Town of Bridgewater

Finance Committee

December 2, 2025
5:30 PM
Join Zoom Meeting
https://us06web.zoom.us/j/81396649428

Meeting ID: 813 9664 9428

MEETING AGENDA

Disclosure: Pursuant to Section 20 of Chapter 20 of the Acts of 2020, An Act Relative to Extending Certain Covid-19 Measures Adopted During the State of Emergency, and the June 30, 2027, extension granted by Chapter 22 of the Acts of 2022, this meeting for the Town of Bridgewater will be fully remote and accessible to the public through remote participation to the greatest extent possible. No in-person attendance is permitted. Citizens who wish to tune in to the meeting may do so via Zoom.

A. Call to Order

B. Joint Meeting With Budget and Finance

C. Public Comment

D. Old Business

E. New Business

a) Order O-FY26-035: Transfer Order - General Fund Free Cash Allocation

b) Order O-FY26-036: Transfer Order - Bridgewater Raynham School District Operational Review

c) Order O-FY26-037: Transfer Order - Bridgewater-Raynham School District Capital Plan Transfer

d) Resolution R-FY26-003: FY2027 Budget Resolution

F. Additional Items for Discussion

G. Adjournment of Meeting

Bridgewater Town Council

Introduced By:	Town Manager
Date Introduced:	11/18/2025
First Reading:	11/18/2025
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY26-035: Transfer Order - General Fund Free Cash Allocation

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 $4,297,690 below schedule:

Source of Funds	**Account No.**	**GL Account Description**	**Amount**
GF UNDESIGNATED	09905990-596000	TRANSFER OUT	$4,297,690.00
Total:			**$4,297,690.00**
Use of Funds	**Account No.**	**GL Account Description**	**Amount**
GF STABILIZATION TRUST FUND	80054-497000	TRANSFER FROM GF	$1,050,000.00
CAPITAL STABILIZATION TRUST FUND	80104-497000	TRANSFER FROM GF	$2,522,690.00
OPEB STABILIZATION TRUST FUND	80114-497000	TRANSFER FROM GF	$ 100,000.00
EMPLOYEE LIABILITY FUND	80044-497000	TRANSFER FROM GF	$ 475,000.00
ONE TIME/UNFORESEEN FUND	80134-497000	TRANSFER FROM GF	$ 150,000.00
Total			**$4,297,690.00**

NOT FOR ACTION - FIRST READING
REFER TO BUDGET & FINANCE AND FINANCE COMMITTEE

Explanation:
Recommended allocation of the General Fund Undesignated Fund Balance (Certified Free Cash) to the established Funds as noted above.

Committee Referrals and Dispositions:

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

Attachments: None

NOT FOR ACTION - FIRST READING
REFER TO BUDGET & FINANCE AND FINANCE COMMITTEE

Bridgewater Town Council

Introduced By:	Town Manager
Date Introduced:	11/18/2025
First Reading:	11/18/2025
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY26-036: Transfer Order - Bridgewater Raynham School District Operational Review

ORDERED, in accordance with section 6-4 of the Bridgewater Home Rule Charter, vote to appropriate $33,913 from One Time/Unforeseen Fund (Account Number 80135-596100) for the Town of Bridgewater's share of the operational review of the Bridgewater-Raynham School District.

Committee Referrals and Dispositions:

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

Attachments: 1. 10_23_25 Revised Scope of Work - Exhibit A

NOT FOR ACTION - FIRST READING
REFER TO BUDGET & FINANCE AND FINANCE COMMITTEE

10-23-25 Exhibit A

BRRSD Operational and Financial Review Scope of Work

A. Historical Financial Analysis (FY2019–FY2025)
    a. Review of historical funding by Towns, State, and District
    b. Expenditure trend review by major category.
    c. Use of one-time funds; recurring vs. pandemic-era grants.
    d. Certified Excess & Deficiency (E&D) balance history.
    e. Variance analysis: original budgets vs. actuals; prior projection accuracy
B. Programs & Contract Cost Drivers
    a. Special Education (SPED): In-district vs. out-of-district placements; tuition and related transportation costs; drivers of growth; oversight mechanisms and alignment with MA best practices.
    b. Transportation Contracts: Structure, procurement, routing/utilization, performance standards, escalation terms, and fiscal impact on both general ed and SPED.
    c. Labor & Compensation (Teachers and Staff): Salary schedules, steps, lanes, longevity, stipends/extra duty; comparison to regional/state benchmarks; modeling of contract variables and their long-term budget impact
    d. Health Insurance: Plan design, enrollment mix, contribution strategy, and trend analysis; explain why the school's increase outpaced the town's last year and recommend options to control growth.
C. Capital Funds & Projects
    a. Receipts and expenditures of all School capital funds since FY2019
    b. Project list with status; budget-to-actual comparisons; change orders.
    c. Compliance with funding authorizations and procurement requirements; controls over capital payables and reimbursements.
D. Projections & Tools
    a. Prepare multi-scenario projections for the next 3–5 years, incorporating: enrollment, SPED placement mix, transportation rates, labor contracts, health insurance trend, grant sunsets, and capital/debt impacts.
E. Findings, Benchmarks & Recommendations
    a. Identify the factors driving cost increases and any control gaps.
    b. Provide prioritized recommendations (policy, process) with estimated fiscal effects and implementation timeline.

Bridgewater Town Council

Introduced By:	Town Manager
Date Introduced:	11/18/2025
First Reading:	11/18/2025
Second Reading:	
Amendments Adopted:	
Third Reading:	
Date Adopted:	
Date Effective:	

Order O-FY26-037: Transfer Order - Bridgewater-Raynham School District Capital Plan Transfer

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 below schedule of Use of Funds:

FUND	**SOURCES OF FUNDING**	**Account No.**	**Description**	**Amount**
8010	CAPITAL STABILIZATION	80105-596110	BRRSD Capital	$976,138.00
Total				**$976,138.00**
FUND	**USES OF FUNDING**	**Account No.**	**Description**	**Amount**
1000	BRRSD SCHOOL CAPITAL	10300226-580000	BRRSD Capital	$976,138.00
Total				**$976,138.00**

Explanation:
This transfer will fund requested Bridgewater-Raynham School District Capital Outlay projects as outlined and Approved by the Bridgewater-Raynham Regional School District Committee.

Committee Referrals and Dispositions:

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

NOT FOR ACTION - FIRST READING
REFER TO BUDGET & FINANCE AND FINANCE COMMITTEE

•	•
•	•
•	•

Attachments: 1. Copy of SOURCES AND USES CAPITAL PLAN FY26 BRRSD SCHOOL

NOT FOR ACTION - FIRST READING
REFER TO BUDGET & FINANCE AND FINANCE COMMITTEE

BRRSD Funding Requirements FY 2026					
2026	**300**	Bridgewater Middle School	**300.90**	BMS Riding Auto Scrubber	$17,000.00
2026	**300**	Bridgewater Middle School	**300.91**	BMS Update key cards/access control system to door 12	$10,000.00
2026	**300**	Bridgewater Middle School	**300.92**	BMS fencing around fild along parking lot	$20,000.00
2026	**300**	Bridgewater Middle School	**300.93**	BMS Reconstruct curbing and relocate crosswalk	$20,000.00
2026	**300**	Bridgewater Middle School	**300.94**	BMS Install New building water filtration system	$200,000.00
2026	**300**	Bridgewater Middle School	**300.95**	BMS Auditorium projector and screen	$100,000.00
2026	**300**	Bridgewater Middle School	**300.96**	BMS Auto Scrubber	$10,000.00
2026	**300**	District Wide	**300.10**	DW Install mini split system replacmt window/units Central Office	$49,328.00
2026	**300**	District Wide	**300.10**	DW Design and upgrade the Central Office entrance way Central Office	$18,498.00
2026	**300**	District Wide	**300.10**	DW Storage units (#5 #6) DW	$28,980.20
2026	**300**	District Wide	**300.11**	DW Fisher 2.5 Poly caster spreader - DW	$5,241.10
2026	**300**	District Wide	**300.11**	DW Security camera federation DW	$6,166.00
2026	**300**	District Wide	**300.63**	DW Replace Central office Staff Laptops	$12,332.00
2026	**300**	High School	**300.10**	DW Replace Movers (wrestling) High School	$16,031.60
2026	**300**	High School	**300.10**	DW Ventrac 4500 w/attachments - DW	$52,411.00
2026	**300**	High School	**300.11**	DW Replace Network Closet UPS - HS	$24,664.00
2026	**300**	High School	**300.11**	DW Replace data Center UPS - HS	$12,332.00
2026	**300**	High School	**300.97**	DW Storage Unit (3#1's #4 and #5) High School	$33,913.00
2026	**300**	High School	**300.98**	DW Replace remaining Sprinkler Heads High School	$55,494.00
2026	**300**	High School	**300.99**	DW Replace Carpet in Guidance Suite High School	$27,747.00
2026	**300**	Mitchell Elementary School	**300.80**	MES Storage Unit (#4)	$15,000.00
2026	**300**	Mitchell Elementary School	**300.81**	MES Replace Chrombooks in card (30) x2	$20,000.00
2026	**300**	Mitchell Elementary School	**300.82**	MES Commercial stand-on zero turn mower	$14,500.00
2026	**300**	Williams Intermediate School	**300.83**	WIS Install Mini-split to Replace current floor model a/c	$7,500.00
2026	**300**	Williams Intermediate School	**300.84**	WIS Replace Chromebooks in cart (30) x2	$20,000.00
2026	**300**	Williams Intermediate School	**300.85**	WIS Rebuild 2 of 4 Boilers Chambers	$80,000.00
2026	**300**	Williams Intermediate School	**300.86**	WIS Lighting Controls / LED Lighting Upgrades	$45,000.00
2026	**300**	Williams Intermediate School	**300.87**	WIS Replace/Repair Intercom system	$27,500.00
2026	**300**	Williams Intermediate School	**300.88**	WIS Replace/Repair Entrance door hardware/Camera system	$12,000.00
2026	**300**	Williams Intermediate School	**300.89**	WIS Storage Unit (#4)	$14,500.00
2026 Total		**BRRSD SCHOOL**		**BRRSD SCHOOL**	**$976,137.90**

Bridgewater Town Council

Introduced By: Kevin Perry, Councilor
Date Introduced: 11/18/2025
First Reading: 11/18/2025
Second Reading:
Amendments Adopted:
Third Reading:
Date Adopted:
Date Effective:

Resolution R-FY26-003: FY2027 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 Bridgwater, Massachusetts in Town Council assembled vote to adopt the following Policy Guidelines for the Town Manager to use in creating the FY2027 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 2027 that commences on July 1, 2026.

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 the economic conditions
- Capital Solvency – the ability to assess, maintain, and replace our capital assets
- Bond Rating – maintain or improve current bond rating Aa3

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 2027-2031 and a Capital Improvement Program, prior to submission of the Town Manager's FY2027 Budget. This will give the Town a broader, more forward-looking perspective to better understand the budgetary cost drivers and our revenue

NOT FOR ACTION - FIRST READING
REFER TO BUDGET & FINANCING AND FINANCE COMMITTEE

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 FY2027 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 2027:

    a. Unreserved Fund Balance (free cash) for FY 2027 (07/01/2027) will be targeted at 1% of the 2027 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 Fµnd 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 10.5% 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: Property Tax, 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 FY2027 the projected revenue surplus shall be set at 1% of the 2027 operating budget. Revenue surpluses are essential to continue the annual funding of the Stabilization Fund at the 10.5% level, fund capital purchases of machinery, equipment, and vehicles, capital building improvement, 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 Program 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 2027 Town Manager'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

NOT FOR ACTION - FIRST READING
REFER TO BUDGET & FINANCING AND FINANCE COMMITTEE

2. Review the cost implications of contracted services vs. staffing in various departments and explore areas for consolidation or regionalization.
3. Continue to enhance the Town's website and use other technologies as cost-effective means for delivering information and services, increasing public awareness, budget transparency, and encouraging public feedback.
4. Submit a budget that attempts to maintain the Town's current service level and a budget that will meet the Town Manager's service priorities.
5. Develop a plan that will improve Town-owned roads (within projected funds) that are in need of improvement. Understanding that a great deal of roads are in need of repair, present priority of what road(s) will be priority for FY27, where funding will include projected Chapter 90 funds, State/Federal grants, and capital funds.
6. Work collaboratively with the School Superintendent to best allocate financial resources to the Bridgewater-Raynham School District.

Committee Referrals and Dispositions:

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

Attachments: None

NOT FOR ACTION - FIRST READING
REFER TO BUDGET & FINANCING AND FINANCE COMMITTEE