

Proposed Capital Improvement Program



2021 - 2026

Town of Bridgewater, Massachusetts

CAPITAL IMPROVEMENT PROGRAM

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Michael Dutton
Town Manager

March 19, 2021

To: Town Council

It is my pleasure to submit herewith the Proposed FY2022- 2026 Capital Improvement Plan, the first year of which constitutes the remaining requested FY2021 Capital Budget. As per the Town Charter, Town Council reviews the Proposed Capital Improvement Program and adopts it, then appropriates funds for each recommended capital project as funding becomes available. The carefully planned acquisition of capital associated with the annual budget appropriation is an important component of the Town's capital plan.

The ability of the Town to fund capital projects rests largely on the shoulders of our "free cash." Very basically, free cash is the amount of funds remaining after the Town expends the fiscal year budget. It represents the difference between general fund revenue and general fund expenses. In future years, the CIP will be incorporated in its entirety as a Section of the annual Operating Budget document. While the physical document continues to be improved, the focus again in FY2022 is on the financing of the projects themselves, as the Town seeks to fund more projects using available funds and other funding mechanisms.

CIP Funding

The process of preparing the CIP and the FY2022 Capital Budget has remained essentially the same as in the past. However, the Free Cash Policy has provided a recurring funding source for many capital projects. The 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 guidelines:

1. Meet Stabilization Fund Balance Goals
2. Meet Retirement Separation Benefit Objectives
3. Fund Projects in the Capital Improvement Program
4. Meet One Time/Unforeseen Expenditures & Emergency Appropriation Objectives
5. Meet Current Special Use Objectives: OPEB Funding

Under these guidelines, one appropriate use of free cash is to fund the Capital Stabilization Fund and thus capital projects. The financing of small capital projects or equipment through incurring of debt is not considered a best practice for a community our size. Bond rating agencies prefer to see Towns use a pay-as-you-go approach for smaller capital projects. The one-time nature of the funding source makes it an excellent match for one-time capital expenditures. If for some reason sufficient reserves do not exist for a given year, the Town may choose other funding mechanisms, or delay the project, without causing an immediate impact to the operating budget and related services.

The FY 2022 Capital Plan - Free Cash Context

The Free Cash Policy represents the Town’s agreed upon and principled approach to how this unpredictable or a nonrecurring 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 FY2020, Free Cash was certified at \$2.2 million. Of the total Free Cash, \$400k was used to fund the Capital Stabilization Fund and an additional \$600k will be transferred into this fund later this year bringing the Balance in the Fund to approximately \$1.8 million. The FY2022 Capital Budget will require the use of \$4.2 million. As a backdrop to this year’s plan the following schedule shows the use of the Free Cash certified on July 1, 2020.

FY 2021 Adonted Free Cash Order		
Free Cash Certification as of 7/1/2020		2,205,366 100.00%
FY2021	Stabilization Fund	- 1,560,000 -71%
FY2021	Capital Stabilization	-400,000 -18
FY2021	Other Onetime/Unforeseen	
FY2021	Employee Liability	-145,366 -6.5
FY2021	OPEB	-100,000 -4.5%
Available Free Cash		0 0%

The FY 2021-22 Capital Program - Stabilization Fund Context

The Town currently maintains a Stabilization Fund, as such, the Town will endeavor to maintain a Stabilization Fund large enough to buffer the General Fund from the impact of two to five years of reduced state aid, declining local receipts, and/or a decline in new growth. As demonstrated in FY2021 and throughout the COVID-19 pandemic, the importance of keeping the Town’s Stabilization Fund well-funded cannot be overstated. As of March 2021, the balance in the Town’s Stabilization Fund is \$6 million.

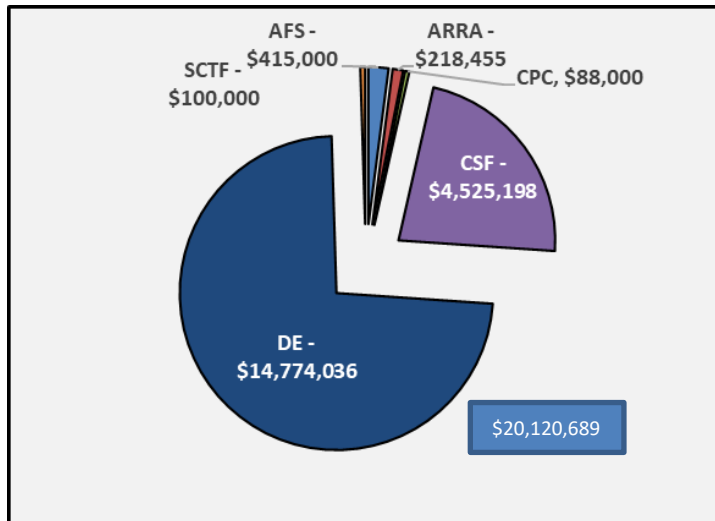
Bridgewater’s financial policy provides for reserves of between 5% and 10% of the Town’s operating budget. Currently the Town’s stabilization reserves are just slightly below 10% of the operating budget. As the operating budget continues to grow at a rate of 3+% annually the relative level of reserves will decline without additional and consistent contributions. The planned annual contribution therefore will be an amount which will maintain a fund reserve balance equal to 10% of our operating budget.

FY2022 Proposed Capital Budget

In terms of the FY2021-22 Proposed Capital budget, the tables on the following page represents the capital projects for the General Fund being brought forward for approval by the Town Council.

The proposed FY2021-22 Capital Budget totals \$18.6 million. Fully funding the plan would require bonding \$13.6 through a debt exclusion **which would** impact the tax rate. The remaining \$5 million would be funded by Other Available Funds, Alternative Funding Sources, Ambulance Receipts, Capital Stabilization Fund, CPC, DIF, Senior Center Trust Fund, and our Prison Mitigation Fund, resulting in no additional tax impact.

FY2021-22 Capital Funding Sources



Proposed Capital Plan Budget Items for 2021-2022

Department	2021 - 2022
IT	248,000
Town Clerk	23,600
Public Buildings & Property Maintenance	2,780,000
Police	662,747
Fire	1,140,146
Bridgewater Middle School	960,000
District Wide - 60%	55,252
High School - 60%	912,120
Williams Intermediate School	450,000
DPW Hwy	276,508
Roadways Construction and Maintenance	12,406,316
P & R	206,000
	20,120,689

It should be clearly noted that projects listed in the Capital Improvement Plan for years other than FY2021-22 will not be authorized at this time. Projects in these “out years” serve mainly as a guide for future planning and are subject to further review before incorporation into a future capital budget. Both the Capital Improvement Plan (CIP) and the Capital Budget are developed annually in accordance with Section 6 of the Bridgewater Home Rule Charter. One of the long-term goals of the Town Manager has been to move toward funding small capital items with available funds, such as Free Cash, and avoid the expense associated with incurring debt for smaller capital items. FY2022 is the third year that such an approach is being considered.

Part of this CIP document contains the Finance Team’s evaluation and recommendation of the proposed capital projects. The report is a reference for citizens reviewing the CIP and provides additional detail regarding how projects are prioritized. Interested readers are strongly encouraged to review the report.

Closing Comments

In closing, it is obvious that the Town continues to make tremendous strides in identifying capital needs throughout Town and improving its capital improvement planning. The attached Capital Improvement Plan and FY2021-2022 Budget continues 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 Plan also recognizes the Town’s responsibility to limit such undertakings to a sustainable level that will preserve the fiscal integrity of the Town.

I wish to extend my sincere thanks to the Finance Team, Department Heads and staff for their assistance in the preparation of this document. I also extend a word of thanks to our new Facilities Director who has been able to quickly assess all the Town’s physical assets and develop input into this plan.

Respectfully submitted,

Michael Dutton

INTRODUCTION

In a continuing effort to provide clear documents to our citizens, the Town has endeavored to provide a straight forward 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 (Plan)?

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 six-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 \$25,000 in (aggregate) value currently to qualify for inclusion in the *Town of Bridgewater's Capital Improvement Plan*.

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

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

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

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 Budget is a multi-year budget designed to expend monies 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 free cash.

Notwithstanding the differences between the two, the Operating and Capital Budgets are closely interwoven inasmuch as operating costs related to capital projects need to be estimated and provided for in the Operating Budget. Many capital projects, such as the Library Renovation/Expansion Project or new Senior Center, have an impact on the operating costs of those facilities once opened. Town practice is to attempt to project the net effect a capital project will have on the operating budget. Maintenance and repair costs may be lower in a new facility, but it may cost more to 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 as well as the Town's fiscal forecasting models. The necessity to incur some degree of debt in order to finance the Capital Improvement Program carries with it the burden to effectively manage 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 more time for the study of 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 a CIP for a municipality seeking to borrow funds. In fact, the seven-year capital plan 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 Aa 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 accrue 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 FY2022-2026 Capital Improvement Program and its associated FY2021-2022 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-seven-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 frame in which they typically occur are described below. The process is also graphically illustrated in the Capital Projects Flow Chart following this introduction.

- *Late Summer*—Following the adoption of the Town Budget Departments are provided with their previously submitted six-year requests for review, update and the addition of the next sixth year. 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 scheduling 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 six-seven-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, public safety, and the effect of deferral. Projects not approved for funding are typically deferred into the next budget year.
- *March*—The Proposed Capital Budget is presented to the Town Council for consideration.

Throughout the ensuing fiscal year, Town staff monitors all the approved projects and the following fall the Finance Team reconvenes to update the CIP all over again.

IX. Why must the CIP be continually updated?

The CIP must be reviewed annually by Town departments and others to ensure its effectiveness as a flexible, mid-range strategic plan that links the annual budget with our multi-year financial forecasts and the more static long-range Master Plan of Development. Each year, Town Council reviews the capital projects recommended by the Finance Team and the Town Manger through the CIP development process and approves a Capital Budget. Unfunded projects and those slated for subsequent years in the plan are acknowledged on a planning basis only and do not receive ultimate expenditure authority until they are incorporated into a Capital Budget and approved by 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

DEVELOPMENT PROJECTS

Departments
Submit Project
Requests



Town Manager &
Finance Team Develops
the CIP




REVIEW & APPROVAL

Town Council Approves




IMPLEMENTATION

Funded by
Current Tax
Revenues




Funded by
Borrowing



Funded by
Capital
Stabilization

Funded by
Other
Sources

PROJECTS



OVERVIEW – SOURCES & USES

Town of Bridgewater FY 2021 - 22 Capital Improvement Program								
AFS= Alternative Funding Source - DE= Debt Exclusion - OAF= Other Available Funds - CSF= Capital Stabilization Fund - CPC=Community Preservation Fund - DIF= District Improvement Financing - SCTF = Senior Center Trust Fund - PMF= Prison Mitigation Fund - ARRA= Ambulance Receipts								
Project Funded (Y/N)	N	FY 2021 - FY 2026						
Funding Code	Funding Source	2021	2022	2023	2024	2025	2026	Grand Total
<input checked="" type="checkbox"/> AFS	Alternative Funding Source		415,000			7,666,701	5,580,000	13,661,701
<input checked="" type="checkbox"/> ARRA	Ambulance Receipts Reserved	82,818	135,636	205,635	137,818	140,000	140,000	841,908
<input checked="" type="checkbox"/> CPC	Community Preservation	88,000		175,000				263,000
<input checked="" type="checkbox"/> CSF	Capital Stabilization Fund	1,293,559	3,231,639	1,154,996	901,663	356,000	502,000	7,439,858
	Other Available Funds			27,114				27,114
<input checked="" type="checkbox"/> DE	Debt Exclusion		14,774,036	16,294,160	302,360	7,298,360	90,000	38,758,916
<input checked="" type="checkbox"/> SCTF	Senior Center Trust Fund		100,000					100,000
Grand Total		1,464,378	18,656,311	17,856,905	1,341,842	15,461,061	6,312,000	61,092,497

OVERVIEW – SOURCES & USES

Town of Bridgewater FY 2021 - 22 Capital Improvement Program								
AFS= Alternative Funding Source - DE= Debt Exclusion - OAF= Other Available Funds - CSF= Capital Stabilization Fund - CPC=Community Preservation Fund - DIF= District Improvement Financing - SCTF = Senior Center Trust Fund - PMF= Prision Mitigation Fund - ARRA= Ambulance Receipts								
Project Funded (Y/N)		N	FY 2020 - FY 2026					
Dept	Department	2021	2022	2023	2024	2025	2026	Grand Total
155	IT		248,000	60,000	30,000	43,000	175,000	556,000
161	Town Clerk		23,600					23,600
192	Public Buildings & Property Maintenance	270,000	2,510,000	15,847,114		1,244,000	1,000,000	20,871,114
210	Police	51,344	611,404	266,404	267,807			1,196,959
220	Fire	132,818	1,007,328	493,127	472,310	290,000	337,000	2,732,583
300	Bridgewater Middle School	45,000	915,000	405,000		3,060,000		4,425,000
	District Wide - 60%	34,252	21,000	33,000	15,000		27,000	130,252
	High School - 60%	528,000	384,120	374,160	140,760	36,360	1,179,000	2,642,400
	Williams Intermediate School	230,000	220,000		275,000	300,000	3,500,000	4,525,000
420	DPW Hwy	46,964	229,544	378,101	140,964	94,000	94,000	983,572
422	Roadways Construction and Maintenance		12,406,316			10,393,701		22,800,017
630	P & R	126,000	80,000					206,000
Grand Total		1,464,378	18,656,311	17,856,905	1,341,842	15,461,061	6,312,000	61,092,497

OVERVIEW – SOURCES & USES CASH PROJECTS

Town of Bridgewater FY 2021-22 Capital Improvement Program								
Project Funded (Y/N)	N	FY 2020 - FY 2026						
Funding Code	Funding Source	2021	2022	2023	2024	2025	2026	Grand Total
AFS	Alternative Funding Source		415,000			7,666,701	5,580,000	13,661,701
ARRA	Ambulance Receipts Reserved	82,818	135,636	205,635	137,818	140,000	140,000	841,908
CPC	Community Preservation	88,000		175,000				263,000
CSF	Capital Stabilization Fund	1,293,559	3,231,639	1,154,996	901,663	356,000	502,000	7,439,858
	Other Available Funds			27,114				27,114
SCTF	Senior Center Trust Fund		100,000					100,000
Grand Total		1,464,378	3,882,275	1,562,745	1,039,482	8,162,701	6,222,000	22,333,581

Town of Bridgewater FY 2021-22 Capital Improvement Program								
Funding Code	(Multiple Items)	FY 2020 - FY 2026						
Balance to Appropriate	Fiscal Year Appropriated / Projected							
Dept	Department	2021	2022	2023	2024	2025	2026	Grand Total
155	IT		248,000	60,000	30,000	43,000	175,000	556,000
161	Town Clerk		23,600					23,600
192	Public Buildings & Property Maintenance	270,000	1,515,000	297,114		1,049,000	1,000,000	4,131,114
210	Police	51,344	611,404	266,404	267,807			1,196,959
220	Fire	132,818	1,007,328	493,127	472,310	290,000	337,000	2,732,583
300	Bridgewater Middle School	45,000	35,000	35,000		3,060,000		3,175,000
	District Wide - 60%	34,252	21,000	33,000	15,000		27,000	130,252
	High School - 60%	528,000	41,400		113,400	9,000	1,089,000	1,780,800
	Williams Intermediate School	230,000	70,000				3,500,000	3,800,000
420	DPW Hwy	46,964	229,544	378,101	140,964	94,000	94,000	983,572
422	Roadways Construction and Maintenance					3,617,701		3,617,701
630	P & R	126,000	80,000					206,000
Grand Total		1,464,378	3,882,275	1,562,745	1,039,482	8,162,701	6,222,000	22,333,581

OVERVIEW – CASH PROJECTS – CASH FLOW

Town of Bridgewater FY 2021- 2026 CIP (Capital Improvement Program)							
Financing Plan - Cash Projects							
Funding Source / Uses	2021	2022	2023	2024	2025	2026	Grand Total
Sources							
Beginning Balance	1,143,683	480,124	(513,515)	42,375	378,711	1,260,711	2,792,090
Contributing Sources							
CSF - Direct Funding: McElwain School/Prision Mitigati	630,000	238,000	238,000	238,000	238,000	238,000	1,820,000
GF - Cash Contributions: Annual Free Cash Allocation	0	2,000,000	1,500,000	1,000,000	1,000,000	1,000,000	6,500,000
AFS - Alterantive Funding Sources	0	415,000	0	0	7,666,701	6,300,000	14,381,701
ARRA - Abbulance Receipts Reserved for Appropriation	82,818	135,636	205,635	137,818	140,000	140,000	841,908
CPC - Community Preservation Commission	88,000	0	175,000	0	0	0	263,000
SCTF - Senior Center Trust Fund	0	100,000	0	0	0	0	100,000
Total Contributing Sources	1,944,502	3,368,760	1,605,120	1,418,193	9,423,412	8,938,711	26,698,699
Committed Uses							
IT		248,000	60,000	30,000	43,000	175,000	556,000
Town Clerk		23,600					23,600
Public Buildings & Property Maintenance	270,000	1,515,000	297,114		1,049,000	1,000,000	4,131,114
Police	51,344	611,404	266,404	267,807			1,196,959
Fire	132,818	1,007,328	493,127	472,310	290,000	337,000	2,732,583
Bridgewater Middle School	45,000	35,000	35,000		3,060,000		3,175,000
District Wide - 60%	34,252	21,000	33,000	15,000		27,000	130,252
High School - 60%	528,000	41,400		113,400	9,000	1,089,000	1,780,800
Williams Intermediate School	230,000	70,000				3,500,000	3,800,000
DPW Hwy	46,964	229,544	378,101	140,964	94,000	94,000	983,572
Roadways Construction and Maintenance					3,617,701		3,617,701
P & R	126,000	80,000					206,000
Total Committed Uses	1,464,378	3,882,275	1,562,745	1,039,482	8,162,701	6,222,000	22,333,581
Ending Balance	480,124	(513,515)	42,375	378,711	1,260,711	2,716,711	4,365,118

**OVERVIEW – DEBT PROGRAMS – DEBT
FINANCING PLAN**

Town of Bridgewater FY 2021- 2026 CIP (Capital Improvement Program)							
Financing Plan - Debt Projects							
Funding Source / Uses	2021	2022	2023	2024	2025	2026	Grand Total
Sources							
Beginning Balance		0	0	0	0	0	0
Contributing Sources							
GF - Debt Exclusion: Projected Debt Exclusion	0	1,551,985	2,990,019	2,945,802	3,646,803	3,566,731	14,701,339
Total Contributing Sources	0	1,551,985	2,990,019	2,945,802	3,646,803	3,566,731	14,701,339
Committed Uses							
Town - Estimated Debt Service - FY 22 CIP	0	1,414,140	1,379,017	1,343,893	1,308,770	1,273,646	6,719,467
Town - Estimated Debt Service - FY 23 CIP	0	0	1,406,167	1,374,800	1,343,433	1,312,067	5,436,467
Town - Estimated Debt Service - FY 24 CIP	0	0	0	0	0	0	0
Town - Estimated Debt Service - FY 25 CIP	0	0	0	0	743,573	724,984	1,468,557
Town - Estimated Debt Service - FY 26 CIP	0	0	0	0	0	0	0
Total	0	1,414,140	2,785,184	2,718,693	3,395,777	3,310,697	13,624,491
School District - Estimated Debt Service FY 22 CIP	0	137,845	134,527	131,210	127,892	124,575	656,050
School District - Estimated Debt Service FY 23 CIP	0	0	70,308	68,686	67,064	65,443	271,501
School District - Estimated Debt Service FY 24 CIP	0	0	0	27,212	26,608	26,003	79,823
School District - Estimated Debt Service FY 25 CIP	0	0	0	0	29,462	30,413	59,875
School District - Estimated Debt Service FY 26 CIP	0	0	0	0	0	9,600	9,600
Total	0	137,845	204,835	227,108	251,027	256,034	1,076,848
Total Committed Uses	0	1,551,985	2,990,019	2,945,802	3,646,803	3,566,731	14,701,339
Ending Balance	0	0	0	0	0	0	0

OVERVIEW – DEBT PROJECTS – DEBT PROJECTIONS / IMPACT ON TAX RATE

Town of Bridgewater Levy Limit Projection	FY 2021 Actual		FY 2022 Projected		FY 2023 Projected		FY 2024 Projected		FY 2025 Projected		FY 2026 Projected	
Property Taxes												
Prior Levy Limit	44,339,285		46,306,480		48,763,062		50,432,139		52,142,942		53,896,516	
Amended New Growth	3,561		0		0		0		0		0	
2.5% Increase	1,108,571		1,157,662		1,219,077		1,260,803		1,303,574		1,347,413	
New Growth	855,063		1,298,920		450,000		450,000		450,000		450,000	
Total Levy Limit		46,306,480		48,763,062		50,432,139		52,142,942		53,896,516		55,693,929
Debt Exclusion:												
Town Current Excludable Debt	280,050		270,800		263,400		256,000		248,600		243,050	
Adj. Excludable Debt - Premium Amort.	(6,568)		(5,417)		0		0		0		0	
Town CIP Excludable Debt	0		1,414,140		2,785,184		2,718,693		3,395,777		3,310,697	
B/R Regional Current Excludable Debt	1,750,907		4,493,944		4,425,240		4,320,739		4,034,259		3,905,885	
BRRSD CIP Excludable Debt	0		137,845		204,835		227,108		251,027		256,034	
Total Debt Exclusion		2,024,389		6,311,313		7,678,658		7,522,541		7,929,662		7,715,666
Excess Capacity:		(8,692)		(15,000)		(15,000)		(15,000)		(15,000)		(15,000)
Total Property Taxes		48,322,177		55,059,375		58,095,797		59,650,483		61,811,178		63,394,595
Town of Bridgewater Capital Plan Costs - Debt Service	FY 2021 Actual		FY 2022 Projected		FY 2023 Projected		FY 2024 Projected		FY 2025 Projected		FY 2026 Projected	
Tax Rate/Total Levy	14.48	48,322,177	16.50	55,059,375	17.41	58,095,797	17.87	59,650,483	18.52	61,811,178	19.00	63,394,595
Supports Capital Costs - (Debt Service)	0.61	2,024,389	1.89	6,311,313	2.30	7,678,658	2.25	7,522,541	2.38	7,929,662	2.31	7,715,666
Supports Operational Costs	13.87	46,297,788	14.61	48,748,062	15.11	50,417,139	15.62	52,127,942	16.15	53,881,516	16.68	55,678,929
Average Home Assessed Value		413,161		413,161		413,161		413,161		413,161		413,161
Supports Capital Costs - (Debt Service)		251		781		951		931		982		955
Supports Operational Costs		5,732		6,035		6,242		6,454		6,671		6,893
Average Tax Bill		5,983		6,817		7,193		7,385		7,653		7,849
Town of Bridgewater Capital Plan Costs - Debt Service - Currant and Proposed Debt	FY 2021 Actual		FY 2022 Projected		FY 2023 Projected		FY 2024 Projected		FY 2025 Projected		FY 2026 Projected	
Town Current Excludable Debt	14%	34	4%	33	3%	33	3%	32	3%	31	3%	30
Town CIP Proposed Excludable Debt	0%	0	22%	175	36%	345	36%	337	43%	420	43%	410
B/R Regional Current Excludable Debt	86%	217	71%	556	58%	548	57%	535	51%	499	51%	484
BRRSD CIP Proposed Excludable Debt	0%	0	2%	17	3%	25	3%	28	3%	31	3%	32
Total	100%	251	100%	781	100%	951	100%	931	100%	982	100%	955

Detail Capital Plan – Dept. & Year

Town of Bridgewater FY 2021 - 22 Capital Improvement Program										
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Project Funded	N	FY 2020 - FY 2026								
Balance to Appropriate						Fiscal Year Appropriated / Projected				
Dept	Department	Project No.	Description	Funding Code	2022	2023	2024	2025	2026	Grand Total
155	IT	155.13	HVAC Upgrades	CSF	46,500					46,500
		155.22	PeopleGIS: Software for Town GIS	CSF	19,500					19,500
		155.24	Replace Laptops and Monitors - Phase 1	CSF			30,000			30,000
		155.25	Replace Laptops and Monitors - Phase 2	CSF				25,000		25,000
		155.26	Replacement of Public Safety Workstations (PD)	CSF		30,000				30,000
		155.27	Replacement of Virtual Server (PD)	CSF		30,000				30,000
		155.28	PD Cruiser Computers Replacement	CSF	20,000					20,000
		155.29	Ambulance Computers Replacement	CSF	8,500					8,500
		155.30	iPads Upgrade for Community Resource Departments	CSF					40,000	40,000
		155.31	WiFi Network Update & Extension	CSF				18,000		18,000
		155.32	Server Room Equipment Upgrade (Academy Building)	CSF					135,000	135,000
		155.33	Memorial Building Renovation - Technology Improvements	CSF	75,000					75,000
		155.34	Cyber Security Training Modules	CSF	3,500					3,500
		155.35	Software Integration and Implimentation - TCM / HR / P.O.	CSF	75,000					75,000
IT Total					248,000	60,000	30,000	43,000	175,000	556,000
Grand Total					248,000	60,000	30,000	43,000	175,000	556,000

Detail Capital Plan – Dept. & Year

Town of Bridgewater FY 2021 - 22 Capital Improvement Program							
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Project Funded	N	FY 2020 - FY 2026					
Balance to Appropriate						Fiscal Year Appropriated / Projecte	
Dept	Department	Project No.	Description	Funding Code	2022	Grand Total	
161	Town Clerk	161.05	New Precinct Voting Equipment	CSF	23,600	23,600	
Town Clerk Total					23,600	23,600	
Grand Total					23,600	23,600	

Detail Capital Plan – Dept. & Year

Town of Bridgewater FY 2021 - 22 Capital Improvement Program										
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Project Funded		FY 2020 - FY 2026								
Balance to Appropriate						Fiscal Year Appropriated / Projected				
Dept	Department	Project No.	Description	Funding Code	2021	2022	2023	2025	2026	Grand Total
192	Public Buildings & Property Maintenance	192.01	Town Lot Parking Central Square Parking - Reconstruction	AFS				100,000		100,000
		192.02	Academy Building Parking Expansion	DE			400,000			400,000
		192.06	Public Parking Garage	AFS					1,000,000	1,000,000
		192.09	Memorial Building - Rehab CPC	CSF		200,000				200,000
		192.10	Stiles & Hart Parkland Initiative Phase II	CPC			175,000			175,000
		192.13	Shade Tree Management Program	CSF		100,000				100,000
		192.14	Downtown Paid Parking	AFS				600,000		600,000
		192.16	Taking of Mobil Station 46 Summer Street	AFS		415,000				415,000
		192.19	80 Spring Street Paving & Parking Project	CSF		50,000				50,000
		192.20	Academy Building - Door Access	CSF	40,000					40,000
		192.21	Roadways Building - Upgrade	DE			150,000			150,000
		192.22	Senior Center Parking Lot Repair and Repave	DE		75,000				75,000
		192.23	Senior Center - Interior Improvements	SCTF		100,000				100,000
		192.24	Senior Center - Roof Replacement	DE		100,000				100,000
		192.25	Library - Roof Replacement	DE		100,000				100,000
		192.26	Library - Parking Lot Repairs and Repave	CSF		50,000				50,000
		192.27	Library - Carpet Replacement	CSF	30,000					30,000
		192.28	Library - Interior Painting & Furniture	CSF	24,000					24,000
		192.29	Library - Windows	DE		50,000				50,000
		192.31	Library - Door Access System	CSF	66,000					66,000
		192.32	Library - Camera System Upgrade	CSF	65,000					65,000
		192.33	Academy Building - Generator	CSF	10,000					10,000
		192.34	LAZ Parking Program	AFS				349,000		349,000
		192.37	Police Station - Replace Rooftop AC Unit	DE		125,000				125,000
		192.40	Police Station - Replace Rubber Roofing	DE		500,000				500,000
		192.41	Police Station - Expanded Parking	DE				195,000		195,000
		192.42	Police Station - Seal Exterior Station Building Block	DE		45,000				45,000
		192.43	Police Station - Reconstruct Interior - 2nd Interview Room	CSF			95,000			95,000
		192.44	Fire Station - HVAC Upgrades - Station 2	CSF	35,000					35,000
		192.46	Fire Station - New Station 1 Preliminary Design	CSF		600,000				600,000
		192.47	Fire Station - New Station 1 Construction	DE			15,000,000			15,000,000
		192.50	Electric Vehicle Charging Stations Phase II	CSF			27,114			27,114
Public Buildings & Property Maintenance Total					270,000	2,510,000	15,847,114	1,244,000	1,000,000	20,871,114
Grand Total					270,000	2,510,000	15,847,114	1,244,000	1,000,000	20,871,114

Detail Capital Plan – Dept. & Year

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Project Funded	N	FY 2020 - FY 2026										
Balance to Appropriate					Fiscal Year Appropriate / Projected							
Dept	Department	Project No.	Description	Funding Code	2021	2022	2023	2024	2025	2026	Grand Total	
210	Police	210.07	Replace Repeater Coverage to South & West Parts of Town	CSF		125,000					125,000	
		210.09	Replace Fire Arms Simulator - 1 of 5	CSF	51,344						51,344	
			Replace Fire Arms Simulator - 2 of 5	CSF		41,404					41,404	
			Replace Fire Arms Simulator - 3 of 5	CSF			41,404				41,404	
			Replace Fire Arms Simulator - 4 of 5	CSF				41,404			41,404	
			Replace Fire Arms Simulator - 5 of 5	CSF				41,404			41,404	
		210.10	Replace Three Police Vehicles (14WD)	CSF		225,000					225,000	
		210.11	Replace Firearms	CSF		95,000					95,000	
		210.14	Replace Three Police Vehicles (14WD)	CSF			225,000				225,000	
		210.15	Replace All Issued Tasers	CSF		125,000					125,000	
210.18	Replace 2 Police Vehicles - 1 Specialty Vehicle	CSF					185,000			185,000		
Police Total					51,344	611,404	266,404	267,807			1,196,959	
220	Fire	220.10	Ambulance (A5) Five Year Lease 4 of 5	ARRA		67,818					67,818	
			Ambulance (A5) Five Year Lease 5 of 5	ARRA			67,817				67,817	
		220.11	Ambulance (A3) Five Year Lease 2 of 5	ARRA	67,818							67,818
			Ambulance (A3) Five Year Lease 3 of 5	ARRA		67,818						67,818
			Ambulance (A3) Five Year Lease 4 of 5	ARRA			67,818					67,818
			Ambulance (A3) Five Year Lease 5 of 5	ARRA				67,818				67,818
		220.12	Fire Engine (E2) Lease 3 of 5	CSF		137,492						137,492
			Fire Engine (E2) Lease 4 of 5	CSF			137,492					137,492
			Fire Engine (E2) Lease 5 of 5	CSF				137,492				137,492
		220.14	Diesel Utility Side-by-Side: ATV	CSF		25,000						25,000
		220.15	Radio Equipment Upgrades: Vehicle Mounted & Portable	CSF		150,000	150,000	150,000	150,000	150,000	150,000	750,000
		220.19	Watchroom Dispatch Console (Headquarters)	CSF		200,000						200,000
		220.22	SUV/Command Vehicle (VIN 4092)	CSF		47,000						47,000
		220.23	Special Ops Vehicle (Conversion of A3 when Rotated Out of Service)	CSF	50,000							50,000
		220.24	Turnout Gear Second Set	CSF		190,000						190,000
		220.25	Tech Rescue Tractor & Equipment	CSF		50,000						50,000
		220.27	Ambulance Laptops: 6	ARRA	15,000							15,000
		220.29	SUV/Command Vehicle (VIN 4567)	CSF		47,000						47,000
		220.30	ATV & UTV Trailers (2)	CSF		25,200						25,200
		220.32	Ambulance (A1) Five Year Lease 1 of 5	ARRA				70,000				70,000
Ambulance (A1) Five Year Lease 2 of 5	ARRA						70,000			70,000		
Ambulance (A1) Five Year Lease 3 of 5	ARRA							70,000		70,000		
Ambulance (A1) Five Year Lease 4 of 5	ARRA								70,000	70,000		
220.33	SUV/Command Vehicle (Vin # 7071)	CSF				47,000				47,000		
220.34	Ambulance (A2) Five Year Lease 1 of 5	ARRA					70,000			70,000		
	Ambulance (A2) Five Year Lease 2 of 5	ARRA						70,000		70,000		
220.35	SUV/Comand Vehicle (Vin # 5780)	CSF							47,000	47,000		
Fire Total					132,818	1,007,328	493,127	472,310	290,000	337,000	2,732,583	
Grand Total					184,162	1,618,732	759,531	740,118	290,000	337,000	3,929,542	

Detail Capital Plan – Dept. & Year

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Project Funded		FY 2020 - FY 2026											
Balance to Appropriate		Fiscal Year Appropriated / Projected											
Dept	Department	Project No.	Description	Funding Code	2021	2022	2023	2024	2025	2026	Grand Total		
300	Bridgewater Middle School	300.01	BMS Replace 2 Air Handling Units - Fall 2022	CSF	45,000						45,000		
		300.02	BMS Replace Asphalt Pavements and restripe - Front	DE		250,000						250,000	
		300.03	BMS Crack fill, seal coat, restripe asphalt-Back	CSF			35,000					35,000	
		300.04	BMS Replace Steamer	CSF		20,000						20,000	
		300.06	BMS ADA Improvements and Repairs Walks	CSF		15,000						15,000	
		300.07	BMS LED Lighting Upgrade	DE				200,000				200,000	
		300.08	BMS Replace All Windows MSBA	AFS						3,000,000		3,000,000	
		300.09	BMS Replace Existing Generator - 1960	DE				125,000				125,000	
		300.10	BMS Replace Selected Interior/Exterior Doors	DE		25,000						25,000	
		300.11	BMS Replace Shades	CSF						60,000		60,000	
		300.12	BMS Resurface 4 Tennis Courts and add 1 New*	DE		320,000						320,000	
		300.13	BMS Seating/Lighting Auditorium	DE		220,000						220,000	
		300.15	BMS Upgrade Elevator Conveying System	DE		65,000						65,000	
		300.16	BMS Upgrade Generator Electrical	DE				45,000				45,000	
		Bridgewater Middle School Total					45,000	915,000	405,000	15,000	3,060,000		4,425,000
		District Wide - 60%		300.17	DW 60% 4x4 Plow Truck	CSF		21,000					21,000
				300.18	DW 60% 4x4 Plow truck Dump	CSF			33,000				33,000
		300.19	DW 60% 4x4 Plow Truck with Utility Body	CSF	27,600						27,600		
		300.21	DW 60% 4x4 Plow truck with Utility Body	CSF						27,000	27,000		
		300.23	DW 60% Paint Exterior Grounds shop	CSF				15,000			15,000		
		300.56	DW 60 % 3-D Printer	CSF	6,652						6,652		
District Wide - 60% Total					34,252	21,000	33,000	15,000		27,000	130,252		
High School - 60%		300.24	HS 60% New Parking by Stadium - Pending Study	CSF		36,000					36,000		
		300.25	HS 60% Crack Fill, Sealcoat, Reline Asphalt	CSF				113,400			113,400		
		300.26	HS 60% HVAC Terminal & Packaging Units	AFS						1,080,000	1,080,000		
		300.27	HS 60% Install Tennis Courts	CSF	150,000						150,000		
		300.28	HS 60% LED Lighting Upgrades	DE						90,000	90,000		
		300.29	HS 60% Replace Boiler No. 1	DE		27,360					27,360		
		300.30	HS 60% Replace Boiler No. 2	DE					27,360		27,360		
		300.31	HS 60% Replace Boiler No. 3	DE		27,360					27,360		
		300.32	HS 60% Replace Boiler No. 4	DE				27,360			27,360		
		300.33	HS 60% Replace Boiler No. 5	DE				27,360			27,360		
		300.34	HS 60% Replace HVAC Controls	DE				244,800			244,800		
		300.35	HS 60% Replace PVI Hot Water Tank No. 1	CSF	51,000						51,000		
		300.36	HS 60% Replace PVI Hot Water Tank No. 2	CSF	51,000						51,000		
		300.37	HS 60% Replace PVI Hot Water Tank No. 3	DE				51,000			51,000		
		300.38	HS 60% Replace PVI Hot Water Tank No. 4	DE				51,000			51,000		
		300.39	HS 60% Replace Remaining 20% of Sprinkler Heads	CSF		5,400					5,400		
		300.40	HS 60% Replace RUUD Hot water tank	CSF					9,000		9,000		
		300.41	HS 60% Replace Track	DE		288,000					288,000		
		300.42	HS 60% Replace Turf Field Lighting	CSF						9,000	9,000		
		300.43	HS 60% Replace Turf Football Field	CSF	276,000						276,000		
High School - 60% Total					528,000	384,120	374,160	140,760	36,360	1,179,000	2,642,400		
Williams Intermediate School		300.45	WIS HVAC Trunk	CSF	75,000						75,000		
		300.48	WIS Correct Leaking windows and roof - Under Review	AFS						3,500,000	3,500,000		
		300.49	WIS Crack Fill, Sealcoat, Reline Asphalt	CSF		50,000					50,000		
		300.50	WIS Hot Water Heater #2 Larger	CSF	75,000						75,000		
		300.51	WIS HVAC Controls Upgrade	DE				275,000			275,000		
		300.52	WIS HVAC System Upgrade Package Units (R22 Refridgerant)	DE					300,000		300,000		
		300.53	WIS LED Lighting Upgrades	DE		150,000					150,000		
		300.54	WIS Rebuild 2 of the 4 Boilers	CSF	80,000						80,000		
		300.55	WIS Replace Steamer	CSF		20,000					20,000		
Williams Intermediate School Total					230,000	220,000		275,000	300,000	3,500,000	4,525,000		
Grand Total					837,252	1,540,120	812,160	430,760	3,396,360	4,706,000	11,722,652		

Detail Capital Plan – Dept. & Year

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Project Funded	N										FY 2020 - FY 2026
Balance to Appropriate						Fiscal Year Appropriated / Projected					
Dept	Department	Project No.	Description	Funding Code	2021	2022	2023	2024	2025	2026	Grand Total
420	DPW Hwy	420.07	No. 2 - 17 Freightliner - Lease Payment 4 of 5	CSF		47,137					47,137
			No. 2 - 17 Freightliner - Lease Payment 5 of 5	CSF			47,137				47,137
		420.08	No. 2 - 16 Freightliner - Lease Payment 2 of 5	CSF	46,964						46,964
			No. 2 - 16 Freightliner - Lease Payment 3 of 5	CSF		46,964					46,964
			No. 2 - 16 Freightliner - Lease Payment 4 of 5	CSF			46,964				46,964
			No. 2 - 16 Freightliner - Lease Payment 5 of 5	CSF				46,964			46,964
		420.09	John Deer Loader	CSF			190,000				190,000
		420.13	No. 2 - 24 Six Wheeler - Lease Payment 1 of 5	CSF		47,000					47,000
			No. 2 - 24 Six Wheeler - Lease Payment 2 of 5	CSF			47,000				47,000
			No. 2 - 24 Six Wheeler - Lease Payment 3 of 5	CSF				47,000			47,000
			No. 2 - 24 Six Wheeler - Lease Payment 4 of 5	CSF					47,000		47,000
			No. 2 - 24 Six Wheeler - Lease Payment 5 of 5	CSF						47,000	47,000
		420.14	No. 2 - 18 Six Wheeler - Lease Payment 1 of 5	CSF			47,000				47,000
			No. 2 - 18 Six Wheeler - Lease Payment 2 of 5	CSF				47,000			47,000
			No. 2 - 18 Six Wheeler - Lease Payment 3 of 5	CSF					47,000		47,000
			No. 2 - 18 Six Wheeler - Lease Payment 4 of 5	CSF						47,000	47,000
		420.17	Sidewalk Plow - Lease Payment - 4	CSF		41,218					41,218
		420.18	No. 2-01 F250 Super Cab	CSF		47,225					47,225
DPW Hwy Total					46,964	229,544	378,101	140,964	94,000	94,000	983,572
Grand Total					46,964	229,544	378,101	140,964	94,000	94,000	983,572

Detail Capital Plan – Dept. & Year

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Project Funded	N	FY 2020 - FY 2026					
Balance to Appropriate						Fiscal Year Appropriated / Projecte	
Dept	Department	Project No.	Description	Funding Code	2022	2025	Grand Total
422	Roadways Construction and Maintenance	422.09	Complete Streets-Central Square Parallel Parking	AFS		1,039,935	1,039,935
		422.10	Complete Streets Program - See Plan	AFS		359,666	359,666
		422.11	Complete Streets Program - See Plan	AFS		239,900	239,900
		422.12	Complete Streets Program - See Plan	AFS		588,200	588,200
		422.13	Complete Streets - Main St Sidewalk Reconstruction & Main St Lighting	AFS		1,302,300	1,302,300
		422.14	Complete Streets - School Street - Bicycle and Pedestrian Improvements	AFS		87,700	87,700
		422.15	Vernon Street - Drainage - Reclamation - Paving: Water \$ in WTR CIP	DE	4,143,193		4,143,193
		422.16	South Street - Drainage - Reclamation - Paving: Water \$ in WTR CIP	DE	3,041,600		3,041,600
		422.23	High Street - Drainage - Reclamation - Paving: Water \$ in WTR CIP	DE		6,776,000	6,776,000
		422.24	Flagg Street-Drainage - Reclamation - Paving: Water \$ in WTR CIP	DE	3,000,000		3,000,000
		422.25	Deerfield Street-Drainage - Reclamation - Paving - Curbing & Sidewalks	DE	1,803,825		1,803,825
		422.26	Wynnwood Circle Street - Drainage - Reclamation - Paving: Water \$ in WTR CIP	DE	417,698		417,698
Roadways Construction and Maintenance Total					12,406,316	10,393,701	22,800,017
Grand Total					12,406,316	10,393,701	22,800,017

Detail Capital Plan – Dept. & Year

Town of Bridgewater FY 2021 - 22 Capital Improvement Program							
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Project Funded	N	FY 2020 - FY 2026					
Balance to Appropriate						Fiscal Year Appropriated / Projected	
Dept	Department	Project No.	Description	Funding Code	2021	2022	Grand Total
630	P & R	630.04	Playground Maintenance	CSF	10,000		10,000
		630.05	Pickle Ball Court Phase 2 Fencing)	CPC	25,000		25,000
		630.06	Pickleball Courts Phase 3 (Line Painting)	CPC	20,000		20,000
		630.07	Toro Groundmaster Mower	CSF	23,000		23,000
		630.08	Paint Machine for Fields	CSF	2,500		2,500
		630.09	Marathon Playground ADA Parking Lot Modifications	CPC	3,000		3,000
		630.14	Park & Recreation - Materials - Babe Ruth Field Garage Roof	CSF	2,500		2,500
		630.15	Dump Truck with Plow Setup	CSF		50,000	50,000
		630.16	Pickup Truck	CSF		30,000	30,000
		630.18	Dog Park	CPC	40,000		40,000
P & R Total					126,000	80,000	206,000
Grand Total					126,000	80,000	206,000

Detail Capital Plan by Funding Source

Town of Bridgewater FY 2021 - 22 Capital Improvement Program											
AFS= Alternative Funding Source - DE= Debt Exclusion - OAF= Other Available Funds - CSF= Capital Stabilization Fund - CPC=Community Preservation Fund - DIF= District Improvement Financing - SCTF = Senior Center Trust Fund - PMF= Prison Mitigation Fund - ARRA= Ambulance Receipts											
Project Funded (Y/N)	N	FY 2020 - FY 2026									
Dept	Department	Project No.	Description	Fiscal Year Appropriated / Projects	AFS	ARRA	CPC	CSF	DE	SCTF	Grand Total
155	IT	155.13	HVAC Upgrades	2022				46,500			46,500
		155.22	PeopleGIS: Software for Town GIS	2022				19,500			19,500
		155.28	PD Cruiser Computers Replacement	2022				20,000			20,000
		155.29	Ambulance Computers Replacement	2022				8,500			8,500
		155.33	Memorial Building Renovation - Technology Improvements	2022				75,000			75,000
		155.34	Cyber Security Training Modules	2022				3,500			3,500
		155.35	Software Integration and Implimentation - TCM / HR / P.O.	2022				75,000			75,000
		IT Total						248,000			248,000
161	Town Clerk	161.05	New Precinct Voting Equipment	2022				23,600			23,600
		Town Clerk Total						23,600			23,600
192	Public Buildings & Property Maintenance	192.09	Memorial Building - Rehab CPC	2022				200,000			200,000
		192.13	Shade Tree Management Program	2022				100,000			100,000
		192.16	Taking of Mobil Station 46 Summer Street	2022	415,000						415,000
		192.19	80 Spring Street Paving & Parking Project	2022				50,000			50,000
		192.20	Academy Building - Door Access	2021				40,000			40,000
		192.22	Senior Center Parking Lot Repair and Repave	2022					75,000		75,000
		192.23	Senior Center - Interior Improvements	2022						100,000	100,000
		192.24	Senior Center - Roof Replacement	2022					100,000		100,000
		192.25	Library - Roof Replacement	2022					100,000		100,000
		192.26	Library - Parking Lot Repairs and Repave	2022				50,000			50,000
		192.27	Library - Carpet Replacement	2021				30,000			30,000
		192.28	Library - Interior Painting & Furniture	2021				24,000			24,000
		192.29	Library - Windows	2022					50,000		50,000
		192.31	Library - Door Access System	2021				66,000			66,000
		192.32	Library - Camera System Upgrade	2021				65,000			65,000
		192.33	Academy Building - Generator	2021				10,000			10,000
		192.37	Police Station - Replace Rooftop AC Unit	2022					125,000		125,000
		192.40	Police Station - Replace Rubber Roofing	2022					500,000		500,000
		192.42	Police Station - Seal Exterior Station Building Block	2022					45,000		45,000
		192.44	Fire Station - HVAC Upgrades - Station 2	2021				35,000			35,000
		192.46	Fire Station - New Station 1 Preliminary Design	2022				600,000			600,000
		Public Buildings & Property Maintenance Total			415,000			1,270,000	995,000	100,000	2,780,000

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Project Funded (Y/N)	N	FY 2020 - FY 2026										
Dept	Department	Project No.	Description	Fiscal Year Appropriated / Projected	AFS	ARRA	CPC	CSF	DE	SCTF	Grand Total	
210	Police	210.07	Replace Repeater Coverage to South & West Parts of Town	2022				125,000			125,000	
		210.09	Replace Fire Arms Simulator - 1 of 5	2021				51,344			51,344	
			Replace Fire Arms Simulator - 2 of 5	2022				41,404			41,404	
		210.10	Replace Three Police Vehicles (1 4WD)	2022				225,000			225,000	
		210.11	Replace Firearms	2022				95,000			95,000	
		210.15	Replace All Issued Tasers	2022				125,000			125,000	
	Police Total							662,747			662,747	
220	Fire	220.10	Ambulance (A5) Five Year Lease 4 of 5	2022		67,818					67,818	
		220.11	Ambulance (A3) Five Year Lease 2 of 5	2021		67,818					67,818	
			Ambulance (A3) Five Year Lease 3 of 5	2022		67,818					67,818	
		220.12	Fire Engine (E2) Lease 3 of 5	2022				137,492			137,492	
		220.14	Diesel Utility Side-by-Side: ATV	2022				25,000			25,000	
		220.15	Radio Equipment Upgrades: Vehicle Mounted & Portable	2022				150,000			150,000	
		220.19	Watchroom Dispatch Console (Headquarters)	2022				200,000			200,000	
		220.22	SUV/Command Vehicle (VIN 4092)	2022				47,000			47,000	
		220.23	Special Ops Vehicle (Conversion of A3 when Rotated Out of Service)	2021				50,000			50,000	
		220.24	Turnout Gear Second Set	2022				190,000			190,000	
		220.25	Tech Rescue Trailer & Equipment	2022				50,000			50,000	
		220.27	Ambulance Laptops: 6	2021		15,000					15,000	
		220.29	SUV/Command Vehicle (VIN 4567)	2022				47,000			47,000	
		220.30	ATV & UTV Trailers (2)	2022				25,200			25,200	
	Fire Total					218,455		921,692			1,140,146	

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Project Funded (Y/N)	N	FY 2020 - FY 2026										
Dept	Department	Project No.	Description	Fiscal Year Appropriated / Projected	AFS	ARRA	CPC	CSF	DE	SCTF	Grand Total	
	300 Bridgewater Middle School	300.01	BMS Replace 2 Air Handling Units - Fall 2022	2021				45,000			45,000	
		300.02	BMS Replace Asphalt Pavements and rest ripe- Front	2022					250,000		250,000	
		300.04	BMS Replace Steamer	2022				20,000			20,000	
		300.06	BMS ADA Improvements and Repairs Walks	2022				15,000			15,000	
		300.10	BMS Replace Selected Interior/Exterior Doors	2022					25,000		25,000	
		300.12	BMS Resurface 4 Tennis Courts and add 1 New*	2022					320,000		320,000	
		300.13	BMS Seating/Lighting Auditorium	2022					220,000		220,000	
		300.15	BMS Upgrade Elevator Conveying System	2022					65,000		65,000	
	Bridgewater Middle School Total							80,000	880,000			960,000
	District Wide - 60%	300.17	DW 60% 4x4 Plow Truck	2022				21,000			21,000	
		300.19	DW 60% 4x4 Plow Truck with Utility Body	2021				27,600			27,600	
		300.56	DW 60 % 3-D Printer	2021				6,652			6,652	
	District Wide - 60% Total							55,252				55,252
	High School - 60%	300.24	HS 60% New Parking by Stadium - Pending Study	2022				36,000			36,000	
		300.27	HS 60% Install Tennis Courts	2021				150,000			150,000	
		300.29	HS 60% Replace Boiler No. 1	2022					27,360		27,360	
		300.31	HS 60% Replace Boiler No. 3	2022					27,360		27,360	
		300.35	HS 60% Replace PVI Hot Water Tank No. 1	2021				51,000			51,000	
		300.36	HS 60% Replace PVI Hot Water Tank No. 2	2021				51,000			51,000	
		300.39	HS 60% Replace Remaining 20% of Sprinkler Heads	2022				5,400			5,400	
		300.41	HS 60% Replace Track	2022					288,000		288,000	
		300.43	HS 60% Replace Turf Football Field	2021				276,000			276,000	
	High School - 60% Total							569,400	342,720			912,120
	Williams Intermediate School	300.45	WIS HVAC Trunk	2021				75,000			75,000	
		300.49	WIS Crack Fill, Sealcoat, Reline Asphalt	2022				50,000			50,000	
		300.50	WIS Hot Water Heater #2 Larger	2021				75,000			75,000	
		300.53	WIS LED Lighting Upgrades	2022					150,000		150,000	
		300.54	WIS Rebuild 2 of the 4 Boilers	2021				80,000			80,000	
		300.55	WIS Replace Steamer	2022				20,000			20,000	
	Williams Intermediate School Total							300,000	150,000			450,000

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Project Funded (Y/N)	N	FY 2020 - FY 2026										
Dept	Department	Project No.	Description	Fiscal Year Appropriated / Projecte	AFS	ARRA	CPC	CSF	DE	SCTF	Grand Total	
420	DPW Hwy	420.07	No. 2 - 17 Freightliner - Lease Payment 4 of 5	2022				47,137			47,137	
		420.08	No. 2 - 16 Freightliner - Lease Payment 2 of 5	2021				46,964			46,964	
			No. 2 - 16 Freightliner - Lease Payment 3 of 5	2022				46,964			46,964	
		420.13	No. 2 - 24 Six Wheeler - Lease Payment 1 of 5	2022				47,000			47,000	
		420.17	Sidewalk Plow - Lease Payment - 4	2022				41,218			41,218	
		420.18	No. 2-01 F250 Super Cab	2022				47,225			47,225	
	DPW Hwy Total							276,508			276,508	
422	Roadways Construction and Maintenan	422.15	Vernon Street - Drainage - Reclamation - Paving: Water \$ in WTR CIP	2022					4,143,193		4,143,193	
		422.16	South Street - Drainage - Reclamation - Paving: Water \$ in WTR CIP	2022					3,041,600		3,041,600	
		422.24	Flagg Street-Drainage - Reclamation - Paving: Water \$ in WTR CIP	2022					3,000,000		3,000,000	
		422.25	Deerfield Street-Drainage - Reclamation - Paving - Curbing & Sidewalks	2022					1,803,825		1,803,825	
		422.26	Wynnwood Circle Street - Drainage - Reclamation - Paving: Water \$ in WTR CIP	2022					417,698		417,698	
	Roadways Construction and Maintenance Total								12,406,316		12,406,316	
630	P & R	630.04	Playground Maintenance	2021				10,000			10,000	
		630.05	Pickle Ball Court Phase 2 Fencing)	2021			25,000				25,000	
		630.06	Pickleball Courts Phase 3 (Line Painting)	2021			20,000				20,000	
		630.07	Toro Groundmaster Mower	2021				23,000			23,000	
		630.08	Paint Machine for Fields	2021				2,500			2,500	
		630.09	Marathon Playground ADA Parking Lot Modifications	2021			3,000				3,000	
		630.14	Park & Recreation - Materials - Babe Ruth Field Garage Roof	2021				2,500			2,500	
		630.15	Dump Truck with Plow Setup	2022				50,000			50,000	
		630.16	Pickup Truck	2022				30,000			30,000	
		630.18	Dog Park	2021			40,000				40,000	
	P & R Total						88,000	118,000			206,000	
Grand Total						415,000	218,455	88,000	4,525,198	14,774,036	100,000	20,120,689

Finance Teams Comments

The major role of the Finance Team is to review all submitted projects included in the Capital Improvement Program, comment upon their viability and make its final recommendations, which includes consideration for the use of Town Debt. These guidelines below are used to assist the Town in determining how much debt can safely be incurred, and are consistent with those recommended by the Massachusetts Department of Revenue, namely:

- Determine debt that can be incurred without jeopardizing credit standing and causing financial hardship;
- Incorporate affordability guidelines for expenditures;
- Include review of the Capital Improvement Program; and
- Indicate appropriate uses for and acceptable amounts of debt.

The Finance Team has reviewed the projects included in the five-year Capital Plan 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 Plan 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 prepared by the Town Manager 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 Plan as an effective tool for managing the Town's finances with respect to Capital Projects for the next seven years.