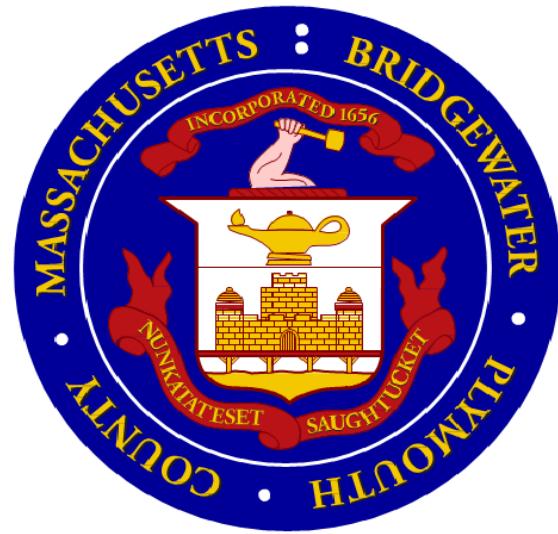


Proposed Capital Improvement Program



2026 - 2031

Town of Bridgewater, Massachusetts

Capital Improvement Program

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Transmittal Letter FY2026-FY2031 Proposed Capital Budget

Justin Casanova-Davis
Town Manager

December 3, 2025

To: Town Council and Residents

It is my pleasure to submit the FY2026-2031 Capital Improvement Program (CIP). As per the Town Charter, the Town Council reviews the Proposed Capital Improvement Program, adopts it, and appropriates funds for each recommended capital project as funding becomes available.

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

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

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

CIP Funding

The process of preparing the CIP and the FY2026 Capital Budget has remained essentially the same as in the past. Pursuant to the Council policy, Free Cash provides a recurring funding source for many capital projects. The most common alternative funding source, other than free cash, is generally municipal borrowing.

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

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

Under these guidelines, one appropriate use of free cash is to fund the Capital Stabilization Fund and, in turn, capital projects.

Financing small capital projects or equipment with debt is not considered the best practice for a community of our size. Bond rating agencies prefer to see cities and towns use a pay-as-you-go approach for smaller capital projects. The one-time nature of the funding source makes it an excellent match for one-time capital expenditures.

If, for any reason, sufficient reserves do not exist for a given year, the Town may choose alternative funding mechanisms or decide to delay project(s).

The FY 2026 Capital Program - Free Cash Context

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

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

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

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

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

0-FY26-xxx - FY26 Town Capital \$1,442,146

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

The FY 2026 Capital Program - Stabilization Fund Context

The Town currently maintains a Stabilization Fund, which is the Town's equivalent of a rainy-day fund. As a best practice, the Town will endeavor to maintain a Stabilization Fund large enough to buffer the General Fund from the impact of reduced state aid over two to five years, declining local receipts, and/or a decline in new growth. As demonstrated during the recent COVID-19 pandemic, the importance of keeping the Town's Stabilization Fund well-funded cannot be overstated. As of 12/3/2025, the balance in the Town's Stabilization Fund is **\$9,636,433**, and the balance in the Capital Stabilization Fund is **\$3,907,874** before the appropriations are approved. Once the books are closed for FY2026, the Free Cash certification and allocation will be addressed again for FY2027 Appropriations.

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

FY2026 - 2027 Proposed Capital Budget

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

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

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

FY2026 - 2031 Proposed Capital Budget

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

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

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

It should be clearly noted that projects listed in the Capital Improvement Program for years other than FY2026 will not be authorized at this time. Projects in these “out years” serve mainly as a guide for future planning and are subject to re-analysis and further review before incorporation into a future capital budget. That process is conducted annually, as both the Capital Improvement Program (CIP) and the Capital Budget are developed in accordance with Section 6 of the Bridgewater Home Rule Charter. One of the long-term goals of Town Managers and financial staff is to, to the extent possible, fund small capital items with available funds, such as Free Cash, and avoid incurring debt for smaller capital items. Our proposed Capital plan adheres to that goal. In addition, we will continue to aggressively pursue alternative sources of funding, particularly grants and earmarks, to help offset some of the costs associated with capital projects.

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

Closing Comments

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

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

Respectfully submitted,
Justin Casanova-Davis
Town Manager

Introduction of Frequently Asked Questions

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

I. What is the Capital Improvement Program?

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

II. What are Capital Assets and Capital Projects?

A capital asset is a new or rehabilitated physical asset that is of a non-recurring nature, has a useful life of at least five years, and is of significant value. Capital projects are undertaken to acquire capital assets and are differentiated from ordinary repairs or maintenance of a recurring nature. Examples of capital projects include land acquisitions, construction or major improvements to public buildings, road construction, and the acquisition of large equipment. For our purposes, projects submitted must exceed.

\$10,000 in (aggregate) value currently to qualify for inclusion in the *Town of Bridgewater's Capital Improvement Program*.

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

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

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

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

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

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

V. Why do we need a CIP?

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

VI. How does Capital Programming save the Town money?

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

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

VII. How are Capital Projects financed?

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

VIII. How is the CIP developed?

The process for preparing the FY2026-2031 Capital Improvement Program and its associated FY2026 Capital Budget is essentially the same as in past years. It involves active participation by Department Heads working in conjunction with the Finance Team. The Capital Budget is prepared in the context of a six-to-ten-year determination of need by Departments, in conjunction with the Town's overall financial capacity to affordably accommodate the required debt service payments. Projected debt service payments and budgetary impacts are forecast annually to help ensure affordability and sustainability of the Capital Improvement Program.

Proposed projects are reviewed and prioritized based upon commonly used criteria such as health and safety factors, legal obligations and mandates, fiscal impact, environmental impact, community economic effects, and aesthetic and social effects on the quality of life experienced by Bridgewater residents. Projects are also examined in terms of their relationship to other projects, the Master Plan of Development, and their compatibility with Town-wide goals and objectives.

The process can be described as an iterative cycle with several distinct procedural steps. These steps and the approximate time in which they typically occur are described below. The process is also graphically illustrated in the Capital Projects Flow Chart following this introduction.

- *Late Summer*—Following the adoption of the Town Budget Departments are provided with their previously submitted multi-year requests for review, update, and the addition of additional years' items. While requests generally remain the same as in the initial request, there are occasionally changed circumstances which necessitate alterations to the requests. This information is returned to the Town Manager and Finance Director for General Government & Enterprise Fund projects.
- *Late Autumn / Early Winter* —The Finance Team meets to review the compiled information and begin scheduled meetings with the various Departments to evaluate the projects. The Finance Team meets to review the requests of specific Departments and the needs of the overall Town organization. The preliminary debt schedules are updated, and various financial forecasts completed in order to provide context to the Capital Budget as well as the multiple year Capital Improvement Program.

- *January/February* —The Capital Budget is finalized within the parameters of the established funding target plus any available funds such as free cash or previously approved but unexpended bond proceeds. In making final decisions, the process includes a determination of actual needs, and the prioritization of need based upon:
 - legal mandate,
 - strategic alignment,
 - value to residents,
 - public safety,
 - the effect of deferral.

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

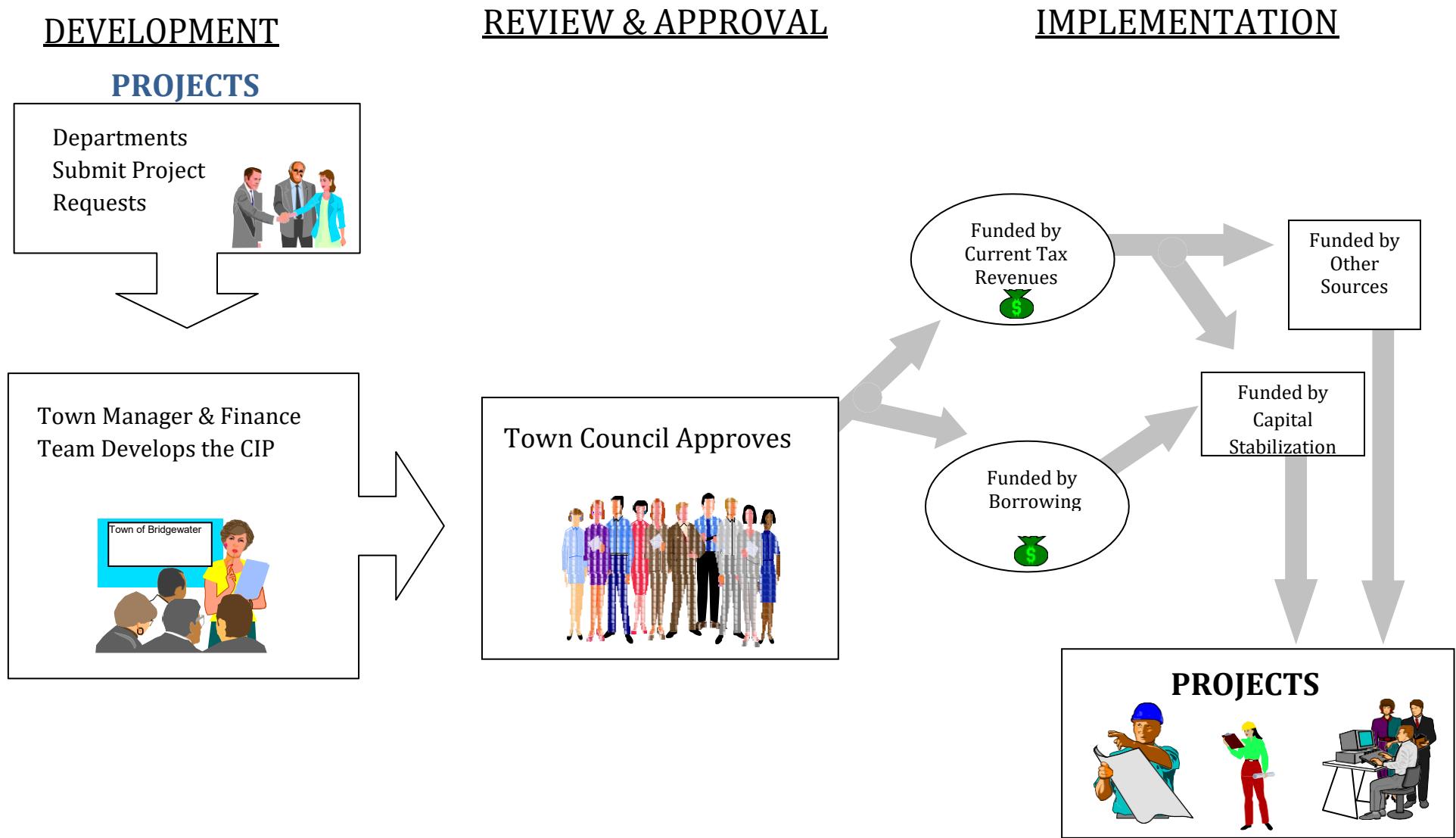
- *March* – Any recurring capital lease obligations, such as lease/purchase payments, will be submitted for Order for Council vote.
- *Late Autumn / Early Winter* – Once Free Cash is certified and allocations are approved pursuant to the Council's Free Cash Policy, the Bridgewater-Raynham Regional District portion of the Capital Budget is presented to the Council as an Order.

Throughout the ensuing fiscal year, Town staff monitors all the approved projects, with the various Departments to ensure compliance of the approved projects and equipment. Any changes or remaining balances are closed out and recorded back to the Capital Stabilization fund. The Finance Team will reconvene with Departments to update the CIP all over again.

IX. Why must the CIP be continually updated?

The CIP must be reviewed annually by Town departments and others to ensure its effectiveness as a flexible, mid-range strategic plan that links the annual budget with our multi-year financial forecasts and the more static long-range Master Plan of Development. Each year, Town Council reviews the capital projects recommended by the Finance Team and the Town 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



Capital Improvement Program – Sources and Uses

Sources

Town of Bridgewater FY 2026 - 2031 Capital Improvement Program								
AFS=Alternative Funding Source - ARPA=American Rescue Plan - ARRA=Ambulance Receipts Reserved - CH90=Chapter 90 - CPC=Community Preservation Fund - CSF=Capital Stabilization Fund - DE=Debt Exclusion - MSBA=MA School Building Authority - OAF=Other Available Funds - WD=Water Debt								
Funding Code	Funding Source	2026	2027	2028	2029	2030	2031	Grand Total
■ AFS	Alternative Funding Source	288,400	487,842	1,700,000				2,476,242
■ ARRA	Ambulance Receipts Reserved	141,300	185,103	185,103	95,000	95,000		701,506
■ CH 90	Chapter 90	1,595,930	1,393,049	1,393,049	1,393,049	1,393,049	1,393,049	8,561,173
■ CPC	Community Preservation	25,000	540,000					565,000
■ CSF	Capital Stabilization Fund	2,418,284	6,023,050	2,284,087	596,000	611,000	146,000	12,078,421
■ DE	Debt Exclusion		390,653	8,359,179	17,273,166	12,501,056		38,524,054
■ MSBA	MSBA			8,333,300		320,000		8,653,300
■ OAF	Other Available Funds			30,000				30,000
Grand Total		4,468,914	9,019,697	22,284,717	19,357,215	14,920,105	1,539,049	71,589,696

Uses

Town of Bridgewater FY 2026 - 2031 Capital Improvement Program								
AFS=Alternative Funding Source - ARPA=American Rescue Plan - ARRA=Ambulance Receipts Reserved - CH90=Chapter 90 - CPC=Community Preservation Fund - CSF=Capital Stabilization Fund - DE=Debt Exclusion - MSBA=MA School Building Authority - OAF=Other Available Funds - WD=Water Debt								
Dept	Department	2026	2027	2028	2029	2030	2031	Grand Total
100	General Gov.	45,000	180,000					225,000
155	IT	280,000	140,000					420,000
192	Public Buildings & Property Maintenance	462,546	795,000	1,872,000	42,000	42,000	42,000	3,255,546
210	Police	270,000	554,000	54,000	54,000	54,000	54,000	1,040,000
	Public Buildings & Property Maintenance	50,000						50,000
220	Fire	421,800	2,756,669	606,669	275,000	275,000	-	4,335,138
300	Bridgewater Middle School	377,000	355,000	3,000,000	200,000	470,000		4,402,000
	Mitchell Elementary School	49,500			70,000			119,500
	Williams Intermediate School	206,500	55,000	3,500,000		135,000		3,896,500
	District Wide	120,545	256,686					377,231
	High School	222,593	975,076	1,833,300				3,030,969
420	DPW Hwy	10,000	195,722	98,521	50,000	50,000	50,000	454,243
	Public Buildings & Property Maintenance			100,000				100,000
422	Roadways Construction and Maintenance	1,795,930	1,783,702	9,752,227	18,666,215	13,894,105	1,393,049	47,285,227
610	Library		307,842					307,842
630	P & R	157,500	665,000	1,468,000				2,290,500
Grand Total		4,468,914	9,019,697	22,284,717	19,357,215	14,920,105	1,539,049	71,589,696
<i>*Roadway Infrastructure is currently under review by DPW</i>								
<i>*Library Assessment completed - ADA recommended projects</i>								
<i>*School not updated for 2027+</i>								

Projects

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

Debt Programs – Debt Financing Plan

Town of Bridgewater Capital Plan Items by Asset Group - Projected Debt Requirement FY 2026 - FY2031

Asset Type	Project No.	Description	Fiscal Year				
			2027	2028	2029	2030	Grand Total
ROADWAYS & DRAINAGE	422.15	Vernon Street Opt 2 - Pleasant to Green - Roadways			11,220,867		11,220,867
		Vernon Street Opt 2 - Pleasant to Green - Drainage			6,052,299		6,052,299
	422.27	Cross Street Opt 2 - Vernon St to South St - Roadways - Box Widening - Bike Lanes	5,402,608				5,402,608
		Cross Street Opt 2 - Vernon St to South St - Drainage		2,956,571			2,956,571
	422.28	Green Street Opt 2 - Water Main - Mill & Overlay - Roadways	353,385				353,385
		Green Street Opt 2 - Water Main - Mill & Overlay - Drainage	37,268				37,268
	422.30	Main St - Center St to Central Sq - Roadways				5,234,450	5,234,450
		Main St - Center St to Central Sq - Drainage				2,132,115	2,132,115
	422.33	Downtown Gateway Project - Roadways				5,134,490	5,134,490
ROADWAYS & DRAINAGE Total			390,653	8,359,179	17,273,166	12,501,056	38,524,054
			390,653	8,359,179	17,273,166	12,501,056	38,524,054
			390,653	8,359,179	17,273,166	12,501,056	38,524,054

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

Detail Plan by Department

Town of Bridgewater Capital Improvement Program

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

Project Funded	N	FY 2026 - FY 2031					
Dept	Department	Project N	Description	Funding Co	2026	2027	Grand Total
100	General Gov.	100.01a	Vehicle - Electric 1	AFS		45,000	45,000
			Vehicle - Electric 2 - Honda	AFS		45,000	45,000
			Vehicle - Electric 3 - MBC	AFS		45,000	45,000
			Vehicle - Electric 4 - MBC	AFS		45,000	45,000
			Vehicle - Gen Gov	CSF	45,000		45,000
General Gov. Total					45,000	180,000	225,000
Grand Total					45,000	180,000	225,000

Town of Bridgewater Capital Improvement Program FY2026-FY2031

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

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

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Project Funded (Y/N)	(Multiple Items)	FY 2026- FY 2031									
Dept	Department	Project N	Description	Funding Co	2026	2027	2028	2029	2030	2031	Grand Total
	Public Buildings & Property Maintenance										
	192		192.01 Town Lot Parking Central Square Parking - Reconstruction	AFS			100,000				100,000
			192.06 Public Parking Garage	AFS			1,000,000				1,000,000
			192.14 Downtown Paid Parking	AFS			600,000				600,000
			192.21 Roadways Building 151 High St Upgrade	CSF		300,000					300,000
			192.22 Senior Center Parking Lot Repair and Repave	CSF			100,000				100,000
			192.27 Library - Carpet/Flooring Replacement	CSF	25,000						25,000
			192.29 Library - Windows Updated quote -DOER \$75k grant	AFS	75,000						75,000
			192.29 Library - Windows Updated quote -DOER \$75k grant	CSF	40,000						40,000
			192.41 Police Station - Expanded Parking	CSF		250,000					250,000
			192.42 Police Station - Seal Exterior Station Building Block	CSF	50,000						50,000
			192.50 Electric Vehicle Charging Stations Phase III (Library)	OAF			30,000				30,000
			192.62 Historical Archive/Museum	CSF		175,000					175,000
			192.79 Town River Landing - Pavilion Project 80 Spring St	AFS	100,000						100,000
			192.81 Senior Center Flooring	CSF	28,600						28,600
			192.82 Library Archway Structural Review	CSF	30,000						30,000
			192.83 Library Interior Railing ADA Compliance	CSF	30,000						30,000
			192.84 Library Outside ADA Walkways Compliance	CSF	15,946						15,946
			192.85 Library Outside Column Replacements - 6 exterior columns	CSF	68,000						68,000
			300.00 Old High School Purchase (7 of 12) 1-7@70,000 5@42,000	CSF		70,000					70,000
			300.00 Old High School Purchase (8 of 12) 1-7@70,000 5@42,000	CSF			42,000				42,000
			300.00 Old High School Purchase (9 of 12) 1-7@70,000 5@42,000	CSF				42,000			42,000
			300.00 Old High School Purchase (10 of 12) 1-7@70,000 5@42,000	CSF					42,000		42,000
			300.00 Old High School Purchase (11 of 12) 1-7@70,000 5@42,000	CSF						42,000	42,000
			300.00 Old High School Purchase (11 of 12) 1-7@70,000 5@42,000	CSF							42,000
			Public Buildings & Property Maintenance Total		462,546	795,000	1,872,000	42,000	42,000	42,000	3,255,546

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Project Funded (Y/N)		FY 2026 - FY 2031								
Balance to		Fiscal Year								
Dept	Department	Project N	Description	Funding Co	2026	2027	2028	2029	2030	Grand Total
		210	Police							
			210.22 Replace 2 Police Vehicles - 1 Specialty Vehicle	CSF	270,000					270,000
			210.24 Replacement of Tasers Five Year Financing 5 of 5	CSF		54,000				54,000
			Replacement of Tasers Five Year Financing 3 of 5	CSF				54,000		54,000
			Replacement of Tasers Five Year Financing 4 of 5	CSF					54,000	54,000
			Replacement of Tasers Five Year Financing 1 of 5	CSF		54,000				54,000
			210.23 Replace RMS_CAD system Computer Aided Dispatch- Re	CSF		500,000				500,000
			Police Total		270,000	554,000	54,000	54,000	54,000	986,000
			210.25 Police/EMS - Town Radio Repeater/Interference	CSF	50,000					50,000
			Public Buildings & Property Maintenance Total		50,000					50,000
		220	Fire							
			220.32 Ambulance (A1) Five Year Lease 4 of 5	ARRA		90,103				90,103
			220.34 Ambulance (A1) Five Year Lease 5 of 5	ARRA			90,103			90,103
			220.34 Ambulance (A1) 2026 F550 Five Year Lease 3 of 5	ARRA			95,000			95,000
			220.34 Ambulance (A1) 2026 F550 Five Year Lease 4 of 5	ARRA				95,000		95,000
			220.34 Ambulance (A1) 2026 F550 Five Year Lease 5 of 5	ARRA					95,000	95,000
			220.34 Ambulance (A1) 2026 F550 Five Year Lease 2 of 5	ARRA		95,000				95,000
			220.35 SUV/Comand Vehide (Vin # 5780)	CSF		75,000				75,000
			220.36 SUV/Comand Vehide (Vin # 0048)	CSF			75,000			75,000
			220.44 Tower- Aerial Ladder Truck 2 of 10(Financing/Leasing/A	CSF						-
			220.44 Tower- Aerial Ladder Truck 3 of 10(Financing/Leasing/A	CSF						-
			220.44 Tower- Aerial Ladder Truck 4 of 10(Financing/Leasing/A	CSF						-
			220.44 Tower- Aerial Ladder Truck 1 of 10(Financing/Leasing/A	CSF		2,150,000				2,150,000
			220.45 Engine 3 Leasing 4/5	CSF		166,566				166,566
			220.45 Engine 3 Leasing 5/5	CSF			166,566			166,566
			220.50 Typhoon Pumper Truck 2026 3/5	CSF			180,000			180,000
			220.50 Typhoon Pumper Truck 2026 4/5	CSF				180,000		180,000
			220.50 Typhoon Pumper Truck 2026 5/5	CSF					180,000	180,000
			220.50 Typhoon Pumper Truck 2026 2/5	CSF		180,000				180,000
			220.52 Ambulance Supplies to outfit new Ambulance Equipme	ARRA	141,300					141,300
			220.53 New Engine Hoses and equipment Needed for Engine 3	CSF	57,000					57,000
			220.54 New Engine Hoses and equipment Needed for New Pui	AFS	113,400					113,400
			220.55 New Engine Hoses and equipment Needed for New Pui	CSF	75,000					75,000
			220.55 Turnout Gear Second Set	CSF	35,100					35,100
			Fire Total		421,800	2,756,669	606,669	275,000	275,000	4,335,138
			Grand Total		741,800	3,310,669	660,669	329,000	329,000	5,371,138

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Project Funded	(Multiple Items)		FY 2026 - FY 2031									
Balance to	Dept	Department	Project N	Description	Funding Co	Fiscal Year	2026	2027	2028	2029	2030	Grand Total
	300	Bridgewater Middle School	300.01	BMS Replace 2 Air Handling Units - Fall 2022	CSF		85,000			200,000		200,000
			300.05	BMS Upgrade HVAC Controls	CSF		25,000					25,000
			300.06	BMS ADA Improvements and Repairs Walks	CSF				3,000,000			3,000,000
			300.08	BMS Replace All Windows MSBA	MSBA							125,000
			300.09	BMS Replace Existing Generator - 1960	CSF		125,000					125,000
			300.12	BMS Resurface 4 Tennis Courts and add 1 New* - Under review	MSBA					320,000		320,000
			300.14	BMS FIRE PANEL UPGRADE - Under Review	CSF					150,000		150,000
			300.15	BMS Upgrade Elevator Conveying System	CSF		65,000					65,000
			300.16	BMS Upgrade Generator Electrical	CSF		45,000					45,000
			300.60	BMS Chromebook Cart - Hardware - Mobile Classroom	CSF		10,000					10,000
			300.90	BMS Riding Auto Scrubber	CSF		17,000					17,000
			300.91	BMS Update key cards/access control system to door 12	CSF		10,000					10,000
			300.92	BMS fencing around field along parking lot	CSF		20,000					20,000
			300.93	BMS Reconstruct curbing and relocate crosswalk	CSF		20,000					20,000
			300.94	BMS Install New building water filtration system	CSF		200,000					200,000
			300.95	BMS Auditorium projector and screen	CSF		100,000					100,000
			300.96	BMS Auto Scrubber	CSF		10,000					10,000
	Bridgewater Middle School Total						377,000	355,000	3,000,000	200,000	470,000	4,402,000
	300	Mitchell Elementary School	300.44	MES crack fill, seal coat and restripe all lots	CSF					70,000		70,000
			300.80	MES Storage Unit (#4)	CSF		15,000					15,000
			300.81	MES Replace Chrombooks in cart (30) x2	CSF		20,000					20,000
			300.82	MES Commercial stand-on zero turn mower	CSF		14,500					14,500
	Mitchell Elementary School Total						49,500			70,000		119,500
	300	Williams Intermediate School	300.46	WIS Install Asphalt Rear of Building - Under Review	CSF						135,000	135,000
			300.47	WIS Upgrade Fire Panel - Under Review	CSF		55,000					55,000
			300.48	WIS Correct Leaking windows and roof - Under Review	MSBA				3,500,000			3,500,000
			300.83	WIS Install Mini-split to Replace current floor model a/c	CSF		7,500					7,500
			300.84	WIS Replace Chromebooks in cart (30) x2	CSF		20,000					20,000
			300.85	WIS Rebuild 2 of 4 Boilers Chambers	CSF		80,000					80,000
			300.86	WIS Lighting Controls / LED Lighting Upgrades	CSF		45,000					45,000
			300.87	WIS Replace/Repair Intercom system	CSF		27,500					27,500
			300.88	WIS Replace/Repair Entrance door hardware/Camera system	CSF		12,000					12,000
			300.89	WIS Storage Unit (#4)	CSF		14,500					14,500
	Williams Intermediate School Total						206,500	55,000	3,500,000		135,000	3,896,500

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Project Funded	(Multiple Items)		FY 2026 - FY 2031							
Balance to										
Dept	Department	Project N	Description	Funding Co	2026	2027	2028	2029	2030	Grand Total
District Wide		300.23	DW Replace Metal Exterior Grounds shop	CSF		76,388				76,388
		300.20	DW Replace Bobcat	CSF		64,166				64,166
		300.21	DW Replace Shop Roof	CSF		91,665				91,665
		300.63	DW Replace Central office Staff Laptops	CSF	12,332					12,332
		300.64	DW Computers (40)	CSF		24,468				24,468
		300.10	DW Install mini split system replacmt window/units Central Of	CSF	49,328					49,328
		300.10	DW Design and upgrade the Central Office entrance way Centr	CSF	18,498					18,498
		300.10	DW Storage units (#5 #6) DW	CSF	28,980					28,980
		300.11	DW Fisher 2.5 Poly caster spreader - DW	CSF	5,241					5,241
		300.11	DW Security camera federation DW	CSF	6,166					6,166
District Wide Total					120,545	256,686				377,231
High School		300.24	HS New Parking by Stadium - Pending Study	CSF		61,110				61,110
		300.26	HS HVAC Terminal & Packaging Units	MSBA			1,833,300			1,833,300
		300.28	HS LED Lighting Upgrades	CSF		152,775				152,775
		300.29	HS Replace Boiler No. 1	CSF		67,287				67,287
		300.30	HS Replace Boiler No. 2	CSF		52,555				52,555
		300.31	HS Replace Boiler No. 3	CSF		46,444				46,444
		300.32	HS Replace Boiler No. 4	CSF		46,444				46,444
		300.33	HS Replace Boiler No. 5	CSF		52,555				52,555
		300.34	HS Replace HVAC Controls	CSF		415,548				415,548
		300.39	HS Replace Remaining 20% of Sprinkler Heads	CSF		45,833				45,833
		300.45	HS Ride on Scrubber	CSF		10,083				10,083
		300.66	HS Printers	CSF		6,111				6,111
		300.68	HS Large Instructional Classroom - AV	CSF		18,333				18,333
		300.10	DW Replace Movers (wrestling) High School	CSF	16,032					16,032
		300.10	DW Ventrac 4500 w/attachments - DW	CSF	52,411					52,411
		300.11	DW Replace Network Closet UPS - HS	CSF	24,664					24,664
		300.11	DW Replace data Center UPS - HS	CSF	12,332					12,332
		300.97	DW Storage Unit (3#1's #4 and #5) High School	CSF	33,913					33,913
		300.98	DW Replace remaining Sprinkler Heads High School	CSF	55,494					55,494
		300.99	DW Replace Carpet in Guidance Suite High School	CSF	27,747					27,747
High School Total					222,593	975,076	1,833,300			3,030,969
300 Total					976,138	1,641,762	8,333,300	270,000	605,000	11,826,200

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Project Funded		FY 2026 - FY 2031									
Dept	Department	Project N	Description	Funding	2026	2027	2028	2029	2030	2031	Grand Total
420	DPW Hwy	420.09	John Deer Loader - Lease Payment 4 of 5	CSF		48,521					48,521
			John Deer Loader - Lease Payment 5 of 5	CSF			48,521				48,521
		420.13	No. 2 - 24 Six Wheeler - Lease Payment 5 of 5	CSF		48,601					48,601
		420.14	No. 2 - 26 Six Wheeler - Lease Payment 5 of 5	CSF		48,601					48,601
		420.21	No. 2 - 18 Six Wheeler - Lease Payment 1 of 5	CSF		50,000					50,000
			No. 2 - 18 Six Wheeler - Lease Payment 2 of 5	CSF			50,000				50,000
			No. 2 - 18 Six Wheeler - Lease Payment 3 of 5	CSF				50,000			50,000
			No. 2 - 18 Six Wheeler - Lease Payment 4 of 5	CSF					50,000		50,000
			No. 2 - 18 Six Wheeler - Lease Payment 5 of 5	CSF						50,000	50,000
		420.21a	No. 2 - 18 Six Wheeler Used Plow and Sander Pur	CSF	10,000						10,000
DPW Hwy Total					10,000	195,722	98,521	50,000	50,000	50,000	454,243
Public Building		192.13	Shade Tree Management Program	CSF			100,000				100,000
		Public Buildings & Property Maintenance Total					100,000				100,000
Grand Total					10,000	195,722	198,521	50,000	50,000	50,000	554,243
Dept	Department	Project	Description	Funding	2026	2027	2028	2029	2030	Grand Total	
422	Roadways	422.15	Vernon Street Opt 2 - Pleasant to Green - Roadways	DE						11,220,867	11,220,867
			Vernon Street Opt 2 - Pleasant to Green - Drainage	DE						6,052,299	6,052,299
			Vernon Street Opt 2 - Pleasant to Green - Water	WD						2,145,564	2,145,564
		422.30	Main St - Center St to Central Sq - Roadways	DE						5,234,450	5,234,450
			Main St - Center St to Central Sq - Drainage	DE						2,132,115	2,132,115
			Main St - Center St to Central Sq - Water Lines	WD						2,059,463	2,059,463
		422.33	Downtown Gateway Project - Roadways	DE						5,134,490	5,134,490
		422.34	Chpt. 90 - Roadways Resurfacing & Repair	CH 90		1,393,049	1,393,049	1,393,049	1,393,049	1,393,049	5,572,195
		422.27	Cross Street Opt 2 - Vernon St to South St - Roadways - Box Widening - Bike Lanes	DE						5,402,608	5,402,608
			Cross Street Opt 2 - Vernon St to South St - Drainage	DE						2,956,571	2,956,571
			Cross Street Opt 2 - Vernon St to South St - Water Lines	WD						2,397,312	2,397,312
		422.28	Green Street Opt 2 - Water Main - Mill & Overlay - Roadways	DE		353,385					353,385
			Green Street Opt 2 - Water Main - Mill & Overlay - Drainage	DE		37,268					37,268
			Green Street Opt 2 - Water Main - Mill & Overlay - Water Lines	WD		813,700					813,700
		422.35	Winter St Drainage - Roadway Construction	CH 90	1,595,930						1,595,930
		422.00	Roadway Improvements	CSF	200,000						200,000
Roadways Construction and Maintenance Total					1,795,930	2,597,402	12,149,540	20,811,779	15,953,568	53,308,218	

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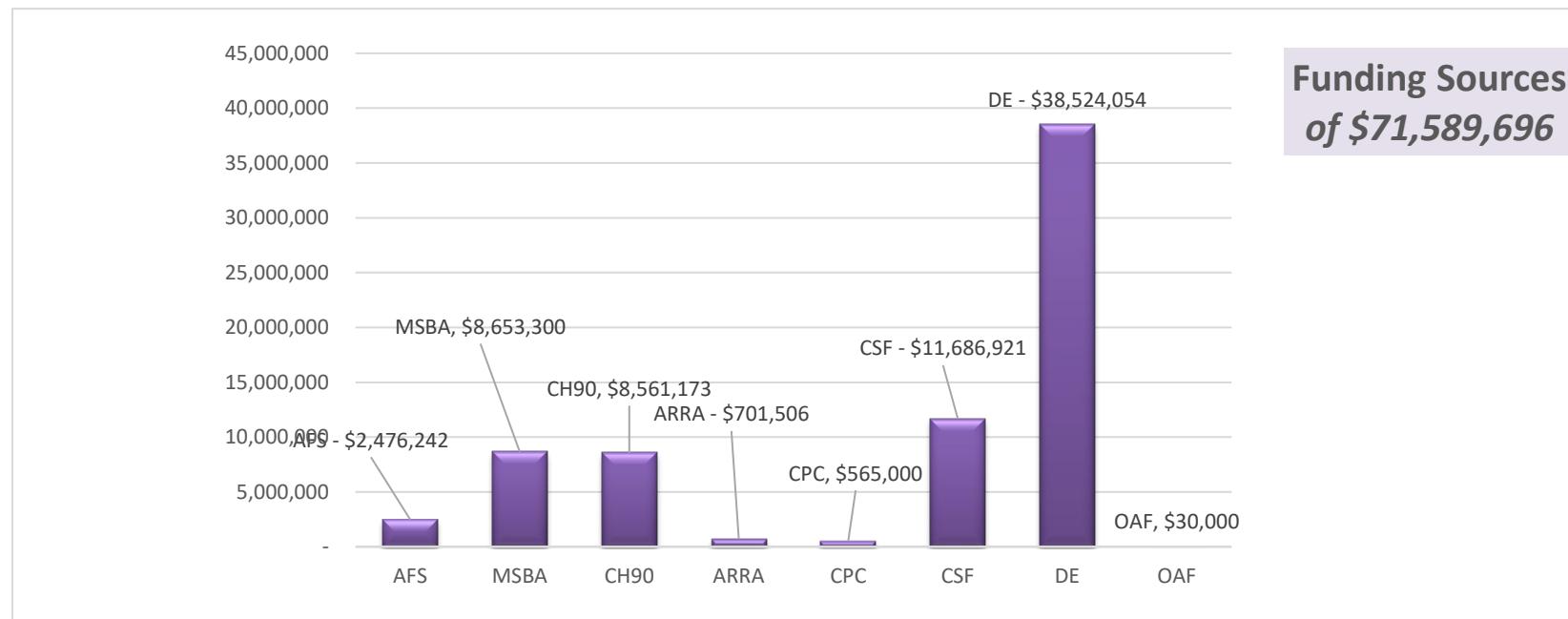
Project Funded (Y/N)	(Multiple Items)	FY 2026 - FY 2031						
		Balance to				Fiscal Year		
Dept	Department	Project N	Description	Funding Co	2026	2027	2028	Grand Total
	610 Library	610.07b	Town Records Management/Digitization-Phase 2	AFS		307,842		307,842
		Library Total				307,842		307,842
	630 P & R	630.15	Dump Truck with Plow	CSF		90,000		90,000
		630.18	Dog Park	CPC		40,000		40,000
		630.31	Replace Kabota Tractor	CSF			85,000	85,000
		630.32	Remove & Replace Tufts Building	CSF		35,000		35,000
		630.33	Legion Field Parking lot Paving	CSF			184,000	184,000
		630.34	Carver's Pond Parking lot Paving	CSF			18,000	18,000
		630.35	Scotland Park Field Vernon Parking lot Paving	CSF			265,000	265,000
		630.36	Path from Cottage St Ramp to Snack Shack & Bldg Cement Path	CSF			9,000	9,000
		630.37	Siding for Hayes Building at Legion Fields	CSF	5,000			5,000
		630.39	Path - Cement Paving Roadway to Tufts Building at Legion Field	CSF			83,000	83,000
		630.40	Path - Cement Paving roadway to Girls Softball Field - 29,000 sq ft	CSF			213,000	213,000
		630.41	Marathon Park Playground Parking lot Paving	CSF			475,000	475,000
		630.42	Cottage St Parking Lot Paving and Walkway path	CSF			136,000	136,000
		630.43	Marthon Park Playground and Cottage St Playgrounds equipment	CSF	20,000			20,000
		630.44	Wood Chips/Remove Handicap Ramp/Ramp Landscape	CSF	10,000			10,000
		630.45	Legion Field Fencing - Safety Issues Needs replacing ASAP	CSF	63,000			63,000
		630.46	Legion Field Fencing - Yellow Fence Pipe Protectors	CSF	10,000			10,000
		630.47	Legion Field Public Restroom Doors/locks & Bldg siding replacement	CSF	24,500			24,500
		630.48	BMS Multi Functional Fields - Phase I Engineering	CPC	25,000			25,000
		630.48	BMS Multi Functional Fields - Phase 2	CPC		500,000		500,000
	P & R Total				157,500	665,000	1,468,000	2,290,500
	Grand Total				157,500	972,842	1,468,000	2,598,342

Plan by Funding Source

Town of Bridgewater FY 2026 - 2031 Capital Improvement Program

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



Finance Team Comments

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

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

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

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

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