



Town of Bridgewater

Finance Committee

December 14, 2022

7:00 PM

JOINT MEETING WITH BUDGET & FINANCE

The meeting will be held virtually via Zoom.
To attend via video, click on the link below:
<https://us06web.zoom.us/j/89174659632>

To attend via phone, dial: 1(646) 876-9923

Meeting ID: 891 7465 9632

MEETING AGENDA

Disclosure: Pursuant to Section 20 of Chapter 20 of the Acts of 2021, An Act Relative to Extending Certain Covid-19 Measures Adopted During the State of Emergency, this meeting for the Town of Bridgewater will be fully remote and accessible to the public through remote participation to the greatest extent possible. There will be no in person attendance permitted. Citizens who wish to tune in to the meeting may do so via Zoom.

- A. Call to Order**
- B. Approval of Meeting Minutes**
- C. Public Comment**
- D. Old Business**
 - a) Resolution R-FY23-003: FY2024 Budget Resolution
- E. New Business**
 - a) Order O-FY23-038: Appropriation for Eminent Domain Order of Taking for Summer Street Property
- F. Additional Items for Discussion**
- G. Adjournment of Meeting**



Bridgewater Town Council

In Town Council, Tuesday, November 15, 2022

Council Resolution: R-FY23-003

Introduced By: Councilor Wood
Date Introduced: November 15, 2022
First Reading: November 15, 2022
Second Reading:
Amendments Adopted:
Date Adopted:
Date Effective:

FY2024 BUDGET RESOLUTION

WHEREAS: A methodical and disciplined approach to the operating budget is warranted.

RESOLVED: Pursuant to establishing guidelines and priorities for the Town Manager to develop the Annual Budget, the Town Council of Bridgewater, Massachusetts in Town Council assembled vote to adopt the following Policy Guidelines for the Town Manager to use in creating the FY 2024 Budget:

The Town Council is adopting these budget policy guidelines pursuant to Section 6-1 of the Bridgewater Home Rule Charter. Based on these guidelines, the Town Manager will develop budgetary goals and the Town Budget for Fiscal Year 2024.

Introduction

The following financial principles set forth the framework for our overall fiscal planning and management of the Town of Bridgewater's resources and are designed to ensure the Town's sound financial condition, now and in the future.

Sound Financial Condition is defined as:

- Cash Solvency - the ability to pay bills in a timely fashion
- Budgetary Solvency - the ability to annually balance the budget
- Long Term Solvency - the ability to pay for future costs
- Service Level Solvency - the ability to provide needed and desired services
- Reserve Solvency – the ability to adapt and respond to economic conditions
- Capital Solvency – the ability to assess, maintain, and replace our capital assets
- Bond Rating- maintain or improve current bond rating A2

To this end we will adhere to the following financial policies.

Financial Policies and Guidelines:

The Town will adopt a Multi-Year forecast for fiscal years 2024-2028 and a Capital Improvement Program, prior to the submission of the FY Town Manager's FY 2024 Budget. This will give the Town a broader more forwarding looking perspective to better understand the budgetary cost drivers and our revenue capacity. Projecting forward will allow us to foresee where a structural deficit may exist when building out our operating budget for the ensuing year.

The following will be applied in preparing the FY 2024 Budget.

1. The town will avoid budgetary practices that balance current expenditures at the expense of meeting future year's expenses, such as postponing maintenance and upkeep of our facilities and equipment.
2. Recurring operating costs will be funded by recurring sources of revenue. In addition, to budget prudently and plan for contingencies, the town sets the following reserve objectives for FY 2024:
 - a. Unreserved Fund Balance (free cash) for FY 2023 (07/01/2024) will be targeted at 2% of the 2024 operating budget and used only for one-time expenditures such as capital improvements, capital equipment, unexpected or extraordinary expenses such as unbudgeted snow and ice removal expenses and/or to meet the stabilization reserve policy objectives.
 - b. The Town will maintain a Stabilization Fund as its main financial reserve in the event of an emergency, unforeseen circumstances, or an extraordinary need. It shall be the goal of the town to achieve and maintain a balance in the Stabilization Fund equal to 10% of its operating budget.
3. Revenue:
 - a. Revenue Estimating: the revenues will be estimated conservatively, using an objective analytical approach. The goal is to predict revenues as accurately as possible while erring on the side of caution.
 - b. The Town will use methodologies established that best fit the accuracy of specific forecasting, in other words, different methods for different revenue types: PropertyTax, Local Aid, Local Receipts, and Other Available Funds.
 - c. Ambulance Receipts Reserved for Appropriation: A five-year forecast will be used to determine available funds to support, proportionately, the ensuing year's Fire Department operating budget and capital requirements for the Ambulance Fleet.
 - d. For FY 2024 the projected revenue surplus shall be set at 2% of the 2024 operating budget. Revenue surpluses are essential to continue the annual funding of the Stabilization Fund at the 10% level, fund capital purchases of machinery, equipment, and vehicles, capital building improvements, infrastructure and engineering costs, unfunded sick leave buyback, and outstanding OPEB liability.
4. Expenditures:
 - a. Estimating Major Cost Drivers: This compilation will address the increases necessary to fund the major budgetary cost drivers - salaries and benefits - which support our current service levels.

- b. Maintenance of Capital Assets: The Town will compile a budget that will maintain capital assets and infrastructure to protect the Town's investment. The Town will compile a budget that will maintain our assets to protect the Town's investment, support and provide services, community, and economic development. Specifically:
 - Mach/Equip/Vehicles
 - Software
 - Infrastructure
 - Land & Land Improvement
 - Building & Building Improvements
- c. New Programs or Initiatives: The Town will budget for new programs or initiatives only after fully funding existing major cost drivers and the maintenance of capital assets.

FY 2023 Town Manger's Budget Objectives

1. Continue the Town's efforts within all departments to obtain grant funding from federal, state, and other sources in order to offset capital expenditures and major initiatives.
2. Review cost implication of contracted services vs. staffing in various departments.
3. Continue to enhance the Town's website and use other technologies as cost effective means for delivering information and services, increasing public awareness, and encouraging public feedback.
4. Submit a budget which maintains the Town's current service level and a budget which will meet the Town Manager's service priorities.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•



Bridgewater Town Council

Introduced By: Town Manager
Date Introduced: 12/6/2022
First Reading: 12/6/2022
Second Reading:
Amendments Adopted:
Third Reading:
Date Adopted:
Date Effective:

Order O-FY23-038: Appropriation for Eminent Domain Order of Taking for Summer Street Property

Ordered, that by the Town Council for the Town of Bridgewater as follows:

To fund the eminent domain taking of the Parcel known as 46 Summer Street (Map 34, Lot 218), the Bridgewater Town Council appropriates \$313,900 from Community Preservation Funds – Open Space Reserve Account 324100.

Explanation: This order adds to existing appropriation to fund the eminent domain taking of 46 Summer Street, Bridgewater (the old Mobil Station) for Municipal Purposes, namely, to create parkland and open space for the benefit of all Bridgewater residents.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•
•	•

Attachments: 1. Rec to TM - 46 Summer Street
2. 2022-10-31 Mobil Station Application Amended II FINAL



Town of Bridgewater, MA

Community Preservation Committee

66 Central Square, Bridgewater, MA 02324

December 1, 2022

Mr. Michael Dutton, Town Manager
Town of Bridgewater
66 Central Square
Bridgewater, MA 02324

Re: 46 Summer Street Property (Mobil Station)

Dear Mr. Dutton:

In response to your amended application for the Taking of the 46 Summer Street Property (dated October 31, 2022) the following motion was made and seconded by Carlton Hunt and Maureen Minasian at the CPC's November 30th meeting. The motion passed with 6 yea, 0 nay.

Move to recommend the Bridgewater Town Council appropriate \$313,900 from CPC Open Space Reserve Account 324100 towards the acquisition of property at 46 Summer Street (Map 34, Lot 218). The remaining acquisition costs (est. @ \$245,000) will be funded from the Town of Bridgewater Capital Reserve account 292.16 as appropriated under Town Council Order 0-FY22-038.

Please see that this information is placed on the Town Council agenda and is forwarded to the Council members as backup to the order.

I would appreciate if you would let me know when the Council acts on the order so we can prepare the award letter.

Sincerely,

A handwritten signature in black ink, appearing to read "Gina Guasconi".

Gina Guasconi, Chair
Community Preservation Committee

CC: Dawn Menard
Debra Ward
Josh McGraw
Fred Chase
Anthony Sulmonte
Laurie Guerrini



Amended October 31, 2022

Project Application

Community Preservation Committee

Cover Sheet

An electronic copy of this application and all supporting materials should be submitted to the CPC Chair at cpc@bridgewaterma.org and the CPC's administrative assistant (McGraw, Joshua <JMCRAW@bridgewaterma.org>). Applications should be submitted **no later than 4:00PM at least two weeks prior to the CPC's meeting (the CPC meets on the fourth Wednesday of each month).**

Complete applications received by this date will be reviewed at the next CPC meeting and considered for recommendation to the Town Council. Applications received after this will be reviewed at the following month's meeting, unless you receive an exception from the CPC chair for cases related to real estate purchase opportunities.¹ Projects may have timelines extending to a maximum of five years.

Projects will be favored by the CPC where:

- The project addresses at least one goal of the current CPC 5-yr. plan <https://www.bridgewaterma.org/DocumentCenter/View/2928/Community-Preservation-Committee-Plan?bidId=>
- the applicant has site control of the proposed project parcel or involvement of the site owner.
- there is demonstrated community support for the project from elected officials, abutters, user groups, civic associations, and community organizations.
- applicants can demonstrate their capacity to implement their project and have a plan for ongoing maintenance and stewardship. projects occur on public space or private space with public access.

• Applicant Signature:  Date Submitted: October 31, 2022

¹ For cases related to real estate purchase opportunities, the CPC may consider emergency requests for funding outside of their regular meeting schedule. If you think you might be eligible for emergency consideration, please contact the CPC Chair. The CPC Chair has the authority to accept exceptions or extensions. They will consider such requests on a case-by-case basis and is under no obligation to grant any requested extensions or exceptions.



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Project Application

Community Preservation Committee

Complete Application Check List

Please submit the application in this order:

- ☐ Project Application Cover Page (signed)
- ☐ Project Narrative and Timeline
- ☐ Budget Narrative and cost breakdown
- ☐ Required Project Attachments including:
 - ☐ Documentation of who has site control on the property (if other than the applicant)
 - ☐ Photographs of project site (at least three (3))
 - ☐ Map of project site showing nearest major roads or intersections
 - ☐ Letters of support from relevant Town departments, officials, and boards/commissions
 - ☐ Letters of commitment (from any organizations or individuals providing funding to the project)
- ☐ Other attachments as applicable and available to your project.

Note: Applicants may be required to submit additional supporting materials and documentation, as requested by the CPC, to aid the committee in their decision-making process.



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Project Application

Community Preservation Committee

REVISED AND AMENDED APPLICATION – 10/31/2022

GENERAL INFORMATION

Project Name: Eminent Domain Taking – Summer Street (Mobil Station)
Project Location (address and neighborhood): 46 Summer Street, Map 34, Lot 218
Legal Property Owner of Record: P. Dilip DeSilva
CPA Program Area (check all that apply):
☒ Open Space ☐ Historic Preservation ☐ Community Housing ☒ Recreation

PROJECT DESCRIPTION

Short Project Description: This project involves the eminent domain taking of 46 Summer Street. The abandoned Mobil Station at this location has been a blight since its use was discontinued over 10 years ago. Today it is overgrown and decaying. The Town Council has heard first reading of an eminent domain taking for the purpose of adding to publicly accessible downtown open space connected to Flora Little Park, and for possible recreational use such as outdoor chess/checkers stations and table tennis. Depending upon its condition, the Town is contemplating reusing the existing building for covered space dedicated to eating area, public bathrooms, and low-key recreational and performance space.

Estimated Start Date: 01 / 15 / 23 **Estimated Completion Date:** 05 / 31 / 23

Amount Requested: \$ 313,900 **Total Project Cost:** \$ 558,900

PROJECT CONTACT

Contact Person: Michael Dutton
Telephone: 508-697-0919 **Email:** TownManager@bridgewaterma.org

Project Sponsor/Organization (check one below):

☒ Town Committee or Department ☐ Public Charity/Non-Profit ☐ Private

Have you or this organization applied for or received CPA funding before? ☒ Yes ☐ No

If yes, what project and when? Multiple projects, including Town House, Memorial Building, Academy Building, Stiles and Hart property purchase, athletic field improvements/construction, etc.

ASSURANCE

I, Michael Dutton, hereby certify under the penalties of perjury the
(Print the name of the fiduciary agent)

following application information is true and correct to the best of my knowledge and I am legally able to enter into a contract on behalf of the Town of Bridgewater with the Town of Bridgewater for Community Preservation Funds.

Signature 
Title: Town Manager

Date October 29, 2022



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Project Application

Community Preservation Committee

Project Narrative

Use as much space as needed and refer to the CPC's Project Application Guidance for requirements

1. **PROJECT DESCRIPTION, TASKS, & ANTICIPATED OUTCOME:** This project involves the eminent domain taking of 46 Summer Street. The abandoned Mobil Station at this location has been a blight since its use was discontinued over 10 years ago. Today it is overgrown and decaying. The Town Council has heard first reading of an eminent domain taking for the purpose of adding to publicly accessible downtown open space connected to Flora Little Park, and for possible recreational use such as outdoor chess/checkers stations and table tennis. Depending upon its assessed condition, the Town is contemplating reusing the existing building for covered space dedicated to eating area, public bathrooms, and low-key recreational and performance space.

The request for CPA funds is based on the following assumptions, actions, and determinations:

- a. The Town Council appropriated funds from the Capital Stabilization Account on March 15, 2022 in the amount of \$245,000 for the purpose of paying expenses associated with this taking. Out of the appropriated money, \$58,900 has either been expended or will be expended for the preliminary work towards this purpose, including the environmental assessment, survey, and design. This will leave a balance of \$186,100 to allocate directly for the taking.
 - b. The appraised value of the property is \$488,100. This represents the professional appraiser's opinion that the Highest and Best Use of the property is as a **vacant lot**. The appraiser's valuation As-Is Land and Building would be \$295,000. The Town's obligation is to pay based on the highest and best use as determined by the independent appraiser. The appraisal shows that the building has a negative value of (\$193,000).
2. **CPC GOALS AND PRIORITIES:** From the Community Preservation Plan FY2020-FY2024, Open Space and Passive Recreation:
GOAL 4: Create, preserve, and acquire neighborhood-level open spaces for pocket parks, community gardens, and other outdoor gathering spaces... Although small in size, green spaces on private property make up large parts of the urban land base and provide important roles for habitat and ecosystem services. The CPC will



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Project Application

Community Preservation Committee

prioritize neighborhood-oriented projects which explore opportunities to improve vacant or underutilized spaces, such as lots or greenspaces shared by an apartment complexes and community gardens, through greening infrastructure. Open space should help tie areas of Bridgewater together, provide buffers against incompatible uses, enable growth of local food sources, and add value to surrounding properties.

From the 2017 Open Space and Recreation Plan Update:

GOAL 2: Create and preserve a town wide, regionally linked trails and parks system that connects neighborhoods with various open space and recreation amenities.

3. **COMMUNITY NEEDS:** The Bridgewater Town Council has identified the taking of this property as a priority goal in order to establish additional passive and recreational in-Town property. The abandoned property presents a blight in the downtown area and to the entrance to Bridgewater State University. Located among Residential D, 40R overlay, and Central Business District zoning areas, the taking and the associated improvements will provide additional parkland and recreational space to the Town's higher density housing and commercial areas. The taking and associated improvements will provide walking and biking destinations.

4. **COMMUNITY SUPPORT:** List of Letters of Support

Name (committee, department, official, organization, etc.)	Date Requested	Date Submitted
Michael Dutton, Town Manager		10/29/2022
Town Council		10/29/2022
Bridgewater Improvement Association		10/29/2022

5. **IMPLEMENTATION AND TIMELINE:** If and once the appropriation is complete and the Order of Taking is voted, it is anticipated that the eminent domain taking would be completed within two months, or as soon as legally feasible.



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Community Preservation Committee

6. **ORGANIZATIONAL EXPERIENCE AND CAPACITY:** The Town is an institutional applicant for Community Preservation Funds with extensive familiarity with municipal process, funding, procurement, and grant funding.
7. **MAINTENANCE:** The eminent domain taking itself will not create additional maintenance costs. However, as the property transforms into a public park and recreation area, ongoing upkeep and maintenance will be required. This will include cleaning, maintenance of green space, trash pickup, and infrequent capital improvements. Pending sufficient budget funding, the Town will be responsible for these expenses but has been in discussions with other entities about sharing the ongoing burden of maintenance.
8. **MULTI-YEAR PROJECTS:** The eminent domain taking of the property is a separate project. Future funding requests to create active and passive recreational improvements to the property are anticipated.
9. See Attachments Checklist for additional required materials, if applicable and available.

APPLICANT SIGNATURE:

DATE SUBMITTED:

October 29, 2022



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Project Application Attachments (see Application Guidance)

1. **SITE CONTROL:** The Town is requesting funds to complete an eminent domain taking. Once complete, the Town will have ownership and site control.
2. **COMMUNITY SUPPORT:** Due to the legal constraints placed on the Town due to the eminent domain process, the Town has not solicited community support. However, verbal commitments of support have come from two civic organizations or governmental entities.
3. **VISUAL MATERIALS:** Maps and photographs are attached to this application.
4. **MAPS:** Maps and photographs are attached to this application.
5. **FUNDING SUPPORT REQUIREMENTS**
 - a. Historic Preservation Proposals
 - b. Open Space Proposals
 - c. Recreation Proposals
 - d. Community Housing Proposals
 - e. Proposals Involving Real Property
 - f. Proposals Involving Design and Construction

Check out the CPC's webpage for more information:

<https://www.bridgewaterma.org/1353/Community-Preservation-Committee>

If you have questions, please contact the Community Preservation Committee Chair at cpc@bridgewaterma.org and Community and Economic Development Department (CED) Director DeBoisbriand, Jennifer at JBURKE@bridgewaterma.org or call at 508-697-0950.



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Project Application

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Project Budget Narrative

PROJECT COST:

Project Budget Overview

Total Project Cost	CPA Amount Requested	Other Funding Sources	CPA Funds: % of Total
\$558,900	\$313,900	Capital Appropriation	56.1%

LEVERAGING FUNDING:

Sources of Funding Overview

Source (private, federal, state, or local government)	Amount	Status (received, pending, will apply)
Local Capital Appropriation	\$ 245,000	Received
Less Expenses already committed	\$ 58,900	
Balance of Available Funds	\$ 186,100	
	\$	
	\$	

ANTICIPATED PROJECT EXPENSES: The updated professional appraisal is attached. It will be updated based upon the projected timing of the eminent domain taking.

PROJECT COST ASSUMPTIONS: The cost assumptions are based upon an appraisal conducted by a qualified appraisal firm.

ACQUISITION OF AN INTEREST IN REAL ESTATE: This project involves the acquisition of real property by the Town.

BONDING AGAINST CPA FUNDS: Bonding is possible but not likely based upon the projected cost of the project. If bonding is contemplated, we will forward possible bonding scenarios to the Community Preservation Committee, the Finance Committee, and the Town Council for review.



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Project Application

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Project Budget Attachment

BUDGET OVERVIEW

Total Project Cost	CPA Amount Requested	Other Funding Sources	CPA Funds: % of Total
\$ 558,900	\$ 313,900	\$ 186,100	56.1 %

INCOME – OTHER SOURCES OF PROJECT FUNDING

Source (private, federal, state, or local government)	Amount	Status (received, pending, will apply)
Balance of Local Capital Appropriation	\$ 186,100	Received
	\$	
	\$	
	\$	
	\$	

SUMMARY OF PROJECT EXPENSES²

	CPA Funds	Other Funding	Total
Personnel	\$	\$	\$
Equipment	\$	\$	\$
Supplies	\$	\$	\$
Design and Contracts	\$ 58,900	\$	\$
Construction	\$	\$	\$
Other	\$ 500,000	\$	\$
TOTAL	\$ 558,900	\$	\$

² Equipment is generally defined as an item with a useful life expectancy of more than one year. Supplies are defined as an item with a useful life of less than one year. Construction means all types of work done on a particular property or building including erecting, altering or remodeling.



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Project Application

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DETAILED PROJECT EXPENSES

Personnel

	CPA Funds	Other Funding	Total
<i>Ex: Project Manager</i>			
Ex. Inspectional Services	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
TOTAL	\$	\$	\$

Equipment³

	CPA Funds	Other Funding	Total
<i>Ex: Furniture</i>			
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
TOTAL	\$	\$	\$

Supplies⁴

	CPA Funds	Other Funding	Total
<i>Ex:</i>	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
TOTAL	\$	\$	\$

Design and Contracts

	CPA Funds	Other Funding	Total
Legal/Taking Expense	\$	\$ 20,000	\$ 20,000
Env. Assessment/Testing	\$	\$ 7,250	\$ 7,250
Site Plan	\$	\$ 11,650	\$ 11,650
Preliminary Design	\$	\$ 20,000	\$ 20,000
TOTAL	\$	\$ 58,900	\$ 58,900

³ Equipment is generally defined as an item with a useful life expectancy of more than one year.

⁴ Supplies are defined as an item with a useful life of less than one year.



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Building and Construction⁵

	CPA Funds	Other Funding	Total
<i>Ex: Picnic Pavilion</i>			
	\$	\$	\$
	\$	\$	\$
TOTAL	\$	\$	\$

Other

	CPA Funds	Other Funding	Total
<i>Ex: Land Acquisition</i>			
Land Acquisition and Closing Costs	\$ 313,900	\$ 186,100	\$ 500,000
	\$	\$	\$
	\$	\$	\$
TOTAL	\$ 313,900	\$ 186,100	\$ 500,000

Task based task (scope) costs identifying funding source

	CPA Funds	Other Funding	Total
<i>Ex: Accessible Entrance</i>			
<i>Ex: Accessible Elevator</i>			
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
TOTAL	\$	\$	\$

Attach Letters of support and other key documents.

⁵ Construction means all types of work done on a particular property or building including erecting, altering or remodeling.