Improvement Program as attached.

Explanation:
The 2019-2025 Capital Improvement Program is presented for adoption by the Council. It is a multi-year guide, but not an appropriation. The plan changes from year-to-year as revised or new items are added or amended.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•

NOT FOR ACTION – FIRST READING ONLY

Proposed
Capital Improvement Program

2019 - 2025

Town of Bridgewater, Massachusetts

CAPITAL IMPROVEMENT PROGRAM

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Michael Dutton
Town Manager

January 17, 2019

To: Town Council

It is my pleasure to submit herewith the Proposed FY2019- 2025 Capital Improvement Plan, the first year of which constitutes the requested FY2019 Capital Budget. As per the Town Charter, Town Council reviews the Proposed Capital Budget and adopts it by voting to appropriate funds for each recommended capital project. The planned acquisition of capital associated with the annual appropriation is an important component of the Town's capital plan.

In future years, the CIP will be incorporated in its entirety as a Section of the annual Operating Budget document. While the physical document continues to be improved, the focus again in FY2019 is on the financing of the projects themselves, as the Town seeks to fund more projects using available funds and other funding mechanisms.

CIP Funding

The process of preparing the CIP and the FY2019 Capital Budget has remained essentially the same as in the past. However, the Free Cash Policy has provided a recurring funding source for some capital projects, other than municipal bonds.

To that end, the following are explicitly authorized uses of Free Cash under these guidelines:

1. Meet Stabilization Fund Balance Goals
2. Meet Retirement Separation Benefit Objectives
3. Fund Projects in the Capital Improvement Program
4. Meet One Time/Unforeseen Expenditures & Emergency Appropriation Objectives
5. Meet Current Special Use Objectives: OPEB Funding

Under these guidelines, one appropriate use of free cash is to fund the Capital Stabilization Fund and thus capital projects. The financing of small capital projects or equipment through incurring of debt is not considered a best practice for a community our size. Bond rating agencies prefer to see Towns use a pay-as-you-go approach for smaller capital projects. The one-time nature of the funding source makes it an excellent match for one-time capital expenditures. If for some reason sufficient reserves do not exist for a given year, the Town may, chose other funding mechanisms, or delay the project, without causing an immediate impact to the operating budget and related services.

FY 2019 Adopted Free Cash Order			
Free Cash Certification as of 7/1/2018		**3,634,080**	**100.00%**
FY2019	Stabilization Fund	-1,832,798	-50.43%
FY2019	Capital Stabilization	-1,158,199	-31.87%
FY2019	Other Onetime/Unforeseen	-325,864	-8.97%
FY2019	Employee Liability	-217,219	-5.98%
FY2019	OPEB	-100,000	-2.75%
Available Free Cash		-	0%

The FY 2019 Capital Plan - Free Cash Context

The Free Cash Policy represents the Town's agreed upon and principled approach to how this unpredictable or a nonrecurring revenue source will be used. The policy guides our decision-making process based upon sound financial planning practices and sets realistic and sustainable goals.

At the conclusion of FY2018, Free Cash was certified at approximately $3.6 million. Of the total Free Cash, approximately $1 million was used to fund the Capital Stabilization Fund an additional $600k will be transferred into this fund later this year bringing the Balance in the Fund to $1.7 million. The FY2019 Capital Budget will require the use of 1.3 million. Projects financed using these funds will not increase taxes. As a back drop to this year's plan the following schedule shows the use of the Free Cash certified on July 1, 2018.

The FY 2019 Capital Program - Stabilization Fund Context

The Town currently maintains a Stabilization Fund, as such, the Town will endeavor to maintain a Stabilization Fund large enough to buffer the General Fund from the impact of two to five years of reduced state aid, declining local receipts, and/or a decline in new growth. As of October 2018, the balance in the Town's Stabilization Fund is $5.3 million.

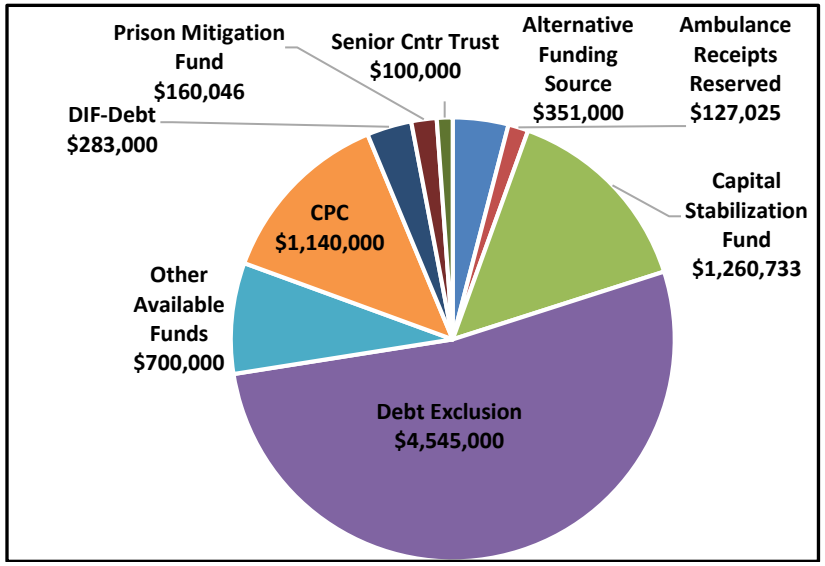
Bridgewater's financial policy provides for reserves of between 5% and 10% of the Town's operating budget. Currently the Town's stabilization reserves are just slightly below 10% of the operating budget. As the operating budget continues to grow at a rate of 3+% annually the relative level of reserves will decline, without additional and consistent contributions. The planned annual contribution therefore will be an amount which will maintain a fund reserve balance equal to 10% of our operating budget.

FY2019 Proposed Capital Budget

In terms of the FY2019 Proposed Capital budget, the tables on the following page represents the capital projects for the General Fund being brought forward for approval by the Town Council.

The proposed FY2019 Capital Budget totals $8.7 million. Fully funding the plan would require bonding $4.5 through a debt exclusion **which would** impact the tax rate. The remaining $4.2 million would be funded by Other Available Funds, Alternative Funding Sources, Ambulance Receipts, Capital Stabilization Fund, CPC, DIF, Senior Center Trust Fund, and our Prison Mitigation Fund, resulting in no additional tax impact.

FY2019 Capital Funding Sources - $8,666,803



Proposed Capital Plan Budget Items for 2019

Department	Type/Program	2019
General Gov.	Buildings	1,320,000
	Fleet - Auto	36,000
	IT - Software	70,000
	Land Improvements	500,000
	Parking Lots	350,000
Finance	IT - Hardware	1,647
	IT - Software	100,000
IT	IT - Hardware	117,000
	IT - Infrastructure	11,000
	IT - Software	42,425
Town Clk	Equipment	7,090
	IT - Hardware	37,620
Planning	IT-Software	8,500
Police	Fleet - Marked Cruisers	110,000
Fire	Buildings	75,000
	Equipment - Ambulance	17,446
	Equipment - SCBA Bottles	16,350
	Equipment - Turnout Gear	142,600
	Fleet - Ambulance - A2	61,025
	Fleet - Ambulance - A4	66,000
	Fleet - Command - 4	45,500
DPW Hwy	Drainage Program	3,800,000
	Equipment - Plow & Sand	126,000
	Equipment - Roadway	165,000
	Pedestrian Safety	34,800
	Roadway Reconstruction	283,000
	Traffic Safety	192,800
Street Lghtng	Street Lighting	360,000
Senior Ctr	Buildings	265,000
	Parking Lots	75,000
	Senior Center Fleet	65,000
Library	Parking Lots	95,000
P & R	Buildings	5,000
	Fields	40,000
	Recreation	25,000
		8,666,803

It should be clearly noted that projects listed in the Capital Improvement Plan for years other than FY2019 will not be authorized at this time. Projects in these "out years" serve mainly as a guide for future planning and are subject to further review before incorporation into a future capital budget. Both the Capital Improvement Plan (CIP) and the Capital Budget are developed annually in accordance with Section 6 of the Bridgewater Home Rule Charter. One of the long-term goals of the Town Manager has been to move toward funding small capital items with available funds, such as Free Cash, and avoid the expense associated with incurring debt for smaller capital items. FY2019 is the first year that such an approach is being considered.

Part of this CIP document contains the Finance Team's evaluation and recommendation of the proposed capital projects. The report is a reference for citizens reviewing the CIP and provides additional detail regarding how projects are prioritized. Interested readers are strongly encouraged to review the report.

Closing Comments

In closing, it is obvious that the Town continues to make strides towards improving its Capital Improvement Planning. The attached Capital Budget continues to recognize the Town's ongoing responsibility to maintain its capital facilities, equipment and infrastructure, and to make the capital investments necessary to meet the service demands of our community. The Capital Improvement Plan also recognizes the Town's responsibility to limit such undertakings to a sustainable level that will preserve the fiscal integrity of the Town.

I wish to extend my sincere thanks to the Finance Team, Department Heads and staff for their assistance in the preparation of this document.

Respectfully submitted,

Michael Dutton

INTRODUCTION

In a continuing effort to provide clear documents to our citizens, the Town has endeavored to provide a straight forward introductory section that answers the most commonly asked questions regarding capital planning in Bridgewater. The following questions and answers define terms, describe processes, and detail the needs and benefits of Bridgewater's capital planning activities.

I. What is the Capital Improvement Program (Plan)?

The Capital Improvement Program (CIP) is a multi-year plan used to coordinate the financing and timing of major public improvements for the Town of Bridgewater. It contains a list of capital projects proposed for the Town within the next six-seven years and reflects the recommendations of citizens, boards, commissions, and staff from each of the Town departments. The CIP identifies each proposed project and presents a summary description, estimate of cost, method of financing, and a schedule of implementation. The Capital Improvement Program constitutes a rational plan for preserving, as well as adding to the capital assets of the Town.

II. What are Capital Assets and Capital Projects?

A capital asset is a new or rehabilitated physical asset that is of a non-recurring nature, has a useful life of at least five years, and is of significant value. Capital projects are undertaken to acquire capital assets and are differentiated from ordinary repairs or maintenance of a recurring nature. Examples of capital projects include land acquisitions, construction or major improvements to public buildings, road construction, and the acquisition of large equipment. For our purposes, projects submitted must exceed $25,000 in (aggregate) value for FY2019 to qualify for inclusion in the *Town of Bridgewater's Capital Improvement Plan*.

III. What is the difference between the Capital Improvement Program and the Capital Budget?

The first year of the CIP is the proposed Capital Budget. The Capital Budget consists of those capital projects which, through the Town Council process and in accordance with the Town Charter, are annually approved and funded. However, projects slated for subsequent years in the CIP serve on a planning basis only, and do not receive ultimate spending authority until they are incorporated into a capital budget and approved by Town Council.

IV. How is the Operating Budget Related to the Capital Budget?

The Town of Bridgewater prepares a Capital Budget separate from the Operating Budget, yet the two are closely linked. The annual Operating Budget provides for general municipal service delivery, including personnel service costs, supplies and other contractual services, and certain capital equipment. Revenues for the Operating Budget are derived primarily from recurring taxes, intergovernmental sources, and user fees. Appropriations to the annual Operating Budget are for a single fiscal year.

In contrast, the Capital Budget is a multi-year budget designed to expend monies which add to the physical assets of the Town. Capital projects typically require expenditures which take place beyond a single fiscal year; funding with debt because of significant costs to be shared by current and future beneficiaries; systematic acquisition over an extended period of time in order to implement major operating systems or programs; and scheduled replacement or maintenance of specific elements of physical assets. Revenues for capital projects are most often derived from the sale of municipal bonds (borrowing), State & Federal Grants (when available) or can be supported by one-time funding sources, such as donations and free cash.

Notwithstanding the differences between the two, the Operating and Capital Budgets are closely interwoven inasmuch as operating costs related to capital projects need to be estimated and provided for in the Operating Budget. Many capital projects, such as the Library Renovation/Expansion Project or new Senior Center, have an impact on the operating costs of those facilities once opened. Town practice is to attempt to project the net effect a capital project will have on the operating budget. Maintenance and repair costs may be lower in a new facility, but it may cost more to run the larger facility as well. In addition, since most large capital projects are financed through municipal debt, repayment of that debt becomes part of the operating budget as well as the Town's fiscal forecasting models. The necessity to incur some degree of debt in order to finance the Capital Improvement Program carries with it the burden to effectively manage that debt within the Town's financial resources.

V. Why do we need a CIP?

The CIP provides a means of coordinating and centralizing the capital project requests of various departments and agencies, thus eliminating wasteful overlap, duplication, and delay. It focuses attention on Bridgewater's goals and financial capability by comprehensively considering not only what capital projects Bridgewater needs, but equally as important, what it can afford. Additionally, the formalized process allows more time for the study of projects, encourages public discussion of proposed undertakings, and allows Town citizens the opportunity to provide input, advice and recommendations with respect to proposed projects and expenditures.

VI. How does Capital Programming save the Town money?

Investors and bond rating agencies stress the value of a CIP for a municipality seeking to borrow funds. In fact, the seven-year capital plan is referenced in every Offering Statement for Town of Bridgewater bonds. The absence of a rational, long-term planning instrument would weigh against the bond rating assigned to Bridgewater by rating agencies and the result would be higher interest rates on bond issues and more tax dollars going to pay for the interest on loans. Bridgewater currently enjoys a good credit rating of Aa by Moody's Investor Service. Thus, very real and tangible cost savings result from the use of our Capital Improvement Program.

Another financial benefit from the capital programming process is the avoidance of poorly timed projects. Good planning can ensure that capital improvement efforts are coordinated, and costly duplication is avoided. In addition, significant savings can accrue to taxpayers when major capital financing is coordinated so that bond issues are sold infrequently, but at good times during the economic cycle to take advantage of low interest rates. The development of a Capital Improvement Program ensures sound fiscal and capital planning.

VII. How are Capital Projects financed?

An annual appropriation is not typically included in the Operating Budget for capital expenditures as a funding sources to finance select capital projects. Other financing sources for Bridgewater's capital projects include state and federal grants, free cash, other available funds, and debt. The single largest source of financing for major capital projects is borrowing through the issuance of general obligation bonds. Much like mortgaging a house, borrowing allows the Town of Bridgewater to purchase expensive capital assets and spread the costs over the useful life of the asset, thus eliminating the need to temporarily raise taxes every time a large capital asset is acquired. In addition, debt allows current and future beneficiaries to share the cost of long-term capital improvements such as new schools, libraries or roads. All borrowing is done strictly in accordance with the Town Charter and Massachusetts General Laws (MGLs).

VIII. How is the CIP developed?

The process for preparing the FY2019-2025 Capital Improvement Program and its associated FY2019 Capital Budget is essentially the same as in past years. It involves active participation by Department Heads working in conjunction with the Finance Team. The Capital Budget is prepared in the context of a six-seven-year determination of need by Departments, in conjunction with the Town's overall financial capacity to affordably accommodate the required debt service payments. Projected debt service payments and budgetary impacts are forecast annually to help ensure affordability and sustainability of the Capital Improvement Program.

Proposed projects are reviewed and prioritized based upon commonly used criteria such as health and safety factors, legal obligations and mandates, fiscal impact, environmental impact, community economic effects, and aesthetic and social effects on the quality of life experienced by Bridgewater residents. Projects are also examined in terms of their relationship to other projects, the Master Plan of Development, and their compatibility with Town-wide goals andobjectives.

The process can be described as an iterative cycle with several distinct procedural steps. These steps and the approximate time frame in which they typically occur are described below. The process is also graphically illustrated in the Capital Projects Flow Chart following this introduction.

- *Late Summer*—Following the adoption of the Town Budget Departments are provided with their previously submitted six-year requests for review, update and the addition of the next sixth year. While requests generally remain the same as in the initial request, there are occasionally changed circumstances which necessitate alterations to the requests. This information is returned to the Town Manager and Finance Director for General Government & Enterprise Fund projects.
- *Late Autumn / Early Winter* —The Finance Team meets to review the compiled information and begin scheduling meetings with the various Departments to evaluate the projects. The Finance Team meets to review the requests of specific Departments and the needs of the overall Town organization. The preliminary debt schedules are updated, and various financial forecasts completed in order to provide context to the Capital Budget as well as the six-seven-year Capital ImprovementProgram.
- *January*—The Capital Budget is finalized within the parameters of the established funding target plus any available funds such as free cash or previously approved but unexpended bond proceeds. In making final decisions, the process includes a determination of actual needs and the prioritization of need based upon legal mandate, public safety, and the effect of deferral. Projects not approved for funding are typically deferred into the next budget year.
- *February*—The Proposed Capital Budget is presented to the Town Council for consideration.

Throughout the ensuing fiscal year, Town staff monitors all the approved projects and the following fall the Finance Team reconvenes to update the CIP all over again.

IX. Why must the CIP be continually updated?

The CIP must be reviewed annually by Town departments and others to insure its effectiveness as a flexible, mid-range strategic plan that links the annual budget with our multi-year financial forecasts and the more static long-range Master Plan of Development. Each year, Town Council reviews the capital projects recommended by the Finance Team and the Town Manger through the CIP development process and approves a Capital Budget. Unfunded projects and those slated for subsequent years in the plan are acknowledged on a planning basis only and do not receive ultimate expenditure authority until they are incorporated into a Capital Budget and approved by Town Council. In this respect, the CIP can be thought of as a "rolling" process because unfunded projects and those farther out in years typically move up after each year of review. However, it is important to note that each project contained in the CIP must be recommended every subsequent year and as priorities and monetary constraints change, projects may be moved up, moved back, or even eliminated from the plan. This comprehensive annual review is critical to maintaining fiscal responsibility as well as ensuring the future education, safety, and welfare of Bridgewater residents

CAPITAL PROJECTS FLOW CHART

DEVELOPMENT

PROJECTS

Departments Submit Project Requests

Town Manager & Finance Team Develops the CIP

REVIEW & APPROVAL

Town Council Approves

IMPLEMENTATION

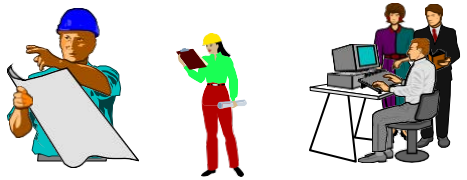
Funded by Current Tax Revenues

Other Funding Sources

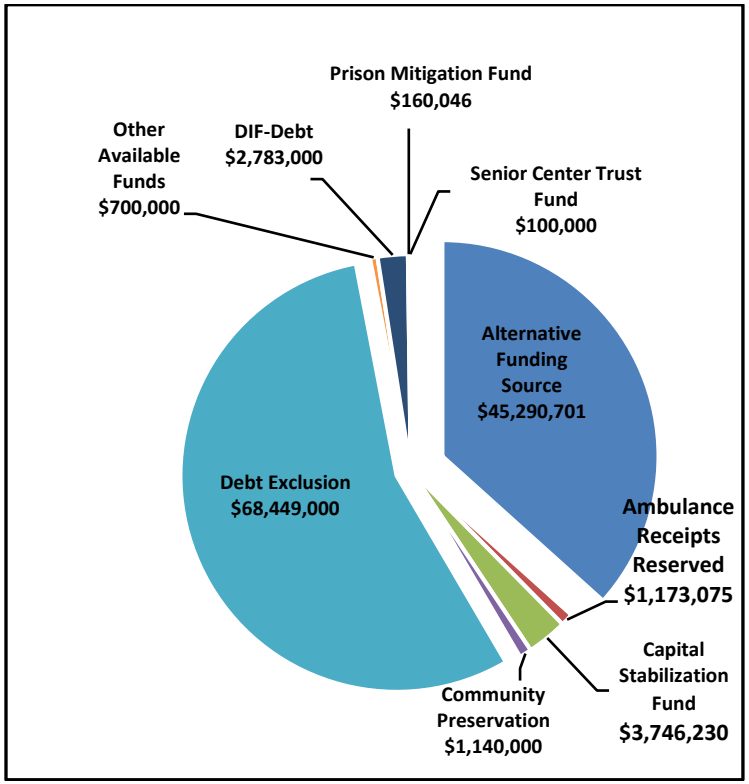
Capital Stabilization Fund

Funded by Borrowing

PROJECTS



Funding Sources



Uses by Function

Dept.	2019	2020	2021	2022	2023	2024	2025	Grand Total
General Gov.	2,276,000	88,766,000	1,000,000					92,042,000
Finance	101,647							101,647
IT	170,425							170,425
Town Clk	44,710							44,710
Planning	8,500							8,500
Police	110,000	160,000	131,250	21,250	21,250	246,250		690,000
Fire	423,921	1,148,025	10,519,025	328,000	328,000	302,000	66,000	13,114,971
DPW Hwy	4,601,600	6,571,498	1,010,000	210,000	168,000	3,701,701	42,000	16,304,799
Street Lghtng	360,000							360,000
Senior Ctr	405,000							405,000
Library	95,000		95,000					190,000
P & R	70,000				40,000			110,000
	8,666,803	96,645,523	12,755,275	559,250	557,250	4,249,951	108,000	123,542,052

Detail Capital Plan

AFS= Alternative Funding Source - DE= Debt Exclusion - OAF= Other Available Funds - CSF= Capital Stabilization Fund - CPC=Community Preservation Fund - DIF= District Improvement Financing - SCTF = Senior Center Trust Fund - PMF= Prision Mitigation Fund - ARRA= Ambulance Receipts Reserved

Dept.	Type/Program	Funding Code	Description	2019	2020	2021	2022	2023	2024	2025	Grand Total
General Gov.	Buildings	AFS	Mitchell School-Phase II Construction		37,282,000						37,282,000
		DE	Mitchell School-Phase II Construction		51,484,000						51,484,000
		CPC	Memorial Building Improvements	600,000							600,000
		OAF	Memorial Building Improvements	700,000							700,000
		CSF	Develop Building Maintenance Program - Consultant	20,000							20,000
	Fleet - Auto	AFS	Vehicle - Electric 2	12,000							12,000
			Vehicle - Electric 3	12,000							12,000
			Vehicle - Electric 4	12,000							12,000
	IT - Software	CSF	Full Circle - Permitting and Licensing Software	60,000							60,000
		CSF	Board Docs - Your Paperless Governance Solution	10,000							10,000
	Land Improvements	CPC	Broad Street Land Purchase & Site Improvements	500,000							500,000
	Parking Lots	DE	Town Lot Parking Central Square Property	100,000							100,000
		DE	Town Lot Parking - Purchase Lot & Pave	250,000							250,000
		AFS	Public Parking Garage			1,000,000					1,000,000
General Gov. Total				**2,276,000**	**88,766,000**	**1,000,000**					**92,042,000**
Finance	IT - Hardware	CSF	Scanner - Assessors Property Revaluation	1,647							1,647
	IT - Software	CSF	Finance Software Implementation / Training-HR/PO/TM/IC/TP/RF/PR/	100,000							100,000
Finance Total				**101,647**							**101,647**
IT	IT - Hardware	CSF	Network Switch	16,000							16,000
		CSF	Wireless Network Upgrade	6,000							6,000
		CSF	Digital Document Storage	70,000							70,000
		CSF	Computer Replacements & Upgrades	25,000							25,000
	IT - Infrastructure	CSF	Fiber Optic Cable Repairs 10 Poles	11,000							11,000
	IT - Software	CSF	Tyler UB Project MUNIS Implementation & Related Conversion Fees	42,425							42,425
IT Total				**170,425**							**170,425**
Town Clk	Equipment	CSF	Voting Tables & Office Equipment	7,090							7,090
	IT - Hardware	CSF	Voting Poll Pads (18*1,590) & Thermal Printers	28,620							28,620
			Voting Poll Pads Warranty: Year 2 & Year 3 @ $4,500 per year	9,000							9,000
Town Clk Total				**44,710**							**44,710**
Planning	IT-Software	CSF	Online Building & Planning Software - Camino Software	8,500							8,500
Planning Total				**8,500**							**8,500**

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Dept.	Type/Program	Funding Code	Description	2019	2020	2021	2022	2023	2024	2025	Grand Total
Police	Buildings	CSF	Replace AC Unit - Police Station		50,000						50,000
	Firearms	CSF	Replace Firearms			21,250	21,250	21,250	21,250		85,000
	Fleet - Marked Cruisers	CSF	Replace Two Marked Cruisers	110,000							110,000
		CSF	Replace Two Marked Cruisers		110,000						110,000
		CSF	Replace Two Marked Cruisers			110,000					110,000
	IT - Hardware	DE	Replace Firearms Training Simulator						225,000		225,000
Police Total				**110,000**	**160,000**	**131,250**	**21,250**	**21,250**	**246,250**		**690,000**
Fire	Buildings	DE	New Fire Station 1			10,000,000					10,000,000
		DE	New Fire Substation Feasibility Study	75,000							75,000
		DE	New Fire Substation Design		100,000						100,000
		DE	New Fire Substation Preliminary Design		500,000						500,000
	Equipment - Ambulance	PMF	A1 Stretchers and Upgraded IT for Ambulances	9,946							9,946
		PMF	Stair Chairs for Ambulance Transports	7,500							7,500
	Equipment - SCBA Bottles	CSF	SCBA Bottles 1 of 3	16,350							16,350
			SCBA Bottles 2 of 3		50,000						50,000
			SCBA Bottles 3 of 3			50,000					50,000
	Equipment - Turnout Gear	PMF	Turnout Gear 1 of 2	57,600							57,600
			Turnout Gear 2 of 2	85,000							85,000
	Fleet - Ambulance - A1	ARRA	Ambulance (A1) Four Year Lease 1 of 5			66,000					66,000
			Ambulance (A1) Four Year Lease 2 of 5				66,000				66,000
			Ambulance (A1) Four Year Lease 3 of 5					66,000			66,000
			Ambulance (A1) Four Year Lease 4 of 5						66,000		66,000
			Ambulance (A1) Four Year Lease 5 of 5							66,000	66,000
	Fleet - Ambulance - A2	ARRA	Ambulance (A2) Four Year Lease 3 of 5	61,025							61,025
			Ambulance (A2) Four Year Lease 4 of 5		61,025						61,025
			Ambulance (A2) Four Year Lease 5 of 5			61,025					61,025
	Fleet - Ambulance - A3	ARRA	Ambulance (A3) Four Year Lease 1 of 5		66,000						66,000
			Ambulance (A3) Four Year Lease 2 of 5			66,000					66,000
			Ambulance (A3) Four Year Lease 3 of 5				66,000				66,000
			Ambulance (A3) Four Year Lease 4 of 5					66,000			66,000
			Ambulance (A3) Four Year Lease 5 of 5						66,000		66,000
	Fleet - Ambulance - A4	ARRA	Ambulance (A4) Four Year Lease 1 of 5	66,000							66,000
			Ambulance (A4) Four Year Lease 2 of 5		66,000						66,000
			Ambulance (A4) Four Year Lease 3 of 5			66,000					66,000
			Ambulance (A4) Four Year Lease 4 of 5				66,000				66,000
			Ambulance (A4) Four Year Lease 5 of 5					66,000			66,000
	Fleet - Command - 2	CSF	SUV/Command Vehicle (Car-2 VIN 4092)			40,000					40,000
	Fleet - Command - 3	CSF	PKU/Command Vehicle (Car-3 VIN 4612)						40,000		40,000
	Fleet - Command - 4	CSF	SUV/Command Vehicle (Car-4 VIN4985)	45,500							45,500
	Fleet - Engine 1	CSF	Refurbish Engine Truck		175,000						175,000
	Fleet - Engine 2	CSF	Fire Engine (E2) Lease 1 or 5		130,000						130,000
			Fire Engine (E2) Lease 2 or 5			130,000					130,000
			Fire Engine (E2) Lease 3 or 5				130,000				130,000
			Fire Engine (E2) Lease 4 or 5					130,000			130,000
			Fire Engine (E2) Lease 5 or 5						130,000		130,000
	IT - Infrastructure	CSF	IT Networking 22 School Street - With New Station Project			40,000					40,000
Fire Total				**423,921**	**1,148,025**	**10,519,025**	**328,000**	**328,000**	**302,000**	**66,000**	**13,114,971**

Detail Capital Plan

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Dept.	Type/Program	Funding Code	Description	2019	2020	2021	2022	2023	2024	2025	Grand Total
DPW Hwy	Bridges	DE	Oak Street Bridge Repair			800,000					800,000
	Buildings	DE	DPW Building (HWY) Improvements & Construction		700,000						700,000
	Drainage Program	DE	Vernon St Drainage - 5000 Feet of Drainage	2,500,000							2,500,000
		DE	South St Drainage - 3300 Feet of Drainage	1,300,000							1,300,000
	Equipment - Plow & Sand	CSF	John Deer Loader		150,000						150,000
		CSF	Sidewalk Plow - Lease Payment - 1	42,000							42,000
			Sidewalk Plow - Lease Payment - 2		42,000						42,000
			Sidewalk Plow - Lease Payment - 3			42,000					42,000
			Sidewalk Plow - Lease Payment - 4				42,000				42,000
		CSF	No. 4: Plow & Sand - Lease Payment 1		42,000						42,000
			No. 4: Plow & Sand - Lease Payment 2			42,000					42,000
			No. 4: Plow & Sand - Lease Payment 3				42,000				42,000
			No. 4: Plow & Sand - Lease Payment 4					42,000			42,000
			No. 4: Plow & Sand - Lease Payment 5						42,000		42,000
		CSF	No. 5: Plow & Sand - Lease Payment 1			42,000					42,000
			No. 5: Plow & Sand - Lease Payment 2				42,000				42,000
			No. 5: Plow & Sand - Lease Payment 3					42,000			42,000
			No. 5: Plow & Sand - Lease Payment 4						42,000		42,000
			No. 5: Plow & Sand - Lease Payment 5							42,000	42,000
		CSF	No. 2: Plow & Sand - Lease Payment 1	42,000							42,000
			No. 2: Plow & Sand - Lease Payment 2		42,000						42,000
			No. 2: Plow & Sand - Lease Payment 3			42,000					42,000
			No. 2: Plow & Sand - Lease Payment 4				42,000				42,000
			No. 2: Plow & Sand - Lease Payment 5					42,000			42,000
		CSF	No. 3: Plow & Sand - Lease Payment 1	42,000							42,000
			No. 3: Plow & Sand - Lease Payment 2		42,000						42,000
			No. 3: Plow & Sand - Lease Payment 3			42,000					42,000
			No. 3: Plow & Sand - Lease Payment 4				42,000				42,000
			No. 3: Plow & Sand - Lease Payment 5					42,000			42,000
	Equipment - Roadway	CSF	Mini Excavator	60,000							60,000
		CSF	Mini Excavator - Trailer	15,000							15,000
		CSF	John Deere 5085 Tractor with Bucket & Roadside Mower	90,000							90,000
	Equipment - Stormwater	CSF	Sweeper Vac Combination Five Year Lease 5		53,498						53,498
	Parking	AFS	Complete Streets-Central Square Parallel Parking						1,039,935		1,039,935
	Pedestrian Safety	CSF	Accessible Pedestrian Signals at Pleasant Street Police Station	26,800							26,800
		CSF	Accessible Pedestrian Signals on Town Common	8,000							8,000
		AFS	Compl. St-Plymouth St@RailCrossing/Mt Prospect St/Center St Sidewalk/Summer St						359,666		359,666
		AFS	Compl. St-Broad St Crossing/Broad&Spring Intersect/Broad St Bicycle						239,900		239,900
		AFS	Compl. St-Summer & Plymouth/Main St Bicycle/Main St Cross/Plymouth & Spring						588,200		588,200
		AFS	Compl. St-Main St Sidewalk Reconstruction & Main St Lighting						1,302,300		1,302,300
		AFS	Compl. St - School Street - Bicycle and Pedestrian Improvements						87,700		87,700
	Roadway Reconstruction	DIF	Elm Street Roadway Improvements Capital-Final Design & Permitting	283,000							283,000
		AFS	Elm Street Roadway Improvements Capital-Construction - Mass Works		3,000,000						3,000,000
		DIF	Elm Street Roadway Improvements Capital-Construction - DIF		2,500,000						2,500,000
	Traffic Safety	CSF	Redesign Traffic Signal Pleasant & Center St	22,800							22,800
		CSF	Engineer - Bedford Street at Grove Street Intersection Safety Improvements	17,600							17,600
			Engineer - Central Square and Town Common Circulation Improvements	53,900							53,900
			Engineer - Route 18/Broad Street Corridor Traffic Signal Upgrades	16,800							16,800
			Engineer - School Access - Bridgewater Middle/Mitchell Elementary	39,900							39,900
			Engineer - Traffic Study Central Square	21,800							21,800
		CSF	Roadway & Sidewalk Assessment - Street Scan 88 miles of Sidewalk (O-FY19-018 am	20,000							20,000
DPW Hwy Total				**4,601,600**	**6,571,498**	**1,010,000**	**210,000**	**168,000**	**3,701,701**	**42,000**	**16,304,799**
Street Lghtng	Street Lighting	AFS	Street Lighting - LED (Approximately $1,200 per light)	250,000							250,000
		CSF	Street Lighting - LED (Approximately $1,200 per light)	110,000							110,000
Street Lghtng Total				**360,000**							**360,000**

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Dept.	Type/Program	Funding Code	Description	2019	2020	2021	2022	2023	2024	2025	Grand Total
Senior Ctr	Buildings	CSF	Senior Center - Upgrade Electric Panel (Generator)2	15,000							15,000
		SCTF	Senior Center - Interior Improvements	100,000							100,000
		DE	Senior Center - Roof	150,000							150,000
	Parking Lots	DE	Parking Lot Repair and Repave	75,000							75,000
	Senior Center Fleet	AFS	Senior Center Van	65,000							65,000
Senior Ctr Total				**405,000**							**405,000**
Library	Buildings	DE	Library - Roof Replacement			95,000					95,000
	Parking Lots	DE	Repair and Repave Parking Lot, Entry & Exit Roads	95,000							95,000
Library Total				**95,000**		**95,000**					**190,000**
P & R	Buildings	CSF	Park & Recreation Building Repairs	5,000							5,000
	Fields	CPC	Basketball Courts (Legion & Scotland)	20,000							20,000
		CPC	Legion Field (Small Playground)	5,000							5,000
		CPC	Babe Ruth Field	15,000							15,000
	Parks	AFS	Dog Park					40,000			40,000
	Recreation	CSF	Senior Center Courts - Pickle Ball Fencing Phase 2	25,000							25,000
P & R Total				**70,000**				**40,000**			**110,000**
Grand Total				**8,666,803**	**96,645,523**	**12,755,275**	**559,250**	**557,250**	**4,249,951**	**108,000**	**123,542,052**

Detail Capital Plan by Funding Source

Debt Exclusion

Dept.	Project No.	Description	Funding Code	2019	2020	2021	2024	Grand Total
General Gov.	1.0	Town Lot Parking Central Square Property	DE	100,000				100,000
	2.0	Town Lot Parking - Purchase Lot & Pave	DE	250,000				250,000
	12.0	Mitchell School-Phase II Construction	DE		51,484,000			51,484,000
General Gov. Total				350,000	51,484,000			51,834,000
Police	7.0	Replace Firearms Training Simulator	DE				225,000	225,000
Police Total							225,000	225,000
Fire	17.0	New Fire Station 1	DE			10,000,000		10,000,000
	27.0	New Fire Substation Feasibility Study	DE	75,000				75,000
	28.0	New Fire Substation Design	DE		100,000			100,000
	29.0	New Fire Substation Preliminary Design	DE		500,000			500,000
Fire Total				75,000	600,000	10,000,000		10,675,000
DPW Hwy	18.0	Oak Street Bridge Repair	DE			800,000		800,000
	21.0	DPW Building (HWY) Improvements & Construction	DE		700,000			700,000
	25.0	Vernon St Drainage - 5000 Feet of Drainage	DE	2,500,000				2,500,000
	26.0	South St Drainage - 3300 Feet of Drainage	DE	1,300,000				1,300,000
DPW Hwy Total				3,800,000	700,000	800,000		5,300,000
Senior Ctr	3.0	Parking Lot Repair and Repave	DE	75,000				75,000
	6.0	Senior Center - Roof	DE	150,000				150,000
Senior Ctr Total				225,000				225,000
Library	1.0	Library - Roof Replacement	DE			95,000		95,000
		Repair and Repave Parking Lot, Entry & Exit Roads	DE	95,000				95,000
Library Total				95,000		95,000		190,000
Grand Total				4,545,000	52,784,000	10,895,000	225,000	68,449,000

Detail Capital Plan by Funding Source

Capital Stabilization Fund

Dept.	Type/Program	Description	2019	2020	2021	2022	2023	2024	2025	Grand Total
General Gov.	Buildings	Develop Building Maintenance Program - Consultant	20,000							20,000
	IT - Software	Full Circle - Permitting and Licensing Software	60,000							60,000
		Board Docs - Your Paperless Governance Solution	10,000							10,000
General Gov. Total			90,000							90,000
Finance	IT - Hardware	Scanner - Assessors Property Revaluation	1,647							1,647
	IT - Software	Finance Software Implementation / Training-HR/PO/TM/IC/TP/RF/	100,000							100,000
Finance Total			101,647							101,647
IT	IT - Hardware	Network Switch	16,000							16,000
		Wireless Network Upgrade	6,000							6,000
		Digital Document Storage	70,000							70,000
		Computer Replacements & Upgrades	25,000							25,000
	IT - Infrastructure	Fiber Optic Cable Repairs 10 Poles	11,000							11,000
	IT - Software	Tyler UB Project MUNIS Implementation & Related Conversion Fee	42,425							42,425
IT Total			170,425							170,425
Town Clk	Equipment	Voting Tables & Office Equipment	7,090							7,090
	IT - Hardware	Voting Poll Pads (18*1,590) & Thermal Printers	28,620							28,620
		Voting Poll Pads Warranty: Year 2 & Year 3 @ $4,500 per year	9,000							9,000
Town Clk Total			44,710							44,710
Planning	IT-Software	Online Building & Planning Software - Camino Software	8,500							8,500
Planning Total			8,500							8,500
Police	Buildings	Replace AC Unit - Police Station		50,000						50,000
	Firearms	Replace Firearms			21,250	21,250	21,250	21,250		85,000
	Fleet - Marked Cruisers	Replace Two Marked Cruisers	110,000							110,000
		Replace Two Marked Cruisers		110,000						110,000
		Replace Two Marked Cruisers			110,000					110,000
Police Total			110,000	160,000	131,250	21,250	21,250	21,250		465,000
Fire	Equipment - SCBA Bottles		16,350	50,000	50,000					116,350
	Fleet - Command - 2	SUV/Command Vehicle (Car-2 VIN 4092)			40,000					40,000
	Fleet - Command - 3	PKU/Command Vehicle (Car-3 VIN 4612)						40,000		40,000
	Fleet - Command - 4	SUV/Command Vehicle (Car-4 VIN4985)	45,500							45,500
	Fleet - Engine 1	Refurbish Engine Truck		175,000						175,000
	Fleet - Engine 2			130,000	130,000	130,000	130,000	130,000		650,000
	IT - Infrastructure	IT Networking 22 School Street - With New Station Project			40,000					40,000
Fire Total			61,850	355,000	260,000	130,000	130,000	170,000		1,106,850

Detail Capital Plan by Funding Source

Capital Stabilization Fund

Dept.	Type/Program	Description	2019	2020	2021	2022	2023	2024	2025	Grand Total
DPW Hwy	Equipment - Plow & Sand	John Deer Loader		150,000						150,000
		Sidewalk Plow - Lease Payment - 1	42,000							42,000
		Sidewalk Plow - Lease Payment - 2		42,000						42,000
		Sidewalk Plow - Lease Payment - 3			42,000					42,000
		Sidewalk Plow - Lease Payment - 4				42,000				42,000
		No. 4: Plow & Sand - Lease Payment 1		42,000						42,000
		No. 4: Plow & Sand - Lease Payment 2			42,000					42,000
		No. 4: Plow & Sand - Lease Payment 3				42,000				42,000
		No. 4: Plow & Sand - Lease Payment 4					42,000			42,000
		No. 4: Plow & Sand - Lease Payment 5						42,000		42,000
		No. 5: Plow & Sand - Lease Payment 1			42,000					42,000
		No. 5: Plow & Sand - Lease Payment 2				42,000				42,000
		No. 5: Plow & Sand - Lease Payment 3					42,000			42,000
		No. 5: Plow & Sand - Lease Payment 4						42,000		42,000
		No. 5: Plow & Sand - Lease Payment 5							42,000	42,000
		No. 2: Plow & Sand - Lease Payment 2		42,000						42,000
		No. 2: Plow & Sand - Lease Payment 3			42,000					42,000
		No. 2: Plow & Sand - Lease Payment 4				42,000				42,000
		No. 2: Plow & Sand - Lease Payment 5					42,000			42,000
		No. 2: Plow & Sand - Lease Payment 1	42,000							42,000
		No. 3: Plow & Sand - Lease Payment 1	42,000							42,000
		No. 3: Plow & Sand - Lease Payment 2		42,000						42,000
		No. 3: Plow & Sand - Lease Payment 3			42,000					42,000
		No. 3: Plow & Sand - Lease Payment 4				42,000				42,000
		No. 3: Plow & Sand - Lease Payment 5					42,000			42,000
	Equipment - Roadway	Mini Excavator	60,000							60,000
		Mini Excavator - Trailer	15,000							15,000
		John Deere 5085 Tractor with Bucket & Roadside Mower	90,000							90,000
	Equipment - Stormwater	Sweeper Vac Combination Five Year Lease 5		53,498						53,498
	Pedestrian Safety	Accessible Pedestrian Signals at Pleasant Street Police Station	26,800							26,800
		Accessible Pedestrian Signals on Town Common	8,000							8,000
	Traffic Safety	Redesign Traffic Signal Pleasant & Center St	22,800							22,800
		Engineer - Bedford Street at Grove Street Intersection Safety Impro	17,600							17,600
		Engineer - Central Square and Town Common Circulation Improver	53,900							53,900
		Engineer - Route 18/Broad Street Corridor Traffic Signal Upgrades	16,800							16,800
		Engineer - School Access - Bridgewater Middle/Mitchell Elementar	39,900							39,900
		Engineer - Traffic Study Central Square	21,800							21,800
		Roadway & Sidewalk Assessment - Street Scan 88 miles of Sidewall	20,000							20,000
DPW Hwy Total			518,600	371,498	210,000	210,000	168,000	84,000	42,000	1,604,098
Street Lghtng	Street Lighting	Street Lighting - LED (Approximately $1,200 per light)	110,000							110,000
Street Lghtng Total			110,000							110,000

Detail Capital Plan by Funding Source

Capital Stabilization Fund

Dept.	Type/Program	Description	2019	2020	2021	2022	2023	2024	2025	Grand Total
Senior Ctr Total			15,000							15,000
P & R	Buildings	Park & Recreation Building Repairs	5,000							5,000
	Recreation	Senior Center Courts - Pickle Ball Fencing Phase 2	25,000							25,000
P & R Total			30,000							30,000
Grand Total			1,260,732	886,498	601,250	361,250	319,250	275,250	42,000	3,746,230

Detail Capital Plan by Funding Source

Ambulance Receipts Reserved for Appropriation

Dept.	Description	Funding Code	2019	2020	2021	2022	2023	2024	2025	Grand Total
Fire	Ambulance (A2) Four Year Lease 3 of 5	ARRA	61,025							61,025
	Ambulance (A2) Four Year Lease 4 of 5	ARRA		61,025						61,025
	Ambulance (A2) Four Year Lease 5 of 5	ARRA			61,025					61,025
	Ambulance (A4) Four Year Lease 1 of 5	ARRA	66,000							66,000
	Ambulance (A4) Four Year Lease 2 of 5	ARRA		66,000						66,000
	Ambulance (A4) Four Year Lease 3 of 5	ARRA			66,000					66,000
	Ambulance (A4) Four Year Lease 4 of 5	ARRA				66,000				66,000
	Ambulance (A4) Four Year Lease 5 of 5	ARRA					66,000			66,000
	Ambulance (A3) Four Year Lease 1 of 5	ARRA		66,000						66,000
	Ambulance (A3) Four Year Lease 2 of 5	ARRA			66,000					66,000
	Ambulance (A3) Four Year Lease 3 of 5	ARRA				66,000				66,000
	Ambulance (A3) Four Year Lease 4 of 5	ARRA					66,000			66,000
	Ambulance (A3) Four Year Lease 5 of 5	ARRA						66,000		66,000
	Ambulance (A1) Four Year Lease 1 of 5	ARRA			66,000					66,000
	Ambulance (A1) Four Year Lease 2 of 5	ARRA				66,000				66,000
	Ambulance (A1) Four Year Lease 3 of 5	ARRA					66,000			66,000
	Ambulance (A1) Four Year Lease 4 of 5	ARRA						66,000		66,000
	Ambulance (A1) Four Year Lease 5 of 5	ARRA							66,000	66,000
Fire Total			127,025	193,025	259,025	198,000	198,000	132,000	66,000	1,173,075
Grand Total			127,025	193,025	259,025	198,000	198,000	132,000	66,000	1,173,075

Detail Capital Plan by Funding Source

All Other Sources

AFS= Alternative Funding Source - OAF= Other Available Funds - CPC=Community Preservation Fund - DIF= District Improvement Financing - SCTF = Senior Center Trust Fund - PMF= Prision Mitigation Fund

Dept.	Description	Funding Code	2019	2020	2021	2023	2024	Grand Total
General Gov.	Vehicle - Electric 2	AFS	12,000					12,000
	Vehicle - Electric 3	AFS	12,000					12,000
	Vehicle - Electric 4	AFS	12,000					12,000
	Public Parking Garage	AFS			1,000,000			1,000,000
	Mitchell School-Phase II Construction	AFS		37,282,000				37,282,000
	Memorial Building Improvements	CPC	600,000					600,000
		OAF	700,000					700,000
	Broad Street Land Purchase & Site Improvements	CPC	500,000					500,000
General Gov. Total			1,836,000	37,282,000	1,000,000			40,118,000
Fire	Turnout Gear 1 of 2	PMF	57,600					57,600
	Turnout Gear 2 of 2	PMF	85,000					85,000
	A1 Stretchers and Upgraded IT for Ambulances	PMF	9,946					9,946
	Stair Chairs for Ambulance Transports	PMF	7,500					7,500
Fire Total			160,046					160,046
DPW Hwy	Elm Street Roadway Improvements Capital-Final Design & Permitting	DIF	283,000					283,000
	Elm Street Roadway Improvements Capital-Construction - Mass Works	AFS		3,000,000				3,000,000
	Elm Street Roadway Improvements Capital-Construction - DIF	DIF		2,500,000				2,500,000
	Complete Streets-Central Square Parallel Parking	AFS					1,039,935	1,039,935
	Compl. St-Plymouth St@RailCrossing/Mt Prospect St/Center St Sidewalk/S	AFS					359,666	359,666
	Compl. St-Broad St Crossing/Broad&Spring Intersect/Broad St Bicycle	AFS					239,900	239,900
	Compl. St-Summer & Plymouth/Main St Bicycle/Main St Cross/Plymouth &	AFS					588,200	588,200
	Compl. St-Main St Sidewalk Reconstruction & Main St Lighting	AFS					1,302,300	1,302,300
	Compl. St - School Street - Bicycle and Pedestrian Improvements	AFS					87,700	87,700
DPW Hwy Total			283,000	5,500,000			3,617,701	9,400,701
Street Lghtng	Street Lighting - LED (Approximately $1,200 per light)	AFS	250,000					250,000
Street Lghtng Total			250,000					250,000
Senior Ctr	Senior Center Van	AFS	65,000					65,000
	Senior Center - Interior Improvements	SCTF	100,000					100,000
Senior Ctr Total			165,000					165,000
P & R	Basketball Courts (Legion & Scotland)	CPC	20,000					20,000
	Legion Field (Small Playground)	CPC	5,000					5,000
	Babe Ruth Field	CPC	15,000					15,000
	Dog Park	AFS				40,000		40,000
P & R Total			40,000			40,000		80,000
Grand Total			2,734,046	42,782,000	1,000,000	40,000	3,617,701	50,173,747

Finance Teams Comments

The major role of the Finance Team is to review all submitted projects included in the Capital Improvement Program, comment upon their viability and make its final recommendations, which includes consideration for the use of Town Debt. These guidelines below are used to assist the Town in determining how much debt can safely be incurred, and are consistent with those recommended by the Massachusetts Department of Revenue, namely:

- Determine debt that can be incurred without jeopardizing credit standing and causing financial hardship;
- Incorporate affordability guidelines for expenditures;
- Include review of the Capital Improvement Program; and
- Indicate appropriate uses for and acceptable amounts of debt.

The Finance Team has reviewed the projects included in the five-year Capital Plan at meetings held with the various departments proposing these projects. At these meetings, department heads presented information and data to justify the need, cost, and implementation timeframe for the projects. It is the strong opinion of the Finance Team that for the Capital Improvement Plan to be an effective tool for managing the Town's capital investment, department heads must have confidence that their submitted projects will be implemented within the timeframe planned in the Program. The Finance Team recognizes that the municipal administration has worked hard to anticipate capital needs, submit projects into the Plan, and distribute those projects over the five-year planning period.

At this writing, debt service projections and metrics were not yet finalized but conservative preliminary estimates prepared by the Town Manager indicate that the Program will be well within the guidelines set forth for Credit Standing and Affordability.

Subject to analysis and compliance with Debt guidelines, and to comments and recommendations made herein for specific capital projects proposed for Fiscal Year 2019, we are pleased to recommend this Capital Improvement Plan as an effective tool for managing the Town's finances with respect to Capital Projects for the next seven years.

Bridgewater Town Council

In Town Council, Tuesday, January 22, 2019

Council Order: O-FY19-047

Introduced By:	Town Manager
Date Introduced	January 22, 2019
First Reading:	January 22, 2019
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY19-047

2019 CAPITAL PLAN FUNDING

ORDERED that, pursuant to Section 6-4(a) of the Bridgewater Charter, that the Town Council assembled vote to appropriate the sum of **$1,164,334.79** from the below schedule to pay costs of the following capital purchases as outlined in the Capital Plan:

NOT FOR ACTION – FIRST READING ONLY

Source of Funds	Account No.	GL Account Description	Amount
Ambulance Receipts Reserved	25015-596010	ARRA	$248.25
Capital Stabilization	80105-596110	Capital Stabilization	$1,004,040.54
Fire Prison Mitigation	40035-596010	Police Prison Mitigatn Bldg Imprv	$160,046.00
Total:			**$1,164,334.79**

Use of Funds	Account No.	GL Account Description	Amount
FY 2019 Capital Gen Gov	TBD	Bldg Main Plan - Consultant	$20,000.00
FY 2019 Capital Gen Gov	TBD	Board Docs - Paperless Gov Solution	$10,000.00
FY 2019 Capital Gen Gov	TBD	Full Circle - Permitting&Software	$60,000.00
FY 2019 Capital Gen Gov	TBD	Assessors' Scanning Prop Revaluation	$1,647.00
FY 2019 Capital Gen Gov	TBD	Finance Software Implementation	$100,000.00
FY 2019 Capital Gen Gov	TBD	Network Switch	$16,000.00
FY 2019 Capital Gen Gov	TBD	Wireless Network Upgrade	$6,000.00
FY 2019 Capital Gen Gov	TBD	Computer Replacements & Upgrades	$25,000.00
FY 2019 Capital Gen Gov	TBD	Fiber Optic Cable Repairs 10 poles	$11,000.00
FY 2019 Capital Gen Gov	TBD	Tyler UB Project Conversion Fees	$42,425.00
FY 2019 Capital Gen Gov	TBD	Voting Tables & Office Equipment	$7,090.00
FY 2019 Capital Gen Gov	TBD	Voting Poll Pads & Thermal Printers	$28,620.00
FY 2019 Capital Gen Gov	TBD	Voting Poll Pads Warranty 3 Years	$9,000.00
FY 2019 Capital Gen Gov	TBD	Bldg & Planning - Camino Software	$8,500.00
FY 2019 Capital Public Safety	TBD	Replace Two Marked Cruisers	$110,000.00
FY 2019 Capital Public Safety	TBD	A1 Stretchers & IT for Ambulances	$9,946.00
FY 2019 Capital Public Safety	TBD	Stair Chairs for Ambulance Transports	$7,500.00
FY 2019 Capital Public Safety	TBD	SCBA Bottles 1 of 3	$16,350.00
FY 2019 Capital Public Safety	TBD	Turnout Gear 1 of 2	$57,600.00
FY 2019 Capital Public Safety	TBD	Turnout Gear 2 of 2	$85,000.00
FY 2019 Capital Public Safety	TBD	SUV/Command Vehicle	$45,500.00
FY 2019 Capital Public Safety	TBD	DPW Plow#3 Lease Pymt 1	$47,136.00
FY 2019 Capital Public Safety	TBD	DPW Sidewalk Plow - Lse Pymt - 1	$42,000.00
FY 2019 Capital Public Safety	TBD	DPW Mini Excavator & Trailer	$75,000.00
FY 2019 Capital Public Safety	TBD	DPW Roadside Mower	$90,000.00
FY 2019 Capital Public Safety	TBD	Pedestrian Signals at Pleasant Street	$26,800.00
FY 2019 Capital Public Safety	TBD	Pedestrian Signals on Town Common	$8,000.00
FY 2019 Capital Public Safety	TBD	Rdsgn Traffic Signal Pleas&Center St	$22,800.00
FY 2019 Capital Public Safety	TBD	StreetScan Sidewalk Amend O-FY19-018)	$20,000.00
FY 2019 Capital Gen Gov	TBD	Street Lighting - LED	$110,000.00
FY 2019 Capital Human Services	TBD	Senior Center / Upgrade Electric Panel	$15,000.00
FY 2019 Capital Human Services	TBD	Senior Center Pickle Ball Fencing	$5,000.00
FY 2019 Capital Parks & Recreation	TBD	Park & Recreation Building Repairs	$25,000.00
FY 2019 Capital Public Safety	10220219-586001	Ambulance Lease O-FY19-036	$248.25
FY 2019 Capital Public Safety	10420219-586000	DPW Plow#2 Lease O-FY19-036	$172.54
Total			**$ 1,164,334.79**

NOT FOR ACTION – FIRST READING ONLY

FURTHER ORDERED; for the payment of all other costs incidental and related thereto; that the amounts indicated above for each project are estimates and that the Town Manager may allocate more funds to any one or more of such projects, and less to others, so long as, in the judgment of the Town Manager, each of the projects described above can be completed within the total appropriation made by this Order; And that the Town Manager is authorized to contract for and expend any grants, aid or gifts in available for the project; and that the Town Manager is authorized to take any other action necessary or convenient to carry out this project.

Explanation: This order appropriates funds pursuant to the FY2019 capital plan. Some items on the FY2019 capital list have already been funded.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•

NOT FOR ACTION – FIRST READING ONLY