

Proposed
Capital Improvement Program
2023-2027



Town of Bridgewater, Massachusetts

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Town Manager's Transmittal Letter & FY2023-FY2027 Proposed Capital Budget

Michael Dutton

Town Manager

May 8, 2023

Town Council and Residents

It is my pleasure to submit the FY2023- 2027 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 FY2023 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 FY2023 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 2023 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 FY2022, Free Cash was certified at \$3.08 million. Of the total Free Cash, \$1,800,000 was used to fund the Capital Stabilization Fund. The FY2023 Capital Budget will require the use of \$2,441,986.36 million out of the Capital Stabilization Fund, as follows:

- **O-FY23-008 – FY23 Capital Lease/Payment Obligations** **\$ 523,808.32**
- **O-FY23-050 – FY24 Capital Lease/Payment Obligations** **\$ 512,496.95**
- **O-FY23-056 – FY23 Town Capital** **\$1,405,681.09**

As a backdrop to this year’s Program the following schedule shows the use of the Free Cash certified on July 1, 2022.

FY 2023 Adopted Free Cash Order			
Free Cash Certification as of 7/1/2022		3,084,814	100.00%
FY2022	Stabilization Fund	- 500,000	-16.2%
FY2022	Capital Stabilization	-1,800,000	-58.4%
FY2022	Other Onetime/Unforeseen	-25,000	-.8%
FY2022	Employee Liability	-659,814	-21.4%
FY2022	OPEB	-100,000	-3.2%
Available Free Cash		0	0%

The FY 2023 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 May 2023, the balance in the Town’s Stabilization Fund is \$6.68 million.

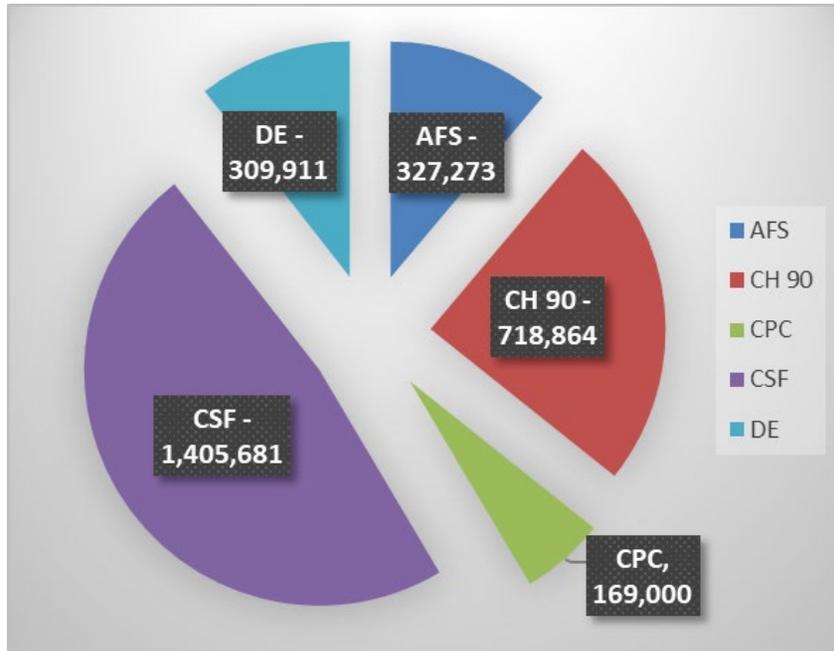
Bridgewater’s financial policy calls for reserves of between 5% and 10% of the Town’s operating budget. Currently the Town’s stabilization reserves are just slightly over 10% of the FY23 operating budget. As the operating budget continues to grow at a rate of 3+% annually the relative level of reserves 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.

FY2023 Proposed Capital Budget

In terms of the FY2023 Proposed Capital budget, the tables on the following page reflect the capital projects for the General Fund being brought forward for approval by the Town Council.

The proposed FY2023 Capital Budget totals \$2.9 million, funded by Alternative Funding Sources, Capital Stabilization Fund, CPC, Chapter 90, and School Debt Exclusion.

FY2023 Capital Funding Sources



Proposed Capital Program Budget Items for 2022-2023

Dept	Department	2022-2023
133	Finance	40,000
155	IT	130,500
192	Public Buildings & Property Maintenance	433,530
210	Police	225,000
220	Fire	508,200
302	Bristol Plymouth School	309,911
410	Engineering	60,000
420	DPW Hwy	144,124
422	Roadways Construction and Maintenance	718,864
610	Library	247,828
630	P & R	112,772
Grand Total		2,930,729

It should be clearly noted that projects listed in the Capital Improvement Program for years other than FY2023 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. FY2023 is the fourth 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 the Town and improving its capital improvement planning process. The attached Capital Improvement Program and FY2023 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,

Michael Dutton

Introduction of Frequently Asked Questions & Capital Flow Charts

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 \$25,000 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 as new schools, or new municipal buildings, have an impact on the operating costs of those facilities once 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 in order 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 importantly, 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 a 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 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 FY2023-2027 Capital Improvement Program and its associated FY2023 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. Projects not approved for funding are typically deferred into the next budget year. 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.
 - 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 Manger through the CIP development process and approves a Capital Budget. Unfunded projects and those slated for subsequent years in the plan are acknowledged on a planning basis only and are not funded until they are incorporated into a Capital Budget and approved by the Town Council. In this respect, the CIP can be thought of as a “rolling” process because unfunded projects and those farther out in years typically move up after each year of review. However, it is important to note that each project contained in the CIP must be recommended every subsequent year and as priorities and monetary constraints change, projects may be moved up, moved back, or even eliminated from the plan. This comprehensive annual review is critical to maintaining fiscal responsibility as well as ensuring the future education, safety, and welfare of Bridgewater residents.

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:

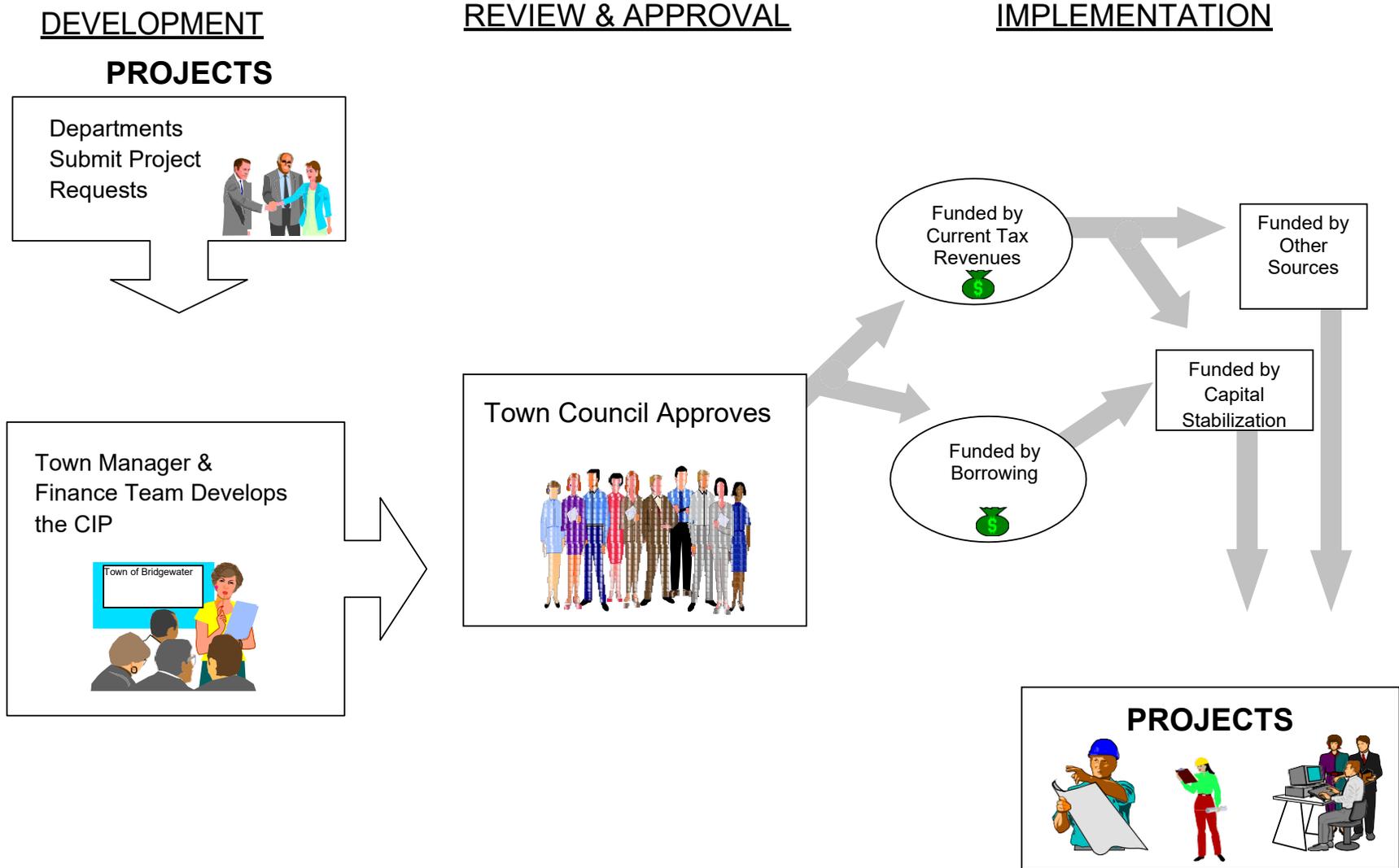
- Determine debt that can be incurred without jeopardizing credit standing and causing financial hardship;
- Incorporate affordability guidelines for expenditures;
- Include review of the Capital Improvement Program; and
- Indicate appropriate uses for and acceptable amounts of debt.

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 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 Program as an effective tool for managing the Town's finances with respect to Capital Projects for the next seven years.

Capital Projects Flow Chart



Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Overview – Sources & Uses

Funding Code	Funding Source	2023	2024	2025	2026	2027	Grand Total
AFS	Alternative Funding Source	327,273	11,255,569	1,108,288	1,000,000		13,691,130
ARPA	ARPA			5,685,647			5,685,647
ARRA	Ambulance Receipts Reserved		70,000	140,000	140,000	140,000	490,000
CH 90	Chapter 90	718,864	718,487	718,487	718,487	718,487	3,592,811
CPC	Community Preservation	169,000	604,910				773,910
CSF	Capital Stabilization Fund	1,405,681	2,532,274	1,541,192	942,744	679,269	7,101,160
DE	Debt Exclusion	309,911	1,063,738	23,309,590	1,483,637	19,341,734	45,508,608
MSBA	MSBA			3,000,000	3,500,000		6,500,000
OAF	Other Available Funds		27,114				27,114
WD	Water Debt					2,145,564	2,145,564
Grand Total		2,930,729	16,272,091	35,503,203	7,784,867	23,025,054	85,515,944

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Project Funded (Y/N)	N						
Dept	Department	2023	2024	2025	2026	2027	Grand Total
133	Finance	40,000					40,000
155	IT	130,500	10,000	68,000	225,000	50,000	483,500
192	Public Buildings & Property Maintenance	433,530	4,170,024	2,389,000	1,115,000	470,000	8,577,554
210	Police	225,000	315,318	90,318	90,318		720,954
220	Fire	508,200	1,250,014	235,522	498,202	407,158	2,899,095
300	Bridgewater Middle School		470,000	3,270,000		200,000	3,940,000
	Williams Intermediate School		212,200	435,000	3,500,000	275,000	4,422,200
	District Wide		155,831	270,106			425,937
	High School		247,496	2,471,594	415,548	92,887	3,227,525
302	Bristol Plymouth School	309,911	888,738	888,625	1,023,089	1,193,568	4,303,929
410	Engineering	60,000					60,000
420	DPW Hwy	144,124	246,188	199,224	199,224	199,224	987,984
422	Roadways Construction and Maintenance	718,864	7,893,487	25,126,527	718,487	20,137,217	54,594,582
610	Library	247,828	307,842	59,288			614,958
630	P & R	112,772	104,956				217,727
Grand Total		2,930,729	16,272,091	35,503,203	7,784,867	23,025,054	85,515,944

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Overview – Sources & Uses Cash Projects – Funding Requirements

Funding Source	2023	2024	2025	2026	2027	Grand Total
CSF - Capital Stabilization Fund	1,405,681	2,532,274	1,541,192	942,744	679,269	7,101,160
Other Cash Contributions						
AFS - Alternative Funding Sources	327,273	11,255,569	1,108,288	1,000,000	-	13,691,130
ARPA - American Rescue Plan Act (Waterline Projects)	-	-	5,685,647	-	-	5,685,647
ARRA - Ambulance Receipts Reserved for Appropriation	-	70,000	140,000	140,000	140,000	490,000
CH 90 - Munciple State Grant fo Improving Public Ways	718,864	718,487	718,487	718,487	718,487	3,592,811
CPC - Community Preservation Commision (Act)	169,000	604,910	-	-	-	773,910
MSBA - Massachusetts School Building Authority	-	-	3,000,000	3,500,000	-	6,500,000
OAF - Other Available Funds	-	27,114	-	-	-	27,114
Total Other Cash Contributions	1,215,137	12,676,080	10,652,422	5,358,487	858,487	30,760,612
WD - Water Debt (Debt Serviced by Increased Water Rates)	-	-	-	-	2,145,564	2,145,564
DE - Debt Exclusion (Debt Serviced by Tax Rate)	309,911	1,063,738	23,309,590	1,483,637	19,341,734	45,508,608
Total Source Requirement	2,930,729	16,272,091	35,503,203	7,784,867	23,025,054	85,515,944

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Funding Use	2023	2024	2025	2026	2027	Grand Total
IT	130,500	10,000	68,000	225,000	50,000	483,500
Finance	40,000	-	-	-	-	40,000
Public Buildings & Property Maintenance	433,530	4,170,024	2,389,000	1,115,000	470,000	8,577,554
Police	225,000	315,318	90,318	90,318	-	720,954
Fire	508,200	1,250,014	235,522	498,202	407,158	2,899,095
Bridgewater Middle School	-	470,000	3,270,000	-	200,000	3,940,000
District Wide - % Bridgewater Varies Based on School Enrollment	-	155,831	270,106	-	-	425,937
High School - % Bridgewater Varies Based on School Enrollment	-	247,496	2,471,594	415,548	92,887	3,227,525
Williams Intermediate School	-	212,200	435,000	3,500,000	275,000	4,422,200
Bristol Plymouth	309,911	888,738	888,625	1,023,089	1,193,568	4,303,929
DPW Hwy	144,124	246,188	199,224	199,224	199,224	987,984
Roadways Construction and Maintenance (Roads/Drainage/Waterline)	718,864	7,893,487	25,126,527	718,487	20,137,217	54,594,582
Engineering	60,000	-	-	-	-	60,000
Library	247,828	307,842	59,288	-	-	614,958
P & R	112,772	104,956	-	-	-	217,727
Total Use Requirement	2,930,729	16,272,091	35,503,203	7,784,867	23,025,054	85,515,944

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Overview – Debt Programs – Debt Finance Plan

Items by Asset Group – Projected Debt Requirement FY2023-FY2027

Sum of						Fiscal Year					
Dep	Department	Fundi	Asset Type	Project N	Description	2023	2024	2025	2026	2027	Grand Total
192	Public Buildings & Property Maintenance	DE	BLDG & BLDG IMPROV	192.21	Roadways Building - Upgrade			300,000			300,000
				192.29	Library - Windows		95,000				95,000
				192.37	Police Station - Replace Rooftop AC Unit		80,000				80,000
				192.40	Police Station - Replace Rubber Roofing			500,000			500,000
				192.42	Police Station - Seal Exterior Station Building Block				45,000		45,000
			BLDG & BLDG IMPROV Total				175,000	800,000	45,000		1,020,000
			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						175,000	1,095,000	45,000	400,000	1,715,000

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

300	Bridgewater Middle School	DE	BLDG & BLDG IMPROV	300.09	BMS Replace Existing Generator - 1960			125,000			125,000
			BLDG & BLDG IMPROV Total					125,000			125,000
			OTHER INFRASTRUCTURE	300.07	BMS LED Lighting Upgrade (Interior or Exterior)?					200,000	200,000
			OTHER INFRASTRUCTURE Total							200,000	200,000
	Bridgewater Middle School Total							125,000		200,000	325,000
	Williams Intermediate School	DE	BLDG & BLDG IMPROV	300.51	WIS HVAC Controls Upgrade					275,000	275,000
				300.52	WIS HVAC System Upgrade Package Units (R22 Refridgerant)			300,000			300,000
			BLDG & BLDG IMPROV Total					300,000		275,000	575,000
	Williams Intermediate School Total							300,000		275,000	575,000
	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					1,833,300		415,548	2,248,848
			OTHER INFRASTRUCTURE	300.25	HS Crack Fill, Sealcoat, Reline Asphalt			192,497			192,497
				300.28	HS LED Lighting Upgrades			152,775			152,775
			OTHER INFRASTRUCTURE Total					345,272			345,272
	High School Total							2,178,572		415,548	2,594,120
302	Bristol Plymouth School	DE	BLDG & BLDG IMPROV	302.01	Bristol Plymouth School Bond - % based on enrollment: Currently	309,911	888,738	888,625	1,023,089	1,193,568	4,303,929
			BLDG & BLDG IMPROV Total			309,911	888,738	888,625	1,023,089	1,193,568	4,303,929
	Bristol Plymouth School Total					309,911	888,738	888,625	1,023,089	1,193,568	4,303,929

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

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	
				422.24	Flagg Street-Roadways			3,692,420			3,692,420	
					Flagg Street-Drainage			1,522,267			1,522,267	
				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	
				422.29	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	
			ROADWAYS & DRAINAGE Total					18,722,393		17,273,166	35,995,560	
		WD	WATER LINES	422.15	Vernon Street Opt 2 - Pleasant to Green - Water					2,145,564	2,145,564	
			WATER LINES Total							2,145,564	2,145,564	
	Roadways Construction and Maintenance Total							18,722,393		19,418,730	38,141,124	
Grand Total							309,911	1,063,738	23,309,590	1,483,637	21,487,298	47,654,172

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Detail Capital Plan – Dept & Year

Dept	Department	Project N	Description	Funding Co	2023	Grand Total
133	Finance	133.26	Labor Costing Module	CSF	40,000	40,000
	Finance Total				40,000	40,000
Grand Total					40,000	40,000

Balance to					Fiscal Year					
Dept	Department	Project N	Description	Funding Co	2023	2024	2025	2026	2027	Grand Total
155	IT	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
		155.29	Ambulance Computers Replacement	CSF		10,000				10,000
		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
		155.35	Software Integration and Implementation - TCM / HR / P.O.	CSF	70,500					70,500
		155.38	Full Town Laptop Upgrade (1 of 2)	CSF	-					-
			Full Town Laptop Upgrade	CSF			50,000	50,000	50,000	150,000
	IT Total				130,500	10,000	68,000	225,000	50,000	483,500
Grand Total					130,500	10,000	68,000	225,000	50,000	483,500

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Balance to					Fiscal Year					
Dept	Department	Project N	Description	Funding Co	2023	2024	2025	2026	2027	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	CPC	169,000					169,000
		192.09	Memorial Building - Rehab CSF	CSF	120,000					120,000
		192.10	Stiles & Hart Parkland Initiative Phase II	CPC		251,010				251,010
		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	CPC		313,900				313,900
		192.21	Roadways Building - Upgrade	DE			300,000			300,000
		192.22	Senior Center Parking Lot Repair and Repave	DE			100,000			100,000
		192.27	Library - Carpet Replacement	CSF		50,500				50,500
		192.28	Library - Interior Painting & Furniture	CSF		52,500				52,500
		192.29	Library - Windows	DE		95,000				95,000
		192.30	Library - HVAC	CSF	15,000					15,000
		192.31	Library - Door Access System	CSF	15,000					15,000
		192.34	LAZ Parking Program	AFS			349,000			349,000
		192.37	Police Station - Replace Rooftop AC Unit	DE		80,000				80,000
		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
		192.50	Electric Vehicle Charging Stations Phase II (Library)	OAF		27,114				27,114
		192.55	Garage Heaters - Fire Station 1 & 2 (2)	CSF	12,300					12,300
		192.62	Historical Archive/Museum	CSF			175,000			175,000
		192.63	Concession Building Stairs	AFS	-					-
		192.63	Concession Building Stairs	CSF	20,000					20,000
		192.64	Senior Center Generator Upgrade	AFS	50,000					50,000
		192.64	Senior Center Generator Upgrade	CSF	32,230					32,230
		192.65	Vault Improvement	CSF		35,000				35,000
		192.66	Hanson Farm Preservation	AFS		3,000,000				3,000,000
		300.00	Old High School Purchase (4 of 12) 1-7@70,000 5@42,000	CSF		70,000				70,000
		300.00	Old High School Purchase (5 of 12) 1-7@70,000 5@42,000	CSF			70,000			70,000
		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
Public Buildings & Property Maintenance Total					433,530	4,170,024	2,389,000	1,115,000	470,000	8,577,554
Grand Total					433,530	4,170,024	2,389,000	1,115,000	470,000	8,577,554

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Dept	Department	Project N	Description	Funding Coi	2023	2024	2025	2026	2027	Grand Total		
300	Bridgewater Middle School	300.02	BMS Replace Asphalt Pavements and restripe- Front	CSF		200,000				200,000		
		300.03	BMS Crack fill, seal coat, restripe asphalt-Back	CSF		50,000				50,000		
		300.06	BMS ADA Improvements and Repairs Walks	CSF			25,000			25,000		
		300.07	BMS LED Lighting Upgrade (Interior or Exterior)?	DE					200,000	200,000		
		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		
		300.11	BMS Replace Shades	CSF		85,000				85,000		
		300.15	BMS Upgrade Elevator Conveying System	CSF			65,000			65,000		
		300.16	BMS Upgrade Generator Electrical	CSF			45,000			45,000		
		300.57	BMS Printers	CSF		5,000				5,000		
		300.58	BMS Chromebook Cart - Hardware - Mobile Classroom	CSF		10,000				10,000		
		300.59	BMS Phone System - Hardware - Communications	CSF		120,000				120,000		
		300.60	BMS Chromebook Cart - Hardware - Mobile Classroom	CSF			10,000			10,000		
		Bridgewater Middle School Total						470,000	3,270,000		200,000	3,940,000
		300	Williams Intermediate School	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
				300.49	WIS Crack Fill, Sealcoat, Reline Asphalt	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 Lighting Controls / LED Lighting Upgrades			CSF		45,000				45,000		
300.56	WIS Replace Shades			CSF		85,000				85,000		
300.70	WIS Document Cameras (60) - Classroom Instruction			CSF		7,200				7,200		
300.71	WIS Camera System Upgrade - Building Security	CSF			80,000			80,000				
Williams Intermediate School Total						212,200	435,000	3,500,000	275,000	4,422,200		
300	District Wide	300.18	DW 4x4 Plow Truck Dump	CSF		48,888				48,888		
		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		
		300.62	DW 4x4 Plow Truck	CSF		45,833				45,833		
		300.61	DW District Firewall	CSF		61,110				61,110		
		300.63	DW Staff Laptops	CSF			13,444			13,444		
300.64	DW Computers (40)	CSF			24,444			24,444				
District Wide Total						155,831	270,106			425,937		
300	High School	300.24	HS New Parking by Stadium - Pending Study	CSF			61,110			61,110		
		300.25	HS Crack Fill, Sealcoat, Reline Asphalt	DE			192,497			192,497		
		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			46,444			46,444		
		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		
300.42	HS Replace Turf Field Lighting	CSF		48,888				48,888				
300.45	HS Ride on Scrubber	CSF			10,083			10,083				
300.66	HS Printers	CSF			6,111			6,111				
300.67	HS Lecture Hall Projector	CSF		15,278				15,278				
300.68	HS Large Instructional Classroom - AV	CSF			18,333			18,333				
300.69	HS Install Projectors or Interactive LED Panels - AV Classroom	CSF		183,330				183,330				
High School Total						247,496	2,471,594	415,548	92,887	3,227,525		
300 Total						1,085,526	6,446,700	3,915,548	567,887	12,015,661		
302	Bristol Plymouth School	302.01	Bristol Plymouth School Bond - % based on enrollment: Curre	DE	309,911	888,738	888,625	1,023,089	1,193,568	4,303,929		
Bristol Plymouth School Total					309,911	888,738	888,625	1,023,089	1,193,568	4,303,929		
302 Total					309,911	888,738	888,625	1,023,089	1,193,568	4,303,929		
Grand Total					309,911	1,974,264	7,335,325	4,938,637	1,761,455	16,319,590		

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Dept	Department	Project N	Description	Funding	2023	Grand Total
410	Engineering	410.02	Engineering Survey Truck	CSF	60,000	60,000
	Engineering Total				60,000	60,000
Grand Total					60,000	60,000

Dept	Department	Project N	Description	Funding	2023	2024	2025	2026	2027	Grand Total
420	DPW Hwy	420.08	No. 2 - 16 Freightliner - Lease Payment 5 of 5	CSF		46,964				46,964
		420.09	John Deer Loader - Lease Payment 1 of 5	CSF	53,124					53,124
			John Deer Loader - Lease Payment 2 of 5	CSF		53,124				53,124
			John Deer Loader - Lease Payment 3 of 5	CSF			53,124			53,124
			John Deer Loader - Lease Payment 4 of 5	CSF				53,124		53,124
			John Deer Loader - Lease Payment 5 of 5	CSF					53,124	53,124
		420.13	No. 2 - 24 Six Wheeler - Lease Payment 2 of 5	CSF		48,700				48,700
			No. 2 - 24 Six Wheeler - Lease Payment 3 of 5	CSF			48,700			48,700
			No. 2 - 24 Six Wheeler - Lease Payment 4 of 5	CSF				48,700		48,700
			No. 2 - 24 Six Wheeler - Lease Payment 5 of 5	CSF					48,700	48,700
		420.14	No. 2 - 26 Six Wheeler - Lease Payment 2 of 5	CSF		48,700				48,700
			No. 2 - 26 Six Wheeler - Lease Payment 3 of 5	CSF			48,700			48,700
			No. 2 - 26 Six Wheeler - Lease Payment 4 of 5	CSF				48,700		48,700
			No. 2 - 26 Six Wheeler - Lease Payment 5 of 5	CSF					48,700	48,700
		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
		420.23	Hot Box Truck (2-13)	CSF	91,000					91,000
	DPW Hwy Total				144,124	246,188	199,224	199,224	199,224	987,984
Grand Total					144,124	246,188	199,224	199,224	199,224	987,984

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Dept	Department	Project N	Description	Funding	2023	2024	2025	2026	2027	Grand Total
422	Roadways Construction and Maintenance	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
		422.24	Flagg Street-Roadways	DE			3,692,420			3,692,420
			Flagg Street-Drainage	DE			1,522,267			1,522,267
			Flagg Street-Water Lines	ARPA			2,213,226			2,213,226
		422.34	Chpt. 90 - Roadways Resurfacing & Repair	CH90	718,864	718,487	718,487	718,487	718,487	3,592,811
		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	ARPA			2,397,312			2,397,312
		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	ARPA			1,075,109			1,075,109
		422.35	High Street Damn Removal and Bridge Replacement	AFS	-	7,175,000				7,175,000
	Roadways Construction and Maintenance Total				718,864	7,893,487	25,126,527	718,487	20,137,217	54,594,582
Grand Total					718,864	7,893,487	25,126,527	718,487	20,137,217	54,594,582

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Detail Capital Program by Funding Source

Dept	Department	Project No.	Description	Fiscal Year Appropriated / Projected	AFS	ARRA	CH 90	CPC	CSF	DE	OAF	MSBA	WD	ARPA	Grand Total
133	Finance	133.26	Labor Costing Module	2023					40,000						40,000
Finance Total									40,000						40,000
155	IT	155.26	Replacement of Public Safety Workstations (PD)	2023					30,000						30,000
		155.27	Replacement of Virtual Server (PD)	2023					30,000						30,000
		155.29	Ambulance Computers Replacement	2024					10,000						10,000
		155.30	iPads Upgrade for Community Resource Departments	2026					40,000						40,000
		155.31	WiFi Network Update & Extension	2025					18,000						18,000
		155.32	Server Room Equipment Upgrade (Academy Building)	2026					135,000						135,000
		155.35	Software Integration and Implementation - TCM / HR / P.O.	2023					70,500						70,500
		155.38	Full Town Laptop Upgrade (1 of 2)	2023					0						0
		155.38	Full Town Laptop Upgrade	2025					50,000						50,000
		155.38	Full Town Laptop Upgrade	2026					50,000						50,000
		155.38	Full Town Laptop Upgrade	2027					50,000						50,000
IT Total									483,500						483,500

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Dept	Department	Project No.	Description	Fiscal Year Appropriated / Projected	AFS	ARRA	CH 90	CPC	CSF	DE	OAF	MSBA	WD	ARPA	Grand Total	
210	Police	210.09	Replace Fire Arms Simulator - 3 of 3	2023					0						0	
		210.14	Replace Two Police Vehicles	2023					150,000							150,000
		210.14	Replace One Police Vehicles	2023					75,000							75,000
		210.15	Replace All Issued Tasers (2 of 5)	2023					0							0
		210.15	Replace All Issued Tasers (3 of 5)	2024					25,000							25,000
		210.15	Replace All Issued Tasers (4 of 5)	2025					25,000							25,000
		210.15	Replace All Issued Tasers (5 of 5)	2026					25,000							25,000
		210.18	Replace 2 Police Vehicles - 1 Specialty Vehicle	2024					225,000							225,000
		210.20	Body Worn Camera System (2 of 5)	2023					0							0
		210.20	Body Worn Camera System (3 of 5)	2024					65,318							65,318
		210.20	Body Worn Camera System (4 of 5)	2025					65,318							65,318
		210.20	Body Worn Camera System (5 of 5)	2026					65,318							65,318
		Police Total									720,954					720,954
		220	Fire	220.10	Ambulance (A5) Five Year Lease 5 of 5	2023		0								
220.12	Fire Engine (E4) Lease 4 of 5			2023					0							0
220.12	Fire Engine (E4) Lease 5 of 5			2024					137,492							137,492
220.14	Diesel Utility Side-by-Side: ATV			2023					25,000							25,000
220.15	Radio Equipment Upgrades: Vehicle Mounted & Portable -			2023					0							0
220.15	Radio Equipment Upgrades: Vehicle Mounted & Portable -			2024					95,522							95,522
220.15	Radio Equipment Upgrades: Vehicle Mounted & Portable -			2025					95,522							95,522
220.15	Radio Equipment Upgrades: Vehicle Mounted & Portable -			2026					91,044							91,044
220.19	Watchroom Dispatch Console (Headquarters) - Wrap with N			2025							0					0
220.23	Special Ops Vehicle (Conversion of A3 when Rotaded Out o			2024					50,000							50,000
220.25	Tech Rescue Traylor & Equipment			2023					50,000							50,000
220.30	ATV & UTV Trailers (2)			2023					25,200							25,200
220.32	Ambulance (A1) Five Year Lease 1 of 5			2024			70,000									70,000
220.32	Ambulance (A1) Five Year Lease 2 of 5			2025			70,000									70,000
220.32	Ambulance (A1) Five Year Lease 3 of 5			2026			70,000									70,000
220.32	Ambulance (A1) Five Year Lease 4 of 5			2027			70,000									70,000
220.33	SUV/Comand Vehicle (Vin # 7071)			2024						47,000						47,000
220.34	Ambulance (A2) Five Year Lease 1 of 5			2025			70,000									70,000
220.34	Ambulance (A2) Five Year Lease 2 of 5			2026			70,000									70,000
220.34	Ambulance (A2) Five Year Lease 3 of 5			2027			70,000									70,000
220.35	SUV/Comand Vehicle (Vin # 5780)			2026						47,000						47,000
220.36	SUV/Comand Vehicle (Vin # 5780)			2027						47,000						47,000
220.43	Replacement of Air Boat & Trailer			2023						98,000						98,000
220.44	Tower - Aerial Ladder Truck 1 of 10	2026						220,158						220,158		
220.44	Tower - Aerial Ladder Truck 2 of 10	2027						220,158						220,158		
220.45	Engine 3	2024		772,727										772,727		
220.45	Engine 3	2024						77,273						77,273		
220.46	SCBA Air Compressor & Refill Station	2023		63,636				11,364						75,000		
220.47	New Bush Truck	2023		213,636				21,364						235,000		
Fire Total					1,050,000	490,000			1,359,095	0				2,899,095		

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Dept	Department	Project No.	Description	Fiscal Year Appropriated / Projected	AFS	ARRA	CH 90	CPC	CSF	DE	OAF	MSBA	WD	ARPA	Grand Total
300	Bridgewater Middle School	300.02	BMS Replace Asphalt Pavements and restripe- Front	2024					200,000						200,000
		300.03	BMS Crack fill, seal coat, restripe asphalt-Back	2024					50,000						50,000
		300.06	BMS ADA Improvements and Repairs Walks	2025					25,000						25,000
		300.07	BMS LED Lighting Upgrade (Interior or Exterior)?	2027						200,000					200,000
		300.08	BMS Replace All Windows MSBA	2025								3,000,000			3,000,000
		300.09	BMS Replace Existing Generator - 1960	2025						125,000					125,000
		300.11	BMS Replace Shades	2024					85,000						85,000
		300.15	BMS Upgrade Elevator Conveying System	2025					65,000						65,000
		300.16	BMS Upgrade Generator Electrical	2025					45,000						45,000
		300.57	BMS Printers	2024					5,000						5,000
		300.58	BMS Chromebook Cart - Hardware - Mobile Classroom	2024					10,000						10,000
		300.59	BMS Phone System - Hardware - Communications	2024					120,000						120,000
		300.60	BMS Chromebook Cart - Hardware - Mobile Classroom	2025					10,000						10,000
	Bridgewater Middle School Total								615,000	325,000		3,000,000			3,940,000
	Williams Intermediate School	300.47	WIS Upgrade Fire Panel - Under Review	2025					55,000						55,000
		300.48	WIS Correct Leaking windows and roof - Under Review	2026								3,500,000			3,500,000
		300.49	WIS Crack Fill, Sealcoat, Reline Asphalt	2024					75,000						75,000
		300.51	WIS HVAC Controls Upgrade	2027						275,000					275,000
		300.52	WIS HVAC System Upgrade Package Units (R22 Refridgerant	2025						300,000					300,000
		300.53	WIS Lighting Controls / LED Lighting Upgrades	2024					45,000						45,000
		300.56	WIS Replace Shades	2024					85,000						85,000
		300.70	WIS Document Cameras (60) - Classroom Instruction	2024					7,200						7,200
		300.71	WIS Camera System Upgrade - Building Security	2025					80,000						80,000
	Williams Intermediate School Total								347,200	575,000		3,500,000			4,422,200

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Dept	Department	Project No.	Description	Fiscal Year Appropriated / Projected	AFS	ARRA	CH 90	CPC	CSF	DE	OAF	MSBA	WD	ARPA	Grand Total
		300.18	DW 4x4 Plow Truck Dump	2024					48,888						48,888
		300.23	DW Replace Metal Exterior Grounds shop	2025					76,388						76,388
		300.20	DW Replace Bobcat	2025					64,166						64,166
		300.21	DW Replace Shop Roof	2025					91,665						91,665
		300.61	DW District Firewall	2024					61,110						61,110
		300.62	DW 4x4 Plow Truck	2024					45,833						45,833
		300.63	DW Staff Laptops	2025					13,444						13,444
		300.64	DW Computers (40)	2025					24,444						24,444
	District Wide Total								425,937						425,937
	High School	300.24	HS New Parking by Stadium - Pending Study	2025					61,110						61,110
		300.25	HS Crack Fill, Sealcoat, Reline Asphalt	2025						192,497					192,497
		300.26	HS HVAC Terminal & Packaging Units	2025						1,833,300					1,833,300
		300.28	HS LED Lighting Upgrades	2025						152,775					152,775
		300.29	HS Replace Boiler No. 1	2025					46,444						46,444
		300.30	HS Replace Boiler No. 2	2025					52,555						52,555
		300.31	HS Replace Boiler No. 3	2027					46,444						46,444
		300.32	HS Replace Boiler No. 4	2027					46,444						46,444
		300.33	HS Replace Boiler No. 5	2025					52,555						52,555
		300.34	HS Replace HVAC Controls	2026						415,548					415,548
		300.39	HS Replace Remaining 20% of Sprinkler Heads	2025					45,833						45,833
		300.42	HS Replace Turf Field Lighting	2024					48,888						48,888
		300.45	HS Ride on Scrubber	2025					10,083						10,083
		300.66	HS Printers	2025					6,111						6,111
		300.67	HS Lecture Hall Projector	2024					15,278						15,278
		300.68	HS Large Instructional Classroom - AV	2025					18,333						18,333
		300.69	HS Install Projectors or Interactive LED Panels - AV Classroom	2024					183,330						183,330
		300.74	HS Auditorium Projector Replacement and Wiring - Phase 2	2023					0						0
		300.75	HS PA System Schedule Bells	2023					0						0
	High School Total								633,405	2,594,120					3,227,525
302	Bristol Plymouth School	302.01	Bristol Plymouth School Bond - % based on enrollment: Cur	2023						309,911					309,911
		302.01	Bristol Plymouth School Bond - % based on enrollment: Cur	2024						888,738					888,738
		302.01	Bristol Plymouth School Bond - % based on enrollment: Cur	2025						888,625					888,625
		302.01	Bristol Plymouth School Bond - % based on enrollment: Cur	2026						1,023,089					1,023,089
		302.01	Bristol Plymouth School Bond - % based on enrollment: Cur	2027						1,193,568					1,193,568
	Bristol Plymouth School Total									4,303,929					4,303,929

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Dept	Department	Project No.	Description	Fiscal Year Appropriated / Projected	AFS	ARRA	CH 90	CPC	CSF	DE	OAF	MSBA	WD	ARPA	Grand Total
410	Engineering	410.02	Engineering Survey Truck	2023					60,000						60,000
Engineering Total									60,000						60,000
420	DPW Hwy	420.07	No. 2 - 17 Freightliner - Lease Payment 5 of 5	2023					0						0
		420.08	No. 2 - 16 Freightliner - Lease Payment 4 of 5	2023					0						0
		420.08	No. 2 - 16 Freightliner - Lease Payment 5 of 5	2024					46,964						46,964
		420.09	John Deer Loader - Lease Payment 1 of 5	2023					53,124						53,124
		420.09	John Deer Loader - Lease Payment 2 of 5	2024					53,124						53,124
		420.09	John Deer Loader - Lease Payment 3 of 5	2025					53,124						53,124
		420.09	John Deer Loader - Lease Payment 4 of 5	2026					53,124						53,124
		420.09	John Deer Loader - Lease Payment 5 of 5	2027					53,124						53,124
		420.13	No. 2 - 24 Six Wheeler - Lease Payment 2 of 5	2024					48,700						48,700
		420.13	No. 2 - 24 Six Wheeler - Lease Payment 3 of 5	2025					48,700						48,700
		420.13	No. 2 - 24 Six Wheeler - Lease Payment 4 of 5	2026					48,700						48,700
		420.13	No. 2 - 24 Six Wheeler - Lease Payment 5 of 5	2027					48,700						48,700
		420.14	No. 2 - 26 Six Wheeler - Lease Payment 2 of 5	2024					48,700						48,700
		420.14	No. 2 - 26 Six Wheeler - Lease Payment 3 of 5	2025					48,700						48,700
		420.14	No. 2 - 26 Six Wheeler - Lease Payment 4 of 5	2026					48,700						48,700
		420.14	No. 2 - 26 Six Wheeler - Lease Payment 5 of 5	2027					48,700						48,700
		420.21	No. 2 - 18 Six Wheeler - Lease Payment 1 of 5	2024					48,700						48,700
		420.21	No. 2 - 18 Six Wheeler - Lease Payment 2 of 5	2025					48,700						48,700
		420.21	No. 2 - 18 Six Wheeler - Lease Payment 3 of 5	2026					48,700						48,700
		420.21	No. 2 - 18 Six Wheeler - Lease Payment 4 of 5	2027					48,700						48,700
		420.23	Hot Box Truck (2-13)	2023					91,000						91,000
DPW Hwy Total									987,984						987,984

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Dept	Department	Project No.	Description	Fiscal Year Appropriated / Projected	AFS	ARRA	CH 90	CPC	CSF	DE	OAF	MSBA	WD	ARPA	Grand Total
422	Roadways Construction and Maintenance	422.15	Vernon Street Opt 2 - Pleasant to Green - Roadways	2027						11,220,867					11,220,867
		422.15	Vernon Street Opt 2 - Pleasant to Green - Drainage	2027						6,052,299					6,052,299
		422.15	Vernon Street Opt 2 - Pleasant to Green - Water	2027									2,145,564		2,145,564
		422.24	Flagg Street-Roadways	2025						3,692,420					3,692,420
		422.24	Flagg Street-Drainage	2025						1,522,267					1,522,267
		422.24	Flagg Street-Water Lines	2025									2,213,226		2,213,226
		422.34	Chpt. 90 - Roadways Resurfacing & Repair	2023			718,864								718,864
		422.34	Chpt. 90 - Roadways Resurfacing & Repair	2024			718,487								718,487
		422.34	Chpt. 90 - Roadways Resurfacing & Repair	2025			718,487								718,487
		422.34	Chpt. 90 - Roadways Resurfacing & Repair	2026			718,487								718,487
		422.34	Chpt. 90 - Roadways Resurfacing & Repair	2027			718,487								718,487
		422.27	Cross Street Opt 2 - Vernon St to South St - Roadways - Box 1	2025						5,402,608					5,402,608
		422.27	Cross Street Opt 2 - Vernon St to South St - Drainage	2025						2,956,571					2,956,571
		422.27	Cross Street Opt 2 - Vernon St to South St - Water Lines	2025									2,397,312		2,397,312
		422.29	South Street Opt 1 - Crescent St to Central Sq - Roadways - E	2025						3,337,030					3,337,030
		422.29	South Street Opt 1 - Crescent St to Central Sq - Drainage	2025						1,811,498					1,811,498
		422.29	South Street Opt 1 - Crescent St to Central Sq - Water Lines	2025									1,075,109		1,075,109
		422.35	High Street Damn Removal and Bridge Replacement	2023	0										0
		422.35	High Street Damn Removal and Bridge Replacement	2024	7,175,000										7,175,000
		422.36	Sidewalk & Curbing Improvements	2023	0										0
Roadways Construction and Maintenance Total					7,175,000		3,592,811			35,995,560			2,145,564	5,685,647	54,594,582

Town of Bridgewater FY2023-FY2027 Capital Improvement Plan

Dept	Department	Project No.	Description	Fiscal Year Appropriated / Projected	AFS	ARRA	CH 90	CPC	CSF	DE	OAF	MSBA	WD	ARPA	Grand Total
610	Library	610.07a	Town Records Management/Digitization-Phase 1	2023					247,828						247,828
		610.07b	Town Records Management/Digitization-Phase 2	2024	307,842										307,842
		610.07c	Town Records Management/Digitization-Phase 3	2025	59,288										59,288
	Library Total					367,130			247,828						614,958
630	P & R	630.15	Dump Truck with Plow Setup	2024					50,000						50,000
		630.16	Pickup Truck	2023					60,000						60,000
		630.18	Dog Park	2024				40,000							40,000
		630.19	Spreader/Sprayer	2023					13,486						13,486
		630.20	Trap Rake	2023					26,190						26,190
		630.21	Workman HDX Utility Vehicle	2023					13,096						13,096
		630.22	Turbine Debris Blower	2024					9,956						9,956
		630.23	Shop Lift	2024					5,000						5,000
	P & R Total							40,000	177,727						217,727
Grand Total					13,691,130	490,000	3,592,811	773,910	7,101,160	45,508,608	27,114	6,500,000	2,145,564	5,685,647	85,515,944