



Town Manager's Budget Message

FY 2021 General Fund Budget

May 19, 2020

The FY 2021 Balanced Budget is presented for your consideration.

Since March 16 the Town has met the challenges of remote work, split shifts, virus prevention, and heightened emergency response, all while continuing to provide vital community services. As is the case with almost all municipalities in the world, we now face the challenges of predicting the next twelve months and making decisions about how to pay for the services our residents need. What makes our task almost impossible this budget season is the lack of critical information. Some information may be forthcoming, such as the state's commitments of local aid and c. 70 and c. 71 education funding, and some will not be forthcoming, such as accurate local revenue estimates. Some non-traditional indicators used to predict local revenue (such as the unprecedented unemployment numbers in Bridgewater approaching 30%), and more intense scrutiny of traditional indicators (such as number of days required for collections of various revenue types) are informing our overall estimates. I am attempting to present a "balanced" budget which accounts for as much revenue as we can reasonably predict. While I refer to the budget as balanced because the Town Charter requires that I present a balanced budget, in the traditional sense of the word it is far from balanced. **During this ongoing health crisis, we are proposing to utilize upwards of \$1,560,000 from our savings to offset the severe revenue deficit we are projecting for FY2021.** This will deplete our savings by almost one-third and jeopardize our ability to fund capital expenses, but it is the only way to continue to provide critically necessary Town services and maintain our limited staffing. While this budget is far from the budget I planned to present, I will analyze

it through the lens of the new economic realities as well as the FY2021 Budget Policy Guidelines developed based upon the Council's FY2021 Budget Resolution.

Prior to the health crisis, this year's budget objectives were as follows:

1. Support and promote economic activity;
2. Fund current services in a sustainable way;
3. Incrementally increase funding in areas where there are sizable service gaps;
4. Preserve and improve the Town's infrastructure;
5. Meet our reserve objectives (1.25% of the FY 2020 Operating Budget).

The financial principles set forth in the Council's Budget Resolution established the framework for our overall fiscal plan and management of the Town of Bridgewater's resources and were designed to ensure the Town's sound financial condition, now and in the future. At the beginning of our budget formulation last November, our revenue projection practices purposefully aligned with these principles.

Now, however, the view of FY2021 is much murkier. We do not know what the future will bring, we have no template from which to calculate solid projections, and no data-driven science to provide any certainty about the health of our residents. Without these solid projections, our budgeting principles and budget objectives must change accordingly.

Our budget objectives are now:

1. Maintain current staff levels;
2. Reassign limited staff to address new exigencies;
3. Fund only necessary municipal functions;
4. Refocus on economic rebuilding;
5. Preserve the Town's infrastructure;
6. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

Revenue Projections:

For the FY 2021 budget, we were estimating each local revenue by revenue stream using a multi-year lookback view. National, state-wide, and local trends were analyzed in order to consider the many factors that play into the estimates we developed.

Now, however, our analysis has drastically changed. In short, our trend analysis is now set aside and we are using much less predictable and untested methods.

- As allowed by Prop 2 ½, a 2.5% increase in real property taxes was used. This is the maximum allowable without an operational general override. However, based upon the enormous unemployment numbers, and the likely increase in exemption and deferral applications, our property tax revenue increase may be overstated. Regardless, since it is a secure revenue stream, we have relatively high confidence that it will come in within a small margin of error.
- New growth is estimated at \$816,000 (or 1.7% of our tax base) based upon the Assessor's early analysis of building permits and local trends. \$111,000 of the New Growth is allocated to pay for the Elm Street Reconstruction project, leaving \$705,000 to offset the annual budget. New growth is calculated the Principal Assessor and is based upon the types and numbers of building permits and Planning Board approvals granted throughout the previous year. Again, these are relatively stable, quantifiable figures which are generated from our online permit program, financial accounting program, and professional staff analyses. We have several large-scale projects which have helped to contribute to New Growth. Again, since this revenue stream is relatively secure, we have high confidence in this number.
- Only 90% of the Governor's "Cherry Sheet" estimates for state aid as provided by the Department of Revenue is incorporated. At this writing, the only numbers that the state's cities and towns have been provided relative to Unrestricted State Aid predate the health crisis. Originally, the Governor's promised revenue was 2.5% over the previous fiscal year. However, both the Department of Revenue and our local State Representative have warned us not to use the Governor's pre-crisis numbers. But without any guidance on what the number could be, we are estimating local aid to **decrease** by 10% from FY 2020 levels. Given the lack of information, we have low confidence in our state aid estimate.

- Local receipt estimates used to be based upon the same assumptions used in our General Fund “Five-Year Forecast,” and reflect a detailed analysis of prior years’ actual receipts. However, since the crisis, we have adjusted our local receipts to all but eliminate lodging tax revenue and meals tax revenue. In addition, we have pared back building related permit revenue by 35% and, most importantly, reduced motor vehicle excise tax by 20%. Given direct impact of these revenues to the overall economy, and the unique nature of the economic downturn, we have moderate to low confidence in these estimates.
- The use of Ambulance Reserves for General Fund was increased to \$1,857,100. This is based on our Five-Year Forecast and our conservative projected reserves for the Ambulance Fund. Since these revenues are not dependent upon the economy, we have moderate to high confidence in these revenues.
- For the first time in my tenure with Bridgewater, we are using our savings to support the General Fund budget. **The amount we are estimating to add to the revenue calculations from Stabilization is \$1,559,402.**

With these projections in mind, we are not calculating any revenue surplus. Obviously the only way to guarantee a revenue surplus would be by taking even more from our savings. That makes no sense. But the Council and residents should be cognizant of the fact that budgeted surpluses result in free cash. Free cash is the most significant source of capital funds. Without significant free cash, we will be unable to support many planned capital purchases or improvements.

The revenue determination process supports the following budget objectives:

- a. Stabilize Town government during an unprecedented public health and fiscal crisis;
- b. Fund only basic current services in a minimal way;
- c. Provide no increase funding to areas where there are sizable service gaps;
- d. Prioritize preservation of assets over capital improvements;
- e. Retain as many employees as possible pursuant to our stated objectives during normal economic downturns.

With these constantly fluctuating revenue estimates, we have developed a tentative, realistic list of proposed expenditures.

Broad FY 2021 Budgetary Overview

1. **General Government:** The proposed budget makes no significant changes to the general government function. For almost all our bargaining units, FY2021 is the last year of three-year contracts. All budgets reflect contractually agreed upon increases.
2. **Public Safety:** The resources allocated this year support our current staffing levels, educational initiatives, and the management and personnel structural changes made in the Police and Fire Departments last year.
3. **Education:**
 - The B/R Regional District tuition has been increased based upon commitments made last fall and pursuant to our revenue sharing plan. Although we do not have the normal revenues to support the increase, we believe the District must play a critical role in bringing children's lives back to some degree of normalcy. Our current plan calls for increasing the District's FY 2021 assessment by 2.9% over FY2020 base (not the base plus FY2020's capital contribution). This would provide the District an increase of over \$836,586. The District will also be benefiting from its proportionate share of our Stabilization Fund, or approximately \$764,107 (49% of \$1,559,402).
 - Out-of-district vocational students are estimated to decrease by one student at the Norfolk Agricultural School. This will **decrease** the Norfolk assessment by \$19,761 from FY 2020. (We do not know exactly what our Norfolk expense will be until after October when enrollments are determined. We base the decrease on applications received by Norfolk in March).
 - All other vocational school assessments, including Bristol-Plymouth, will **increase** by a total of \$291,157 (or 19%). The increase is driven by additional student counts at both Bristol-Plymouth Regional Technical School and the Bristol Agricultural School.

4. **Roadways Department:** The budget reflects the status quo and continues to fund open positions which were not filled in FY2020. One tree position was defunded in favor of reallocating the funds to contract labor. This allows the Department to begin to address the backlog of tree work without hiring an additional position. The inability to increase staffing is particularly difficult because of the already understaffed nature of the Department. Since 2013 we have added staff that we are sure will be sustainable. This crisis tests that strategy. The decision to not budget for free cash also places the Department in a difficult position relative to future capital equipment purchases. Such purchases will have to be deferred to a future year.

5. **Employee Benefits:** A total increase of just over 6% is anticipated for the coming year. This includes the Retirement Assessment, Medical, Life, Workers Compensation, MGL c. 111F, and FMLA obligations. We anticipate that our medical benefits will be increasing due to the likelihood that more employees will be participating in our plans as employee spouses are laid off or terminated from their jobs.

FY 2021 Budget Work Programs by Department

The FY 2021 budget reflects the notion that the world has changed, and the way we must operate will change with it. The budget seeks to improve our technology to assure our ability to provide more and better services from any location. The budget also reflects a decision to make every effort to retain currently employed staff, and not lay off or furlough. It also reflects the decision to shift the functions of many of our employees, either in the short term to help with the work to overcome this crisis, or long-term acknowledging that many traditional employee functions will be forever altered.

The following outlines the highlights and changes to the budget for each department:

1. **Town Council:** The budget reflects no change in the role or function of the Department. The Departmental budget supports the following budget objectives:
 - a. Maintain current staff levels;
 - b. Fund only necessary municipal functions;

- c. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way;

- 2. **Town Manager:** The budget reflects no change in the role of the Department, but acknowledges that the Town Manager's office will be tasked with multiple additional functions throughout FY2021 relating to the impacts of the pandemic crisis. The Departmental budget supports the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Refocus on economic rebuilding;
- e. Preserve the Town's infrastructure;
- f. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Support and promote economic activity;
- b. Fund current services in a sustainable way;
- c. Preserve and improve the Town's infrastructure;

- 3. **Finance Committee:** The budget reflects no change in the role or function of the Department. The Departmental budget supports the following budget objectives:

- a. Maintain current staff levels;
- b. Fund only necessary municipal functions;
- c. Preserve the Town's infrastructure;
- d. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way;

4. **Reserve Fund:** The budget does not reflect any changes. The Departmental budget supports the following budget objectives:
- a. Fund only necessary municipal functions;
 - b. Preserve the Town's infrastructure;
 - c. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- d. Fund current services in a sustainable way;
 - e. Preserve and improve the Town's infrastructure;
5. **Finance Departments:** Accounting/Assessing/Treasury & Collecting - The budget is reduced by the amount of the salary for unfilled positions. The impact will be additional burdens on the Finance Director and the Finance team to do the financial planning work for the Town's business units, including Ambulance, Water Supply, Water Treatment, Golf, and others. The changes in this Departmental budget support the following budget objectives:
- a. Maintain current staff levels;
 - b. Reassign limited staff to address new exigencies;
 - c. Fund only necessary municipal functions;
 - d. Refocus on economic rebuilding;
 - e. Preserve the Town's infrastructure;
 - f. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way;
 - b. Preserve and improve the Town's infrastructure;
6. **Law:** The budget reflects no change in the role or function of the Department. The Departmental budget supports the following budget objectives:
- a. Maintain current staff levels;
 - b. Reassign limited staff to address new exigencies;

- c. Fund only necessary municipal functions;
- d. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way;

7. **Information Technology:** The salary budget increases due to the mid-year hiring of a critically needed, educated, and qualified Systems Administrator. The budget also reflects an acknowledgement that IT will carry an enormous responsibility throughout the fiscal year to improve the Town's ability to work remotely and provide more adaptability throughout the IT function. The changes in this Departmental budget support the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Refocus on economic rebuilding;
- e. Preserve the Town's infrastructure;
- f. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Support and promote economic activity;
- b. Fund current services in a sustainable way;
- c. Incrementally increase funding in areas where there are sizable service gaps;
- d. Preserve and improve the Town's infrastructure.

8. **Town Clerk:** The budget reflects no change in the role or function of the Department.

The Departmental budget support the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Limit the reliance on the Town's Stabilization Fund Account to the extent

possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way;

9. **Parking:** There is no change to this budget. The Departmental budget supports the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Support and promote economic activity;
- b. Fund current services in a sustainable way.

10. **Community and Economic Development:** The CED Department budget is inclusive of the Planning, Zoning, Conservation, and CED. The budget reflects no change in the role or function of the Department. Additional monies have been added to the Professional and Technical budget line to cover contractual obligations for the economic development program and building software contracts. The Departmental budget supports the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Refocus on economic rebuilding;
- e. Preserve the Town's infrastructure;
- f. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Support and promote economic activity;
- b. Fund current services in a sustainable way;

- c. Preserve and improve the Town's infrastructure.

11. **Town Buildings:** The budget reflects the temporary defunding of the unfilled Facilities Director and Building Maintenance positions. The Town will continue to pay a stipend for stop-gap services to ensure basic maintenance and repair of Town buildings. The Departmental budget supports the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Preserve the Town's infrastructure;
- e. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way;
- b. Preserve and improve the Town's infrastructure.

12. **Police:** The budget reflects no change in the role or function of the Department. The Departmental budget supports the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way.

13. **Fire:** The budget reflects no change in the role or function of the Department. The Departmental budget support the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;

- d. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way;

14. **Inspectional Services:** The budget reflects no change in the role or function of the Department. The Departmental budget supports the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Refocus on economic rebuilding;
- e. Preserve the Town's infrastructure;
- f. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Support and promote economic activity;
- b. Fund current services in a sustainable way.

15. **Animal Control:** The budget reflects no change in the role or function of the Department. The Departmental budget supports the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way.

16. **School Assessments:** Education is the Town's single largest expense.

- o *Bridgewater-Raynham Regional School District:* By far, the largest assessment goes to the Bridgewater-Raynham Regional School District. The B-R budget

consumes more than half our total revenues. Based on our adoption of best management practices five years ago, we have been able to provide much more predictability to our Regional School District by calculating our revenues early and establishing a revenue-sharing model which shares revenue increases proportionally with the District. This year, however, since we do not know what our state aid amounts will be, and the District does not know what its c.70 state allocation will be, our true ability to fund the District at current or additional levels is unknown. Under the circumstances, we are making every effort to maintain the increases the Town committed to during its joint meetings with the District last autumn. To that end, we have budgeted an increase of over 2.9% to the FY2020 budgeted assessment. This increase, which comes on the heels of a 3.50% increase in FY2020, should ensure that the District can provide some degree of certainty to its students, teachers, and staff in FY2021. Our discussions with the Superintendent and Raynham's representatives are ongoing, so any financial information, including possible federal or CARES Act funding which might affect our budgeted assessment amounts, will be quickly translated into proposed budget amendments to the FY2021 budget.

It is worth noting here that the quality of education Bridgewater provides is very directly related to the long-term economic recovery and success of the Town. Especially in our current atmosphere of unprecedented joblessness, quality education becomes critically important to prospective employers. An educated workforce is also important to businesses looking to open offices and facilities in our Town.

- *Other Regional Schools:* The second largest assessment is the Bristol-Plymouth Technical School, which is based upon the enrollment as of October 1st, 2020. Based upon projections, though, both Bristol-Plymouth and Bristol Agricultural Schools will see significant increases in Bridgewater students for which we need to account in our budget. Norfolk Agricultural School estimated assessments, which will not be finalized until after the fiscal year has begun, appears to be slightly less due to a reduction of one student. Although the

schools do constantly improve and change work programs from year to year, from the Town's perspective, there is no major change anticipated to the FY 2021 work program.

The Departmental budgets support the following budget objectives:

- a. Maintain current staff levels;
- b. Fund only necessary municipal functions;
- c. Preserve the Town's infrastructure;
- d. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way.

17. **Engineering:** The budget reflects no change in the role or function of the Department.

The Departmental budget supports the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Refocus on economic rebuilding;
- e. Preserve the Town's infrastructure;
- f. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Support and promote economic activity;
- b. Fund current services in a sustainable way;
- c. Preserve and improve the Town's infrastructure.

18. **Roadways:** Money previously budgeted for a forestry foreman is now being moved to the expense line item in order to pay for additional tree work. Otherwise, the budget reflects no change in the role or function of the Department. The changes to this Departmental budget support the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Refocus on economic rebuilding;
- e. Preserve the Town's infrastructure;
- f. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Support and promote economic activity;
- b. Fund current services in a sustainable way;
- c. Preserve and improve the Town's infrastructure.

19. **Snow and Ice:** There is no increase in the budgeted amount for this department. This is the only "department" which is legally permitted to deficit spend. We estimate that FY 2020's deficit will be \$225,115. It is important to note that these deficits must be accounted for on the annual recapitulation. The budget reflects no change in the role or function of the Department. The Departmental budget supports the following budget objectives:

- a. Fund only necessary municipal functions;
- b. Preserve the Town's infrastructure;
- c. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way;
- b. Preserve and improve the Town's infrastructure.

20. **Street Lighting:** The budget reflects no change in the role or function of the Department. The Departmental budget supports the following budget objectives:

- a. Fund only necessary municipal functions;
- b. Refocus on economic rebuilding;

- c. Preserve the Town's infrastructure;
- d. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way;
- b. Preserve and improve the Town's infrastructure.

21. **Health Department:** The budget reflects no change in the role or function of the Department. The Departmental budget supports the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way.

22. **Elder Services:** This Department's role in a post-crisis Bridgewater is being carefully scrutinized. The mission and the environment in which the Department does its work will likely see significant change, at least for the next few years. While the mission and focus of the work may change and become more imperative in FY2021, we do not anticipate significant changes to the number of hours required to accomplish the new goals. The Departmental budget supports the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Refocus on economic rebuilding;
- e. Preserve the Town's infrastructure;
- f. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way.

23. **Veterans Services:** The budget reflects no change in the role or function of the Department. The Departmental budget supports the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way.

24. **Library:** Similar to the Elder Services Department, the Library's role in a post-crisis Bridgewater is being carefully scrutinized. The mission and the environment in which the Department does its work will likely see significant change, at least for the next few years. While the mission and focus of the work may change and become more imperative in FY2021, we do not anticipate significant changes to the number of hours required to accomplish the new goals. The only caveat is that the Library must increase its open hours to continue certification under the rules of the state's Board of Library Commissioners. Currently scheduled to be open 48 hours per week, the Library will be "open" for 52 hours per week in FY2021. The budget accommodates this requirement and maintains other materials spending requirements which are prerequisites to the state's library grant program. The changes in this Departmental budget support the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Refocus on economic rebuilding;
- e. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Support and promote economic activity;
- b. Fund current services in a sustainable way;
- c. Preserve and improve the Town's infrastructure.

25. **Recreation:** The salary budget reflects the supplemental budget addition of the Parks Steward after the adoption of the FY2020 budget. Otherwise, the budget reflects no change in the role or function of the Department. The Departmental budget supports the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Refocus on economic rebuilding;
- e. Preserve the Town's infrastructure;
- f. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way;
- b. Incrementally increase funding in areas where there are sizable service gaps;
- c. Preserve and improve the Town's infrastructure.

26. **Debt Service:** The debt budget decreased. Most of the reduction comes from the retiring of "debt-excluded" debt.

27. **State/County Assessments:** The budget decreased by a nominal amount.

28. **Employee Benefits:** A total increase of just over 6% is anticipated for the coming year. This includes Retirement Assessment, Medical, Life, Workers Compensation, MGL c. 111F, and FMLA obligations. Our medical benefit increase is budgeted to anticipate an increase in the number of participants on our plans. The changes in this Departmental budget support the following budget objectives:

- a. Maintain current staff levels;

- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way.

29. **Insurance:** The competitive insurance rates increase by 13.5%. The changes in this Departmental budget support the following budget objectives:

- a. Maintain current staff levels;
- b. Reassign limited staff to address new exigencies;
- c. Fund only necessary municipal functions;
- d. Refocus on economic rebuilding;
- e. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Fund current services in a sustainable way.

30. **Gas and Oil:** The budget reflects no change in the role or function of the Department.

The Departmental budget supports the following budget objectives:

- a. Fund only necessary municipal functions;
- b. Preserve the Town's infrastructure;
- c. Limit the reliance on the Town's Stabilization Fund Account to the extent possible.

The budget supports these pre-crisis Council budget objectives:

- a. Support and promote economic activity;
- b. Fund current services in a sustainable way;
- c. Preserve and improve the Town's infrastructure.

The creation of any budget is a collective effort which falls heavily on our staff. Specifically, the Assistant Town Manager, the Finance Director, Department Heads, and the Finance team.

This budget has been a particularly challenging task due to the dearth of revenue information, lack of historical precedents, and the very short time period in which to make reasonable decisions about next year's service capacity. Publicly, I would like to extend my thanks to all our dedicated team members for their hard work throughout the past seven months, and particularly during the past seven weeks, to get us to a reasonable projection for FY2021. Their dedication and commitment to Bridgewater is unsurpassed.

I look forward to reviewing the budget proposals before the Council's Budget and Finance Committee, Finance Committee, and the Town Council at the public hearing to be held at a regularly scheduled Town Council meeting.

Respectfully submitted,

Michael Dutton, Town Manager

Bridgewater Town Council

In Town Council, Tuesday May 19, 2020

Council Order: O-FY21-001

Introduced By: Town Manager
Date Introduced: May 19, 2020
First Reading: May 19, 2020
Second Reading:
Amendments Adopted:
Third Reading:
Date Adopted:
Date Effective:

Order O-FY21-001

FY2021 ANNUAL TOWN BUDGET

Ordered that to provide for the payment of certain expenses of the Town for the fiscal year ending June 30, 2021;

The town will raise and appropriate and vote into tax, to be assessed per law and/or appropriate and transfer from the following available funds:

• Ambulance Receipts Reserved the amount of	\$1,857,100
• Title V the amount of	\$110,793
• Enterprise Funds the amount of	\$621,750
• Conservation Receipts Reserved the amount of	\$32,000
• Energy Funds the amount of	\$100,000
• Consultant Fees the amount of	\$40,000
• Elm Street DIF	\$84,229
• First Street Betterment	\$14,583
• Stabilization Fund	\$1,559,402
Other Financing Source Total	\$4,419,857

For the operation of the Town and further that such appropriation in the sum of **\$60,056,281** be for personal services, general expenses, principal and interest, for such purposes, each department and group being considered a separate appropriation as shown below:

Town of Bridgewater
Town Manager's FY2021 General Fund Operating Budget

DEPT#	DEPART DESCRIPTION	Group	GROUP DESCRIPTION	FY2021 Town Mgr Budget
111	TOWN COUNCIL	1.0	SALARIES/WAGES/BENEFITS	48,067
		2.0	EXPENSE	10,000
111 Total				58,067
123	TOWN MANAGER	1.0	SALARIES/WAGES/BENEFITS	394,386
		2.0	EXPENSE	42,325
123 Total				436,711
131	FINANCE COMMITTEE	1.0	SALARIES/WAGES/BENEFITS	2,000
		2.0	EXPENSE	900
131 Total				2,900
132	RESERVE FUND	2.0	EXPENSE	60,000
132 Total				60,000
135	FINANCE - ACCOUNTANT	1.0	SALARIES/WAGES/BENEFITS	348,799
		2.0	EXPENSE	64,100
135 Total				412,899
141	FINANCE - ASSESSORS	1.0	SALARIES/WAGES/BENEFITS	163,145
		2.0	EXPENSE	113,060
141 Total				276,205
145	FINANCE - TREASURER	1.0	SALARIES/WAGES/BENEFITS	376,263
		2.0	EXPENSE	45,872
145 Total				422,135
151	LAW - LEGAL	1.0	SALARIES/WAGES/BENEFITS	67,239
		2.0	EXPENSE	14,550
151 Total				81,789
155	INFORMATION TECHNOLOGY	1.0	SALARIES/WAGES/BENEFITS	191,578
		2.0	EXPENSE	315,115
155 Total				506,693
161	TOWN CLERK	1.0	SALARIES/WAGES/BENEFITS	198,887
		2.0	EXPENSE	60,362
161 Total				259,249
166	PARKING	1.0	SALARIES/WAGES/BENEFITS	15,375
		2.0	EXPENSE	750
166 Total				16,125
182	COMMUNITY ECON DEVELP	1.0	SALARIES/WAGES/BENEFITS	329,389
		2.0	EXPENSE	68,287
182 Total				397,676
192	TOWN BUILDINGS	1.0	SALARIES/WAGES/BENEFITS	30,610
		2.0	EXPENSE	281,000
192 Total				311,610
210	POLICE	1.0	SALARIES/WAGES/BENEFITS	5,766,171
		2.0	EXPENSE	240,826
210 Total				6,006,997
220	FIRE	1.0	SALARIES/WAGES/BENEFITS	5,892,671
		2.0	EXPENSE	346,138
220 Total				6,238,809

Town of Bridgewater
Town Manager's FY2021 General Fund Operating Budget

DEPT#	DEPART DESCRIPTION	Group	GROUP DESCRIPTION	FY2021 Town Mgr Budget
240	INSPECTIONAL SERVICES	1.0	SALARIES/WAGES/BENEFITS	440,431
		2.0	EXPENSE	17,800
240 Total				458,231
292	ANIMAL CONTROL	1.0	SALARIES/WAGES/BENEFITS	50,548
		2.0	EXPENSE	2,000
292 Total				52,548
300	B/R RGNL DISTRICT	2.0	EXPENSE	29,485,055
	B/R SCHOOL DEBT	7.1	DE: DEBT SERVICE	1,750,907
300 Total				31,235,962
301	BRISTOL AGI TUITION	2.0	EXPENSE	145,476
301 Total				145,476
302	BRISTOL PLYMOUTH TUITION	2.0	EXPENSE	1,588,444
302 Total				1,588,444
303	NORFOLK CNTY AGI TRANS	2.0	EXPENSE	33,511
	NORFOLK CNTY AGI	2.0	EXPENSE	47,268
303 Total				80,779
410	TOWN ENGINEER	1.0	SALARIES/WAGES/BENEFITS	103,393
		2.0	EXPENSE	52,000
410 Total				155,393
420	HIGHWAY DEPARTMENT	1.0	SALARIES/WAGES/BENEFITS	874,302
		2.0	EXPENSE	469,375
420 Total				1,343,677
421	SNOW AND ICE	1.0	SALARIES/WAGES/BENEFITS	41,000
		2.0	EXPENSE	41,100
421 Total				82,100
424	STREET LIGHTING	2.0	EXPENSE	175,818
424 Total				175,818
510	HEALTH	1.0	SALARIES/WAGES/BENEFITS	145,473
		2.0	EXPENSE	18,434
510 Total				163,907
541	COUNCIL ON AGING	1.0	SALARIES/WAGES/BENEFITS	199,343
		2.0	EXPENSE	2,900
541 Total				202,243
543	VETERANS SERVICES	1.0	SALARIES/WAGES/BENEFITS	31,476
		2.0	EXPENSE	123,589
543 Total				155,065
610	LIBRARY	1.0	SALARIES/WAGES/BENEFITS	479,627
		2.0	EXPENSE	154,500
610 Total				634,127
630	RECREATION	1.0	SALARIES/WAGES/BENEFITS	98,627
630 Total				98,627
710	DEBT PRINCIPAL	7.0	DEBT SERVICE	80,000
		7.1	DE: DEBT SERVICE	185,000
		7.2	TTLV: DEBT SERVICE	110,542

Town of Bridgewater
Town Manager's FY2021 General Fund Operating Budget

DEPT#	DEPART DESCRIPTION	Group	GROUP DESCRIPTION	FY2021 Town Mgr Budget
710 Total				375,542
751	INTERST ON LT DEBT	7.0	DEBT SERVICE	6,668
		7.1	DE: DEBT SERVICE	95,050
		7.3	DIF: DEBT SERVICE	84,229
751 Total				185,947
752	INTERST ON ST DEBT	7.4	BTRMT: DEBT SERVICE	14,583
752 Total				14,583
820	STATE/COUNTY ASSESMENTS	2.0	EXPENSE	339,866
820 Total				339,866
830	COUNTY ASSESSMENTS	2.0	EXPENSE	61,022
830 Total				61,022
911	RETIREMENT	1.0	SALARIES/WAGES/BENEFITS	3,395,815
911 Total				3,395,815
912	WORKERS COMP	1.0	SALARIES/WAGES/BENEFITS	160,235
912 Total				160,235
913	UNEMPLOYMENT	1.0	SALARIES/WAGES/BENEFITS	5,000
913 Total				5,000
914	HEALTH/LIFE/MEDICARE	1.0	SALARIES/WAGES/BENEFITS	3,476,039
914 Total				3,476,039
919	OTHER BENEFITS	1.0	SALARIES/WAGES/BENEFITS	5,760
		2.0	EXPENSE	28,000
919 Total				33,760
945	LIABILITY INSURANCE	2.0	EXPENSE	211,598
945 Total				211,598
950	GAS & OIL	2.0	EXPENSE	137,500
950 Total				137,500
Grand Total				60,457,169
			Adjust for State/County Charges	(400,888)
			Total Appropriation	60,056,281



Bridgewater Town Council

In Town Council, Tuesday, May 19, 2020

Council Order: O-FY21-002

Introduced By: Town Manager
 Date Introduced: May 19, 2020
 First Reading: May 19, 2020
 Second Reading:
 Amendments Adopted:
 Third Reading:
 Date Adopted:
 Date Effective:

Order O-FY21-002

BUDGET ORDER - FY21 WATER ENTERPRISE FUND BUDGET

ORDERED, that the Town Council vote to appropriate **\$3,578,559** from the Water Enterprise receipts to defray Water direct costs, and that **\$275,525** as appropriated under Order O-FY21-001 be used for Water indirect costs, all to fund the total costs of operations of the Water Enterprise as follows:

SALARIES/WAGES/BENEFITS	\$	1,378,071.00
OPERATING EXPENSES	\$	1,009,506.00
DEBT SERVICES	\$	910,457.00
TRANSFER TO TRUST FUNDS OPEB	\$	5,000.00
APPROPRIATED for DIRECT COSTS	\$	3,303,034.00
TRANSFER TO GF	\$	20,852.00
INDIRECT COSTS - GENERAL FUND	\$	254,673.00
TOTAL COST - WATER EF	\$	3,578,559.00

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•



Bridgewater Town Council

In Town Council, Tuesday, May 19, 2020

Council Order: O-FY21-003

Introduced By: Town Manager
 Date Introduced: May 19, 2020
 First Reading: May 19, 2020
 Second Reading:
 Amendments Adopted:
 Third Reading:
 Date Adopted:
 Date Effective:

Order O-FY21-003

BUDGET ORDER - FY21 SEWER ENTERPRISE FUND BUDGET

ORDERED, that the Town Council assembled vote to appropriate **\$2,250,991.00** from the Sewer Enterprise receipts to defray Sewer direct costs, and that **\$169,706.00** as appropriated under Order O-FY21-001 be used for Sewer indirect costs, all to fund the total costs of operations of the Sewer Enterprise as follows:

SALARIES/WAGES/BENEFITS	\$	1,021,339.00
OPERATING EXPENSES	\$	545,146.00
DEBT SERVICES	\$	509,800.00
TRANSFER TO TRUST FUNDS OPEB	\$	5,000.00
APPROPRIATED for DIRECT COSTS	\$	2,081,285.00
TRANSFER TO GF	\$	20,852.00
INDIRECT COSTS - GENERAL FUND	\$	148,854.00
TOTAL COST - SEWER EF	\$	2,250,991.00

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
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Bridgewater Town Council

In Town Council, Tuesday, May 19, 2020

Council Order: O-FY21-004

Introduced By: Town Manager
 Date Introduced: May 19, 2020
 First Reading: May 19, 2020
 Second Reading:
 Amendments Adopted:
 Third Reading:
 Date Adopted:
 Date Effective:

Order O-FY21-004

BUDGET ORDER - FY21 TRANSFER STATION ENTERPRISE FUND BUDGET

ORDERED, that the Town Council assembled vote to appropriate **\$346,119.00** from Transfer Station Enterprise receipts to defray Transfer Station direct costs, and that **\$34,744.00** as appropriated under Order O-FY21-001 be used for Transfer Station indirect costs, all to fund the total costs of operations of the Transfer Station Enterprise as follows:

SALARIES/WAGES/BENEFITS	\$ 96,072.00
OPERATING EXPENSES	\$ 215,303.00
APPROPRIATED for DIRECT COSTS	\$ 311,375.00
INDIRECT COSTS - GENERAL FUND	\$ 34,744.00
TOTAL COST - TRANSFER STATION EF	\$ 346,119.00

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
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Bridgewater Town Council

In Town Council, Tuesday, May 19, 2020

Council Order: O-FY21-005

Introduced By: Town Manager
 Date Introduced: May 19, 2020
 First Reading: May 19, 2020
 Second Reading:
 Amendments Adopted:
 Third Reading:
 Date Adopted:
 Date Effective:

Order O-FY21-005

BUDGET ORDER - FY21 OSLGC ENTERPRISE FUND BUDGET

ORDERED, that the Town Council assembled vote to appropriate **\$1,502,835.00** from OSLGC Enterprise receipts to defray OSLGC direct costs, and that **\$141,776.00** as appropriated under Order #O-FY21-001 be used for OSLGC indirect costs, all to fund the total costs of operations of the OSLGC Enterprise as follows:

SALARIES/WAGES/BENEFITS	\$	836,663.00
OTHER EXPENSES/CAPITAL OUTLAY	\$	448,793.00
DEBT SERVICES	\$	75,603.00
TRANSFER TO TRUST FUND STABILIZATION	\$	00
APPROPRIATED for DIRECT COSTS	\$	1,361,059.00
INDIRECT COSTS - GENERAL FUND	\$	141,776.00
TOTAL COST - OSLGC EF	\$	1,502,835.00

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
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Bridgewater Town Council

In Town Council, Tuesday, May 19, 2020

Council Order: O-FY21-006

Introduced By: Town Manager
 Date Introduced: May 19, 2020
 First Reading: May 19, 2020
 Second Reading:
 Amendments Adopted:
 Third Reading:
 Date Adopted:
 Date Effective:

Order O-FY21-006

AUTHORIZATION OF REVOLVING FUNDS

ORDERED, that the Town Council vote to establish revolving funds for certain Town Departments under the provisions of G.L. c.44, §53E ½ for the fiscal year beginning July 1, 2020, with specific receipts credited to each fund, the purposes for which each fund may be spent, and the maximum amount that may be spent from each fund for FY2021 as follows:

Spending Authority	Fund	Receipts	Expenditures	FY2021 Spending Limit
Town Clerk	Street Listing	Sale of street lists; sale of bylaws/zoning bylaws; sale of subdivision rules; sale of zoning maps	Printing and other costs with publications/books sold to public	\$ 5,000
Recreation Director	Recreation	Fees associated with recreation programs	Salaries/ benefits of full-time staff, part-time and seasonal staff, recreation programs, facility expenses and other expenses related to programs	\$ 150,000
Council on Aging	COA Revolving	Fees and Rentals	Fees and Rentals from COA Facility	\$ 5,000

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
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Bridgewater Town Council

In Town Council, Tuesday, May 19, 2020

Council Order: O-FY21-007

Introduced By: Town Manager
Date Introduced: May 19, 2020
First Reading: May 19, 2020
Second Reading:
Amendments Adopted:
Third Reading:
Date Adopted:
Date Effective:

Order O-FY21-007

CPA RESERVE ACCOUNTS - FY21

ORDERED, 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 from the *Community Preservation Fund* FY2021 estimated annual revenues the sum of **\$33,402.50** to meet the administrative expenses, and all other necessary and proper expenses of the Community Preservation Committee for Fiscal Year 2021;

And further,

To reserve for future appropriation from the *Community Preservation Fund* FY2021 estimated annual revenues the sum of **\$102,712.50** for the acquisition, creation and preservation of open space; **\$102,712.50** for acquisition, preservation, restoration and rehabilitation of historic resources; and **\$102,712.50** for the acquisition, creation, preservation and support of community housing;

And further,

To appropriate **\$366,600** for the payment of debt related to the Academy Building renovation from FY2021 estimated revenues;

And further,

To appropriate **\$38,860** for the payment of debt related to the Keith Homestead purchase from FY2021 estimated revenues;

Committee Referrals and Dispositions:

Referral(s)	Disposition(s)
•	•