



Town of Bridgewater

Finance Committee

December 22, 2025

7:00 PM

Join Zoom Meeting

<https://us06web.zoom.us/j/86464342055>

Meeting ID: 864 6434 2055

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. Approval of Meeting Minutes**
 - a) November 17, 2025
- C. Public Comment**
- D. Old Business**
- E. New Business**
 - a) Order O-FY26-038: Transfer Order – CPC Town Owned Cemetery Assessment
 - b) Order O-FY26-039: Acceptance of Donation – McBee Enterprises dba McDonald's
 - c) Order O-FY26-040: Transfer Order - Water Capital Fund Transfer
 - d) Order O-FY26-041: Transfer Order - Sewer Capital Fund Transfer
 - e) Order O-FY26-042: Transfer Order - General Fund Capital Plan Transfers
 - f) Order O-FY26-043: Transfer Order - Ambulance Overtime Transfer Order
 - g) Order O-FY26-044: Water System Improvements Loan Authorization
 - h) Order O-FY26-045: Adoption of a 5-Year Capital Improvement Plan
- F. Additional Items for Discussion**
- G. Adjournment of Meeting**



Town of Bridgewater **Finance Committee**

MEETING MINUTES

A. Call to Order

B. Approval of Meeting Minutes

a) September 29, 2025

Matthew Lyford motioned to approve the September 29, 2025 meeting minutes which was duly seconded. With a motion of 6 yeas and one member abstaining, the motion was approved.

C. Public Comment

D. Old Business

E. New Business

a) FY25 Audit Discussion

The town's financial statement auditors attended the meeting to answer questions from the committee.

b) Order O-FY26-030: FY2026 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.

John Higgins motioned to recommend O-FY26-030 which was duly seconded. The motion was approved unanimously.

c) Order O-FY26-031: Transfer Order for Prior Year Bill - Sewer Fund

Prior Year bill not processed within Fiscal Year 2025 - an appropriation from the current budget from identified account number above, that can absorb this cost.

Rigobert Noel motioned to recommend O-FY26-031 which was duly seconded. The motion was approved unanimously.

- d) Order O-FY26-032: Transfer Order - Contractual Payments
Payments for Employee Contractual obligations for FY2026.

Mark Thomas motioned to recommend O-FY26-032 which was duly seconded. With a vote of 6 yea and 1 nay, the motion was approved.

- e) Order O-FY26-033: Transfer Order – CPC Engineering for Multi-Functional Fields
Vote to appropriate \$25,000 from Undesignated Funds (Account Number 35900) funding for Phase 1 of the multi-functional field recreational project.

Matthew Lyford motioned to recommend O-FY26-033 which was duly seconded. With a vote of 5 yea, 1 nay, and 1 member abstaining, the motion was approved.

F. Additional Items for Discussion

G. Adjournment of Meeting

Mark Thomas motioned to adjourn at 8:32 pm which was duly seconded. The motion was approved unanimously.



Bridgewater Town Council

Introduced By: Town Manager
Date Introduced: 12/16/2025
First Reading: 12/16/2025
Second Reading:
Amendments Adopted:
Third Reading:
Date Adopted:
Date Effective:

Order O-FY26-038: Transfer Order – CPC Town Owned Cemetery Assessment

ORDERED, in accordance with section 6-4 of the Bridgewater Home Rule Charter, vote to appropriate \$200,000 from Historic Preservation Reserve Account (Account Number 324200) towards Town Owned cemetery restoration and assessment.

Explanation:

See CPC recommendation attached.

Committee Referrals and Dispositions:

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

Attachments: 1. Recommendation - Cemetery Assessment
 2. Historic Cemetery Assessment CPA Application

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



Town of Bridgewater, MA

Community Preservation Committee

66 Central Square

Bridgewater, MA 02324

November 20, 2025

Mr. Justin Casanova-Davis, Town Manager
Town of Bridgewater
66 Central Square
Bridgewater, MA 02324

Re: Recommendation to Town Council – Cemetery Assessment

Dear Mr. Casanova-Davis:

In response to an application submitted by the Community Preservation via your office, dated October 14, 2025, for the assessment of town-owned cemeteries, the following motion was made by William Smith and duly seconded by Harry Bailey at the CPC's October 22nd meeting with a friendly amendment by Carlton Hunt. The motion passed unanimously with the amendment.

The motion: Move that the CPC allocate \$200k toward the cemetery restoration and assessment.

The amendment added: that the amount should come from the Historic Preservation reserve account 324200 which has a balance of \$638,070.95.

To the Town Council, care of the cemeteries was discussed by residents and included in both the 2019-2024 and the 2025-2029 CPC plans. The restoration is a phased project with the assessment being Phase 1. Depending on the results of the assessment, additional phases will be submitted to restore the cemetery stones. The discussion leading to the motion can be viewed on the meeting recording <https://youtu.be/rUt8Q4NT4uEat>, minutes 9'32"- 17'00".

Please see that this information is placed on the Town Council agenda for their next meeting and that the attached application and related documents are forwarded to the Council as backup to the Order.

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

Sincerely,

Gina Guasconi, Chair
Community Preservation Committee

att: Application

cc: Josh McGraw
Johnny Loreti
Laurie Guerrini
Debra Ward
Carlton Hunt



Project Application

Community Preservation Committee

Bridgewater, MA

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: 10/14/25

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.



TOWN OF BRIDGEWATER

Historic District Commission

Bridgewater, MA 02324

10 September, 2025

Dr. Carlton Hunt

Vice-Chair CPC

Town of Bridgewater

Dear Dr. Hunt:

Bridgewater is the home of ten town-controlled cemeteries, several of which are of national importance. The oldest cemetery on Summer Street was established in the early 1700s and is the burial ground of grandchildren of the original Pilgrim settlers in Plymouth. In other cemeteries in town are buried patriots from the Revolutionary War.

Though the Town mows the cemetery lawns, these cemeteries are in sore need of a major restoration and preservation as many tombstones have begun to lean and effaced by the elements of several hundred years. These cemeteries are too historically significant to be neglected any longer, and the CPC under your leadership has proposed a complete assessment of these monuments, a task that should be undertaken haste-post-haste. Once such an assessment is completed, the Town and the CPC can determine which cemeteries should be restored immediately.

The Historic District Commission enthusiastically supports such an assessment of these ten cemeteries. Though the Summer St. Cemetery, one of the town's most historical and oldest cemeteries, is not directly in the historic district, it is adjacent to properties in the district and serves as a gateway to the town's historic center. The HDC hopes that the assessment can take place soon and the restoration of these cemeteries can begin in the spring.

Thank you.

Sincerely,

William S. Smith

William S. Smith, Chair

Historic District Commission



September 17, 2025

Councilor Johnny Loretta
President
Bridgewater Town Council
66 Central Square
Bridgewater, MA 02324

Dear President Loretta,

I write today on behalf of Bridgewater State University in support of the Community Preservation Act request to fund a survey of the seven Historic Cemeteries in the Town of Bridgewater.

Bridgewater State University has a longstanding connection with the Historic First Cemetery which was initially created in 1717. Beyond sharing locations on Summer Street and Plymouth Avenue, the University's ties to the First Cemetery include hosting Historic Archives of the Town's early settlers. As recently as 2023, BSU faculty Dr. Emily Field and Dr. Jamie Hoffs led a research project funded by the University that documented the History of African American and Indigenous residents of early Bridgewater, some of whom are buried at the First Cemetery.

The work proposed by the Community Preservation Committee will help to increase awareness of the town's history and lead to potential preservation strategies for these Historic Cemeteries. Bridgewater State University looks forward to learning more about these Historic properties and supporting the goal of preserving them

Sincerely,

Frederick W. Clark, Jr., Esq.
President



Project Application

Community Preservation Committee

Bridgewater, MA

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.



Project Application

Community Preservation Committee

Bridgewater, MA

GENERAL INFORMATION

Project Name:

Project Location (address and neighborhood):

Legal Property Owner of Record:

CPA Program Area (check all that apply):

☐ Open Space ☐ Historic Preservation ☐ Community Housing ☐ Recreation

PROJECT DESCRIPTION

Short Project Description:

Estimated Start Date: ____ **Estimated Completion Date:** ____

Amount Requested: \$ _____ **Total Project Cost:** \$ _____

PROJECT CONTACT

Contact Person: _____

Telephone: _____ **Email:** _____

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?

ASSURANCE

I _____Justin Casanova-Davis_____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 _____ (with the
Town of Bridgewater for Community Preservation Funds.

Signature _____
Justin Casanova-Davis

Date _____

Title____Town Manager



Project Application

Community Preservation Committee

Bridgewater, MA

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:**

2. **CPC GOALS AND PRIORITIES:**

3. **COMMUNITY NEEDS:**

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

Name <i>(committee, department, official, organization, etc.)</i>	Date Requested	Date Submitted

5. **IMPLEMENTATION AND TIMELINE:**

6. **ORGANIZATIONAL EXPERIENCE AND CAPACITY:**

7. **MAINTENANCE:**

8. **MULTI-YEAR PROJECTS:**

9. See Attachments Checklist for additional required materials, if applicable and available.

APPLICANT SIGNATURE:

DATE SUBMITTED: _____



Project Application

Community Preservation Committee

Bridgewater, MA

Project Application Attachments (see Application Guidance)

1. **SITE CONTROL**
2. **COMMUNITY SUPPORT**
3. **VISUAL MATERIALS:**
4. **MAPS:**
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



Project Application

Community Preservation Committee

Bridgewater, MA

Project Budget Narrative

PROJECT COST:

Project Budget Overview

Total Project Cost	CPA Amount Requested	Other Funding Sources	CPA Funds: % of Total
\$	\$	\$	%

LEVERAGING FUNDING:

Sources of Funding Overview

Source <i>(private, federal, state, or local government)</i>	Amount	Status <i>(received, pending, will apply)</i>
	\$	
	\$	
	\$	
	\$	
	\$	

ANTICIPATED PROJECT EXPENSES:

PROJECT COST ASSUMPTIONS:

ACQUISITION OF AN INTEREST IN REAL ESTATE:

BONDING AGAINST CPA FUNDS:



Project Application

Community Preservation Committee

Bridgewater, MA

Project Budget Attachment

BUDGET OVERVIEW

Total Project Cost	CPA Amount Requested	Other Funding Sources	CPA Funds: % of Total
\$	\$	\$	%

INCOME – OTHER SOURCES OF PROJECT FUNDING

Source (private, federal, state, or local government)	Amount	Status (received, pending, will apply)
	\$	
	\$	
	\$	
	\$	
	\$	

SUMMARY OF PROJECT EXPENSES²

	CPA Funds	Other Funding	Total
Personnel	\$	\$	\$
Equipment	\$	\$	\$
Supplies	\$	\$	\$
Design and Contracts	\$	\$	\$
Construction	\$	\$	\$
Other	\$	\$	\$
TOTAL	\$	\$	\$

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.



Project Application

Community Preservation Committee

Bridgewater, MA

DETAILED PROJECT EXPENSES

Personnel

	CPA Funds	Other Funding	Total
Ex: Project Manager	\$5,000	\$50,000	\$55,000
Ex. Inspectional Services	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
TOTAL	\$	\$	\$

Equipment³

	CPA Funds	Other Funding	Total
Ex: Furniture	\$	\$5,000	\$50,000
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
TOTAL	\$	\$	\$

Supplies⁴

	CPA Funds	Other Funding	Total
Ex:	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
TOTAL	\$	\$	\$

Design and Contracts

	CPA Funds	Other Funding	Total
Ex: Deed Restriction	\$10,000	\$5,000	\$5,000
Ex: Appraisal	\$12,000	\$0	\$12,000
	\$	\$	\$
	\$	\$	\$
TOTAL	\$	\$	\$

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.



Project Application

Community Preservation Committee

Bridgewater, MA

Building and Construction⁵

	CPA Funds	Other Funding	Total
<i>Ex: Picnic Pavilion</i>	\$	\$50,000	\$50,000
	\$	\$	\$
	\$	\$	\$
TOTAL	\$	\$	\$

Other

	CPA Funds	Other Funding	Total
<i>Ex: Land Acquisition</i>	\$1,000,000	\$500,000	\$1,500,000
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
TOTAL	\$	\$	\$

Task based task (scope) costs identifying funding source

	CPA Funds	Other Funding	Total
<i>Ex: Accessible Entrance</i>	\$100,000	\$15,000	\$115,000
<i>Ex: Accessible Elevator</i>	\$75,000	\$0	\$ 75,000
	\$	\$	\$
	\$	\$	\$
	\$	\$	\$
TOTAL	\$	\$	\$190,000

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.

Bridgewater's Historic Cemeteries Assessment Plan

September 2025

The Community Preservation Committee (CPC) is interested in restoration/rehabilitation of the Town owned historic cemeteries. The Massachusetts Cultural Resources Information System (MACRIS) lists fourteen(14) historic burial grounds in Bridgewater; ten (10) are under the control of the Town (see Figure 1). Restoration/rehabilitation of these historic properties necessitates a thorough understanding of the gravestone conditions, the cemetery boundary marker condition, and signage. This understanding can only be achieved through a professional assessment of the cemeteries' conditions.

The goal of the assessment is to develop budgeting estimates for the restoration/rehabilitation of gravestones, crypts, and other cemetery features. Funding the cemetery restoration assessment will address *Goal 5. Preserve and restore outdoor public historic places and public monuments, including places of Indigenous significance, such as the Titicut Conservation Area, as well as cemeteries*” articulated in the CPC’s FY2025-2029 5-Yr Plan historic preservation chapter (https://www.bridgewaterma.org/DocumentCenter/View/6019/BridgewaterCPP_Plan_FinalAsApproved_012725).

According to the CPA Coalition’s website, *“communities have appropriated over \$4.5 million of CPA funds to preserve historic burying grounds and cemeteries. CPA funded projects include a variety of preservation activities: gravestone and monument conservation; restoration of chapels and tombs; stabilization of retaining walls; surveys, inventories, and management plans; as well as rehabilitation of fencing and signage. These projects can be costly, ranging anywhere from a few thousand dollars to over \$350,000 depending on the scope of work, but in Newburyport they’ve figured out a way to bring costs down substantially.*

<https://www.communitypreservation.org/burying-grounds>. The per stone cost of restoration can range between \$100 and \$500. Any restoration must adhere to federal guidelines on historic burial ground rehabilitation/restoration.

Moving the conservation forward requires a professional assessment of Bridgewater’s historic cemeteries to develop a conservation plan and determine potential restoration costs. Historic burial ground rehabilitation/restoration plans would include cemetery specific tasks, schedules, and budgets, thus compels a systematic approach to create a cemetery condition ranking and rehabilitation needs so funding can focus on the highest to lowest restoration need. Ranking factors would include number of grave markers, their condition, and rehabilitation/restoration requirements. The assessment would include research on the history and significance of the cemetery to the Town. Preliminary evaluation factors are considered in the attached table (Figure 1). Once the ranking is complete a phased funding plan can be developed.

The following criteria were used to make a preliminary recommendation for restoration: First Use Date, Location’s Visibility, Number of Headstones, Headstone/Crypt Condition, Relevance of Interred individuals to Bridgewater’s history including founding and significant families, revolutionary soldiers, interred minority individuals, and relevance to downtown redevelopment projects.

Based on the information included in MACRIS BRD-811 and other more recent studies, the First Cemetery (MACRIS inventory BRD 811) (Figure 2 through 4) at the intersection of Summer and Plymouth St. appears to be the most documented of the Town-owned graveyards. Available information suggests from 500 to ~2,000 interments are possible since 1717. Numerous headstones are leaning, falling over, need cleaning, or may be covered with soil. Note: Many interred individuals were moved to the Mount Prospect St. cemetery when it opened.

The cemetery assessments must include a visual survey of the site, documentation of the person memorialized, characterization of each head/foot stone and crypt condition, restoration options. Examination and recommendations for restoration/rehabilitation of the graveyard boundary features such as stone walls and fences would be included. Draft and final reports detailing the assessment methodology, results and recommendations will complete the assessment. Review of prior reports on a cemetery's history such as the database for the first cemetery as discussed in the "*A Shared Past*" by John Winters, in the Fall 2023 Bridgewater State University Magazine (https://www.bridgew.edu/sites/bridgew/files/media/pdf_document/Fall2023-November14-LowRes.pdf) and other documented history would be included in the restoration report.

Many historic cemeteries have hidden features. Thus, locating underground head and foot stones or other evidence of burials may be discovered with Ground Penetrating Radar (GPR). A simpler method such as a pine flag survey conducted by volunteers or other civic or community service organizations such as Scouting organizations, while less costly, is possible but would miss evidence of below-surface soil disturbances. Recommendations for methods to assess the hidden features of the graveyards will be part of the procurement scope for budgeting purposes.

Importantly, restoration of the First Cemetery will improve the visual appeal of Bridgewater's downtown area. The restoration is consistent with Bridgewater's downtown revitalization effort which includes improvements to the "Summer St. Park" (former Mobile Station parcel) and the Bridgewater Improvement Association's Flora T. Little Park (FTLP) which are adjacent to the cemetery. The members of the BIA plan to add a fully accessible path soon. Other improvements to the area include a "Complete Streets" upgrade from Central Sq. to the railroad crossing including the Summer St./Plymouth St. intersection.

The other nine historic cemeteries are included in the evaluation for future budget planning. Based on these assessments, a phased restoration plan would be developed. The CPC/Town will also identify additional funding sources such as grants to support the restorations.

The assessment project tasks include: 1) project scope development, 2) procurement, 3) contract award, 4) cemetery assessments and 5) draft and final reports. The assessment schedule will be determined through the procurement scope and contract process. The assessment project is anticipated to take place between January 1, 2026, and December 31, 2026.

The CPC recommends a historic cemetery assessment budget of \$200K (average \$20K/cemetery). Appropriate municipal procurement processes will be followed.

MACRIS #	Name	Alternative Name	Parcel #	Bk & Pg (Cert)	Deed Date	Street Location	Earliest Death Date	Area (Sq Ft.)	Approximate # of Headstones	1984 Assessment of Art Work	Condition in 1984	Enclosure Features	Major Use Period	Most Frequent Names
BRD.811	Bridgewater Old Graveyard		34-278	NA-NA	1900-01-01	Summer St. and Plymouth St.	1717	44,388	531 (+700) [55 Revolutionary War Veterans]	See Art Assessment in BRD.811 and other extensive documentation	Poor to Good	Rubblestone "common balance wall" 1796 rebuilt in 1844	1716-1863	Washburn, Perkins, Carver, Packard
BRD.806	Trinity Church Cemetery	Old Trinity Church Cemetery	10-67	NA-NA	—	Main St. (Opposite Rowayne Park)	1748	579,348 (14.5 Ac)	75	See Art Assessment in BRD.806	Fair to Good	Deteriorating Rubblestone wall; front; fencing not present; Over looked "The Jurgury Swamp"	1748-1870	Edson
BRD.805	Jennings Hill Cemetery	Japan Cemetery	25-2	2153-093	1951-06-21	High St & Plain St.	C1750	36,600	200	See Art Assessment in BRD.805	Good	Not available in designation record	1750-1830	Hayward, Dunpho, Darling, Carr, Bolding, Mitchell
BRD.812	Vernon Street Cemetery	Alden Cemetery	117-1	NA-NA	—	Vernon St. & Cross St.	C 1750	28,000	100-150	See Art Assessment in BRD.812	Good	Low rubble stone wall	1751-1840	Wilber (Wilbar), Leach, Hayward, Fobes
BRD.808	Scotland Burial Ground		72-7	NA-NA	—	Pleasant St.	1753	2.21 Ac	400-500	See Art Assessment in BRD.808	Generally good many stones deteriorating; may be graves in the north portion (GPR may have been performed; David Moore 2025)	Rubblestone wall 3 sides and fragments of iron Greek Revival fence	1753-1850	Fobes, Keith, Leach, Bassett, Sprague, Keonard, Child, Snow, Carver, Wood, Pratt, Bosworth, Bolton, Dyer, Smith, Hill, Starr, Dunbar, Conant, Andrews
BRD.810	South Street Burial Ground	Keith Cemetery	111-6	3594-644	1970-06-02	South St. between Cross St. & Keith Place	1756	43,560 + 0.491 Ac	~500	See Art Assessment in BRD.810	Good	Rubblestone retaining wall/Granite gate posts, iron gate	1757--1850	Keith, Fobes, Wilber, Amos
BRD.804	Small Pox Cemetery	To the rear of this burial ground is the more extensive M.C.I. Bridgewater cemetery.	89-5	NA-NA	1900-01-01	Conant St. (opposite #625)	1788	38,986	~ 7 in the Smallpox enclosure; MCI Internments: "rows of simple concrete markers are located on the graves of prisoners"	See Art Assessment in BRD.804	Poor to Good	Enclosed by a wooden fence with substantial posts and wide boards	1788 -1789	Allen, Fuller, Latham
BRD.800	Hillside Cemetery	AUBURN STREET OR BENSON TOWN /CEMETERY	77-17	NA-NA	—	Auburn, near Curve St. (opposite #204 Auburn St.)	1813	33,000	150	See Art Assessment in BRD.800	Good to Excellent with a few stones toppled over	Low rubblestone walls on 3 sides; two rod and granite post fence; mid 19th century cast iron with Greek Revival motifs	1810 -1860	Allen, Whitman, Mitchell, Wood, & Washburn
BRD.803	Conant St.		89-4	NA-NA	1900-01-01	Conant St. near Flagg St.	1829	11,021	75	See Art Assessment in BRD.803	Good	Rubble stone walls	1829-1910	Leonard, Conant, Leach, Waterman, Hayward & Holmes
BRD.813	Pratt Town Burial Ground		37-121	NA-NA	1900-01-01	Walnut St. & Orange St.	C1790	27,138	100 (Includes Revolutionary War Veterans)	See Art Assessment in BRD.813	Good to Excellent	Two iron rod fences with granite posts along streets; low rubble stone walls on other sides	1830 -1870	Leonard, Hatward, Pratt, Hooper, Pope, Keith
BRD.802	Cherry Street Burial Ground	Harlow Cemetery	67-12	NA-NA	—	Cherry St.	1840	13,700	75-100	See Art Assessment in BRD.802	Good	Rubblestone walls, two rod fence with rock face granite posts	1850 -1860	Harlow & Wilber

Figure 1. Bridgewater owned historic cemetery details from MACRIS documents.

MACRIS #	Name	17th century colonizer names	First Use Date Rank	Major Use Period	Location's Visibility	Number of Headstones	Headstone/ Crypt Condition	History of Interred Individuals	Revolutionary soldiers	Minority Individuals	Relevance to Redevelopment
BRD.811	Bridgewater Old Graveyard	Y	1	1716-1863	H	550	P/G	H	55	Y	Downtown
BRD.806	Trinity Church Cemetery	N	2	1748-1870	H	75	F/G	?	?	?	N
BRD.805	Jennings Hill Cemetery	Y	3	1750-1830	M	200	G	?	?	?	N
BRD.812	Vernon Street Cemetery	N	4	1751-1840	M	150	G	?	?	?	N
BRD.808	Scotland Burial Ground	Y	5	1753-1850	H	500	G	?	?	?	N
BRD.810	South Street Burial Ground	Y	6	1757--1850	M	500	G	?	?	?	N
BRD.804	Small Pox Cemetery	Y	7	1788 -1789	L	7	P/G	?	?	?	N
BRD.800	Hillside Cemetery	Y	8	1810 -1860	L	150	G/E	?	?	?	N
BRD.803	Conant St.	Y	9	1829-1910	L	75	G	?	?	?	N
BRD.813	Pratt Town Burial Ground	y	10	1830 -1870	M	100	G/E	?	Y	?	N
BRD.802	Cherry Street Burial Ground	?	11	1850 -1860	L	100	G	?	?	?	N

Figure 2. Preliminary ranking of historic cemetery restoration priorities. Characterizations drawn from the 1984 Cemetery condition survey (MACRIS). The deeper the shade of color the higher the priority for restoration.



Figure 3. First Cemetery (1717) Summer St. Bridgewater, MA. BRD. 811

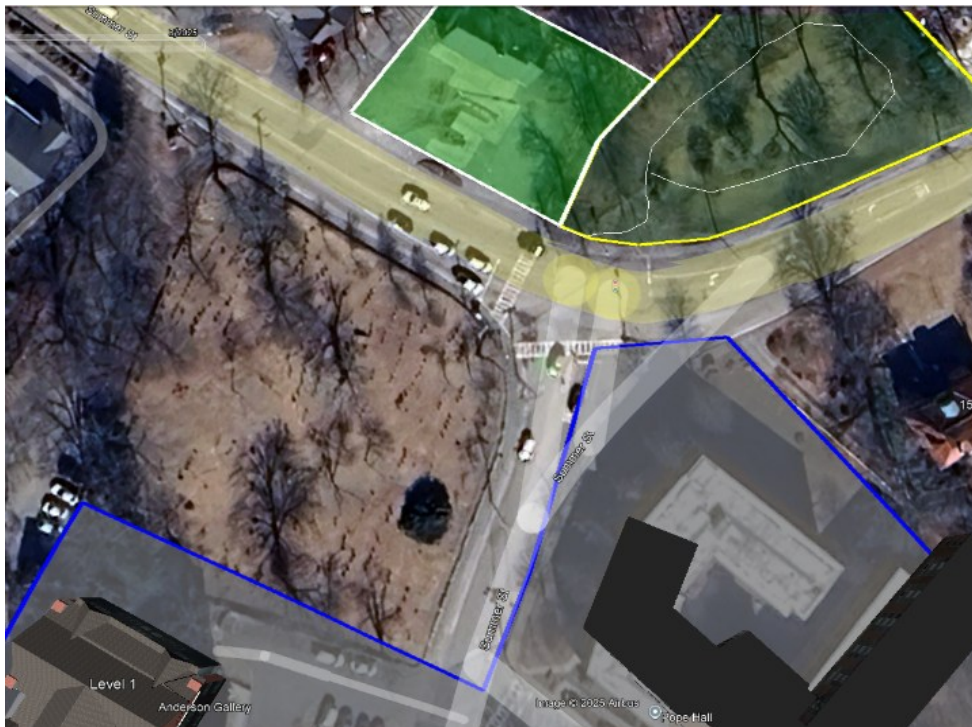


Figure 4. Aerial view 1st Cemetery and contiguous parcels Google Earth, March 2025.



Figure 5. Hillside Cemetery, Auburn St - BRD.800



Figure 8. Smallpox Cemetery, Conant St.- BRD.804



Figure 6. Cherry St. Cemetery, Cherry St. - BRD.802.



Figure 9. Figure 10. Jennings Hill Cemetery, High and Pine Ss. - BRD.805



Figure 7. Conant St. Burial Ground – Conant St. - BRD.803.



Figure 10. Jennings Hill 2023



Figure 11. Trinity Cemetery, Main St. - BRD.806



Figure 14. Pratt Town Burial Ground, Walnut and Orange St. - BRD. 813



Figure 12. South St. Cemetery, South St. - BRD.810



Figure 13. Vernon St. Cemetery Vernon St.- BRD.812



Bridgewater Town Council

Introduced By: Town Manager
Date Introduced: 12/16/2025
First Reading: 12/16/2025
Second Reading:
Amendments Adopted:
Third Reading:
Date Adopted:
Date Effective:

Order O-FY26-039: Acceptance of Donation – McBee Enterprises dba McDonald's

ORDERED, that the Town Council assembled vote to

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 McBee Enterprises dba McDonald's for \$3,000 to the Bridgewater Police Department for Canine Love.

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 grant in accordance with stated purpose thereof.

Explanation:

McBee Enterprises dba McDonalds, has graciously donated \$3,000 to the Bridgewater Police Department for community awareness for canine love.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•

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

•	•
•	•

Attachments: None



Bridgewater Town Council

Introduced By: Town Manager
Date Introduced: 12/16/2025
First Reading: 12/16/2025
Second Reading:
Amendments Adopted:
Third Reading:
Date Adopted:
Date Effective:

Order O-FY26-040: Transfer Order - Water Capital Fund 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		Amount
6200	WTR RETAINED EARNINGS	WTR Capital Outlay	<u>\$620,000.00</u>
Total			\$620,000.00
PROJECT#	USES OF FUNDING		Amount
450.38	OTHER INFRASTRUCTURE	WTR WTP High St Dehumidification	570,000
450.39	OTHER INFRASTRUCTURE	WTR Carver's Pond Dehumidifier	<u>50,000</u>
Total			\$620,000.00

Explanation:

This transfer will fund Capital Infrastructure needs at the High St Water Treatment Plant improved Dehumidification system at the plant, and also for 2 units for Carver's Pond Water Treatment Plant

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
-------------	----------------

NOT FOR ACTION - FIRST READING

REFER TO BUDGET & FINANCE AND FINANCE COMMITTEE

•	•
•	•
•	•

Attachments: None



Bridgewater Town Council

Introduced By: Town Manager
Date Introduced: 12/16/2025
First Reading: 12/16/2025
Second Reading:
Amendments Adopted:
Third Reading:
Date Adopted:
Date Effective:

Order O-FY26-041: Transfer Order - Sewer Capital Fund 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		Amount
6100	SWR RETAINED EARNINGS	SWR Capital Outlay	<u>\$ 840,000.00</u>
Total			\$ 840,000.00
PROJECT#	USES OF FUNDING		Amount
440.20	OTHER INFRASTRUCTURE	WWTP RBC#8 REPLACEMENT	340,000
WWTP#1	OTHER INFRASTRUCTURE	WWTP Phase 1 Non-SRF funding	<u>500,000</u>
Total			\$ 840,000.00

Explanation:

This transfer will fund Capital Infrastructure needs for a new RBC#8 Replacement at the Sewer Wastewater Treatment Plant and also funding of Phase 1 ongoing construction non funded by SRF funding.

Committee Referrals and Dispositions:

NOT FOR ACTION - FIRST READING

REFER TO BUDGET & FINANCE AND FINANCE COMMITTEE

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

Attachments: None



Bridgewater Town Council

Introduced By: Town Manager
Date Introduced: 12/16/2025
First Reading: 12/16/2025
Second Reading:
Amendments Adopted:
Third Reading:
Date Adopted:
Date Effective:

Order O-FY26-042: Transfer Order - General Fund Capital Plan Transfers

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 the attached schedule Source of Funds to the attached schedule of Use of Funds.

Explanation:

This transfer will fund FY2026 Town GF Capital Outlay Expenditures

Committee Referrals and Dispositions:

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

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

Attachments:

1. SOURCES AND USES CAPITAL PLAN FY26 TOWN ORDER

FUND		SOURCES OF FUNDING	Amount
2501	AMBULANCE RRA	Town Capital - Ambulance Receipts Reserved	\$ 141,300.00
8010	CAPITAL STABILIZATION	Town Capital - Capital Outlay Fund	\$ 1,442,146.00
Total			\$ 1,583,446.00
PROJECT#	USES OF FUNDING		Amount
100.01a	TECHNOLOGY	Vehicle - Gen Gov	45,000
155.32	TECHNOLOGY	Server Room Equipment Upgrade (Academy Building)	230,000
155.45	TECHNOLOGY	Town Computer Upgrade	50,000
192.27	BLDG & BUILDING IMPROVEMENT	Library - Carpet/Flooring Replacement	25,000
192.29	BLDG & BUILDING IMPROVEMENT	Library - Windows Updated quote -DOER \$75k grant	40,000
192.42	BLDG & BUILDING IMPROVEMENT	Police Station - Seal Exterior Station Building Block	50,000
192.81	BLDG & BUILDING IMPROVEMENT	Senior Center Flooring	28,600
192.82	BLDG & BUILDING IMPROVEMENT	Library Archway Structural Review	30,000
192.83	BLDG & BUILDING IMPROVEMENT	Library Interior Railing ADA Compliance	30,000
192.84	BLDG & BUILDING IMPROVEMENT	Library Outside ADA Walkways Compliance	15,946
192.85	BLDG & BUILDING IMPROVEMENT	Library Outside Column Replacements - 6 exterior columns	68,000
210.22	MACH/EQUIP/VEHICLES	Replace 2 Police Vehicles - 1 Specialty Vehicle	270,000
210.25	BLDG & BUILDING IMPROVEMENT	Police/EMS - Town Radio Repeater/Interference	50,000
220.52	MACH/EQUIP/VEHICLES	Ambulance Supplies/outfit new Amb Equipment Dec26	141,300
220.53	MACH/EQUIP/VEHICLES	New Engine Hoses and equipment Needed for Engine 3 Oct 26	57,000
220.55	MACH/EQUIP/VEHICLES	Turnout Gear Second Set	35,100
220.54	MACH/EQUIP/VEHICLES	New Engine Hoses and equipment Needed for New Pumper June26	75,000
420.21a	MACH/EQUIP/VEHICLES	No. 2 - 18 Six Wheeler Used Plow and Sander Purchase	10,000
422.00	ROADWAY IMPROVEMENT	Roadway Improvements	200,000
630.37	BLDG & BUILDING IMPROVEMENT	Siding for Hayes Building at Legion Fields	5,000
630.43	OTHER INFRASTRUCTURE	Marathon Park Playground /Cottage St Playgrounds equipment Repl	20,000
630.44	OTHER INFRASTRUCTURE	Wood Chips/Remove Handicap Ramp/Ramp Landscape	10,000
630.45	OTHER INFRASTRUCTURE	Legion Field Fencing - Safety Issues Needs replacing ASAP	63,000
630.46	OTHER INFRASTRUCTURE	Legion Field Fencing - Yellow Fence Pipe Protectors	10,000
630.47	OTHER INFRASTRUCTURE	Legion Field Public Restroom Doors/locks & Bldg siding replacemen	24,500
Total			\$ 1,583,446.00



Bridgewater Town Council

Introduced By: Town Manager
Date Introduced: 12/16/2025
First Reading: 12/16/2025
Second Reading:
Amendments Adopted:
Third Reading:
Date Adopted:
Date Effective:

Order O-FY26-043: Transfer Order - Ambulance Overtime 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 to and from the schedule:

<u>FUND</u>	<u>SOURCES OF FUNDING</u>	<u>ACCOUNT NO.</u>	<u>GL Description</u>	<u>Amount</u>
2501	Ambulance RRA	25015-596010	Transfer to GF	<u>\$ 150,000.00</u>
Total				\$ 150,000.00
	<u>USES OF FUNDING</u>	<u>ACCOUNT NO.</u>	<u>GL Description</u>	
100	Fire Department Salaries	02205001-513000	Fire Salaries - OT	<u>\$ 150,000.00</u>
Total				\$ 150,000.00

Explanation:

This transfer will offset EMS-related expenses in the Fire Department budget and allow for the overtime to increase minimum manning from 10 firefighters per group to 11 firefighters per group for the remainder of the fiscal year.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)

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

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•	•

Attachments: None



Bridgewater Town Council

Introduced By: Town Manager
Date Introduced: 12/16/2025
First Reading: 12/16/2025
Second Reading:
Amendments Adopted:
Third Reading:
Date Adopted:
Date Effective:

Order O-FY26-044: Water System Improvements Loan Authorization

ORDERED, that the Town Council assembled vote to

ORDERED, that, \$1,500,000 is appropriated, to be expended, for the purpose of financing the design and construction of upgrades to the Town's water production, treatment and distribution system, including, but not limited to, costs of a water treatment study, well development, temporary treatment facilities, emergency tie-in facilities, constructing and reconstructing water mains and other distribution facilities, related engineering services, and the payment of all costs incidental and related thereto; that to meet this appropriation the Treasurer with the approval of the Town Manager is authorized to borrow said amount under Chapter 44, Section 7(8) of the General Laws, or pursuant to any other enabling authority, and to issue bonds or notes of the Town therefor.

Explanation:

This loan authorization would allow the DPW/Water Supply Division to fund system improvements to address water quality and capacity issues. Specifically, this loan authorization will provide funding for the procurement of water from the Town of Middleborough and for all ancillary costs associated with that purchase. In addition, provide funds to procure a temporary iron and manganese filtration system and other water distribution and treatment improvements.

The Town is actively seeking grant funds and other opportunities from the state and federal agencies.

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
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NOT FOR ACTION - FIRST READING
REFER TO BUDGET & FINANCE AND FINANCE COMMITTEE

Attachments: None



Bridgewater Town Council

Introduced By: Town Manager
Date Introduced: 12/16/2025
First Reading: 12/16/2025
Second Reading:
Amendments Adopted:
Third Reading:
Date Adopted:
Date Effective:

Order O-FY26-045: 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 2026-2031 Capital Improvement Program as attached.

Explanation:

The 2026-2031 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)
•	•
•	•
•	•

Attachments: 1. Capital Improvement Plan FY26 through FY31 Proposal

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

Proposed Capital Improvement Program



2026 - 2031

Town of Bridgewater, Massachusetts

Capital Improvement Program

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Transmittal Letter

FY2026-FY2031 Proposed Capital Budget

Justin Casanova-Davis
Town Manager

December 3, 2025

To: Town Council and Residents

It is my pleasure to submit the FY2026-2031 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 Town's ability to fund capital projects largely rests on our "free cash." Very simply, free cash is the amount of funds remaining after the Town has expended the fiscal year budget. It represents the difference between general fund actual revenues and general fund actual expenses. While our team considers opportunities to improve the physical document, the focus in FY2026 again is on financing the projects themselves.

The Town seeks to fund more projects using other available funds and other funding mechanisms such as borrowing, grants, Community Preservation Act funds, tax incentive financing, and district infrastructure financing. This year, however, the ARPA funds that the Town has utilized in the past several years to fund other capital projects are not available for expenditure.

CIP Funding

The process of preparing the CIP and the FY2026 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, in turn, capital projects. Financing small capital projects or equipment with debt is not considered the best practice for a community of 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 any reason, sufficient reserves do not exist for a given year, the Town may choose alternative funding mechanisms or decide to delay project(s).

The FY 2026 Capital Program - Free Cash Context

FY2026 Adopted Free Cash	
Free Cash Certification as of 7/1/2025 \$4,297,690	
Stabilization Fund	\$1,050,000
Capital Stabilization Fund	\$2,522,690
Other Onetime /Unforeseen	\$150,000
Employment Liability	\$475,000
OPEB	\$100,000

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 FY26, Free Cash was certified at **\$4,297,690** million. Of the total Free Cash, **\$2,522,690** was transferred to the Capital Stabilization Fund. The FY2026 Capital Budget will require the use of **\$2,418,284** & FY27 lease obligations of **\$562,287** out of the Capital Stabilization Funds as follows before 6/30/26:

O-FY26-xxx – FY27 Capital Lease/Payment Obligations \$562,287

O-FY26-xxx – FY26 School District BRRSD Capital \$976,138

O-FY26-xxx – FY26 Town Capital \$1,442,146

As a backdrop to this year's Program the following schedule shows the use of the Free Cash certified on July 1, 2025.

The FY 2026 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 reduced state aid over two to five years, 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 12/3/2025, the balance in the Town's Stabilization Fund is **\$9,636,433**, and the balance in the Capital Stabilization Fund is **\$3,907,874** before the appropriations are approved. Once the books are closed for FY2026, the Free Cash certification and allocation will be addressed again for FY2027 Appropriations.

Bridgewater's financial policy calls for reserves of between 5% and 10% of the Town's operating budget. The Town has set a goal of at least 10%. Currently, the Town's stabilization reserves are just slightly over 10% of the FY26 operating budget and meet the current goal. As the operating budget continues to grow at a rate of 5+% annually, the relative level of reserves will decline without additional and consistent contributions. Furthermore, the Council, in collaboration with staff, has agreed to increase the goal for our stabilization fund from 10% to 10.5%.

FY2026 - 2027 Proposed Capital Budget

The table below outlines the Town's proposed capital projects submitted for approval by the Town Council.

The proposed FY 2026 - 2027 Capital Budget totals approximately \$13.5 million, funded by Alternative Funding Sources, Capital Stabilization Fund, CPA, Chapter 90, Town/School Debt Exclusion, and any other sources of funds.

Town of Bridgewater FY 2026 - 2027 Capital Improvement Program		
Dept	Department	2026-2027
100	General Gov.	225,000
155	IT	420,000
192	Public Buildings & Property Maintenance	1,257,546
210	Police	824,000
210	Public Buildings & Property Maintenance	50,000
220	Fire	3,178,469
300	Bridgewater Middle School	732,000
300	Mitchell Elementary School	49,500
300	Williams Intermediate School	261,500
300	District Wide	377,231
300	High School	1,197,669
420	DPW Hwy	205,722
422	Roadways Construction and Maintenance	3,579,632
610	Library	307,842
630	P & R	822,500
Grand Total		13,488,611

FY2026 - 2031 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 2026 - 2031 Capital Budget totals \$71,589,696 funded by Alternative Funding Sources, Capital Stabilization Fund, CPA, Chapter 90, Town/School Debt Exclusion, and other sources of funds.

Town of Bridgewater FY 2026 - 2031 Capital Improvement Program		
Funding Requirements		
Dept	Department	2026-2031
100	General Gov.	225,000
155	IT	420,000
192	Public Buildings & Property Maintenance	3,255,546
210	Police	1,040,000
210	Public Buildings & Property Maintenance	50,000
220	Fire	4,335,138
300	Bridgewater Middle School	4,402,000
300	Mitchell Elementary School	119,500
300	Williams Intermediate School	3,896,500
300	District Wide	377,231
300	High School	3,030,969
420	DPW Hwy	454,243
420	Public Buildings & Property Maintenance	100,000
422	Roadways Construction and Maintenance	47,285,227
610	Library	307,842
630	P & R	2,290,500
Grand Total		71,589,696

It should be clearly noted that projects listed in the Capital Improvement Program for years other than FY2026 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. That process is conducted annually, as both the Capital Improvement Program (CIP) and the Capital Budget are developed in accordance with Section 6 of the Bridgewater Home Rule Charter. One of the long-term goals of Town Managers and financial staff is to, to the extent possible, fund small capital items with available funds, such as Free Cash, and avoid incurring debt for smaller capital items. Our proposed Capital plan adheres to that goal. In addition, we will continue to aggressively pursue alternative sources of funding, particularly grants and earmarks, to help offset some of the costs associated with capital projects.

This CIP document includes the Finance Team’s evaluation and recommendation of the proposed capital projects. The report serves as a reference for citizens reviewing the CIP and provides additional detail on how projects are prioritized. Interested readers are strongly encouraged to review the report.

Closing Comments

In closing, the Town continues to make strides in identifying capital needs across the Town and in improving its capital improvement planning process. Ultimately, we must grapple with limited resources to fund growing needs. I am proud of the proposed investments we have made in this CIP, including resources for the school department, investments in our senior center, library, and recreation opportunities for our community, and other vital public safety projects. Furthermore, the Town is proposing to allocate additional funds for roadway improvement projects, which we hope to annually appropriate, so we can make more significant headway in addressing our roadway infrastructure needs. The attached Capital Improvement Program and FY2026 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 preserves the Town’s fiscal integrity.

I wish to extend my sincere thanks to Laurie Guerrini, our Finance Director, and the finance team, who are crucial to the development of this document. In addition, I thank our Department Heads and our hard-working staff for their assistance in developing this plan. I look forward to discussing these capital projects and the forthcoming CIP documents as we make significant investments in short- and long-term capital for our Town.

Respectfully submitted,
[Justin Casanova-Davis](#)
Town Manager

Introduction of Frequently Asked Questions

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 in as much 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 for staff to run the larger facility as well. In addition, since most large capital projects are financed through municipal debt, repayment of that debt becomes part of the operating budget 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 FY2026-2031 Capital Improvement Program and its associated FY2026 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 and objectives.

The process can be described as an iterative cycle with several distinct procedural steps. These steps and the approximate time 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 Improvement Program.

- *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.

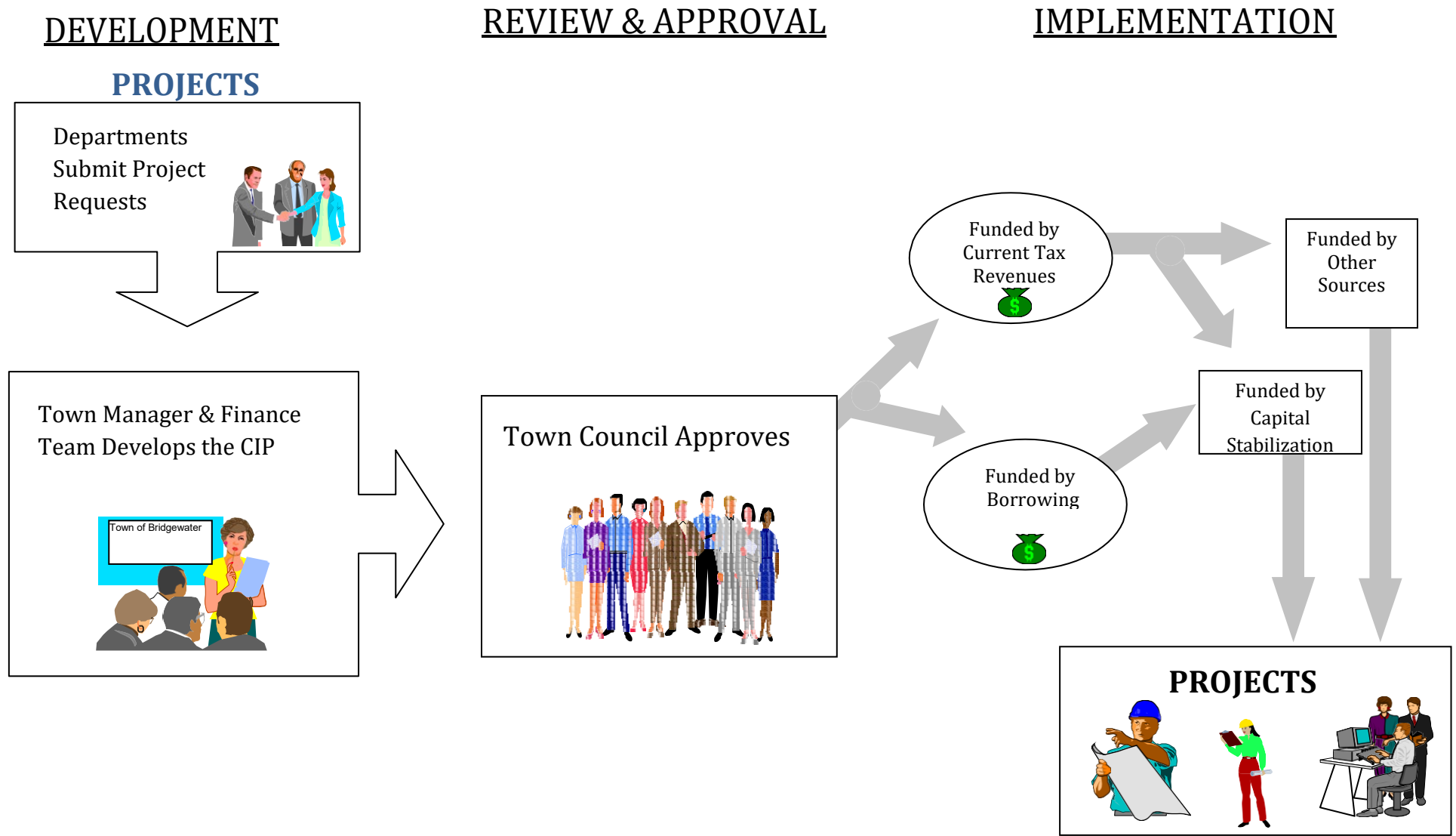
- *March* – Any recurring capital lease obligations, such as lease/purchase payments, will be submitted for Order for Council vote.
- *Late Autumn / Early Winter* – Once Free Cash is certified and allocations are approved pursuant to the Council’s Free Cash Policy, the Bridgewater-Raynham Regional District 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, with the various Departments to ensure compliance of the approved projects and equipment. Any changes or remaining balances are closed out and recorded back to the Capital Stabilization fund. The Finance Team will reconvene with Departments 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



Capital Improvement Program – Sources and Uses

Sources

Town of Bridgewater FY 2026 - 2031 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	2026	2027	2028	2029	2030	2031	Grand Total
☐ AFS	Alternative Funding Source	288,400	487,842	1,700,000				2,476,242
☐ ARRA	Ambulance Receipts Reserved	141,300	185,103	185,103	95,000	95,000		701,506
☐ CH 90	Chapter 90	1,595,930	1,393,049	1,393,049	1,393,049	1,393,049	1,393,049	8,561,173
☐ CPC	Community Preservation	25,000	540,000					565,000
☐ CSF	Capital Stabilization Fund	2,418,284	6,023,050	2,284,087	596,000	611,000	146,000	12,078,421
☐ DE	Debt Exclusion		390,653	8,359,179	17,273,166	12,501,056		38,524,054
☐ MSBA	MSBA			8,333,300		320,000		8,653,300
☐ OAF	Other Available Funds			30,000				30,000
Grand Total		4,468,914	9,019,697	22,284,717	19,357,215	14,920,105	1,539,049	71,589,696

Uses

Town of Bridgewater FY 2026 - 2031 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 ▾	2026	2027	2028	2029	2030	2031	Grand Total
100	General Gov.	45,000	180,000					225,000
155	IT	280,000	140,000					420,000
192	Public Buildings & Property Maintenance	462,546	795,000	1,872,000	42,000	42,000	42,000	3,255,546
210	Police	270,000	554,000	54,000	54,000	54,000	54,000	1,040,000
	Public Buildings & Property Maintenance	50,000						50,000
220	Fire	421,800	2,756,669	606,669	275,000	275,000	-	4,335,138
300	Bridgewater Middle School	377,000	355,000	3,000,000	200,000	470,000		4,402,000
	Mitchell Elementary School	49,500			70,000			119,500
	Williams Intermediate School	206,500	55,000	3,500,000		135,000		3,896,500
	District Wide	120,545	256,686					377,231
	High School	222,593	975,076	1,833,300				3,030,969
420	DPW Hwy	10,000	195,722	98,521	50,000	50,000	50,000	454,243
	Public Buildings & Property Maintenance			100,000				100,000
422	Roadways Construction and Maintenance	1,795,930	1,783,702	9,752,227	18,666,215	13,894,105	1,393,049	47,285,227
610	Library		307,842					307,842
630	P & R	157,500	665,000	1,468,000				2,290,500
Grand Total		4,468,914	9,019,697	22,284,717	19,357,215	14,920,105	1,539,049	71,589,696
	*Roadway Infrastructure is currently under review by DPW							
	*Library Assessment completed - ADA recommended projects							
	*School not updated for 2027+							

Projects

Town of Bridgewater FY 2026 - 2031 Capital Improvement Program							
Funding Requirements							
Funding Source	2026	2027	2028	2029	2030	2031	Grand Total
CSF - Capital Stabilization Fund	2,418,284	6,023,050	2,284,087	596,000	611,000	146,000	12,078,421
Other Cash Contributions							
AFS - Alternative Funding Sources	288,400	487,842	1,700,000	-	-	-	2,476,242
ARRA - Ambulance Receipts Reserved for Appropriation	141,300	185,103	185,103	95,000	95,000	-	701,506
CH 90 - Municiple State Grant fo Improving Public Ways	1,595,930	1,393,049	1,393,049	1,393,049	1,393,049	1,393,049	8,561,173
CPC - Community Preservation Commision (Act)	25,000	540,000	-	-	-	-	565,000
MSBA - Massachusetts School Building Authority	-	-	8,333,300	-	320,000	-	8,653,300
OAF - Other Available Funds	-	-	30,000	-	-	-	30,000
Total Other Cash Contributions	2,050,630	2,605,994	11,641,452	1,488,049	1,808,049	1,393,049	20,987,222
DE - Debt Exclusion (Debt Serviced by Tax Rate)	-	390,653	8,359,179	17,273,166	12,501,056	-	38,524,054
Total Source Requirement	4,468,914	9,019,697	22,284,717	19,357,215	14,920,105	1,539,049	71,589,696
Funding Use	2026	2027	2028	2029	2030	2031	Grand Total
General Government -Vehicles	45,000	180,000	-	-	-	-	225,000
IT	280,000	140,000	-	-	-	-	420,000
Public Buildings & Property Maintenance	462,546	795,000	1,872,000	42,000	42,000	42,000	3,255,546
Police	270,000	554,000	54,000	54,000	54,000	54,000	1,040,000
Police - Public Safety Townwide Communication	50,000						50,000
Fire	421,800	2,756,669	606,669	275,000	275,000	-	4,335,138
Bridgewater Middle School	377,000	355,000	3,000,000	200,000	470,000	-	4,402,000
Mitchell Elementary School	49,500	-	-	70,000	-	-	119,500
District Wide - % Bridgewater Varies Based on School Enrollment	120,545	256,686	-	-	-	-	377,231
High School - % Bridgewater Varies Based on School Enrollment	222,593	975,076	1,833,300	-	-	-	3,030,969
Williams Intermediate School	206,500	55,000	3,500,000	-	135,000	-	3,896,500
DPW Hwy	10,000	195,722	198,521	50,000	50,000	50,000	554,243
Roadways Construction and Maintenance (Roads/Drainage)	1,795,930	1,783,702	9,752,227	18,666,215	13,894,105	1,393,049	47,285,227
Library	-	307,842	-	-	-	-	307,842
P & R	157,500	665,000	1,468,000	-	-	-	2,290,500
Total Use Requirement	4,468,914	9,019,697	22,284,717	19,357,215	14,920,105	1,539,049	71,589,696

Debt Programs – Debt Financing Plan

Town of Bridgewater Capital Plan Items by Asset Group - Projected Debt Requirement FY 2026 - FY2031							
			Fiscal Year				
Asset Type	Project No.	Description	2027	2028	2029	2030	Grand Total
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
	422.27	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
	422.30	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			390,653	8,359,179	17,273,166	12,501,056
			390,653	8,359,179	17,273,166	12,501,056	38,524,054
			390,653	8,359,179	17,273,166	12,501,056	38,524,054

*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 Plan by Department

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 2026 - FY 2031					
Dept	Department	Project N	Description	Funding Co	2026	2027	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
			Vehicle - Gen Gov	CSF	45,000		45,000
General Gov. Total					45,000	180,000	225,000
Grand Total					45,000	180,000	225,000

Town of Bridgewater Capital Improvement Program FY2026-FY2031							
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		FY 2026 - FY 2031					
Balance to					Fiscal Year		
Dept	Department	Project N	Description	Funding	2026	2027	Grand Total
155	IT	155.32	Server Room Equipment Upgrade (Academy Building)	CSF	230,000		230,000
		155.45	Town Computer Upgrade	CSF	50,000		50,000
		155.47	Town Firewall Upgrade	CSF		50,000	50,000
		155.48	Town Network Switch Upgrade	CSF		60,000	60,000
		155.49	Town Computer Upgrade 3-5 year cycle	CSF		30,000	30,000
IT Total					280,000	140,000	420,000

Town of Bridgewater Capital Improvement Program

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Project Funded (Y/N)		FY 2026- FY 2031									
Balance					Fiscal Year						
Dept	Department	Project N	Description	Funding Co	2026	2027	2028	2029	2030	2031	Grand Total
192	Public Buildings & Property Maintenance	192.01	Town Lot Parking Central Square Parking - Reconstruction	AFS			100,000				100,000
		192.06	Public Parking Garage	AFS			1,000,000				1,000,000
		192.14	Downtown Paid Parking	AFS			600,000				600,000
		192.21	Roadways Building 151 High St Upgrade	CSF		300,000					300,000
		192.22	Senior Center Parking Lot Repair and Repave	CSF			100,000				100,000
		192.27	Library - Carpet/Flooring Replacement	CSF	25,000						25,000
		192.29	Library - Windows Updated quote -DOER \$75k grant	AFS	75,000						75,000
		192.29	Library - Windows Updated quote -DOER \$75k grant	CSF	40,000						40,000
		192.41	Police Station - Expanded Parking	CSF		250,000					250,000
		192.42	Police Station - Seal Exterior Station Building Block	CSF	50,000						50,000
		192.50	Electric Vehicle Charging Stations Phase III (Library)	OAF			30,000				30,000
		192.62	Historical Archive/Museum	CSF		175,000					175,000
		192.79	Town River Landing - Pavilion Project 80 Spring St	AFS	100,000						100,000
		192.81	Senior Center Flooring	CSF	28,600						28,600
		192.82	Library Archway Structural Review	CSF	30,000						30,000
		192.83	Library Interior Railing ADA Compliance	CSF	30,000						30,000
		192.84	Library Outside ADA Walkways Compliance	CSF	15,946						15,946
		192.85	Library Outside Column Replacements - 6 exterior columns	CSF	68,000						68,000
		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
		300.00	Old High School Purchase (11 of 12) 1-7@70,000 5@42,000	CSF						42,000	42,000
Public Buildings & Property Maintenance Total					462,546	795,000	1,872,000	42,000	42,000	42,000	3,255,546

Town of Bridgewater Capital Improvement Program

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Project Funded (Y/N)		FY 2026 - FY 2031									
Balance to					Fiscal Year						
Dept	Department	Project N	Description	Funding Co	2026	2027	2028	2029	2030	Grand Total	
210	Police	210.22	Replace 2 Police Vehides - 1 Specialty Vehicle	CSF	270,000					270,000	
		210.24	Replacement of Tasers Five Year Financing 5 of 5	CSF			54,000			54,000	
			Replacement of Tasers Five Year Financing 3 of 5	CSF				54,000		54,000	
			Replacement of Tasers Five Year Financing 4 of 5	CSF					54,000	54,000	
			Replacement of Tasers Five Year Financing 1 of 5	CSF		54,000				54,000	
		210.23	Replace RMS_CAD system Computer Aided Dispatch- R	CSF		500,000				500,000	
	Police Total				270,000	554,000	54,000	54,000	54,000	986,000	
	Public Buildings & Property Maintenance	210.25	Police/EMS - Town Radio Repeater/Interference	CSF	50,000					50,000	
Public Buildings & Property Maintenance Total					50,000	50,000					
220	Fire	220.32	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 (A1) 2026 F550 Five Year Lease 3 of 5	ARRA			95,000			95,000	
			Ambulance (A1) 2026 F550 Five Year Lease 4 of 5	ARRA				95,000		95,000	
			Ambulance (A1) 2026 F550 Five Year Lease 5 of 5	ARRA					95,000	95,000	
			Ambulance (A1) 2026 F550 Five Year Lease 2 of 5	ARRA		95,000				95,000	
		220.35	SUV/Comand Vehicle (Vin # 5780)	CSF		75,000				75,000	
		220.36	SUV/Comand Vehicle (Vin # 0048)	CSF			75,000			75,000	
		220.44	Tower - Aerial Ladder Truck 2 of 10(Financing/Leasing/A	CSF			-			-	
			Tower - Aerial Ladder Truck 3 of 10(Financing/Leasing/A	CSF				-		-	
			Tower - Aerial Ladder Truck 4 of 10(Financing/Leasing/A	CSF					-	-	
			Tower - Aerial Ladder Truck 1 of 10 (Financing/Leasing/I	CSF		2,150,000				2,150,000	
		220.45	Engine 3 Leasing 4/5	CSF		166,566				166,566	
			Engine 3 Leasing 5/5	CSF			166,566			166,566	
		220.50	Typhoon Pumper Truck 2026 3/5	CSF			180,000			180,000	
			Typhoon Pumper Truck 2026 4/5	CSF				180,000		180,000	
			Typhoon Pumper Truck 2026 5/5	CSF					180,000	180,000	
			Typhoon Pumper Truck 2026 2/5	CSF		180,000				180,000	
		220.52	Ambulance Supplies to outfit new Ambulance Equipme	ARRA	141,300					141,300	
		220.53	New Engine Hoses and equipment Needed for Engine 3	CSF	57,000					57,000	
		220.54	New Engine Hoses and equipment Needed for New Pui	AFS	113,400					113,400	
			New Engine Hoses and equipment Needed for New Pui	CSF	75,000					75,000	
		220.55	Turnout Gear Second Set	CSF	35,100					35,100	
	Fire Total				421,800	2,756,669	606,669	275,000	275,000	4,335,138	
Grand Total					741,800	3,310,669	660,669	329,000	329,000	5,371,138	

Town of Bridgewater Capital Improvement Program

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Project Funded	(Multiple Items)					FY 2026 - FY 2031						
Balance to						Fiscal Year						
Dept	Department	Project N	Description	Funding Co		2026	2027	2028	2029	2030	Grand Total	
300	Bridgewater Middle School	300.01	BMS Replace 2 Air Handling Units - Fall 2022	CSF			85,000				85,000	
		300.05	BMS Upgrade HVAC Controls	CSF					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	CSF			125,000				125,000	
		300.12	BMS Resurface 4 Tennis Courts and add 1 New* - Under review	MSBA						320,000	320,000	
		300.14	BMS FIRE PANEL UPGRADE - Under Review	CSF						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	
		300.90	BMS Riding Auto Scrubber	CSF		17,000					17,000	
		300.91	BMS Update key cards/access control system to door 12	CSF		10,000					10,000	
		300.92	BMS fencing around field along parking lot	CSF		20,000					20,000	
		300.93	BMS Reconstruct curbing and relocate crosswalk	CSF		20,000					20,000	
		300.94	BMS Install New building water filtration system	CSF		200,000					200,000	
		300.95	BMS Auditorium projector and screen	CSF		100,000					100,000	
		300.96	BMS Auto Scrubber	CSF		10,000					10,000	
	Bridgewater Middle School Total					377,000	355,000	3,000,000	200,000	470,000	4,402,000	
	Mitchell Elementary School	300.44	MES crack fill, seal coat and restripe all lots	CSF					70,000		70,000	
		300.80	MES Storage Unit (#4)	CSF		15,000					15,000	
		300.81	MES Replace Chrombooks in cart (30) x2	CSF		20,000					20,000	
		300.82	MES Commercial stand-on zero turn mower	CSF		14,500					14,500	
	Mitchell Elementary School Total					49,500			70,000		119,500	
	Williams Intermediate School	300.46	WIS Install Asphalt Rear of Building - Under Review	CSF						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	
		300.83	WIS Install Mini-split to Replace current floor model a/c	CSF		7,500					7,500	
		300.84	WIS Replace Chromebooks in cart (30) x2	CSF		20,000					20,000	
		300.85	WIS Rebuild 2 of 4 Boilers Chambers	CSF		80,000					80,000	
		300.86	WIS Lighting Controls / LED Lighting Upgrades	CSF		45,000					45,000	
		300.87	WIS Replace/Repair Intercom system	CSF		27,500					27,500	
		300.88	WIS Replace/Repair Entrance door hardware/Camera system	CSF		12,000					12,000	
		300.89	WIS Storage Unit (#4)	CSF		14,500					14,500	
	Williams Intermediate School Total					206,500	55,000	3,500,000		135,000	3,896,500	

		Town of Bridgewater Capital Improvement Program									
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Project Funded	(Multiple Items)		FY 2026 - FY 2031								
Balance to						Fiscal Year					
Dept	Department	Project N	Description	Funding Co		2026	2027	2028	2029	2030	Grand Total
	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 Replace Central office Staff Laptops	CSF		12,332					12,332
		300.64	DW Computers (40)	CSF			24,468				24,468
		300.10	DW Install mini split system replacmt window/units Central Of	CSF		49,328					49,328
		300.10	DW Design and upgrade the Central Office entrance way Centr	CSF		18,498					18,498
		300.10	DW Storage units (#5 #6) DW	CSF		28,980					28,980
		300.11	DW Fisher 2.5 Poly caster spreader - DW	CSF		5,241					5,241
		300.11	DW Security camera federation DW	CSF		6,166					6,166
	District Wide Total					120,545	256,686				377,231
	High School	300.24	HS New Parking by Stadium - Pending Study	CSF			61,110				61,110
		300.26	HS HVAC Terminal & Packaging Units	MSBA				1,833,300			1,833,300
		300.28	HS LED Lighting Upgrades	CSF			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	CSF			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
		300.10	DW Replace Movers (wrestling) High School	CSF		16,032					16,032
		300.10	DW Ventrac 4500 w/attachments - DW	CSF		52,411					52,411
		300.11	DW Replace Network Closet UPS - HS	CSF		24,664					24,664
		300.11	DW Replace data Center UPS - HS	CSF		12,332					12,332
		300.97	DW Storage Unit (3#1's #4 and #5) High School	CSF		33,913					33,913
		300.98	DW Replace remaining Sprinkler Heads High School	CSF		55,494					55,494
		300.99	DW Replace Carpet in Guidance Suite High School	CSF		27,747					27,747
	High School Total					222,593	975,076	1,833,300			3,030,969
300 Total						976,138	1,641,762	8,333,300	270,000	605,000	11,826,200

Town of Bridgewater Capital Improvement Program

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Project Funded		N		FY 2026 - FY 2031								
Dept	Department	Project N	Description	Funding	2026	2027	2028	2029	2030	2031	Grand Total	
420	DPW Hwy	420.09	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 5 of 5	CSF		48,601					48,601	
		420.14	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		50,000					50,000	
			No. 2 - 18 Six Wheeler - Lease Payment 2 of 5	CSF			50,000				50,000	
			No. 2 - 18 Six Wheeler - Lease Payment 3 of 5	CSF				50,000			50,000	
			No. 2 - 18 Six Wheeler - Lease Payment 4 of 5	CSF					50,000		50,000	
			No. 2 - 18 Six Wheeler - Lease Payment 5 of 5	CSF						50,000	50,000	
			420.21a	No. 2 - 18 Six Wheeler Used Plow and Sander Pur	CSF	10,000						10,000
DPW Hwy Total					10,000	195,722	98,521	50,000	50,000	50,000	454,243	
	Public Building	192.13	Shade Tree Management Program	CSF			100,000				100,000	
Public Buildings & Property Maintenance Total							100,000				100,000	
Grand Total					10,000	195,722	198,521	50,000	50,000	50,000	554,243	
Dept	Department	Project	Description	Funding	2026	2027	2028	2029	2030		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	
		422.30	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		1,393,049	1,393,049	1,393,049	1,393,049		5,572,195	
		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	
		422.35	Winter St Drainage - Roadway Construction	CH 90	1,595,930						1,595,930	
		422.00	Roadway Improvements	CSF	200,000						200,000	
Roadways Construction and Maintenance Total					1,795,930	2,597,402	12,149,540	20,811,779	15,953,568	53,308,218		

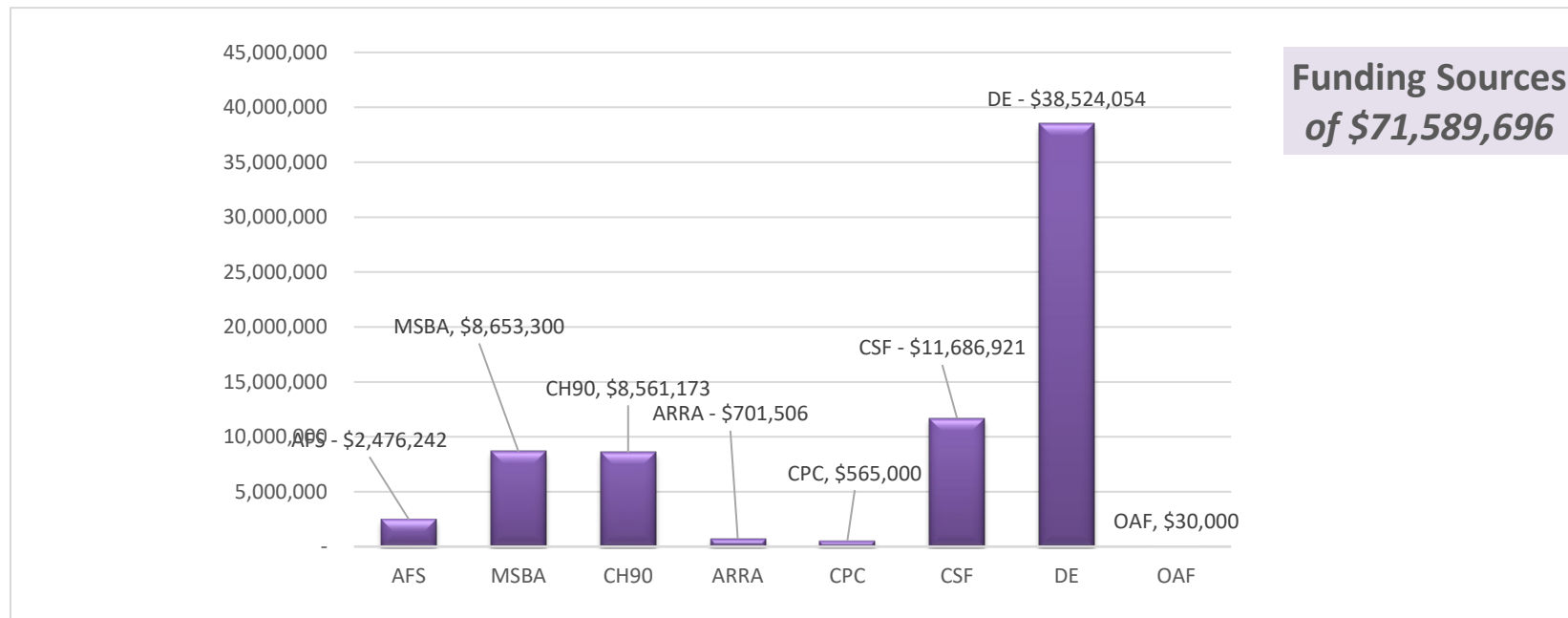
Town of Bridgewater Capital Improvement Program

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Project Funded (Y/N)		FY 2026 - FY 2031							
Balance to						Fiscal Year			
Dept	Department	Project N	Description	Funding Co	2026	2027	2028	Grand Total	
610	Library	610.07b	Town Records Management/Digitization-Phase 2	AFS		307,842		307,842	
	Library Total					307,842		307,842	
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			184,000	184,000	
		630.34	Carver's Pond Parking lot Paving	CSF			18,000	18,000	
		630.35	Scotland Park Field Vernon Parking lot Paving	CSF			265,000	265,000	
		630.36	Path from Cottage St Ramp to Snack Shack & Bldg Cement Pat	CSF			9,000	9,000	
		630.37	Siding for Hayes Building at Legion Fields	CSF	5,000			5,000	
		630.39	Path - Cement Paving Roadway to Tufts Building at Legion Fiel	CSF			83,000	83,000	
		630.40	Path - Cement Paving roadway to Girls Softball Field - 29,000 s	CSF			213,000	213,000	
		630.41	Marathon Park Playground Parking lot Paving	CSF			475,000	475,000	
		630.42	Cottage St Parking Lot Paving and Walkway path	CSF			136,000	136,000	
		630.43	Marthon Park Playground and Cottage St Playgrounds equipm	CSF	20,000			20,000	
		630.44	Wood Chips/Remove Handicap Ramp/Ramp Landscape	CSF	10,000			10,000	
		630.45	Legion Field Fencing - Safety Issues Needs replacing ASAP	CSF	63,000			63,000	
		630.46	Legion Field Fencing - Yellow Fence Pipe Protectors	CSF	10,000			10,000	
		630.47	Legion Field Public Restroom Doors/locks & Bldg siding replac	CSF	24,500			24,500	
		630.48	BMS Multi Functional Fields - Phase I Engineering	CPC	25,000			25,000	
		630.48	BMS Multi Functional Fields - Phase 2	CPC		500,000		500,000	
	P & R Total				157,500	665,000	1,468,000	2,290,500	
Grand Total					157,500	972,842	1,468,000	2,598,342	

Plan by Funding Source

Town of Bridgewater FY 2026 - 2031 Capital Improvement Program								
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Funding Code	Funding Source	2026	2027	2028	2029	2030	2031	Grand Total
AFS	Alternative Funding Source	288,400	487,842	1,700,000				2,476,242
ARRA	Ambulance Receipts Reserved	141,300	185,103	185,103	95,000	95,000		701,506
CH 90	Chapter 90	1,595,930	1,393,049	1,393,049	1,393,049	1,393,049	1,393,049	8,561,173
CPC	Community Preservation	25,000	540,000					565,000
CSF	Capital Stabilization Fund	2,418,284	6,023,050	2,284,087	596,000	611,000	146,000	12,078,421
DE	Debt Exclusion		390,653	8,359,179	17,273,166	12,501,056		38,524,054
MSBA	MSBA			8,333,300		320,000		8,653,300
OAF	Other Available Funds			30,000				30,000
Grand Total		4,468,914	9,019,697	22,284,717	19,357,215	14,920,105	1,539,049	71,589,696



Finance Team Comments

The key 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 years.