

Final Capital Improvement Program



2025 - 2030

Town of Bridgewater, Massachusetts

CAPITAL IMPROVEMENT PROGRAM

Table of Contents

Transmittal Letter & FY2025-FY2030 Proposed Capital Budget	1-4
Introduction of Frequently Asked Question & Capital Projects Flow Chart.....	5-10
Capital Improvement Program Sources & Uses	11-14
Capital Improvement Program Detail Plan by Department.....	15-21
Capital Improvement Program Plan by Funding Source	22
Finance Team Report	23



Laurie Guerrini

Finance Director

February 1, 2025

To: Town Council and Residents

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

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

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

CIP Funding

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

The following are explicitly authorized uses of Free Cash under the Council-adopted Free Cash Policy guidelines:

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

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

The FY 2025 Capital Program - Free Cash Context

The Free Cash Policy represents the Town's agreed upon and principled approach to how this unpredictable or non-recurring revenue source will be used. The policy guides our decision-making process based upon sound financial planning practices and sets realistic and sustainable goals.

At the conclusion of FY24, Free Cash was certified at \$3,517,736 million. Of the total Free Cash, \$2,349,787 was transferred to the Capital Stabilization Fund. The FY2025 Capital Budget will require the use of \$1,043,500 & FY26 lease obligations of \$723,128 out of the Capital Stabilization Funds as follows:

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

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

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

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

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

The FY 2025 Capital Program - Stabilization Fund Context

The Town currently maintains a Stabilization Fund which is the Town's equivalent of a rainy-day fund. As a best practice, the Town will endeavor to maintain a Stabilization Fund large enough to buffer the General Fund from the impact of two to five years of reduced state aid, declining local receipts, and/or a decline in new growth. As demonstrated during the recent COVID-19 pandemic, the importance of keeping the Town's Stabilization Fund well-funded cannot be overstated. As of 12/31/2024, the balance in the Town's Stabilization Fund is **\$8,267,717** and the balance in the Capital Stabilization Fund is **\$2,875,628**. Once the books are closed for FY2025, the Free Cash certification and allocation will be again addressed for FY2026 Appropriations.

Bridgewater's financial policy calls for reserves of between 5% and 10% of the Town's operating budget. Currently the Town's stabilization reserves are just slightly over 10% of the FY25 operating budget. As the operating budget continues to grow at a rate of 3+% annually the relative level of reserves will decline without additional and consistent contributions. The planned annual contribution therefore will be an amount which will maintain a fund reserve balance equal to 10% of our operating budget.

FY2025 - 2026 Proposed Capital Budget

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

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

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

FY2025 - 2030 Proposed Capital Budget

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

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

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

It should be clearly noted that projects listed in the Capital Improvement Program for years other than FY2025 will not be authorized at this time. Projects in these “out years” serve mainly as a guide for future planning and are subject to re-analysis and further review before incorporation into a future capital budget. Both the Capital Improvement Program (CIP) and the Capital Budget are developed annually in accordance with Section 6 of the Bridgewater Home Rule Charter. One of the long-term goals of the Town Manager has been to move toward funding small capital items with available funds, such as Free Cash, and avoid the expense associated with incurring debt for smaller capital items.

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

Closing Comments

In closing, it is obvious that the Town continues to make tremendous strides in identifying capital needs throughout the Town and improving its capital improvement planning process. The attached Capital Improvement Program and FY2025 Capital Budget continue to recognize the Town’s ongoing responsibility to maintain its capital facilities, equipment, and infrastructure, and to make the capital investments necessary to meet the service demands of our community. The Capital Improvement Program also recognizes the Town’s responsibility to limit such undertakings to a sustainable level that will preserve the fiscal integrity of the Town.

I wish to extend my sincere thanks to the Finance Team, Department Team Leaders, and our hard-working staff for their assistance in the preparation of this document.

Respectfully submitted,

Laurie Guerrini
Finance Director

INTRODUCTION

In a continuing effort to provide clear documents to our citizens, the Town has endeavored to provide a straightforward introductory section that answers the most commonly asked questions regarding capital planning in Bridgewater. The following questions and answers define terms, describe processes, and detail the needs and benefits of Bridgewater's capital planning activities.

I. What is the Capital Improvement Program

The Capital Improvement Program (CIP) is a multi-year plan used to coordinate the financing and timing of major public improvements for the Town of Bridgewater. It contains a list of capital projects proposed for the Town within the next five-seven years and reflects the recommendations of citizens, boards, commissions, and staff from each of the Town departments. The CIP identifies each proposed project and presents a summary description, estimate of cost, method of financing, and a schedule of implementation. The Capital Improvement Program constitutes a rational plan for preserving, as well as adding to the capital assets of the Town.

II. What are Capital Assets and Capital Projects?

A capital asset is a new or rehabilitated physical asset that is of a non-recurring nature, has a useful life of at least five years, and is of significant value. Capital projects are undertaken to acquire capital assets and are differentiated from ordinary repairs or maintenance of a recurring nature. Examples of capital projects include land acquisitions, construction or major improvements to public buildings, road construction, and the acquisition of large equipment. For our purposes, projects submitted must exceed \$10,000 in (aggregate) value currently to qualify for inclusion in the *Town of Bridgewater's Capital Improvement Program*.

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

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

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

The Town of Bridgewater prepares a Capital Budget separate from the Operating Budget, yet the two are closely linked. The annual Operating Budget provides for general municipal service delivery, including personnel service costs, supplies and other contractual services, and certain capital equipment. Revenues for the Operating Budget are derived primarily from recurring taxes, intergovernmental sources, and user fees. Appropriations to the annual Operating Budget are for a single fiscal year.

In contrast, the Capital Improvement Program is a multi-year projection designed to propose expenditures which add to the physical assets of the Town. Capital projects typically require expenditures which take place beyond a single fiscal year; funding with debt because of significant costs to be shared by current and future beneficiaries; systematic acquisition over an extended period of time in order to implement major operating systems or programs; and scheduled replacement or maintenance of specific elements of physical assets. Revenues for capital projects are most often derived from the sale of municipal bonds (borrowing), State & Federal Grants (when available) or can be supported by one-time funding sources, such as donations and the capital stabilization account.

Notwithstanding the differences between the two, the Operating Budget and Capital Improvement Program are closely interwoven inasmuch as operating costs related to capital projects need to be estimated and provided for in the Operating Budget. Many capital projects, such new schools or new municipal buildings, have an impact on the operating costs of those facilities once they are opened. The Town's practice is to attempt to project the net effect a capital project will have on the operating budget. Maintenance and repair costs may be lower in a new facility, but it may cost more to staff and run the larger facility as well. In addition, since most large capital projects are financed through municipal debt, repayment of that debt becomes part of the operating budget and affects the Town's fiscal forecasting models. The necessity to incur some degree of debt to finance the Capital Improvement Program carries with it the burden of effectively managing that debt within the Town's financial resources.

V. Why do we need a CIP?

The CIP provides a means of coordinating and centralizing the capital project requests of various departments and agencies, thus eliminating wasteful overlap, duplication, and delay. It focuses attention on Bridgewater's goals and financial capability by comprehensively considering not only what capital projects Bridgewater needs, but equally as important, what it can afford. Additionally, the formalized process allows for a predictable timeline to study the projects, encourages public discussion of proposed undertakings, and allows Town citizens the opportunity to provide input, advice, and recommendations with respect to proposed projects and expenditures.

VI. How does Capital Programming save the Town money?

Investors and bond rating agencies stress the value of CIP for a municipality seeking to borrow funds. In fact, the five-seven-year capital program is referenced in every Offering Statement for Town of Bridgewater bonds. The absence of a rational, long-term planning instrument would weigh against the bond rating assigned to Bridgewater by rating agencies and the result would be higher interest rates on bond issues and more tax dollars going to pay for the interest on loans. Bridgewater currently enjoys a good credit rating of Aa3 by Moody's Investor Service. Thus, very real and tangible cost savings result from the use of our Capital Improvement Program.

Another financial benefit from the capital programming process is the avoidance of poorly timed projects. Good planning can ensure that capital improvement efforts are coordinated, and costly duplication is avoided. In addition, significant savings can be accrued to taxpayers when major capital financing is coordinated so that bond issues are sold infrequently, but at good times during the economic cycle to take advantage of low interest rates. The development of a Capital Improvement Program ensures sound fiscal and capital planning.

VII. How are Capital Projects financed?

An annual appropriation is not typically included in the Operating Budget for capital expenditures as a funding source to finance select capital projects. Other financing sources for Bridgewater's capital projects include state and federal grants, free cash, other available funds, and debt. The single largest source of financing for major capital projects is borrowing through the issuance of general obligation bonds. Much like mortgaging a house, borrowing allows the Town of Bridgewater to purchase expensive capital assets and spread the costs over the useful life of the asset, thus eliminating the need to temporarily raise taxes every time a large capital asset is acquired. In addition, debt allows current and future beneficiaries to share the cost of long-term capital improvements such as new schools, libraries, or roads. All borrowing is done strictly in accordance with the Town Charter and Massachusetts General Laws (MGLs).

VIII. How is the CIP developed?

The process for preparing the FY2025-2030 Capital Improvement Program and its associated FY2025 Capital Budget is essentially the same as in past years. It involves active participation by Department Heads working in conjunction with the Finance Team. The Capital Budget is prepared in the context of a six-to-ten-year determination of need by Departments, in conjunction with the Town's overall financial capacity to affordably accommodate the required debt service payments. Projected debt service payments and budgetary impacts are forecast annually to help ensure affordability and sustainability of the Capital Improvement Program.

Proposed projects are reviewed and prioritized based upon commonly used criteria such as health and safety factors, legal obligations and mandates, fiscal impact, environmental impact, community economic effects, and aesthetic and social effects on the quality of life experienced by Bridgewater residents. Projects are also examined in terms of their relationship to other projects, the Master Plan of Development, and their compatibility with Town-wide goals 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 multi-year requests for review, update, and the addition of additional years' items. While requests generally remain the same as in the initial request, there are occasionally changed circumstances which necessitate alterations to the requests. This information is returned to the Town Manager and Finance Director for General Government & Enterprise Fund projects.
- *Late Autumn / Early Winter* —The Finance Team meets to review the compiled information and begin scheduled meetings with the various Departments to evaluate the projects. The Finance Team meets to review the requests of specific Departments and the needs of the overall Town organization. The preliminary debt schedules are updated, and various financial forecasts completed in order to provide context to the Capital Budget as well as the multiple year Capital Improvement Program.
- *January/February* —The Capital Budget is finalized within the parameters of the established funding target plus any available funds such as free cash or previously approved but unexpended bond proceeds. In making final decisions, the process includes a determination of actual needs, and the prioritization of need based upon:
 - legal mandate,
 - strategic alignment,
 - value to residents,
 - public safety,
 - the effect of deferral.

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

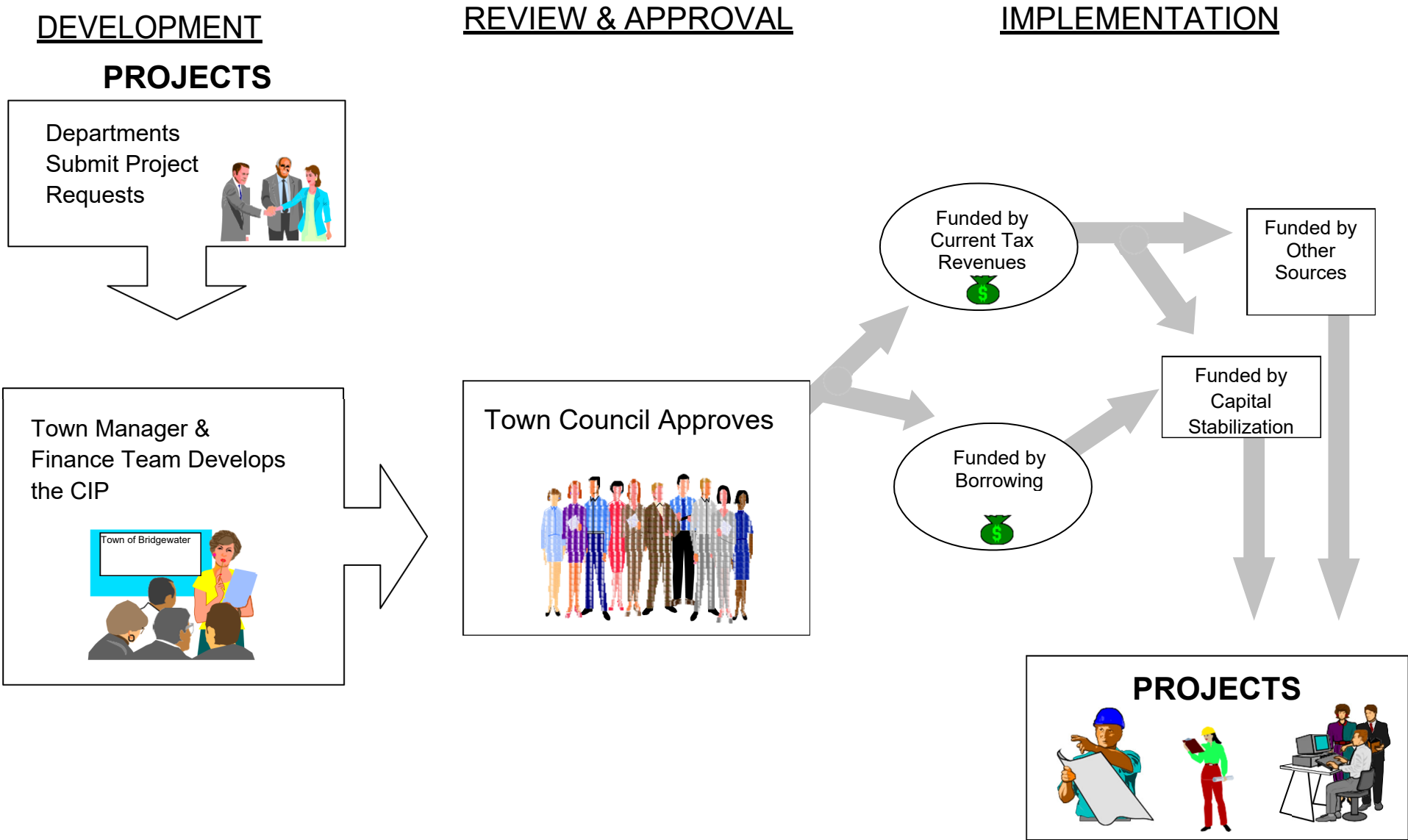
- *March* – Any recurring capital lease obligations, such as lease/purchase payments, are placed on an Order for Council vote.
- *March* - The Proposed Capital Improvement Program and Capital Budget is presented to the Town Council for consideration.
- *Late Autumn / Early Winter* – Once Free Cash is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

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

IX. Why must the CIP be continually updated?

The CIP must be reviewed annually by Town departments and others to ensure its effectiveness as a flexible, mid-range strategic plan that links the annual budget with our multi-year financial forecasts and the more static long-range Master Plan of Development. Each year, Town Council reviews the capital projects recommended by the Finance Team and the Town Manager through the CIP development process and approves a Capital Budget. Unfunded projects and those slated for subsequent years in the plan are acknowledged on a planning basis only and are not funded until they are incorporated into a Capital Budget and approved by the Town Council. In this respect, the CIP can be thought of as a “rolling” process because unfunded projects and those farther out in years typically move up after each year of review. However, it is important to note that each project contained in the CIP must be recommended every subsequent year and as priorities and monetary constraints change, projects may be moved up, moved back, or even eliminated from the plan. This comprehensive annual review is critical to maintaining fiscal responsibility as well as ensuring the future education, safety, and welfare of Bridgewater residents.

CAPITAL PROJECTS FLOW CHART



OVERVIEW – SOURCES

Town of Bridgewater FY 2025 - 2030 Capital Improvement Program

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

Funding Code	Funding Source	2025	2026	2027	2028	2029	2030	Grand Total
AFS	Alternative Funding Source	20,000	5,280,262	659,288				5,959,550
ARPA	ARPA	1,589,780						1,589,780
ARRA	Ambulance Receipts Reserved	95,000	185,103	185,103	185,103	95,000		745,310
CH 90	Chapter 90		718,971	718,971				1,437,941
CPC	Community Preservation	30,000	40,000					70,000
CSF	Capital Stabilization Fund	1,043,500	4,866,707	971,033	705,945	560,858	310,858	8,458,901
DE	Debt Exclusion	-	12,286,561	24,279,394	20,811,771	1,651,222	2,105,000	61,133,947
MSBA	MSBA		6,500,000					6,500,000
OAF	Other Available Funds	3,000,000	27,114					3,027,114
WD	Water Debt		4,610,538	3,220,673	5,038,801			12,870,012
Grand Total		5,778,280	34,515,255	30,034,462	26,741,620	2,307,080	2,415,858	101,792,556
	*Roadway Infrastructure is currently under review							
	*Library Assessment underway							
	*School not updated for 2026+							

OVERVIEW – USES

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

OVERVIEW – SOURCES & USES PROJECTS

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

OVERVIEW – DEBT PROGRAMS -DEBT FINANCING PLAN

Town of Bridgewater Capital Plan Items by Asset Group - Projected Debt Requirement FY 2025 - FY2030												
Dept	Department	Fund	Asset Type	Project N	Description	2025	2026	2027	2028	2029	2030	Grand Total
192	Public Buildings & Property Maintenance	DE	BLDG & BLDG IMPROV	192.29	Library - Windows		95,000					95,000
			BLDG & BLDG IMPROV Total				95,000					95,000
			OTHER INFRASTRUCTURE	192.02	Academy Building Parking Expansion			400,000				400,000
				192.22	Senior Center Parking Lot Repair and Repave		100,000					100,000
				192.41	Police Station - Expanded Parking		195,000					195,000
			OTHER INFRASTRUCTURE Total				295,000	400,000				695,000
	Public Buildings & Property Maintenance Total						390,000	400,000				790,000
300	Bridgewater Middle School	DE	BLDG & BLDG IMPROV	300.05	BMS Upgrade HVAC Controls					200,000		200,000
				300.09	BMS Replace Existing Generator - 1960		125,000					125,000
				300.14	BMS FIRE PANEL UPGRADE - Under Review						150,000	150,000
			BLDG & BLDG IMPROV Total				125,000			200,000		475,000
			OTHER INFRASTRUCTURE	300.12	BMS Resurface 4 Tennis Courts and add 1 New* - Under review.						320,000	320,000
			OTHER INFRASTRUCTURE Total								320,000	320,000
	Bridgewater Middle School Total						125,000			200,000	470,000	795,000
	Williams Intermediate School	DE	BLDG & BLDG IMPROV	300.51	WIS HVAC Controls Upgrade			275,000				275,000
			BLDG & BLDG IMPROV Total					275,000				275,000
			OTHER INFRASTRUCTURE	300.46	WIS Install Asphalt Rear of Building - Under Review						135,000	135,000
			OTHER INFRASTRUCTURE Total								135,000	135,000
	Williams Intermediate School Total							275,000			135,000	410,000
	High School	DE	BLDG & BLDG IMPROV	300.26	HS HVAC Terminal & Packaging Units		1,833,300					1,833,300
				300.34	HS Replace HVAC Controls		415,548					415,548
			BLDG & BLDG IMPROV Total				2,248,848					2,248,848
			OTHER INFRASTRUCTURE	300.28	HS LED Lighting Upgrades		152,775					152,775
			OTHER INFRASTRUCTURE Total				152,775					152,775
	High School Total						2,401,623					2,401,623
302	Bristol Plymouth School	DE	BLDG & BLDG IMPROV	302.01	Bristol Plymouth School Bond - % based on enrollment: Currently at 12.55%	908,678	1,010,759	1,182,700	1,269,927	1,451,222	1,500,000	7,323,286
			BLDG & BLDG IMPROV Total			908,678	1,010,759	1,182,700	1,269,927	1,451,222	1,500,000	7,323,286
	Bristol Plymouth School Total					908,678	1,010,759	1,182,700	1,269,927	1,451,222	1,500,000	7,323,286
422	Roadways Construction and Maintenance	DE	ROADWAYS & DRAINAGE	422.15	Vernon Street Opt 2 - Pleasant to Green - Roadways			11,220,867				11,220,867
					Vernon Street Opt 2 - Pleasant to Green - Drainage			6,052,299				6,052,299
				422.25	Deerfield Street-Roadways/Curbing & Sidewalks				3,293,470			3,293,470
					Deerfield Street-Drainage				3,356,665			3,356,665
				422.27	Cross Street Opt 2 - Vernon St to South St - Roadways - Box Widening - Bike Lanes		5,402,608					5,402,608
					Cross Street Opt 2 - Vernon St to South St - Drainage		2,956,571					2,956,571
				422.28	Green Street Opt 2 - Water Main - Mill & Overlay - Roadways				353,385			353,385
					Green Street Opt 2 - Water Main - Mill & Overlay - Drainage				37,268			37,268
				422.29	South Street Opt 1 - Crescent St to Central Sq - Roadways - Box Widening - Paving - 5' Bike Lanes			3,337,030				3,337,030
					South Street Opt 1 - Crescent St to Central Sq - Drainage			1,811,498				1,811,498
				422.30	Main St - Center St to Central Sq - Roadways				5,234,450			5,234,450
					Main St - Center St to Central Sq - Drainage				2,132,115			2,132,115
				422.33	Downtown Gateway Project - Roadways				5,134,490			5,134,490
			ROADWAYS & DRAINAGE Total				8,359,179	22,421,694	19,541,844			50,322,716
		WD	WATER LINES	422.15	Vernon Street Opt 2 - Pleasant to Green - Water			2,145,564				2,145,564
				422.25	Deerfield Street-Water Lines				2,165,638			2,165,638
				422.27	Cross Street Opt 2 - Vernon St to South St - Water Lines		2,397,312					2,397,312
				422.28	Green Street Opt 2 - Water Main - Mill & Overlay - Water Lines				813,700			813,700
				422.29	South Street Opt 1 - Crescent St to Central Sq - Water Lines			1,075,109				1,075,109
				422.30	Main St - Center St to Central Sq - Water Lines				2,059,463			2,059,463
				422.24d	Flagg Street-Water Lines		2,213,226					2,213,226
			WATER LINES Total				4,610,538	3,220,673	5,038,801			12,870,012
	Roadways Construction and Maintenance Total						12,969,716	25,642,367	24,580,645			63,192,729
	Grand Total					908,678	16,897,098	27,500,067	25,850,572	1,651,222	2,105,000	74,912,638

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

Detail Capital Plan – Dept. & Year

Town of Bridgewater Capital Improvement Program						
AFS= Alternative Funding Source - ARPA= American Rescue Plan - ARRA= Ambulance Receipts Reserved - DE= Debt Exclusion - OAF= Other Available Funds - CH90= Chapter 90 - CSF= Capital Stabilization Fund - CPC=Community Preservation Fund - MSBA= MA School Building Authority - SCTF= Senior Center Trust Fund						
Project Funded		N	FY 2025 - FY 2030			
Dept	Department	Project N	Description	Funding Co	2026	Grand Total
100	General Gov.	100.01a	Vehicle - Electric 1	AFS	45,000	45,000
			Vehicle - Electric 2 - Honda	AFS	45,000	45,000
			Vehicle - Electric 3 - MBC	AFS	45,000	45,000
			Vehicle - Electric 4 - MBC	AFS	45,000	45,000
	General Gov. Total				180,000	180,000
Grand Total					180,000	180,000

Town of Bridgewater Capital Improvement Program FY2025-FY2030							
AFS= Alternative Funding Source - ARPA= American Rescue Plan - ARRA - Ambulance Receipts Reserved - DE= Debt Exclusion - OAF= Other Available Funds - CH90= Chapter 90 - CSF= Capital Stabilization Fund - CPC=Community Preservation Fund - MSBA= MA School Building Authority - SCTF= Senior Center Trust Fund							
Balance to					Fiscal Year		
Dept	Department	Project N	Description	Funding	2025	2026	Grand Total
155	IT	155.30	iPads Upgrade for Community Resource Departments	CSF		40,000	40,000
		155.31	WiFi Network Update & Extension	CSF	90,000		90,000
		155.32	Server Room Equipment Upgrade (Academy Building)	CSF		135,000	135,000
		155.43	Town Computer Upgrade	CSF	50,000		50,000
		155.45	Town Computer Upgrade	CSF		50,000	50,000
		155.46	Town Fiber - Pole transfers	CSF	6,000		6,000
Grand Total					146,000	225,000	371,000

Detail Capital Plan – Dept. & Year

Town of Bridgewater Capital Improvement Program

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

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

Detail Capital Plan – Dept. & Year

Town of Bridgewater Capital Improvement Program

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

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

Detail Capital Plan – Dept. & Year

Town of Bridgewater Capital Improvement Program												
AFS= Alternative Funding Source - ARPA= American Rescue Plan - ARRA - Ambulance Receipts Reserved - DE= Debt Exclusion - OAF= Other Available Funds - CH90= Chapter 90 - CSF= Capital Stabilization Fund - CPC=Community Preservation Fund - MSBA= MA School Building Authority - SCTF= Senior Center Trust Fund												
Project Funded (Y/N)		FY 2025 - FY 2030										
N												
Balance to					Fiscal Year							
Dept	Department	Project N	Description	Funding Co	2025	2026	2027	2028	2029	2030	Grand Total	
300	Bridgewater Middle School	300.05	BMS Upgrade HVAC Controls	DE					200,000		200,000	
		300.06	BMS ADA Improvements and Repairs Walks	CSF		25,000					25,000	
		300.08	BMS Replace All Windows MSBA	MSBA		3,000,000					3,000,000	
		300.09	BMS Replace Existing Generator - 1960	DE		125,000					125,000	
		300.12	BMS Resurface 4 Tennis Courts and add 1 New* - Under review	DE						320,000	320,000	
		300.14	BMS FIRE PANEL UPGRADE - Under Review	DE						150,000	150,000	
		300.15	BMS Upgrade Elevator Conveying System	CSF		65,000					65,000	
		300.16	BMS Upgrade Generator Electrical	CSF		45,000					45,000	
		300.60	BMS Chromebook Cart - Hardware - Mobile Classroom	CSF		10,000					10,000	
Bridgewater Middle School Total					3,270,000				200,000	470,000	3,940,000	
	Mitchell Elementary School	300.44	MES crack fill, seal coat and restripe all lots	CSF					70,000		70,000	
Mitchell Elementary School Total									70,000		70,000	
	Williams Intermediate School	300.46	WIS Install Asphalt Rear of Building - Under Review	DE						135,000	135,000	
		300.47	WIS Upgrade Fire Panel - Under Review	CSF		55,000					55,000	
		300.48	WIS Correct Leaking windows and roof - Under Review	MSBA		3,500,000					3,500,000	
		300.51	WIS HVAC Controls Upgrade	DE			275,000				275,000	
Williams Intermediate School Total					3,555,000	275,000				135,000	3,965,000	
	District Wide	300.23	DW Replace Metal Exterior Grounds shop	CSF		76,388					76,388	
		300.20	DW Replace Bobcat	CSF		64,166					64,166	
		300.21	DW Replace Shop Roof	CSF		91,665					91,665	
		300.63	DW Staff Laptops	CSF		6,729					6,729	
		300.64	DW Computers (40)	CSF		24,468					24,468	
District Wide Total					263,415						263,415	
	High School	300.24	HS New Parking by Stadium - Pending Study	CSF		61,110					61,110	
		300.26	HS HVAC Terminal & Packaging Units	DE		1,833,300					1,833,300	
		300.28	HS LED Lighting Upgrades	DE		152,775					152,775	
		300.29	HS Replace Boiler No. 1	CSF		67,287					67,287	
		300.30	HS Replace Boiler No. 2	CSF		52,555					52,555	
		300.31	HS Replace Boiler No. 3	CSF			46,444				46,444	
		300.32	HS Replace Boiler No. 4	CSF			46,444				46,444	
		300.33	HS Replace Boiler No. 5	CSF		52,555					52,555	
		300.34	HS Replace HVAC Controls	DE		415,548					415,548	
		300.39	HS Replace Remaining 20% of Sprinkler Heads	CSF		45,833					45,833	
		300.45	HS Ride on Scrubber	CSF		10,083					10,083	
		300.66	HS Printers	CSF		6,111					6,111	
		300.68	HS Large Instructional Classroom - AV	CSF		18,333					18,333	
High School Total					2,715,489	92,887					2,808,376	
300 Total					9,803,904	367,887			270,000	605,000	11,046,791	
302	Bristol Plymouth School	302.01	Bristol Plymouth School Bond - % based on enrollment: Curre	DE	-	1,010,759	1,182,700	1,269,927	1,451,222	1,500,000	6,414,608	
Bristol Plymouth School Total					-	1,010,759	1,182,700	1,269,927	1,451,222	1,500,000	6,414,608	
302 Total					-	1,010,759	1,182,700	1,269,927	1,451,222	1,500,000	6,414,608	
Grand Total					-	10,814,663	1,550,587	1,269,927	1,721,222	2,105,000	17,461,399	
*Awaiting FY2026 update and 5 year updated Plan from BRRSD												

Detail Capital Plan – Dept. & Year

Town of Bridgewater Capital Improvement Program

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

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

Detail Capital Plan – Dept. & Year

Town of Bridgewater Capital Improvement Program										
AFS= Alternative Funding Source - ARPA= American Rescue Plan - ARRA - Ambulance Receipts Reserved - DE= Debt Exclusion - OAF= Other Available Funds - CH90= Chapter 90 - CSF= Capital Stabilization Fund - CPC=Community Preservation Fund - MSBA= MA School Building Authority - SCTF= Senior Center Trust Fund										
Project Funde		FY 2025 - FY 2030								
Dep	Departme	Projec	Description	Funding	2025	2026	2027	2028	Grand Total	
422	Roadways	422.15	Vernon Street Opt 2 - Pleasant to Green - Roadways	DE			11,220,867		11,220,867	
			Vernon Street Opt 2 - Pleasant to Green - Drainage	DE			6,052,299		6,052,299	
			Vernon Street Opt 2 - Pleasant to Green - Water	WD			2,145,564		2,145,564	
		422.25	Deerfield Street-Roadways/Curbing & Sidewalks	DE				3,293,470	3,293,470	
			Deerfield Street-Drainage	DE				3,356,665	3,356,665	
			Deerfield Street-Water Lines	WD				2,165,638	2,165,638	
		422.30	Main St - Center St to Central Sq - Roadways	DE				5,234,450	5,234,450	
			Main St - Center St to Central Sq - Drainage	DE				2,132,115	2,132,115	
			Main St - Center St to Central Sq - Water Lines	WD				2,059,463	2,059,463	
		422.33	Downtown Gateway Project - Roadways	DE				5,134,490	5,134,490	
		422.34	Chpt. 90 - Roadways Resurfacing & Repair	CH 90		718,971	718,971		1,437,941	
		422.27	Cross Street Opt 2 - Vernon St to South St - Roadways - Box Widening - Bike Lanes	DE		5,402,608			5,402,608	
			Cross Street Opt 2 - Vernon St to South St - Drainage	DE		2,956,571			2,956,571	
			Cross Street Opt 2 - Vernon St to South St - Water Lines	WD		2,397,312			2,397,312	
		422.28	Green Street Opt 2 - Water Main - Mill & Overlay - Roadways	DE				353,385	353,385	
			Green Street Opt 2 - Water Main - Mill & Overlay - Drainage	DE				37,268	37,268	
			Green Street Opt 2 - Water Main - Mill & Overlay - Water Lines	WD				813,700	813,700	
		422.29	South Street Opt 1 - Crescent St to Central Sq - Roadways - Box Widening - Paving - 5' Bike La	DE			3,337,030		3,337,030	
			South Street Opt 1 - Crescent St to Central Sq - Drainage	DE			1,811,498		1,811,498	
			South Street Opt 1 - Crescent St to Central Sq - Water Lines	WD			1,075,109		1,075,109	
		422.24b	Flagg Street-Drainage	ARPA	1,139,183				1,139,183	
		422.24c	Flagg Street-Roadways	AFS		3,692,420			3,692,420	
		422.24d	Flagg Street-Water Lines	WD		2,213,226			2,213,226	
	Roadways Construction and Maintenance Total					1,139,183	17,381,107	26,361,338	24,580,645	69,462,273
Grand Total						1,139,183	17,381,107	26,361,338	24,580,645	69,462,273

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

Detail Capital Program – Dept. & Year

Town of Bridgewater Capital Improvement Program

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

Project
Funded

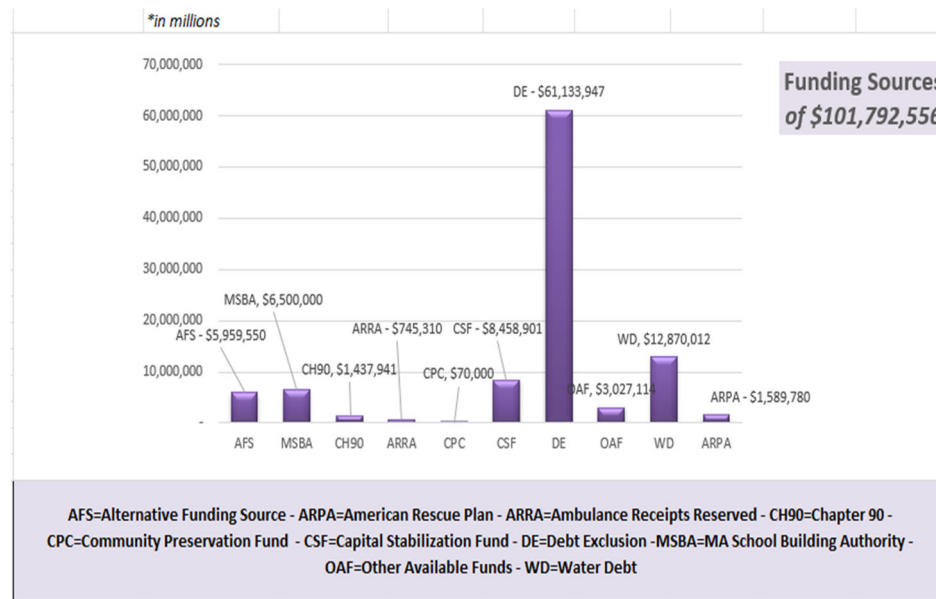
N

FY 2025 - FY 2030

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

SUMMARY OF FUNDING SOURCES

Town of Bridgewater FY 2025 - 2030 Capital Improvement Program								
AFS=Alternative Funding Source - ARPA=American Rescue Plan - ARRA=Ambulance Receipts Reserved - CH90=Chapter 90 - CPC=Community Preservation Fund - CSF=Capital Stabilization Fund - DE=Debt Exclusion - MSBA=MA School Building Authority - OAF=Other Available Funds - WD=Water Debt								
Funding Code	Funding Source	2025	2026	2027	2028	2029	2030	Grand Total
AFS	Alternative Funding Source	20,000	5,280,262	659,288				5,959,550
ARPA	ARPA	1,589,780						1,589,780
ARRA	Ambulance Receipts Reserved	95,000	185,103	185,103	185,103	95,000		745,310
CH 90	Chapter 90		718,971	718,971				1,437,941
CPC	Community Preservation	30,000	40,000					70,000
CSF	Capital Stabilization Fund	1,043,500	4,866,707	971,033	705,945	560,858	310,858	8,458,901
DE	Debt Exclusion	-	12,286,561	24,279,394	20,811,771	1,651,222	2,105,000	61,133,947
MSBA	MSBA		6,500,000					6,500,000
OAF	Other Available Funds	3,000,000	27,114					3,027,114
WD	Water Debt		4,610,538	3,220,673	5,038,801			12,870,012
Grand Total		5,778,280	34,515,255	30,034,462	26,741,620	2,307,080	2,415,858	101,792,556
	*Roadway Infrastructure is currently under review							
	*Library Assessment underway							
	*School not updated for 2026+							



Finance Team Comments

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

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

The Finance Team has reviewed the projects included in the five-year Capital Program at meetings held with the various departments proposing these projects. At these meetings, department heads presented information and data to justify the need, cost, and implementation timeframe for the projects. It is the strong opinion of the Finance Team that for the Capital Improvement Program to be an effective tool for managing the Town's capital investment, department heads must have confidence that their submitted projects will be implemented within the timeframe planned in the Program. The Finance Team recognizes that the municipal administration has worked hard to anticipate capital needs, submit projects into the Plan, and distribute those projects over the five-year planning period.

At this writing, debt service projections and metrics were not yet finalized but conservative preliminary estimates indicate that the Program will be well within the guidelines set forth for Credit Standing and Affordability.

Subject to analysis and compliance with Debt guidelines, and to comments and recommendations made herein for specific capital projects proposed for the upcoming fiscal year, we are pleased to recommend this Capital Improvement Program as an effective tool for managing the Town's finances with respect to Capital Projects for the next five to seven years.