Town of Bridgewater

Finance Committee

February 18, 2025
6:00 PM
Link: https://us06web.zoom.us/j/88069920266
Meeting ID: 880 6992 0266
Or Room 201A of the Academy Building

MEETING AGENDA

A. **Call to Order**

B. **Approval of Meeting Minutes**

a) November 18, 2024

C. **Public Comment**

D. **Old Business**

E. **New Business**

a) Order O-FY25-032: Acceptance of Non Recurring Revenue to Capital - Department of Corrections

b) Order O-FY25-037: Acceptance of Donation - Oliari Charitable Foundation

c) Order O-FY25-038: Acceptance of Grant – Firefighter Safety Grant Equipment Program

d) Order O-FY25-039: Adoption of a 5-Year Capital Improvement Plan

e) Order O-FY25-040: General Fund Capital Transfer Order

f) Order O-FY25-041: Capital Transfer Order – Water Enterprise Fund

F. **Additional Items for Discussion**

a) Committee Meeting Schedule

G. **Adjournment of Meeting**

Town of Bridgewater

Finance Committee

MEETING MINUTES

A. Call to Order

B. Approval of Meeting Minutes

a) October 15, 2024
Mark Thomas motioned to approve the October 15, 2024 meeting minutes which was duly seconded. The motion was approved unanimously.

C. Public Comment

D. Old Business

E. New Business

a) Order O-FY25-018: Acceptance of Grant Funds - Police Municipal Road Safety Grant
The programs utilize federal funding awarded by the National Highway Traffic Safety Administration (NHTSA). The funds are managed and administered in Massachusetts by the Office of Grants and Research (OGR). This Grant will support the Bridgewater Police to address road safety concerns.

MJ Spagone motioned to approve O-FY25-018 which was approved unanimously.

b) Order O-FY25-019: Acceptance of Gift - Town River Landing Pavilion
MacDonald Industries, aka Marilyn's Landing, has generously donated funds to assist with the construction of a Town Pavilion, on the Town River Landing site. This exciting community project known as the Town River Landing Park Revitalization project, will utilize the student skill building assistance with the Town's partnering with Bristol Plymouth Regional Technical School, and outstanding volunteers from Fire for Effect Foundation, a non-profit organization helping veterans and first responders.

MJ Spagone motioned to approve O-FY25-019 which was duly seconded. The motion was approved unanimously.

c) Order O-FY25-020: Acceptance of Grant - Parkland Acquisitions and Renovations for Communities (PARC)

The town applied for PARC funding in early July to fund the completion of design and renovation of the Summer Street property into a park.

Rigobert Noel motioned to approved O-FY25-020 which was duly seconded the motion was approved unamiously.

d) Order O-FY25-023: FY2025 Classification Tax Allocation - Adoption of Residential Factor
The town council shall annually first determine the percentages of the local tax levy to be borne by each class of real property, as defined in section two A of chapter fifty-nine and personal property for the next fiscal year. In determining such percentages, the town council, shall first adopt a residential factor. Said factor shall be an amount not less than the minimum residential factor determined by the commissioner of revenue in accordance with the provisions of section one A of chapter fifty-eight and shall be used by the board of assessors to determine the percentages of the local tax levy to be borne by each class of real and personal property.

MJ Spagone motioned to recommend O-FY25-023 which was duly seconded. The motion was approved unanimously.

e) Order O-FY25-025: Acceptance of Donation - Oliari Charitable Foundation
The Oliari Charitable Foundation., has graciously donated $7,500 for the Bridgewater Public Library to fund the library's Sy Montogomery Author Event set to take place on January 25, 2025 at the Moakley Auditorium at Bridgewater State University.

MJ Spagone motioned to recommend O-FY25-025 which was duly seconded. The motion was approved unanimously.

f) Order O-FY25-026: General Fund Free Cash Allocation
Recommended allocation of the General Fund Undesignated Fund Balance (Certified Free Cash) to the established Funds as noted above.

Rigobert Noel motioned to recommend O-FY25-026 which was duly seconded. The motion was approved unanimously.

g) Order O-FY25-027: Transfer Order - Legal Employment and Collective Bargaining Agreement
Transfer funds for Collective Bargaining Negotiations for CBA (Collective Bargaining Agreements) and Employment Legal Expenses.

MJ Spagone motioned to recommend O-FY25-027 which was duly seconded. The motion was approved unanimously.

h) Order O-FY25-028: Sewer Enterprise Fund Transfer
This transfer will appropriate Funds for engagement of Environmental Partners to proceed with the planning and development of Phase 2 Phosphorus Removal Upgrade.

MJ Spagone motioned to recommend O-FY25-028 which was duly seconded. The motion was approved unanimously.

i) Order O-FY25-029: Transfer Station Retained Earnings
This transfer will fund employment contract as well as additional funding for a part time attendant in salaries. Also, major repairs to older equipment is necessary and was not in

operations budget.

MJ Spagone motioned to recommend O-FY25-029 which was duly seconded. The motion was approved unanimously.

j) Order O-FY25-030: Bridgewater Raynham Regional School District Capital Plan Transfers
This transfer will fund requested BRRSD School Capital Outlay projects as outlined and Approved by the Bridgewater Raynham Regional School District Committee.

MJ Spagone motioned to recommend O-FY25-030 which was duly seconded. The motion was approved unanimously.

k) Resolution R-FY25-003: FY2026 Budget Resolution
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 2026 that commences on July 1, 2026.

MJ Spagone motioned to recommend R-FY25-003 which was duly seconded. The motion was approved unanimously.

F. Additional Items for Discussion

a) Committee Reorganization - Chair and Vice-Chair
The committee discussed reorganization of the chair and vice-chair. MJ Spagone was proposed for Chair and Derek Bennett was proposed for Vice-Chair of the Finance Committee.

Rigobert Noel motioned to recommend MJ Spagone as Chair of the Finance Committee which was duly seconded. The motion was approved unanimously.

MJ Spagone motioned to recommend Derek Bennett as Vice-Chair of the Finance Committee which was duly seconded. The motion was approved unanimously.

G. Adjournment of Meeting

Bridgewater Town Council

Introduced By:	Blythe Robinson, Acting Town Manager
Date Introduced:	12/3/2024
First Reading:	12/3/2024
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY25-032: Acceptance of Non Recurring Revenue to Capital - Department of Corrections

ORDERED, that the Town Council assembled vote to

WHEREAS: Massachusetts General Laws, Chapter 40, §5B requires the Town Council to accept and authorize 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 $249,037.82 from the Department of Corrections' FY 2025 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 $249,037.82 into the Capital Stabilization Funds to appropriate for Capital needs.

Explanation:
This order accepts one time non-recurring revenues from the DOC earmarked 2025 budget to the Capital Stabilization Fund for Capital Appropriations for the Towns/Schools Capital Needs

Committee Referrals and Dispositions:

Referral(s)	**Disposition(s)**
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•	•

Attachments: 1. DOC FY2025 Earmark $249037.82 11.20.24

NOT FOR ACTION - FIRST READING

The Commonwealth of Massachusetts
Executive Office of Public Safety & Security
Department of Correction
50 Maple Street, Suite 3
Milford, MA 01757
Tel: (508) 422-3300
www.mass.gov/doc

MAURA T. HEALEY
Governor

KIMBERLEY DRISCOLL
Lieutenant Governor

TERRENCE M. REIDY
Secretary

SHAWN P. JENKINS
Commissioner

CHRISTOPHER NICHOLS
MITZI S. PETERSON
THOMAS J. PRESTON
Deputy Commissioners

November 20, 2024

Mr. Michael Dutton
Town Manager
Municipal Office Building
66 Central Square
Bridgewater, MA 02324

Dear Mr. Dutton:

The Department of Correction's FY 2025 operating budget contains funds earmarked for cities and towns hosting correctional facilities.

Based on the average state inmate population housed in your community from July 1, 2023, through June 30, 2024, a payment in the amount **$249,037.82** will be processed for the City of Bridgewater. This payment will be issued via the State Treasurer's Office and sent to your local Treasurer by electronic transfer. This payment has a scheduled disbursement date of November 25, 2024.

If there are any questions, I can be reached at 508-422-3332.

Sincerely,

Thomas Brennan
Budget Director

Cc: Shawn Jenkins, Commissioner
Thomas J. Preston, Deputy Commissioner Administration
Matthew Dailey, Executive Director of Admin Services
Thomas Simeone, Director of Legislative Affairs
Kristine Marcotte, Director, Fiscal Services

Bridgewater Town Council

Introduced By:	Blythe Robinson, Acting Town Manager
Date Introduced:	2/4/2025
First Reading:	2/4/2025
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY25-037: Acceptance of Donation - Oliari Charitable Foundation

WHEREAS: Massachusetts General Laws, Chapter 44, §53A, states as follows: "An officer ... of any city or town … may accept grants or gifts of funds from … from the commonwealth … or an agency thereof, … and may expend such funds for the purposes of such grant or gift ... with the approval of the city manager and city council...;" and

WHEREAS: The Town of Bridgewater has received a Donation award from Oliari Charitable Foundation for $45,000 to the Town of Bridgewater to be split evenly between the Police Department, the Fire Department and the library.

NOW THEREFORE, in accordance with Chapter 44, §53A of the Massachusetts General Laws, the Town Council votes to take the following action:

ORDERED that the Town Council of Bridgewater, Massachusetts in Town Council assembled vote to accept and to expend the donation in accordance with stated purpose thereof.

Explanation:
The Oliari Charitable Foundation has graciously donated $45,000 to be split evenly between the Police Department, the Fire Department and the library and the funds are to be used at the sole discretion of the respective department heads.

Committee Referrals and Dispositions:

Referral(s)	**Disposition(s)**
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NOT FOR ACTION - FIRST READING

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Attachments: 1. Oliari Donation $45000 12.27.24

27 December 2024

Blythe Robinson
Acting Town Manager
Municipal Office Building
66 Central Square
Bridgewater, MA 02324

Dear Ms. Robinson:

This letter is to attest that The Oliari Charitable Foundation is making a donation in the amount of $45,000.00 to the Town of Bridgewater to be split evenly between the Police Department, the Fire Department, and the library. The funds are to be used at the sole discretion of the respective department heads.

Thank you in advance for your cooperation in this matter. Should you have any questions, please do not hesitate to reach out.

Warm Regards,

Danielle M Oliari
Board Chairperson
Oliari Charitable Foundation
Danielle.oliari@cntdep.com

Bridgewater Town Council

Introduced By:	Blythe Robinson, Acting Town Manager
Date Introduced:	2/4/2025
First Reading:	2/4/2025
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY25-038: Acceptance of Grant – Firefighter Safety Grant Equipment Program

WHEREAS: Massachusetts General Laws, Chapter 44, §53A, states as follows: "An officer ... of any city or town … may accept grants or gifts of funds from … from the commonwealth … or an agency thereof, … and may expend such funds for the purposes of such grant or gift ... with the approval of the city manager and city council...;" and

WHEREAS: The Town of Bridgewater has received a grant award from the Executive Office of Public Safety and Security and the Department of Fire Services (DFS) in the amount of $10,981.59 for the Firefighter Safety Grant Equipment Program for the State Fiscal Year 2025.

NOW THEREFORE, in accordance with Chapter 44, §53A of the Massachusetts General Laws, the Town Council votes to take the following action:

ORDERED that the Town Council of Bridgewater, Massachusetts in Town Council assembled vote to accept and to expend the donation in accordance with stated purpose thereof.

Explanation:
The Executive Office of Public Safety and Security and the Department of Fire Services (DFS) has awarded the Bridgewater Fire Department $10,981.59 to the Firefighter Safety Grant Equipment Program. The contract, terms and conditions for the program will be provided by DFS. These funds will cover the costs for new updated safety equipment including: combustible gas detector, HCN detector, hand tools, PPV fan & a handheld thermal imager.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)

NOT FOR ACTION - FIRST READING

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Attachments: 1. Department of Fire Services Safety Equipment Grant Program

OFFICE OF THE GOVERNOR
COMMONWEALTH OF MASSACHUSETTS
STATE HOUSE BOSTON, MA 02133
(617) 725-4000

MAURA T. HEALEY
GOVERNOR

KIMBERLEY DRISCOLL
LIEUTENANT GOVERNOR

January 17, 2025

Chief John Schlatz
Town of Bridgewater
22 School Street
Bridgewater, MA 02324

Dear Chief Schlatz,

Congratulations! I am pleased to inform you that the Executive Office of Public Safety and Security and the Department of Fire Services (DFS) has awarded the Town of Bridgewater Fire Department $10,981.59 in State Fiscal Year 2025 funding for the Firefighter Safety Equipment Grant Program.

With each new challenge, the fire service in Massachusetts demonstrates its ability to adapt, overcome, and continue providing the excellent level of services that the citizens of the Commonwealth have come to expect. Please know how thankful I am for this, and how grateful I am to be able to provide your department with this important equipment.

The Healey-Driscoll Administration is committed to supporting local fire departments and working with communities to come into compliance with the MBTA Communities Law, which is an essential component of our efforts to make housing more affordable. Due to the recent Supreme Judicial Court ruling, all communities have additional time to come into compliance with the MBTA Communities Law, so no community is being denied a fire safety grant for not being in compliance at this time. Compliance will be taken into consideration for future grant rounds, as it will be for all discretionary grant programs.

The contract, terms and conditions, and other documents for this program will be provided to you by DFS. Please contact Tim Moore at DFS with any questions about this award at 978-567-3721 or Timothy.Moore@mass.gov for contract terms, conditions, and other award documents.
Sincerely,

M. T. Healey   Kim Driscoll

GOVERNOR MAURA T. HEALEY   LT. GOVERNOR KIMBERLEY DRISCOLL

CC: Confidential Executive Assistant Renee Rushton

Bridgewater Town Council

Introduced By:	Blythe Robinson, Acting Town Manager
Date Introduced:	2/4/2025
First Reading:	2/4/2025
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY25-039: Adoption of a 5-Year Capital Improvement Plan

ORDERED, in accordance with Charter Section 6-6 of the Bridgewater Home Rule Charter, that the Town Council assembled vote to adopt the 2025-2030 Capital Improvement Program as attached.

Explanation:
The 2025-2030 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)
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Attachments: 1. Capital Improvment Plan FY25 through FY30 Finalv3

NOT FOR ACTION - FIRST READING

Final

Capital Improvement Program

2025 - 2030

Town of Bridgewater, Massachusetts

CAPITAL IMPROVEMENT PROGRAM

Table of Contents

Laurie Guerrini
Finance Director

February 1, 2025

To: Town Council and Residents

It is my pleasure to submit the FY2025 - 2030 Capital Improvement Program (CIP). As per the Town Charter, the Town Council reviews the Proposed Capital Improvement Program, adopts it, and appropriates funds for each recommended capital project as funding becomes available.

The careful coordination between the planned acquisition of capital and the annual budget appropriation is a key component of the Town's capital Program.

The ability of the Town to fund capital projects rests largely on the shoulders of our "free cash." Very basically, free cash is the amount of funds remaining after the Town expends the fiscal year budget. It represents the difference between general fund actual revenues and general fund actual expenses. In future years, the CIP will be incorporated in its entirety as a separate and distinct section of the annual operating budget package. While the physical document continues to be improved, the focus again in FY2025 is on the financing of the projects themselves, as the Town seeks to fund more projects using available funds and other funding mechanisms such as borrowing, grants, ARPA, Community Preservation Act funds, tax incentive financing, and district infrastructure financing.

CIP Funding

The process of preparing the CIP and the FY2025 Capital Budget has remained essentially the same as in the past. Pursuant to the Council policy, Free Cash provides a recurring funding source for many capital projects. The most common alternative funding source, other than free cash, is generally municipal borrowing.

The following are explicitly authorized uses of Free Cash under the Council-adopted Free Cash Policy 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 debt is not considered a best practice for a community our size. Bond rating agencies prefer to see cities and 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 choose other funding mechanisms, or delay the project, without having an immediate impact on the operating budget and related services.

The FY 2025 Capital Program - Free Cash Context

The Free Cash Policy represents the Town's agreed upon and principled approach to how this unpredictable or non-recurring 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 FY24, Free Cash was certified at $3,517,736 million. Of the total Free Cash, $2,349,787 was transferred to the Capital Stabilization Fund. The FY2025 Capital Budget will require the use of $1,043,500 & FY26 lease obligations of $723,128 out of the Capital Stabilization Funds as follows:

O-FY26-xxx – FY26 Capital Lease/Payment Obligations $723,128

O-FY26-xxx – FY26 School District BRRSD Capital (Est) $1,100,000

O-FY25-xxx – FY25 Town Capital $1,043,500

As a backdrop to this year's Program the following schedule shows the use of the Free Cash certified on July 1, 2024.

FY2025 Adopted Free Cash		
Free Cash Certification as of 7/1/2024	$3,517,736.00	
Stabilization Fund	$500,000.00	14%
Capital Stabilization Fund	$2,349,787.00	67%
Other Onetime /Unforeseen	$367,949.00	10%
Employment Liability	$200,000.00	6%
OPEB	$100,000.00	3%

The FY 2025 Capital Program - Stabilization Fund Context

The Town currently maintains a Stabilization Fund which is the Town's equivalent of a rainy-day fund. As a best practice, 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 demonstrated during the recent COVID-19 pandemic, the importance of keeping the Town's Stabilization Fund well-funded cannot be overstated. As of 12/31/2024, the balance in the Town's Stabilization Fund is **$8,267,717** and the balance in the Capital Stabilization Fund is **$2,875,628**. Once the books are closed for FY2025, the Free Cash certification and allocation will be again addressed for FY2026 Appropriations.

Bridgewater's financial policy calls for reserves of between 5% and 10% of the Town's operating budget. Currently the Town's stabilization reserves are just slightly over 10% of the FY25 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.

FY2025 - 2026 Proposed Capital Budget

In terms of the Proposed Capital budget, the table below reflects the Town capital projects which may be brought forward for approval by the Town Council.

The proposed FY 2025 - 2026 Capital Budget totals $40 million, funded by Alternative Funding Sources, Capital Stabilization Fund, CPA, Chapter 90, Town/School Debt Exclusion, ARPA, OAF*(Grants)*

Town of Bridgewater FY 2025 - 2026 Capital Improvement Program		
Dept	**Department**	**2025-2026**
100	General Gov.	180,000
155	IT	371,000
192	Public Buildings & Property Maintenance	6,384,213
210	Police	605,318
220	Fire	1,145,673
300	Bridgewater Middle School	3,270,000
300	Williams Intermediate School	3,555,000
300	District Wide	263,415
300	High School	2,715,489
302	Bristol Plymouth School	1,010,759
420	DPW Hwy	508,537
422	Roadways Construction and Maintenance	18,520,290
610	Library	307,842
630	P & R	1,456,000
Grand Total		**40,293,535**

FY2025 - 2030 Proposed Capital Budget

In terms of the Five-Year Proposed Capital budget, the tables below and on the following pages, reflect the capital projects which may be brought forward for approval by the Town Council.

The proposed FY 2025 - 2030 Capital Budget totals $101,792,556 million, funded by Alternative Funding Sources, Capital Stabilization Fund, CPA, Chapter 90, Town/School Debt Exclusion, ARPA/OAF

Town of Bridgewater FY 2025 - 2030 Capital Improvement Program		
	Funding Requirements	
Dept	**Department**	**2025-2030**
100	General Gov.	180,000
155	IT	371,000
192	Public Buildings & Property Maintenance	7,580,213
210	Police	605,318
220	Fire	3,411,643
300	Bridgewater Middle School	3,940,000
300	Mitchell Elementary School	70,000
300	Williams Intermediate School	3,965,000
300	District Wide	263,415
300	High School	2,808,376
302	Bristol Plymouth School	6,414,608
420	DPW Hwy	897,580
422	Roadways Construction and Maintenance	69,462,273
610	Library	367,130
630	P & R	1,456,000
Grand Total		**101,792,556**

It should be clearly noted that projects listed in the Capital Improvement Program for years other than FY2025 will not be authorized at this time. Projects in these "out years" serve mainly as a guide for future planning and are subject to re-analysis and further review before incorporation into a future capital budget. Both the Capital Improvement Program (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.

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 tremendous strides in identifying capital needs throughout the Town and improving its capital improvement planning process. The attached Capital Improvement Program and FY2025 Capital Budget continue 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 Program 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 Team Leaders, and our hard-working staff for their assistance in the preparation of this document.

Respectfully submitted,

Laurie Guerrini
Finance Director

INTRODUCTION

In a continuing effort to provide clear documents to our citizens, the Town has endeavored to provide a straightforward 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

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 five-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
$10,000 in (aggregate) value currently to qualify for inclusion in the *Town of Bridgewater's Capital Improvement Program.*

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

The first year of the Capital Improvement Program is a comprehensive long-term look at the capital needs throughout the Town and the Regional School District. The Capital Budget consists of those capital projects which, through the prioritization process and in accordance with the Town Charter, are annually approved and funded by the Town Council. Projects listed for subsequent years in the CIP are listed for planning purposes only, and do not receive ultimate go ahead until they are incorporated into a capital budget and approved by the Town Council.

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

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 Improvement Program is a multi-year projection designed to propose expenditures 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 the capital stabilization account.

Notwithstanding the differences between the two, the Operating Budget and Capital Improvement Program 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 new schools or new municipal buildings, have an impact on the operating costs of those facilities once they are opened. The Town's 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 staff and 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 and affects the Town's fiscal forecasting models. The necessity to incur some degree of debt to finance the Capital Improvement Program carries with it the burden of effectively managing 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 for a predictable timeline to study the 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 CIP for a municipality seeking to borrow funds. In fact, the five-seven-year capital program 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 Aa3 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 be accrued 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 source 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 FY2025-2030 Capital Improvement Program and its associated FY2025 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-to-ten-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 multi-year requests for review, update, and the addition of additional years' items. 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 scheduled 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 multiple year Capital ImprovementProgram.
- *January/February* —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,
    - strategic alignment,
    - value to residents,
    - public safety,
    - the effect of deferral.

Projects not approved for funding are typically deferred into the next budget year.

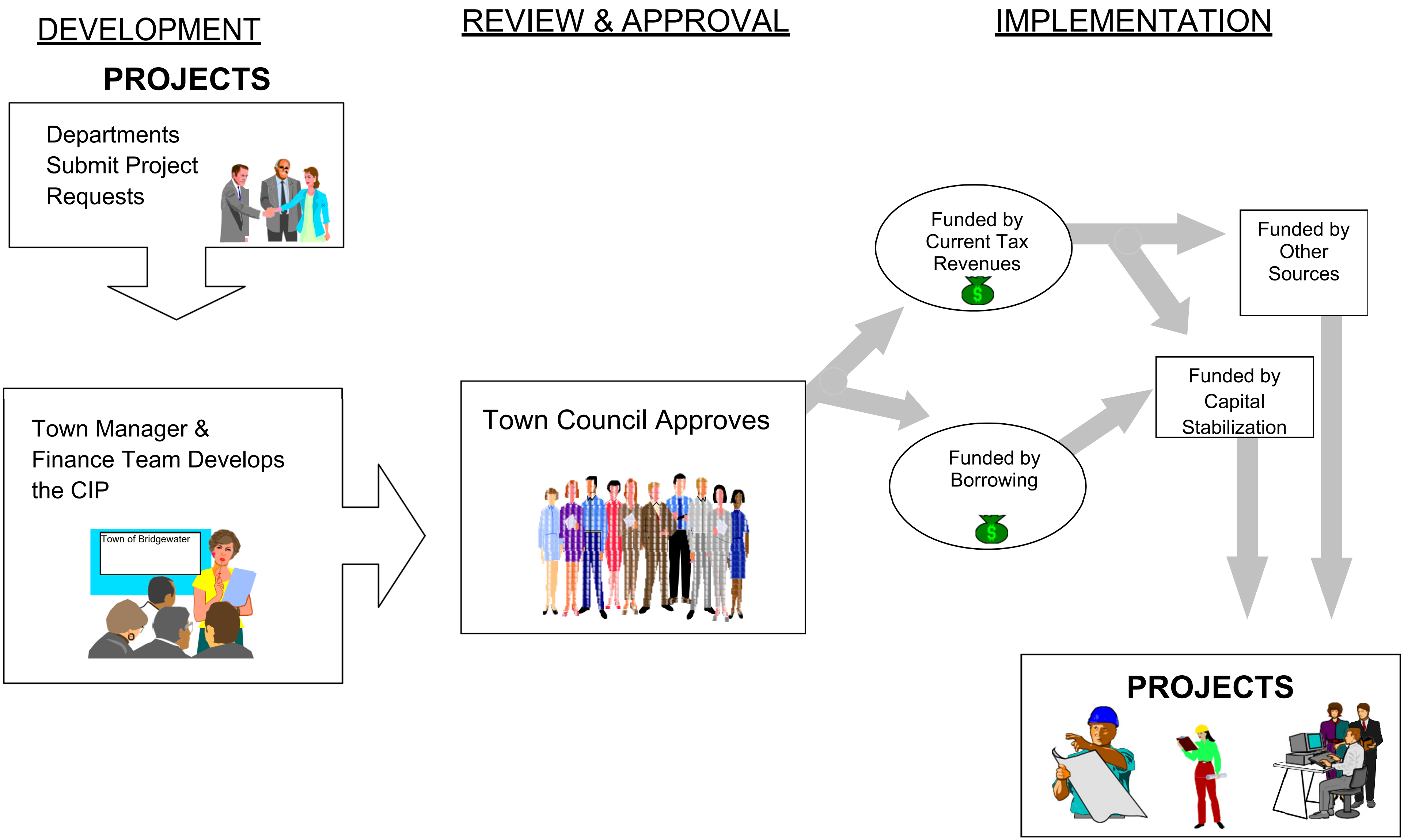
- *March* – Any recurring capital lease obligations, such as lease/purchase payments, are placed on an Order for Council vote.
- *March* - The Proposed Capital Improvement Program and Capital Budget is presented to the Town Council for consideration.
- *Late Autumn / Early Winter* – Once Free Cash is certified and allocations are made pursuant to the Council's Free Cash Policy, the Bridgewater-Raynham Regional District portion of the Capital Budget is presented to the Council as an Order.

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 ensure 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 are not funded until they are incorporated into a Capital Budget and approved by the 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



Town of Bridgewater FY 2025 - 2030 Capital Improvement Program

AFS=Alternative Funding Source - ARPA=American Rescue Plan - ARRA=Ambulance Receipts Reserved - CH90=Chapter 90 - CPC=Community Preservation Fund - CSF=Capital Stabilization Fund - DE=Debt Exclusion - MSBA=MA School Building Authority - OAF=Other Available Funds - WD=Water Debt

Funding Code	Funding Source	2025	2026	2027	2028	2029	2030	Grand Total
AFS	Alternative Funding Source	20,000	5,280,262	659,288				5,959,550
ARPA	ARPA	1,589,780						1,589,780
ARRA	Ambulance Receipts Reserved	95,000	185,103	185,103	185,103	95,000		745,310
CH 90	Chapter 90		718,971	718,971				1,437,941
CPC	Community Preservation	30,000	40,000					70,000
CSF	Capital Stabilization Fund	1,043,500	4,866,707	971,033	705,945	560,858	310,858	8,458,901
DE	Debt Exclusion	-	12,286,561	24,279,394	20,811,771	1,651,222	2,105,000	61,133,947
MSBA	MSBA		6,500,000					6,500,000
OAF	Other Available Funds	3,000,000	27,114					3,027,114
WD	Water Debt		4,610,538	3,220,673	5,038,801			12,870,012
Grand Total		**5,778,280**	**34,515,255**	**30,034,462**	**26,741,620**	**2,307,080**	**2,415,858**	**101,792,556**

**Roadway Infrastructure is currently under review*

**Library Assessment underway*

**School not updated for 2026+*

Town of Bridgewater FY 2025 - 2030 Capital Improvement Program								
AFS=Alternative Funding Source - ARPA=American Rescue Plan - ARRA=Ambulance Receipts Reserved - CH90=Chapter 90 - CPC=Community Preservation Fund - CSF=Capital Stabilization Fund - DE=Debt Exclusion - MSBA=MA School Building Authority - OAF=Other Available Funds - WD=Water Debt								
Dept	**Department**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**Grand Total**
100	**General Gov.**		180,000					180,000
155	**IT**	146,000	225,000					371,000
192	**Public Buildings & Property Maintenance**	3,437,500	2,946,713	1,070,000	42,000	42,000	42,000	7,580,213
210	**Police**	270,000	335,318					605,318
220	**Fire**	471,482	674,191	798,827	751,827	495,158	220,158	3,411,643
300	**Bridgewater Middle School**		3,270,000			200,000	470,000	3,940,000
300	**Mitchell Elementary School**					70,000		70,000
300	**Williams Intermediate School**		3,555,000	275,000			135,000	3,965,000
300	**District Wide**		263,415					263,415
300	**High School**		2,715,489	92,887				2,808,376
302	**Bristol Plymouth School**	-	1,010,759	1,182,700	1,269,927	1,451,222	1,500,000	6,414,608
420	**DPW Hwy**	314,115	194,422	194,422	97,221	48,700	48,700	897,580
422	**Roadways Construction and Maintenance**	1,139,183	17,381,107	26,361,338	24,580,645			69,462,273
610	**Library**		307,842	59,288				367,130
630	**P & R**		1,456,000					1,456,000
Grand Total		**5,778,280**	**34,515,255**	**30,034,462**	**26,741,620**	**2,307,080**	**2,415,858**	**101,792,556**
	Roadway Infrastructure is currently under review							
	Library Assessment underway							
	School not updated for 2026+							

Town of Bridgewater FY 2025 - 2030 Capital Improvement Program							
Funding Requirements							
Funding Source	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**Grand Total**
CSF - Capital Stabilization Fund	**1,043,500**	**4,866,707**	**971,033**	**705,945**	**560,858**	**310,858**	**8,458,901**
Other Cash Contibutions							
AFS - Alternative Funding Sources	20,000	5,280,262	659,288	-	-	-	5,959,550
ARPA Federal Funding	1,589,780	-	-	-	-	-	1,589,780
ARRA - Ambulance Receipts Reserved for Appropriation	95,000	185,103	185,103	185,103	95,000	-	745,310
CH 90 - Municiple State Grant fo Improving Public Ways	-	718,971	718,971	-	-	-	1,437,941
CPC - Community Preservation Commision (Act)	30,000	40,000	-	-	-	-	70,000
MSBA - Massachusetts School Building Authority	-	6,500,000	-	-	-	-	6,500,000
OAF - Other Available Funds	3,000,000	27,114	-	-	-	-	3,027,114
Total Other Cash Contibutions	**4,734,780**	**12,751,450**	**1,563,362**	**185,103**	**95,000**	**-**	**19,329,695**
WD - Water Debt (Debt Serviced by Incresed Water Rates)	**-**	**4,610,538**	**3,220,673**	**5,038,801**	**-**	**-**	**12,870,012**
DE - Debt Exclusion (Debt Serviced by Tax Rate)	**-**	**12,286,561**	**24,279,394**	**20,811,771**	**1,651,222**	**2,105,000**	**61,133,947**
Total Source Requirement	**5,778,280**	**34,515,255**	**30,034,462**	**26,741,620**	**2,307,080**	**2,415,858**	**101,792,556**
Funding Use	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**Grand Total**
IT	146,000	225,000	-	-	-	-	371,000
General Government -Elect Vehicles	-	180,000	-	-	-	-	180,000
Public Buildings & Property Maintenance	3,437,500	2,946,713	1,070,000	42,000	42,000	42,000	7,580,213
Police	270,000	335,318	-	-	-	-	605,318
Fire	471,482	674,191	798,827	751,827	495,158	220,158	3,411,643
Bridgewater Middle School	-	3,270,000	-	-	200,000	470,000	3,940,000
Mitchell Elementary School	-	-	-	-	70,000	-	70,000
District Wide - % Bridgewater Varies Based on School Enrollment	-	263,415	-	-	-	-	263,415
High School - % Bridgewater Varies Based on School Enrollment	-	2,715,489	92,887	-	-	-	2,808,376
Williams Intermediate School	-	3,555,000	275,000	-	-	135,000	3,965,000
Bristol Plymouth	-	1,010,759	1,182,700	1,269,927	1,451,222	1,500,000	6,414,608
DPW Hwy	314,115	194,422	194,422	97,221	48,700	48,700	897,580
Roadways Construction and Maintenance (Roads/Drainage/Waterline	1,139,183	17,381,107	26,361,338	24,580,645	-	-	69,462,273
Library	-	307,842	59,288	-	-	-	367,130
P & R	-	1,456,000	-	-	-	-	1,456,000
Total Use Requirement	**5,778,280**	**34,515,255**	**30,034,462**	**26,741,620**	**2,307,080**	**2,415,858**	**101,792,556**

OVERVIEW – DEBT PROGRAMS -DEBT FINANCING PLAN

Town of Bridgewater Capital Plan Items by Asset Group - Projected Debt Requirement FY 2025 - FY2030

Dep	Department	Fundi	Asset Type	Project N	Description	2025	2026	2027	2028	2029	2030	Grand Total
192	**Public Buildings & Property Maintenance**	DE	**BLDG & BLDG IMPROV**	192.29	Library - Windows		95,000					95,000
			BLDG & BLDG IMPROV Total				**95,000**					**95,000**
			OTHER INFRASTRUCTURE	192.02	Academy Building Parking Expansion			400,000				400,000
				192.22	Senior Center Parking Lot Repair and Repave		100,000					100,000
				192.41	Police Station - Expanded Parking		195,000					195,000
			OTHER INFRASTRUCTURE Total				**295,000**	**400,000**				**695,000**
	Public Buildings & Property Maintenance Total						**390,000**	**400,000**				**790,000**
300	**Bridgewater Middle School**	DE	**BLDG & BLDG IMPROV**	300.05	BMS Upgrade HVAC Controls					200,000		200,000
				300.09	BMS Replace Existing Generator - 1960		125,000					125,000
				300.14	BMS FIRE PANEL UPGRADE - Under Review						150,000	150,000
			BLDG & BLDG IMPROV Total				**125,000**			**200,000**	**150,000**	**475,000**
			OTHER INFRASTRUCTURE	300.12	BMS Resurface 4 Tennis Courts and add 1 New* - Under review.						320,000	320,000
			OTHER INFRASTRUCTURE Total								**320,000**	**320,000**
	Bridgewater Middle School Total						**125,000**			**200,000**	**470,000**	**795,000**
	Williams Intermediate School	DE	**BLDG & BLDG IMPROV**	300.51	WIS HVAC Controls Upgrade			275,000				275,000
			BLDG & BLDG IMPROV Total					**275,000**				**275,000**
			OTHER INFRASTRUCTURE	300.46	WIS Install Asphalt Rear of Building - Under Review						135,000	135,000
			OTHER INFRASTRUCTURE Total								**135,000**	**135,000**
	Williams Intermediate School Total							**275,000**			**135,000**	**410,000**
	High School	DE	**BLDG & BLDG IMPROV**	300.26	HS HVAC Terminal & Packaging Units		1,833,300					1,833,300
				300.34	HS Replace HVAC Controls		415,548					415,548
			BLDG & BLDG IMPROV Total				**2,248,848**					**2,248,848**
			OTHER INFRASTRUCTURE	300.28	HS LED Lighting Upgrades		152,775					152,775
			OTHER INFRASTRUCTURE Total				**152,775**					**152,775**
	High School Total						**2,401,623**					**2,401,623**
302	**Bristol Plymouth School**	DE	**BLDG & BLDG IMPROV**	302.01	Bristol Plymouth School Bond - % based on enrollment: Currently at 12.55%	908,678	1,010,759	1,182,700	1,269,927	1,451,222	1,500,000	7,323,286
			BLDG & BLDG IMPROV Total			**908,678**	**1,010,759**	**1,182,700**	**1,269,927**	**1,451,222**	**1,500,000**	**7,323,286**
	Bristol Plymouth School Total					**908,678**	**1,010,759**	**1,182,700**	**1,269,927**	**1,451,222**	**1,500,000**	**7,323,286**
422	**Roadways Construction and Maintenance**	DE	**ROADWAYS & DRAINAGE**	422.15	Vernon Street Opt 2 - Pleasant to Green - Roadways			11,220,867				11,220,867
					Vernon Street Opt 2 - Pleasant to Green - Drainage			6,052,299				6,052,299
				422.25	Deerfield Street-Roadways/Curbing & Sidewalks				3,293,470			3,293,470
					Deerfield Street-Drainage				3,356,665			3,356,665
				422.27	Cross Street Opt 2 - Vernon St to South St - Roadways - Box Widening - Bike Lanes		5,402,608					5,402,608
					Cross Street Opt 2 - Vernon St to South St - Drainage		2,956,571					2,956,571
				422.28	Green Street Opt 2 - Water Main - Mill & Overlay - Roadways				353,385			353,385
					Green Street Opt 2 - Water Main - Mill & Overlay - Drainage				37,268			37,268
				422.29	South Street Opt 1 - Crescent St to Central Sq - Roadways - Box Widening - Paving - 5' Bike Lanes			3,337,030				3,337,030
					South Street Opt 1 - Crescent St to Central Sq - Drainage			1,811,498				1,811,498
				422.30	Main St - Center St to Central Sq - Roadways				5,234,450			5,234,450
					Main St - Center St to Central Sq - Drainage				2,132,115			2,132,115
				422.33	Downtown Gateway Project - Roadways				5,134,490			5,134,490
			ROADWAYS & DRAINAGE Total				**8,359,179**	**22,421,694**	**19,541,844**			**50,322,716**
		WD	**WATER LINES**	422.15	Vernon Street Opt 2 - Pleasant to Green - Water			2,145,564				2,145,564
				422.25	Deerfield Street-Water Lines				2,165,638			2,165,638
				422.27	Cross Street Opt 2 - Vernon St to South St - Water Lines		2,397,312					2,397,312
				422.28	Green Street Opt 2 - Water Main - Mill & Overlay - Water Lines				813,700			813,700
				422.29	South Street Opt 1 - Crescent St to Central Sq - Water Lines			1,075,109				1,075,109
				422.30	Main St - Center St to Central Sq - Water Lines				2,059,463			2,059,463
				422.24d	Flagg Street-Water Lines		2,213,226					2,213,226
			WATER LINES Total				**4,610,538**	**3,220,673**	**5,038,801**			**12,870,012**
	Roadways Construction and Maintenance Total						**12,969,716**	**25,642,367**	**24,580,645**			**63,192,729**
Grand Total						**908,678**	**16,897,098**	**27,500,067**	**25,850,572**	**1,651,222**	**2,105,000**	**74,912,638**

**Roadways and infrastructure needs beyond 2028 have not yet been updated in this plan, due to insufficient funding in place to address in past 2/3 years prioritized roadway projects listed as critical, that have been pushed out each year. There must be comprehensive funding secured to move beyond the current years as listed.*

Detail Capital Plan – Dept. & Year

Town of Bridgewater Capital Improvement Program

AFS= Alternative Funding Source - ARPA= American Rescue Plan - ARRA - Ambulance Receipts Reserved - DE= Debt Exclusion - OAF= Other Available Funds - CH90= Chapter 90 - CSF= Capital Stabilization Fund - CPC=Community Preservation Fund - MSBA= MA School Building Authority - SCTF= Senior Center Trust Fund

Project Funded: N

FY 2025 - FY 2030

Dept	Department	Project N	Description	Funding Co	2026	Grand Total
100	General Gov.	100.01a	Vehicle - Electric 1	AFS	45,000	45,000
			Vehicle - Electric 2 - Honda	AFS	45,000	45,000
			Vehicle - Electric 3 - MBC	AFS	45,000	45,000
			Vehicle - Electric 4 - MBC	AFS	45,000	45,000
	General Gov. Total				180,000	180,000
Grand Total					180,000	180,000

Town of Bridgewater Capital Improvement Program FY2025-FY2030

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Balance to					Fiscal Yea		
Dept	Department	Project N	Description	Fundin	2025	2026	Grand Total
155	IT	155.30	iPads Upgrade for Community Resource Departments	CSF		40,000	40,000
		155.31	WiFi Network Update & Extension	CSF	90,000		90,000
		155.32	Server Room Equipment Upgrade (Academy Building)	CSF		135,000	135,000
		155.43	Town Computer Upgrade	CSF	50,000		50,000
		155.45	Town Computer Upgrade	CSF		50,000	50,000
		155.46	Town Fiber - Pole transfers	CSF	6,000		6,000
Grand Total					146,000	225,000	371,000

Town of Bridgewater Capital Improvement Program

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Project Funded (Y/N): N

FY 2025- FY 2030

Dept	Department	Project N	Description	Funding Co	2025	2026	2027	2028	2029	2030	Grand Total
192	Public Buildings & Property Maintenance	192.01	Town Lot Parking Central Square Parking - Reconstruction	AFS		100,000					100,000
		192.02	Academy Building Parking Expansion	DE			400,000				400,000
		192.06	Public Parking Garage	AFS		1,000,000					1,000,000
		192.13	Shade Tree Management Program	CSF		100,000					100,000
		192.14	Downtown Paid Parking	AFS			600,000				600,000
		192.21	Roadways Building - Upgrade	CSF		300,000					300,000
		192.22	Senior Center Parking Lot Repair and Repave	DE		100,000					100,000
		192.27	Library - Carpet Replacement	CSF		83,000					83,000
		192.28	Library - Interior Painting & Furniture	CSF		56,325					56,325
		192.29	Library - Windows	DE		95,000					95,000
		192.40	Police Station - Replace Rubber Roofing	CSF	170,000						170,000
		192.41	Police Station - Expanded Parking	DE		195,000					195,000
		192.43	Police Station - Reconstruct Interior - 2nd Interview Room	CSF	95,000						95,000
		192.50	Electric Vehicle Charging Stations Phase III (Library)	OAF		27,114					27,114
		192.62	Historical Archive/Museum	CSF		175,000					175,000
		192.65	Vault Improvement	CSF	15,000						15,000
		192.66	Hanson Farm Preservation	OAF	3,000,000						3,000,000
		192.66	Hanson Farm Preservation Town Match	CPC	30,000						30,000
		192.73	Senior Center Grounds Improvement	CSF		645,274					645,274
		192.75	Garage Heaters - Highway Building - 151 High St	CSF	17,500						17,500
		192.76	Flagpoles Academy Building Project	AFS	20,000						20,000
		192.77	Library Building Assessment	CSF	40,000						40,000
		192.78	ADA Assessment Town Buildings	CSF	50,000						50,000
		300.00	Old High School Purchase (6 of 12) 1-7@70,000 |5@42,000	CSF		70,000					70,000
		300.00	Old High School Purchase (7 of 12) 1-7@70,000 |5@42,000	CSF			70,000				70,000
		300.00	Old High School Purchase (8 of 12) 1-7@70,000 |5@42,000	CSF				42,000			42,000
		300.00	Old High School Purchase (9 of 12) 1-7@70,000 |5@42,000	CSF					42,000		42,000
		300.00	Old High School Purchase (10 of 12) 1-7@70,000 |5@42,000	CSF						42,000	42,000
Public Buildings & Property Maintenance Total					**3,437,500**	**2,946,713**	**1,070,000**	**42,000**	**42,000**	**42,000**	**7,580,213**
Grand Total					**3,437,500**	**2,946,713**	**1,070,000**	**42,000**	**42,000**	**42,000**	**7,580,213**

Town of Bridgewater Capital Improvement Program

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Project Funded (Y/N) N

FY 2025 - FY 2030

Balance to Dept	Department	Project N	Description	Funding Co	2025	2026	2027	2028	2029	2030	Grand Total
210	Police	210.20	**Body Worn Camera System (5 of 5)**	CSF		65,318					65,318
		210.21	**Replace 2 Police Vehicles - 1 Specialty Vehicle**	CSF	270,000						270,000
		210.22	**Replace 2 Police Vehicles - 1 Specialty Vehicle**	CSF		270,000					270,000
	Police Total				**270,000**	**335,318**					**605,318**
220	Fire	220.15	**Radio Equipment Upgrades: Vehicle Mounted & I**	CSF		95,522					95,522
		220.32	**Ambulance (A1) Five Year Lease 3 of 5**	ARRA		90,103					90,103
			Ambulance (A1) Five Year Lease 4 of 5	ARRA			90,103				90,103
			Ambulance (A1) Five Year Lease 5 of 5	ARRA				90,103			90,103
		220.34	**Ambulance (A2) Five Year Lease 1 of 5**	ARRA	95,000						95,000
			Ambulance (A2) Five Year Lease 2 of 5	ARRA		95,000					95,000
			Ambulance (A2) Five Year Lease 3 of 5	ARRA			95,000				95,000
			Ambulance (A2) Five Year Lease 4 of 5	ARRA				95,000			95,000
			Ambulance (A2) Five Year Lease 5 of 5	ARRA					95,000		95,000
		220.35	**SUV/Comand Vehicle (Vin # 5780)**	CSF		47,000					47,000
		220.36	**SUV/Comand Vehicle (Vin # 5780)**	CSF			47,000				47,000
		220.44	**Tower - Aerial Ladder Truck 1 of 10**	CSF			220,158				220,158
			Tower - Aerial Ladder Truck 2 of 10	CSF				220,158			220,158
			Tower - Aerial Ladder Truck 3 of 10	CSF					220,158		220,158
			Tower - Aerial Ladder Truck 4 of 10	CSF						220,158	220,158
		220.45	**Engine 3 Leasing 3/5**	CSF		166,566					166,566
			Engine 3 Leasing 4/5	CSF			166,566				166,566
			Engine 3 Leasing 5/5	CSF				166,566			166,566
		220.49	**Turnout Gear Second Set**	CSF	60,000						60,000
		220.50	**Typhoon Pumper Truck**	CSF	180,000	180,000	180,000	180,000	180,000		900,000
		220.51	**Ambulance Supplies to outfit new Ambulance Eq**	ARPA	136,482						136,482
	Fire Total				**471,482**	**674,191**	**798,827**	**751,827**	**495,158**	**220,158**	**3,411,643**
Grand Total					**741,482**	**1,009,509**	**798,827**	**751,827**	**495,158**	**220,158**	**4,016,961**

Town of Bridgewater Capital Improvement Program

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Project Funded (Y/N): N

FY 2025 - FY 2030

Balance to					Fiscal Yea						
Dept	**Department**	**Project N**	**Description**	**Funding Co**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**Grand Total**
300	Bridgewater Middle School	300.05	BMS Upgrade HVAC Controls	DE					200,000		200,000
		300.06	BMS ADA Improvements and Repairs Walks	CSF		25,000					25,000
		300.08	BMS Replace All Windows MSBA	MSBA		3,000,000					3,000,000
		300.09	BMS Replace Existing Generator - 1960	DE		125,000					125,000
		300.12	BMS Resurface 4 Tennis Courts and add 1 New* - Under reviev	DE						320,000	320,000
		300.14	BMS FIRE PANEL UPGRADE - Under Review	DE						150,000	150,000
		300.15	BMS Upgrade Elevator Conveying System	CSF		65,000					65,000
		300.16	BMS Upgrade Generator Electrical	CSF		45,000					45,000
		300.60	BMS Chromebook Cart - Hardware - Mobile Classroom	CSF		10,000					10,000
	Bridgewater Middle School Total					**3,270,000**			**200,000**	**470,000**	**3,940,000**
	Mitchell Elementary School	300.44	MES crack fill, seal coat and restripe all lots	CSF					70,000		70,000
	Mitchell Elementary School Total								**70,000**		**70,000**
	Williams Intermediate School	300.46	WIS Install Asphalt Rear of Building - Under Review	DE						135,000	135,000
		300.47	WIS Upgrade Fire Panel - Under Review	CSF		55,000					55,000
		300.48	WIS Correct Leaking windows and roof - Under Review	MSBA		3,500,000					3,500,000
		300.51	WIS HVAC Controls Upgrade	DE			275,000				275,000
	Williams Intermediate School Total					**3,555,000**	**275,000**			**135,000**	**3,965,000**
	District Wide	300.23	DW Replace Metal Exterior Grounds shop	CSF		76,388					76,388
		300.20	DW Replace Bobcat	CSF		64,166					64,166
		300.21	DW Replace Shop Roof	CSF		91,665					91,665
		300.63	DW Staff Laptops	CSF		6,729					6,729
		300.64	DW Computers (40)	CSF		24,468					24,468
	District Wide Total					**263,415**					**263,415**
	High School	300.24	HS New Parking by Stadium - Pending Study	CSF		61,110					61,110
		300.26	HS HVAC Terminal & Packaging Units	DE		1,833,300					1,833,300
		300.28	HS LED Lighting Upgrades	DE		152,775					152,775
		300.29	HS Replace Boiler No. 1	CSF		67,287					67,287
		300.30	HS Replace Boiler No. 2	CSF		52,555					52,555
		300.31	HS Replace Boiler No. 3	CSF			46,444				46,444
		300.32	HS Replace Boiler No. 4	CSF			46,444				46,444
		300.33	HS Replace Boiler No. 5	CSF		52,555					52,555
		300.34	HS Replace HVAC Controls	DE		415,548					415,548
		300.39	HS Replace Remaining 20% of Sprinkler Heads	CSF		45,833					45,833
		300.45	HS Ride on Scrubber	CSF		10,083					10,083
		300.66	HS Printers	CSF		6,111					6,111
		300.68	HS Large Instructional Classroom - AV	CSF		18,333					18,333
	High School Total					**2,715,489**	**92,887**				**2,808,376**
300 Total						**9,803,904**	**367,887**		**270,000**	**605,000**	**11,046,791**
302	Bristol Plymouth School	302.01	Bristol Plymouth School Bond - % based on enrollment: Curre	DE	-	1,010,759	1,182,700	1,269,927	1,451,222	1,500,000	6,414,608
	Bristol Plymouth School Total				**-**	**1,010,759**	**1,182,700**	**1,269,927**	**1,451,222**	**1,500,000**	**6,414,608**
302 Total					**-**	**1,010,759**	**1,182,700**	**1,269,927**	**1,451,222**	**1,500,000**	**6,414,608**
Grand Total					**-**	**10,814,663**	**1,550,587**	**1,269,927**	**1,721,222**	**2,105,000**	**17,461,399**

**Awaiting FY2026 update and 5 year updated Plan from BRRSD*

Town of Bridgewater Capital Improvement Program

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Project Funded: N

FY 2025 - FY 2030

Dept	Department	Project N	Description	Funding	2025	2026	2027	2028	2029	2030	Grand Total
420	**DPW Hwy**	420.09	**John Deer Loader - Lease Payment 3 of 5**	CSF		48,521					48,521
			John Deer Loader - Lease Payment 4 of 5	CSF			48,521				48,521
			John Deer Loader - Lease Payment 5 of 5	CSF				48,521			48,521
		420.13	**No. 2 - 24 Six Wheeler - Lease Payment 4 of 5**	CSF		48,601					48,601
			No. 2 - 24 Six Wheeler - Lease Payment 5 of 5	CSF			48,601				48,601
		420.14	**No. 2 - 26 Six Wheeler - Lease Payment 4 of 5**	CSF		48,601					48,601
			No. 2 - 26 Six Wheeler - Lease Payment 5 of 5	CSF			48,601				48,601
		420.21	**No. 2 - 18 Six Wheeler - Lease Payment 1 of 5**	CSF		48,700					48,700
			No. 2 - 18 Six Wheeler - Lease Payment 2 of 5	CSF			48,700				48,700
			No. 2 - 18 Six Wheeler - Lease Payment 3 of 5	CSF				48,700			48,700
			No. 2 - 18 Six Wheeler - Lease Payment 4 of 5	CSF					48,700		48,700
			No. 2 - 18 Six Wheeler - Lease Payment 5 of 5	CSF						48,700	48,700
		420.25	**2025 Elgin Pelican NP Dual Sweeper**	ARPA	314,115						314,115
	DPW Hwy Total				**314,115**	**194,422**	**194,422**	**97,221**	**48,700**	**48,700**	**897,580**
Grand Total					**314,115**	**194,422**	**194,422**	**97,221**	**48,700**	**48,700**	**897,580**

Town of Bridgewater Capital Improvement Program

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Project Funde: N

FY 2025 - FY 2030

Dep	Departme	Projec	Description	Funding	2025	2026	2027	2028	Grand Total
422	Roadways	422.15	Vernon Street Opt 2 - Pleasant to Green - Roadways	DE			11,220,867		11,220,867
			Vernon Street Opt 2 - Pleasant to Green - Drainage	DE			6,052,299		6,052,299
			Vernon Street Opt 2 - Pleasant to Green - Water	WD			2,145,564		2,145,564
		422.25	Deerfield Street-Roadways/Curbing & Sidewalks	DE				3,293,470	3,293,470
			Deerfield Street-Drainage	DE				3,356,665	3,356,665
			Deerfield Street-Water Lines	WD				2,165,638	2,165,638
		422.30	Main St - Center St to Central Sq - Roadways	DE				5,234,450	5,234,450
			Main St - Center St to Central Sq - Drainage	DE				2,132,115	2,132,115
			Main St - Center St to Central Sq - Water Lines	WD				2,059,463	2,059,463
		422.33	Downtown Gateway Project - Roadways	DE				5,134,490	5,134,490
		422.34	Chpt. 90 - Roadways Resurfacing & Repair	CH 90		718,971	718,971		1,437,941
		422.27	Cross Street Opt 2 - Vernon St to South St - Roadways - Box Widening - Bike Lanes	DE		5,402,608			5,402,608
			Cross Street Opt 2 - Vernon St to South St - Drainage	DE		2,956,571			2,956,571
			Cross Street Opt 2 - Vernon St to South St - Water Lines	WD		2,397,312			2,397,312
		422.28	Green Street Opt 2 - Water Main - Mill & Overlay - Roadways	DE				353,385	353,385
			Green Street Opt 2 - Water Main - Mill & Overlay - Drainage	DE				37,268	37,268
			Green Street Opt 2 - Water Main - Mill & Overlay - Water Lines	WD				813,700	813,700
		422.29	South Street Opt 1 - Crescent St to Central Sq - Roadways - Box Widening - Paving - 5' Bike La	DE			3,337,030		3,337,030
			South Street Opt 1 - Crescent St to Central Sq - Drainage	DE			1,811,498		1,811,498
			South Street Opt 1 - Crescent St to Central Sq - Water Lines	WD			1,075,109		1,075,109
		422.24b	Flagg Street-Drainage	ARPA	1,139,183				1,139,183
		422.24c	Flagg Street-Roadways	AFS		3,692,420			3,692,420
		422.24d	Flagg Street-Water Lines	WD		2,213,226			2,213,226
	Roadways Construction and Maintenance Total				**1,139,183**	**17,381,107**	**26,361,338**	**24,580,645**	**69,462,273**
Grand Total					**1,139,183**	**17,381,107**	**26,361,338**	**24,580,645**	**69,462,273**

**Roadways and infrastructure needs beyond 2028 have not yet been updated in this plan, due to insufficient funding in place to address in past 2/3 years prioritized roadway projects listed as critical, that have been pushed out each year. There must be comprehensive funding secured to move beyond the current years as listed.*

Town of Bridgewater Capital Improvement Program

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Project Funded: N

FY 2025 - FY 2030

Balance to Dept	Department	Project N	Description	Funding Co	Fiscal Year 2026	2027	Grand Total
610	Library	610.07b	Town Records Management/Digitization-Phase 2	AFS	307,842		307,842
		610.07c	Town Records Management/Digitization-Phase 3	AFS		59,288	59,288
	Library Total				307,842	59,288	367,130
630	P & R	630.15	Dump Truck with Plow	CSF	90,000		90,000
		630.18	Dog Park	CPC	40,000		40,000
		630.31	Replace Kabota Tractor	CSF	85,000		85,000
		630.32	Remove & Replace Tufts Building	CSF	35,000		35,000
		630.33	Legion Field Parking lot Paving	CSF	160,000		160,000
		630.34	Carver's Pond Parking lot Paving	CSF	15,000		15,000
		630.35	Scotland Park Field Vernon Parking lot Paving	CSF	225,000		225,000
		630.36	Path from Cottage St Ramp to Snack Shack & Bldg Cement Patl	CSF	9,000		9,000
		630.37	Siding for Hayes Building at Legion Fields	CSF	5,000		5,000
		630.38	Landscaping Trees at Legion Fields	CSF	9,000		9,000
		630.39	Path - Cement Paving Roadway to Tufts Building at Legion Fiel	CSF	70,000		70,000
		630.40	Path - Cement Paving roadway to Girls Softball Field - 29,000 s	CSF	183,000		183,000
		630.41	Marathon Park Playground Parking lot Paving	CSF	400,000		400,000
		630.42	Cottage St Parking Lot Paving and Walkway path	CSF	110,000		110,000
		630.43	Marthon Park Playground and Cottage St Playgrounds equipm	CSF	20,000		20,000
	P & R Total				1,456,000		1,456,000
Grand Total					1,763,842	59,288	1,823,130

SUMMARY OF FUNDING SOURCES

Town of Bridgewater FY 2025 - 2030 Capital Improvement Program

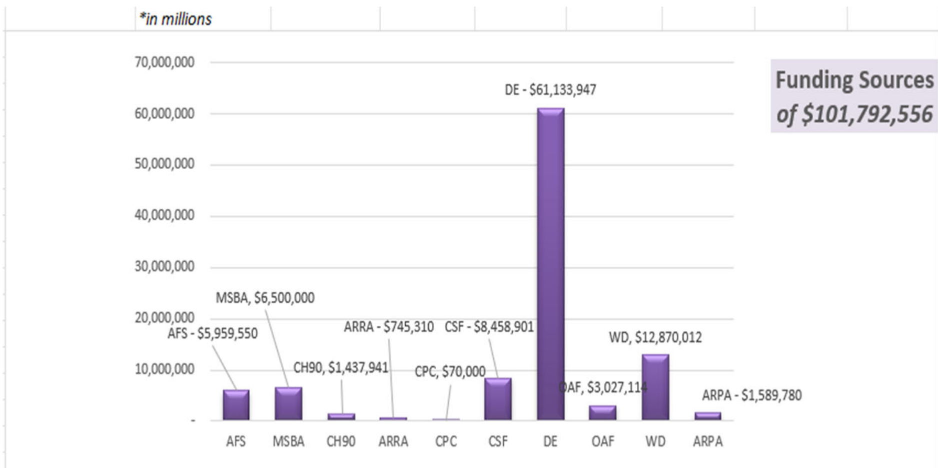
AFS=Alternative Funding Source - ARPA=American Rescue Plan - ARRA=Ambulance Receipts Reserved - CH90=Chapter 90 - CPC=Community Preservation Fund - CSF=Capital Stabilization Fund - DE=Debt Exclusion - MSBA=MA School Building Authority - OAF=Other Available Funds - WD=Water Debt

Funding Code	Funding Source	2025	2026	2027	2028	2029	2030	Grand Total
AFS	Alternative Funding Source	20,000	5,280,262	659,288				5,959,550
ARPA	ARPA	1,589,780						1,589,780
ARRA	Ambulance Receipts Reserved	95,000	185,103	185,103	185,103	95,000		745,310
CH 90	Chapter 90		718,971	718,971				1,437,941
CPC	Community Preservation	30,000	40,000					70,000
CSF	Capital Stabilization Fund	1,043,500	4,866,707	971,033	705,945	560,858	310,858	8,458,901
DE	Debt Exclusion	-	12,286,561	24,279,394	20,811,771	1,651,222	2,105,000	61,133,947
MSBA	MSBA		6,500,000					6,500,000
OAF	Other Available Funds	3,000,000	27,114					3,027,114
WD	Water Debt		4,610,538	3,220,673	5,038,801			12,870,012
Grand Total		**5,778,280**	**34,515,255**	**30,034,462**	**26,741,620**	**2,307,080**	**2,415,858**	**101,792,556**

**Roadway Infrastructure is currently under review*

**Library Assessment underway*

**School not updated for 2026+*



AFS=Alternative Funding Source - ARPA=American Rescue Plan - ARRA=Ambulance Receipts Reserved - CH90=Chapter 90 - CPC=Community Preservation Fund - CSF=Capital Stabilization Fund - DE=Debt Exclusion -MSBA=MA School Building Authority - OAF=Other Available Funds - WD=Water Debt

Finance Team 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 Program 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 Program 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 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 the upcoming fiscal year, we are pleased to recommend this Capital Improvement Program as an effective tool for managing the Town's finances with respect to Capital Projects for the next five to seven years.

Bridgewater Town Council

Introduced By: Blythe Robinson, Acting Town Manager
Date Introduced: 2/4/2025
First Reading: 2/4/2025
Second Reading:
Amendments Adopted:
Third Reading:
Date Adopted:
Date Effective:

Order O-FY25-040: General Fund Capital Transfer Order

ORDERED, that the Town Council assembled vote to

pursuant to Section 6-4 of the Town of Bridgewater Charter, that the Town Council of Bridgewater, Massachusetts in Town Council assembled vote to appropriate and transfer as noted in the attached:

Explanation:
This transfer will fund FY2025 Town GF Capital Outlay Expenditures

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•
•	•
•	•

Attachments: 1. Copy of SOURCES AND USES CAPITAL PLAN FY25 TOWN ORDER

NOT FOR ACTION - FIRST READING

FUND		SOURCES OF FUNDING		Amount
2501	AMBULANCE RRA	Town Capital - Capital Outlay Fund	$	95,000.00
8010	CAPITAL STABILIZATION	Town Capital - Capital Outlay Fund	$	1,043,500.00
Total			**$**	**1,138,500.00**
PROJECT#		**USES OF FUNDING**		**Amount**
155.31	TECHNOLOGY	WiFi Network Update - Extension		90,000
155.43	TECHNOLOGY	Town Computer Replacement Program		50,000
155.46	TECHNOLOGY	Town - Fiber Pole Transfers		6,000
192.40	BLDG & BUILDING IMPROVEMENT	Police Station - Replace Rubber Roofing		170,000
192.43	BLDG & BUILDING IMPROVEMENT	Police Station - Interview Room Reconstruct		95,000
192.65	BLDG & BUILDING IMPROVEMENT	Vault Improvement		15,000
192.75	MACH/EQUIP/VEHICLES	Highway Building - Garage Heaters		17,500
192.77	BLDG & BUILDING IMPROVEMENT	Library Building Assessment		40,000
192.78	BLDG & BUILDING IMPROVEMENT	ADA Assessment		50,000
210.25	MACH/EQUIP/VEHICLES	Police Vehicle Replacement Program		270,000
220.49	MACH/EQUIP/VEHICLES	Fire Safety Turnout Gear Replacement Program		60,000
220.50	MACH/EQUIP/VEHICLES	Fire 2026 Typhoon Pumper Truck Leasing (1/5)		180,000
220.34	MACH/EQUIP/VEHICLES	Fire (A1) 2026 F550 EMS Ambulance Leasing (1/5)		95,000
Total			**$**	**1,138,500.00**

Bridgewater Town Council

Introduced By:	Blythe Robinson, Acting Town Manager
Date Introduced:	2/4/2025
First Reading:	2/4/2025
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY25-041: Capital Transfer Order – Water Enterprise Fund

ORDERED, that the Town Council assembled vote to

pursuant to Section 6-4 of the Town of Bridgewater Charter, that the Town Council of Bridgewater, Massachusetts in Town Council assembled vote to appropriate and transfer from below schedule Source of Funds to the attached schedule of Use of Funds:

Explanation

This transfer will fund requests for Water & Sewer Enterprise Funds Capital Outlay - including additional funds for WTR Town concrete collar repair project, funding WTR well pilot & design for infrastructure needs for wells#10a & 10b, a replacement dump truck for aging Water Department vehicle, and finally funding for an updated Water and Sewer User rate study, necessary for compliance and affordability study needs.

Committee Referrals and Dispositions:

Referral(s)	**Disposition(s)**
•	•
•	•
•	•

Attachments: 1. Copy of SOURCES AND USES CAPITAL WTR SWR FUND

NOT FOR ACTION - FIRST READING

FUND		SOURCES OF FUNDING		Amount
6200	WTR RETAINED EARNINGS	WTR Capital Outlay	$	637,640.00
6100	SWR RETAINED EARNINGS	SWR Capital Outlay	$	25,000.00
Total			**$**	**662,640.00**
PROJECT#		**USES OF FUNDING**		**Amount**
450.34	OTHER INFRASTRUCTURE	WTR Tower Concrete Collar Repair Project		35,000
450.35	OTHER INFRASTRUCTURE	WTR Wells #10a #10b Pilot and Design		478,150
450.14	MACH/EQUIP/VEHICLES	WTR 2025 F550 Dump Truck/Equipment Package		99,490
450.36	WTR PROFESSIONAL SVCES	Water Rate Study		25,000
440.36	SWR PROFESSIONAL SVCS	Sewer Rate Study		25,000
Total			**$**	**662,640.00**