APRIL 8, 2025

Watertown City Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

CITY COUNCIL MEETING
TUESDAY, APRIL 8, 2025, 7:00 P.M.
RICHARD E. MASTRANGELO COUNCIL CHAMBER
ADMINISTRATION BUILIDING, 149 MAIN STREET

MINUTES

ACCESS INFORMATION:
A. This meeting will be held on April 8, 2025 at 7:00 PM in the Richard E. Mastrangelo Council Chamber
B. The meeting will be televised through WCATV (Watertown Cable Access Television): http://vodwcatv.org/CablecastPublicSite/?channel=3
C. The Public may join the virtual meeting online: https://watertown-ma.zoom.us/j/92991331344
D. Public may join the virtual meeting audio only by phone: (877) 853-5257 or (888) 475-4499 (Toll Free) and enter Webinar ID: 929 9133 1344
E. Public may comment through email: vpiccirilli@watertown-ma.gov
F. Please Visit the City Council Website here: https://www.watertown-ma.gov/350/City-Council

1. ROLL CALL

Council President Sideris called to order a regular meeting of the City Council at 7:00 p.m. in the Richard E. Mastrangelo Chamber, Administration Building. Those present were Councilors John M. Airasian, Caroline Bays, Lisa J. Feltner, John G. Gannon, Nicole Gardner (via Zoom), Emily Izzo, Anthony Palomba, Vice President Vincent J. Piccirilli, Jr., and Council President Mark S. Sideris. Also present were George Proakis, City Manager, Brendan T. McCarthy, Council Clerk, and Doug Newton, Municipal Policy Analyst.

2. PLEDGE OF ALLEGIANCE

After the Pledge of Allegiance, President Sideris recognized City Manager Proakis for a special presentation.

City Manager Proakis introduced Officer Kyle Rooney and his K-9 partner, Wyatt. Officer Rooney stated that Wyatt is a therapy dog of the Watertown Police Department whose responsibilities include providing comfort by responding to sudden death calls and traumatic events for students at schools as well as reporting to criminal scenes such as domestic violence. Officer Rooney then demonstrated a series of commands with Wyatt to illustrate the service he provides to those in need.

3. PUBLIC FORUM

Partrick McManus – Watertown Firefighter Paramedic – Spoke on the importance of time, how every moment of response to emergency calls is critical, and urged upon the need of a second active ambulance in town. Getting an ambulance on scene as soon as possible for individuals suffering cardiac arrests, strokes, or seizures is crucial – every minute counts. He stated that 10% of every out of hospital cardiac arrest victims survive when receiving ALS intervention, and 9 out of 10 of those who survive have permanent brain damage from lack of oxygen to vital organs including the brain. Patient outcomes are directly affected when waiting for longer ETAs of out-of-town ambulances. He then shared a tragic story of a two-year-old in town who died from a cardiac arrest. The Watertown ambulance was on another call at that time, and an ambulance from out of town had to be called to the scene. A second active Watertown ambulance could have given the child a fighting chance.

Katie Boudreaux – Watertown Firefighter Paramedic – Stated that having one ambulance affects response times, but also affects the workers as well. She spoke on the growth of the town, how it correlates to the demand of emergency calls, and a lack of investment in emergency services despite that growth. She remarked on the added stress that is inflicted on emergency workers who are being pushed to a breaking point. Unpredictable and overworked schedules for an understaffed unit leads to increased burnout. She called for Watertown to prioritize establishing the Watertown Fire Department as being a desirable place to work, as opposed to maintaining a reputation as a busy and overtaxed workplace.

Paul LaFauci – Local 1357 Firefighters' President – Remarked that the previous statements were just a small sample of reasons for a second ambulance, and that they are only asking for the resources to help the community. He stated that the can has been kicked down the road for too long, and that they are losing workers due to the issue. He called for action for the sake of the safety of the community as well as the wellbeing of the firefighter paramedics. He called to repurpose funds from less necessary programs, and voiced fear that the medic program would not last long in its current state.

Janet Zildjian – 12 Adams Avenue – Stated that she and her husband have lived their whole lives and has raised four children in town. As a retired registered nurse, she has seen firsthand how response times are critical to individuals suffering from cardiac arrests and strokes. She shared a story of how she was able to detect an oncoming cardiac event with her husband, was able to call an ambulance before an arrest happened, which afforded enough time for the hospital to place a stint in his artery that was 95% blocked. Had that series of events happened differently, and more time passed, the result could

have led to his death. She closed by asking for a second ambulance in town as every minute and second counts in an emergency.

Angie Kounelis – 55 Keenan Street – Stated that she has shared with the City Council her concerns with staffing in City Hall and what the budgetary priorities are of the administration. She then claimed that Watertown is in austerity mode when considering public safety. She continued to say that she values the work that the staff does, but that the scope of services needs to be re-examined, citing an excess of newsletters and speculating that staff members are tripping over each other trying to find tasks. She claimed that a second ambulance and its staff are being put on the back burner, and that considerations need to be made for public safety.

Elodia Thomas – 67 Marion Road – Stated that the comments made tonight are very important. She then expressed doubt as to how the meeting minutes are being recorded; suggesting that perhaps AI is being used. She stated that the public forum comments should be clearly reflected in the minutes. She took umbrage that the word "ire" was used to depict a portion of her previous public forum comments, as that word was not part of her verbatim statement. She called for special attention to be paid to this issue, because when she speaks, she's "pretty damn specific about what I have to say". She concluded by remarking that the public forum is critical to the community.

Councilor Piccirilli then read an email submitted by Peter Centola (attached).

4. EXAMINATION OF RECORDS OF PREVIOUS MEETINGS

A. Minutes from City Council Meeting March 25, 2025

Councilor Piccirilli moved to adopt the minutes and Councilor Feltner seconded.

The motion carried unanimously in a Roll Call Vote.

5. PRESIDENT'S REPORT

President Sideris deferred his time for other agenda items.

6. PRESENTATIONS OF PETITIONS, PROCLAMATIONS, AND SIMILAR PAPERS AND MATTERS

A. Proclamation Honoring Mary Barry

President Sideris read the proclamation.

Mary Barry graciously accepted the proclamation. She remarked on her love for Watertown, her home for her entire life. She stated that she is the product of two immigrants that encouraged her and her siblings to achieve the American Dream. She concluded by admiring Watertown as a peaceful community, and stated that if the world

was like Watertown, there would be no wars and everyone would get along.

Councilor Piccirilli moved to accept the proclamation and Councilor Feltner seconded.

The motion carried unanimously in a Roll Call Vote.

7. MOTIONS, ORDINANCES, ORDERS, AND RESOLUTIONS

A. Resolution Approving the Acceptance and Expenditure of Gifts of Funds in the amount of $450 from Patrick Mulroy, Greg Lichniak, Shanta Puchtler, and Paul Coleman to offset expenditures related to Watertown Pride 2025 events

City Manager Proakis presented the resolution and thanked the individuals for their contributions.

Councilor Piccirilli moved to accept the gift of funds and Councilor Feltner seconded.

The motion carried unanimously in a Roll Call Vote.

8. REPORTS OF COMMITTEES

A. Committee on Climate and Energy Report regarding its meeting on March 10, 2025 - Palomba, Chair

ACTION ITEM:
To recommend that the City Council confirm the appointment of Wallace Cole to the Watertown Environment & Energy Efficiency Committee for a term expiring on November 15, 2027

Councilor Palomba read the report.

Councilor Piccirilli moved to accept the report and Councilor Feltner seconded.

The motion carried unanimously in a Roll Call Vote.

Councilor Piccirilli moved to approve the action item and Councilor Feltner seconded.

The motion carried unanimously in a Roll Call Vote.

B. Committee on State, Federal, and Regional Government Report regarding its meeting on March 31, 2025 - Gardner, Chair

ACTION ITEM:
To recommend that the City Council confirm the appointment of Margie Apfelbaum to the Board of Election Commissioners for a term expiring on April 1, 2029

Councilor Gardner read the report.

Councilor Piccirilli moved to accept the report and Councilor Feltner seconded.

The motion carried unanimously in a Roll Call Vote.

Councilor Piccirilli moved to approve the action item and Councilor Feltner seconded.

The motion carried unanimously in a Roll Call Vote.

C. Committee on Economic Development and Planning Report regarding its meeting on March 26, 2025 - Feltner, Chair

ACTION ITEM:
To recommend that the City Council confirm the appointment of Thomas Faust to the Historic District Commission for a term expiring on November 15, 2027

Councilor Feltner read the report.

Councilor Piccirilli moved to accept the report and Councilor Feltner seconded.

The motion carried unanimously in a Roll Call Vote.

Councilor Piccirilli moved to approve the action item and Councilor Feltner seconded.

The motion carried unanimously in a Roll Call Vote.

9. COMMUNICATIONS FROM THE CITY MANAGER

A. Submission of the Fiscal Year 2026 Budget

City Manager Proakis presented his submission for the Fiscal Year 2026 Budget (attached).

B. Demolition Delay Ordinance Update

City Manager Proakis stated that this item is in response to a request from the Council. In a staff response, there are 11 potential measures to consider related to the demolition delay ordinance. Several measures include amending the ordinance, others concern neighborhood surveys and possible consultant input for the Historic Commission to provide technical advice for properties.

President Sideris remarked that there are some potential issues that may have been overlooked when the ordinance was first passed, and that this is an effort to reexamine

and improve it. He then asked for this to be referred to the Committee on Economic Development and Planning.

Councilor Piccirilli moved to refer the item to the Committee on Economic Development and Planning and Councilor Feltner seconded.

The motion carried unanimously in a Roll Call Vote.

C. Grants Update

City Manager Proakis stated that Mark Lang provided an updated list of grants and their statuses for Watertown. He stated that the Citizens Corner Grant is facilitated through the Institution of Museum and Library Services, its local intended recipient was the Watertown Library, but that grant has been halted via an executive order from President Trump.

City Manager Proakis then stated that the Department of Transportation has already put out next year's call for safe streets grants, and that he is cautiously optimistic that that program will continue as planned.

D. BERDO Update

City Manager Proakis provided a quick update on progress made from the previous BERDO referral. He stated that staff realized they need more data to decide the next steps for the draft ordinance. He remarked that they are establishing relationships with independent representatives from significant buildings in Watertown, such as large labs, retail, condo, and residential buildings. With the help from Energy Manager Silas Flyer, they're reaching out to these representatives to develop implementation strategies for the BERDO ordinance as written and exploring alternatives to assess their impact. A community meeting will be held where anyone interested can provide comments and feedback. Draft adjustments will then be made and brought back for review.

President Sideris asked that the developers of 66 Galen Street be included as they recently received an award for having the most sustainable building in Watertown.

City Manager Proakis concluded his announcements by stating that a new Director of Procurement has been selected in Julie Knight.

10. REQUESTS FOR INFORMATION/REVIEW OF LIST OF PENDING MATTERS

Councilor Feltner made the following requests for information:

- When do we expect a draft tree protection ordinance?
- Where is the Developer's Community Meeting Report from Feb 5th regarding the 75 Spring St redevelopment project?
- When do we expect proposed zoning ordinance updates for items identified during Watertown Square Zoning discussions, such as updated definition and

requirements for Open Space?

11. ANNOUNCEMENTS

Councilor Feltner announced her annual meeting will be held at the Parker Annex Building on April 9th.

12. PUBLIC FORUM

Libby Shaw – 71 Templeton Parkway – Remarked that Trees for Watertown appreciates the fact that there is a specific priority in the budget of Fiscal Year 2026 for tree planting. However, she stated that what is most important is to make sure that the sites of the plantings are properly prepared and tended to in order to ensure the health and longevity of the trees. She emphasized the need to reclaim a healthy and full tree canopy that Watertown once enjoyed, and urged the need to encourage private homeowners to protect existing healthy trees on their property.

13. RECESS OR ADJOURNMENT

Councilor Piccirilli made a motion to adjourn and Councilor Feltner seconded.

The motion was adopted unanimously in a Roll Call Vote.

The meeting adjourned at 9:19 p.m.

I hereby certify that at a regular meeting of the City Council for which a quorum was present, the above minutes were adopted by a vote of 8 for, 0 against, and 0 present on April 22, 2025.

Mark S. Sideris, Council President
s:/BTM

ELECTED OFFICIALS

Mark S. Sideris, Council President	Vincent J. Piccirilli, Jr., Vice President & District C Councilor	John M. Airasian, Councilor At Large
Caroline Bays, Councilor At Large	John G. Gannon, Councilor At Large	Anthony Palomba, Councilor At Large
Nicole Gardner, District A Councilor	Lisa J. Feltner, District B Councilor	Emily Izzo, District D Councilor

City Council Meeting

Tuesday, April 8, 2025 at 7:00 PM

Richard E. Mastrangelo Council Chamber

Administration Building, 149 Main Street

List of Documents

1. Mary Barry Proclamation – Item 6A
2. Gifts of Funds – Pride – Item 7A
3. Committee on Climate and Energy Report 3/10/25 – Item 8A
4. Committee on State, Federal, & Regional Government Report 3/31/25 – Item 8B
5. Committee on Economic Development and Planning Report 3/26/25 – Item 8C
6. Fiscal Year 2026 Budget Submission – Item 9A
7. Demolition Delay Ordinance Update – Item 9B
8. Grants Update – Item 9C
9. McManus Statement
10. Peter Centola email

ADDENDUM TO THE MINUTES OF THE APRIL 8, 2025 CITY COUNCIL MEETING

City Council Meeting

Tuesday, April 8, 2025 at 7:00 PM
Richard E. Mastrangelo Council Chamber

Agenda

ACCESS INFORMATION:

A. This meeting will be held on April 8, 2025 at 7:00 P.M. Location: Richard E. Mastrangelo Council Chamber

B. The meeting will be televised through WCATV (Watertown Cable Access Television): http://vodwcatv.org/CablecastPublicSite/watch-now?site=3

C. The Public may join the virtual meeting online: https://watertown-ma.zoom.us/j/92991331344

D. Public may join the virtual meeting audio only by phone: (877) 853-5257 or (888) 475-4499 (Toll Free) and enter Webinar ID: 929 9133 1344

E. Public may comment through email: vpiccirilli@watertown-ma.gov

F. Please Visit the City Council Website here: https://www.watertown-ma.gov/350/City-Council

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1. ROLL CALL
2. PLEDGE OF ALLEGIANCE
3. PUBLIC FORUM
4. EXAMINATION OF RECORDS OF PREVIOUS MEETINGS
   A. Minutes from City Council Meeting March 25, 2025
5. PRESIDENT'S REPORT
6. PRESENTATION OF PETITIONS, PROCLAMATIONS, AND SIMILAR PAPERS AND MATTERS
   A. Proclamation Honoring Mary Barry
7. MOTIONS, ORDINANCES, ORDER, AND RESOLUTIONS
   A. Resolution Approving the Acceptance and Expenditure of Gifts of Funds in the amount of $450 from Patrick Mulroy, Greg Lichniak, Shanta Puchtler, and Paul Coleman to offset expenditures related to Watertown Pride 2025 events
8. REPORTS OF COMMITTEES
   A. Committee on Climate and Energy Report regarding its meeting on March 10, 2025 - Palomba, Chair

      ACTION ITEM:
      To recommend that the City Council confirm the appointment of Wallace Cole to the Watertown Environment & Energy Efficiency Committee for a term expiring on November 15, 2027

B. Committee on State, Federal, and Regional Government Report regarding its meeting on March 31, 2025 - Gardner, Chair

ACTION ITEM:
To recommend that the City Council confirm the appointment of Margie Apfelbaum to the Board of Election Commissioners for a term expiring on April 1, 2029

C. Committee on Economic Development and Planning Report regarding its meeting on March 26, 2025 - Feltner, Chair

ACTION ITEM:
To recommend that the City Council confirm the appointment of Thomas Faust to the Historic District Commission for a term expiring on November 15, 2027

9. COMMUNICATIONS FROM THE CITY MANAGER
   A. Submission of the Fiscal Year 2026 Budget
   B. Demolition Delay Ordinance Update
   C. Grants Update
   D. BERDO Update
10. REQUESTS FOR INFORMATION/REVIEW OF LIST OF PENDING MATTERS
11. ANNOUNCEMENTS
12. PUBLIC FORUM
13. RECESS OR ADJOURNMENT

ELECTED OFFICIALS

Mark S. Sideris, Council President	Vincent J. Piccirilli, Jr., Vice President & District C Councilor	John M. Airasian, Councilor At Large
Caroline Bays, Councilor At Large	John G. Gannon, Councilor At Large	Anthony Palomba, Councilor At Large
Nicole Gardner, District A Councilor	Lisa J. Feltner, District B Councilor	Emily Izzo, District D Councilor

CITY COUNCIL ATTENDANCE
MEETING DATE: APRIL 8, 2025

	YES	NO	PRESENT
JOHN M. AIRASIAN	X		
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X (via Zoom)		
EMILY IZZO	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 8, 2025

	YES	NO	PRESENT
JOHN M. AIRASIAN	X		
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X(via Zoom)		
EMILY IZZO	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to adopt the minutes from City Council Meeting March 25, 2025

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 8, 2025

	YES	NO	PRESENT
JOHN M. AIRASIAN	X		
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X(via Zoom)		
EMILY IZZO	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to accept a proclamation honoring Mary Barry as a Watertown Hometown Hero

Watertown City Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

PROCLAMATION HONORING MARY BARRY AS A WATERTOWN HOMETOWN HERO

WHEREAS: Mary Ellen Barry (nee O'Connor), a lifelong resident of Watertown, Massachusetts is now in her ninetieth year; and

WHEREAS: Mary, a Watertown Parent Teacher Association member for twenty years, saw her five children succeed as Watertown Public School graduates; and

WHEREAS: Mary has been a dedicated volunteer serving the clients of the Watertown Food Pantry for over thirty years, where she has raised thousands of dollars from her many friends and supporters on behalf of the food pantry. Her children, grandchildren, and all who have worked with Mary have been inspired by her steadfast devotion to promote the mission of this important service organization in the Watertown community. Her friends and clients will always remember Mary's ready smile, enthusiasm and caring disposition as they carry on the essential work of the Watertown Food Pantry; and

WHEREAS: Mary has served the Sacred Heart Parish community for over sixty years, is a Eucharistic minister, and is one of the longest serving volunteers for the parish's annual bazaar. Mary staffed the raffle prize table and donated many of the prizes, personally made a quilt each year to raffle off as a fundraiser, while her proudest contribution was baking hundreds of loaves of Irish breads and pound cakes for the bake sale. Her contributions resulted in thousands of dollars in benefits to the bazaar; and

WHEREAS: As an election worker in Watertown's Precinct Three, Mary advanced to the position of Elections Warden, a position she held for many years. Mary was proud that her precinct was always one of the first precincts to report for the vote turn in, which was always accurately 100% accounted for; and

WHEREAS: Mary has served in many other roles in our community: a Watertown Town Meeting Member, a volunteer with the Multi-Service Center, a Brownie Girl Scout leader, a reliable driver to transport town residents to the Watertown Senior Center, the Red Hat Ladies, Rummy Cube, Watertown High Class of 1953 luncheons, and numerous other contributions to her Watertown.

NOW THEREFORE, BE IT PROCLAIMED that the City Council of Watertown hereby honors

MARY E. BARRY AS A WATERTOWN HOMETOWN HERO.

IN WITNESS WHEREOF, I have hereunto set our hand and caused the Great Seal of the City of Watertown to be affixed on this 8th day of April 2025

Mark S. Sideris, Council President

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 8, 2025

	YES	NO	PRESENT
JOHN M. AIRASIAN	X		
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X(via Zoom)		
EMILY IZZO	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to approve the acceptance and expenditure of gifts of funds in the amount of $450 to offset costs for Watertown Pride

Watertown City Council
Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

RESOLUTION # 25 **R – 2025 -** 25

RESOLUTION APPROVING THE ACCEPTANCE AND EXPENDITURE OF GIFTS OF FUNDS

WHEREAS: From time to time, this community is fortunate to receive generous gifts aimed at enhancing the quality and spirit of life for its residents; and

WHEREAS: A donation totaling $450.00 has been graciously contributed by Patrick Mulroy, Greg Lichniak, Shanta Puchtler, and Paul Coleman to support expenditures related to Watertown Pride 2025 events.

NOW, THEREFORE, BE IT RESOLVED: That the City Council of Watertown does hereby accept and appropriate, in accordance with Massachusetts General Laws Chapter 44, Section 53A, the monetary gifts totaling $450.00 received for the purpose of offsetting expenditures associated with Watertown Pride 2025 events.

Council Member

I hereby certify that at a regular meeting of the City Council for which a quorum was present, the above resolution was adopted by a vote of 9 for, 0 against, and 0 present on April 8, 2025.

Brendan T. McCarthy, Council Clerk

Mark S. Sideris, Council President

ELECTED OFFICIALS

Mark S. Sideris,
Council President

Vincent J. Piccirilli, Jr.,
Vice President &
District C Councilor

John M. Airasian,
Councilor At Large

Caroline Bays,
Councilor At Large

John G. Gannon,
Councilor At Large

Anthony Palomba,
Councilor At Large

Nicole Gardner,
District A Councilor

Lisa J. Feltner
District B Councilor

Emily Izzo,
District D Councilor

George J. Proakis
City Manager

CITY OF WATERTOWN

Office of the City Manager

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6465
www.watertown-ma.gov
citymgr@watertown-ma.gov

To: Honorable City Council

From: George J. Proakis, City Manager

Date: March 31, 2025

RE: Agenda Item – Approval and Acceptance of Gifts of Funds and Expenditures

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I am pleased to inform you that we received generous donations totaling $450.00 to offset expenditures related to the Watertown Pride 2025 events that take place in June 2025.

The donations are as follows:

- Patrick Mulroy $250.00
- Greg Lichniak $100.00
- Shanta Puchtler $ 50.00
- Paul Coleman $ 50.00

Pursuant to Massachusetts General Laws Chapter 44, Section 53A, any expenditure of gifts of funds needs the approval and acceptance of the City Manager and City Council.

I respectfully request the attached Resolution approving these gifts of funds and expenditures be placed on the April 8, 2025, City Council Agenda.

Thank you for your consideration and action on this matter.

Hand, JoAnna

From: Fernandez-McKenna, Tammy
Sent: Monday, March 31, 2025 10:55 AM
To: Magoon, Steve; Langan, Megan
Cc: Hand, JoAnna
Subject: Pride donations/March (Feb.)

Watertown Pride 2025 donations through March 31, 2025:

Patrick Mulroy
$250 donation made on March 24, 2025

Shanta Puchtler
$50 donation made on March 7, 2025

Paul Coleman
$50 donation made on March 6, 2025

Greg Lichniak
$100 donation made on February 25, 2025

Total: $450

Tammy F. McKenna
Events Manager | Commander's Mansion and City of Watertown
617-926-7755
tmckenna@watertown-ma.gov
440 Talcott Avenue Watertown, MA
www.commandersmansion.com

Commander's Mansion: Instagram | Facebook | Website
City Events: Instagram | Facebook | Website | Pride | Faire

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 8, 2025

	YES	NO	PRESENT
JOHN M. AIRASIAN	X		
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X(via Zoom)		
EMILY IZZO	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to accept the report from the Committee on Climate and Energy Meeting from March 10, 2025

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 8, 2025

	YES	NO	PRESENT
JOHN M. AIRASIAN	X		
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X(via Zoom)		
EMILY IZZO	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to approve the action item from the report of the Committee on Climate and Energy Meeting from March 10, 2025

Watertown City Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

RESOLUTION # 26 **2025 – R -** 26

RESOLUTION CONFIRMING THE APPOINTMENT OF WALLACE COLE TO THE WATERTOWN ENVIRONMENT AND ENERGY EFFICIENCY COMMITTEE

BE IT RESOLVED: That pursuant to the provisions of the Watertown Home Rule Charter, the City Council of the City of Watertown hereby confirms the appointment of Wallace Cole to the Watertown Environment and Energy Efficiency Committee for a term to expire on November 15, 2027.

Council Member

I hereby certify that at a Meeting of the City Council for which a quorum was present, the above Resolution was adopted by a vote of 9 for, 0 against, and 0 present on April 8, 2025.

Brendan T. McCarthy, Council Clerk

Mark S. Sideris, Council President

ELECTED OFFICIALS

Mark S. Sideris, Council President	Vincent J. Piccirilli, Jr., Vice President & District C Councilor	John M. Airasian, Councilor At Large
Caroline Bays, Councilor At Large	John G. Gannon, Councilor At Large	Anthony Palomba, Councilor At Large
Nicole Gardner, District A Councilor	Lisa J. Feltner, District B Councilor	Emily Izzo, District D Councilor

Committee on Climate and Energy

Minutes 3/10/25

The Committee on Climate and Energy convened at 5:30 in the City Council office on March 10, 2025. The purpose of the meeting was to interview Wallace Cole for appointment to WE3C. The meeting was called to order by Councilor Palomba, chair. Also present were Councilor Bays, vice chair and Councilor Airasian, Secretary.

Mr. Cole has served on a similar board in his former town called the Sustainable Winchester Energy Committee and loved the experience. He would like to apply some of his personal skills in the solar industry to help achieve some of the goals outlined in the Climate action plan. One thing he would like to see done faster or better is building decarbonization as he understands the importance of reducing emissions.

For the last several months, Mr. Cole has sat in on the WE3C'c meetings and has been impressed with the diversity of skill of the current committee. He mentioned there will need to be a lot of hard work to be innovative to help ease some of the issues coming from the federal level at this point in time. He also believes he will add value to the current composition of the committee.

Councilor Bays made a motion to recommend to the City Council to appoint Wallace Cole to WE3C for a term expiring November 15, 2027. The motion was seconded by Councilor Airasian and passed 3-0.

Motion was made and seconded to adjourn. The meeting ended at 5:45

Minutes Prepared by John Airasian

Anthony Palomba, Chair	Caroline Bays, Vice Chair	John M. Airasian, Secretary

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 8, 2025

	YES	NO	PRESENT
JOHN M. AIRASIAN	X		
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X(via Zoom)		
EMILY IZZO	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to accept the report of the Committee on State, Federal, and Regional Government Meeting from March 31, 2025

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 8, 2025

	YES	NO	PRESENT
JOHN M. AIRASIAN	X		
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X(via Zoom)		
EMILY IZZO	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to approve the action item from the report of the Committee on State, Federal, and Regional Government Meeting from March 31, 2025

Watertown City Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

RESOLUTION # 27 **2025 – R -** 27

RESOLUTION CONFIRMING THE APPOINTMENT OF MARGIE APFELBAUM TO THE BOARD OF ELECTION COMMISSIONERS

BE IT RESOLVED: That pursuant to the provisions of the Watertown Home Rule Charter, the City Council of the City of Watertown hereby confirms the appointment of Margie Apfelbaum to the Board of Election Commissioners for a term to expire on April 1, 2029.

Emily Izzo
Council Member

I hereby certify that at a Meeting of the City Council for which a quorum was present, the above Resolution was adopted by a vote of 9 for, 0 against, and 0 present on April 8, 2025.

Brendan T. McCarthy, Council Clerk

Mark S. Sideris, Council President

ELECTED OFFICIALS

Mark S. Sideris, Council President	Vincent J. Piccirilli, Jr., Vice President & District C Councilor	John M. Airasian, Councilor At Large
Caroline Bays, Councilor At Large	John G. Gannon, Councilor At Large	Anthony Palomba, Councilor At Large
Nicole Gardner, District A Councilor	Lisa J. Feltner, District B Councilor	Emily Izzo, District D Councilor

Watertown City Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

ELECTED OFFICIALS:

Mark S. Sideris, Council President

Vincent J. Piccirilli, Jr., Vice President & District C Councilor

John M. Airasian, Councilor At Large

Caroline Bays, Councilor At Large

John G. Gannon, Councilor At Large

Anthony Palomba, Councilor At Large

Nicole Gardner, District A Councilor

Lisa J. Feltner, District B Councilor

Emily Izzo, District D Councilor

Report of the Committee on State, Federal and Regional Government
Meeting Date: March 31, 2025

The Committee convened on Monday March 31, 2025 at 5:00pm in the City Council Office. Present were Nicole Gardner, Chair; Anthony Palomba, Vice Chair; and Emily Izzo, Secretary. The purpose of the meeting was to conduct an interview for the Board of Election Commissioners.

Margie Apfelbaum

This would be Ms. Apfelbaum's first time serving on the Board of Election Commissioners . Ms. Apfelbaum stated her interest in elections started from a young age when she would go with her father to vote and the moment she turned 18 years old she registered. She has been active in elections ever since. Ms. Apfelbaum has recently brought this passion to her workplace at the New England Conservatory where she is looked to as a leader. The Dean of Students asked her to assist in getting out the vote (GOTV) and encouraging students and faculty to participate in elections. She discussed her efforts in GOTV and talked passionately about registering not only students who are Massachusetts residents but also urging students registered in other states and countries to participate in their elections as well. She described voting as the great equalizer. This is her fourth time applying for this role, she has had a long standing interest in serving on this board.

To prepare for this role she has looked at online meeting minutes from past Election Commission Meetings. Ms. Apfelbaum discussed how she has always had positive election experiences in Watertown, she mostly votes in person but has voted by mail and participated in early voting. She acknowledged the concerns around inactive voters and emphasized the importance of communicating with residents when it comes to completing their census. She also believes communication is the best way to get more participation in elections. Ms. Apfelbaum also explained how she is interested in learning more about ranked choice voting as an option for voters.

⇒ **Action Item** Councilor Palomba made a motion, seconded by Councilor Izzo, to recommend that the City Council confirm Margie Apfelbaum for appointment to the Board of Election Commissioners for a Term to Expire on April 1, 2029. Voted 3-0.

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 8, 2025

	YES	NO	PRESENT
JOHN M. AIRASIAN	X		
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X(via Zoom)		
EMILY IZZO	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to accept the report of the Committee on Economic Development and Planning Meeting from March 26, 2025

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 8, 2025

	YES	NO	PRESENT
JOHN M. AIRASIAN	X		
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X(via Zoom)		
EMILY IZZO	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to approve the action item from the report of the Committee on Economic Development and Planning Meeting from March 26, 2025

Watertown City Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

RESOLUTION # 28 **2025 – R -** 28

RESOLUTION CONFIRMING THE APPOINTMENT OF THOMAS FAUST TO THE HISTORIC DISTRICT COMMISSION

BE IT RESOLVED: That pursuant to the provisions of the Watertown Home Rule Charter, the City Council of the City of Watertown hereby confirms the appointment of Thomas Faust to the Historic District Commission for a term to expire on November 15, 2027.

Council Member

I hereby certify that at a Meeting of the City Council for which a quorum was present, the above Resolution was adopted by a vote of 9 for, 0 against, and 0 present on April 8, 2025.

Brendan T. McCarthy, Council Clerk

Mark S. Sideris, Council President

ELECTED OFFICIALS

Mark S. Sideris, Council President	Vincent J. Piccirilli, Jr., Vice President & District C Councilor	John M. Airasian, Councilor At Large
Caroline Bays, Councilor At Large	John G. Gannon, Councilor At Large	Anthony Palomba, Councilor At Large
Nicole Gardner, District A Councilor	Lisa J. Feltner, District B Councilor	Emily Izzo, District D Councilor

Watertown City Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

ELECTED OFFICIALS:

Mark S. Sideris,
Council President

Vincent J. Piccirilli, Jr.,
Vice President &
District C Councilor

John M. Airasian,
Councilor At Large

Caroline Bays,
Councilor At Large

John G. Gannon,
Councilor At Large

Anthony Palomba,
Councilor At Large

Nicole Gardner,
District A Councilor

Lisa J. Feltner,
District B Councilor

Emily Izzo,
District D Councilor

Report of the Committee on Economic Development and Planning
Meeting Date: March 26, 2025

The Committee convened on Wednesday March 26, 2025 at 5:30 pm in the City Council Office. Present were Lisa Feltner, chair; John Gannon, vice chair; and Vincent Piccirilli, secretary. The purpose of the meeting was to conduct a Historic District Commission interview.

Thomas Faust is an architect, currently working for SMMA, and has lived in Watertown since 2022. He is interested in history and adaptive reuse of historic buildings, and feels that being on the Historic District Commission is a way for him to become more engaged with the community. In his career, he worked on a reuse project for the Church of the Holy Name of Jesus in New York City, which he feels would be particularly helpful as the church at 80 Mt. Auburn Street, which is located in the Historic District, is proposed for redevelopment.

➔ **Action Item**: Councilor Piccirilli made a motion, seconded by Councilor Gannon, to recommend that the City Council confirm Thomas Faust for Appointment to the Historic District Commission for a term to expire November 15, 2027. Voted 3-0.

The meeting adjourned at 6:10 pm.

Report prepared by Vincent Piccirilli

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 8, 2025

	YES	NO	PRESENT
JOHN M. AIRASIAN	X		
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X(via Zoom)		
EMILY IZZO	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to refer the item of reviewing and potentially updating the Demolition Delay Ordinance to the Committee on Economic Development and Planning
















City of Watertown Annual Budget

Fiscal Year 2026

George J. Proakis | City Manager

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CITY OF WATERTOWN

BUDGET TRANSMITTAL LETTER

Fiscal Year 2026

George J. Proakis
City Manager

CITY OF WATERTOWN
Office of the City Manager

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6465
www.watertown-ma.gov

TO: Honorable City Council

FROM: George J. Proakis, City Manager

DATE: April 8, 2025

SUBJECT: FISCAL YEAR 2026 BUDGET

Pursuant to the provisions of the Watertown Home Rule Charter, I herewith present the Submitted Budget for the Fiscal Year July 1, 2025, through June 30, 2026.

Pursuant to Section 6-2 of the Watertown Home Rule Charter, I also herewith present a Reorganization Plan.

INTRODUCTION

Over the past three years, I have enjoyed working with the Honorable City Council, serving as your City Manager. This budget, my third as City Manager, serves to ensure that we can continue to provide effective and excellent services to the City and its constituents. Our imperative is to rise to this challenge while the environment that we operate in becomes more complex, economic conditions become more challenging, and community expectations continue to evolve.

The Fiscal Year 2026 budget has been constructed with a focus on long-term sustainability and – in response to current and anticipated economic conditions – with a continued focus on ensuring that the City maintains its excellent fiscal position. The budget builds upon our ongoing efforts to emphasize organizational transparency by providing additional management data and revising the document's format to achieve a more approachable and informative document. Information is presented using the following format.

Budget Message Memo

This budget message includes the following sections:

- Leadership Strategy and Goals
    - Preliminary Fiscal Year 2026 Budget Overview Highlights
    - Fiscal Year 2025 Accomplishments
    - Foundations of our Budget Strategy
    - Budget Policy Guidelines
- Financial Highlights
    - Overview
    - New Growth Forecast
- Revenue
    - Revenue Forecast
    - Additional Revenue Sources and Programs
- Organization of Government
    - Fiscal Year 2026 Organizational Changes
    - New Positions and Position Changes
- Expenditures Overview
    - Departmental Expenditures
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    - Pension and OPEB Costs
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    - Other Financing Uses
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- Commitment to Pension, OPEB, and Capital Building Projects
- Capital Projects
    - Fiscal Year 2026-20330 Capital Improvement Plan
    - Proposed Loan Orders
    - Bond Market
- Education
- Water and Sewer Enterprise Budgets
- Forecasts for Fiscal Year 2027 and Beyond
    - Revenue Forecast
    - Expenditure Forecast
- Closing

Budget Book

The items in the budget book are summarized in the Table of Contents prior to this budget message.

Backup Documents

As is typically submitted, budget backup documents are made available to the City Council during the budget review process. These documents will be available online prior to budget hearings and include the following information:

1. Department Budget Backup Information
    a. Compensation Worksheets
    b. Supplies & Services Expenditure Worksheets
    c. Additional Funding Requests
2. Reference Information
    a. KP Law Contract
    b. Preliminary Cherry Sheets
    c. Insurance and Employee Benefits Backup Information
    d. Pension and OPEB Financial Update

LEADERSHIP STRATEGY AND GOALS

Budgets are often referred to as the most important policy document produced by local governments. A budget document reflects community priorities and values.

Over recent years, Watertown residents, as well as the Honorable City Council, have engaged in conversations about our shared values, goals, and policy priorities. These interactions have produced a community statement of values, in the preamble to the Home Rule Charter; a series of community-wide goals undertaken through the draft of the new Comprehensive Plan; and a set of policy guidelines developed through the Council committee meetings in the form of the Fiscal Year 2026 Budget Policy Guidelines, as approved and ranked by the City Council, and the Capital Improvement Plan (CIP) conceptual recommendations.

The guiding principles for civic and environmental stewardship in the Home Rule Charter highlight the need to prioritize: safety & tranquility; health & well-being; education & excellence; creativity & innovation; equity & diversity; and accountability & transparency. The preamble notes that taken together, these principles yield “vibrant and welcoming neighborhoods, high-quality and inclusive

schools, transparent and accountable municipal operations – including performance excellence, responsiveness, and collaboration – and thriving local businesses."

In the spirit of this set of guiding principles, I established a five-part leadership formula for City staff that I introduced to the Council in the October 2024 preliminary budget overview. Those five parts are:

1. Maintaining the highest ethical standards
2. Ensuring collaborative departments
3. Providing ACE (accurate, courteous, and easy) customer service
4. Transparency in process and outcomes
5. "Be abnormal" – finding new and unique solutions to the challenges of leading in local government

We kept all of this in mind as we built this budget. With sincere thanks to the Honorable City Council, the strategy and policy guidance provided in these documents provides a strong foundation for the development of a city budget. Therefore, it is my sincere hope that this budget effectively reflects the community's values, goals, and policy priorities as illustrated in the charter preamble, the Council's Budget Policy Guidelines, the Council's CIP conceptual recommendations, the comprehensive plan, and the leadership strategy.

Preliminary Fiscal Year 2026 Budget Overview Highlights

In accordance with City Council Resolution 2024-118 regarding the Fiscal Year 2026 Budget Process, the Fiscal Year 2026 Preliminary Budget Overview was presented to the Honorable City Council on October 22, 2024. The Overview included a review of the City's financial condition, revenue and expenditure forecasts, and other information relevant to the budget process. During the overview, I focused on six strategic priorities:

- Continued Fiscal Stability
- Climate Mitigation and Resiliency
- A Commitment to Planning
- Organizational Effectiveness
- Building for the Future

As we reviewed the Fiscal Year 2025 budget and prepared for Fiscal Year 2026, I reinforced our previous and continuing policies to:

- Provide the highest level of services possible to meet community needs with the most efficient utilization of resources.

- Ensure annual costs of all operations are funded on an annual basis out of current revenues.
- Not defer maintenance and/or recognition of costs of capital equipment, facilities, and infrastructure to future years.
- Remain focused on achieving our long-term goal of sound financial management and fiscal stability.
- Present a budget based on sound business practices.

Fiscal Year 2025 Accomplishments

During my Fiscal Year 2026 Preliminary Budget Overview, I outlined several efforts to complete in Fiscal Year 2025. While these are not an exhaustive list of our accomplishments, they are some key highlights. Below is an update on these accomplishments by category:

- Continued fiscal stability:
    - Implementation of the FY 2025 budget that uses best practices in financial management and funds the City's priorities.
    - Continued full funding for the City's pension program.
    - Continued to fund OPEB with a 2031 target for full funding.
    - Ensured full funding for the Watertown High School project while maintaining borrowing not to exceed $150,000,000.
- Climate mitigation and resiliency:
    - Added staff resources to the Sustainability team at CDP.
    - Continued to implement the City's electric vehicle program.
    - Continued aggressive tree planting program.
    - Continued growth of organics recycling program.
    - Continued investment in stormwater infrastructure.
    - Encouraged private homeowners to implement energy efficiency programs, such as rooftop solar and heat pumps.
- Commitment to planning:
    - Comprehensive Plan implementation is underway.
    - Planning & Zoning and Community Design staff are in place.

  - The Watertown Square Area Plan and relevant zoning are complete; redevelopment planning and streetscape design work will continue into FY 2026.
  - Bike-ped and multi-modal transportation work is underway.
  - The Affordable Housing Trust is investing in new opportunities, and historic preservation efforts continue.

- Organizational effectiveness:
  - The City's 311 Service Center continues to serve as a front-line resource to receive, address, process, and monitor community concerns.
  - The Health & Human Services study has been released, and funding has been appropriated to fund initial implementation.
  - The Classification & Compensation study has been fully implemented.

- Building for the future:
  - The new high school is on schedule and due to open in 2026.
  - Renovations to the Parker Annex are scheduled to begin near the end of Fiscal Year 2025.
  - Parks and street and sidewalk projects continue in concert with the City's commitment to walkability and multimodal access.

Foundations of our Budgeting Strategy

Development of the Fiscal Year 2026 budget was informed by the local and national economic challenges that continue to impact Watertown's ability to meet its obligations and provide superior services to the City's residents. As we build the Fiscal Year 2026 budget in Watertown, the word we most often hear used in government fiscal policy and planning circles right now is "uncertainty." There is uncertainty about future federal policy, about potential tariffs and their impacts, about federal funding for core industries in Massachusetts (including education, health care, and life sciences), about federal tax policy, and about federal immigration policy.

As a City Manager building a budget, my primary responsibility is to build a budget that not only reflects our community values and policy goals but also provides a dependable long-term strategy. That's more difficult when the circumstances around us are so uncertain.

Overall, our city's direct dependency on federal funds is minimal. A reduction in federal programs that support local government will not have any substantial immediate impact on our budget. But we do depend on unrestricted state aid and state Chapter 70 school funds and Chapter 90 transportation

funds. A reduction in federal support for state programs could result in the state reducing aid commitments to local government, and that would have an impact on Watertown.

More challenging is the impact that any recession might have on general economic conditions and our long-term growth. We hope for continued growth in the life-science sector in Watertown, but a reduced focus on investment in science research could slow the comeback or even further reduce the footprint of these businesses in Watertown. We seek to increase the housing stock by making it easier for new construction, but tariffs on construction material could impact development costs just at a point where the housing market was starting to pick up again. We are focused on our economic development as a strategy to maintain our great services and programs, but a recession could create long-term challenges for achieving these goals.

This budget is therefore positioned to be particularly conservative in response to these uncertainties. Nonetheless, we have strong fiscal policies in place, so we can continue to maintain programs and services in Fiscal Year 2026. In the meantime, this budget:

- Anticipates lower new growth than forecasted in the October budget overview, and establishes conservative adjustments to fee revenue
- Funds no new staff positions in Fiscal Year 2026
- Provides additional funding to City Council Reserve to fund any new expenses that result from settling collective bargaining contracts which all expire on June 30, 2025, as well as any unanticipated cost escalations due to circumstances out of our control
- Funds only a limited number of additional budget requests in strategic areas consistent with the implementation of the City Council's Budget Policy Guidelines
- Maintains our strategic reserves, including in free cash, consistent with the City Council's recommendations

Having a fully funded retirement system on July 1, 2021, and a long-range funding plan for addressing the unfunded other post-employment benefits (OPEB) liability and the financing of the Three Elementary Schools Project within the confines of Proposition 2 ½ were incorporated in the Fiscal Year 2020 to 2022 budgets. The financing of the New High School Project was included in the Fiscal Year 2023 budget. The Fiscal Year 2026 budget continues these commitments and, beginning with the Fiscal Year 2026-2030 Capital Improvement Plan, the City Council identified renovation of the middle school as the capital plan's top priority going forward.

The Fiscal Year 2026 budget maintains this commitment to the Middle School project, but with the understanding that our budgetary forecasts can only accommodate a total future borrowing at $70

million. Any further costs to this project would require adjusted additional stabilization, changes to capital plan priorities, or a change in the forecast for new growth.

Budget Policy Guidelines

Subsequent to the Fiscal Year 2026 Preliminary Budget Overview Presentation, in accordance with Section 5-1 of the Watertown Home Rule Charter, the Honorable City Council met several times and developed Fiscal Year 2026 Budget Policy Guidelines that were subsequently adopted on November 26, 2024. Those guidelines are included in this budget book, after this memo.

FINANCIAL HIGHLIGHTS

Overview

The Submitted Fiscal Year 2026 Budget includes revenues and expenditures each totaling $223,660,433, which represents an increase of $7,080,510, or 3.3%, from the Fiscal Year 2025 Revised Budget. The Fiscal Year 2026 budget utilizes $10,900,000 in Free Cash to support a $12,700,000 contribution toward the Middle School renovation project which, combined with $2,000,000 that remain after the completion of the elementary school projects, will constitute the $14,700,000 cash component of the project as envisioned by the approved Capital Improvement Program.

For comparison purposes, the following table summarizes year-to-year changes in expenditures from Fiscal Year 2022 through the Submitted Fiscal Year 2026 Budget.

General Fund Expenditure Trends, FY 2022-2026*		
Fiscal Year	**Dollar Increase/Decrease**	**Percentage Increase/Decrease**
2022	$1,225,252	0.7%
2023	4,905,227	3.0%
2024	17,172,556	10.1%
2025	8,728,826	4.7%
2026	6,972,428	3.6%
TOTAL 2022-2026	$39,004,289	23.9%

**Excludes Other Financing Uses.*

New Growth Forecast

Incorporating current levels of uncertainty, the Submitted Fiscal Year 2026 Budget fully utilizes the local property tax levy and includes estimated new growth of $2,500,000. Real and personal property taxes of $174,240,316 represent nearly 80% of Fiscal Year 2026 General Fund revenue.

The Watertown residential real estate market continues to show strength. Residential sales volume in 2023 and 2024 were roughly equal, with 333 and 335 homes sold in each year respectively, and the median sales price increased by 4.9% to $850,000. In addition, apartment rents are strong and show signs of continued strength.

Although inflation has begun to ease, interest rates as we enter Fiscal Year 2026 continue to be elevated in comparison with recent years. Arsenal Yards is the last major development to add housing units to Watertown, and currently there is only one large project, at 104-126 Main Street, under construction. Without additional housing, the existing supply will continue to be in strong demand, although regional housing shortages continue to put stress on potential homebuyers and renters, which is impacting family financial security and regional economic development.

Watertown's commercial real estate, particularly in the life science industry, cooled in Fiscal Year 2025. New life science buildings and retrofitted buildings at 250 Arsenal Place, 66 Galen Street, 99 Coolidge Avenue, 311 Arsenal Street, 705 Mount Auburn Street, 64 Pleasant Street, 580 Pleasant Street, and 23 Elm Street are in search of tenants. Some are partially committed, others are vacant. Several approved projects (99 Water Street, 490 Arsenal Way Phase II, former Cannistraro site, 202 Arsenal Street, 560 Pleasant Street, the Watertown Mall project, and 300 Forge Road) are awaiting lease commitments prior to developers starting construction.

Market uncertainty is slowing the development of commercial projects. The Fiscal Year 2026 new growth in this budget is based upon projects nearing completion, therefore we have a high degree of confidence that we will achieve this new growth despite uncertainty in the market. We have not included growth in our forecasts from permitted commercial projects that have not started construction, as there is no certain start date for new commercial development projects in Watertown at this time. Therefore, reflecting uncertainty resulting from macroeconomic factors such as federal trade policy and reductions in government research funding, we have tempered our new growth forecasts for Fiscal Year 2026 and beyond in comparison with the estimates included in the Fiscal Year 2026 preliminary budget presentation last October. While it is unlikely that further significant reductions could occur, it is essential that we continue to maintain sound fiscal policies and spending strategies that are consistent with the Honorable Council's Budget Policy Guidelines.

REVENUE

Revenue Forecast

The revenue forecast anticipates total Fiscal Year 2026 revenue of $223,660,433. The proposed budget emphasizes stability and a sustainable profile by limiting the use of one-time funding sources to specific capital projects and continuing the City's conservative approach towards estimating recurring revenue.

Tax Levy

The Fiscal Year 2025 adjusted levy limit is $167,525,917. After adjusting for 2.5%, adding new growth ($2,500,000), and subtracting the overlay (funds set aside for tax abatements), the Fiscal Year 2026 anticipated property tax levy is $174,240,316. Watertown continues to split tax rates, reducing the share of the levy paid by the residential and open space property owners and shifting those taxes to commercial, industrial, and personal property owners. We have split our tax rate to the maximum allowed under current law at 174%, although this split has been reduced over recent years from the 175% that is permitted for most communities. This is due to a complex regulation of state law that has capped our tax split as our commercial tax base has grown.

Consistent with Budget Policy Guideline I.A, the administration has focused on new growth, mainly commercial growth, to grow the city tax base. But, over time, this practice ran up against an obscure portion of state tax law that capped the total portion of taxes the City could collect from the commercial projects at a number just under 40%. With a home rule petition at the start of Fiscal Year 2024, Watertown was granted a three-year waiver from this rule, allowing the City to collect 50% of taxes from the commercial side. In Fiscal Year 2024 this resulted in an average reduction in residential tax bills of 9%. Watertown will seek the right through a home rule petition to maintain this larger split rate in Fiscal Year 2027 to streamline the impact of the tax split on residential taxpayers. To further control the impact of this tax split regulation, it also benefits Watertown to build new residential buildings, which is consistent with the plans for Watertown Square and the City's Comprehensive Plan. Watertown also continues to offer a tax exemption for a percentage of taxes on principal residences of the taxpayer (i.e., owner-occupied property).

State Aid

On October 22, 2024, during the Fiscal Year 2026 Preliminary Budget Overview Presentation, the Fiscal Year 2026 state aid revenue amount was projected at $16,597,664, which is the revised Fiscal Year 2025 budget amount. The Governor's proposed Fiscal Year 2026 state aid amount is $16,926,406, which is $328,742 above the revised Fiscal Year 2025 budget amount. Going forward, if the Fiscal Year 2026 state aid revenue changes, adjustments will be made during the review of our budget in October of 2025.

Local Receipts and Other Financing Sources

Local receipts and other financing sources are largely flat in comparison with Fiscal Year 2025, which is consistent with our emphasis on conservative budgeting. Excise taxes are increased modestly to reflect ongoing trends. Overall, local receipts are up by 1.3%.

Each year, we allocate $2,000,000 from Free Cash to the budget. Free Cash is, as I have explained in many council meetings, a one-time revenue source that is only to be used on one-time capital items and is not to be used to balance the operating budget. With annual CIP priorities funded in the budget at just over $2,000,000 (these are the items marked "TR" in the CIP), it has been reasonable to fund this portion of the budget with an allocation from free cash. The Fiscal Year 2026 budget includes an additional free cash allocation of $8,900,000. This is directly allocated in the budget to the Middle School Stabilization fund, consistent with the City Council's strategy to build a $14.7 million stabilization account for a future middle school project.

Additional Revenue Sources and Programs

Marijuana Mitigation Stabilization Fund

The City has Host Community Agreements (HCA) for three (3) sites in accordance with the provisions of G.L. c.94G, §3(d). We have established a Marijuana Mitigation Stabilization Fund to hold annual community impact fee revenue received from each HCA until the City is ready to appropriate them for a specific purpose. Recent changes in the marijuana legislation at the state level will likely significantly reduce revenue from the impact fees. Nonetheless, we will continue to identify appropriate fees from renegotiated host agreements and seek to fund this stabilization account and cover the impacts of drug use and relevant programs on addiction prevention and treatment.

The related cannabis excise tax is a portion of the local receipts noted above. The proposed Fiscal Year 2025 Budget identifies $475,000 of projected cannabis excise tax revenue.

Community Preservation Act (CPA)

The Community Preservation Act (Mass General Law Chapter 44B) was enacted by the state legislature in 2000. The law allows municipalities to raise monies through a surcharge on real property of up to 3% of the real estate tax levy. The state, through its CPA Trust Fund, augments local CPA revenues annually. CPA funds may be used only to:

- Acquire, create, and preserve open space
- Acquire, create, rehabilitate, and preserve land for recreational use
- Acquire, rehabilitate, and preserve historic resources, and

- Acquire, create, preserve, and support community housing

The Community Preservation Act, with a 2% surcharge, was approved by Watertown voters on November 8, 2016.

On June 26, 2018, the Honorable City Council adopted Ordinance #2018-59, "An Ordinance Establishing A Community Preservation Committee." The first meeting of the CPC was held on February 21, 2019, and they hold regularly scheduled monthly meetings and special meetings. The Honorable City Council has appropriated $6,380,498 in CPC recommended projects since FY 2024, including $4,000,000 for the redevelopment of the Willow Park complex and $14,503 for restoration of historical paintings at City Hall, both on February 11, 2025.

ORGANIZATION OF GOVERNMENT

Fiscal Year 2026 Organizational Changes

Organizational changes are highlighted in the Reorganization Plan explanatory memo in the budget book. The one organizational change in FY 2026 is the establishment of the Human Services Department, consistent with the approved Health and Human Services plan and Budget Policy Guideline II.F. The Human Services Department will become the home for the Human Services Director, as well as staff from the Watertown Food Pantry and the Live Well Watertown program.

New Positions and Position Changes

The Fiscal Year 2026 budget is conservatively constructed, with a focus on maintaining current operations and a limited amount of new funded budget requests that are consistent with the City Council's budget policy guidelines. As a result, the enhancements and additions were held to a minimum.

Mid-Year Adjustments to FY 2025

The following changes have been made since the FY 2025 budget was approved:

- The Honorable City Council established funding in the City Manager's Office for the Director of Human Services consistent with the Health & Human Services study. This position will be moved into the new Human Services Department in FY 2026, to implement Budget Policy Guideline II.F.

- In conjunction with the implementation of the police body camera program, a new Police Records Specialist position was added.

Proposed New Positions

The Fiscal Year 2026 budget includes no new positions.

Changes to Positions

The following adjustments to positions are proposed:

- Three Equipment Operators in the Department of Public Works are proposed to be reclassified as Heavy Equipment Operators. This operational change will allow for more interchangeable work at DPW and eliminate situations where forestry or parks crews are without a Heavy Equipment Operator on some days and unable to complete efficient work. This is consistent with Budget Policy Guideline II.I and II.L.

- Four Skilled Craftsman positions in the Department of Public Works are proposed to be reclassified as Heavy Equipment Operator positions. This will eliminate the "Skilled Craftsman" job from the classification system in Watertown. The outdated title was not effective for the most flexible use of DPW staff to accomplish operational goals. This furthers the implementation of Budget Policy Guideline II.L.

- The Assistant Director for Administration & Finance in DPW is proposed to be reclassified as a Deputy Director of Public Works, and the part-time Recycling Coordinator position in DPW is proposed to be retitled "DPW Communications Coordinator." In his initial assessment of the department, the new DPW Director has identified the current positions (both of which are vacant) as not meeting the most urgent needs of the department. A Deputy Director will provide essential operational support and oversight across the department and allow it to achieve American Public Works Association accreditation, while a part-time dedicated Communications Coordinator for the DPW will enable more effective and transparent communication within the department, between the DPW and other City departments, and with the community as a whole. This furthers the implementation of Budget Policy Guideline II.L.

- Five new staff positions appear in the Department of Public Buildings (DPB) budget that were not in the Fiscal Year 2025 budget, though they are not net new positions. Funding is now provided in the DPB budget for the custodians who used to be included in the Library budget. The department now has five full-time custodians, two of which are senior custodians, and three part-time custodians who work in City buildings. Furthermore, all six Public Buildings maintenance staff are now located in the DPB budget; previously, three were budgeted in DPB and three in the public schools budget. These items are completed to allow for a more streamlined department in advance of a more in-depth assessment of the needs of the Public Buildings Department per Budget Policy Guideline II.K.

Conversion from Part-Time to Full-Time

The budget converts one Cataloger and one Local History Librarian in the Library to full-time.

EXPENDITURES OVERVIEW

The Submitted Fiscal Year 2026 Budget appropriation is $223,660,433, a projected increase of 3.3% from the Fiscal Year 2025 revised appropriation.

Departmental Expenditures

Departmental expenditures total $129,054,908, a $5,817,810 increase from Fiscal Year 2025. Many departments saw increased level-service budgets due to increased costs of supplies and equipment. This also includes $61,893,912 for education, a 3.7% increase from Fiscal Year 2025, which contains a 3.5% increase to school programs and an additional $100,000 funding for universal pre-K program for 4-year-old students, as was discussed in the preliminary budget overview. The City continues to have a strong commitment to our schools, consistent with Budget Policy Guideline II.C.

The budget sheets for the City's general government, public safety, public works, health & human services, library, and recreation departments are incorporated in the enclosed budget document. This document builds upon the practice begun in Fiscal Year 2024 of including summary sheets for each department, integrated with the department budget pages. The updated material provides a department overview, organizational chart, accomplishments and objectives, a summary of the level service budget, a review of additional budget requests, and capital budget lines for each department. Departmental expenditures that implement budget policy guidelines are noted on the summary sheets.

This budget also includes step increases for union employees as required by collective bargaining agreements and for non-union employees in accordance with the City's compensation plan. In the past, step increases for non-union employees were not included in departmental budgets.

State and County Charges

The Fiscal Year 2026 state and county charges appropriation is $3,120,643, which is a decrease of $33,023 from the revised Fiscal Year 2025 budget.

Insurance and Employee Benefits

Watertown joined the GIC employee insurance program in 2010. GIC membership has allowed us to manage our insurance costs effectively through a time period where insurance has become a significant challenge for many employers. Nevertheless, ongoing inflation in the medical sector has had a material impact on employee health costs. Fiscal Year 2026 insurance and benefits costs are budgeted at $25,509,523, which is an increase of $3,594,463 over the Fiscal Year 2025 budget. This 14% increase is one of the more significant cost increases in the FY 2026 budget.

Pension and OPEB Costs

The proposed budget includes $3,935,255 for pension and $3,569,028 for other post-employee benefits (OPEB).

A $2,785,255 increase in the pension assessment is largely driven by the impact of additional payroll expenses on the City's actuarial liability mainly due to the implementation of the Classification/Compensation study at the start of Fiscal Year 2025. The City and the Retirement Board requested a review of pension costs to ensure that the City is able to maintain full funding. Based upon this updated plan, the City will undertake two years with larger than usual assessments before returning to an annual assessment of around $1,150,000. This two-year adjustment will ensure that the pension fund remains fully funded and will fully absorb the long-term impact of the adjusted payroll expenses.

With the proposed contribution of $3,569,028 to the OPEB Trust Fund, the City remains on track to be fully funded by Fiscal Year 2031. The City developed an actuarial update on the OPEB contributions and adjusted the budget and forecast to match current projections for maintaining the Fiscal Year 2031 target date for full funding. This update lowered the necessary OPEB contributions for future years, and those new contributions are reflected in the budget and forecast documents.

As further explained below (see the section on "Commitment to Pension, OPEB and Capital Projects), these adjustments to pension and to OPEB costs do not cause a notable increase to the annual operating budget because the City has established a goal of maintaining a total cost commitment to these items and key capital items at an annual value of $34,500,000 (exclusive of the one-time free cash contribution to the Middle School Stabilization account).

Debt and Interest

Total debt and interest payments in the Submitted Fiscal Year 2026 Budget total $34,770,413. This is an increase of $921,812 driven entirely by the net impact of debt service for the City's school projects.

Capital Projects

Capital projects funded directly in the budget this year total $2,497,800. This funding typically covers items noted with a TR (tax revenue) designation in Fiscal Year 2026 of the Fiscal Year 2026-2030 Capital Improvement Plan (CIP). Details about this line are incorporated into the CIP Funding Table in the budget book.

Other Notable Changes

I asked departments to carefully review their conference registration, staff development, out-of-state travel, and in-state travel budget lines to ensure we are accurately categorizing and budgeting transparently for these expenses. Many departments adjusted funding between those lines; added one

or more new lines if they did not have them in previous budgets; and/or modestly increased the total funding request between the four lines

Other Financing Uses

Council Reserve

This budget established the Fiscal Year 2026 Council Reserve at $3,900,000. This funding provides a readily accessible option to ensure adequate funds for unanticipated needs and to implement potential collective bargaining agreements which expire at the end of the current fiscal year.

Acquisition of Land

This budget includes a transfer of $1,250,000 to the "Acquisition of Land" fund that was emptied in Fiscal Year 2023 with the purchase of Walker Pond (Lot 8). This will continue the process of replenishing this account to cover costs when another opportunity like Walker Pond comes along and will further the implementation of Budget Policy Guideline II.H.

Middle School Stabilization Fund

The budget includes a $12,700,000 transfer to a new fund, the Middle School Stabilization Fund. Combined with $2,000,000 in composite balances that are available in the completed elementary school projects, this provides $14,700,000 in cash funding for the middle school renovation project, as envisioned by the adopted CIP and Budget Policy Guideline II.D.

Senior Center Stabilization Fund

The expenditure forecast anticipates commencement of placeholder funding in Fiscal Year 2027 toward the possible development of a new senior center, combined with funding for a feasibility study in Fiscal Year 2026, as envisioned in Budget Policy Guideline II.D.

Affordable Housing Trust

The Housing Plan adopted by the City of Watertown on March 23, 2021, documented the need to create and preserve more affordable housing within the City. The Watertown Housing Partnership recommended the formation of a municipal affordable housing trust under M.G.L. c. 44, §55C to facilitate the creation and preservation of affordable housing within the City of Watertown for the benefit of low- and moderate-income households and for the funding of community housing. On November 23, 2021, the Honorable City Council adopted the attached City Council Ordinance 2021-89, An Ordinance to Accept the Provisions of M.G.L. C. 44, §55c to Establish a Trust to Facilitate the Creation and Preservation of Affordable Housing within the City of Watertown.

The Trust is now up and running. The City allocated $250,000 annually to the Trust beginning in Fiscal Year 2023. We seek to continue this support by allocating an additional $250,000 in Fiscal Year 2026 and in our projections for future years.

Watertown Square Stabilization Fund

The budget includes $1,500,000 for the Watertown Square Stabilization Fund, which will bring the fund's total balance to $6,400,000. These funds will be used to support implementation of the plan endorsed by the Honorable City Council. Near-term activities will include design services to include advancing roadway redesign, redesign of the adjacent pedestrian and bicycle infrastructure, river connections, and significant new parkland. This submittal is consistent with Budget Policy Guideline I.B. In addition to the many community benefits from this project, investment in Watertown Square will produce long-term new growth that will add to the tax base and assist with future budget needs.

Unfunded Requests

While developing the FY 2026 budget, I requested departments provide funding requests to implement or expand programs that they would recommend for the upcoming fiscal year. Department heads brought forward a significant number of proposals that would provide additional services to the community. This year's overriding challenge involved identifying a limited set of proposals that could go forward given the fiscal limitations and underlying economic uncertainty that we are facing. In particular, no funding requests that would create a new staff position has been incorporated into this budget. Of the $5,021,904 requested, we were only able to include $383,642, or 7.6%. The unfunded items are noted in the departmental narratives for reference and potential accommodation in future years.

COMMITMENT TO PENSION, OPEB, AND CAPITAL BUILDING PROJECTS

To prioritize three significant budget policies from the Council's guidelines, the City has committed to providing a baseline annual appropriation to cover the cost of a) borrowing and saving for new schools and major capital building projects (including now the Middle School, Senior Center, and East End Fire Station); b) pension liability; and c) OPEB liability. In Fiscal Year 2025, that total was $33,100,000. In Fiscal Year 2026 we are seeking to set that allocation at $34,500,000. This new higher combined number for these items will ensure that funding can be available in future years for the Middle School project, and after that the Senior Center and East End Fire Station. In addition, Fiscal Year 2026 includes a one-time transfer of $8,900,000 in additional free cash to fund the start of the Middle School Stabilization account. Therefore, for this year only, that total will increase to $43,400,000 to include the following:

- Pension: $3,935,255
- OPEB: $3,569,028
- Elementary Debt: $19,279,050
- WHS Debt: $3,916,667
- MS Stabilization: $12,700,000

The outsized increase in Fiscal Year 2026 is driven largely by the initial contribution of cash funding toward the middle school renovation project. Including the commencement of contributions toward the Senior Center Stabilization Fund, our projections for Fiscals Years 2027 to 2029 include plans to return to our new baseline number and allocate $34,500,000 per year to these categories.

CAPITAL PROJECTS

Fiscal Year 2026-2030 Capital Improvement Plan

Pursuant to the provisions of the Watertown Home Rule Charter and the City Council Resolution on the Fiscal Year 2026 Budget Process, the Proposed Fiscal Year 2026-2030 Capital Improvement Program (CIP) was submitted to the Honorable City Council on January 28, 2025.

The Council's Committee on Budget and Fiscal Oversight met thereafter to develop conceptual recommendations for presentation to the Honorable City Council for their review and adoption. On March 11, 2025, the Honorable City Council adopted 51 conceptual recommendations on the Fiscal Year 2026-2030 CIP as memorialized in the Committee minutes. These recommendations are incorporated in the appendix to this letter.

The recommendations followed the submittal of the CIP along with my memo presenting the CIP to the Honorable City Council. The CIP document and letter are also attached as an appendix to this budget.

Proposed Loan Orders

During Fiscal Year 2026, proposed loan orders will be brought forward for various capital items contained in the Fiscal Year 2026 capital plan. Funding for the proposed items is consistent with one of the Honorable City Council's priorities of not deferring maintenance and/or recognition of costs of capital equipment, facilities, and infrastructure to future years. The items that will be included in the proposed loan orders are identified in the CIP Funding Table in the budget book.

We also expect to seek the support of the Honorable City Council as we move forward with outstanding Fiscal Year 2025 loan orders and transfers of funds in the next two months.

Bond Market

On May 29, 2024, Standard & Poor's (S&P's) Rating Services assigned its AAA rating to an upcoming General Obligation (GO) Bond Sale totaling $61.08 million. At the same time, S&P's affirmed AAA long-term rating on the City's existing GO debt. These ratings are S&P's highest existing ratings. Watertown has sustained an AAA rating since 2013.

The rating reflects their opinion of the City's:

- Stable and diversifying local economy with access to the Boston metropolitan statistical area.
- Good financial management policies and practices
- Maintenance of very strong reserves and consistently positive financial operating results
- Manageable long-term costs and affordable borrowing plans

The City received nine competitive bids from bond underwriters. The winning bid on the bonds was an average total interest cost of 3.812%.

The City will seek additional bonding in June 2025; as indicated above, the City will continue to utilize bond monies to finance infrastructure improvements, and it is imperative to continue the City's commitment to sound financial management and fiscal stability.

EDUCATION

Dr. Deanne Galdston, Superintendent of Schools, presented the Fiscal Year 2026 recommended budget of $61,893,912 to the Watertown School Committee at their March 24, 2025, meeting. This followed meetings and public hearings on February 27, 2025, and March 6, 2025 where the Superintendent presented preliminary budget information. The school budget continues to face challenges due to an uptick in out-of-district special education placements and challenges in the state school funding formulas that required closing an initial budget gap. Nonetheless, the Superintendent was able to present a balanced budget, developed collaboratively with school and district administrators, curriculum and program coordinators and the School Committee to craft a budget that addressed core needs within the context of available funding. The School Committee adopted the recommended budget at their meeting on March 27, 2025.

The Submitted Fiscal Year 2025 Budget represents an increase of $2,189,649, or 3.7%, over the Fiscal Year 2025 budget and continues the City's very strong commitment to education. The document can be viewed on the Watertown Public Schools website at www.watertown.k12.ma.us.

WATER AND SEWER ENTERPRISE BUDGETS

The City Council established the Water and Sewer Enterprise Funds in Fiscal Year 1999. The City Council adopted a tiered rate structure to equitably charge each class of customer, encourage conservation, minimize charges on low-income and elderly residents, and provide funding for capital improvements.

The continued utilization of enterprise funds will allow us to demonstrate which portions of the total cost of services are recovered through user charges versus the tax levy. The surplus or retained

earnings, if any, will remain with the fund either to develop reserve funds for system improvements or to offset future rate increases.

The Fiscal Year 2026 Water and Sewer Enterprise Budgets total $23,257,045, which is an increase of $1,076,943 above the Fiscal Year 2025 amount of $22,180,102. These increases are driven principally by assessments from our regional water/sewer authority, the MWRA, and by debt service.

FORECASTS FOR FISCAL YEAR 2027 AND BEYOND

Revenue Forecast

Forecasted revenue incorporates the most recent projections from the Assessor's Office, which anticipates a slowdown in non-residential development in comparison with recent years. Future revisions may be necessary in response to changes in the real estate market such as life science lab developments, and from macroeconomic factors such as the federal budget and immigration and trade policy.

Expenditure Forecast

The Expenditure Forecast included within the Fiscal Year 2026 Budget document has departmental expenditures projected to increase 2.5% annually, and education by 3.5%, from Fiscal Year 2027 through Fiscal Year 2029. While we believe that revised revenue estimates will provide sufficient resources to accommodate projected expenditures, any further downturns may necessitate further reassessments. We continue to monitor these issues and will address potential impacts if necessary during the October 2025 Preliminary Budget Overview.

Debt service will continue to trend upward through FY 2029 due to the planned middle school project. The modest revenue growth anticipated during that period is projected to be sufficient to support anticipated debt service needs. Nevertheless, it will be necessary to continue to maintain a fiscally conservative strategy that will allow the City to settle contracts with labor unions and accommodate future operational needs.

CLOSING

In closing, I would like to thank the members of the City's budget team:

- Mark Lang, Management & Grants Specialist
- Megan Langan, City Auditor
- Steve Magoon, Assistant City Manager for Community Development & Planning
- Emily Monea, Deputy City Manager
- Melissa Morrissey, Treasurer / Collector
- Ari Sky, Assistant City Manager for Finance

This document is a product of all our combined work, and I appreciate all that they do.

The goal of the administration and all City departments is to provide the highest level of services to the residents of Watertown while utilizing the taxpayers' dollars as efficiently as possible. The submitted Fiscal Year 2026 Budget is balanced and focuses on achieving the long-term goal of sound financial management and fiscal stability, while reflecting community values and implementing community goals and policy priorities as illustrated in the charter preamble, the Council's Budget Policy Guidelines, the Council's CIP conceptual recommendations, the comprehensive plan, and the City Manager's leadership strategy.

I would also like to thank the department heads and other staff for their invaluable assistance in developing the budget. I look forward to working with the Honorable City Council in finalizing the Fiscal Year 2026 Budget.

CITY OF WATERTOWN

REORGANIZATION PLAN

CITY OF WATERTOWN

Office of the City Manager

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6465
www.watertown-ma.gov

George J. Proakis
City Manager

TO: Honorable City Council

FROM: George J. Proakis, City Manager

DATE: April 8, 2025

SUBJECT: FY 2026 ORGANZATIONAL CHANGES – EXPLANITORY MESSAGE

Pursuant to the provisions of Article 6, Section 6-2 of the City of Watertown Home Rule Charter, I herewith present the attached Administrative Reorganization Plan for the administrative reorganization of City departments by administrative code. This Administrative Reorganization Plan shall be subject to the referral, public hearing, report, and approval process as specified in Section 6-2 of the Home Rule Charter as further explained below.

1. Reorganization Plan by Administrative Code – City Charter Process

As noted above, this Administrative Reorganization Plan is being submitted pursuant to Article 6, Section 6-2 of the City of Watertown Home Rule Charter. This provision of the Charter authorizes the City Manager to "from time to time prepare and submit to the city council reorganization plans which may, unless prohibited by general law or the charter, reorganize, consolidate, or abolish any existing city agency in whole or in part, establish new city agencies, and prescribe the functions of any city agency."

The process for consideration of such a reorganization by administrative code is as follows:

A. The City Manager may submit a reorganization plan to the City Council with an explanatory note

B. Upon receipt of the plan by the City Council, City Council shall refer plan to an appropriate standing committee for study and report.

C. Within thirty days of such referral, a public hearing on the plan would be held either before the standing committee or the full City Council.

D. Within fourteen days following conclusion of the public hearing, a report of the standing committee would be filed, either approving or disapproving the plan.

E. Upon the ninetieth day following City Council receipt of the plan (unless the plan itself specifies a later date) the plan becomes effective unless disapproved by the City Council.

F. A reorganization plan submitted by administrative code may not be amended by the City Council but shall either be approved or disapproved in the form as submitted.

2. Explanatory Note

Article 3, Section 3-2 of the City of Watertown Home Rule Charter designates the City Manager as the City's chief administrative officer. The powers and duties of the City Manager include administration of all officers appointed by the City Manager and their respective agencies. The City Manager is also responsible for the coordination of activities of all agencies under his control with the activities of all other City agencies, whether elected or appointed by other elected officials. This Administrative Reorganization Plan is submitted pursuant to and in fulfillment of the duties and responsibilities of the City Manager and in the interest of improving the effectiveness of the City's administration. This plan is hereby offered to the City Council for action in accordance with Article 6, Section 6-2 of the City's Home Rule Charter.

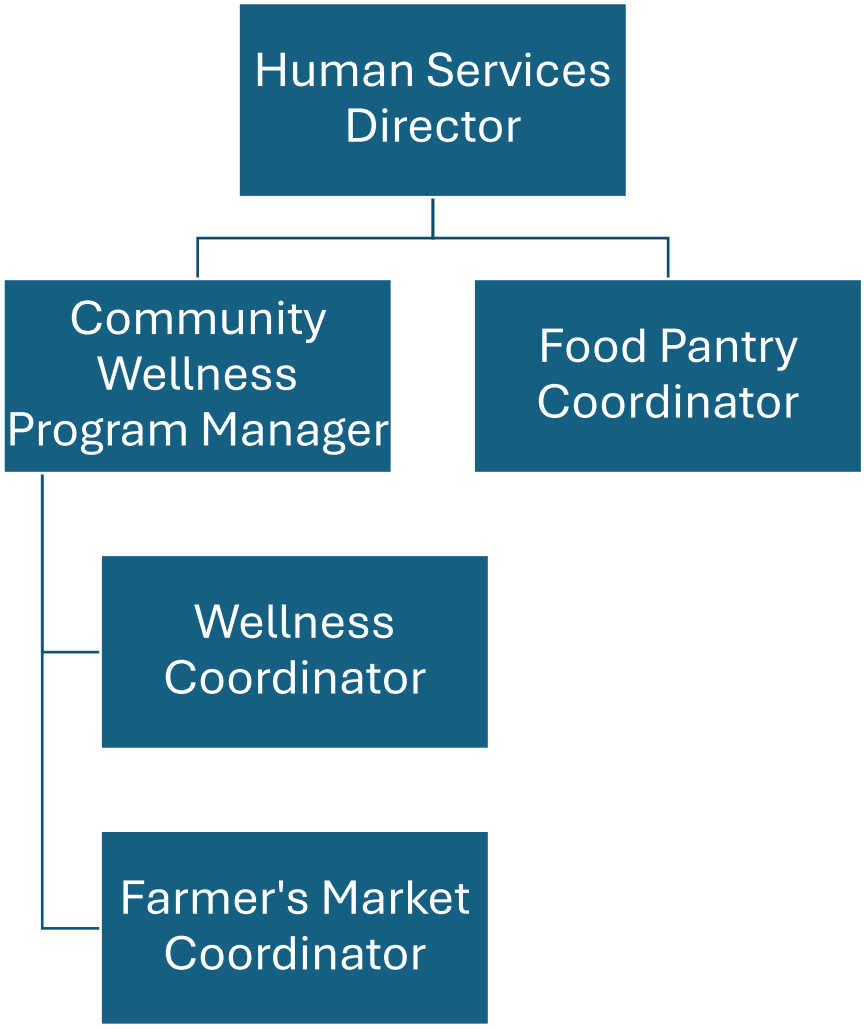
3. Reorganization Plan

Included with this Explanatory Message is the proposed Administrative Reorganization Plan submitted to the City Council by the City Manager pursuant to Article 6, Section 6-2 of the City's Home Rule Charter. With the honorable City Council's approval of the organizational changes contained in the Administrative Reorganization Plan pursuant to the Charter procedures outlined above, and in accordance with the FY 25 budget submission, the City Departments will operate with the following organizational changes:

Human Services Department

There will be a Human Services Department with a Human Services Director that will house the Watertown Food Pantry and the Live Well Watertown program. The department is being formed consistent with the approved Health & Human Services Study.

Organizational Chart

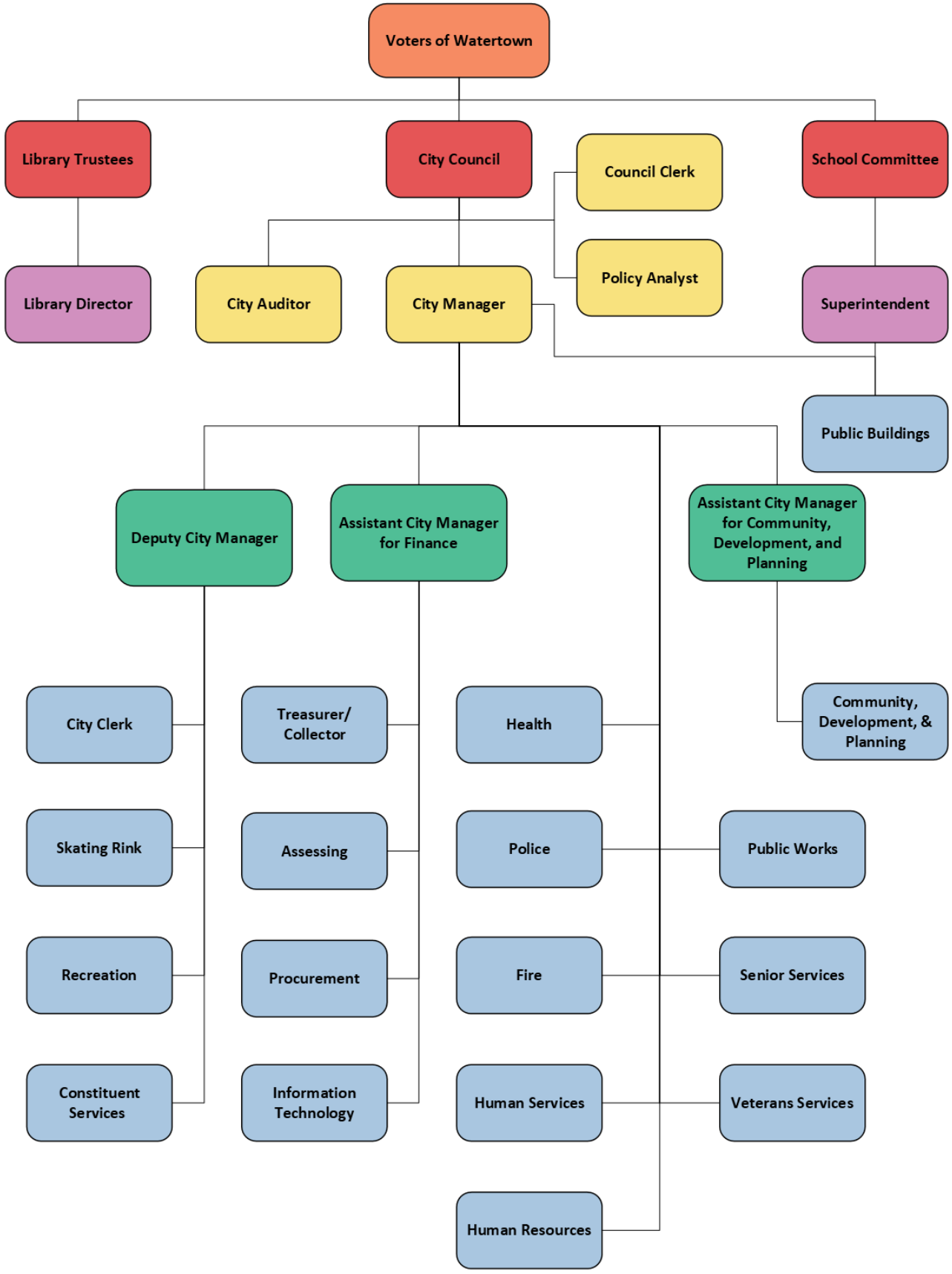


The Wellness Team is removed from the Community Development and Planning Department to become a part of this new department. Likewise, the Food Pantry Coordinator is removed from the Senior Services Department to become a part of this new department.

The organization of all other departments will remain as established in the FY 2025 Organizational Message.

CITY OF WATERTOWN

ORGANIZATIONAL CHART


Voters of Watertown
Library Trustees
City Council
Council Clerk
School Committee
Library Director
City Auditor
City Manager
Policy Analyst
Superintendent
Public Buildings
Deputy City Manager
Assistant City Manager for Finance
Assistant City Manager for Community, Development, and Planning
City Clerk
Treasurer/ Collector
Health
Community, Development, & Planning
Skating Rink
Assessing
Police
Public Works
Recreation
Procurement
Fire
Senior Services
Constituent Services
Information Technology
Human Services
Veterans Services
Human Resources

CITY OF WATERTOWN

BUDGET POLICY GUIDELINES

Watertown's FY2026 Budget Policy Guidelines As Approved and Ranked by the City Council November 26, 2024

The City Council is adopting these budget policy guidelines pursuant to Section 5-1 of the Watertown Home Rule Charter, and in line with the values and principles outlined in the Charter Preamble. Based on these guidelines, the City Manager will develop budgetary goals and the City budget for Fiscal Year 2026. *Watertown's Ongoing Budget Policy Guidelines Resolution 2012-72*, *Amending Watertown's Ongoing Budget Policy Guidelines Resolution 2017-84* and *Watertown's Ongoing Capital Project Budget Guidelines Resolution 2013-76* are hereby incorporated by reference.

I. COST-SAVINGS/REVENUES

Note: The items in this section were ranked in order of priority by the City Council on December 3, 2024.

The City Council believes that identification of cost savings and/or new revenues should be a precondition to additional expenditures. To this end, in developing the FY26 budget, the City Manager should:

A. Continue to proceed with the guidelines of the Comprehensive Plan, with the long-term goal to promote a diversified and growing tax base, and a renewed focus on small business, retail corridors, and emerging industry clusters.

B. Continue to pursue the implementation of the Watertown Square Area Plan with the long-term goal of increasing our tax base through the development of multi-family housing and small and medium sized businesses in the Square.

C. Continue pursuing mitigation monies, linkage fees, and/or other measures from larger scale projects.

D. Require all departments to actively pursue filing applications for all relevant state, federal, and private foundation grant programs.

E. Actively seek Payment in Lieu of Taxes (PILOT) agreements, or other in-kind services, with each non-profit organization owning or purchasing property in Watertown.

II. PROGRAM ENHANCEMENTS/EXPENDITURES

Note: The items in this section were ranked in order of priority by the City Council on December 3, 2024.

To the extent that resources allow, in light of the financial policies stated above, and adhering to the principle of first identifying cost-savings and/or new revenue, the following program enhancements and, if necessary, new expenditures should receive priority in the FY26 budget. Education program enhancements and expenditures should be considered subsequently in light of the recommendations of the School Committee.

A. All departmental budgets should prioritize and enhance the ability of the city to implement the strategies and action items in the Climate and Energy Plan.

B. Provide resources to address the strategies and action items in the Comprehensive Plan and the Watertown Square Area Plan.

C. Continue to work collaboratively with the Watertown Public Schools on the comprehensive multi-year educational budget that assures sustainable funding for our schools and the successful education of our children and seek to accommodate a 3.5% annual increase for FY26 for the Educational appropriation that will provide level-service funding for our schools.

D. Based on final City Council policy direction, develop a budgetary plan, within the confines of Proposition 2 ½, for the five unfunded capital items:

- Senior Center/Recreation Area
- East End Fire Station
- DPW Staging Area
- Watertown Square Plan Implementation
- Middle School Renovations

E. Continue support for Building for the Future Initiative funding in collaboration with the School Building Committee, for the MSBA High School project, without debt exclusion funding.

F. Fund the recommendations of the Community Health & Human Services Assessment in the FY26 budget.

G. Provide funding and resources to ensure that the City's 5-year rolling plans for streets, sidewalks, water, sewer, stormwater, and underground utilities are effectively planned and executed for optimal results.*

H. Continue working to identify additional acquisition of land for open space and recreation using the Acquisition of Land/Open Space Stabilization Fund and including proposals submitted to the Community Preservation Committee.*

I. Provide resources to enhance the Public Works Department's efficiency, flexibility, and capacity to meet the city's growing needs. This includes managing contractors, responding to work orders, overseeing development projects, planning infrastructure improvements, communicating road construction updates, complying with MassDEP waste management regulations, maintaining complete streets infrastructure, and improving snow and ice removal. Identify and implement the necessary technology to support these functions.

J. To meet the goal of allowing people who live and work in Watertown to go car-free, continue to work with the Watertown Transportation Management Association, and identify sustainable sources of funding for permanent local transit programs in Watertown, including the recommendations from the upcoming Study for City Supported Local Transit.

K. Fund an assessment of the Public Buildings Department to meet the needs of our new buildings.

L. Continue to enhance the capabilities of the Department of Public Works Forestry Division by adding resources and/or redeploying additional resources to monitor the maintenance of Watertown's existing public shade tree canopy and continue to collect and analyze data with the goal of creating and implementing a plan to increase tree planting in neighborhoods with heat islands.

M. Consider re-use of the former north branch library, including exploring use of alternative funds to assist in renovations.

*Items ranked the same.

Resolution: Watertown's Ongoing Budget Policy Guidelines

Council Resolution 2012-72 (Adopted on December 11, 2012)

WHEREAS the Town Council adopts budget policy guidelines each year pursuant to Section 5-1 of the Watertown Home Rule Charter, so that the Town Manager can develop budgetary goals and the Town budget for the next fiscal year, and

WHEREAS for the past several years, annual budget policy guidelines have included three sections of ongoing budget practices, namely Section I. FINANCIAL POLICIES, Section II. ONGOING BUDGET PRACTICES, and Section V. BUDGET AND FINANCIAL MONITORING, and

WHEREAS the budget policy guidelines in these three sections have reached a point of maturity whereby they have become standard operating procedure, and do not need to be revised each year.

NOW THEREFORE BE IT RESOLVED that the Town Council of the City known as the Town of Watertown hereby establishes the following budget policy guidelines as permanent policy guidance, to be followed annually:

I. FINANCIAL POLICIES

A. Unreserved fund balance: In order to respond to emergencies and other unanticipated needs, preserve financial flexibility, and maintain favorable bond ratings, the Town should seek to maintain an unreserved fund balance (including stabilization funds) equal to 7-10% of the annual operating budget. The Council and the Town Manager will work to develop a formal multi-year policy on the unreserved fund balance, including the use of free cash if the unreserved fund balance is above the 7-10% target.

B. Capital Expenditures: In order to maintain and improve its infrastructure, facilities, and equipment, the Town should seek to make annual capital expenditures (including debt and exclusive of enterprise funds) equal to at least 7.5-8% of the operating budget.

C. Pension Liability and Other Post Employment Benefits: In order to achieve long term financial stability, meet the Town's obligations to its employees and retirees, and maintain favorable bond ratings, the Council, the Retirement Board and Town Manager will work to address the Town's unfunded pension liability and other post-employment benefits (OPEB). As was done with the unfunded Pension Liability, create a long-range financial plan for addressing the unfunded OPEB liabilities, including the converting the OPEB stabilization fund to an OPEB Trust Fund. Continue dialog with Retirement Board and State representatives to consider options for pension reforms for new hires.

II. ONGOING BUDGET PRACTICES

A. Continue the Town's efforts within all departments to obtain grant funding from federal, state, and other sources, including the use college interns.

B. Continue to analyze the Town's charges for licenses, permits, penalties, and fees to determine whether they should be increased or new ones instituted, while adhering to the principal that fees should not exceed the cost of services provided.

C. Review the possibilities and cost implications of contracted services vs. staffing in various departments.

D. Support the possibilities of providing more services on a regional or inter-municipal basis in accordance with the council resolution.

E. All department heads should seek to identify line items within their existing budgets where costs can be controlled and not increased. Look at other possible scenarios including spending freezes, level dollar and reduction budgets. Review the use of overtime in each department and monitor consistent Town-wide practices and related utilization.

F. Continue to enhance the Town's website and use other technologies as cost effective means of delivering information and services, increasing public awareness, and encouraging public feedback.

G. Explore cost savings by sharing personnel across Town departments. Work towards merging or combining the following functions to better serve both Town and School Departments: facilities management, human resources, finance, and information technology.

H. Meet annually in Executive Session(s) to discuss strategies on pending collective bargaining agreements and the potential impact on upcoming and future budgets.

III. BUDGET AND FINANCIAL MONITORING

A. In order to improve its ability to monitor the implementation of the Town budget, the Town Council will receive quarterly reports on the revenues and expenditures during the fiscal year.

B. The Town Council will receive a report on the use and balance of monies in the Council reserve upon each transfer, and a report each month when there is a change in Town Councilors' expense line items.

C. An early warning system will be used to alert the Town Council if revenues fall below projections.

D. The Town Council will receive quarterly updates on progress in addressing the recommendations in the annual audit report.

RESOLUTION: AMENDING WATERTOWN'S ONGOING BUDGET POLICY GUIDELINES

Council Resolution 2017-R-84 (Adopted November 28, 2017)

WHEREAS the Town Council adopted Resolution 2012-72 *Watertown's Ongoing Budget Policy Guidelines*, to establish permanent financial policy guidance, and

WHEREAS since 2014 the Town Council and the School Committee have been working on a plan for the renovation or reconstruction of Watertown's school buildings, including submitting Statements of Interest to the Massachusetts School Building Authority, and

WHEREAS at the Fiscal Year 2019 Preliminary Budget Overview presented on October 10, 2017, it was proposed to self-fund a project to renovate or reconstruct three elementary schools entirely within the operating budget, with funds redirected from the retirement appropriation when the pension is fully funded, while also paying down the OPEB liability, and

WHEREAS the value of the debt service required for such school capital expenditures would exceed 8% of the operating budget as stipulated in Resolution 2012-72, and

WHEREAS the Town of Watertown wants a "strong" position for its financial management policies to get the most favorable rates when going to the bond market for such capital expenditures.

NOW THEREFORE BE IT RESOLVED that the Town Council of the City known as the Town of Watertown hereby amends Resolution 2012-72 *Watertown's Ongoing Budget Policy Guidelines*, with existing guidelines I.A and I.B to be deleted in their entirety and replaced with the following language:

> I.A. Unreserved fund balance: In order to respond to emergencies and other unanticipated needs, preserve financial flexibility, and maintain favorable bond ratings, the Town should seek to maintain an unreserved fund balance (including stabilization funds) equal to 8-15% of the annual operating budget. The Council and the Town Manager will work to develop a formal multi-year policy on the unreserved fund balance, including the use of free cash, if the unreserved fund balance is above the 8-15% target.
>
> I.B. Capital Expenditures: In order to maintain and improve its infrastructure, facilities, and equipment, the Town should seek to make annual capital expenditures (including debt and exclusive of the school Building for the Future Initiative funding and enterprise funds) equal to at least 7.5-8% of the operating budget.

BE IT FURTHER RESOLVED that this resolution shall be incorporated by reference into the annual budget policy guidelines that are adopted each year.

Resolution: Watertown's Ongoing Capital Project Budget Guidelines

Council Resolution 2013-76 (Adopted December 9, 2013)

WHEREAS the Town Council adopts budget policy guidelines each year pursuant to Section 5-1 of the Watertown Home Rule Charter, so that the Town Manager can develop budgetary goals and the Town budget for the next fiscal year, and

WHEREAS in the Fiscal Year 2014 budget policy guidelines, Attachment A "ADDITIONAL RECOMMENDATIONS ON CAPITAL PROJECTS" was included to use the Town's capital project funds in the most efficient manner, and to improve the efficiency and transparency of the Capital Improvement Program (CIP) process, and

WHEREAS these recommendations have become standard operating procedure for the Town of Watertown, and do not need to be revised each year.

NOW THEREFORE BE IT RESOLVED that the Town Council of the City-known as the Town of Watertown hereby establishes the following recommendations on capital projects as permanent budget policy guidance, to be followed annually:

1. Status of existing capital funds and projects: As part of the January CIP submission by the Town Manager, include from each department, a listing of all existing unspent capital funds (including Chapter 90, developer mitigation, grant funds, etc.) and a status on each project or acquisition, including how and when remaining funds will be spent, effective November 30th.

    a. Include project funds appropriated by the Town Council to the School Department.

    b. Include Water/Sewer Enterprise Fund reporting of capital projects & funds as a new section of the CIP separate from the General Fund.

2. Details on new projects: As part of the January CIP submission by the Town Manager, provide details for all items in the CIP that have been previously shown as annual lump sums in a single line.

    a. Include the School Department's "various school improvements".

    b. Include "highway reconstruction" and "sidewalk reconstruction", with a forecast of streets to be done each year.

    c. Include Water/Sewer Enterprise Fund capital projects as a new section of the CIP separate from the General Fund, with a forecast of streets to be done each year.

    d. Include transportation or water/sewer and stormwater projects which have or will be proposed in the future, with no funding source yet identified.

3. Coordination Issues Related to Public Works projects: The increasing volume and complexity of public works projects requires a rethinking of how the Town does its planning to maximize the use of capital funds and departmental resources, as well as providing information to the public in a timely, readily accessible fashion.

    a. To this end, the CIP needs to have a five-year forecast of what water/sewer/stormwater, road reconstruction, and sidewalk reconstruction are planned, by specific street, which will:

        i. Insure that work is sequenced to obtain the maximum life from road and sidewalk reconstruction without major water/sewer work compromising their integrity.

        ii. Allow utility companies adequate time to plan underground service replacements prior to road and sidewalk reconstruction, to avoid compromising their integrity.

        iii. Allow time for the Zoning Enforcement Office to notify property owners of non-conforming driveways, while giving the owners adequate time to seek a variance.

        iv. Allow developers time to plan their projects in coordination with the Town, and avoid digging up newly installed roads and sidewalks.

        v. Allow abutting homeowners, who may want to pay for granite curbs on streets scheduled for asphalt curbs, time to arrange contracting and payment.

        vi. Allow time for the Tree Warden to notify abutters who may want a street tree in front of their property, to allow for the placement of a tree pit prior to the installation of a new sidewalk.

        vii. Provide more transparency to citizens on public works projects and spending.

        viii. Allow the Public Works Committee or other appropriate committee adequate time to review the proposed work and provide policy guidance on the above as it relates to Watertown's goals.

    b. Issues of coordination and timing need to be improved to insure the most efficient use of funds, and bonding of annual street construction projects should be coordinated with bidding such that contractors can begin by April and be completed by November.

    c. The Public Works Department should address, on an ongoing basis:

        i. Assure adequate supervisory capacity to eliminate decision bottlenecks and improve timeliness of responses for construction work.

ii. Notification to the public of what construction is happening and where and when it will occur must be improved, and should be available on the website and updated regularly.

iii. Improve completion of punch list items on projects needs to be improved, including painting of roadway markings, installation of traffic signs, removal of temporary construction signs, cleanup of construction debris, etc.

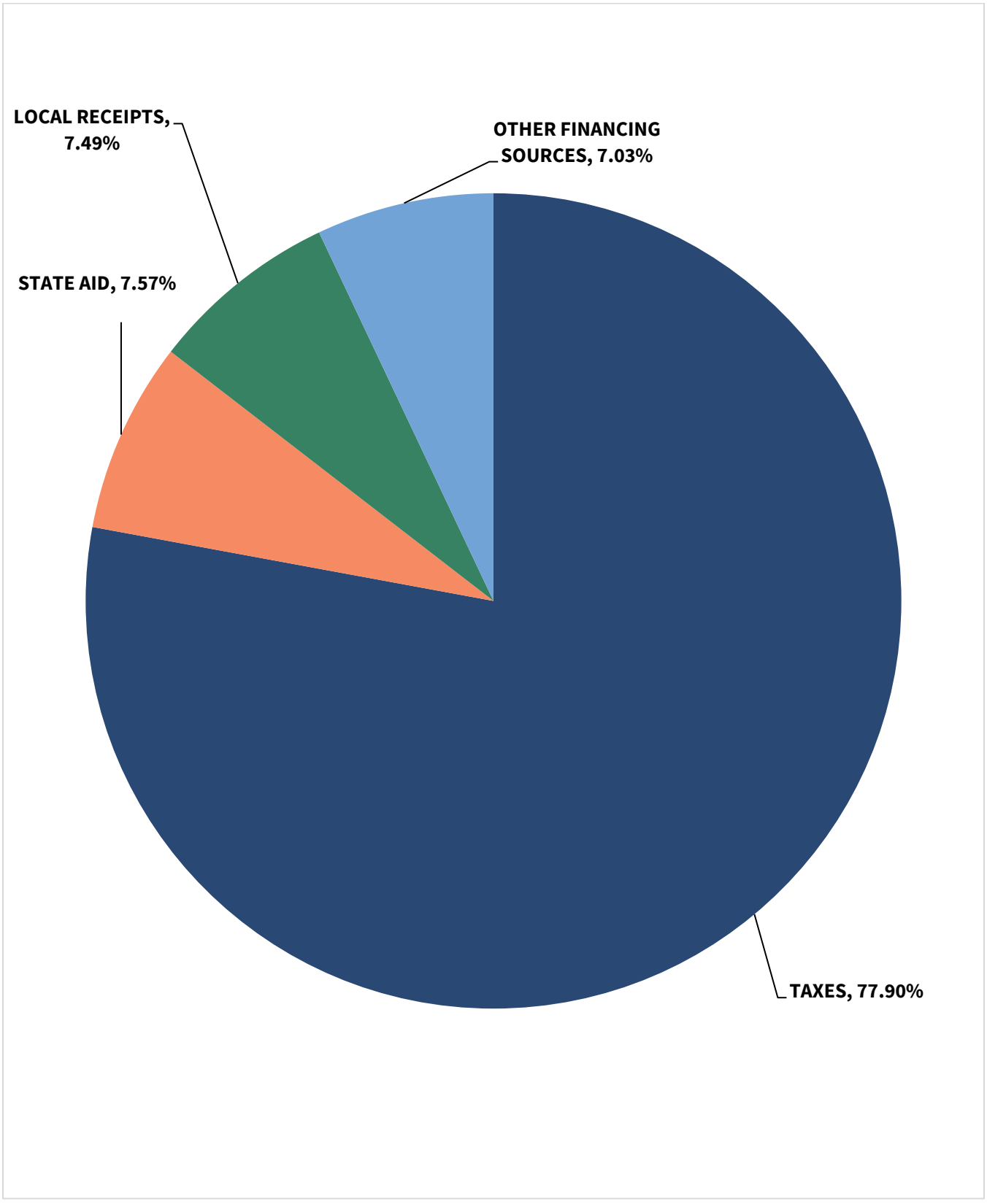
4. Protection of investments: With millions of dollars being spent each year in Watertown on street and sidewalk construction, the administration should take a more aggressive role to protect the value of these investments to insure that maximum life is obtained from the new surfaces.

BE IT FURTHER RESOLVED that this resolution shall be incorporated by reference into the annual budget policy guidelines that are adopted each year.

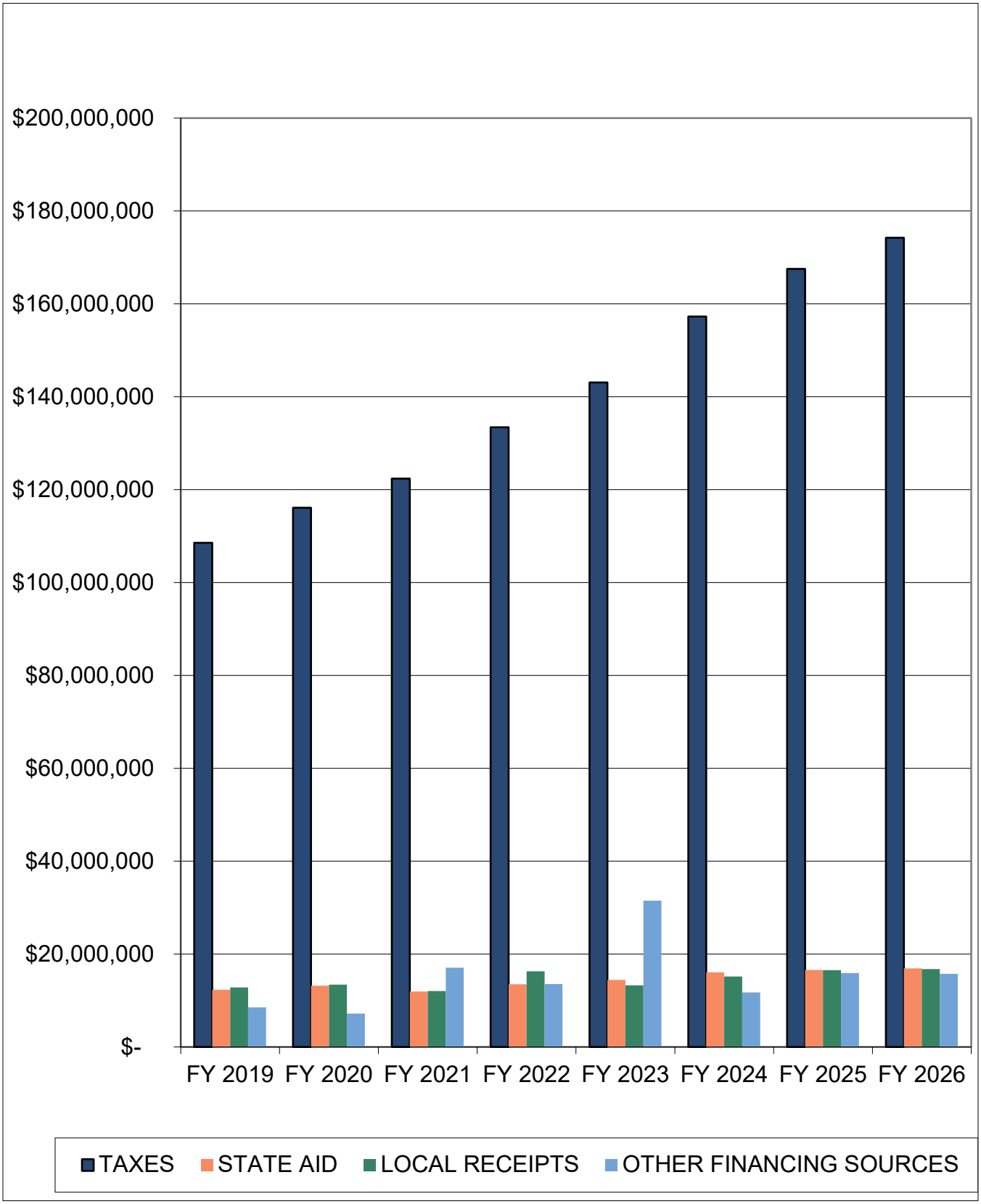
CITY OF WATERTOWN

ANNUAL BUDGET OVERVIEW

City of Watertown Fiscal Year 2026 Revenues



City of Watertown Fiscal Year 2019-2026 Revenues



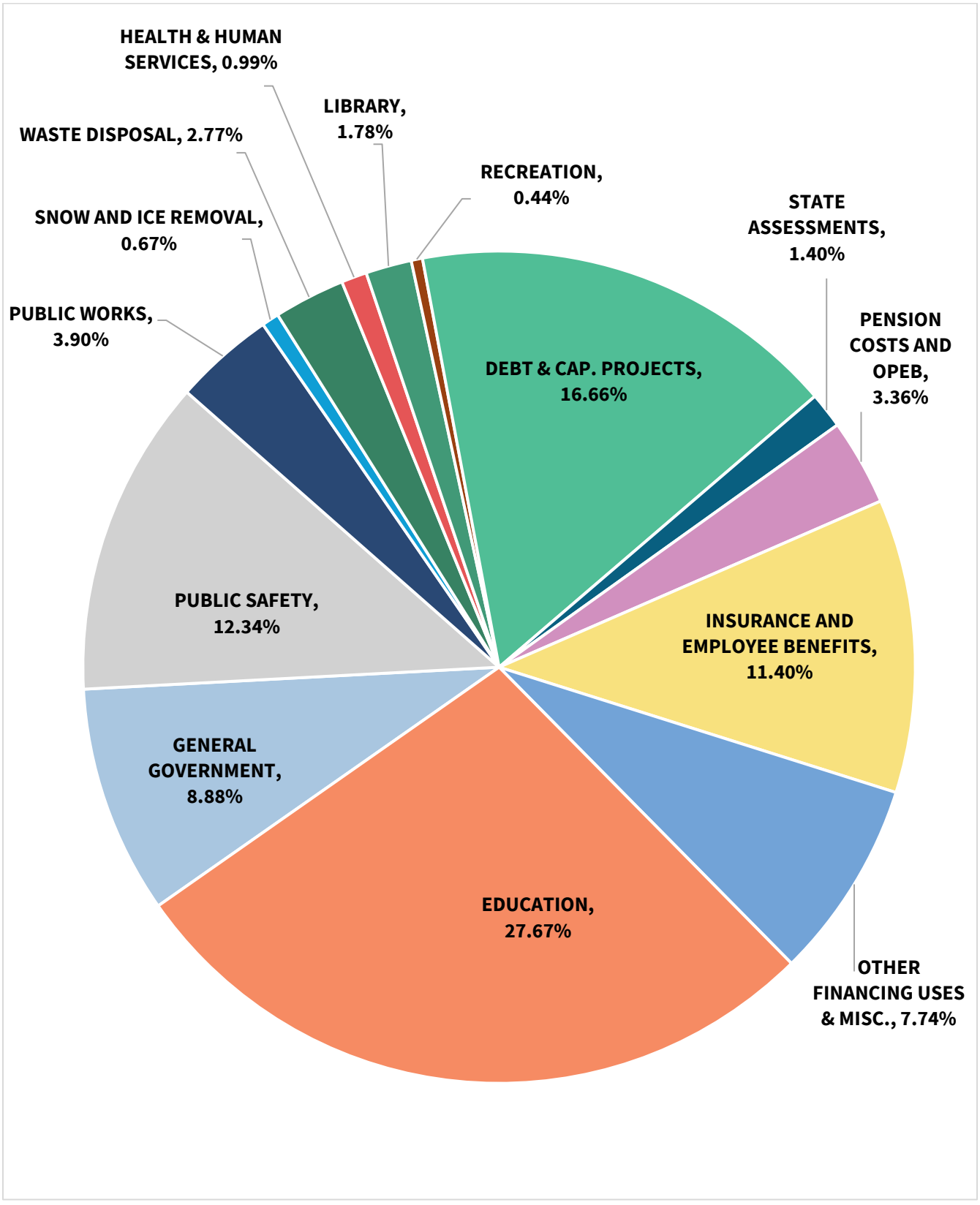
City of Watertown Fiscal Year 2026 Revenue Budget & Comparison

DESCRIPTION	FY 2025 Revised Budget	FY 2026 Proposed Budget	BUDGET CHANGE INCR/(DECR)	% CHANGE
TOTAL REAL & PERSONAL PROPERTY TAXES	$167,525,917	$174,240,316	$6,714,399	4.01%
TOTAL STATE AID	$16,597,664	$16,926,406	$328,742	1.98%
LOCAL RECEIPTS:				
MOTOR VEHICLE EXCISE	$4,600,000	$4,725,000	$125,000	2.72%
MEALS EXCISE	$850,000	$900,000	$50,000	5.88%
HOTEL EXCISE	$1,250,000	$1,250,000	$0	0.00%
CANNABIS EXCISE	$475,000	$475,000	$0	0.00%
PENALTIES & INTEREST	$250,000	$250,000	$0	0.00%
PILOT	$88,168	$78,708	($9,460)	-10.73%
COMMERCIAL TRASH	$20,000	$20,000	$0	0.00%
FEES	$4,597,000	$4,597,000	$0	0.00%
RENTALS	$526,644	$569,267	$42,623	8.09%
DEPARTMENTAL REVENUE - CEMETERY	$100,000	$100,000	$0	0.00%
DEPARTMENTAL REVENUE - RECREATION	$420,000	$420,000	$0	0.00%
LICENSES & PERMITS	$225,000	$228,000	$3,000	1.33%
FINES & FORFEITS	$350,000	$350,000	$0	0.00%
INVESTMENT INCOME	$2,760,000	$2,760,000	$0	0.00%
SALE OF PROPERTY	$5,000	$5,000	$0	0.00%
GRANT/EMPLOYEE REIMBURSEMENTS	$32,129	$32,129	$0	0.00%
TOTAL LOCAL RECEIPTS	$16,548,941	$16,760,104	$211,163	1.28%
OTHER FINANCING SOURCES:				
TRANSFER FROM SALE OF LOTS FUND	$20,000	$20,000	$0	0.00%
TRANSFER FROM PARKING METER FUND	$250,000	$250,000	$0	0.00%
TRANS. FROM CEMETARY PERPETUAL CARE FUND	$10,000	$10,000	$0	0.00%
TRANS. FROM CAPITAL PROJECT STABILIZATION FD	$500,000	$500,000	$0	0.00%
TRANSFER FROM ESCO CAPITAL PROJ. STAB. FD.	$493,225	$492,125	($1,100)	-0.22%
TRANSFER FROM WATER FUND	$1,615,298	$1,665,625	$50,327	3.12%
TRANSFER FROM SEWER FUND	$1,718,878	$1,895,857	$176,979	10.30%
UTILIZATION OF FREE CASH	$11,300,000	$10,900,000	($400,000)	-3.54%
TOTAL OTHER FINANCING SOURCES	$15,907,401	$15,733,607	($173,794)	-1.09%
TOTALS	$216,579,923	$223,660,433	$7,080,510	3.27%

Detail of Revenue for Certain Categories

DETAIL OF REVENUE FOR CERTAIN CATEGORIES	FY 2025 Current Budget	FY 2026 Proposed Budget
FEES		
DPW FEES/WHITE GOODS	$15,000	$15,000
TREASURER'S OTHER RECEIPTS	$5,000	$5,000
COSTS	$50,000	$50,000
POLICE INSURANCE REPORTS	$3,500	$3,500
POLICE OTHER FEES	$3,500	$3,500
FIRE OTHER FEES	$80,000	$80,000
AMBULANCE FEES	$1,350,000	$1,350,000
OTHER LICENSING BOARD FEES	$40,000	$40,000
DPW OTHER FEES	$5,000	$5,000
INSPECTION FEES	$2,750,000	$2,750,000
TOWN CLERK FEES	$60,000	$60,000
WETLANDS ORDINANCE	$3,000	$3,000
LIEN CERTIFICATE FEES	$25,000	$35,000
POLICE EXTRA DETAIL SURCHARGE	$125,000	$140,000
REGISTRY CLEARING FEES	$70,000	$45,000
ADVERTISING BUS SHELTERS	$-	$-
SENIOR CENTER DONATIONS	$12,000	$12,000
TOTAL FEES	$4,597,000	$4,597,000
RENTALS		
BRIGHAM HOUSE	$146,656	$159,279
COOLIDGE APARTMENTS	$79,988	$79,988
PARKER ANNEX	$300,000	$330,000
TOTAL RENTALS	$526,644	$569,267
LICENSES AND PERMITS		
LIQUOR LICENSES	$118,000	$118,000
HEALTH LICENSES	$90,000	$90,000
POLICE FIREARMS LICENSES	$2,000	$3,000
DPW PERMITS	$13,000	$15,000
CEMETERY BURIAL PERMITS	$2,000	$2,000
TOTAL LICENSES & PERMITS	$225,000	$228,000
FINES AND FORFEITS		
PARKING	$295,000	$295,000
POLICE	$50,000	$50,000
CODE ENFORCEMENT FINES	$5,000	$5,000
LIBRARY	$-	$-
TOTAL FINES & FORFEITS	$350,000	$350,000

City of Watertown Fiscal Year 2026 Expenditures



City of Watertown Fiscal Year 2026 Expenditure Budget & Comparison

DESCRIPTION	FY 2025 Revised Budget	FY 2026 Proposed Budget	BUDGET CHANGE INCR/(DECR)	% CHANGE
GENERAL GOVERNMENT				
CITY COUNCIL	$293,268	$308,768	$15,500	5.29%
CITY MANAGER	$1,301,706	$1,262,142	($39,564)	-3.04%
CITY AUDITOR	$668,145	$682,990	$14,845	2.22%
PROCUREMENT	$607,922	$597,076	($10,846)	-1.78%
CITY ASSESSOR	$585,377	$587,034	$1,657	0.28%
TREASURER/COLLECTOR	$633,322	$650,866	$17,544	2.77%
CITY ATTORNEY	$275,000	$300,000	$25,000	9.09%
HUMAN RESOURCES	$634,135	$681,056	$46,921	7.40%
INFORMATION TECHNOLOGY	$2,324,665	$2,344,257	$19,592	0.84%
CITY CLERK	$350,315	$365,919	$15,604	4.45%
ELECTIONS	$210,223	$222,587	$12,364	5.88%
COMM. DEV. & PLANNING	$2,866,308	$3,009,209	$142,901	4.99%
CONSTITUENT SERVICES	$212,186	$202,779	($9,407)	-4.43%
PARKING LOTS & METERS	$344,504	$348,288	$3,784	1.10%
PUBLIC BUILDINGS	$3,218,844	$4,398,842	$1,179,998	36.66%
TOTAL GENERAL GOVERNMENT	$14,525,920	$15,961,813	$1,435,893	9.89%
PUBLIC SAFETY				
POLICE	$12,711,320	$13,557,241	$845,921	6.65%
FIRE	$13,766,375	$13,972,260	$205,885	1.50%
EMERGENCY MANAGEMENT	$61,912	$62,349	$437	0.71%
TOTAL PUBLIC SAFETY	$26,539,607	$27,591,850	$1,052,243	3.96%
PUBLIC WORKS	$8,144,946	$8,732,868	$587,922	7.22%
SNOW AND ICE REMOVAL	$1,500,000	$1,500,000	$0	0.00%
WASTE DISPOSAL	$5,751,607	$6,185,500	$433,893	7.54%
HEALTH & HUMAN SERVICES				
HEALTH	$1,065,259	$971,364	($93,895)	-8.81%
HUMAN SERVICES	$0	$531,635		
SENIOR SERVICES	$553,078	$472,582	($80,495)	-14.55%
VETERANS	$261,579	$239,839	($21,740)	-8.31%
TOTAL HEALTH & HUMAN SERVICES	$1,879,916	$2,215,420	$335,504	17.85%
LIBRARY	$4,265,650	$3,991,377	($274,273)	-6.43%
RECREATION				
RECREATION DEPT.	$579,829	$600,085	$20,256	3.49%
JOHN A. RYAN SKATING ARENA	$345,360	$382,083	$36,723	10.63%
RECREATION	$925,189	$982,168	$56,979	6.16%
EDUCATION	$59,704,263	$61,893,912	$2,189,649	3.67%
TOTAL DEPARTMENTAL EXPENDITURES	$123,237,098	$129,054,908	$5,817,810	4.72%

Continued on next page

City of Watertown Fiscal Year 2026 Expenditure Budget & Comparison

(Continued)

DESCRIPTION	FY 2025 Revised Budget	FY 2026 Proposed Budget	BUDGET CHANGE INCR/(DECR)	% CHANGE
STATE & COUNTY CHARGES	$3,153,666	$3,120,643	($33,023)	-1.05%
INSURANCE & EMPLOY. BENEFITS	$21,915,060	$25,509,523	$3,594,463	16.40%
PENSION & OPEB COSTS				
PENSION	$1,150,000	$3,935,255	$2,785,255	242.20%
OTHER POST EMPLOYMENT BENEFITS	$8,932,717	$3,569,028	($5,363,689)	-60.05%
TOTAL PENSION & OPEB COSTS	$10,082,717	$7,504,283	($2,578,434)	-25.57%
DEBT AND INTEREST				
PERMANENT DEBT/INTEREST	$6,346,826	$6,127,401	($219,425)	-3.46%
ESCO - PERMANENT DEBT/INTEREST	$493,225	$492,125	($1,100)	-0.22%
3 ELEM./HIGH SCHOOL. - PERM. DEBT/INT.	$16,233,750	$19,279,050	$3,045,300	18.76%
NEW HIGH SCHOOL PROJ. AUTH./UNIS.	$4,683,533	$3,916,667	($766,866)	-16.37%
STREET & SIDEWALK - AUTH./UNIS. & PLAN.	$1,745,750	$2,413,250	$667,500	38.24%
OTHER DEBT – AUTH./UNIS. & PLANNED	$4,340,517	$2,536,920	($1,803,597)	-41.55%
COST OF CERTIFYING BONDS	$5,000	$5,000	$0	0.00%
TOTAL DEBT AND INTEREST	$33,848,601	$34,770,413	$921,812	2.72%
CAPITAL PROJECTS				
CITY CAPITAL PROJECTS	$1,653,000	$920,000	($733,000)	-44.34%
SCHOOL CAPITAL PROJECTS	$240,000	$155,000	($85,000)	-35.42%
STREET AND SIDEWALK IMPROVEMENTS	$1,355,000	$1,422,800	$67,800	5.00%
TOTAL CAPITAL PROJECTS	$3,248,000	$2,497,800	($750,200)	-23.10%
TOTAL EXPENDITURES	$195,485,142	$202,457,570	$6,972,428	3.57%
OTHER FINANCING USES				
COUNCIL RESERVE	$3,245,000	$3,900,000	$655,000	20.18%
TRANSFER TO ENTERPRISE	$330,079	$367,863	$37,784	11.45%
TR. TO ACQUIS. LAND/OPEN SPACE STAB.	$1,250,000	$1,250,000	$0	0.00%
TRANS. TO NEW HIGH SCHOOL STAB.	$2,100,000	$0	($2,100,000)	-100.00%
TRANS. TO MIDDLE SCHOOL STABILIZATION	$0	$12,700,000	$12,700,000	
TRANS. TO AFFORDABLE HOUSING TRUST	$250,000	$250,000	$0	0.00%
ACQUISITION OF LAND	$9,300,000	$0	($9,300,000)	-100.00%
TRANS. TO CAPITAL PROJECT STAB.	$879,702	$500,000	($379,702)	-43.16%
TRANS. TO WATERTOWN SQUARE STAB.	$3,100,000	$1,500,000	($1,600,000)	-51.61%
MISCELLANEOUS	$640,000	$735,000	$95,000	14.84%
TOTAL OTHER FINANCING USES	$21,094,781	$21,202,863	$108,082	0.51%
TOTAL EXPEND. & OTHER FINANCING USES	$216,579,923	$223,660,433	$7,080,510	3.27%

Revenue Forecast

Assumptions:

Real Estate and Personal Property taxes are increased by 2.5% per year. New growth is projected to decrease to $2,250,000 for FY 2027 and then increase by $500,000 and $250,000 in FY 2028 and FY 2029 respectively. Funding for the Optional Tax Exemption for homeowners at 100% over the statutory level is included in the overlay adjustment.

State Aid is based upon the recommendation contained in the Governor's Local Aid Proposal. In subsequent years, State Aid is level funded at the projected FY 2026 amount.

The majority of Local Receipts are projected to remain constant or increase 2.5% annually. Inspection Fees are projected at $2,750,000 and Investment Income is projected at $2,760,000 annually through FY 2029.

Motor Vehicle Excise is increased by $125,000 in FY 2026. In subsequent years Motor Vehicle Excise is level funded at the projected FY 2026 amount. Meals Excise is increased by $50,000 to $900,000 in FY 2026; and increases $50,000 annually from FY 2027 through FY 2029.

Other Financing Sources reflect transfers; from the Cemetery Perpetual Care Expendable Trust Fund and the Sale of Lots Fund to partially offset the Department of Public Works Cemetery Budget; from the Water and Sewer Enterprise Funds to cover applicable indirect costs; and from the Parking Mater Fund to partially offset the Parking Lots and Meters Budget.

Utilization of Free Cash is recommended at $10,900,000 in FY 2026, which includes $8,900,000 for the Middle School Project. Utilization of Free Cash then decreases back to $2,000,000 annually from FY 2027 through FY 2029.

Transfer from the Capital Projects Stabilization Fund is projected at $500,000 annually through FY 2029, which represents the current balance of the Fund. Transfer from the ESCO Capital Project Stabilization Fund includes projected funds from departmental energy savings, rebates and grants.

Revenue Forecast

Description	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
TAXES:					
Prior Year Adj. Levy Limit	$158,336,627	$168,575,917	$175,290,316	$181,922,574	$189,220,639
Add 2.5%	$3,958,416	$4,214,399	$4,382,258	$4,548,064	$4,730,516
New Growth	$6,280,875	$2,500,000	$2,250,000	$2,750,000	$3,000,000
Adjusted Levy Limit	$168,575,917	$175,290,316	$181,922,574	$189,220,639	$196,951,155
Overlay	($1,050,000)	($1,050,000)	($1,050,000)	($1,050,000)	($1,050,000)
NET LEVY LIMIT	$167,525,917	$174,240,316	$180,872,574	$188,170,639	$195,901,155
STATE AID:					
Cherry Sheet Receipts	$16,597,664	$16,926,406	$16,926,406	$16,926,406	$16,926,406
TOTAL STATE AID	$16,597,664	$16,926,406	$16,926,406	$16,926,406	$16,926,406
LOCAL RECEIPTS:					
Motor Vehicle Excise	$4,600,000	$4,725,000	$4,725,000	$4,725,000	$4,725,000
Meals Excise	$850,000	$900,000	$950,000	$1,000,000	$1,050,000
Hotel Excise	$1,250,000	$1,250,000	$1,250,000	$1,250,000	$1,250,000
Cannabis Excise	$475,000	$475,000	$475,000	$475,000	$475,000
Penalties & Interest	$250,000	$250,000	$250,000	$250,000	$250,000
PILOT	$88,168	$78,708	$79,248	$79,788	$80,328
Commercial Trash	$20,000	$20,000	$20,000	$20,000	$20,000
Fees	$4,597,000	$4,597,000	$4,597,000	$4,597,000	$4,597,000
Rentals	$526,644	$569,267	$569,267	$569,267	$569,267
DR-Cemetery	$100,000	$100,000	$100,000	$100,000	$100,000
DR-Recreation	$420,000	$420,000	$420,000	$420,000	$420,000
Licenses & Permits	$225,000	$228,000	$228,000	$228,000	$228,000
Fines & Forfeits	$350,000	$350,000	$350,000	$350,000	$350,000
Investment Income	$2,760,000	$2,760,000	$2,760,000	$2,760,000	$2,760,000
Sale of Town Property	$5,000	$5,000	$5,000	$5,000	$5,000
Grant/Employee Reimb.	$32,129	$32,129	$32,129	$32,129	$32,129
TOTAL LOCAL RECEIPTS	$16,548,941	$16,760,104	$16,810,644	$16,861,184	$16,911,724
OTHER FINANCING SOURCES:					
TR from Sale of Lots Fund	$20,000	$20,000	$20,000	$20,000	$20,000
TR from Parking Meter Fd.	$250,000	$250,000	$250,000	$250,000	$250,000
TR from Cem. Perp. Care Fd.	$10,000	$10,000	$10,000	$10,000	$10,000
TR from Cap. Proj. Stab. Fd.	$500,000	$500,000	$500,000	$500,000	$500,000
TR from ESCO Cap. Proj. Stb. Fd.	$493,225	$492,125	$485,950	$484,400	$485,980
Transfer from Water Fund	$1,615,298	$1,665,625	$1,665,625	$1,665,625	$1,665,625
Transfer from Sewer Fund	$1,718,878	$1,895,857	$1,895,857	$1,895,857	$1,895,857
Utilization of Free Cash	$11,300,000	$10,900,000	$2,000,000	$2,000,000	$2,000,000
TOTAL OTHER FIN. SOURCES	$15,907,401	$15,733,607	$6,827,432	$6,825,882	$6,827,462
TOTAL REVENUES	$216,579,923	$223,660,433	$221,437,056	$228,784,111	$236,566,747

Expenditure Forecast

Assumptions:

Departmental expenditures are projected to increase 2.5% annually from FY 2027 through FY 2029. The Education appropriation Is projected to increase 3.5% annually from FY 2027 through FY 2029. Snow and Ice is projected at $1,500,000 through FY 2029.

The Waste Disposal appropriation is projected to increase 5% annul from FY 2027 through FY 2029. The current agreement with Republic Services for solid waste and recycling hauling ends June 30, 2028.

State Assessments, exclusive of the MBTA Assessment, are projected to increase 2.5% annually. The MBTA Assessment is projected to increase 2.75% annually.

Health Insurance costs, included within Insurance & Employee Benefits, are projected to increase 7.5% annually.

The Watertown Contributory Retirement Board Funding Schedule approved by the Public Employee Retirement Administration Commission has the Retirement System 98.2% funded as of January 1, 2025. Watertown remains one of the top five funded retirement systems in Massachusetts. Pension costs are projected to be $4,039,557 in FY 2027 retain a fully funded status and then is projected to be $1,150,000 annually from FY 2028 through FY 2029.

A long-range financial plan for the pay down of the Unfunded Other Post-Employment Benefits (OPEB) Liability has been created beginning in FY 2020 through FY 2031. Funding of the OPEB Liability is projected at $3,569,028 in FY 2026, $4,031,193 in FY 2027, $4,620,250 in FY 2028 and $3,995,650 in FY 2029.

Funding of debt for the Three Elementary Schools, High School & Middle School Projects is projected at $23,195,717 in FY 2026, $19,929,250 in FY 2027, $21,729,750 in FY 2028 and $23,354,350 in FY 2029.

Debt figures are from current and projected future debt as listed in the FY 2026 – FY 2030 CIP / Debt Projection Table of the Capital Improvement Program. The level of projected debt may change pending decision on various projects that are listed within the Proposed FY 2026 – 2030 Capital Improvement Program. Street and Sidewalk Improvements are projected to increase 5% annually.

Transfer to the Acquisition of Land/Open Space Stabilization Fund is projected at $1,250,000 annually from FY 2027 through FY 2029. Transfer to the Affordable Housing Trust Fund is projected at $250,000 annually from FY 2027 through FY 2029.

Expenditure Forecast

Description	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
DEPARTMENTAL EXPENDITURES:					
General Government	$14,525,920	$15,961,813	$16,360,860	$16,769,881	$17,189,128
Public Safety	$26,539,607	$27,591,850	$28,281,646	$28,988,687	$29,713,405
Public Works	$8,144,946	$8,732,868	$8,951,190	$9,174,969	$9,404,344
Snow & Ice Removal	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000
Waste Disposal	$5,751,607	$6,185,500	$6,494,775	$6,819,514	$7,160,489
Health & Human Services	$1,879,916	$2,215,420	$2,270,806	$2,327,576	$2,385,766
Library	$4,265,650	$3,991,377	$4,091,161	$4,193,440	$4,298,276
Recreation	$925,189	$982,168	$1,006,722	$1,031,890	$1,057,688
Education	$59,704,263	$61,893,912	$64,160,199	$66,505,806	$68,933,509
TOTAL DEPARTMENTAL EXPEND.	$123,237,098	$129,054,908	$133,117,359	$137,311,763	$141,642,604
STATE ASSESSMENTS	$3,153,666	$3,120,643	$3,205,424	$3,292,510	$3,381,965
PENSION & OPEB COSTS:					
Pension	$1,150,000	$3,935,255	$4,039,557	$1,150,000	$1,150,000
OPEB	$8,932,717	$3,569,028	$4,031,193	$4,620,250	$3,995,650
TOTAL PENSION & OPEB COSTS	$10,082,717	$7,504,283	$8,070,750	$5,770,250	$5,145,650
INSURANCE & EMPLOYEE BENEFITS	$21,915,060	$25,509,523	$25,124,217	$26,908,362	$28,824,176
DEBT AND INTEREST:					
Permanent Debt/Interest	$6,346,826	$6,127,401	$8,970,800	$8,167,362	$7,449,736
ESCO - Permanent Debt/Interest	$493,225	$492,125	$485,950	$484,400	$485,980
3 Elm. Sch & High Sch. Proj Perm D/I	$16,233,750	$19,279,050	$15,304,250	$14,844,750	$14,254,350
New High School Proj. – Auth./Un.	$4,683,533	$3,916,667	$3,841,667	$3,766,667	$3,691,667
New Middle School Project	$-	$-	$783,333	$3,118,333	$5,408,333
Street & Sidewalk - Auth/Un. & Plan.	$1,745,750	$2,413,250	$3,861,975	$5,235,850	$6,682,550
Other Debt - Auth/Unissued & Plan.	$4,340,517	$2,536,920	$5,516,505	$6,416,926	$8,773,008
Cost of Certifying Bonds	$5,000	$5,000	$5,000	$5,000	$5,000
TOTAL DEBT AND INTEREST	$33,848,601	$34,770,413	$38,769,480	$42,039,288	$46,750,624
CAPITAL PROJECTS:					
City Capital Projects	$1,653,000	$920,000	$920,000	$920,000	$920,000
School Capital Projects	$240,000	$155,000	$155,000	$155,000	$155,000
Street & Sidewalk Improvements	$1,355,000	$1,422,800	$1,422,800	$1,422,800	$1,422,800
TOTAL CAPITAL PROJECTS	$3,248,000	$2,497,800	$2,497,800	$2,497,800	$2,497,800
TOTAL EXPENDITURES	$195,485,142	$202,457,570	$210,785,030	$217,819,973	$228,242,819

Continued on Next Page

Expenditure Forecast

Continued

Description	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
OTHER FINANCING USES & MISC:					
Town Council Reserve	$3,245,000	$3,900,000	$3,500,000	$3,650,000	$3,800,000
Transfers to Enterprise Funds	$330,079	$367,863	$378,899	$390,266	$401,974
TR to Acquis. Land/Open Sp. Stab.	$1,250,000	$1,250,000	$1,250,000	$1,250,000	$1,250,000
TR to New High School Stab. Fund	$2,100,000	$-	$-		
TR to Middle School Stab. Fund	$-	$12,700,000	$-	$-	$-
TR to Senior Center Stab. Fund	$-	$-	$6,500,000	$7,000,000	$6,000,000
TR to Affordable Housing Trust	$250,000	$250,000	$250,000	$250,000	$250,000
Acquisition of Land	$9,300,000	$-	$-		
TR to Capital Project Stab. Fund	$879,702	$500,000	$500,000	$500,000	$500,000
TR to Watertown Sq. Stab. Fund	$3,100,000	$1,500,000	$1,000,000	$-	$-
Miscellaneous	$640,000	$735,000	$735,000	$735,000	$735,000
TOTAL OTHER FINANCING USES	$21,094,781	$21,202,863	$14,113,899	$13,775,266	$12,936,974
TOTAL EXP. & OTH. FIN. USES	$216,579,923	$223,660,433	$224,898,929	$231,595,239	$241,179,793
TOTAL REVENUES	$216,579,923	$223,660,433	$221,437,056	$228,784,111	$236,566,747
SURPLUS/(DEFICIT)	$0	$0	$(3,461,873)	$(2,811,128)	$(4,613,046)

CITY OF WATERTOWN

SUBMITTED GENERAL FUND BUDGET

Fiscal Year 2026

City Council

Department Description

The City Council is the City's legislative branch. Members are elected every two years. Five members, including the City Council President, serve at-large, and four members represent individual districts.

The Council adopts legislation, sets policy, and appoints the City Manager to serve as the chief administrative officer of the City. The Council also appoints the City Auditor and employs a full-time policy analyst and a part-time clerk.

Significant Level-Service Budget Changes

- Increases the Transfer to Other Funds line. This line is used for City events such as Faire on the Square. Adding funding here will address the need to cover a broader range of event costs.
- Funds the City Council Reserve Fund at $3,900,000 to ensure adequate funds for unanticipated needs, address uncertainty in budgeting and costs, and implement collective bargaining agreements which expire at the end of the current fiscal year.

Additional Budget Requests

- None

Capital Budget Items

- None

City Council Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0111151 - CITY COUNCIL PERSONNEL						
510111 FULL TIME SALARIES	79,999	80,000	80,000	72,000	-	72,000
510112 PART TIME SALARIES	3,345	43,518	43,518	43,518	-	43,518
510113 ELECTED OFFICIALS	76,050	82,650	82,650	83,700	-	83,700
TOTAL PERSONNEL	159,394	206,168	206,168	199,218	-	199,218
0111152 - CITY COUNCIL EXPENSES						
530301 ADVERTISING.	11,900	28,000	28,000	28,000	-	28,000
540421 OFFICE SUPPLIES	593	2,000	2,000	2,000	-	2,000
570730 DUES & SUBCRIPT.	9,308	9,400	9,400	9,400	-	9,400
570780 RESERVE FUND	-	3,500,000	3,245,000	3,900,000	-	3,900,000
570782 CITY CELEBRATIONS	2,505	5,000	5,000	5,000	-	5,000
570783 INAUGURAL EXPENSES	4,100	5,000	5,000	5,000	-	5,000
570785 COUNCILOR'S EXPEN.	1,937	2,700	2,700	3,150	-	3,150
590966 TR TO OTHER FUNDS	25,000	35,000	35,000	57,000	-	57,000
TOTAL EXPENSES	55,343	3,587,100	3,332,100	4,009,550	-	4,009,550
TOTAL - CITY COUNCIL	214,737	3,793,268	3,538,268	4,208,768	-	4,208,768

City Manager

Mission

The mission of the City Manager's Office is to oversee the proper administration of all City affairs placed under the City Manager's charge by Watertown's Home Rule Charter. Under the direction of the City Council, the City Manager seeks to provide the City with ethical, professional, and collaborative leadership to ensure the City provides the public with quality services.

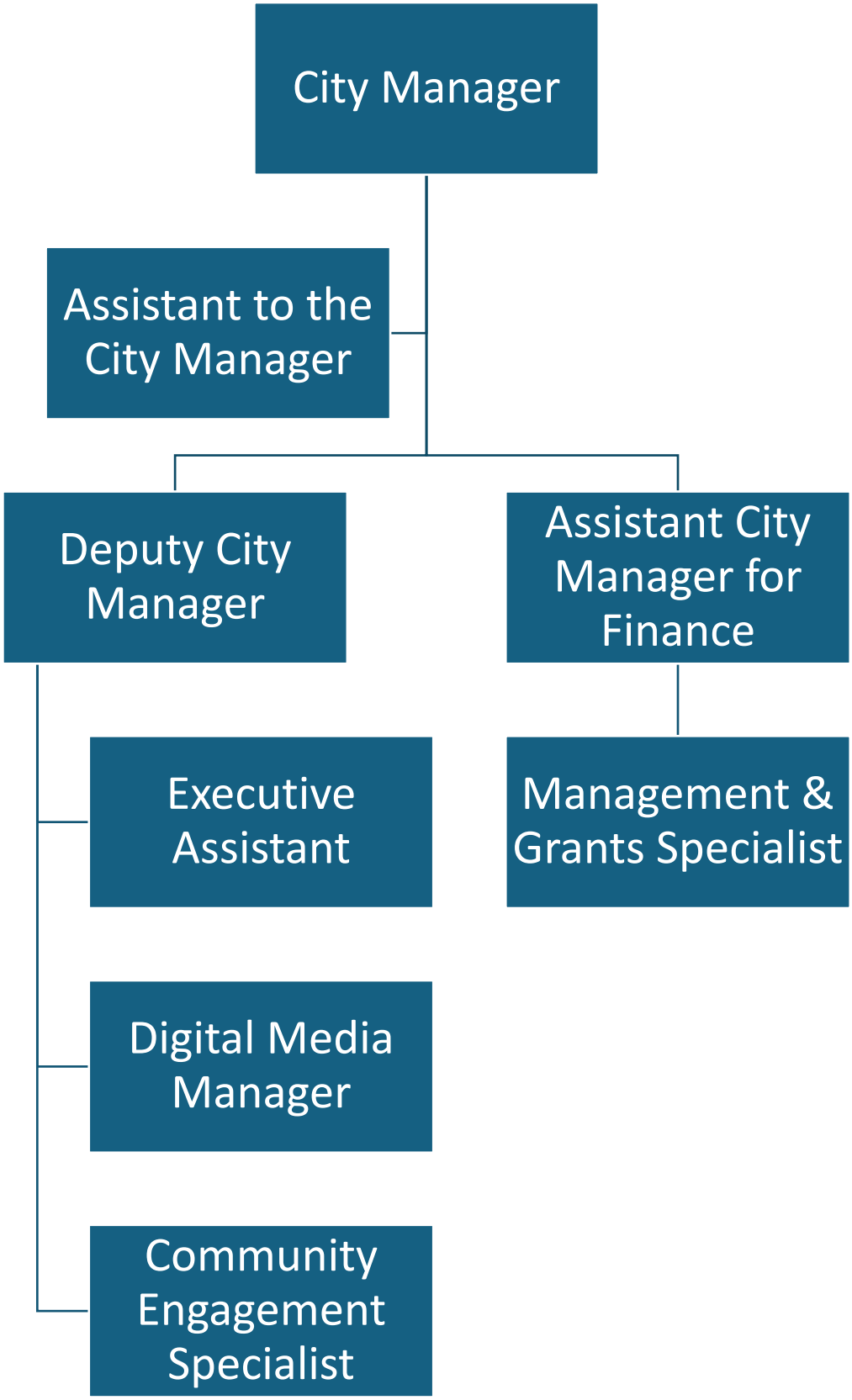
Department Description

The City Manager is the chief administrative officer of the City and is charged with carrying out the City Council's policies and overseeing day-to-day operations. The City Manager is responsible for the management of all department heads who do not otherwise report directly to an elected body. The City Manager's Office works to turn City Council policies and objectives into operational procedures that departments can implement. The City Manager leads the City's long-term strategic planning to ensure that all departments are working in a coordinated manner toward shared goals.

The City Manager's Office plays a central role in financial planning. The Office oversees the creation of the annual budget and the Capital Improvement Plan and presents both documents to the City Council for their review and approval. The Office also provides support to all City departments to help them find and apply for grant opportunities.

The City Manager's Office is home to the Communications Team. The Communications Team advises on City communications strategy and maintains the City's website and social media pages. The Team also provides opportunities for community engagement and assists departments with translation and interpretation services.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Oversaw the completion of the Health and Human Services Study and began first steps towards implementation of the study's findings by creating the new Human Services Director position.
- In accordance with the City Council's goals, developed a Capital Improvement Plan that prioritized the renovation or replacement of the Watertown Middle School, while also planning for a new Senior Center, improved East End Fire Station, and DPW staging area.
- Presented the Watertown Square Area Plan to the City Council and the Planning Board and began implementation of the plan through seeking consultants for the forthcoming revitalization plan and streetscape design.
- Oversaw the launch of the City's 311 Service Center in the Constituent Services Department, improving the City's customer service and response to public requests.
- Completed Personnel Department Study and launched a modern Human Resources Department.
- Completed a classification and compensation study in collaboration with the Human Resources Department to ensure that the City can competitively attract and retain talent. Successfully negotiated the implementation of the study with the relevant City unions.
- Adopted an internal grants policy to assist departments with submitting grant applications and to ensure that the City pursues grants in a sustainable manner.
- Appointed 85 residents to 23 different boards, committees, and commissions since January 1, 2024.
- Received the Massachusetts Municipal Association's award for best website for municipalities with populations greater than 35,000. A refresh of the City's website is expected to be done in April 2025.
- Launched the What's Up Watertown weekly newsletter to provide greater access to City news and announcements.
- Hosted 10 Watertown Chats in nine separate locations around Watertown. Watertown Chats are an opportunity for residents to connect one-on-one with the Community Engagement Specialist to ask questions, gather information, share a concern, and more.
- Launched Watertown's inaugural Civics Academy program, a 6-week educational workshop for residents to learn about the inner workings of their municipal government directly delivered by City staff.
- Developed a Watertown staff communications policy, effectively managing, streamlining, and strategizing communications efforts for the community to ensure they are updated and informed.

Fiscal Year 2026 Goals

- Continue work on the Watertown Square project to improve transportation infrastructure, increase housing stock, and further the City's sustainability goals.
- Continue to advance the City Council's capital development priorities as identified in the Fiscal Year 2026-2030 Capital Improvement Program.
- Present an update to the City's administrative code to the City Council for their approval. The updated code will clarify the structure of City departments and City policies and allow for more efficient operations.
- Advance implementation of the City's resource management platform to further integrate the City's budget development and position control systems.
- Continue to modernize the City's budget process by incorporating formal performance measurement tools in the Fiscal Year 2027 budget.
- Increase the number of followers on City social media accounts and the number of subscribers to the What's Up Watertown newsletter to increase reach of City news and announcements.
- Continue to implement policies to make the City of Watertown an employer of choice.
- Fully implement Watertown's language access program across all departments by implementing on-demand interpretation services, translations of vital documents, and request avenues for in-person interpretation needs.

Significant Level-Service Budget Changes

- Provides $1,000 for Watertown Cable Access Corp as a City contribution towards their services in broadcasting public meetings.
- Adjusts funding between budget lines to more accurately reflect expenditures:
    - Reallocates and adjusts funds between the Staff Development, Conference Expenses, and Out of State Travel lines.
    - Reallocates and adjusts funds between the Contracted Services and the Communications lines.
- Moves $20,000 for staff training out of the Contracted Services line to the Human Resources Department budget.
- Moves $5,000 for the Human Rights Commission out of the City Manager's budget and into the new Human Services Department.
- Increases funding for Dues and Subscriptions to cover the cost for membership in various organizations, including $15,000 for membership in the Metro Mayors and Managers Coalition that is supported by the Metropolitan Area Planning Commission.

Additional Budget Requests

- Provides $3,000 to fund the new Civics Academy program in Fiscal Year 2026. This program allows residents to get an in-depth look at how City government works and helps to recruit candidates for boards and commissions.

Capital Budget Items

- None

City Manager Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0112351 - CITY MANAGER PERSONNEL						
510111 FULL TIME SALARIES	708,546	939,706	974,806	953,972	-	953,972
510112 PART TIME SALARIES	-	23,000	23,000	23,000	-	23,000
510118 CAR ALLOWANCE	3,487	3,500	3,500	3,500	-	3,500
510143 LONGEVITY	6,050	6,050	6,100	2,075	-	2,075
510150 MGMT SALARY ADJUST.	-	100,000	100,000	100,000	-	100,000
510151 STIPENDS	22,414	14,500	17,350	14,500	-	14,500
510168 OTHER EMPLOYEE BENE.	6,500	6,500	6,500	6,500	-	6,500
510195 ONE TIME PAYMENT	7,500	-	-	-	-	-
TOTAL PERSONNEL	754,496	1,093,256	1,131,256	1,103,547	-	1,103,547
0112352 - CITY MANAGER EXPENSES						
530303 CONTRACTED SERVICES	61,470	82,000	104,000	60,000	-	60,000
530343 CITY REPORT	3,072	9,900	9,900	9,900	-	9,900
530348 COMMUNICATIONS	-	44,000	22,000	35,000	-	35,000
539457 CITY CABLE ACCESS SUP.	-	-	-	1,000	-	1,000
540421 OFFICE SUPPLIES	1,133	1,900	1,900	1,900	-	1,900
540422 PRINTING & FORMS	545	1,500	1,500	1,500	-	1,500
540490 FOOD & REFRESHMENTS	-	-	-	1,800	-	1,800
570710 IN STATE TRAVEL	409	500	500	500	-	500
570720 OUT OF STATE TRAVEL	-	-	-	7,750	-	7,750
570730 DUES & SUBCRIPT.	1,703	3,650	3,650	20,945	-	20,945
570779 HUMAN RIGHTS COMM.	-	5,000	5,000	-	-	-
570778 CIVICS ACADEMY	-	-	-	-	3,000	3,000
570785 COMMITTEE EXPENSES	3,111	5,000	5,000	4,000	-	4,000
570786 CONFERENCE EXPENSES	-	2,500	2,500	6,300	-	6,300
570787 STAFF DEVELOPMENT	9,648	14,500	14,500	5,000	-	5,000
TOTAL EXPENSES	81,091	170,450	170,450	155,595	3,000	158,595
TOTAL - CITY MANAGER	835,587	1,263,706	1,301,706	1,259,142	3,000	1,262,142

Auditing

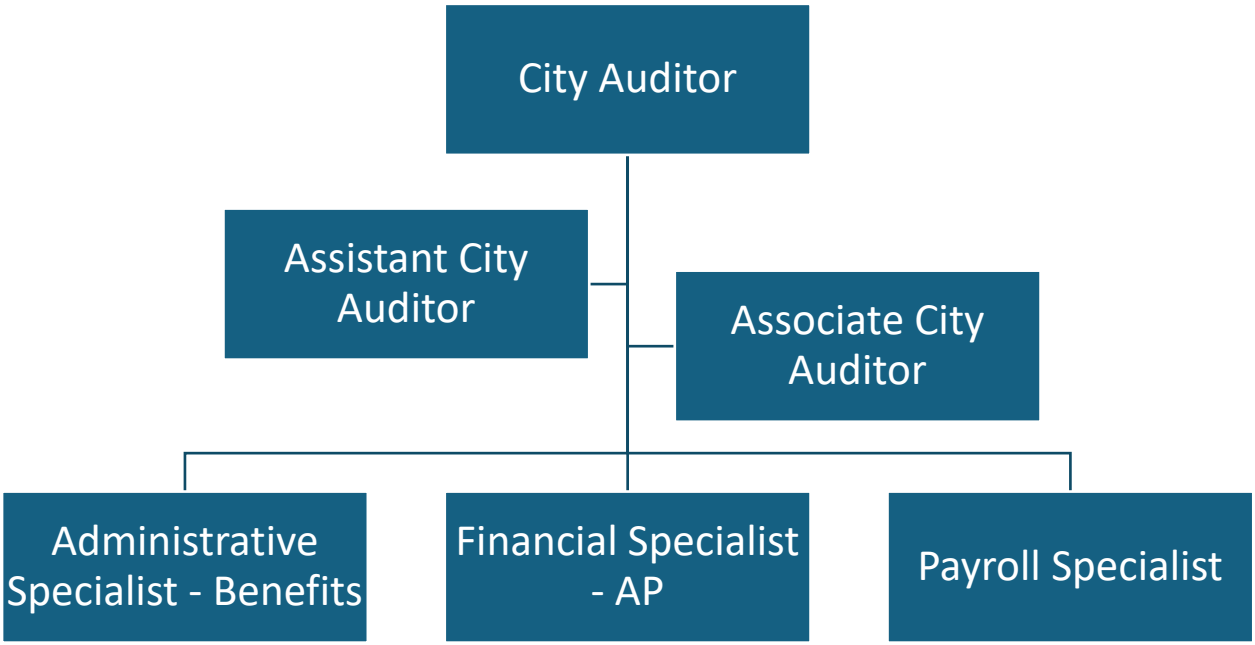
Mission

The mission of the Auditing Department is to deliver the highest quality services to City taxpayers, employees, and retirees by maintaining the City's payroll, employee benefits, and accounts payable. This is done in conjunction with presenting a complete and accurate statement of the City's financial condition.

Department Description

The Auditing Department has four main functions. The Financial Specialist administers the accounts payable process for the City. The Payroll Specialist oversees the processing of payroll for all City and School employees. The Administrative Specialist manages the provision of benefits for all employees and retirees. The Auditor, Assistant Auditor, and Associate Auditor are responsible for maintaining financial statements and audit reports, and for implementing City budgets. The City Auditor is appointed by the City Council and is responsible for complying with all Massachusetts General Laws as they relate to municipal finance and the powers and duties of the City Auditor.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Completed Fiscal Year 2022 and Fiscal Year 2023 Audit to catch the City up on annual audits. Working to complete Fiscal Year 2024 Audit by the end of June 2025.
- Gained 07/01/2024 free cash certification of $43,649,326.
- Created Watertown Square Stabilization Fund to designate funding for implementing the Watertown Square Plan.
- Filled the new position of Associate Auditor.

Fiscal Year 2026 Goals

- Get City back on track with annual audits by completing the Fiscal Year 2025 Audit by December 2025.
- Continue to fund Other Post-Employment Benefits (OPEB) Trust Fund with a 2031 target for full funding.
- Collaborate with the City Manager's Office and the Treasurer to fund Middle School Renovations within the confines of Proposition 2 ½.

Significant Level-Service Budget Changes

- Adjusts funding between budget lines to more accurately reflect expenditures:
    - Reallocates $4,000 from Conference Expenses to In State Travel and Out of State Travel lines.
- Provides $1,000 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.

Additional Budget Requests

- None

Capital Budget Items

- None

Auditing Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0113551 - CITY AUDITOR PERSONNEL						
510111 FULL TIME SALARIES	483,896	516,220	513,220	522,765	-	522,765
510130 OVERTIME	4,367	10,000	10,000	10,000	-	10,000
510143 LONGEVITY	5,372	1,650	4,650	4,625	-	4,625
510146 CPR STIPEND	-	-	-	1,000	-	1,000
511111 PRIOR YEAR FULL TIME	4,259	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	206	-	-	-	-	-
TOTAL PERSONNEL	498,100	527,870	527,870	538,390	-	538,390
0113552 - CITY AUDITOR EXPENSES						
530302 ACCOUNT. AND AUDIT	95,641	132,000	132,000	136,000	-	136,000
540421 OFFICE SUPPLIES	569	1,500	1,500	1,500	-	1,500
540422 PRINTING & FORMS	692	750	750	900	-	900
570710 IN STATE TRAVEL	-	200	200	700	-	700
570720 OUT OF STATE TRAVEL	-	-	-	3,500	-	3,500
570730 DUES & SUBCRIPT.	135	825	825	1,000	-	1,000
570786 CONFERENCE EXPENSES	282	5,000	5,000	1,000	-	1,000
TOTAL EXPENSES	97,319	140,275	140,275	144,600	-	144,600
TOTAL - CITY AUDITOR	595,419	668,145	668,145	682,990	-	682,990

Procurement

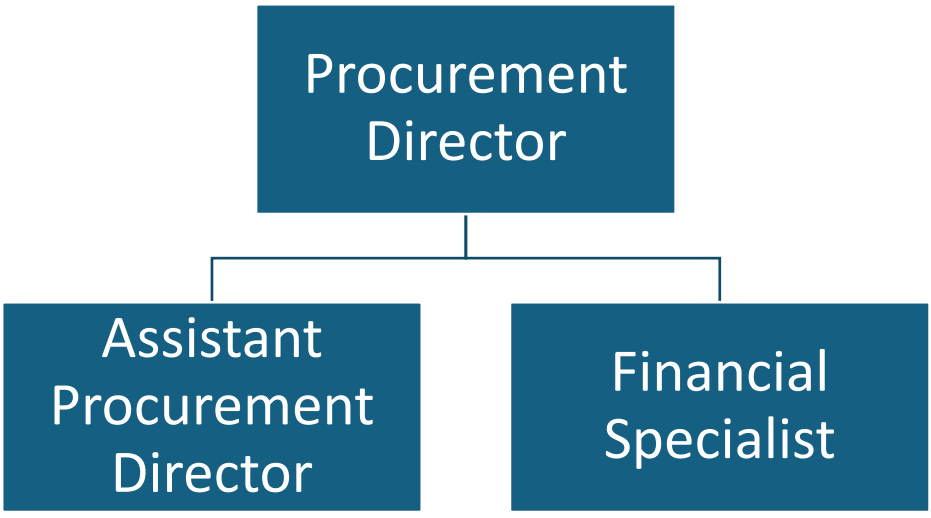
Mission

The mission of the Procurement Department is to ensure that all purchases of goods and services are made in accordance with Massachusetts state law and are open, fair, competitive, and obtained at the lowest possible cost. To accomplish this, the department implements and administers the City's centralized procurement process.

Department Description

The Procurement Department is responsible for ensuring the efficient and cost-effective acquisition of quality products in accordance with state and federal procurement laws. The department manages departmental purchase orders; executes vendor contracts and change orders; composes and processes formal bid solicitations; and manages City postage and disposition of surplus property.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Developed and implemented a surplus property disposition policy and process.
- Implemented new tools and processes to facilitate contract approval and processing of encumbrances and change orders.
- Addressed procurement backlogs by streamlining process and issuing Invitations for Bids, Requests for Proposals, and Requests for Quotes at a historic pace.
- Procured new postage system to facilitate citywide mailing.
- Standardized vendor maintenance and entry for City and Schools.

Fiscal Year 2026 Goals

- Develop and implement a citywide procurement policy.
- Streamline and enhance departmental operations to provide more efficient service.
- Investigate the feasibility of an online procurement system and make recommendations for development.

Significant Level-Service Budget Changes

- Provides $250 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Increases Equipment Maintenance to $20,000 to cover copy machine maintenance costs.
- Reduces funding for Contracted Services by $10,000 to reflect adjusted outside support requirements resulting from the recruitment of a full staff complement.
- Funds advertising at $25,000 to cover rising costs for publishing legal ads.
- Increases the postage line due to continued cost escalation.

Additional Budget Requests

- Does not fund request for $90,000 for a new procurement management system. This request will be reevaluated after the new Procurement Director assesses the need for this system.

Capital Budget Items

- Provides $14,500 for the replacement of copier equipment.

Procurement Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0113851 - PROCUREMENT PERSONNEL						
510111 FULL TIME SALARIES	162,478	285,463	285,463	284,693	-	284,693
510130 OVERTIME	-	750	750	750	-	750
510143 LONGEVITY	1,575	2,075	2,075	-	-	-
510146 CPR STIPEND	-	-	-	250	-	250
511111 PRIOR YEAR FULL TIME	1,485	-	-	-	-	-
TOTAL PERSONNEL	165,538	288,288	288,288	285,693	-	285,693
0113852 - PROCUREMENT EXPENSES						
520240 EQUIPMENT MAINT.	12,222	15,000	15,000	20,000	-	20,000
530301 ADVERTISING	8,751	15,000	15,000	25,000	-	25,000
530303 CONTRACTED SERVICES	3,015	30,000	30,000	20,000	90,000	20,000
530342 POSTAGE	123,154	187,384	187,384	198,633	-	198,633
540421 OFFICE SUPPLIES	7,615	10,000	10,000	10,000	-	10,000
540422 PRINTING & FORMS	95	2,000	2,000	2,000	-	2,000
540426 PHOTOCOPY SUPPLIES	11,000	17,000	17,000	17,000	-	17,000
570710 IN STATE TRAVEL	-	500	500	500	-	500
570730 DUES & SUBCRIPT.	587	750	750	750	-	750
570786 CONFERENCE EXPENSES	235	2,000	2,000	3,000	-	3,000
TOTAL EXPENSES	166,673	279,634	279,634	296,883	90,000	296,883
0113858 - PROCUREMENT CAPITAL						
580870 REPLACE OF EQUIP.	15,368	40,000	40,000	14,500	-	14,500
TOTAL CAPITAL	15,368	40,000	40,000	14,500	-	14,500
TOTAL - PROCUREMENT	347,580	607,922	607,922	597,076	90,000	597,076

Assessing

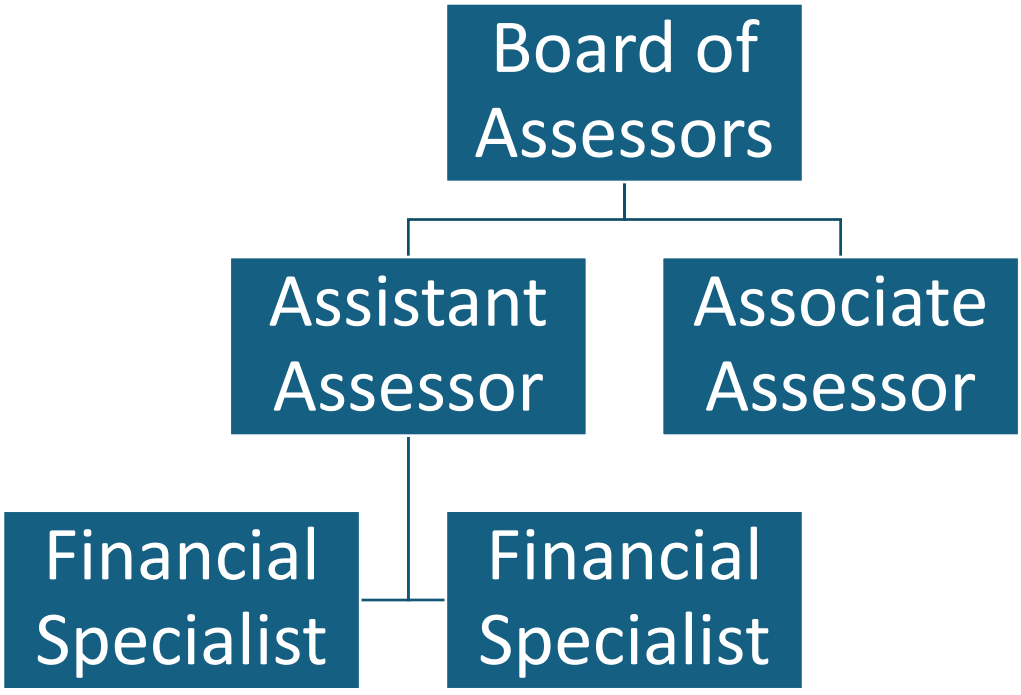
Mission

The mission of the Assessing Department is to deliver the highest quality services to City taxpayers by establishing fair and equitable assessments on all real and personal property in conjunction with maintaining complete and accurate assessment rolls and property records.

Department Description

The Chair of the Board of Assessors, Assistant Assessor, and Associate Assessor are responsible for the valuation of all property and maintenance of all property records. The Board of Assessors is responsible for committing all real estate, personal property, and motor vehicle excise bills to the Treasurer/Collector. The Board of Assessors also reviews and acts on applications for real estate and personal property tax abatements and for statutory exemptions. The Financial Specialists oversee the administrative function of reviewing deeds, maintaining ownership records, processing exemptions, taking Board of Assessor minutes, and abating motor vehicles excise taxes. The Assessing Department is also responsible for the calculation and certification of new growth that can be added to the tax levy each year.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Developed the successful Home Rule Petition allowing Watertown to collect up to 50% of taxes from the commercial class, thereby maintaining a shift up to 175% from residential class to commercial class for Fiscal Years 2024, 2025, and 2026.
- Gained certification of record-breaking new growth, adding $10,600,026 to the tax levy in Fiscal Year 2024.
- Voted overlay surplus returning $1,000,000 to the City.
- Received approval for the new position of Associate Assessor to reduce the Department's use of contractors.
- Acquired a new Computer-Aided Mass Appraisal system to allow for more efficient operations.
- Completed cyclical inspection of all commercial and industrial properties for the upcoming revaluation year.

Fiscal Year 2026 Goals

- Draft a new Home Rule Petition seeking permanent ability to allow up to 175% shift from residential to commercial class.
- Review and develop strategic plan for completing Department of Revenue's directives coming from Fiscal Year 2025 revaluation.
- Inspect and act timely on all appeals generated from Fiscal Year 2025 revaluation.
- Recollect all personal property accounts.

Significant Level-Service Budget Changes

- Provides $750 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Eliminates the Reinspection line that was used to pay contractors as this work was brought in-house due to the addition of the Associate Assessor position in Fiscal Year 2024, consistent with Ongoing Budget Practice II.C.
- Provides $4,800 as a one-time expense to train staff on newly acquired appraisal software.
- Adjusts funding between budget lines to more accurately reflect expenditures:
    - Provides an additional $500 across In State Travel, Out of State Travel, and Conference expenses.

Additional Budget Requests

- None

Capital Budget Items

- None

Assessing Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0114151 - CITY ASSESSING PERSONNEL						
510111 FULL TIME SALARIES	362,402	434,713	434,713	444,812	-	444,812
510114 PT ASSESSORS	10,150	10,150	10,150	10,150	-	10,150
510130 OVERTIME	2,145	1,000	1,000	1,000	-	1,000
510143 LONGEVITY	1,075	1,650	1,650	1,650	-	1,650
510146 CPR STIPEND	-	-	-	750	-	750
511111 PRIOR YEAR FULL TIME	2,522	-	-	-	-	-
TOTAL PERSONNEL	378,294	447,513	447,513	458,362	-	458,362
0114152 - CITY ASSESSING EXPENSES						
530304 MAPS & CHARTS	15,000	15,600	15,600	16,300	-	16,300
530310 REVALUATION	35,755	38,000	38,000	40,000	-	40,000
530311 PERSONAL PROP. MAINT.	13,550	43,900	43,900	46,400	-	46,400
530312 REINSPECTION	37,544	20,000	20,000	-	-	-
530313 DEED TRANSFER	105	600	600	600	-	600
540421 OFFICE SUPPLIES	111	1,500	1,500	1,500	-	1,500
540422 PRINTING & FORMS	2,269	2,000	2,000	2,000	-	2,000
540787 STAFF DEVELOPMENT	-	-	-	4,800	-	4,800
570710 IN STATE TRAVEL	-	100	100	200	-	200
570720 OUT OF STATE TRAVEL	-	-	-	200	-	200
570730 DUES & SUBCRIPT.	6,213	6,864	6,864	7,172	-	7,172
570784 APPELATE TAX BOARD	4,000	7,500	7,500	7,500	-	7,500
570786 CONFERENCE EXPENSES	545	1,800	1,800	2,000	-	2,000
TOTAL EXPENSES	115,091	137,864	137,864	128,672	-	128,672
TOTAL - CITY ASSESSING	493,385	585,377	585,377	587,034	-	587,034

Treasurer/Collector

Mission

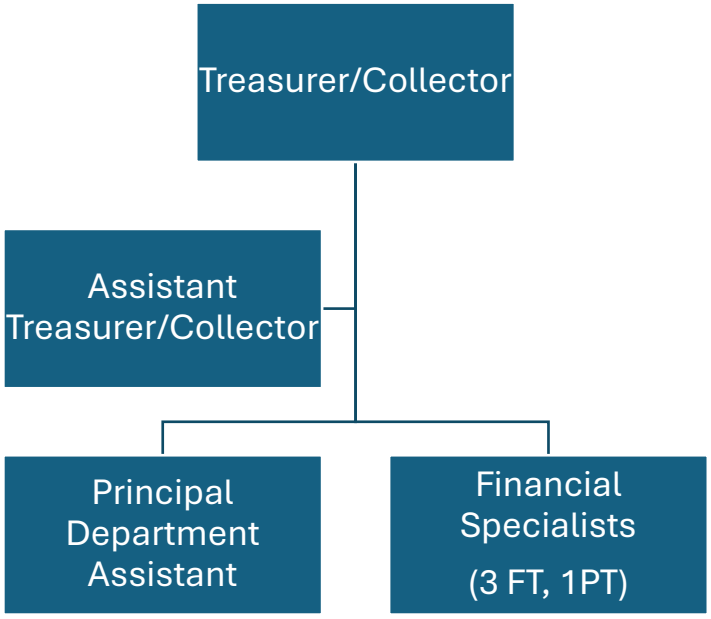
The mission of the Treasurer/Collector's Department is to serve employees, vendors, and taxpayers of the City of Watertown in a fair, consistent, and professional manner. The department seeks to manage the City's money in a way that maximizes income while minimizing risk.

Department Description

The Treasurer/Collector Department is responsible for the billing, collecting, reporting, and enforcement of municipal taxes, water-sewer bills, and parking tickets for the City. The department also ensures the City's fiscal stability by managing collected funds, overseeing the City's cash flow, conducting debt and investment activities, and safeguarding municipal financial assets. All bank accounts, trust fund accounts, and bequests are maintained by the department and are reconciled regularly. The department prepares all necessary documents for temporary borrowing and for issuing bonds. Records are kept on all municipal debt and payments on debt are made when due.

The Treasurer/Collector also accounts for all properties that are in Tax Title and processes payments on these accounts. When these accounts remain delinquent, the Treasurer/Collector oversees Tax Foreclosure proceedings through Land Court.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Coordinated bond issue of $61,080,000 while maintaining S&P Bond Rating of AAA.
- Added payment scanner to department to expedite the processing of payments received in-house.
- Filled vacant part-time position, bringing the department up to full staffing level.
- Worked in coordination with Assessing to ensure timely and accurate quarterly bill production.

Fiscal Year 2026 Goals

- Balance cash and receivables with the Auditor on a quarterly basis.
- Continue to monitor and manage City funds to ensure optimal return on investment.

Significant Level-Service Budget Changes

- Provides $1,250 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Adjusts funding between budget lines to more accurately reflect expenditures:
    - Reallocates $1,100 from Conference Expenses to Out of State Travel.
- Increases Contracted Services by $5,000 to fund rising costs related to the use of a technical consultant for tax bill production.

Additional Budget Requests

- None

Capital Budget Items

- None

Treasurer/Collector Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0114551 - TREAS./COLLECTOR PERSONNEL						
510111 FULL TIME SALARIES	337,478	469,774	469,774	478,454	-	478,454
510112 PART TIME SALARIES	-	30,673	30,673	31,287	-	31,287
510130 OVERTIME	2,358	6,000	6,000	6,000	-	6,000
510143 LONGEVITY	788	2,075	2,075	2,075	-	2,075
510146 CPR STIPEND	-	-	-	1,250	-	1,250
511111 PRIOR YEAR FULL TIME	2,640	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	9	-	-	-	-	-
TOTAL PERSONNEL	343,272	508,522	508,522	519,066	-	519,066
0114552 - TREAS./COLLECTOR EXPENSES						
520240 EQUIPMENT MAINT.	1,242	1,300	1,300	1,300	-	1,300
520247 OFFICE EQUIPMENT	234	1,500	1,500	1,500	-	1,500
530301 ADVERTISING	1,712	5,000	5,000	7,000	-	7,000
530303 CONTRACTED SERVICES	22,166	25,000	25,000	30,000	-	30,000
530305 COLLECTION SERVICES	4,955	20,000	20,000	20,000	-	20,000
530306 BANK SERVICES	516	18,000	18,000	18,000	-	18,000
540421 OFFICE SUPPLIES	1,403	1,500	1,500	1,500	-	1,500
540422 PRINTING & FORMS	20,415	23,000	23,000	23,000	-	23,000
570710 IN STATE TRAVEL	92	450	450	450	-	450
570720 OUT OF STATE TRAVEL	-	-	-	1,100	-	1,100
570730 DUES & SUBCRIPT.	21,555	25,950	25,950	25,950	-	25,950
570786 CONFERENCE EXPENSES	1,956	3,100	3,100	2,000	-	2,000
TOTAL EXPENSES	76,246	124,800	124,800	131,800	-	131,800
TOTAL – TREAS./COLLECTOR	419,518	633,322	633,322	650,866	-	650,866

Parking Lots and Meters

Department Description

The Parking Lots and Meters budget is managed by the Treasurer/Collector's Department. Two full-time Parking Enforcement Officers enforce the City's parking regulations by recording parking violations and issuing parking tickets. The Traffic Supervisor in the Police Department manages the day-to-day assignments of the Parking Enforcement Officers. The Parking Lots and Meters budget also funds a part-time employee to repair and collect payments from parking meters.

Significant Level-Service Budget Changes

- Provides $500 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.

Additional Budget Requests

- None.

Capital Budget Items

- Provides $14,500 for replacement of meter equipment.

Parking Lots and Meters Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0119351 - PARK. LOTS & METERS PERSONNEL						
510111 FULL TIME SALARIES	135,356	100,666	133,771	136,932	-	136,932
510112 PART TIME SALARIES	60,371	76,564	43,009	43,869	-	43,869
510130 OVERTIME	1,978	1,600	1,600	1,600	-	1,600
510143 LONGEVITY	5,120	1,107	1,107	1,107	-	1,107
510146 CPR STIPEND	-	-	-	500	-	500
510190 CLOTHING	1,990	2,067	2,517	2,280	-	2,280
511111 PRIOR YEAR FULL TIME	3,723	-	-	-	-	-
TOTAL PERSONNEL	208,537	182,004	182,004	186,288	-	186,288
0119352 - PARK. LOTS & METERS EXPENSES						
530303 CONTRACTED SERVICES	4,300	4,500	4,500	4,500	-	4,500
530319 PARKING TICKET PROCESS.	35,701	65,000	65,000	65,000	-	65,000
530338 PARKING BANK FEES	68,031	70,000	70,000	70,000	-	70,000
570789 OTHER CHARGES	7,535	8,000	8,000	8,000	-	8,000
TOTAL EXPENSES	115,567	147,500	147,500	147,500	-	147,500
0199358 - PARK. LOTS & METERS CAPITAL						
580870 REPLACEMENT OF EQUIP.	14,663	15,000	15,000	14,500	-	14,500
TOTAL CAPITAL	14,663	15,000	15,000	14,500	-	14,500
TOTAL - PARK. LOTS & METERS	338,768	344,504	344,504	348,288	-	348,288

City Attorney

Department Description

The City Manager maintains a contract with KP Law for legal services.

Significant Level-Service Budget Changes

- Increases the budget to account for rising costs for legal services and an adjustment to KP Law hourly rates.

Additional Budget Requests

- None

Capital Budget Items

- None

City Attorney Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0115152 - CITY ATTORNEY EXPENSES						
530309 LITIGATION	334,448	275,000	275,000	300,000	-	300,000
TOTAL EXPENSES	334,448	275,000	275,000	300,000	-	300,000
TOTAL - CITY ATTORNEY	334,448	275,000	275,000	300,000	-	300,000

Human Resources

Mission

The mission of the Human Resources Department is to establish and maintain an equitable personnel system that promotes the efficiency and economy of government, the morale and well-being of city employees, and equal employment opportunity for all employees and candidates for employment.

Department Description

The Human Resources Department is committed to recruiting, selecting, and developing employees on the basis of their abilities, knowledge, and skills. The Department seeks to implement policies and to foster a culture that helps the City of Watertown to attract and retain qualified employees. To ensure high-quality performance in delivering services to the public, the Department helps to train employees to expand their skillsets. The Department also works to prohibit discrimination against employees and candidates on the basis of non-merit factors throughout all aspects of personnel administration. Additionally, the Human Resources Department ensures that all employees of the City carry out their duties in an ethical and professional manner.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Hired an Assistant HR Director and a Human Resources Information Systems (HRIS) Administrator. This expanded staff allows the department to better deliver modern human resources services to City departments and employees and to implement the recommendations of the Personnel Department Study that was completed in 2023.
- Implemented new policies to retain staff and more competitively attract new talent.
- Hired 44 permanent part-time and full-time employees in Fiscal Year 2024. As of March 2025, hired 41 permanent part-time and full-time employees in Fiscal Year 2025.
- Revamped the recruitment, employee onboarding, and exit interview processes.
- Established an Employee Experience Committee to help foster an inclusive and supportive work environment by providing opportunities for professional development, personal well-being, and employee recognition. Established the Employee Wellness budget to support employee wellness and recognition, as well as interdepartmental collaboration.

Fiscal Year 2026 Goals

- Draft Employee Handbook to include policies in one convenient place for employees to reference.
- Complete project to update job descriptions.
- Establish and implement a performance evaluation system to provide feedback to employees and develop professional goals.
- Continue to develop and implement practices and policies to become an employer of choice.

Significant Level-Service Budget Changes

- Eliminates the $90 Equipment Maintenance line due to closure of the last business in the area that did typewriter repair, ending the contract to repair the department's last typewriter, and retiring this machine after many years of service.
- Funds Medical Testing line at $36,170 to budget for the total expected cost of drug testing and medical exams.
- Moves $20,000 for staff training from the City Manager's budget to the Human Resources' Staff Development line.
- Adjusts funding between budget lines to more accurately reflect expenditures:
    - Increases In State Travel and Conference Expenses lines and also funds an Out of State Travel line to cover increased conference and travel expenses due to new department staff.

Additional Budget Requests

- None

Capital Budget Items

- None

Human Resources Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0115251 - HUMAN RESOURCES PERSONNEL						
510111 FULL TIME SALARIES	289,381	482,705	482,705	485,061	-	485,061
510112 PART TIME SALARIES	5,187	15,000	14,975	20,000	-	20,000
510143 LONGEVITY	4,000	4,000	4,025	-	-	-
TOTAL PERSONNEL	298,567	501,705	501,705	505,061	-	505,061
0115252 - HUMAN RESOURCES EXPENSES						
520240 EQUIPMENT MAINT.	-	90	90	-	-	-
520247 OFFICE EQUIPMENT	804	2,050	2,050	2,050	-	2,050
530301 ADVERTISING	11,379	14,000	14,000	14,000	-	14,000
530303 CONTRACTED SERVICES	64,435	39,550	39,550	39,275	-	39,275
530315 MEDICAL TESTING	27,934	18,940	18,940	36,170	-	36,170
540421 OFFICE SUPPLIES	161	1,600	1,600	1,600	-	1,600
540422 PRINTING AND FORMS	-	300	300	300	-	300
570710 IN STATE TRAVEL	141	300	300	1,500	-	1,500
570720 OUT OF STATE TRAVEL	-	-	-	4,700	-	4,700
570730 DUES & SUBCRIPT.	519	1,400	1,400	1,400	-	1,400
570786 CONFERENCE EXPENSES	250	4,200	4,200	5,000	-	5,000
570787 STAFF DEVELOPMENT	17,088	25,000	25,000	45,000	-	45,000
570788 EMPLOYEE WELLNESS	-	25,000	25,000	25,000	-	25,000
TOTAL - EXPENSES	122,711	132,430	132,430	175,995	-	175,995
TOTAL - HUMAN RESOURCES	421,278	634,135	634,135	681,056	-	681,056

Information Technology

Mission

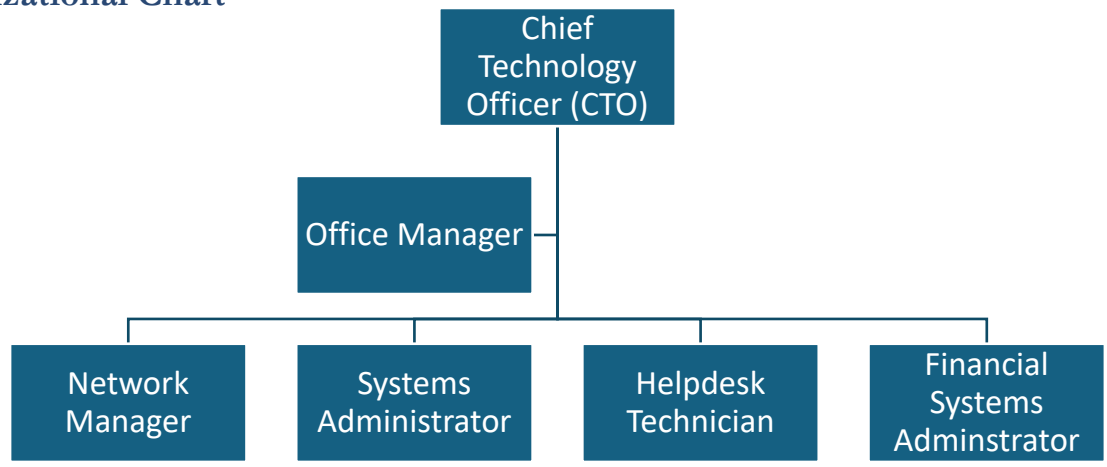
The mission of the Information Technology Department is to empower organizational success by delivering innovative, reliable, and secure technological solutions. The department strives to provide exceptional service while enabling seamless communication and collaboration. The department aims to enhance productivity and support the organization's goals in an ever-evolving technological landscape through proactive problem-solving.

Department Description

The Information Technology (IT) Department is responsible for managing most of the City's technology systems, services, and infrastructure. The Department also oversees the planning, development, and implementation of technology projects. All of the Department's practices are guided by IT governance principles to ensure the City uses technology effectively.

IT responsibilities are split between specialized teams to ensure efficient operation, security, and support for all technology needs city-wide. The Chief Technology Officer oversees all of the Department's operations and provides the City with IT leadership. Infrastructure and operations staff manage the City's hardware, network, cloud infrastructure, software, and security systems. IT support and helpdesk staff assist all departments by responding to issues involving technology systems, networks, and devices. The Department is also responsible for following and implementing cybersecurity best practices to protect the City's IT systems and devices from digital threats and unauthorized access.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Successfully implemented a managed service provider (MSP) to oversee critical IT services on a 24x7x365 schedule.
- Led an all-hands effort to update the IT infrastructure of the Parker Annex and City Hall to accommodate the recent reorganization plan.
- Received a grant for $168,834 from the Commonwealth of Massachusetts to fund the expansion of the fiber network used for City IT operations.
- Implemented security enhancements at Department of Public Works facilities.
- Began the process of implementing multi-factor authentication (MFA) for all City employees.

Fiscal Year 2026 Goals

- Continue to explore ways to consolidate services to reduce overall IT costs. A current example of this is the Department's effort to acquire a new city-wide contract for copier machines.
- Develop a Cybersecurity Incident Response Plan and expand cybersecurity training for all City employees.
- Work with departments to improve coordination regarding Geographic Information System (GIS) software so that these tools are used efficiently and effectively.

Significant Level-Service Budget Changes

- Provides $1,000 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Adjusts funding between budget lines to more accurately reflect expenditures:
    - Reallocates $10,000 from Staff Development to In State Travel, Out of State Travel, and Conference Expenses, and further reduces the Staff Development line by $9,955.
- Reduces Information Technology Supplies line by $8,300 to accurately reflect need.
- Increases Computer Maintenance line to $609,198 cover rising costs.

Additional Budget Requests

- Does not fund request for $40,000 to lease the City's copier fleet. A majority of the City's copiers have service contracts that will expire at the end of Fiscal Year 2025. Switching to a leased copier fleet will provide operational efficiencies, but the team is still determining costs and benefits; the City Manager is therefore exploring funding this request either with an end-of-year budget transfer or a Fiscal Year 2026 budget adjustment.

Capital Budget Items

- Provides $150,000 for equipment (lines 61-62 in the Fiscal Year 2026-2030 CIP).

Information Technology Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0115551 - INFORMATION TECHNOLOGY PERSONNEL						
510111 FULL TIME SALARIES	568,566	617,495	611,495	616,842	-	616,842
510130 OVERTIME	522	-	6,000	2,000	-	2,000
510143 LONGEVITY	4,025	2,975	2,975	2,975	-	2,975
510146 CPR STIPEND	-	-	-	1,000	-	1,000
511111 PRIOR YEAR FULL TIME	5,508	-	-	-	-	-
TOTAL PERSONNEL	578,621	620,470	620,470	622,817	-	622,817
0115552 - INFORMATION TECHNOLOGY EXPENSES						
520244 COMPUTER MAINT.	522,938	573,698	573,698	609,198	-	609,198
530303 CONTRACTED SERVICES	317,905	678,992	678,992	678,992	40,000	678,992
530341 COMMS-PHONE	76,257	222,750	222,750	222,750	-	222,750
530342 POSTAGE	100	100	100	100	-	100
540421 OFFICE SUPPLIES	200	200	200	200	-	200
540422 PRINTING AND FORMS	2,000	2,000	2,000	2,000	-	2,000
540424 IT SUPPLIES	34,000	46,500	46,500	38,200	-	38,200
570710 IN STATE TRAVEL	-	-	-	2,500	-	2,500
570720 OUT OF STATE TRAVEL	-	-	-	5,000	-	5,000
570786 CONFERENCE EXPENSES	-	-	-	2,500	-	2,500
570787 STAFF DEVELOPMENT	25,420	29,955	29,955	10,000	-	10,000
TOTAL EXPENSES	978,820	1,554,195	1,554,195	1,571,440	40,000	1,571,440
0115558 - INFORMATION TECHNOLOGY CAPITAL						
580860 ADDITIONAL EQUIP.	15,000	15,000	15,000	15,000	-	15,000
580870 REPLACE. OF EQUIP.	140,013	135,000	135,000	135,000	-	135,000
TOTAL CAPITAL	155,013	150,000	150,000	150,000	-	150,000
TOTAL - INFORMATION TECH.	1,712,455	2,324,665	2,324,665	2,344,257	40,000	2,344,257

City Clerk & Elections

Mission

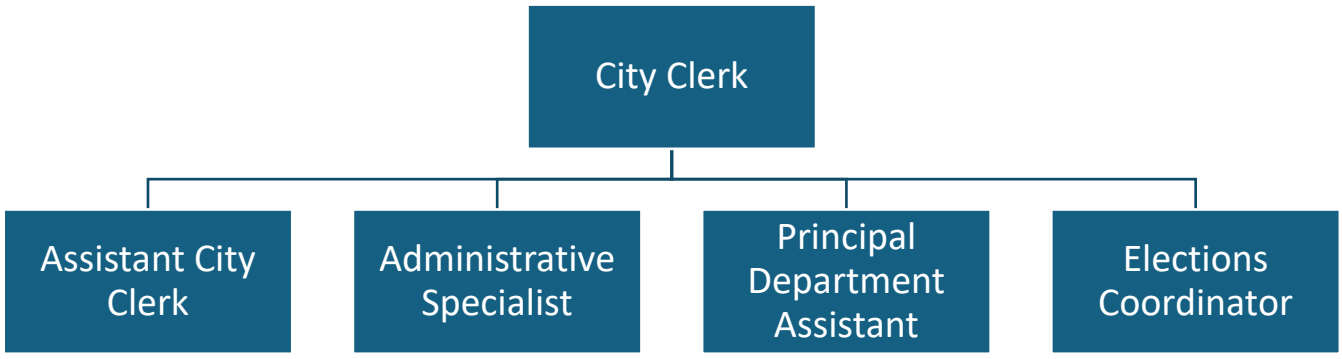
The mission of the City Clerk's Office is to be a custodian of all municipal records and a primary provider of information and quality services to the community. The department is also committed to operating elections with the highest level of integrity by championing transparency and accessibility for all.

Department Description

The City Clerk's Office is responsible for a wide range of services. The Office maintains and certifies municipal records, including city ordinances and vital records like birth, death, and marriage certificates. As the Records Access Officer, the City Clerk handles all public records requests. The department also issues a variety of licenses and permits, such as dog and cat licenses, marriage licenses, and business certificates. Some licenses—such as alcohol and liquor licenses—are issued by the Licensing Board, which receives staff support from the City Clerk's Office.

The City Clerk's Office conducts all elections in the City of Watertown. As the Chief Election Official, the City Clerk oversees elections, voter registration, and the annual city census. The department is also responsible for appointing and training election officials, as well as the certification of election results, campaign finance reports, nomination papers, and petitions. Additionally, the Office plans and supervises the Annual Street Listing Book and is responsible for verifying the address of Watertown residents so that they may obtain permits, enroll in school, and apply for residency certificates. Election-related duties performed by the City Clerk's Office are funded out of the Elections budget.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Ensured compliance with state guidelines in the filing of necessary annual reports with the appropriate state agencies.
- Participated in the Vitals Information Partnership (VIP): Electronic Birth & Death Reporting program which is being updated to a new program called MAVRIC.
- Conducted the annual renewal process for all applicable licenses, permits, and certificates.
- Participated in the 2024 Faire on the Square promoting voter registration.
- Processed over 17,000 vote-by-mail applications for the 2024 primary and general elections.
- Finalized online portal to be used for applications for business certificates, block parties, and storage of flammables licenses.

Fiscal Year 2026 Goals

- Create a training guide for all positions and pursue training opportunities for all staff.
- Finalize online permitting for all licenses and permits.
- Obtain poll worker management software to help efficiently run elections.

City Clerk Budget

Significant Level-Service Budget Changes

- Provides $500 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Adjusts funding between budget lines to more accurately reflect expenditures:
    - Reallocates and recalibrates funds in the Conference Expenses and In State Travel lines.

Additional Budget Requests

- Funds the request to provide $6,000 for professional development expenses so that the City Clerk can both pursue certification as a Certified Massachusetts Municipal Clerk, a Certified Municipal Clerk, and a Master Certified Clerk and so that all members of the City Clerk's Office can pursue further professional development opportunities.

Capital Budget Items

- None

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0116151 - CITY CLERK PERSONNEL						
510111 FULL TIME SALARIES	187,450	338,215	338,215	346,719	-	346,719
510130 OVERTIME	1,460	4,000	4,000	4,000	-	4,000
510146 CPR STIPEND	-	-	-	500	-	500
TOTAL PERSONNEL	188,910	342,215	342,215	351,219	-	351,219
0116152 - CITY CLERK EXPENSES						
520240 EQUIPMENT MAINT.	-	400	400	400	-	400
530301 ADVERTISING	213	1,000	1,000	1,000	-	1,000
540421 OFFICE SUPPLIES	1,004	2,000	2,000	2,000	-	2,000
540422 PRINTING AND FORMS	1,126	2,200	2,200	2,200	-	2,200
570730 DUES & SUBCRIPTIONS	340	500	500	500	350	850
570710 IN STATE TRAVEL	-	-	-	1,500	100	1,600
570720 OUT OF STATE TRAVEL	-	-	-	-	3,000	3,000
570786 CONFERENCE EXPENSES	1,500	2,000	2,000	1,100	950	2,050
570787 STAFF DEVELOPMENT	-	-	-	-	1,600	1,600
TOTAL EXPENSES	4,182	8,100	8,100	8,700	6,000	14,700
TOTAL - CITY CLERK	193,093	350,315	350,315	359,919	6,000	365,919

Elections Budget

Significant Level-Service Budget Changes

- Provides $250 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Increases Equipment Maintenance to $25,350 to cover repairs for vote tabulator machines.
- Adjusts funding between budget lines to more accurately reflect expenditures:
    - Reallocates and recalibrates funds in the Conference Expenses and In State Travel lines.

Additional Budget Requests

- None

Capital Budget Items

- Provides $3,250 for the replacement of equipment.

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0116251 - ELECTIONS PERSONNEL						
510111 FULL TIME SALARIES	51,784	66,164	66,164	67,478	-	67,478
510115 ELECTION COMMISSIONERS	5,009	5,009	5,009	5,009	-	5,009
510121 TEMP. PART TIME	33,699	69,200	69,200	69,200	-	69,200
510130 OVERTIME	5,644	6,500	6,500	8,000	-	8,000
510146 CPR STIPEND	-	-	-	250	-	250
TOTAL PERSONNEL	96,136	146,873	146,873	149,937	-	149,937
0116252 - ELECTIONS EXPENSES						
520240 EQUIPMENT MAINTENANCE	11,223	20,350	20,350	25,350	-	25,350
520270 BUILDING RENTAL	5,583	9,000	9,000	9,000	-	9,000
540421 OFFICE SUPPLIES	1,894	3,800	3,800	5,000	-	5,000
540422 PRINTING AND FORMS	59,502	26,400	26,400	26,400	-	26,400
570730 DUES & SUBSCRIPTIONS	175	1,400	1,400	1,400	-	1,400
570710 IN STATE TRAVEL	-	-	-	750	-	750
570786 CONFERENCE EXPENSES	380	2,400	2,400	1,500	-	1,500
TOTAL EXPENSES	78,757	63,350	63,350	69,400	-	69,400
0116252 - ELECTIONS CAPITAL						
580870 REPLACEMENT OF EQUIP.	-	-	-	3,250	-	3,250
TOTAL CAPITAL	-	-	-	3,250	-	3,250
TOTAL - ELECTIONS	174,893	210,223	210,223	222,587	-	222,587

Community Development and Planning

Mission

The mission of the Department of Community Development and Planning is to address some of the city's greatest challenges by being responsible for planning, developing, overseeing, and coordinating activities that further the city's goals. Through the development of a variety of comprehensive long-range plans, the department helps create a collective vision for the future of the city. The department values engagement with the community as it works to turn policy direction and vision into executable strategies, ordinances, and plans.

Department Description

The Department is led by the Assistant City Manager for Community Development and Planning and consists of three divisions and three teams:

Inspectional Services Division – Accepts permit applications and reviews and issues building, plumbing, and electrical permits. Ensures that all applicable codes are appropriately followed.

Community Design Division – Addresses design-related issues for open spaces, streetscapes, and public art and culture. Coordinates economic development efforts with a focus on small businesses, commercial corridors, and emerging industry clusters.

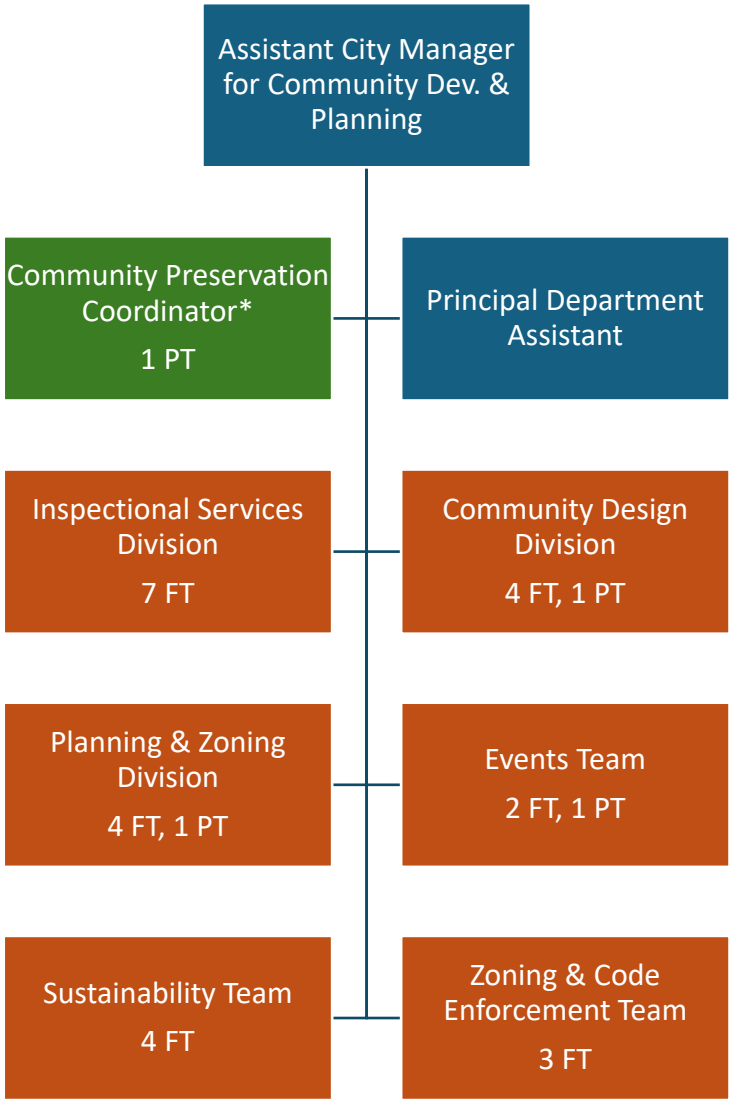
Planning & Zoning Division – Processes all planning-related permits and addresses housing, transportation, and other City interests. Primary staff to Planning Board, Zoning Board of Appeals, Historical Commission, Historic District Commission, Affordable Housing Trust, and Bicycle & Pedestrian Committee.

City Events/Commander's Mansion Team – Oversees community events that foster community engagement and spirit. Administers the marketing, sales, and operations for private events held at the Commander's Mansion.

Sustainability Team – Coordinates efforts to implement the Resilient Watertown Plan, including efforts within City government to reduce impacts and incorporate adaptive strategies, as well as bringing these efforts to the general public.

Zoning & Code Enforcement Team – Provides guidance to property owners regarding compliance with the Zoning Ordinance and other codes, enforces ordinances and board decisions, and provides staff support to the Zoning Board of Appeals.

Organizational Chart



*Direct report to CPC - member of CDP staff

Fiscal Year 2024/2025 Accomplishments

- Engaged in a citywide effort that led to the adoption of the Watertown Square Area Plan and zoning updates. The plan reimagines Watertown Square and complies with the statutory requirements regarding MBTA communities. This process involved numerous public outreach efforts, a planning charrette, and the drafting of documents.
- Oversaw approval of a new state-designated Cultural District in Watertown which will help coordinate efforts and make grant funds available.
- Launched an economic development newsletter designed to connect and celebrate the Watertown business community, as well as to provide information on state and local resources.
- Worked on planning and construction of numerous open space projects, including Arsenal Park, Saltonstall Park, Lowell Park, Walker Pond, How Park, and Bemis Park.
- Received numerous grants to fund projects across the department.
- Ran a successful 25th Faire on the Square.
- Supported introduction of a Building Emission Reduction and Disclosure Ordinance.

Fiscal Year 2026 Goals

- Rewrite the remainder of the Zoning Ordinance to both update and address ongoing issues. Ensure zoning is consistent with the goals of the Comprehensive Plan per Budget Policy Guideline II.B.
- Begin implementation of the Watertown Square Plan with both engineering and landscape design services, as well as an Urban Revitalization Plan to explore how to best leverage public and private interests to make the Watertown Square Plan a reality, consistent with Budget Policy Guideline II.B.
- Support completion of the Building Emissions Reduction and Disclosure Ordinance, for review by the City Council. This will implement a key goal of the Climate and Energy Plan, consistent with Budget Policy Guideline II.A
- Create additional public art in prominent locations.
- Introduce a number of new and expanded community events.
- Continue to diligently review and enforce our rules, regulations, and codes.
- Complete park projects at Lowell, Saltonstall and Arsenal Parks and begin park projects at Victory Field Phase II, How Park, and Bemis Park.

Significant Level-Service Budget Changes

- Moves Community Wellness Program Manager, Wellness Coordinator, and Farmer's Market Coordinator to the new Human Services budget. Also moves $3,500 in Program Supplies budget for the Live Well program and $4,000 in Contracted Services for the Farmer's Market to the Human Services budget.
- Provides an additional $20,000 in overtime funding to consolidate the overtime expenses of City staff from all city departments staffing City events, such as Faire on the Square.
- Provides $6,250 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Provides funding for consultant services for studies including a "Missing Middle Design Guidelines," an update of the Zoning Ordinance, Affordable Housing Incentives, Curbside Use/Parking Study, Historic Preservation Plan, as well as for BlueBikes and other transportation improvements consistent with Budget Policy Guidelines II.B.
- Provides $200,000 to cover ongoing operational expenses for the Pleasant Street Shuttle, consistent with Budget Policy Guideline II.J. Shuttle expenses are shifted to a new "Transportation Services" line to ensure transparent accounting of these activities.
- Adjusts funding between budget lines to more accurately reflect expenditures:
    - Reallocates and readjusts funding from Staff Development, Conference Expenses, In State Travel, and Out of State Travel.

Additional Budget Requests

- Does not fund request for $100,000 to expand existing shuttle services to cover the Arsenal Corridor. While implementation of this effort is consistent with Budget Policy Guideline II.J, the administration will reassess this request after completion of the ongoing mobility study and an assessment of the most effective way to ensure that the entire shuttle system best serves the City's climate and comprehensive planning goals.

Capital Budget Items

- None

Community Development and Planning Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0118151 - COMM. DEV. & PLAN. PERSONNEL						
510111 FULL TIME SALARIES	1,521,522	2,371,961	2,371,961	2,278,737	-	2,278,737
510112 PART TIME SALARIES	54,587	65,122	65,122	81,922	-	81,922
510130 OVERTIME	49,624	60,000	60,000	80,000	-	80,000
510143 LONGEVITY	17,195	15,125	15,125	10,000	-	10,000
510146 CPR STIPEND	-	-	-	6,250	-	6,250
510190 CLOTHING	1,500	1,800	1,800	1,800	-	1,800
511111 PRIOR YEAR FULL TIME	26,349	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	386	-	-	-	-	-
TOTAL PERSONNEL	1,671,163	2,514,008	2,514,008	2,458,709	-	2,458,709
0118152 - COMM. DEV. & PLAN. EXPENSES						
520240 EQUIPMENT MAINT.	-	550	550	550	-	550
520247 OFFICE EQUIPMENT	1,387	2,200	2,200	2,200	-	2,200
530301 ADVERTISING	1,836	5,000	5,000	5,000	-	5,000
530303 CONTRACT SERVICES	258,057	300,000	300,000	296,000	-	296,000
530304 MAPS & CHARTS	-	1,000	1,000	1,000	-	1,000
530382 TRANSPORTATION SERV.	-	-	-	200,000	100,000	200,000
540421 OFFICE SUPPLIES	2,106	2,750	2,750	2,750	-	2,750
540422 PRINTING AND FORMS	3,693	4,800	4,800	4,800	-	4,800
540425 PROGRAM SUPPLIES	-	3,500	3,500	-	-	-
540427 CULTURAL COUNCIL	-	17,000	17,000	17,000	-	17,000
550511 BOOKS	20	500	500	500	-	500
570710 IN STATE TRAVEL	-	-	-	2,000	-	2,000
570720 OUT OF STATE TRAVEL	-	-	-	5,000	-	5,000
570730 DUES & SUBCRIPT.	2,480	5,000	5,000	6,200	-	6,200
570786 CONFERENCE EXPENSES	-	-	-	2,000	-	2,000
570787 STAFF DEVELOPMENT	7,882	10,000	10,000	5,500	-	5,500
TOTAL EXPENSES	277,461	352,300	352,300	550,500	100,000	550,500
TOTAL - COMM. DEV. & PLAN.	1,948,624	2,866,308	2,866,308	3,009,209	100,000	3,009,209

Constituent Services

Mission

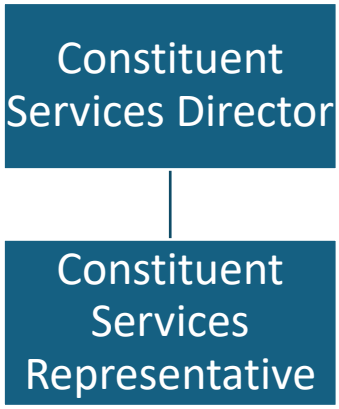
The mission of the Constituent Services Department is to provide excellent customer service to the city's residents. The department aims to be transparent, accountable, and efficient by using the best practices and technology available. With a focus on clear communication and listening to residents, the department's goal is to exceed expectations, positively impact the public, and ensure that customer service in City government is Accurate, Courteous, and Easy (ACE).

Department Description

The Constituent Services Department is home to Watertown's 311 Service Center, a vital resource that helps City departments operate more efficiently by allowing them to focus on their core responsibilities while providing valuable insights into resident needs. The 311 team ensures that services are delivered accurately and consistently across the city, enhancing the quality of life for all Watertown residents. The department answers all incoming calls to 311 and the City Hall main phone number, as well as all emails directed to the City. Additionally, the department oversees SeeClickFix, the constituent request system that handles all non-emergency service requests submitted by residents.

The Department serves as the primary data collection center for the City by monitoring and analyzing resident complaints and requests for information. The Constituent Servies Department also works closely with staff in the City Manager's Office to form the Communication Team, ensuring timely and consistent messaging to constituents. This work includes managing the City's Emergency Notification System, which provides urgent updates on weather emergencies, safety hazards, emergency declarations, and critical utility issues like neighborhood water main breaks.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Launched the new 311 Service Center in June of 2024.
- Completed over 4,000 incoming calls and responded to over 1,500 emails.
- Created customer service standards for the City. These standards define the level of service the City aims to provide to the public and help to ensure consistency, efficiency, and customer satisfaction.
- Enhanced the constituent request system for greater accuracy and informativeness by gathering internal and external feedback on its functionality and identifying opportunities for improvement.

Fiscal Year 2026 Goals

- Expand communication channels for constituents through additional options—such as text messaging—and increase in-person engagement opportunities.
- Enhance the reach and capacity of the 311 Service Center to serve more constituents effectively by utilizing different technologies to assist with outreach and responding to constituent requests.
- Develop and maintain comprehensive internal and external documentation to promote consistency and facilitate knowledge sharing.
- Coordinate employee training across the organization to ensure that all departments continue to meet the City's Accurate, Courteous, and Easy (ACE) customer service standards.

Significant Level-Service Budget Changes

- Eliminates $10,000 in Part Time Salaries due to the department no longer planning on hiring an intern.
- Provides $250 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Reduces Office Equipment line by $4,000 and eliminates Office Supplies line.
- Adjusts funding between budget lines to more accurately reflect expenditures:
    - Reallocates $2,500 from Conference Expenses to Out of State Travel and $500 from Dues and Subscriptions to In State Travel.
- Increases Staff Development line to by $2,000 to cover expenses for intermediate level FEMA Public Information Officer classes.

Additional Budget Requests

- Does not fund $24,500 request for a chatbot on the City website. This will be reconsidered at a time when more funding is available.

Capital Budget Items

- None

Constituent Services Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0118551 - CONSTITUENT SERVICES PERSONNEL						
510111 FULL TIME SALARIES	66,934	167,186	167,186	170,529	-	170,529
510112 PART TIME SALARIES	-	10,000	10,000	-	-	-
510130 OVERTIME	-	2,500	2,500	2,500	-	2,500
510146 CPR STIPEND	-	-	-	250	-	250
TOTAL PERSONNEL	66,934	179,686	179,686	173,279	-	173,279
0118552 - CONSTITUENT SERVICES EXPENSES						
520247 OFFICE EQUIPMENT	1,290	5,000	5,000	1,000	-	1,000
530303 CONTRACTED SERVICES	658	10,000	10,000	10,000	24,500	10,000
540421 OFFICE SUPPLIES	-	1,000	1,000	-	-	-
540425 PROGRAM SUPPLIES	-	5,000	5,000	5,000	-	5,000
570710 IN STATE TRAVEL	-	-	-	500	-	500
570720 OUT OF STATE TRAVEL	-	-	-	2,500	-	2,500
570730 DUES & SUBSCRIPTIONS	-	500	500	-	-	-
570786 CONFERENCE EXPENSES	-	3,000	3,000	500	-	500
570787 STAFF DEVELOPMENT	290	8,000	8,000	10,000	-	10,000
TOTAL EXPENSES	2,238	32,500	32,500	29,500	24,500	29,500
TOTAL - CONSTITUENT SERVICES	69,172	212,186	212,186	202,779	24,500	202,779

Public Buildings

Mission

The mission of the Department of Public Buildings is to develop, manage, repair, improve, and support well-maintained city and school facilities to provide the highest quality service in a responsive and efficient manner. The department is responsible for keeping approximately one million square feet of building space safe, accessible, functional, inviting, and energy efficient while protecting Watertown's historic heritage and city pride.

Department Description

The Department of Public Buildings (DPB) maintains over one million square feet of building space within 20 City and School buildings. The Director of Public Buildings oversees the department and reports to both the City Manager and the Superintendent of the Public Schools. The department consists of four divisions, each with an Assistant Director responsible for the division's functions.

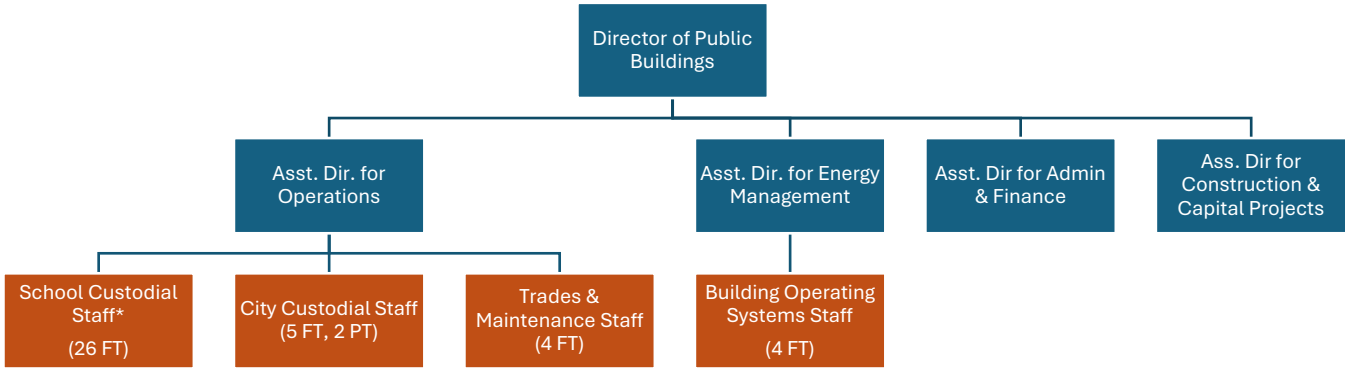
Operations – Provides custodial and maintenance repair services for all buildings. The division has six internal licensed trades staff who complete building repairs and 32 custodians who maintain the interiors of all the buildings DPB manages. The division also utilizes over 300 outside contractors and vendors to assist with the various building maintenance requirements.

Energy Management – Implements energy controls and conservation measures, helping City and School buildings to operate efficiently and meet sustainability goals. The division also promotes energy efficiency measures throughout the community and completes the annual Green Communities report.

Construction and Capital Projects – Oversees the planning and implementation of capital improvements. DPB oversees the majority of capital projects valued at under $1.5 million with internal project staff. Any projects over $1.5 million would be considered for an external Owners Project Manager (OPM) to be hired for oversight of these larger projects.

Finance and Administration – Oversees all administrative functions for the department including payroll, purchase order creation, invoice processing, budgeting, and hiring.

Organizational Chart



*School custodial staff are funded out of the Public Schools budget.

Fiscal Year 2024/2025 Accomplishments

- Continued process of turning the Department of Public Buildings into a department that serves both City and School properties. As part of this process, the City has further consolidated gas and electricity bills for City and School buildings into the Department of Public Buildings budget.
- Streamlined use of contractors so that every City and School building utilizes the same companies for more services. For example, there is now one fire alarm company and one generator company used by all Watertown public buildings.
- Worked with the Procurement Department to solicit bids for on-call electrical, HVAC, plumbing, and painting services. These contracts will augment the Department's limited internal staffing of licensed tradespeople.
- Collaborated with the Health Department to consolidate all pest control services under one contract.
- Worked with Procurement to put out bids for on-call architectural design services; mechanical, electrical, and plumbing design services; and retro-commissioning services. These contracts will streamline the process of designing improvements and lead to shorter project timelines.

Fiscal Year 2026 Goals

- Assess department staffing levels to evaluate and identify the proper level of staffing to maintain the one million square feet of building inventory overseen by the department.
- Install additional electric vehicle chargers at several locations throughout the city.
- Assist with coordinating move to the new High School and establish work with OPM to have building ready for occupancy in April 2026.
- Design replacement of HVAC systems at Phillips School, the Library, and City Hall.
- Participate in the Middle School project design and implementation.
- Complete Parker Building renovations to the second floor Community, Development, and Planning space and the first floor Watertown Food Pantry space.

Significant Level-Service Budget Changes

- Provides $4,000 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Moves custodians from the Library budget and three maintenance positions from the Public School budget to the DPB budget.
- Consolidates electricity and gas expenses from the Library into the DPB budget. Increases overall electricity and gas budget to account for rising energy costs.
- Moves $40,000 for Building Maintenance from the Library budget to the DPB budget. Further increases Building Maintenance by $75,000 to account for vendor pricing increases and the maintenance needs of the Commander's Mansion and the Library.
- Moves $20,000 for Building Maintenance Supplies from the Library budget to the DPB budget. Further increases Building Maintenance by $11,000 to account for vendor pricing increases.
- Increases Contracted Services by $30,000 for an electric vehicle charger maintenance contract, consistent with Budget Policy Guideline II.A. Further increases Contracted Services to account for vendor pricing increases.

Additional Budget Requests

- Funds request for $100,000 for emergency repairs so that DPB may respond to unexcepted and urgent repairs in a timely manner.
- Funds request for $14,500 for furniture for departments to support relocation of departments to the Parker Annex and within City Hall. In past years furniture budgets have been partially funded by the Procurement Department's capital budget lines and partially funded by individual department expense lines. More recently, the majority of furniture needs in City buildings have been met with donated furniture provided through generous support from a few commercial businesses who have relocated out of Watertown or downsized Watertown offices, leaving slightly used furniture that they have offered to the City. Nonetheless, some offices need new furniture that is different than what the City has available. The budget for that furniture will be consolidated in the Public Buildings department.
- Does not fund request for four new full-time staff and two new part-time staff. This budget will fund an assessment of DPB staffing levels, consistent with Budget Policy Guideline II.K. Requests for new staff will be reevaluated after the completion of this assessment.

Capital Budget Items

- Provides $320,000 for building improvements and renovations, as well as energy efficiency improvements (lines 3-5, 13-14, and 24 in the Fiscal Year 2026-2030 CIP).

Public Buildings Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0119551 - PUBLIC BUILDINGS PERSONNEL						
510111 FULL TIME SALARIES	822,114	1,147,375	1,147,375	1,615,735	287,242	1,615,735
510112 PART TIME SALARIES	-	56,374	55,849	125,321	66,976	125,321
510130 OVERTIME	21,190	50,000	50,000	85,000	-	85,000
510141 DIFFERENTIAL	2,920	7,341	7,341	8,633	-	8,633
510143 LONGEVITY	5,722	9,150	9,675	7,600	-	7,600
510146 CPR STIPEND	-	-	-	4,000	-	4,000
510190 CLOTHING	2,763	5,044	5,044	11,306	-	11,306
511111 PRIOR YEAR FULL TIME	3,107	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	745	-	-	-	-	-
511141 PRIOR YEAR DIFFERENTIAL	1,040	-	-	-	-	-
TOTAL PERSONNEL	859,598	1,275,284	1,275,284	1,857,595	354,218	1,857,595
0119552 - PUBLIC BUILDINGS EXPENSES						
520211 ELECTRICITY	123,162	698,401	698,401	990,000	-	990,000
520213 GAS	32,176	400,159	400,159	444,247	-	444,247
520241 BUILDING MAINT.	104,475	150,000	182,000	265,000	100,000	365,000
520245 VEHICLE MAINTENANCE	475	6,000	6,000	6,000	-	6,000
520247 OFFICE EQUIPMENT	3,658	6,000	6,000	6,000	-	6,000
530303 CONTRACTED SERVICES	206,970	135,000	137,557	178,500	-	178,500
530341 COMMUNICATIONS-PHONE	112,472	-	-	-	-	-
540421 OFFICE SUPPLIES	3,988	4,000	4,000	4,000	-	4,000
559687 FURNITURE	-	-	-	-	14,500	14,500
540430 BUILDING MAINT. SUPPL.	51,696	110,000	110,000	141,000	-	141,000
540451 CUSTODIAN SUPPLIES	8,676	50,000	50,000	55,000	-	55,000
540462 GROUNDSKEEPING SUPPL.	4,985	5,000	5,000	5,000	-	5,000
570730 DUES & SUBCRIPT.	845	2,000	2,000	2,000	-	2,000
570787 STAFF DEVELOPMENT	5,356	10,000	7,443	10,000	-	10,000
TOTAL EXPENSES	658,933	1,576,560	1,608,560	2,106,747	114,500	2,221,247
0119558 - PUBLIC BUILDINGS CAPITAL						
580840 IMPROV./BUILDG RENOV	444,000	335,000	335,000	270,000	-	270,000
580869 VEHICLE REPLACEMENT	59,470	-	-	-	-	-
580830 ENERGY EFFICIENCY IMP.	-	-	-	50,000	-	50,000
TOTAL CAPITAL	503,470	335,000	335,000	320,000	-	320,000
TOTAL - PUBLIC BUILDINGS	2,022,002	3,186,844	3,218,844	4,284,342	468,718	4,398,842

Police

Mission

The Watertown Police Department is committed to protecting life and property, preventing crime, and maintaining order in accordance with the laws of the U.S. and Massachusetts. Through training, professionalism, and community partnership, the department works to solve problems and build trust. The department prioritizes community policing and service to ensure a high quality of life for current and future generations.

Department Description

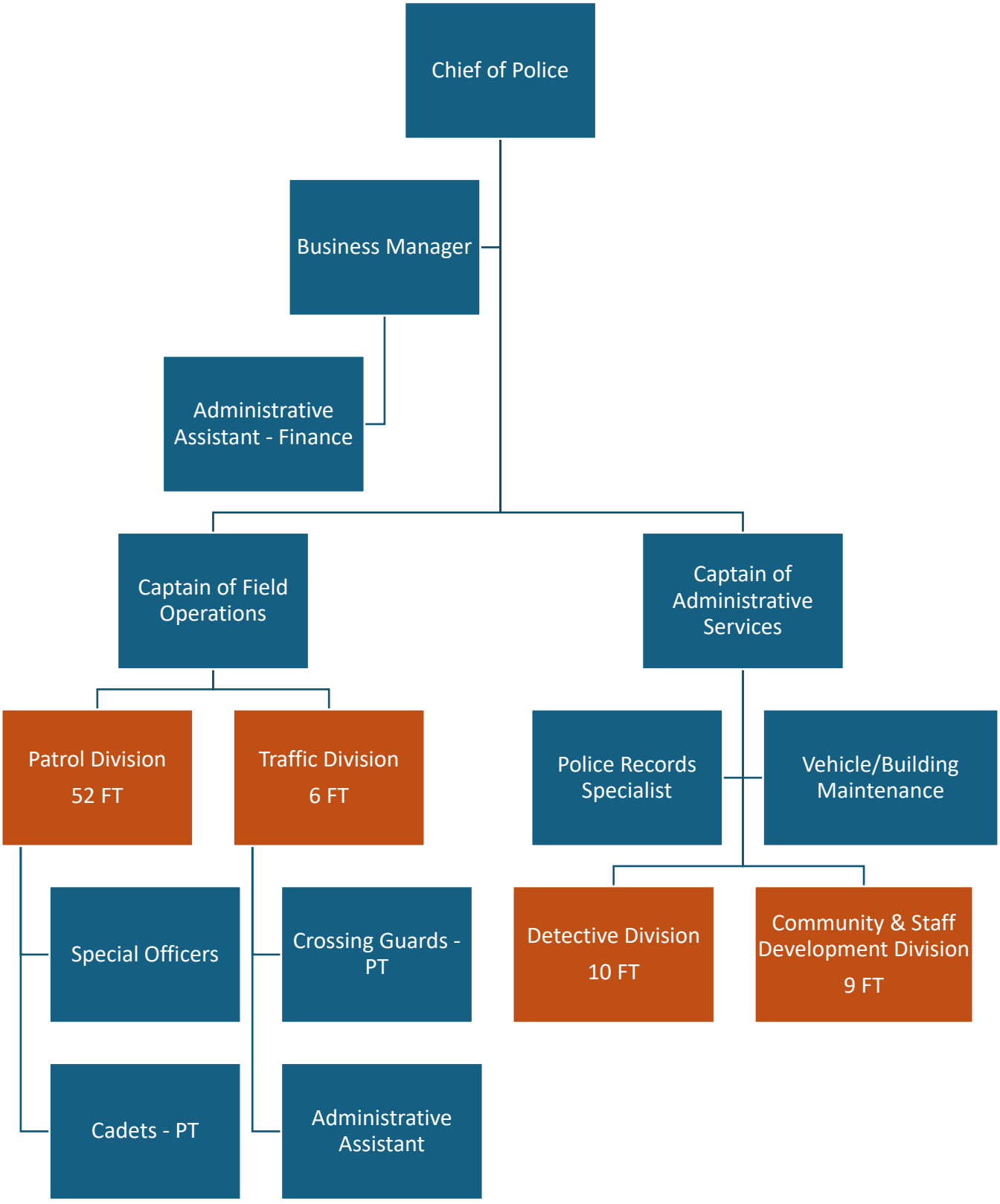
The Watertown Police Department is led by the Chief of Police and is organized into two main bureaus:

Bureau of Administrative Services: This bureau is responsible for a broad range of administrative and support functions. It includes the Detective and the Staff and Community Development Divisions, as well as the systems administrator. Key duties of this bureau include overseeing accreditation, building maintenance, community and staff development, computer networks, budget management, accounts payable, vehicle procurement, fleet maintenance, grant writing, internal affairs, prosecution management, record keeping, and training.

Bureau of Field Operations: This bureau manages the department's operational components, focusing on frontline services. It includes the Patrol Division, Traffic Division, Cadet Program, and the 911 Emergency Communications/Dispatch Division. These divisions handle the department's response to emergencies, preventative patrols, traffic management, enforcement of state law and some city regulations, and emergency response communications.

Together, these bureaus ensure both the administrative efficiency and operational effectiveness of the Watertown Police Department.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Exited the state's civil service system after nearly 100 years, regaining local control over hiring and promotion processes to attract top talent, enhance operational flexibility, and improve service quality for Watertown residents and visitors.
- Launched the department’s service dog program with two dogs, Raider and Wyatt, to enhance community policing by fostering positive connections, comforting victims and witnesses during traumatic incidents, and improving morale and mental health within the department and community.
- Established a police cadet program to support recruitment and development for full-time positions, offering cadets experience while enhancing the hiring process by allowing the administration to assess potential candidates.
- Created a patrol investigator program with six trained officers to ease the burden on detectives without depleting patrol resources. Officers in the program handle serious criminal investigations, plainclothes duties at “hot spot” locations, and follow-up investigations.
- Introduced an on-call system requiring detectives to be available weekly for off-hours response to serious criminal activity, focusing on evidence collection and investigation.

Fiscal Year 2026 Goals

- Fully implement the Patrol Platoon System to enhance continuity and accountability among the Patrol Division.
- Continue the recently established Traffic Specialist Program to address traffic management and safety at construction sites, utilizing newly hired and trained personnel to supplement current staffing including coverage for hard-to-fill crossing guard assignments.
- Launch a body-worn camera program to increase transparency and accountability.
- Achieve full staffing and fill all vacant specialty positions.
- Introduce all-electric vehicles to the City’s police vehicle fleet.

Significant Level-Service Budget Changes

- Provides $3,750 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Provides $476,329 to Equipment Maintenance for the new contract with Motorola for body-worn camera, records management, and computer-aided dispatch systems. This replaces the previous CIP item for the camera and dispatch systems, as this will now operate as a service that incorporates upgrades and replacements instead of large one-time purchases.
- Provides an additional $49,845 for Equipment Maintenance to account for rising costs.
- Increases Vehicle Maintenance line to account for rising repair costs and to provide $4,500 for electric vehicle maintenance and repairs, consistent with Budget Policy Guideline II.A.
- Increases Staff Development to cover increased training costs and to cover K-9 and service dog supplies.

Additional Budget Requests

- Funds $24,000 request for Flock Camera System for the installation of eight cameras throughout Watertown to enhance the department's ability to successfully conclude investigations.
- Does not fund the department's request for 5 new police officers. The Police Department has developed additional information about call volume and costs and benefits of this proposal, and it would benefit from further discussion with the City Council in coming months. The administration recommends forwarding this request to a City Council committee for further review.
- Does not fund request to acquire three additional electric patrol vehicles for $250,500 or the request to replace an unmarked police cruiser for $46,000. While these items would further accelerate the transition to electric vehicles, consistent with Budget Policy Guideline II.A, they need to be evaluated in conjunction with the Capital Plan. Portions of this request may be able to be funded if funds are available at the end of Fiscal Year 2025.
- Does not fund the request for additional radio equipment. This will be revisited as funds become available.

Capital Budget Items

- Increases Transfer Out to Other Funds line by $35,000 to cover increased costs associated with having two full-time clinicians embedded in the Police Department.
- Provides $331,000 for facility improvements, equipment, and vehicle replacement (lines 104-106 and line 108 in the Fiscal Year 2026-2030 CIP).

Police Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0121051 - POLICE PERSONNEL						
510111 FULL TIME SALARIES	6,173,560	7,414,012	7,414,012	7,553,813	350,580	7,553,813
510112 PART TIME SALARIES	100,250	277,660	277,660	297,460	-	297,460
510122 SPECIALIST PAY	36,216	53,066	64,666	67,604	-	67,604
510130 OVERTIME	1,481,277	1,620,000	1,622,800	1,620,000	-	1,620,000
510141 SHIFT DIFFERENTIAL	310,652	443,520	448,120	444,891	18,315	444,891
510142 HOLIDAY PAY	560,814	670,064	680,064	680,076	32,386	680,076
510143 LONGEVITY	40,206	33,225	33,225	23,975	-	23,975
510144 DEFIB STIPEND	127,321	148,232	148,232	148,099	10,280	148,099
510146 CPR STIPEND	-	-	-	3,750	-	3,750
510179 INDEMINFICATION	75,548	50,000	50,000	75,000	-	75,000
510190 CLOTHING	9,000	9,600	9,600	9,600	-	9,600
510191 CAREER INCENTIVE	761,431	946,748	995,748	1,026,103	35,000	1,026,103
510192 MEALS ALLOWANCE	1,584	2,692	2,692	3,200	-	3,200
511111 PRIOR YEAR FULL TIME	109,995	-	-	-	-	-
511122 PRIOR YEAR SPECIALIST	329	-	2,250	-	-	-
511130 PRIOR YEAR OVERTIME	17,684	-	450	-	-	-
511141 PRIOR YEAR SHIFT DIFF.	10,709	-	-	-	-	-
511142 PRIOR YEAR HOLIDAY	8,524	-	200	-	-	-
511143 PRIOR YEAR LONGEVITY	3,100	-	-	-	-	-
511144 PRIOR YEAR EMT DEFIB	2,330	-	-	-	-	-
511191 PRIOR YR. CAREER INC.	43,335	-	1,100	-	-	-
TOTAL PERSONNEL	9,873,866	11,668,819	11,750,819	11,953,571	446,561	11,953,571

Department Financials Continued on Next Page

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0121052 - POLICE EXPENSES						
520211 ELECTRIC	116,001	-	-	-	-	-
520213 GAS	27,288	-	-	-	-	-
520240 EQUIPMENT MAINT.	152,883	216,490	216,490	742,664	24,000	766,664
520241 BUILDING MAINT.	72,696	72,061	72,061	73,662	-	73,662
520245 VEHICLE MAINTENANCE	32,497	48,032	48,032	57,870	-	57,870
520247 OFFICE EQUIPMENT	2,756	4,000	4,000	4,000	-	4,000
530308 PUB. SAFE. PROF. SER.	1,178	1,300	1,300	1,300	-	1,300
530341 COMMS-PHONE	32,873	43,761	43,761	44,378	-	44,378
540421 OFFICE SUPPLIES	15,966	15,500	15,500	15,810	-	15,810
540422 PRINTING AND FORMS	4,421	8,050	8,050	8,211	-	8,211
540430 BUILDING. MAINT./SUP.	12,594	20,027	20,027	20,428	-	20,428
540481 VEHICLE PARTS	16,493	21,824	21,824	22,370	-	22,370
540490 FOOD & RELATED SUP.	2,583	2,831	2,831	2,973	-	2,973
550500 MEDICAL SUPPLES	4,625	10,526	10,526	11,579	-	11,579
550580 CRIME PREVENT. SUPPL.	9,389	17,126	17,126	17,379	-	17,379
570730 DUES & SUBCRIPT.	25,928	34,969	34,969	33,639	-	33,639
570787 STAFF DEVELOPMENT	74,041	87,933	87,933	101,484	-	101,484
570789 OTHER CHARGES	6,163	13,071	13,071	10,923	-	10,923
TOTAL EXPENSES	610,373	617,501	617,501	1,168,670	24,000	1,192,670
0121058 - POLICE CAPITAL						
580840 IMPROVEMENTS	33,564	30,000	30,000	30,000	-	30,000
580860 ADDITIONAL EQUIP.	13,890	15,000	15,000	15,000	-	15,000
580869 VEHICLE REPLACEMENT	366,700	220,000	220,000	246,000	292,000	246,000
580870 REPLACE. OF EQUIP.	78,447	33,000	33,000	40,000	48,000	40,000
596000 TRAN. TO OTHER FUNDS	45,000	45,000	45,000	80,000	-	80,000
TOTAL CAPITAL	537,601	343,000	343,000	411,000	340,000	411,000
TOTAL - POLICE	11,021,839	12,629,320	12,711,320	13,533,241	810,561	13,557,241

Fire

Mission

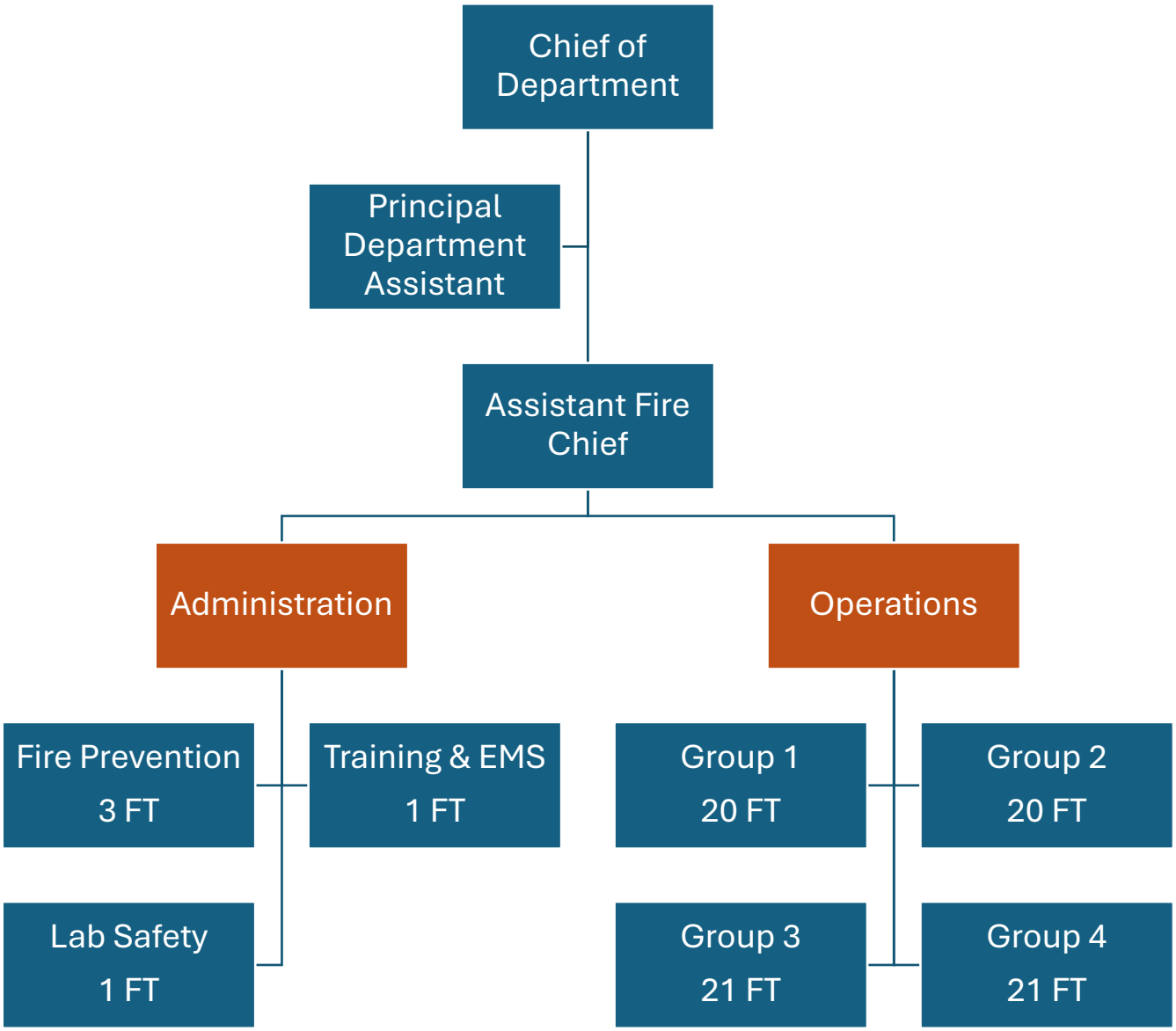
The mission of the Watertown Fire Department is to provide the residents and visitors of Watertown with an effective, well-trained team of professionals to protect their lives and property. To accomplish this, the department provides the community with fire prevention, fire safety education, emergency services, fire suppression, medical, rescue, and emergency management.

Department Description

The Fire Department employs 88 uniformed personnel and two civilian staff. Operations personnel are organized into four groups across three stations to protect the life and property of the residents and visitors of Watertown. Each group is led by a Deputy Fire Chief and has one or two Captains, and three or four Lieutenants staffing three engines, two ladders, one ALS ambulance, and a command vehicle.

The department also has staff personnel who perform administrative functions. The Fire Prevention Bureau is staffed by the Fire Inspector (a captain), the Assistant Fire Inspector (a lieutenant), and a civilian Administrative Specialist. A Captain also serves as both the Lab Safety Officer and as the Assistant Emergency Management Director. Finally, a Training Officer/EMS Coordinator, a Lieutenant, is charged with organizing and delivering department training and managing our EMS service. The Department is led by the Fire Chief and Assistant Fire Chief with the help of a civilian Principal Department Assistant. The Fire Department provides an all-hazard response to over 7,000 calls annually.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Effectively and efficiently responded to more than 7,000 calls for service per year in Fiscal Year 2024 and Fiscal Year 2025.
- Continued efforts to train more personnel to the HazMat Technician level to improve responses to hazardous materials incidents. Currently, the department has four members trained to the Technician level and hopes to have 10 by the end of the fiscal year.
- Used grant funding in partnership with the Watertown Public Schools and the Senior Services Department to reach every elementary school student with fire safety education and to assist the senior population by conducting monthly community meetings and installing smoke and CO alarms in their homes.
- Transported more than 2,000 patients to area hospitals via the department's Advanced Life Support ambulance.
- Implemented new software and technology, increasing the department's day-to-day operational efficiency.

Fiscal Year 2026 Goals

- Increase community outreach and engagement by continuing to be a positive contributor to events around the city.
- Use software suite to allow residents and businesses to create profiles to provide the Department with up-to-date information about their home or business, aiding in the efficiency of emergency responses to those addresses.
- Increase departmental capabilities in responding to hazardous materials incidents with the training and equipping of HazMat Technicians.

Significant Level-Service Budget Changes

- Provides $500 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.

Additional Budget Requests

- Funds request for $58,410 to provide preventative medical tests to firefighters. The specific tests provided will depend on the status of a pending grant application the department submitted to provide each firefighter with a blood test to screen for cancer.
- Does not fund the department's request for 8 new firefighters to staff a new basic life service (BLS) ambulance, as this matter is currently being evaluated by the Committee of the Budget and Fiscal Oversight.
- Does not fund the department's request for 8 new firefighters to increase staffing on each ladder truck to 3 (from 2) as this budget does not fund any new positions.
- Does not fund requests to upgrade the Principal Account Assistant to Business Manager and a firefighter to serve as a Public Information Officer.

Capital Budget Items

- Provides $220,000 for fire station building improvements, ambulance equipment, and vehicle replacement (lines 75, 77, and 82 in the Fiscal Year 2026-2030 CIP).
- Provides $14,500 for the replacement of equipment.

Fire Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0122051 - FIRE PERSONNEL						
510111 FULL TIME SALARIES	8,440,958	8,918,286	8,918,286	9,042,746	1,764,790	9,042,746
510130 OVERTIME	1,302,720	1,781,622	1,781,622	1,703,533	549,746	1,703,533
510142 HOLIDAY PAY	694,039	751,649	751,649	762,479	2,577	762,479
510143 LONGEVITY	377,766	417,588	417,588	408,702	-	408,702
510144 EMT COMP	766,714	825,830	825,830	837,754	-	837,754
510146 CPR STIPEND	-	-	-	500	-	500
510179 INDEMNIFICATION	43,799	50,000	50,000	50,000	-	50,000
510191 CAREER INCENTIVE	173,094	182,861	182,861	213,339	-	213,339
511111 PRIOR YEAR FULL TIME	202,768	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	54,378	-	-	-	-	-
511142 PRIOR YR. HOLIDAY PAY	27,282	-	-	-	-	-
511143 PRIOR YEAR LONGEVITY	99,667	-	-	-	-	-
511144 PRIOR YEAR EMT DEFIB	18,014	-	-	-	-	-
511190 PRIOR YEAR CLOTHING	79,200	-	-	-	-	-
511191 PRIOR YR. CAREER INCE.	28,829	-	-	-	-	-
TOTAL PERSONNEL	12,309,228	12,927,836	12,927,836	13,019,053	2,317,113	13,019,053

Department Financials Continued on Next Page

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0122052 - FIRE EXPENSES						
520211 ELECTRICITY	44,087	-	-	-	-	-
520213 GAS	22,486	-	-	-	-	-
520240 EQUIPMENT MAINT	25,571	69,038	69,038	71,562	-	71,562
520241 BUILDING MAINT.	34,173	44,935	44,935	46,058	-	46,058
520245 VEHICLE MAINTENANCE	169,971	138,046	138,046	141,497	-	141,497
530303 MNGT CONSULTING	102,798	104,259	104,259	106,865	-	106,865
530305 COLLECTION SERVICES	75,869	66,989	66,989	68,664	-	68,664
530315 MEDICAL TESTING	-	-	-	-	58,410	58,410
530320 TUITION EXPENSES	10,318	24,842	24,842	25,463	-	25,463
530341 COMMS-PHONE	12,088	12,635	12,635	12,951	-	12,951
540421 OFFICE SUPPLIES	4,591	7,199	7,199	7,379	-	7,379
540430 BUILDING SUPPLIES	19,091	21,315	21,315	21,847	-	21,847
540481 VEHICLE PARTS	12,111	12,533	12,533	12,847	-	12,847
550500 MEDICAL SUPPLIES	59,443	66,404	66,404	68,065	-	68,065
550511 BOOKS	1,553	2,285	2,285	2,342	-	2,342
550582 FIRE SUPPLIES	53,747	61,727	61,727	63,267	-	63,267
570730 DUES & SUBCRIPT.	6,570	7,132	7,132	7,185	-	7,185
570786 CONFERENCE EXPENSES	4,426	4,200	4,200	4,305	-	4,305
TOTAL EXPENSES	658,891	643,539	643,539	660,297	58,410	718,707
0122058 - FIRE CAPITAL						
580840 IMPROV./BUILDING REN.	162,988	60,000	60,000	60,000	-	60,000
580860 ADDITIONAL EQUIP.	55,158	40,000	40,000	40,000	-	40,000
580869 VEHICLE REPLACEMENT	8,979	80,000	80,000	120,000	-	120,000
580870 REPLACE. OF EQUIP.	135,000	15,000	15,000	14,500	-	14,500
TOTAL CAPITAL	362,125	195,000	195,000	234,500	-	234,500
TOTAL - FIRE	13,330,244	13,766,375	13,766,375	13,913,849	2,375,523	13,972,260

Emergency Management

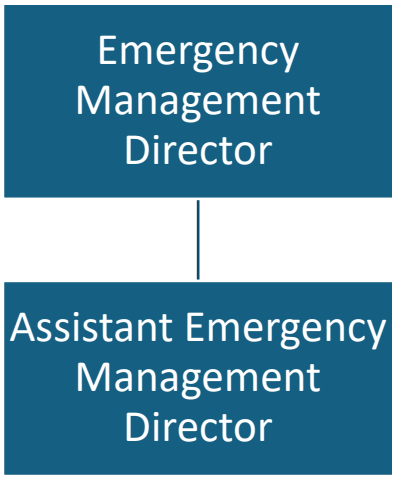
Mission

The mission of the Watertown Emergency Management Department is to provide planning, resources, communication, and recovery services in response to manmade and natural emergencies within the City of Watertown.

Department Description

The Emergency Management Department updates and maintains emergency plans including the Comprehensive Emergency Management Plan, Hazardous Materials Emergency Response Plan, and Hazard Mitigation Plan. The Fire Chief serves as the Emergency Management Director. The Lab Safety Officer, a Captain in the Fire Department, serves as the Assistant Emergency Management Director. The Department also has a role in organizing the Local Emergency Planning Committee, a requirement of federal law.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Collaborated with multiple City departments to complete a full revamp of the Comprehensive Emergency Management Plan.
- Developed and implemented a Hazardous Materials Emergency Response Plan.
- Re-established an active Local Emergency Planning Committee.
- Conducted a commodity flow study of hazardous materials traveling through the city.
- Continued to manage the Everbridge Reverse 911 software.

Fiscal Year 2026 Goals

- Continue to grow the Local Emergency Planning Committee to include tabletop exercises and drills.
- Make significant progress on an update to the Hazard Mitigation Plan.
- Maintain equipment trailers to ensure they are in a ready state for major incidents.
- Continue to seek grant opportunities to further the mission of the department.

Significant Level-Service Budget Changes

- None

Additional Budget Requests

- Does not fund request for $10,000 stipend for the Emergency Management Director.
- Does not fund request for a full-time Administrative Specialist for the Emergency Management Department as this budget does not fund any new positions.

Capital Budget Items

- None

Emergency Management Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0129151 - EMERG. MGMNT. PERSONNEL						
510111 FULL TIME SALARIES	-	-	-	-	57,513	-
510130 OVERTIME	2,660	2,660	2,660	2,660	-	2,660
510151 STIPEND	-	-	-	-	10,000	-
TOTAL PERSONNEL	2,660	2,660	2,660	2,660	67,513	2,660
0129152 - EMERG. MGMNT. EXPENSES						
530303 CONTRACTED SERVICES	19,502	38,402	38,402	38,839	-	38,839
530341 COMMS-PHONE	637	850	850	850	-	850
550500 EMERG. MGMNT. SUPPL.	2,065	20,000	20,000	20,000	-	20,000
TOTAL EXPENSES	22,205	59,252	59,252	59,689	-	59,689
TOTAL - EMERGENCY MGMNT.	24,865	61,912	61,912	62,349	67,513	62,349

Public Works

Mission

The mission of the Department of Public Works is to provide excellent customer service to the city's residents. The department's goal is to maintain Watertown's infrastructure and to deliver high-quality service for the community in an efficient, transparent, and accountable manner. The Department of Public Works is proud to serve the community each and every day.

Department Description

The Watertown Department of Public Works (DPW) is organized into the following divisions and includes funding in the General Fund and the Water and Sewer Enterprise Funds. To provide a cohesive narrative, the entire department is described below:

Administration – Responsible for the overall management of all divisions and non-divisional functions of DPW and for accounting, record keeping, water and sewer billing, and permitting. Responds to resident requests and works to modernize all administrative functions of the Department.

Cemetery – Manages the day-to-day operation of three cemeteries, which encompass approximately 30 acres of land. Responsibilities include the sale of lots, preparation of graves, oversight of burials, and the setting of foundations and veterans' markers.

Engineering – Responsible for the planning, design, and construction oversight of various capital and maintenance projects to keep the City's utilities, roads, and traffic systems in a state of good repair. Supports other City departments by performing technical reviews of private developments and by managing developer-lead mitigation projects.

Fleet – Provides vehicle and equipment acquisition, replacement, maintenance, repair, and fuel services to all City departments. The division focuses on training, as well as tools and technologies to aid in more accurate and timely diagnostics and repairs as vehicle technology continues to advance.

Forestry – Cares for and maintains the City's urban forest, including removal of street trees, tree pruning in all publicly owned spaces, and tree planting under the direction of the Tree Warden.

Highway – Improves and maintains the City's roadways and sidewalks. Maintains a Pavement Management Plan that identifies possible pavement rehabilitation methods and associated cost estimates.

Parks – Maintains 88 acres of City grounds, parks, and recreational facilities. The Parks Division also provides capital improvement support to the Recreation Department.

Snow & Ice – Treats roadways and removes snow to keep City streets safe after winter weather events. Evaluates implementation of innovative snow removal equipment and techniques to ensure effective and efficient responses to precipitation and cold weather.

Solid Waste Disposal – Oversees waste streams generated by the city's population, allowing for waste data collection, auditing, and programing to achieve the State's 2030 waste reduction goals. Manages the City's solid waste disposal contract.

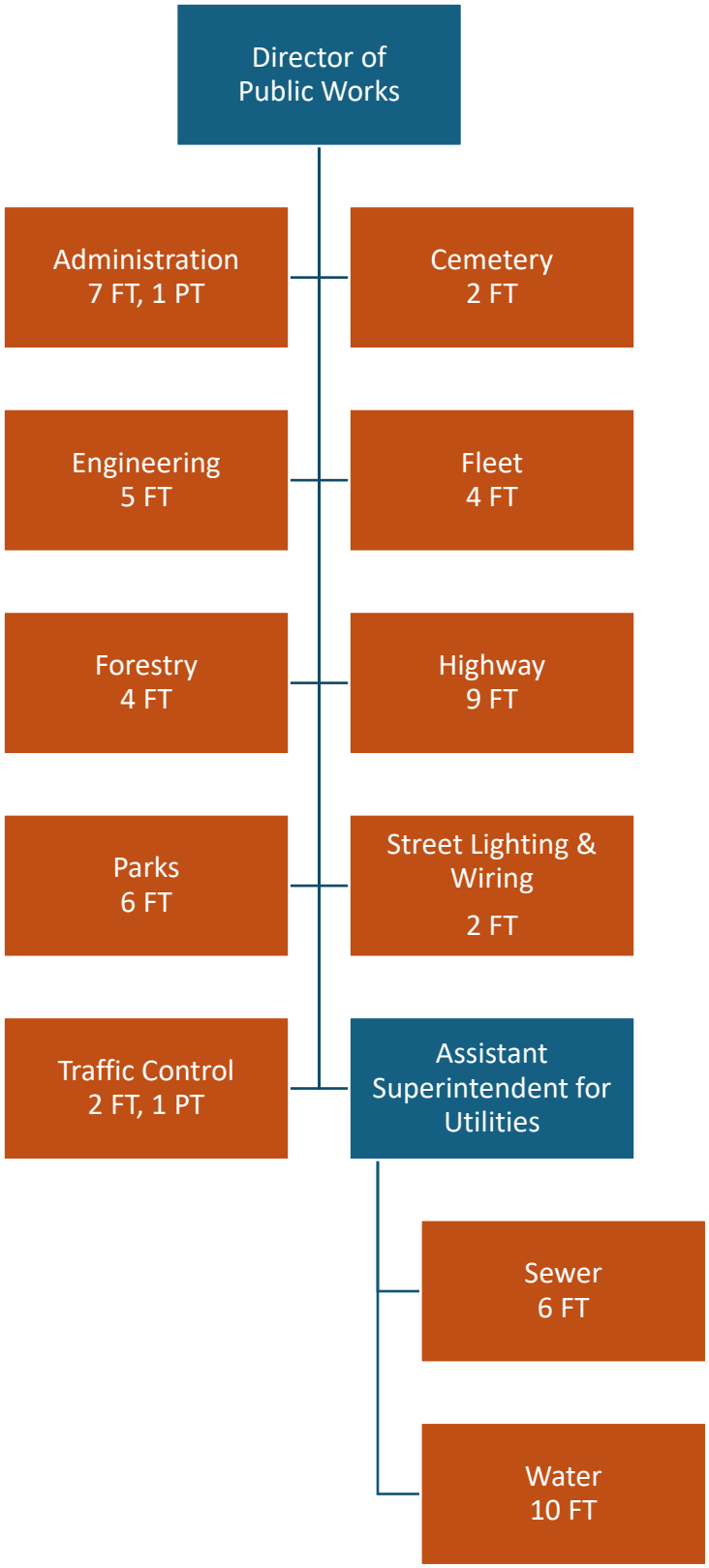
Street Lighting & Wiring – Maintains all City streetlights and installs holiday lighting at City-owned buildings and locations. The division is also responsible for the repair and maintenance of the City's fire alarm system which includes master box fire alarm connections to various businesses citywide as well as street fire alarm pull boxes.

Traffic Control – Responsible for the installation of all regulatory and non-regulatory signage, including street name signs, parking, and "No Parking" signs. This division also installs and maintains parking meter poles and traffic lights within the city.

Water – Ensures the City's water distribution system provides a high-quality and dependable water supply. Completes water system improvement projects and utilizes resources from the Massachusetts Water Resources Authority to replace outdated water infrastructure. The Water Division is funded out of an enterprise fund. The budget for the Water Division can be found on page 175.

Sewer – Operates and maintains the City's sanitary sewer and storm drainage systems. Implements projects found in the Sewer System Capital Improvement Plan to reduce sources of inflow and to reduce contamination in the drainage system. The Sewer Division is funded out of an enterprise fund. The budget for the Sewer Division can be found on page 178.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Completed a number of sewer system improvements, including a sewer replacement on North Beacon Street between Charles River Road and Greenough Boulevard.
- Finished the Linear Park Multi-use Trail project from Waverley Avenue to Main Street.
- Remedied over 300 Americans with Disabilities Act noncompliant sidewalk locations.
- Completed crosswalk, traffic lines, and specialty markings without the use of a contractor.
- Repaired over 130 trenches and used over 250 tons of asphalt to repair potholes.
- Acquired a $100,000 federal grant to facilitate tree planting throughout Watertown in EPA identified Environment Justice census tracts. Tree planting for this project was performed in Fiscal Year 2025.
- Planted 404 trees throughout Watertown in Fiscal Year 2024. The Forestry Division also completed 309 inspections requested through SeeClickFix, the City's constituent request system.
- Implemented composting in the cafeteria at the Middle School. All Watertown public schools now officially compost in front and back of house.
- Reconvened the Solid Waste and Recycling Advisory Committee (SWRAC) for regular meetings after a long period of inactivity due to a staffing vacancy.

Fiscal Year 2026 Goals

- Execute contracts to undertake roadway, sidewalk, and traffic control projects, per Budget Policy Guideline II.G.
- Advance water and sewer projects to improve the condition and stability of our water, stormwater, and sewer systems.
- Assist with open space capital projects, including Victory Field.
- Complete water meter replacement program and implement new water consumption portal so that residents can monitor their water usage remotely.
- Work with MassDOT to advance the Mount Auburn Street Project.
- Achieve full staffing and fill all vacant positions.

DPW Administration

Significant Level-Service Budget Changes

- Provides $1,000 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Adjusts funding between budget lines to more accurately reflect expenditures:
    - Reallocates $5,000 from Staff Development to the In State Travel, Out of State Travel, and Conference Expenses lines.

Additional Budget Requests

- Funds a portion of the request to reclassify the vacant Assistant Director of Administration & Finance position as the Deputy Director of Public Works in accordance with Budget Policy Guideline II.I. This position will allow the Director of Public Works to focus more on capital projects and strategic planning. Salary is split between the Administration, Water, and Sewer division budgets for DPW.
- Does not fund request for a new Community Liaison position as this budget funds no new positions.

Capital Budget Items

- None

DPW Administration Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0140151 - DPW ADMINISTRATION PERSONNEL						
510111 FULL TIME SALARIES	540,636	633,233	623,483	643,603	98,300	661,903
510112 PART TIME SALARIES	-	39,477	39,477	39,477	-	39,477
510130 OVERTIME	18,844	30,000	30,000	30,000	-	30,000
510143 LONGEVITY	7,213	2,075	2,075	-	-	-
510146 CPR STIPEND	-	-	-	1,000	-	1,000
510145 DPW LICENSES/CERT.	3,400	8,000	17,000	17,000	-	17,000
510190 CLOTHING	1,000	-	750	-	-	-
511111 PRIOR YEAR FULL TIME	3,291	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	26	-	-	-	-	-
511145 RETRO DPW STIPEND	250	-	-	-	-	-
TOTAL PERSONNEL	574,661	712,785	712,785	731,080	98,300	749,380
0140152 - DPW ADMIN. EXPENSES						
520211 ELECTRICITY	91,076	-	-	-	-	-
520213 GAS	78,458	-	-	-	-	-
520240 EQUIPMENT MAINT.	3,724	7,125	7,125	7,125	-	7,125
530303 CONTRACTED SERVICES	47,766	88,240	88,240	88,240	-	88,240
530315 MEDICAL TESTING	1,425	6,000	6,000	6,000	-	6,000
530341 COMMS-PHONE	17,147	30,500	30,500	30,500	-	30,500
540421 OFFICE SUPPLIES	11,404	12,731	12,731	13,113	-	13,113
540422 PRINTING AND FORMS	3,072	26,500	26,500	26,500	-	26,500
540430 BUILDING MAINT. SUP.	36,360	-	-	-	-	-
540451 CUSTODIAN SUPPLIES	4,245	-	-	-	-	-
550586 UNIFORMS/CLEAN. SERV.	53,971	50,200	50,200	50,200	-	50,200
570710 IN STATE TRAVEL	-	-	-	1,500	-	1,500
570720 OUT OF STATE TRAVEL	-	-	-	1,500	-	1,500
570730 DUES & SUBCRIPT.	1,212	1,500	1,500	1,500	-	1,500
570786 CONFERENCE EXPENSES	-	-	-	2,000	-	2,000
570787 STAFF DEVELOPMENT	14,898	15,000	15,000	10,000	-	10,000
TOTAL EXPENSES	364,758	237,796	237,796	238,178	-	238,178
TOTAL - DPW ADMINISTRATION	939,419	950,581	950,581	969,258	98,300	987,558

DPW Engineering

Significant Level-Service Budget Changes

- Provides $1,000 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Increases Contracted Services line to cover software licenses for newly hired staff.
- Provides $9,000 for tools that are necessary for the division's operations.

Additional Budget Requests

- Funds the request for $5,000 for staff development so that staff may maintain credentials, consistent with Budget Policy Guideline II.I. The Engineering Division has recently filled several vacant positions, necessitating more resources for staff development.

Capital Budget Items

- Provides $14,500 to upgrade surveying equipment to reduce division's reliance on contractors, consistent with Budget Policy Guideline II.I.

DPW Engineering Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0140351 - DPW ENGINEERING PERSONNEL						
510111 FULL TIME SALARIES	170,454	402,588	402,588	421,797	-	421,797
510146 CPR STIPEND	-	-	-	1,000	-	1,000
510145 DPW LICENSES/CERT.	-	1,500	1,500	1,500	-	1,500
510190 CLOTHING	-	-	-	500	-	500
TOTAL PERSONNEL	170,454	404,088	404,088	424,797	-	424,797
0140352 - DPW ENGINEERING EXPENSES						
530303 CONTRACTED SERVICES	8,558	50,000	50,000	73,500	-	73,500
570710 IN STATE TRAVEL	-	-	-	-	1,500	1,500
570720 OUT OF STATE TRAVEL	-	-	-	-	1,500	1,500
570786 CONFERENCE EXPENSES	-	-	-	-	2,000	2,000
540432 TOOLS	-	-	-	9,000	-	9,000
TOTAL EXPENSES	8,558	50,000	50,000	82,500	5,000	87,500
0140358 - DPW ENGINEERING CAPITAL						
540432 TOOLS	-	-	-	14,500	-	14,500
TOTAL CAPITAL	-	-	-	14,500	-	14,500
TOTAL - DPW ENGINEERING	179,012	454,088	454,088	521,797	5,000	526,797

DPW Fleet

Significant Level-Service Budget Changes

- Provides an additional $5,000 to Staff Development to fund maintenance training for electric vehicles, consistent with Budget Policy Guideline II.A.
- Provides $1,000 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.

Additional Budget Requests

- Does not fund request for a new Heavy Equipment Operator as this budget funds no new positions.
- Does not fund request for $50,000 for new equipment to comply with new regulations. The City Manager expects to be able to fund this request through a budget transfer before the end of Fiscal Year 2025.

Capital Budget Items

- Provides $70,000 for replacement of electric vehicles and $25,000 for equipment (lines 121-123 in the Fiscal Year 2026-2030 CIP).

DPW Fleet Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0140551 - DPW FLEET PERSONNEL						
510111 FULL TIME SALARIES	311,001	365,527	365,527	372,838	70,000	372,838
510130 OVERTIME	43,140	60,000	60,000	60,000	-	60,000
510143 LONGEVITY	10,150	9,075	9,075	7,000	-	7,000
510146 CPR STIPEND	-	-	-	1,000	-	1,000
510145 DPW LICENSES/CERT.	-	4,900	4,900	4,900	-	4,900
510190 CLOTHING	3,900	2,600	2,600	2,600	-	2,600
511111 PRIOR YEAR FULL TIME	7,292	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	1,354	-	-	-	-	-
511145 PRIOR YR LICENSES/CER.	450	-	-	-	-	-
511190 PRIOR YEAR CLOTHING	150	-	-	-	-	-
TOTAL PERSONNEL	377,437	442,102	442,102	448,338	70,000	448,338
0140552 - DPW FLEET EXPENSES						
520245 VEHICLE MAINTENANCE	44,265	65,600	65,600	68,000	-	68,000
540432 TOOLS	7,138	25,000	25,000	25,000	-	25,000
540480 GASOLINE	258,997	327,071	327,071	356,883	-	356,883
540481 VEHICLE PARTS	112,729	167,962	167,962	185,119	-	185,119
570787 STAFF DEVELOPMENT	7,994	12,000	12,000	17,000	-	17,000
TOTAL EXPENSES	431,123	597,633	597,633	652,002	-	652,002
0140558 - DPW FLEET CAPITAL						
580860 ADDITIONAL EQUIP.	31,869	25,000	25,000	25,000	50,000	25,000
580869 VEHICLE REPLACEMENT	113,585	70,000	70,000	70,000	-	70,000
TOTAL CAPITAL	145,453	95,000	95,000	95,000	50,000	95,000
TOTAL - DPW FLEET	954,013	1,134,735	1,134,735	1,195,340	120,000	1,195,340

DPW Highway

Significant Level-Service Budget Changes

- Provides $2,250 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Reduces the Pest Control budget, as pest control expenses in DPW are limited to city construction projects, and all other pest control work is completed by the Health Department.
- Increases funding for street repairs to $407,000 to cover rising costs, consistent with Budget Policy Guideline II.I.

Additional Budget Requests

- Funds request to upgrade a Skilled Craftsman to a Heavy Equipment Operator, consistent with Budget Policy Guideline II.I.
- Does not fund request for a new Equipment Operator, as this budget funds no new positions.

Capital Budget Items

- Provides $12,500 for additional equipment, including truck attachments and street repair equipment.
- Provides $38,000 to replace equipment (line 135 in the Fiscal Year 2026-2030 CIP).

DPW Highway Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0142251 - DPW HIGHWAY PERSONNEL						
510111 FULL TIME SALARIES	550,521	757,515	757,515	786,309	73,500	793,809
510130 OVERTIME	97,611	120,000	120,000	120,000	-	120,000
510141 SHIFT DIFFERENTIAL	10,400	10,440	10,440	10,440	-	10,440
510143 LONGEVITY	20,984	21,175	21,175	21,175	-	21,175
510146 CPR STIPEND	-	-	-	2,250	-	2,250
510190 CLOTHING	7,999	6,100	6,100	6,100	-	6,100
511111 PRIOR YEAR FULL TIME	13,683	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	2,470	-	-	-	-	-
511141 PRIOR YEAR SHIFT DIFF.	1,040	-	-	-	-	-
511190 PRIOR YEAR CLOTHING	350	-	-	-	-	-
TOTAL PERSONNEL	705,058	915,230	915,230	946,274	73,500	953,774
0142252 - DPW HIGHWAY EXPENSES						
520271 RENTAL OF EQUIPMENT	-	25,000	25,000	25,000	-	25,000
520272 STREET REPAIRS	279,791	370,000	370,000	407,000	-	407,000
530314 PEST CONTROL	141,185	100,000	100,000	20,000	-	20,000
540432 TOOLS	6,146	12,600	12,600	12,600	-	12,600
550532 MAINT. SUPPLIES	114,425	117,043	117,043	117,043	-	117,043
TOTAL EXPENSES	541,547	624,643	624,643	581,643	-	581,643
0142258 - DPW HIGHWAY CAPITAL						
580860 ADDITIONAL EQUIP.	16,317	12,500	12,500	12,500	-	12,500
580870 REPLACE. OF EQUIP.	54,230	37,500	37,500	38,000	-	38,000
TOTAL CAPITAL	70,547	50,000	50,000	50,500	-	50,500
TOTAL - DPW HIGHWAY	1,317,152	1,589,873	1,589,873	1,578,417	73,500	1,585,917

DPW Snow and Ice

Significant Level-Service Budget Changes

- None

Additional Budget Requests

- None

Capital Budget Items

- Provides $80,000 for the replacement of equipment (line 150 in the Fiscal Year 2026-2030 CIP).

DPW Snow and Ice Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0142351 - DPW SNOW AND ICE PERSONNEL						
510130 OVERTIME	172,328	375,000	375,000	375,000	-	375,000
510192 MEALS	-	2,000	2,000	2,000	-	2,000
511130 PRIOR YEAR OVERTIME	4,560	-	-	-	-	-
TOTAL PERSONNEL	176,888	377,000	377,000	377,000	-	377,000
0142352 - DPW SNOW AND ICE EXPENSES						
520271 RENTAL OF EQUIPMENT	352,771	485,000	485,000	485,000	-	485,000
530380 WEATHER REPORTS	3,545	4,000	4,000	4,000	-	4,000
540480 GASOLINE	9,978	30,000	30,000	30,000	-	30,000
540481 VEHICLE PARTS	101,718	124,000	124,000	124,000	-	124,000
550533 SAND/SALT	209,626	400,000	400,000	400,000	-	400,000
TOTAL EXPENSES	677,638	1,043,000	1,043,000	1,043,000	-	1,043,000
0142358 - DPW SNOW AND ICE CAPITAL						
580870 REPLACEMENT OF EQUIP.	229,403	80,000	80,000	80,000	-	80,000
TOTAL CAPITAL	229,403	80,000	80,000	80,000	-	80,000
TOTAL - DPW SNOW AND ICE	1,083,929	1,500,000	1,500,000	1,500,000	-	1,500,000

DPW Street Lighting and Wiring

Significant Level-Service Budget Changes

- Provides $500 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Provides an additional $2,000 to Staff Development for bucket truck training, consistent with Budget Policy Guideline II.I.
- Increases funding for Street Lighting Electricity to cover rising utility costs. This line also funds the costs for electricity for the City's parks and fields.

Additional Budget Requests

- None

Capital Budget Items

- None

DPW Street Lighting and Wiring Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0142451 - DPW STREET LIGHTING & WIRING PERSONNEL						
510111 FULL TIME SALARIES	7,018	196,346	196,346	200,272	-	200,272
510130 OVERTIME	840	40,000	40,000	40,000	-	40,000
510146 CPR STIPEND	-	-	-	500	-	500
510190 CLOTHING	-	1,200	1,200	1,200	-	1,200
TOTAL PERSONNEL	7,858	237,546	237,546	241,972	-	241,972
0142452 - DPW STREET LIGHTING & WIRING EXPENSES						
520210 STREET LIGHTING ELECTRICITY	178,994	165,000	165,000	275,000	-	275,000
520249 MAINTENANCE OF STREET LIGHTS	41,147	94,335	94,335	94,335	-	94,335
520250 FIRE ALARM MAINTENANCE	68,263	150,000	150,000	150,000	-	150,000
530303 CONTRACTED SERVICES	-	50,000	50,000	50,000	-	50,000
540431 ELECTRICAL SUPPLIES	40,058	65,000	65,000	65,000	-	65,000
550582 FIRE SUPPLIES	-	2,700	2,700	2,700	-	2,700
570787 STAFF DEVELOPMENT	-	1,400	1,400	3,400	-	3,400
TOTAL EXPENSES	328,462	528,435	528,435	640,435	-	640,435
TOTAL - DPW STREET LIGHT. & WIRE	336,320	765,981	765,981	882,407	-	882,407

DPW Solid Waste Disposal

Significant Level-Service Budget Changes

- Increases funding for Solid Waste Disposal, Contracted Services, Bulk Plastic, and Yard Waste lines to account for 8.8% increase in the cost of related contracts.

Additional Budget Requests

- None

Capital Budget Items

- None

DPW Solid Waste Disposal Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0143352 - SOLID WASTE DISP. EXPENSES						
520290 SOLID WASTE DISPOSAL	837,796	849,807	849,807	925,000	-	925,000
520292 RECYCLING	269,058	424,000	424,000	462,000	-	462,000
520293 ORGANICS/COMPOST.	494,379	625,000	625,000	625,000	-	625,000
520303 CONTRACTED SERVICES	3,023,963	3,392,000	3,392,000	3,700,000	-	3,700,000
530391 RECYCLING CENTER	122,200	225,000	225,000	225,000	-	225,000
530392 BULK PLASTIC	24,040	84,800	84,800	87,500	-	87,500
530393 YARD WASTE	96,427	106,000	106,000	116,000	-	116,000
530394 COMMUNITY ENGAGE.	23,649	25,000	25,000	25,000	-	25,000
540422 PRINTING AND FORMS	15,137	20,000	20,000	20,000	-	20,000
TOTAL EXPENSES	4,906,648	5,751,607	5,751,607	6,185,500	-	6,185,500
TOTAL - SOLID WASTE DISPOSAL	4,906,648	5,751,607	5,751,607	6,185,500	-	6,185,500

DPW Cemetery

Significant Level-Service Budget Changes

- Provides $500 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Reduces Groundskeeping line by $99,824 to reflect lowered cost of new groundskeeping contract.
- Increases funding for the purchase of trees and shrubs to account for rising costs.

Additional Budget Requests

- None

Capital Budget Items

- Provides $25,000 for cemetery improvements (line 160 in the Fiscal Year 2026-2030 CIP).

DPW Cemetery Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0149151 - DPW CEMETERY PERSONNEL						
510111 FULL TIME SALARIES	137,242	169,307	169,307	172,693	-	172,693
510130 OVERTIME	48,914	90,000	90,000	90,000	-	90,000
510143 LONGEVITY	6,700	7,750	7,750	7,750	-	7,750
510146 CPR STIPEND	-	-	-	500	-	500
510190 CLOTHING	2,050	1,400	1,400	1,400	-	1,400
511111 PRIOR YR FULL TIME SAL.	3,237	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	1,108	-	-	-	-	-
511190 PRIOR YEAR CLOTHING	100	-	-	-	-	-
TOTAL PERSONNEL	199,350	268,457	268,457	272,343	-	272,343
0149152 - DPW CEMETERY EXPENSES						
520211 ELECTRICITY	2,063	5,000	-	-	-	-
520212 HEATING OIL	4,659	-	-	-	-	-
520242 GROUNDSKEEPING	217,015	224,824	224,824	125,000	-	125,000
540432 TOOLS	1,200	3,975	3,975	3,975	-	3,975
540461 TREES & SHRUBS	12,818	14,000	14,000	20,000	-	20,000
540462 GROUNDSKEEPING SUP.	3,944	6,500	6,500	6,500	-	6,500
TOTAL EXPENSES	241,699	254,299	249,299	155,475	-	155,475
0149158 - DPW CEMETERY CAPITAL						
580840 IMPROVEMENTS	9,562	25,000	25,000	25,000	-	25,000
TOTAL CAPITAL	9,562	25,000	25,000	25,000	-	25,000
TOTAL - DPW CEMETERY	450,611	547,756	542,756	452,818	-	452,818

DPW Traffic Control

Significant Level-Service Budget Changes

- Provides $750 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Reallocates $152,480 from Traffic Control Equipment to Contracted Services as this money pays for an on-call maintenance contract.
- Allocates $87,857 across Traffic Control Equipment, Electrical Supplies, and Tools. The Traffic Control Division recently filled the vacant Supervisor position, and these funds will allow the new Supervisor to properly outfit the division, consistent with Budget Policy Guideline II.I. While this is a significant level-service change, it is offset by the $80,000 reduction in the DPW Highway supplies and services lines, with a minimal overall impact on DPW spending.

Additional Budget Requests

- Funds the request to upgrade a Skilled Craftsman to a Heavy Equipment Operator, consistent with Budget Policy Guideline II.I.

Capital Budget Items

- Provides $25,000 for the replacement of equipment (line 180 in the Fiscal Year 2026-2030 CIP).

DPW Traffic Control Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0149251 - DPW TRAFFIC CONTROL PERSONNEL						
510111 FULL TIME SALARIES	127,689	183,631	183,631	187,303	6,000	193,303
510112 PART TIME SALARIES	34,897	37,633	37,633	38,386	-	38,386
510130 OVERTIME	44,296	50,000	50,000	50,000	-	50,000
510143 LONGEVITY	3,998	3,943	3,943	3,943	-	3,943
510146 CPR STIPEND	-	-	-	750	-	750
510190 CLOTHING	2,410	1,433	1,433	1,620	-	1,620
511111 PRIOR YEAR FULL TIME	3,497	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	1,269	-	-	-	-	-
511190 PRIOR YEAR CLOTHING	50	-	-	-	-	-
TOTAL PERSONNEL	218,107	276,640	276,640	282,002	6,000	288,002
0149252 - DPW TRAFFIC CONTROL EXPENSES						
520211 ELECTRICITY	16,972	-	-	-	-	-
520213 GAS	3,658	-	-	-	-	-
520241 BUILDING MAINT.	7,014	-	-	-	-	-
520248 TRAFFIC CONT. EQUIP.	138,153	162,073	162,073	72,550	-	72,550
530303 CONTRACTED SERVICES	-	-	-	152,480	-	152,480
540430 BUILDING MAINT. SUP.	3,063	-	-	-	-	-
540431 ELECTRICAL SUPPLIES	15,000	-	-	14,750	-	14,750
540432 TOOLS	384	4,250	4,250	14,400	-	14,400
540451 CUSTODIAN SUPPLIES	1,841	-	-	-	-	-
570787 STAFF DEVELOPMENT	-	1,400	1,400	1,400	-	1,400
TOTAL EXPENSES	186,086	167,723	167,723	255,580	-	255,580
0149258 - DPW TRAFFIC CONTROL CAPITAL						
580870 REPLACE. OF EQUIP.	3,000	25,000	25,000	25,000	-	25,000
TOTAL CAPITAL	3,000	25,000	25,000	25,000	-	25,000
TOTAL - DPW TRAFFIC CONTROL	407,193	469,363	469,363	562,582	6,000	568,582

DPW Forestry

Significant Level-Service Budget Changes

- Provides $1,000 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Provides $600 for holding certain licenses and certifications in accordance with collective bargaining agreements.
- Reallocates $170,000 from Rental of Equipment to Contracted Services, as this money funds the City's tree planting contract. Provides an additional $20,000 for Contracted Services to reflect rising contract costs.
- Increases funding for Trees and Shrubs to $360,000 to account for rising costs.
- Provides $10,000 in Dues and Subscriptions to fund cost of a tree inventory software, consistent with Budget Policy Guideline II.L.

Additional Budget Requests

- Funds the request to upgrade an Equipment Operator to a Heavy Equipment Operator, consistent with Budget Policy Guidelines II.L. This position upgrade will allow more efficiency through the ability to interchange staff between assignments in the Forestry Division. In particular, this change will allow the Forestry Division to operate the bucket truck and the chipper more effectively and even when one of the Heavy Equipment Operators is unavailable.
- Does not fund request for a new Equipment Operator as this budget funds no new positions.

Capital Budget Items

- None

DPW Forestry Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0149451 - DPW FORESTRY PERSONNEL						
510111 FULL TIME SALARIES	229,102	358,630	358,630	359,855	76,000	369,855
510130 OVERTIME	41,778	70,000	70,000	70,000	-	70,000
510143 LONGEVITY	6,031	6,700	6,700	3,725	-	3,725
510146 CPR STIPEND	-	-	-	1,000	-	1,000
510145 DPW LICENSES/CERT.	-	-	-	600	-	600
510190 CLOTHING	3,700	2,600	2,600	2,600	-	2,600
511111 PRIOR YR. FULL TIME SAL.	4,758	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	438	-	-	-	-	-
511190 PRIOR YEAR CLOTHING	100	-	-	-	-	-
TOTAL PERSONNEL	285,907	437,930	437,930	437,780	76,000	447,780
0149452 - DPW FORESTRY EXPENSES						
520271 RENTAL OF EQUIPMENT	61,300	175,000	175,000	5,000	-	5,000
530303 CONTRACTED SERVICES	-	-	-	190,000	-	190,000
540432 TOOLS	5,729	6,000	6,000	6,000	-	6,000
540461 TREES & SHRUBS	340,934	300,000	300,000	360,000	-	360,000
570730 DUES & SUBSCRIPTIONS	-	-	-	10,000	-	10,000
570787 STAFF DEVELOPMENT	568	4,000	4,000	4,000	-	4,000
TOTAL EXPENSES	408,531	485,000	485,000	575,000	-	575,000
TOTAL - DPW FORESTRY	694,438	922,930	922,930	1,012,780	76,000	1,022,780

DPW Parks

Significant Level-Service Budget Changes

- Provides $1,500 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Provides $500 for a pre-existing dog handling stipend in accordance with collective bargaining agreements.
- Increases Groundskeeping line to cover rising costs for landscaping, vegetation, turf, and portable toilet contracts.

Additional Budget Requests

- Funds request to upgrade two Equipment Operators to a Heavy Equipment Operators, consistent with Budget Policy Guidelines II.I. This will allow the division to operate more efficiently, as regulations require workers to have a hydraulics license to operate many pieces of equipment used by the Parks Division.

Capital Budget Items

- Provides $103,000 for park improvements and equipment (lines 168-170 in the Fiscal Year 2026-2030 CIP).

DPW Parks Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0149551 - DPW PARKS PERSONNEL						
510111 FULL TIME SALARIES	293,387	501,776	501,776	508,720	19,000	527,720
510112 PART TIME SALARIES	26,392	30,000	30,000	30,000	-	30,000
510130 OVERTIME	151,880	120,000	120,000	120,000	-	120,000
510141 SHIFT DIFF	2,050	3,263	3,263	3,263	-	3,263
510143 LONGEVITY	4,375	1,650	1,650	1,650	-	1,650
510146 CPR STIPEND	-	-	-	1,500	-	1,500
510150 STIPEND	-	-	-	500	-	500
510190 CLOTHING	4,500	4,000	4,000	4,000	-	4,000
511111 PRIOR YEAR FULL TIME	6,544	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	2,427	-	-	-	-	-
511141 PRIOR YEAR SHIFT DIFF.	9	-	-	-	-	-
511190 PRIOR YEAR CLOTHING	150	-	-	-	-	-
TOTAL PERSONNEL	491,714	660,689	660,689	669,633	19,000	688,633
0149552 - DPW PARKS EXPENSES						
520211 ELECTRICITY	56,601	-	-	-	-	-
520213 GAS	10,221	-	-	-	-	-
520242 GROUNDSKEEPING	271,429	417,450	417,450	582,100	-	582,100
540430 BUILDING MAINT.	21,615	-	-	-	-	-
540462 GROUNDSKEEPING SUP.	25,441	55,500	55,500	57,200	-	57,200
540463 SOIL LOAM	14,056	41,200	41,200	42,436	-	42,436
550585 RECREATION SUPPLIES	50,433	37,300	37,300	37,300	-	37,300
TOTAL EXPENSES	449,797	551,450	551,450	719,036	-	719,036
0149558 - DPW PARKS CAPITAL						
580840 IMPROVEMENTS	48,685	47,500	47,500	48,000	-	48,000
580860 ADDITIONAL EQUIP.	16,505	15,000	15,000	15,000	-	15,000
580870 REPLACE. OF EQUIP.	8,864	40,000	40,000	40,000	-	40,000
TOTAL CAPITAL	74,054	102,500	102,500	103,000	-	103,000
TOTAL - DPW PARKS	1,015,564	1,314,639	1,314,639	1,491,669	19,000	1,510,669

Health

Mission

The mission of the Health Department is to protect and promote health, prevent disease and disability, and assess and improve the health status of the community. The Department accomplishes this through enforcement of environmental health codes, community health programs, animal control programs, public health nursing, and emergency preparedness activities.

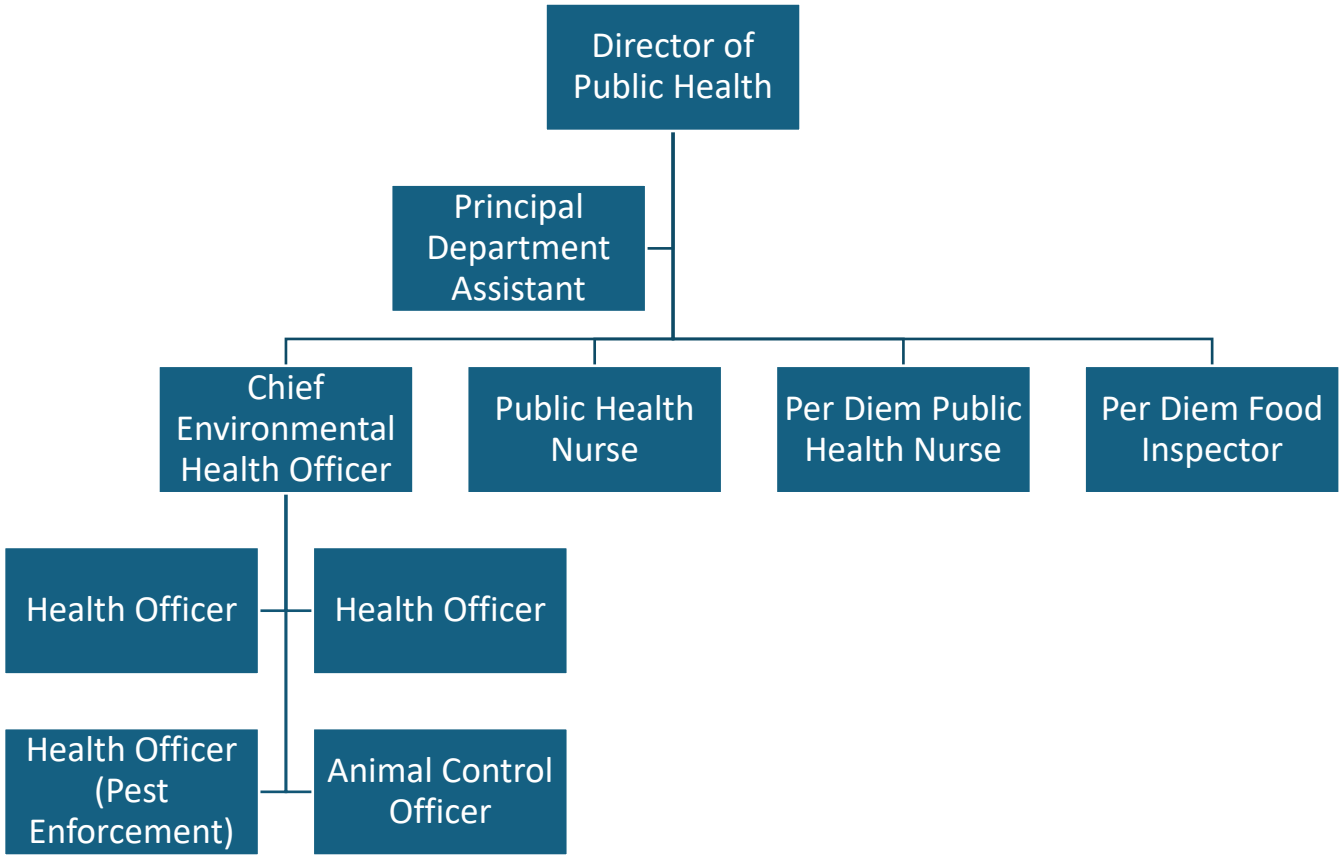
Department Description

The Health Department conducts inspections through its Environmental Health Services staff. These inspections include—but are not limited to—housing, body art, food establishment, swimming pool, odor, noise, dust, tanning establishments, nuisance, and dumpster inspections. If violations are noted, the Department takes enforcement actions. Additionally, the department is active with local emergency preparedness, health promotion, and the prevention of vector borne diseases.

The Health Department has a Public Health Nurse who offers a variety of free community health services to Watertown residents such as annual influenza vaccination clinics, blood pressure screenings, and health education.

The Department also has a full-time Animal Control Officer (ACO) that enforces the provisions of Watertown's Animal Control Ordinance and Animal Control Regulations. The ACO responds to reports of animal cruelty, injured wildlife, and other animal control complaints. Additionally, The ACO also conducts inspections of animal holding facilities. The department also hosts an annual rabies clinic for cats and dogs.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Implemented newly adopted dumpster regulations, which will reduce the nuisance and health risks associated with the improper use of dumpsters, as well as help to manage rodent populations.
- Created a plan to provide access to free sunscreen in collaboration with Impact Melanoma. Free sunscreen dispensers will be strategically placed around the city in public places.
- Provided insect repellent and educational resources to protect the community from West Nile Virus and EEE.
- Consolidated pest control under the Health Department, working with the public to reduce and control the city's rodent population.
- Created an internal audit system for inspections, allowing the department to more efficiently track annual and biannual inspections of establishments.
- Increased initiatives to adopt a proactive strategy for public health rather than responding to only issues and complaints. Actions taken include preemptive inspections of areas that have potential for nuisance conditions or rodent harborage.

Fiscal Year 2026 Goals

- Continue working on a comprehensive rodent control plan that adapts to Watertown's changing environment.
- Propose "Body Works Regulations" to cover activities which, if not properly regulated, could endanger the community with the risk of prostitution, human trafficking, and disease transmission.
- Expand public health promotion efforts and increase access to impactful programs and services. Planned activities include additional sharps collection days, additional CPR training sessions, and providing educational materials to the public to lessen the impacts of adverse events.

Significant Level-Service Budget Changes

- Provides $1,500 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Moves $115,000 for the City's contract with Wayside for Social Service Resource Specialists from Health Department's Contracted Services line to the new Human Services budget. Further reduces Contracted Services by $10,051.
- Reallocates $1,000 from Books and Sanitation Supplies to Office Supplies.
- Adjusts funding between budget lines to more accurately reflect expenditures:
    - Reallocates $3,300 from Conference Expenses and In State Travel lines to the Staff Development and Out of State Travel lines.
    - Provide an additional $1,100 across these lines to cover the cost of additional professional development for staff.
- Increases Medical Testing line item by $2,800 for rising costs of vet services and rabies clinics.

Additional Budget Requests

- None

Capital Budget Items

- None

Health Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0151051 - HEALTH PERSONNEL						
510111 FULL TIME SALARIES	535,083	660,071	660,071	673,273	-	673,273
510112 PART TIME SALARIES	175	41,000	41,000	41,000	-	41,000
510130 OVERTIME	3,924	7,500	7,500	8,500	-	8,500
510143 LONGEVITY	2,950	2,975	2,975	2,975	-	2,975
510146 CPR STIPEND	-	-	-	1,500	-	1,500
510190 CLOTHING	1,800	1,800	1,800	1,800	-	1,800
511111 PRIOR YEAR FULL TIME	8,057	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	61	-	-	-	-	-
TOTAL PERSONNEL	552,049	713,346	713,346	729,048	-	729,048
0151052 - HEALTH EXPENSES						
520240 EQUIPMENT MAINT.	602	4,000	4,000	4,000	-	4,000
520291 MOSQUITO CONTROL	20,740	21,362	21,362	22,216	-	22,216
530303 CONTRACTED SERVICES	214,272	171,751	181,751	56,700	-	56,700
530314 PEST CONTROL	-	120,000	110,000	120,000	-	120,000
530315 MEDICAL TESTING	342	2,600	2,600	5,400	-	5,400
540421 OFFICE SUPPLIES	1,437	2,700	2,700	3,700	-	3,700
540422 PRINTING AND FORMS	1,066	3,200	3,200	3,400	-	3,400
540425 PROGRAM SUPPLIES	3,050	-	-	-	-	-
550500 MEDICAL SUPPLIES	9,666	12,000	12,000	12,500	-	12,500
550501 SANITATION SUPPLIES	1,744	4,000	4,000	3,500	-	3,500
550511 BOOKS	1,350	1,000	1,000	500	-	500
570710 IN STATE TRAVEL	402	1,800	1,800	1,000	-	1,000
570720 OUT OF STATE TRAVEL	-	-	-	3,000	-	3,000
570730 DUES & SUBCRIPT.	1,385	3,000	3,000	3,000	-	3,000
570786 CONFERENCE EXPENSES	552	4,500	4,500	2,000	-	2,000
570787 STAFF DEVELOPMENT	-	-	-	1,400	-	1,400
TOTAL EXPENSES	256,608	351,913	351,913	242,316	-	242,316
TOTAL - HEALTH	808,657	1,065,259	1,065,259	971,364	-	971,364

Senior Services

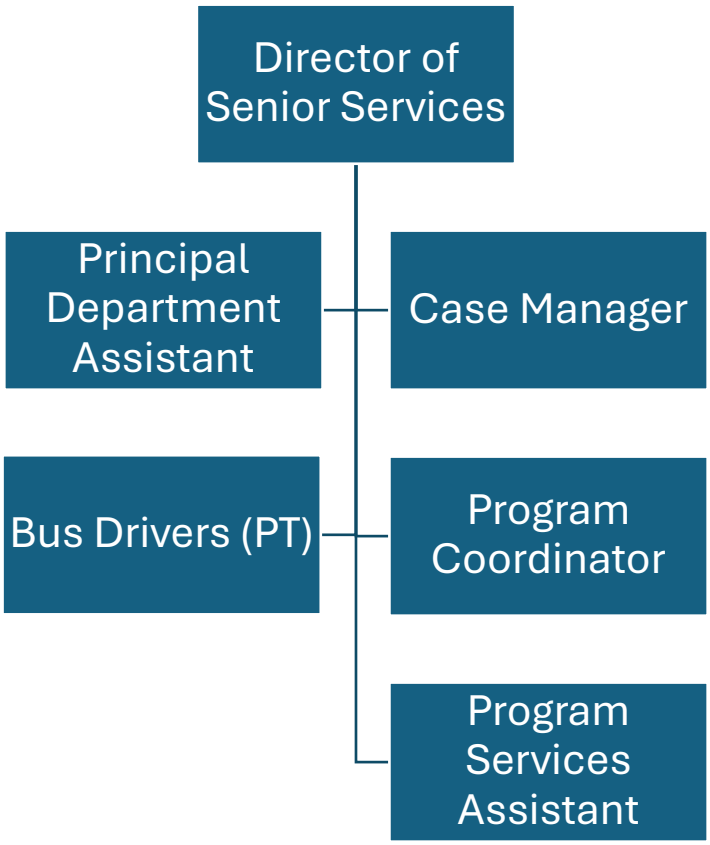
Mission

The Senior Services Department is dedicated to serving as a primary resource and advocate for programs and services that elevate the quality of life for our senior community. The department is committed to fostering community connections and ensuring that every senior can enjoy a life of dignity and wellness.

Department Description

The Department of Senior Services oversees a comprehensive range of programs and services tailored to meet the diverse needs of our senior population. Under the direction of the Director of Senior Services, the department operates the Senior Center and is supported by the Council on Aging. The Program Coordinator organizes a variety of educational and social activities to keep seniors engaged and to prevent isolation. Senior Services also offers a range of fitness classes and workshops on senior health and wellness. Social service supports are provided by the Senior Case Management Program and offer help navigating care coordination and access to health care as well as financial assistance program education. A monthly newsletter from the department that provides information on resources and upcoming events is available online and in print. The department also provides seniors with accessible transportation for medical appointments, errands, and social day trips.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Secured a $20,000 AARP Community Challenge Grant to provide housing assistance and eviction prevention workshops for seniors in collaboration with Metro Housing Boston, Metro West Collaborative, and Metro West Legal Services. The department was featured in the November 2024 AARP National Bulletin for this program.
- Leveraged multiple sources of grant funding to launch the GoGo Grandparent transportation program, providing over 170 free rides to Watertown seniors.
- Collaborated with the Watertown Health and Fire Departments, Veterans' Services Officer, and Disability Commission to implement Steady Steps—a senior fall prevention education program.
- Hosted the annual Senior Health and Wellness Fair to provide seniors with valuable health information and free health screens from City departments, the Council on Aging (COA), the Friends of the COA, and more than 30 health and wellness vendors.
- Coordinated plans to relocate the Watertown Food Pantry and increase the Food Pantry Coordinator position from part-time to full-time. Operations of the Watertown Food Pantry are being moved over to the new Human Services Department.

Fiscal Year 2026 Goals

- Expand the GoGo Transportation Program to include stipends for moderate income seniors wanting to use the service.
- Apply for grant funding to help fund the purchase of a new Senior Shuttle Bus to increase efficiency of senior shuttle rides and trips.
- Develop the area next to the Senior Center into an Americans with Disabilities Act accessible patio outdoor space for seniors.
- Work with the City administration on a feasibility study to select the best site and plan for a new senior center.

Significant Level-Service Budget Changes

- Provides $1,000 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Moves the Food Pantry Coordinator out of the Senior Services budget and into the new Human Services budget.
- Provides an additional $4,000 for Building Maintenance to cover increased use of a contractor for repairs.
- Reallocates $6,199 from the Program Services line to the Transportation Services line to ensure all transportation-related expenses are accounted for in the same line item.
- Adjusts funding between budget lines to more accurately reflect expenditures:
    - Funds Conference Expenses at $500 to ensure conference fees and travel expenses are accounted for separately.

Additional Budget Requests

- Does not fund request for a new Assistant Senior Services Director position as no new positions are funded in this budget.

Capital Budget Items

- Provides $15,000 for building improvements at the Senior Center (line 267 in the Fiscal Year 2026-2030 CIP).

Senior Services Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0154151 - SENIOR SERVICES PERSONNEL						
510111 FULL TIME SALARIES	283,386	418,981	418,981	337,738	93,874	337,738
510112 PART TIME SALARIES	63,892	47,459	47,459	45,339	-	45,339
510130 OVERTIME	119	1,000	1,000	1,000	-	1,000
510143 LONGEVITY	3,625	3,725	3,725	-	-	-
510146 CPR STIPEND	-	-	-	1,000	-	1,000
511111 PRIOR YEAR FULL TIME	4,033	-	-	-	-	-
TOTAL PERSONNEL	355,055	471,165	471,165	385,077	93,874	385,077
0154152 - SENIOR SERVICES EXPENSES						
520211 ELECTRICITY	11,553	-	-	-	-	-
520213 GAS	3,255	-	-	-	-	-
520241 BUILDING MAINT.	24,206	6,000	6,000	10,000	-	10,000
530382 TRANSPORT. SERVICES	173	4,682	4,682	11,776	-	11,776
530383 PROGRAM SERVICES	31,593	40,033	40,033	33,834	-	33,834
540421 OFFICE SUPPLIES	1,275	1,301	1,301	1,327	-	1,327
540425 PROGRAM SUPPLIES	4,661	4,754	4,754	4,849	-	4,849
540490 FOOD SUPPLIES	3,311	3,381	3,381	3,449	-	3,449
570710 IN STATE TRAVEL	510	520	520	530	-	530
570771 EMERGENCY ASSIST.	7,396	6,242	6,242	6,240	-	6,240
570786 CONFERENCE EXPENSES	-	-	-	500	-	500
TOTAL EXPENSES	87,931	66,913	66,913	72,505	-	72,505
0154158 - SENIOR SERVICES CAPITAL						
580840 IMPROVEMENTS	20,293	15,000	15,000	15,000	-	15,000
TOTAL CAPITAL	20,293	15,000	15,000	15,000	-	15,000
TOTAL - SENIOR SERVICES	463,279	553,078	553,078	472,582	93,874	472,582

Veterans

Mission

The mission of the Veterans' Services Department is to support veterans and families in identifying and applying for local, state, and federal benefits on behalf of the veterans in the city. The director is also responsible for coordinating patriotic events in recognition of the veterans of the city.

Department Description

Watertown Veterans' Services works with municipal partners, local organizations, and members of the public to share information and support in the application process for veteran benefits and other public services including SNAP, MassHealth, and CHAMP housing applications.

Veterans' Services is also responsible for organizing and hosting patriotic events throughout the city. The city regularly has a Memorial Day Parade, Flag Day Ceremony, Veterans' Day Breakfast, and a Pearl Harbor Ceremony. The department also supports other community events, such as the events at the Commander's Mansion and the Whooley Foundation's annual toy drive.

The Veterans' Service Officer also serves as the Americans with Disabilities Act (ADA) Coordinator, working to identify and remove barriers so that residents can have equal access to City infrastructure and programs regardless of ability. The ADA Coordinator guides residents who may need assistance and also provides the Commission on Disability with staff support.

Fiscal Year 2024/2025 Accomplishments

- Received VA accreditation and additional access to VA systems to provide better support to veterans and eligible dependents.
- Added a POW/MIA Chair of Honor to Victory Field, ensuring onlookers of our city's athletic events understand that there are servicemembers unaccounted for.
- Worked to ensure that the VA provided additional housing vouchers (HUD-VASH vouchers) to the Watertown Housing Authority. These 10 additional vouchers were awarded, in part, due to the successful partnerships this office has with other service providers in the city.
- Received training in ADA topics, including training through the Massachusetts Office of Disability's Community Access Monitoring program to ensure office is better equipped to identify accessibility issues.
- Applied for and was awarded a $97,831 ADA Self Evaluation and Transition Plan Grant to fund a study that will identify meaningful steps the City can take to remove barriers to accessing programs, services, and facilities.

Fiscal Year 2026 Goals

- Develop a stronger emphasis on physical and digital outreach to Veterans and families, specifically around the patriotic events hosted by the city.
- Partner with the Bedford VA and Watertown Housing Authority to host a Veterans' Social event, as an effort to reduce loneliness and isolation among Veterans.
- Work with the Watertown Commission on Disability and City departments to improve access to public meetings and public spaces. This work will be guided by the ongoing ADA Transition Plan that is being coordinated by the Department.

Significant Level-Service Budget Changes

- Reduces amount budgeted for Veterans Benefits to $100,000 to better reflect the actual annual usage of this line.
- Adjusts funding between budget lines to more accurately reflect expenditures:
  - Reallocates $600 from Conference Expenses to In State Travel lines to ensure conference fees and travel expenses are accounted for separately.
  - Provides an additional $400 for In State Travel to cover driving to assist veterans in the city.

Additional Budget Requests

- Does not fund request for a new Administrative Specialist as no new positions are funded in this budget.

Capital Budget Items

- None

Veterans Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0154351 - VETERANS PERSONNEL						
510111 FULL TIME SALARIES	84,276	107,979	107,979	110,139	57,513	110,139
TOTAL - VETERANS PERSONNEL	84,276	107,979	107,979	110,139	57,513	110,139
0154352 - VETERANS EXPENSES						
540421 OFFICE SUPPLIES	50	1,000	1,000	1,200	-	1,200
540464 FLAGS	4,490	5,000	5,000	5,500	-	5,500
570710 IN STATE TRAVEL	-	200	200	1,200	-	1,200
570730 DUES & SUBCRIPT.	50	200	200	200	-	200
570770 VETERANS BENEFITS	77,217	125,000	125,000	100,000	-	100,000
570782 CITY OBSERVANCES	15,834	21,000	21,000	21,000	-	21,000
570786 CONFERENCE EXPENSES	1,364	1,200	1,200	600	-	600
TOTAL - VETERANS EXPENSES	99,004	153,600	153,600	129,700	-	129,700
TOTAL - VETERANS	183,280	261,579	261,579	239,839	57,513	239,839

Human Services

Mission

The mission of the Human Services Department is to assist Watertown residents in accessing services that address housing, food, wellness, and economic insecurity, as well as migrant support. The Department seeks to foster a no-wrong-door approach so that all who ask for help are connected to the services they need.

Department Description

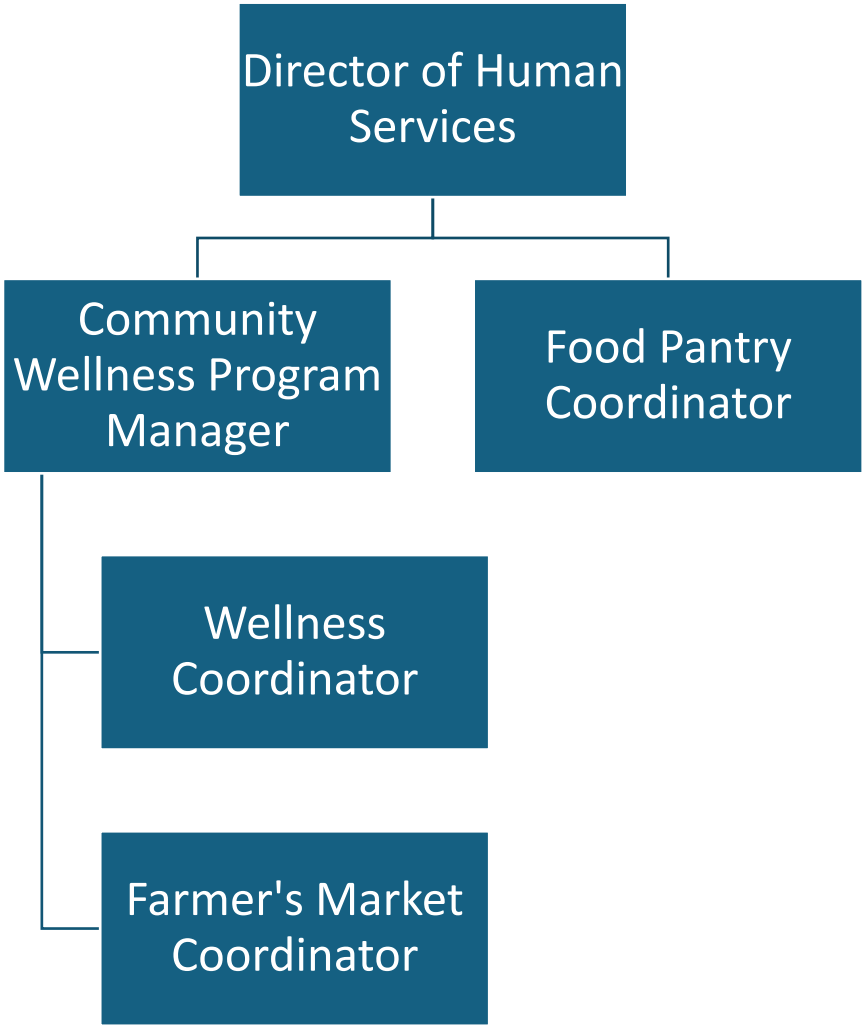
The Human Services Department is being proposed with the reorganization plan incorporated with this budget and as part of the City's implementation of the recently completed Health and Human Services study. The department will be responsible for the planning, direction, management, and operation of Watertown's human services programs and referral pathways, helping to connect residents with services that address housing, food, community wellness, and economic insecurity, as well as migrant supports. The Human Services Director will oversee all of the department's programs and coordinate partnerships with other City departments and community-based organizations. One of the partnerships that the Director will oversee is the City's Social Services Resource Specialist program, which is currently administered by Wayside. The Director will also coordinate a Human Services Cabinet including city staff and community partners, focusing on integrated services for the Watertown community.

There will be two teams in the department that operate specific programs.

The Watertown Food Pantry (formerly part of the Senior Services Department) provides community members with free groceries to combat food insecurity. Additionally, the department helps to connect residents to SNAP and other food assistance programs.

The Community Wellness Team, managing the Live Well Watertown Program (formerly part of the Department of Community, Development, and Planning), will also operate under the Human Services Department. This team oversees the Farmers Market, Opiate Task Force, Eat Well, and other community wellness programs.

Organizational Chart



Fiscal Year 2026 Goals

- Develop a Human Services Strategic Plan based on the recently completed Health and Human Services Study and further community and stakeholder outreach.
- Convene a Health and Human Services cabinet made up of representatives from key City departments and community organizations to coordinate around health and social service issues.

Significant Level-Service Budget Changes

- Moves the Community Wellness Team out of the Department of Community, Development, and Planning budget and into Human Services.
- Moves the Food Pantry Coordinator out of the Department of Senior Services budget and into Human Services.
- Provides $750 to account for pre-existing CPR stipend in accordance with collective bargaining agreements
- Moves $115,000 for the City's contract with Wayside for Social Service Resource Specialists from the Health Department budget to the new Human Services budget.
- Moves $3,500 to Program Supplies for the Live Well program and $4,000 to Contracted Services for the Farmer's Market from the Department of Community, Development, and Planning budget. Provides an additional $11,000 for the Farmer's Market and $15,000 for other needs for the new department, consistent with Budget Policy Guideline II.F.
- Moves $5,000 for the Human Rights Commission from the City Manager Office budget into Human Services. Provides an additional $1,000 to the Human Rights Commission.
- Provides 7,500 for professional development for the staff of the new department.

Additional Budget Requests

- None

Capital Budget Items

- None

Human Services Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0153051 - HUMAN SERVICES PERSONNEL						
510111 FULL TIME SALARIES	-	-	-	350,225	-	350,225
510112 PART TIME SALARIES	-	-	-	15,660	-	15,660
510143 LONGEVITY	-	-	-	750	-	750
510146 CPR STIPEND	-	-	-	366,635	-	366,635
TOTAL PERSONNEL	-	-	-	350,225	-	350,225
0153052 - HUMAN SERVICES EXPENSES						
530303 CONTRACTED SERVICES	-	-	-	145,000	-	145,000
540421 OFFICE SUPPLIES	-	-	-	1,500	-	1,500
540422 PRINTING & FORMS	-	-	-	1,500	-	1,500
540425 PROGRAM SUPPLIES	-	-	-	3,500	-	3,500
570710 IN STATE TRAVEL	-	-	-	500	-	500
570720 OUT OF STATE TRAVEL	-	-	-	2,000	-	2,000
570730 DUES & SUBCRIPT.	-	-	-	2,500	-	2,500
570779 HRC EXPENSES	-	-	-	6,000	-	6,000
570786 CONFERENCE EXPENSES	-	-	-	1,500	-	1,500
570787 STAFF DEVELOPMENT	-	-	-	1,000	-	1,000
TOTAL EXPENSES	-	-	-	165,000	-	165,000
TOTAL - HUMAN SERVICES	-	-	-	531,635	-	531,635

Library

Mission

The Watertown Free Public Library extends beyond its walls to connect people to ideas, information, education, creative opportunities, and to each other. While preserving the rich history of Watertown, the Watertown Free Public Library embraces the advancement of library service, inspires personal development, and promotes community. The library provides free recreation, entertainment, and enrichment. It welcomes and serves everyone.

Department Description

The Watertown Free Public Library (WFPL) strives to enrich the mind, spirit, and heart of every patron. The WFPL is governed by a six-person elected Board of Trustees who appoint the Library Director. Within the Library there are 5 main divisions, the Hatch Makerspace, and 3 specialist positions who operate under the direction of Administration. The Library also employes a number of pages and Project Literacy teachers and utilizes a large pool of volunteers to operate. The 5 main divisions are:

Access Services – Staffs the front desk and works behind the scenes to process materials for patrons and to handle holds and returns.

Reference – Helps to answer technical, in-depth questions and to connect the public with authoritative resources to find services and information. Assists patrons with everything from printing to local history questions. Also responsible for the general programming offered by the Library.

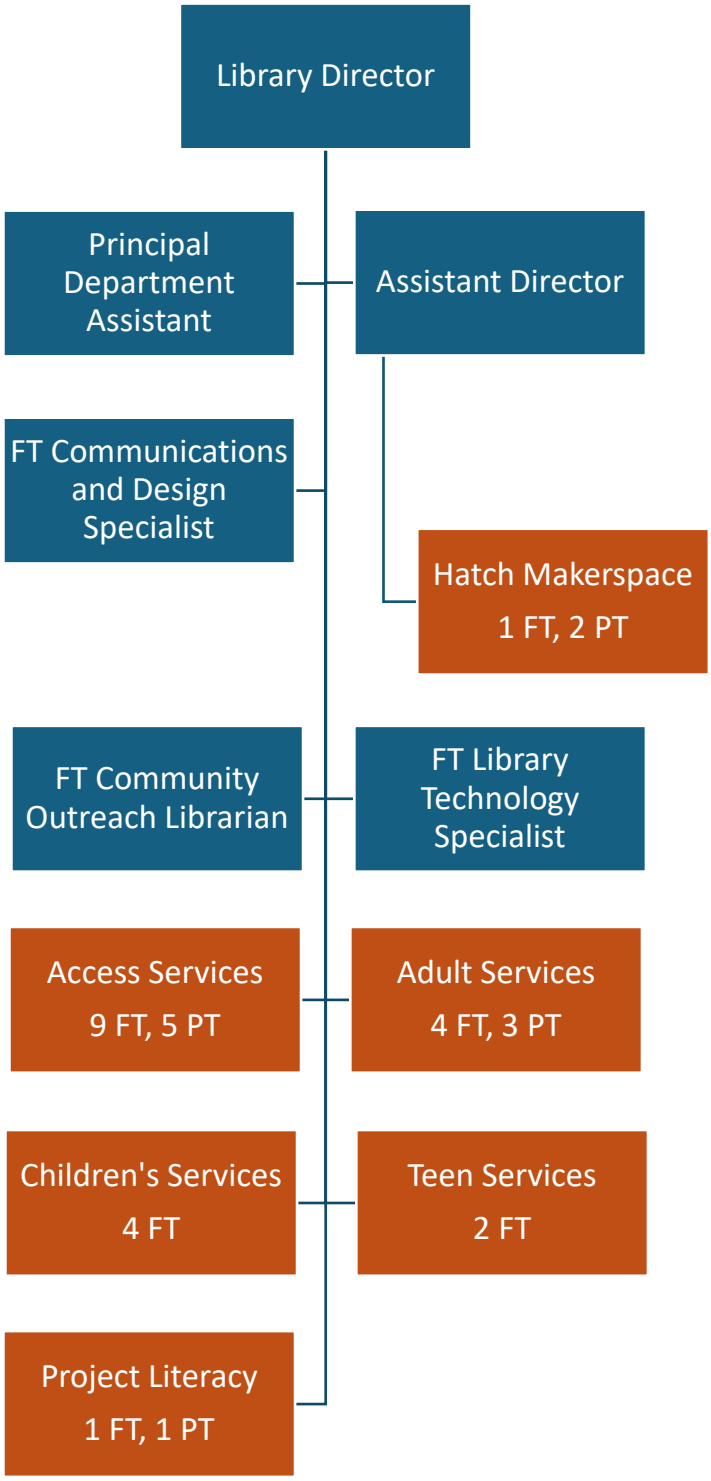
Children's Services – Helps families and their younger children to explore, imagine, and cope with life. Responsible for programming offered to younger children, including the Summer Reading program and weekly story times and sing-a-longs.

Teen Service – Connects teens to the reading and resources they are interested in. Also provides programming for teens.

Project Literacy – Operates the largest English Language Learning program at a library in Massachusetts with over 890 students each year.

Additionally, the Library operates **Hatch Makerspace**, a workshop space stocked with tools, materials, and expertise so that community members can learn and create their own do-it-yourself projects.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Circulated 814,000 items and saw 327,000 visits to the library in Fiscal Year 2024. WFPL became the 6th highest circulating library out of 369 libraries in Massachusetts in that time.
- Reached 23,887 total registered borrowers, 19,732 of which are Watertown residents.
- Hosted award-winning author Celeste Ng for our community read program: One Book, One Watertown.
- Completed a Language Access Plan (LAP) which will serve as a roadmap to improve library access for non-native English speakers, as well as people who are deaf/hard of hearing or blind/visually impaired.
- Built a new ADA accessible study space using ARPA funds to help meet patron demand for private workspaces for both individuals and small groups.
- Began the process of creating a new strategic plan for the Library. To develop the plan, the Library received over 1,500 responses to two community surveys and partnered with the City's Community Engagement Specialist to host focus groups for the public.

Fiscal Year 2026 Goals

- Expand book club offerings to include a Spanish language club and create book club kits to lend to the community.
- Review wayfinding and create better signage throughout the building to increase accessibility for all patrons as part of the Library's Language Access Plan.
- Implement objectives dictated by the new strategic plan, which is expected to be adopted in June 2025.
- Launch a braille deposit collection in partnership with Perkins Library to ensure WFPL has offerings to meet the needs of all patrons.
- Determine reliable sources of funding for Hatch.

Significant Level-Service Budget Changes

- Provides $250 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Moves custodial staff from the Library budget to the Department of Public Buildings.
- Moves electricity and gas expenses, as well as $40,171 in Building Maintenance and $15,000 in Building Maintenance Supplies to the Department of Public Buildings.
- Adjusts funding between budget lines to more accurately reflect expenditures:
    - Reallocates and adjusts funds between Staff Development, Conference Expenses, and Out of State Travel lines.

Additional Budget Requests

- Funds the request to increase one part-time Cataloguer to full-time.
- Funds the request to increase Local History Librarian from part-time to full-time.
- Does not fund requests to increase hours for part-time Hatch Assistant, to increase one Reference Librarian from part-time to full-time, to add a new full-time Children's Librarian, or to add a new part-time Technical Services Assistant due to budget limitations.

Capital Budget Items

- Provides $50,000 for painting and 75,000 for building renovations replacing equipment (lines 98-99 in the Fiscal Year 2026-2030 CIP)

Library Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0161051 - LIBRARY PERSONNEL						
510111 FULL TIME SALARIES	1,800,009	2,261,633	2,261,633	2,187,367	147,056	2,245,759
510112 PART TIME SALARIES	625,006	783,726	783,726	747,380	61,805	747,380
510130 OVERTIME	34,493	30,000	30,000	22,000	-	22,000
510141 SHIFT DIFFERENTIAL	5,548	8,926	8,926	-	-	-
510143 LONGEVITY	24,622	23,786	23,786	26,422	-	26,422
510146 CPR STIPEND	-	-	-	250	-	250
510190 CLOTHING	2,925	2,925	2,925	-	-	-
511111 PRIOR YEAR FULL TIME	37,422	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	868	-	-	-	-	-
TOTAL PERSONNEL	2,530,892	3,110,996	3,110,996	2,983,419	208,861	3,041,811

Department Financials Continued on Next Page

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0161052 - LIBRARY EXPENSES						
520211 ELECTRICITY	87,769	156,904	156,904	-	-	-
520213 GAS	24,742	42,804	42,804	-	-	-
520240 EQUIPMENT MAINT	19,662	19,949	19,949	20,299	-	20,299
520241 BUILDING MAINT	42,621	50,171	50,171	10,000	-	10,000
520244 COMPUTER MAINT	98,615	61,000	61,000	67,444	-	67,444
530327 REGION. LIBRARY SERV.	88,105	91,703	91,703	91,343	-	91,343
530342 POSTAGE	1,740	2,000	2,000	2,100	-	2,100
530383 PROGRAM SERVICES	9,000	9,270	9,270	11,770	-	11,770
540421 OFFICE SUPPLIES	11,998	13,200	13,200	14,200	-	14,200
540422 PRINTING AND FORMS	8,000	11,000	11,000	12,000	-	12,000
540425 PROGRAM SUPPLIES	999	1,100	1,100	1,300	-	1,300
540430 BLDG MAINT SUPPLIES	18,314	18,000	18,000	3,000	-	3,000
550511 LIBRARY MATERIALS	485,994	499,550	499,550	512,500	-	512,500
550512 BOOK PROCESSING	48,505	51,410	51,410	52,500	-	52,500
570710 IN STATE TRAVEL	383	500	500	500	-	500
570720 OUT OF STATE TRAVEL	-	-	-	4,000	-	4,000
570730 DUES & SUBCRIPT.	1,300	1,531	1,531	1,710	-	1,710
570735 PROJECT LITERACY	9,827	10,962	10,962	11,200	-	11,200
570785 COMMITTEE EXPENSES	2,416	2,600	2,600	2,600	-	2,600
570786 CONFERENCE EXPENSES	-	-	-	3,050	-	3,050
570787 STAFF DEVELOPMENT	8,888	10,000	10,000	3,050	-	3,050
TOTAL EXPENSES	968,877	1,053,654	1,053,654	824,566	-	824,566
0161058 - LIBRARY CAPITAL						
580840 IMPROVEMENTS	109,610	81,000	81,000	50,000	-	50,000
580870 REPLACE. OF EQUIP.	20,000	20,000	20,000	75,000	-	75,000
TOTAL CAPITAL	129,610	101,000	101,000	125,000	-	125,000
TOTAL - LIBRARY	3,629,379	4,265,650	4,265,650	3,932,985	208,861	3,991,377

Recreation

Mission

The mission of the Watertown Recreation Department is to provide the residents of the City of Watertown with varied and comprehensive active and passive recreational, leisure, and seasonal opportunities for a wide range of age groups and abilities.

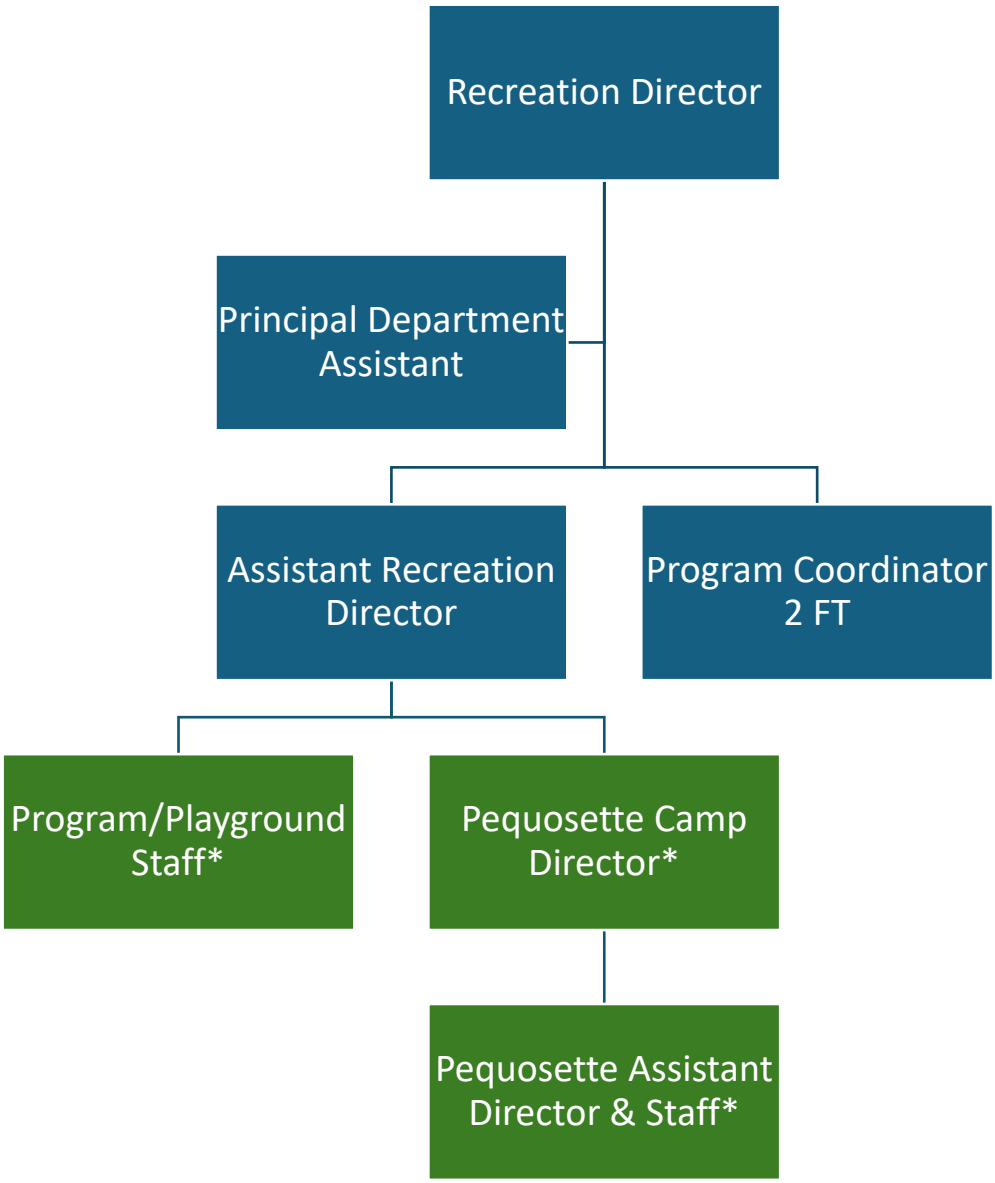
Department Description

The Recreation Department offers a diverse range of activities to engage residents of all ages, including youth sports leagues, adult fitness classes, seasonal events, summer camps, and enrichment programs such as arts, music, and STEM workshops. The Director, Assistant Director, and Program Coordinators actively research, analyze, and evaluate a variety of programs and events to be offered to the residents of Watertown throughout the year. Programs are designed based on prior success, participant interest, cost considerations, and facility availability.

In addition to these offerings, Watertown Recreation collaborates with several departments, individuals, and organizations to provide innovative and inclusive programming. This includes partnering with the Town of Belmont to offer the S.P.O.R.T Program, which provides recreational opportunities for children and adults with special needs. By working together with local schools, community groups, and cultural institutions, the Department ensures a broad range of accessible activities that meet the needs of all residents.

The Recreation Department remains committed to exploring new ideas and expanding its offerings to meet the evolving needs of the community, fostering a vibrant and active environment for all.

Organizational Chart



*Indicates seasonal staff

Fiscal Year 2024/2025 Accomplishments

- Offered year-round recreation opportunities through over 70 diverse programs that engaged 5,056 participants.
- Completed a capital project in collaboration with the Department of Public Works to illuminate Saltonstall Field and Court, extending the usability of these facilities into evening hours. Additionally, cameras were installed to broadcast summer league basketball games.
- Hosted grand opening event for the newly installed spray pad at Filippello Park.
- Introduced several new programs to meet evolving community interests. New programs include Kids Test Kitchen, after-school STEM classes, youth and adult archery, Girls Get Strong, and Knucklebones skateboarding.
- Delivered a self-defense course in partnership with the Watertown Police Department for children that equips them with essential skills to enhance personal safety.

Fiscal Year 2026 Goals

- Develop a comprehensive five-year strategic plan to guide the Recreation Department in aligning programs, facilities, and resources with community needs and trends. This process will involve community meetings hosted by the Recreation Department to gather resident feedback.
- Implement new software and website updates to improve user experience and streamline program registration.
- Utilize diverse marketing strategies and social media platforms to provide timely updates and effectively share program, event, and service information with residents across multiple channels.
- Equip the team to better support the mental health needs of the community by having all full-time staff receive a certification in Mental Health First Aid through a partnership with the Wayside Youth and Family Support Network.

Significant Level-Service Budget Changes

- Provides $750 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Reallocates $7,000 from the Building Rentals line to the Part-Time Salaries line to cover additional hours for Park Rangers at Arsenal and Filippello parks on weekends.
- Adjusts funding between budget lines to more accurately reflect expenditures:
    - Reallocates $1,800 from In State Travel to Conference Expenses.

Additional Budget Requests

- Funds $7,000 request for additional hours for Park Rangers at Arsenal and Filippello parks on weekends.
- Funds $10,640 request for increased resources for professional development for Recreation Department staff so that newly hired staff can stay current with evolving recreation trends, best practices, and safety standards.

Capital Budget Items

- None

Recreation Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0163051 - RECREATION PERSONNEL						
510111 FULL TIME SALARIES	350,486	425,454	395,454	430,095	-	430,095
510112 PART TIME SALARIES	62,298	70,000	100,000	77,000	7,000	84,000
510130 OVERTIME	17,645	10,000	10,000	10,000	-	10,000
510143 LONGEVITY	2,050	2,075	2,075	-	-	-
510146 CPR STIPEND	-	-	-	750	-	750
510190 CLOTHING	900	900	900	-	-	-
511111 PRIOR YEAR FULL TIME	5,367	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	198	-	-	-	-	-
TOTAL - RECREATION PERSONNEL	438,944	508,429	508,429	517,845	7,000	524,845
0163052 - RECREATION EXPENSES						
520270 BUILDING RENTAL	-	10,000	10,000	3,000	-	3,000
530303 CONTRACTED SERVICES	13,500	16,000	16,000	16,000	-	16,000
540421 OFFICE SUPPLIES	348	1,000	1,000	1,000	-	1,000
540422 PRINTING AND FORMS	1,581	1,750	1,750	1,750	-	1,750
550500 MEDICAL SUPPLIES	744	1,250	1,250	1,250	-	1,250
550510 EDUCATION SUPPLIES	1,500	1,750	1,750	1,750	-	1,750
550585 RECREATION SUPPLIES	15,569	19,250	19,250	19,250	-	19,250
550586 UNIFORMS	5,595	6,900	6,900	6,900	-	6,900
570710 IN STATE TRAVEL	2,961	4,000	4,000	2,200	-	2,200
570720 OUT OF STATE TRAVEL	-	-	-	-	5,500	5,500
570730 DUES & SUBCRIPT.	1,150	1,950	1,950	2,150	800	2,950
570786 CONFERENCE EXPENSES	-	-	-	1,800	2,950	4,750
570787 STAFF DEVELOPMENT	-	-	-	-	1,390	1,390
570782 HOLIDAY CELEBRATIONS	10,168	7,550	7,550	7,550	-	7,550
TOTAL - RECREATION EXPENSES	53,116	71,400	71,400	64,600	10,640	75,240
TOTAL - RECREATION	492,060	579,829	579,829	582,445	17,640	600,085

John A. Ryan Skating Arena

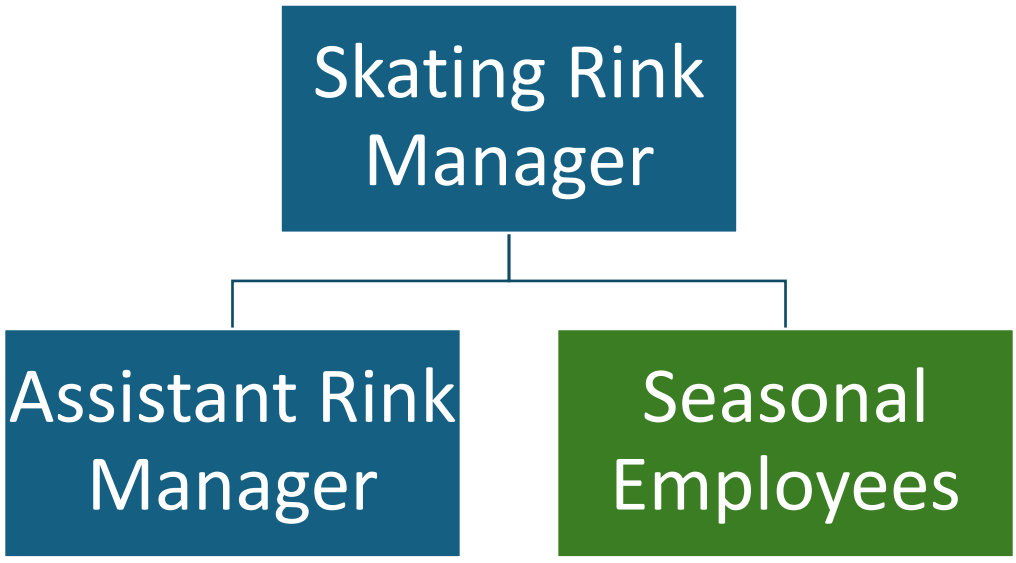
Mission

The mission of the John A. Ryan Arena is to provide the residents of the City of Watertown the opportunity to practice and participate in their ice sports of choice for a wide variety of age groups. The John A. Ryan Arena provides a facility that meets the requirements of its users and strives to make improvements to the facility that will benefit the residents of the City of Watertown.

Department Description

The John A. Ryan Skating Arena is a department of the City of Watertown led by the Skating Rink Manager, who is responsible for the day-to-day operations. The arena is home to many local and area sports groups, including the Watertown High School hockey teams. A number of public skating events are also hosted at the arena throughout the season. The Rink Manager oversees all operational, financial, and personnel matters that arise in the operation of the department. This role is supported by the Assistant Rink Manager and seasonal staff who carry out the goals of the department. All department staff work to maintain facilities to safely provide the users of the rink the opportunity to use the building for their recreational activities.

Organizational Chart



Fiscal Year 2024/2025 Accomplishments

- Replaced all of the boards and glass surrounding the rink, as well as the spectator stands. The replacements focused on aesthetics and increasing safety.
- Installed a new hot water boiler, resulting in increased energy efficiency and operational convenience.
- Completed replacements of Americans with Disabilities Act compliant ramps and installed a new lift to increase accessibility. Replaced front patio area to further enhance safety for patrons of all abilities.
- Put down new flooring in six of the eight locker rooms and installed new matting in approximately 30% of the common areas.
- Made continued improvements in cleaning and maintenance throughout the facility.

Fiscal Year 2026 Goals

- Develop a Skating Arena Policy and Procedures Manual and train all department staff on the new policies.
- Continue to focus on improvements in building efficiency and safety.
- Add an additional public skating session per week.

Significant Level-Service Budget Changes

- Provides $250 to account for pre-existing CPR stipend in accordance with collective bargaining agreements.
- Adjusts funding between budget lines to more accurately reflect expenditures:
    - Provides funding for travel and conferences in their own line items to ensure these expenses are accounted for separately.

Additional Budget Requests

- None

Capital Budget Items

- Provides $30,000 for building renovations and $30,000 for the replacement of rink netting (lines 273 and 278 in the Fiscal Year 2026-2030 CIP).

John A. Ryan Skating Arena Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0163151 - MUNICIPAL SKATING PERSONNEL						
510111 FULL TIME SALARIES	150,108	183,660	183,660	187,333	-	187,333
510112 PART TIME SALARIES	61,190	83,000	83,000	83,000	-	83,000
510130 OVERTIME	2,567	3,000	3,000	3,000	-	3,000
510146 CPR STIPEND	-	-	-	250	-	250
510190 CLOTHING	447	300	300	300	-	300
511111 PRIOR YEAR FULL TIME	1,433	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	78	-	-	-	-	-
TOTAL PERSONNEL	215,824	269,960	269,960	273,883	-	273,883
0163152 - MUNICIPAL SKATING EXPENSES						
520211 ELECTRICITY	93,021	-	-	-	-	-
520213 GAS	37,919	-	-	-	-	-
520245 VEHICLE MAINTENANCE	2,756	2,500	2,500	2,500	-	2,500
520246 HVAC MAINTENANCE	19,199	15,000	15,000	16,000	-	16,000
540430 BUILDING SUPPLIES	19,571	18,000	18,000	18,000	-	18,000
540451 CUSTODIAN SUPPLIES	5,267	7,500	7,500	8,000	-	8,000
540481 VEHICLE PARTS	2,702	2,200	2,200	2,200	-	2,200
570710 IN STATE TRAVEL	527	-	-	750	-	750
570730 DUES & SUBCRIPT.	585	200	200	250	-	250
570786 CONFERENCE EXPENSES	-	-	-	500	-	500
TOTALEXPENSES	181,547	45,400	45,400	48,200	-	48,200
0163158 - MUNICIPAL SKATING CAPITAL						
580840 IMPROVEMENTS	29,267	30,000	30,000	30,000	-	30,000
580860 ADDITIONAL EQUPMENT	-	-	-	30,000	-	30,000
TOTAL CAPITAL	29,267	30,000	30,000	60,000	-	60,000
TOTAL - MUNICIPAL SKATING	426,637	345,360	345,360	382,083	-	382,083

Debt Retirement

Description

The Debt Retirement narrative incorporates all debt service and carrying costs for implementation of the City's capital program. Included in this section are payments for school facilities, general government projects, as well as road construction and energy-related improvements. Increases in Fiscal Year 2026 are principally the result of debt service for construction of the new Watertown High School.

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0171000 - DEBT RETIREMENT						
590910 RETIREMENT OF PRINC.	11,703,500	14,890,000	14,890,000	15,800,000	-	15,800,000
590915 LONG TERM INTEREST	5,703,209	8,183,802	8,183,802	10,098,576	-	10,098,576
590926 AUTHORIZED/UNISSUED	1,024,931	4,782,792	4,782,792	5,000,677	-	5,000,677
590927 PLANNED DEBT	3,000	5,987,007	5,987,007	3,866,160	-	3,866,160
590951 COST OF CERTIFYING	4,800	5,000	5,000	5,000	-	5,000
TOTAL - DEBT RETIREMENT	18,439,440	33,848,601	33,848,601	34,770,413	-	34,770,413

State and County Charges

Description

The City is assessed a variety of fees and charges by State and County organizations. The annual assessments are determined in concert with the State budget.

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0182056 - STATE AND COUNTY CHARGES						
560629 SCHOOL CHOICE	276,659	288,387	261,148	202,871	-	202,871
560630 CHARTER SCHOOL	395,805	180,394	180,394	118,132	-	118,132
560631 SPECIAL EDUCATION	520	-	-	-	-	-
560640 AIR POLLUT. CONT. DIST.	15,154	16,055	16,055	16,041	-	16,041
560641 METRO AREA PLAN. CNCL.	19,732	20,814	20,814	21,414	-	21,414
560646 PARK SURCHARGES	47,600	53,820	56,280	56,280	-	56,280
560661 MBTA	2,447,477	2,618,391	2,618,391	2,705,905	-	2,705,905
560662 BOSTON METRO. DIST.	572	584	584	-	-	-
TOTAL – ST. & COUNTY CHARGES	3,203,519	3,178,445	3,153,666	3,120,643	-	3,120,643

Pension and OPEB Costs

Description

Pension & OPEB Costs includes a.) annual pension assessments, as determined by the Watertown Retirement Board, and b.) funding for the City's other post-employment benefits (OPEBs), such as retiree healthcare. As noted in the introductory budget memo, the increased Fiscal Year 2026 pension assessment is largely driven by the impact of additional payroll expenses on the City's actuarial liability. With these investments, the City's pension remains fully funded and the City is on track to fully fund its OPEB liability by Fiscal Year 2031.

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0191151 - PENSION AND OPEB COSTS						
510171 CONTRIBUTORY	1,100,000	1,100,000	1,100,000	3,885,255	-	3,885,255
510179 INDEMNIFICATION	27,337	50,000	50,000	50,000	-	50,000
TOTAL PENSION	1,127,337	1,150,000	1,150,000	3,935,255	-	3,935,255
0191159 - TRANSFER TO OPEB TRUST FUND						
590972 TRAN. TO OPEB TRST FUND	13,709,426	8,932,717	8,932,717	3,569,028	-	3,569,028
TOTAL OPEB	13,709,426	8,932,717	8,932,717	3,569,028	-	3,569,028
TOTAL - PENSION AND OPEB COST	14,836,763	10,082,717	10,082,717	7,504,283	-	7,504,283

Insurance and Employee Benefits

Description

The City of Watertown has been a member of the statewide Group Insurance Commission since 2010. GIC membership has allowed the City to manage insurance costs effectively during a period when insurance costs have significantly challenged many employers. Increases in FY 2026 are principally the result of rising health insurance costs.

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0191200 - INSURANCE & EMPLOYEE BENEFITS						
510117 SICK LEAVE BUYBACK	54,102	200,000	200,000	200,000	-	200,000
510167 PUB SFTY IOD CLAIMS ADMN	14,583	15,000	15,000	15,000	-	15,000
510173 WORKER'S COMP. INSUR.	498,837	521,636	521,636	688,582	-	688,582
510175 UNEMPLOYMENT	59,721	25,000	25,000	25,000	-	25,000
510176 GROUP LIFE INSURANCE	61,339	70,000	70,000	70,000	-	70,000
510178 MEDICARE TAX	1,242,596	1,495,000	1,495,000	1,652,000	-	1,652,000
510180 CITY HEALTH INSURANCE	4,611,670	5,499,146	5,499,146	6,739,723	-	6,739,723
510181 SCHOOL HEALTH INS.	6,530,999	7,355,000	7,355,000	8,460,332		8,460,332
510185 MEDICARE PART B REIM.	747,595	814,000	814,000	875,000	-	875,000
510186 PEC RELATED FEES	20,790	24,000	24,000	24,000	-	24,000
TOT. PERSONNEL RELATED COSTS	13,842,231	16,018,782	16,018,782	18,749,637	-	18,749,637
570741 PROPERTY & LIAB. INS.	1,107,550	1,311,278	1,311,278	1,370,286	-	1,370,286
TOT. SUPPLIES AND SERVICES	1,107,550	1,311,278	1,311,278	1,370,286	-	1,370,286
590966 SETTLEMENTS	200,000	50,000	50,000	50,000	-	50,000
590972 RETIREE HEALTH INS.	4,215,000	4,535,000	4,535,000	5,339,600	-	5,339,600
TOT. CAPITAL COSTS/OTHER	4,415,000	4,585,000	4,585,000	5,389,600	-	5,389,600
TOTAL – INS. & EMPLOY. BEN.	19,364,781	21,915,060	21,915,060	25,509,523	-	25,509,523

Transfers and Capital Projects

Description

Capital projects funded directly in the FY 2026 budget total $2,497,800. This funding typically covers items noted with a TR (tax revenue) designation in Fiscal Year 2026 of the Fiscal Year 2026-2030 Capital Improvement Plan (CIP) that are not otherwise identified in the capital lines of individual departments. Details about this line are incorporated into the CIP Funding Table.

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0193059 - TRANSFERS/CAPITAL PROJECTS						
530350 ON CALL ARCH DESIGN SRV.	92,852	200,000	200,000	200,000	-	200,000
590962 TR STREETS & SIDEWALKS	1,290,400	1,355,000	1,355,000	1,422,800	-	1,422,800
590963 TR CITY CAP-RECREATION	200,000	200,000	200,000	100,000	-	100,000
590965 TR TO CAP PROJ./SCHOOL	390,000	240,000	240,000	155,000	-	155,000
590975 TR TO COMMANDERS MAN.	30,000	30,000	30,000	30,000	-	30,000
590976 TR CITY CAP-MONUMENTS	15,000	15,000	15,000	15,000	-	15,000
596502 TR TO CAP PRJ/CITY	2,160,000	-	58,000	-	-	-
596506 TR TO CAP PRJ -EN. EFFIC.	-	-	-	50,000	-	50,000
596509 TR TO CAP PRJ - PUB. BLD	1,730,000	-	400,000	100,000	-	100,000
596510 TR TO CAP PRJ - FIRE	5,700	-	-	-	-	-
596511 TR TO CAP PRJ - IT	792,428	400,000	750,000	425,000	-	425,000
TOTAL - TRANSFERS/CAPITAL PROJ.	6,706,380	2,440,000	3,248,000	2,497,800	-	2,497,800

Other Financing Uses

Description

The FY 2026 budget includes a number of transfers and designations for various projects. Explanatory detail regarding these items may be found in the budget transmittal memo.

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
0194000 - OTHER FINANCING USES						
530330 SENIOR CEN. FEAS. STUDY	-	-	-	-	400,000	400,000
530334 SALARY STUDY	45,000	-	-	-	-	-
530335 PERS. DEPT ASSES	13,125	-	-	-	-	-
530336 MUNI. SPACE STUDY	29,500	-	-	-	-	-
530346 WATERTOWN SQ. STUDY	153,086	-	-	-	-	-
530349 MID. SCHL FEAS. STUDY	-	-	445,000	-	-	-
530352 ON STRT PARKING STUDY	-	-	-	-	75,000	75,000
530353 PUBL BLDG DEPT ASSES.	-	-	-	-	50,000	50,000
580950 ACQUISITION OF LAND	-	-	9,300,000	-	-	-
590967 MUN. WATER/SEWER	320,465	330,079	330,079	367,863	-	367,863
590969 SCHOOL USE OF RINK	33,636	50,000	50,000	50,000	-	50,000
590975 TR TO COMMAND. MAN.	70,000	30,000	30,000	30,000	-	30,000
590977 SCHL VIC. FIELD LIGHTS	-	35,000	35,000	35,000	-	35,000
590980 TR TO PUBLIC ART REV.	30,000	35,000	35,000	40,000	-	40,000
596802 TR TO CAP PROJ STAB	3,300,000	-	879,702	500,000	-	500,000
596805 TR TO ESCO CAP PRJ STB	368,000	-	-	-	-	-
596808 TR TO ACQ. LND/OPN STB	1,750,000	1,250,000	1,250,000	1,250,000	-	1,250,000
596809 TR TO NEW HIGH SCL STB	3,000,000	2,100,000	2,100,000	-	-	-
596810 TR TO WATERT. SQ STB	1,800,000	1,800,000	3,100,000	1,500,000	-	1,500,000
596811 TR TO MIDDLE SCHL STB	-	-	-	12,700,000	-	12,700,000
596820 TR TO AFF. HOUS. TRUST	250,000	250,000	250,000	250,000	-	250,000
596821 BB&N LIGHTS USE	32,812	45,000	45,000	55,000	-	55,000
TOTAL - OTHER FINANCING USES	11,195,624	5,925,079	17,849,781	16,777,863	525,000	17,302,863

Departmental Budget Summary

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
DEPARTMENTAL BUDGET SUMMARY						
GENERAL GOVERNMENT	10,120,958	17,955,920	17,770,920	19,738,312	732,218	19,861,813
PUBLIC SAFETY	24,376,947	26,457,607	26,539,607	27,509,440	3,253,597	27,591,850
PUBLIC WORKS	6,293,721	8,149,946	8,144,946	8,667,068	397,800	8,732,868
SNOW AND ICE REMOVAL	1,083,929	1,500,000	1,500,000	1,500,000	-	1,500,000
WASTE DISPOSAL	4,906,648	5,751,607	5,751,607	6,185,500	-	6,185,500
HEALTH & HUMAN SERVICES	1,455,216	1,879,916	1,879,916	2,215,420	151,387	2,215,420
LIBRARY	3,629,379	4,265,650	4,265,650	3,932,985	208,861	3,991,377
RECREATION	918,698	925,189	925,189	964,528	17,640	982,168
DEBT RETIREMENT	18,439,440	33,848,601	33,848,601	34,770,413	-	34,770,413
STATE AND COUNTY CHARG.	3,203,519	3,178,445	3,153,666	3,120,643	-	3,120,643
PENSION COSTS AND OPEB	14,836,763	10,082,717	10,082,717	7,504,283	-	7,504,283
INSURANCE AND EMP. BEN.	19,364,781	21,915,060	21,915,060	25,509,523	-	25,509,523
CAPITAL PROJECTS	6,706,380	2,440,000	3,248,000	2,497,800	-	2,497,800
OTHER FIN. USES & MISC.	11,195,624	5,925,079	17,849,781	16,777,863	525,000	17,302,863
EDUCATION	57,583,829	59,704,263	59,704,263	61,893,912	-	61,893,912
TOTAL	184,115,833	203,980,000	216,579,923	222,787,690	5,286,504	223,660,433

CITY OF WATERTOWN

SUBMITTED WATER AND SEWER ENTERPRISE BUDGETS

Fiscal Year 2026

Water Enterprise Fund

Fund Description

The activities of the Water Division of the Department of Public Works are funded out of the Water Enterprise Fund. The Water Division ensures the City's water distribution system provides a high-quality and dependable water supply. The division completes water system improvement projects and utilizes resources from the Massachusetts Water Resources Authority to replace outdated water infrastructure. A full description and organization chart for the Department of Public Works can be found on page 117.

Significant Level-Service Budget Changes

- Provides an additional $5,000 for Printing & Forms to cover increased postage costs.

Additional Budget Requests

- Funds a portion of the request to reclassify the vacant Assistant Director of Administration & Finance position as the Deputy Director of Public Works in accordance with Budget Policy Guideline II.I. This position will allow the Director of Public Works to focus more on capital projects and strategic planning. Salary is split between the Administration, Water, and Sewer division budgets for DPW.
- Funds the request to upgrade a Skilled Craftsman to a Heavy Equipment Operator, consistent with Budget Policy Guideline II.I.

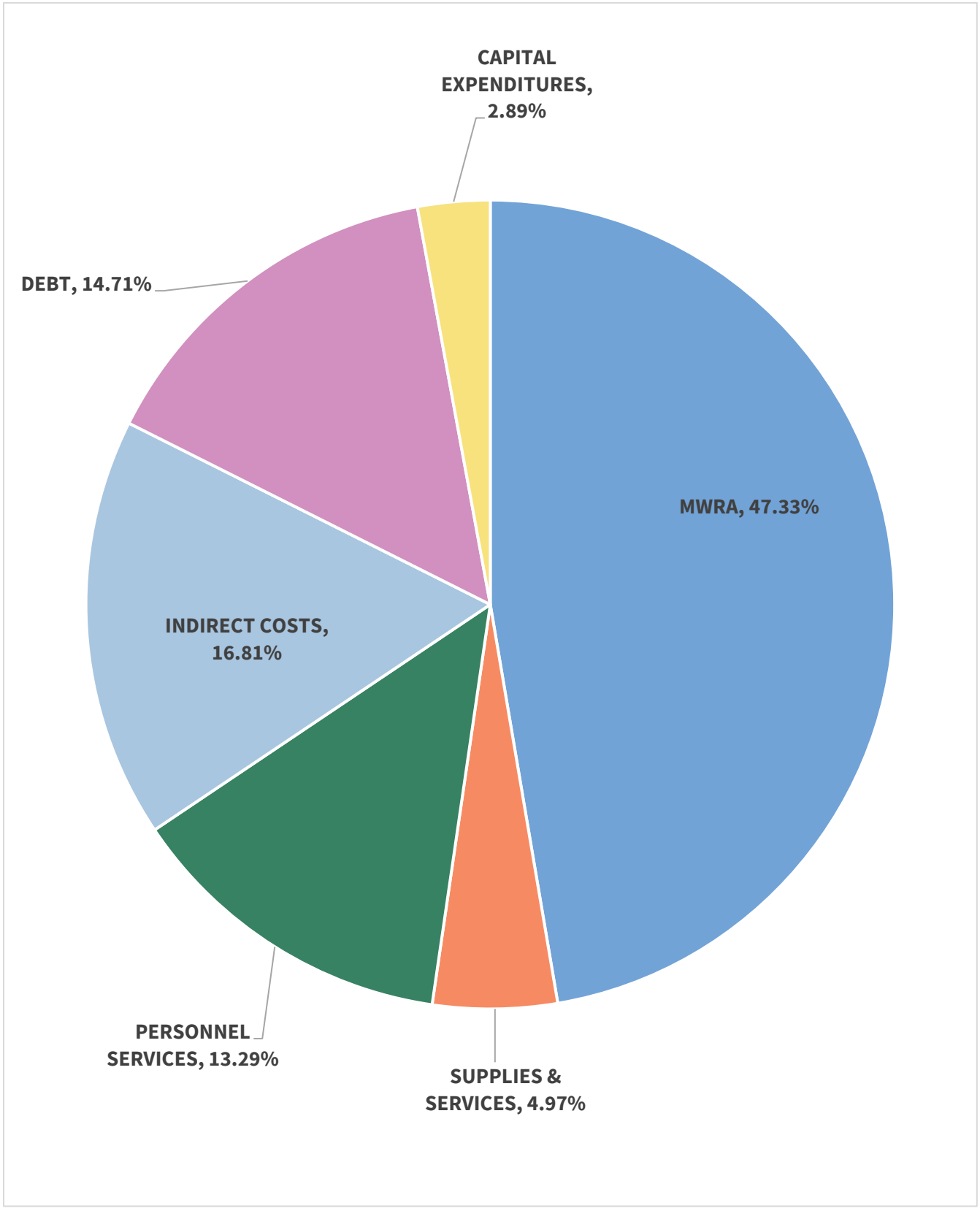
Capital Budget Items

- Provides $286,000 for water system improvements and equipment replacement.

Water Enterprise Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
600051 - WATER PERSONNEL						
510111 FULL TIME SALARIES	664,541	971,448	969,298	982,750	19,200	1,001,950
510112 PART TIME SALARIES	3,600	11,520	11,520	11,520	-	11,520
510130 OVERTIME	279,767	270,000	270,000	270,000	-	270,000
510141 SHIFT DIFFERENTIAL	960	2,088	2,088	2,714	-	2,714
510143 LONGEVITY	10,632	12,375	12,375	8,350	-	8,350
510145 DPW LICENSES/CERT.	2,600	5,000	7,150	10,000	-	10,000
510146 CPR STIPEND	-	-	-	2,750		2,750
510190 CLOTHING ALLOWANCE	7,575	6,800	6,800	6,800	-	6,800
510192 MEALS ALLOWANCE	-	2,000	2,000	2,000	-	2,000
511111 PRIOR YR FT. SALARIES	14,418	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	6,388	-	-	-	-	-
511141 PRIOR YEAR SHIFT DIFF	192	-	-	-	-	-
511145 PRIOR YR DPW LIC./CERT.	600	-	-	-	-	-
TOTAL PERSONNEL	991,273	1,281,231	1,281,231	1,296,884	19,200	1,316,084
600052 - WATER EXPENSES						
520244 COMPUTER MAINT	11,021	16,600	16,600	16,600	-	16,600
520272 STREET REPAIR SERV.	150,864	88,075	88,075	90,727	-	90,727
520273 SIDEWALK REPAIR SERV.	53,799	36,300	36,300	39,930	-	39,930
530303 CONTRACTED SERVICES	48,597	50,000	50,000	50,000	-	50,000
540422 PRINTING & FORMS	22,801	23,000	23,000	28,000	-	28,000
540432 TOOLS	9,125	17,500	17,500	17,500	-	17,500
550534 WATER MATERIALS & SUP.	212,216	200,000	200,000	210,000	-	210,000
560671 MWRA ASSESSMENTS	4,202,656	4,592,938	4,592,938	4,688,527	-	4,688,527
570780 RESERVE FUND	-	40,000	40,000	40,000	-	40,000
TOTAL EXPENSES	4,711,079	5,064,413	5,064,413	5,181,284	-	5,181,284
600058 - WATER CAPITAL						
580840 IMPROVEMENTS	420,725	250,000	250,000	250,000	-	250,000
580870 REPLACE. OF EQUIP	47,952	36,000	36,000	36,000	-	36,000
TOTAL CAPITAL	468,678	286,000	286,000	286,000	-	286,000
600059 OTHER FINANCING USES						
590910 RETIRE. OF DEBT PRINC.	1,089,850	1,203,800	1,203,800	1,291,800	-	1,291,800
590915 INT. ON LONG TERM DEBT	198,588	182,660	182,660	164,850	-	164,850
596100 TRAN. TO GENERAL FUND	1,423,464	1,615,298	1,615,298	1,665,625	-	1,665,625
TOTAL OTHER FINANCING USES	2,711,902	3,001,758	3,001,758	3,122,275	-	3,122,275
TOTAL WATER	8,882,931	9,633,402	9,633,402	9,886,444	19,200	9,905,644

FISCAL YEAR 2026 WATER ENTERPRISE FUND



Sewer Enterprise Fund

Fund Description

The activities of the Sewer Division of the Department of Public Works are funded out of the Sewer Enterprise Fund. The Sewer Division operates and maintains the City's sanitary sewer and storm drainage systems. The division implements projects found in the Sewer System Capital Improvement Plan to reduce sources of inflow and to reduce contamination in the drainage system. A full description and organization chart for the Department of Public Works can be found on page 117.

Significant Level-Service Budget Changes

- None

Additional Budget Requests

- Funds a portion of the request to reclassify the vacant Assistant Director of Administration & Finance position as the Deputy Director of Public Works in accordance with Budget Policy Guideline II.I. This position will allow the Director of Public Works to focus more on capital projects and strategic planning. Salary is split between the Administration, Water, and Sewer division budgets for DPW.
- Funds the request to upgrade a Skilled Craftsman to a Heavy Equipment Operator, consistent with Budget Policy Guideline II.I.

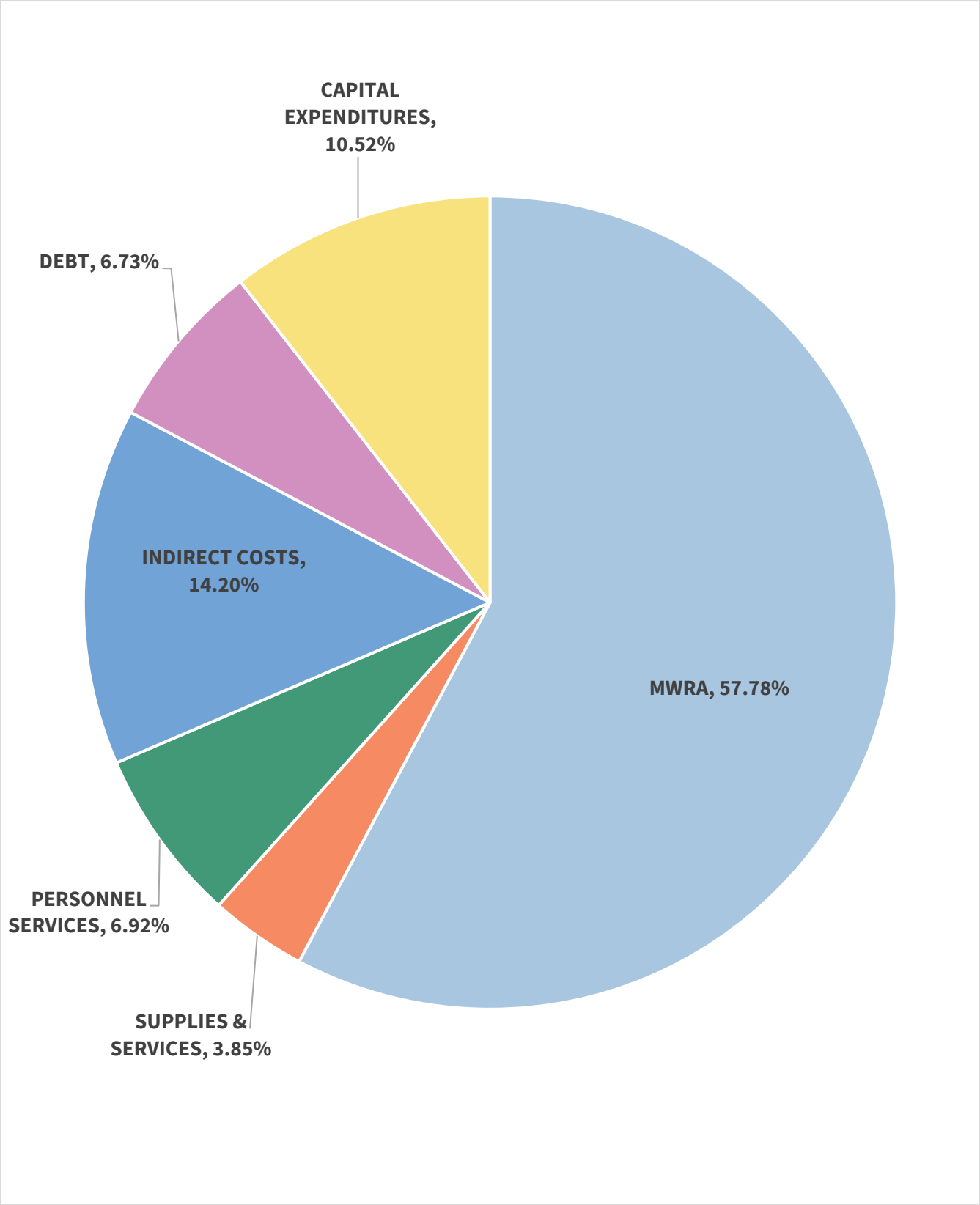
Capital Budget Items

- Provides $1,405,000 for sewer system improvements and equipment replacement.

Sewer Enterprise Budget

Description	FY 2024 Actual	FY 2025 Original Budget	FY 2025 Revised Budget	FY 2026 Level Service Budget	FY 2026 Additional Funding Requests	Manager Recommends
610051 - SEWER PERSONNEL						
510111 FULL TIME SALARIES	449,769	686,264	686,264	700,828	16,700	717,528
510130 OVERTIME	131,535	177,750	177,750	177,750	-	177,750
510141 SHIFT DIFFERENTIAL	5,379	7,308	7,308	14,198	-	14,198
510143 LONGEVITY	12,550	5,375	5,375	4,625	-	4,625
510145 DPW LICENSES/CERT.	-	3,000	3,000	3,000	-	3,000
510145 CPR STIPEND	-	-	-	1,500	-	1,500
510190 CLOTHING ALLOWANCE	4,500	4,000	4,000	4,000	-	4,000
510192 MEALS ALLOWANCE	-	2,000	2,000	2,000	-	2,000
511111 PRIOR YR FT SALARIES	9,200	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	6,404	-	-	-	-	-
511141 PRIOR YEAR SHIFT DIFF	545	-	-	-	-	-
511145 PRIOR YR DPW LIC./CERT	150	-	-	-	-	-
TOTAL - SEWER PERSONNEL	620,031	885,697	885,697	907,901	16,700	924,601
610052 - SEWER EXPENSES						
520271 RENTAL OF EQUIPMENT	46,735	35,000	35,000	35,000	-	35,000
520272 STREET REPAIR SERV.	139,675	67,500	67,500	69,188	-	69,188
520273 SIDEWALK REPAIR SERV.	71,689	35,000	35,000	35,875	-	35,875
530303 CONTRACTED SERVICES	276,889	225,000	225,000	225,000	-	225,000
540432 TOOLS	4,618	8,500	8,500	8,713	-	8,713
550534 SEWER MATERIALS & SUP.	155,383	110,000	110,000	110,000	-	110,000
560671 MWRA ASSESSMENTS	7,004,552	7,332,350	7,332,350	7,713,813	-	7,713,813
570780 RESERVE FUND	-	30,000	30,000	30,000	-	30,000
TOTAL - SEWER EXPENSES	7,699,540	7,843,350	7,843,350	8,227,588	-	8,227,588
610058 - SEWER CAPITAL						
580840 IMPROVEMENTS	1,881,655	1,150,000	1,150,000	1,150,000	-	1,150,000
580860 ADDITIONAL EQUIP.	707,079	175,000	175,000	175,000	-	175,000
580870 REPLACE. OF EQUIP.	246,435	80,000	80,000	80,000	-	80,000
TOTAL - SEWER CAPITAL	2,835,168	1,405,000	1,405,000	1,405,000	-	1,405,000
610059 - SEWER OTHER FINANCING USES						
590910 RETIRE. OF DEBT PRINC.	238,250	545,000	545,000	693,700	-	693,700
590915 INT. ON LONG TERM DEBT	16,338	148,775	148,775	204,655	-	204,655
596100 TRAN. TO GENERAL FUND	1,494,512	1,718,878	1,718,878	1,895,857	-	1,895,857
TOTAL OTHER FINANCING USES	1,749,100	2,412,653	2,412,653	2,794,212	-	2,794,212
TOTAL SEWER	12,903,839	12,546,700	12,546,700	13,334,701	16,700	13,351,401

FISCAL YEAR 2026 SEWER ENTERPRISE FUND



CITY OF WATERTOWN

CAPITAL IMPROVEMENT PLAN

Fiscal Year 2026-2030

George J. Proakis
City Manager

CITY OF WATERTOWN

Office of the City Manager

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6465
www.watertown-ma.gov
citymgr@watertown-ma.gov

To: Honorable City Council

From: George J. Proakis, City Manager

Date: January 28, 2025

RE: Fiscal Year 2026-2030 Capital Improvement Program

Pursuant to the provisions of the Watertown Home Rule Charter, the attached City Council Resolution on the Fiscal Year 2026 Budget Process, and the City Council Resolution on Watertown's Ongoing Capital Project Budget Guidelines, I herewith present the Proposed Fiscal Year 2026-2030 Capital Improvement Program (CIP).

The proposed Fiscal Year 2026-2030 General Fund CIP totals $273,090,100. The general obligation bonding requirement for the FY 2026-2030 CIP is $169,474,200. The addition of the middle school project to the CIP, as discussed below, is driving a significant portion of the increased bonding requirements in this CIP.

As you are aware, the Capital Improvement Program is the method used to realistically show relatively expensive and higher-cost equipment and projects that need to be planned to ensure the City's infrastructure is adequately maintained.

Background

The attached document is the Proposed FY 2026-2030 Capital Improvement Program. In the coming days we will update our projected debt chart to reflect this updated plan. Please note that, as we review financing, if we find that we are unable to afford all of the items in the early years of the CIP, some items may need to be adjusted, delayed, or removed from the chart.

For the purposes of the CIP, a capital item is defined as an asset with a useful life of at least two years and a purchase price of at least $15,000. Items costing less than $15,000 are included in the operating budget. In addition, items that are labeled "TR" or "tax revenue" are included both in the CIP (because of their relatively large expense) and in the "Capital Outlay" lines of the operating budget for the relevant departments or the "Transfer to Capital Projects" lines in the budget

While it is easy to not fund maintenance repairs and equipment replenishment until something either falls down or stops running, this is poor planning, for at least two reasons:

1. It does not reflect the true cost each year of an item.
2. By maintaining buildings and equipment in good repair, the useful life of the item can be extended at a reasonable cost. Many communities wait until buildings, vehicles or equipment are in such a state of disrepair that a major overhaul, repair, or replacement is required at much greater expense.

Therefore, to maintain and improve its infrastructure, facilities, and equipment, the City should expect to make annual capital expenditures of at least 7.5% to 8% of the General Fund budget. In FY 2026, we are proposing a plan that would make annual capital expenditures about 7.2% of the General Fund budget.

Changes for the FY 2025-2029 Capital Plan

There is one change in the organization of the plan this year. The DPW building has been moved under the Public Buildings section of the document, as the Department of Public Buildings is managing these projects.

City Council Priorities

In October of 2024, in my preliminary budget overview, I identified the challenges of forthcoming capital projects and requested that the council provide policy guidance on these projects. The Honorable City Council, in the FY 2026 Budget Policy Guidelines indicated in Guideline II.D that the administration should, based on the final policy direction of the council, develop a budgetary plan, within the confines of Proposition 2 ½ for the following five unfunded capital projects:

- Senior Center/Recreation Center
- East End Fire Station
- DPW Staging Area
- Watertown Square Plan Implementation
- Middle School Renovations

The Honorable City Council provided that feedback in a Special Meeting of the Council on November 19, 2024. At that meeting, the Council supported a motion to make the Watertown Middle School project a high priority in the CIP. Further Council direction to the administration was as follows:

1. Prioritize the middle school, working to keep the budget at $84.7 million, and borrowing at $70 million with a combination of renovations and new construction
2. Seek to push the Senior Center / Recreation Center to the outer years of the current CIP, and implement a study to determine the best location for these programs, either together or separately.
3. Move the East End Fire Station out beyond the five-year CIP but continue to plan for its development and continue to seek a new site for this building if one becomes possible.
4. Continue to pursue funding for Watertown Square, but consider creative financing such as DIF financing, a Parking Benefits District, MassWorks grants, and funding through public-private partnerships.

5. Continue to consider temporary and permanent sites for additional DPW staging and snow storage.

The CIP complies with the City Council's guidelines through a combination of actions that ensure the availability of funding through a combination of direct appropriations and the timing of preparatory actions in advance of the actual projects. The identification of available funding required staff to review and eliminate planned debt that was being carried from prior years that is no longer needed, and to restructure and defer projects that were included in the CIP adopted last year in order to make space for additional projects. Nevertheless, the proposed plan increases total expenditures by about $56.9 million over the FY 2025-2029 CIP.

Following is a breakdown of proposed projects by program area:

Administration

The proposed CIP includes $24.6 million over the course of the five-year planning period for repairs to City Hall, the Parker Annex, and other City building projects. This amount includes $11.4 million as placeholders, marked TBD in the CIP, from FY 2028-2030 for projects whose funding configuration is contingent upon corollary decisions, specifically:

- $3.3 million for Parker Annex window replacement, which may be impacted by decisions related to the renovation of the middle school.
- $1.0 million for demolition of the former Police facility, that may be able to be covered as a part of larger work in Watertown Square
- $5.5 million for development of a downtown geothermal energy micro-grid, which would be executed in concert with energy improvements for the Main Library, system upgrades at City Hall, and redevelopment of Watertown Square.
- $1.0 million in funding for the North Branch Library, for which the City will seek funding via the Community Preservation Act
- $500,000 in upgrades to the multi-service center that will be reviewed in conjunction with the implementation of new Human Services programs by the City and its partners while implementing the new Health and Human Services Study.

The FY 2026-2030 CIP also includes the following adjustments:

- An additional $230,000 for the completion of second-floor renovations at Parker Annex. This is about a 10% total budget increase from the funds identified in the FY 2025-2029 CIP, due to cost escalations.
- Consolidation of additional Parker School upgrades for code and ADA compliance. Some of this work will now need to be completed in FY 2026 due to code upgrades triggered by the other Parker Annex renovations in the coming year.

Community Development & Open Space

The proposed CIP includes $48.9 million over the course of the five-year planning period for parks improvements, repairs to the Commander's Mansion, arts and monuments, and to support the redevelopment of Watertown Square. The preponderance of open space funding consists of $15.1 million for Phases 2 and 3 of the Victory Field project in FY 2026-2028. In

addition, the plan contains $5.25 million for Moxley Park and $2.75 million for How Park, principally in the latter years of the CIP.

The proposed CIP also contains $19.6 million in placeholders for projects whose funding configuration would be dependent on either outside sources/funding under the CPA or subject to future policy decisions, specifically:

- Community Preservation Act/Outside Sources: $4.6 million for Walker Pond, Common Street Cemetery, and the historic path at the Commander's Mansion.
- Future Placeholder: $15 million from FY 2028-2030 to support the redevelopment of Watertown Square for which the city will combine future borrowing with the partnership strategies noted above

Parks projects remain substantially on schedule, although some additional schedule adjustments were required to allow middle school funding to fit the CIP borrowing schedule. An addendum to this letter establishes the most updated park and open space project schedule.

Recreation & Parks

The CIP moved open space projects to Community Development in FY 2025. The remaining project provides $200,000 over the course of the CIP to install Automatic External Defibrillator (AED) devices in City parks and facilities beginning in FY 2026.

Information Technology

The CIP maintains funding for IT equipment and technology improvements by including $7.4 million dollars over the five-year planning period.

Fire Department

The CIP contains $4.5 million over the planning period for vehicle and apparatus replacements and facilities improvements. Included in the plan are $450,000 in FY 2026 for replacement of firefighter's outer gear, $1.25 million in FY 2027 for replacement of Engine 3, $550,000 in FY 2028 for replacement of an ambulance, and $400,000 in FY 2029 for replacement of firefighters' AirPaks. Other projects include the replacement of three staff vehicles, miscellaneous facility repairs, and equipment replacements.

Library

The CIP contains $725,000 over the planning period for miscellaneous renovations and repairs including $100,000 in FY 2029 for a feasibility study to evaluate potential expansion of the Main Library, in concert with the Watertown Square redevelopment.

Police Department

The CIP includes $3.8 million over the planning period for vehicle and equipment replacement. Included in the plan is $1.58 million in FY 2026 to install Level 3 EV chargers and $1.3 million in proposed tax revenue over the planning period to continue the scheduled replacement of patrol vehicles at the current rate of three vehicles per year. The City continues to annually fund the radio infrastructure and miscellaneous building improvements.

If the Honorable City Council supports the five-year contract with Motorola that is on the January 28, 2024 Council agenda which will initiate and maintain a body-worn camera program and to transition the department to new computer-aided dispatch and records management systems, the body-worn camera and records management items in the CIP are no longer required, as these costs will become annual operating budget expenses. The administration supports this effort as it will ensure that the City continues to receive upgraded equipment and maintenance service without the need for an extensive capital outlay every few years.

Department of Public Works

The CIP contains $9.2 million over the planning period for vehicle and equipment replacement. Consistent with the City Council's Climate and Energy Plan, the proposed CIP includes funding for the replacement of electric vehicles of various types ranging from standard light vehicles to an electric street sweeper. DPW's capital program would be funded through a combination of tax revenue and short-term debt.

School Department

The capital plan for the School Department includes funding for the renovation and partial replacement of Watertown Middle School. Designated by the City Council as a priority project, the middle school renovation is proposed to be funded through a combination of $14.7 million to be set aside in stabilization accounts in FY 2025 and FY 2026 and $70 million in long-term debt. With the addition of a middle school renovation/rebuild project, over $9 million in previously identified CIP expenditures for the building for FY 2026-2029 were removed from this year's CIP.

The School Department's overall capital plan totals $82 million. In addition to the middle school, the CIP includes several repairs and improvements to the Phillips School building, the elementary schools, as well as a number of miscellaneous improvements throughout the school system. A total of $5.78 million of requested CIP items were not able to be funded in this plan, mostly in the form of upgrades to the Phillips School. The administration and school department will continue to work to fund these items as possible.

Public Buildings

The CIP contains $3.3 million for various improvements and replacements. Included in the plan is $2.0 million in FY 2026 to replace the roof and install a solar canopy at the Department of Public Works facility on Orchard Street, and $450,000 to add EV stations throughout the City.

Senior Center

The capital plan contains $25.2 million for the senior center. This amount principally consists of a $25 million placeholder in FY 2030 for the construction of the new senior center, as noted above. Also included is funding for ongoing maintenance and a new shuttle bus in FY 2027, for which we will seek alternate funding.

Skating Arena

The CIP contains $1.6 million dollars to fund various repairs and renovations at the John A. Ryan Skating Arena. A new item on the CIP anticipates borrowing $1.25 million in FY 2027-2028 for the replacement of the rink's flooring and underlying plumbing.

Streets & Sidewalks

The CIP contains $61.6 million over the course of the planning period to fund street and sidewalk improvements at various locations throughout the City. $20.7 million is proposed to be funded by State revenue. Additionally, $1 million has been included in FY 2028 as a placeholder to safeguard against unforeseen issues with the Mt. Auburn Street corridor project. Further, the plan anticipates continuation of the General Fund's annual support for transportation projects, as well as continued bond funding for sidewalk reconstruction. The CIP, despite the additional borrowing for the middle school project, is able to retain funding for street and sidewalk projects at the same level anticipated in the previous CIP.

Water and Sewer Enterprise Funds Capital Improvement Program (CIP)

The proposed Fiscal Year 2026-2030 plans for the Water and Sewer Enterprise Funds are forthcoming and will be submitted to the Honorable City Council in the coming days, along with a memo summarizing relevant background information. All work to the water, sewer, and drain systems directly impact water and sewer rates. Interest-free loans and grants, when secured, will enable the City to perform the necessary work while minimizing impact of these important upgrades on ratepayers.

Revisions to Planned Debt

Staff conducted a thorough review of previously planned debt through FY 2025 to determine whether planned projects should proceed or be cancelled or deferred. Several instances were identified where subsequent decisions or circumstances necessitated a change in strategy for these projects going forward. Significant eliminations/deferrals are listed below.

Project	Fiscal Year	Amount	Disposition
Comm. Path Design (Taylor/Linear)	2018	$325,000	Deferred to FY28 & FY29 to be integrated with the Watertown Square Project
Comm. Path Construction (Taylor/Linear)	2020	$3,000,000	Deferred to FY28 & FY29 to be integrated with the Watertown Square Project
High School Design	2023	$9,789,779	Removed, design has been completed
Sullivan Playground	2022	$700,000	Construction deferred to FY27, new cost estimate of $550,000
Victory Field Phase 3	2022-2023	$4,375,000	Deferred to FY 2027-2028, design cost reduced by $250,000 per new estimates
Middle School Renovations	2022-2025	$3,410,000	Eliminated (replaced by new project)
DPW Roof Replacement	2023	$2,000,000	Deferred to FY 2026
City Hall Repairs	2023-2025	$1,405,000	Deferred to FY 2026-2030 Planning Period
Deferred Projects:		**$11,805,000**	
Eliminated Projects:		**$13,199,779**	

Prior Year Projects:

Appendix B to this memo identifies prior year CIP projects that were previously confirmed or re-confirmed By the Honorable City Council in the FY 2025 Conceptual Recommendations.

Conclusion

I look forward to working with the Honorable City Council in their review and adoption of conceptual recommendations for the Fiscal Year 2026-2030 Capital Improvement Program.

Attachments:

1. Appendix A: Park Projects
2. Appendix B: Current and Prior-Year Projects
3. FY 2026-2030 Proposed Capital Improvement Plan

cc: Honorable School Committee
Honorable Library Board of Trustees
School Building Committee
All Department Heads

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program is the method used to realistically show what relatively expensive and higher cost equipment and projects need to be planning in order to ensure that the City's infrastructure is adequately maintained. It is easy to *not* fund maintenance, repairs and equipment replacement until something either falls down or stops running. However, this is poor planning for at least two reasons:

1. It does not reflect the true cost of each year, i.e. a truck costing $100,000 dollars with an expected useful life of five (5) years actually costs $20,000 per year for five (5) years and not $100,000 for one year.

2. By maintaining buildings and equipment in good repair, the useful life of the item can be extended at a reasonable cost. Many communities wait until buildings, vehicles or equipment are in such a state of disrepair that only a major overhaul or repair is required at a much greater expense.

CAPITAL ITEM CATEGORIES:

Categories of capital items are as follows:

1. Required by law

2. Productivity enhancements

3. Health and safety items or projects

4. Infrastructure

    a. Maintenance
    b. Repair
    c. Modernization

5. Equipment

    a. Maintenance
    b. Repair
    c. Modernization

These are not all-inclusive or represent any particular order of importance.

EXPENDITURE GOAL

In order to maintain and improve its infrastructure, facilities and equipment, the City should seek to make annual capital expenditures of at least 7.5 – 8 % of the General Fund Budget.

CAPITAL ITEM

A capital item is an asset that has a useful life of at least two years and a purchase price of at least $15,000. Items costing less than $15,000 each are to be included in the operating budget.

TABLES

Table 1 - Fiscal Year 2026 Capital Improvement Program

Table 2 - Fiscal Year 2026-2030 Capital Improvement Program

Table 3 - Projected Debt 2026-2030

TABLE 1

FISCAL YEAR 2026

CAPITAL IMPROVEMENT PROGRAM

	FY 2026 TOTAL	OPERATING BUDGET	BOND	OTHER	
Administration Building					
Administration Building Improvements/Renovations	25.0	25.0			
Replace Carpets	45.0	45.0			
Paint Hallway/Offices	50.0	50.0			
Additional Roof/Masonry	300.0		300.0		5 YEARS
PARKER ANNEX					
Move of Departments	100.0	100.0			
Parker Annex Building Improvement/Renovations	50.0	50.0			
Parker 2nd Floor Renovations	230.0		230.0		10 YEARS
Parker ADA/Code Update Requirements	2,106.0		2,106.0		15 YEARS
Retrocommissioning Study	75.0		75.0		5 YEARS
Retrocommissioning Upgrades	800.0		800.0		5 YEARS
Masonry Additional Costs	350.0		350.0		10 YEARS
MISC BUILDING PROJECTS					
Energy Efficiency Projects	50.0	50.0			
ADMINISTRATION & PARKER SUBTOTAL	4,181.0	320.0	3,861.0	-	
COMMUNITY DEVELOPMENT					
Monument Restoration & Replacement	15.0	15.0			
Public Art	40.0	40.0			
Commander's Mansion	30.0	30.0			
OPEN SPACE IMPROVEMENTS					
Walker Pond Design/Construction	2,500.0			2,500.0	To Be Determined
Tot Lot/Court Resurfacing as needed	100.0	100.0			
How Park Phase 1	650.0		650.0		10 YEARS
Victory Track, Field & CRT Reno - Phase 2	11,000.0		11,000.0		15 YEARS
COMMUNITY DEVELOPMENT SUBTOTAL	14,335.0	185.0	11,650.0	2,500.0	
RECREATION & PARKS					
AEDs in Rec Facilities	40.0		40.0		5 YEARS
RECREATION & PARKS SUBTOTAL	40.0	-	40.0	-	
INFORMATION TECHNOLOGY					
Additional Equipment	15.0	15.0			
Replacement of Equipment	135.0	135.0			
IT Infrastructure Improvements	200.0		200.0		5 YEARS
Permitting and Transparency Dashboards	150.0		150.0		5 YEARS
Video Security and Access Control	200.0	200.0			
Fiber Loop Build-out and Cabling	150.0	150.0			
Document Scanning	200.0		200.0		5 YEARS
MUNIS Financial System Enhancements	100.0		100.0		5 YEARS
Hybrid Meeting Technology	75.0	75.0			
Parker Annex Technology	50.0		50.0		5 YEARS
Digital Equity and Broadband	150.0		150.0		5 YEARS
INFORMATION TECHNOLOGY SUBTOTAL	1,425.0	575.0	850.0	-	
FIRE DEPARTMENT					
ALS Ambulance Medical Equipment	40.0	40.0			
Fire Building Improvements/Renovations	60.0	60.0			
East End Fire Station HVAC/Plumbing	126.0		126.0		5 YEARS
East End Fire Station Painting-Carpet-Lighting	121.0		121.0		5 YEARS
Incident Command Vehicle (Deputy Chief)	120.0	120.0			
Firefighters Protective Outer Gear	450.0		450.0		10 YEARS
FIRE DEPARTMENT SUBTOTAL	917.0	220.0	697.0	-	

	FY 2026 TOTAL	OPERATING BUDGET	BOND	OTHER	
LIBRARY					
Painting	50.0	50.0			
Building Renovations/Replacement of Equip	75.0	75.0			
LIBRARY DEPARTMENT SUBTOTAL	125.0	125.0	-	-	
POLICE DEPARTMENT					
Police Cruisers (3 annually)	246.0	246.0			
Radio Infrastructure/specialized equipment	40.0	40.0			
Police Building Improvements/Renovations	30.0	30.0			
Video System Security Server Replacement	48.0		48.0		5 YEARS
Replace Tactical Bullet Proof Vests	15.0	15.0			
Level 3 EV Charging Station Install	1,585.0		1,585.0		10 YEARS
Security Switch Replacement	34.0		34.0		5 YEARS
POLICE SUBTOTAL	1,998.0	331.0	1,667.0	-	
PUBLIC WORKS DEPARTMENT					
FLEET					
Staff Replacement Electric Vehicles	70.0	70.0			
Additional Equipment	25.0	25.0			
Traffic Supervisor Vehicle - #C10	80.0		80.0		5 YEARS
FLEET SUBTOTAL	175.0	95.0	80.0	-	
HIGHWAY					
Replacement of Equipment	38.0	38.0			
Hot Box #49	300.0		300.0		10 YEARS
HIGHWAY SUBTOTAL	338.0	38.0	300.0	-	
SNOW & ICE REMOVAL					
Plows, Sanders, Salt control units/Replacement	80.0	80.0			
4x4 Sander (#37 & #38)	320.0		320.0		10 YEARS
SNOW & ICE REMOVAL SUBTOTAL	400.0	80.0	320.0	-	
CEMETARY					
Improvements	25.0	25.0			
Dump Truck 4X4 #202	100.0		100.0		5 YEARS
CEMETERY SUBTOTAL	125.0	25.0	100.0	-	
PARKS & FORESTRY					
Improvements	48.0	48.0			
Additional Equipment	15.0	15.0			
Replacement of Equipment	40.0	40.0			
Chipper Body #74	200.0		200.0		5 YEARS
PARKS & FORESTRY SUBTOTAL	303.0	103.0	200.0	-	
TRAFFIC CONTROL					
Replacement of Equipment	25.0	25.0			
TRAFFIC CONTROL SUBTOTAL	25.0	25.0	-	-	
SCHOOL DEPARTMENT					
HOSMER SCHOOL					
Cell Communication Enhancement	250.0			250.0	To Be Determined
Total for Hosmer	250.0	-	-	250.0	
WATERTOWN MIDDLE SCHOOL					
New Middle School Project	10,000.0		10,000.0		30 YEARS
Total for Middle School	10,000.0	-	10,000.0	-	

	FY 2026 TOTAL	OPERATING BUDGET	BOND	OTHER	
PHILLIPS SCHOOL					
Bathroom Fixture Upgrades	**60.0**			**60.0**	**To Be Determined**
Window Damages/Replacements	**125.0**			**125.0**	**To Be Determined**
Masonry Repairs	**222.0**		**222.0**		**5 YEARS**
Design and Install New Generator	**300.0**			**300.0**	**To Be Determined**
Rekey Doors	**150.0**			**150.0**	**To Be Determined**
Total for Phillips School	**857.0**	**-**	**222.0**	**635.0**	
DISTRICT					
Update Food Service Equipment	**30.0**	**30.0**			
Signage Improvements	**100.0**			**100.0**	**To Be Determined**
School Building Exterior Repairs/Masonary Repointing	**250.0**			**250.0**	**To Be Determined**
Furniture Replacement	**50.0**			**50.0**	**To Be Determined**
Security System Enhancements	**95.0**		**95.0**		**5 YEARS**
School Technology	**100.0**	**100.0**			
Interior Painting	**125.0**	**125.0**			
Total for District	**750.0**	**255.0**	**95.0**	**400.0**	
PUBLIC BUILDINGS					
Vehicles & Snow Equipment	**60.0**		**60.0**		**5 YEARS**
Equipment Inventory	**150.0**		**150.0**		**5 YEARS**
Add EV Stations	**90.0**		**90.0**		**5 YEARS**
DPW BUILDING					
Roof Replace/solar & Solar Canopy DPW Pkg Lot	**2,000.0**		**2,000.0**		**15 YEARS**
Garage Fan & Doors	**200.0**		**200.0**		**5 YEARS**
PUBLIC BUILDINGS SUBTOTAL	**2,500.0**	**-**	**2,500.0**	**-**	
SENIOR CENTER					
Building Improvements	**15.0**	**15.0**			
SENIOR CENTER SUBTOTAL	**15.0**	**15.0**	**-**	**-**	
SKATING ARENA					
Building Renovations	**30.0**	**30.0**			
Rebuild of Compressors	**25.0**		**25.0**		**5 YEARS**
Upgrade of Internal Lighting to LED	**30.0**		**30.0**		**5 YEARS**
Rink Netting	**30.0**	**30.0**			
SKATING ARENA SUBTOTAL	**115.0**	**60.0**	**55.0**	**-**	
STREETS & SIDEWALKS					
Mt. Auburn St.Corridor (Irving St-Coolidge Sq.-Cambridge line)	**7,500.0**			**7,500.0**	**TIP**
Mt. Auburn St. Non participatory funds	**500.0**		**500.0**		**5 YEARS**
Ornamental Street Lighting	**300.0**		**300.0**		**5 YEARS**
Highway reconstruction (Chap 90)	**375.0**			**375.0**	**CHAPTER 90**
Highway reconstruction (Tax Revenue)	**711.4**	**711.4**			
Highway reconstruction (Bonds)	**2,300.0**		**2,300.0**		**5 YEARS**
Highway reconstr.- Connector Roads/Longer Streets	**2,300.0**		**2,300.0**		**5 YEARS**
Sidewalk reconstruction (Chap 90)	**375.0**			**375.0**	**CHAPTER 90**
Sidewalk reconstruction (Tax Revenue)	**711.4**	**711.4**			
Fair Share Ammendment (Chap 90)	**390.0**			**390.0**	**CHAPTER 90**
Underground Duct for Utilities	**300.0**		**300.0**		**5 YEARS**
Sidewalk reconstruction (Bonds)	**575.0**		**575.0**		**5 YEARS**
STREETS & SIDEWALKS SUBTOTAL	**16,337.8**	**1,422.8**	**6,275.0**	**8,640.0**	
GENERAL FUND CIP		**3,874.8**	**38,912.0**	**12,425.0**	
GRAND TOTAL				**55,211.8**	

TABLE 2

FISCAL YEARS 2026-2030

CAPITAL IMPROVEMENT PROGRAM

FY 2026 - FY 2030
CIP General Fund

	C	D	I	J	K	L	M	N	O	P	Q	R
1		**TOTALS**	**FY '26**		**FY '27**		**FY '28**		**FY '29**		**FY '30**	
2	**Administration Building**											
3	Administration Building Improvements/Renovations	**217.0**	25.0	TR	45.0	TR	47.0	TR	49.0	TR	51.0	TR
4	Replace Carpets	**45.0**	45.0	TR								
5	Paint Hallway/Offices	**50.0**	50.0	TR								
6	Additional Roof/Masonry	**300.0**	300.0	BR								
7	Upgrade Fire Sprinkler System Design/Install	**790.0**							90.0	BR	700.0	BR
8	Security & Accessability Improv	**660.0**			60.0	BR	600.0	BR				
9	Lighting & Electrical Upgrades	**300.0**					300.0	BR				
10	Building Retocommissioning Study & HVAC	**2,225.0**					325.0	BR	1,900.0	BR		
11												
12	**PARKER ANNEX**											
13	Move of Departments	**100.0**	100.0	TR								
14	Parker Annex Building Improvement/Renovations	**270.0**	50.0	TR	52.0	TR	54.0	TR	56.0	TR	58.0	TR
15	Parker 2nd Floor Renovations	**230.0**	230.0	BR								
16	Parker ADA/Code Update Requirements	**4,528.0**	2,106.0	BR	875.0	BR	1,547.0	BR				
17	Retrocommissioning Study	**75.0**	75.0	BR								
18	Retrocommissioning Upgrades	**1,600.0**	800.0	BR	800.0	BR						
19	Parker Roof Design/Replacement	**1,210.0**			110.0	BR	1,100.0	BR				
20	Parker Window Design Replacement	**3,300.0**							300.0	TBD	3,000.0	TBD
21	Masonry Additional Costs	**350.0**	350.0	BR								
22												
23	**MISC BUILDING PROJECTS**											
24	Energy Efficiency Projects	**250.0**	50.0	ER	50.0	ER	50.0	ER	50.0	ER	50.0	ER
25	Former Police Facility	**1,000.0**							1,000.0	TBD		
26	Multi-Service Center Renovation	**500.0**							500.0	TBD		
27	Renovation/Reuse former North Branch	**1,100.0**					1,100.0	TBD				
28	Geothermal Upgrades	**5,500.0**							500.0	TBD	5,000.0	TBD
29	**ADMINISTRATION & PARKER SUBTOTAL**	**24,600.0**	**4,181.0**		**1,992.0**		**5,123.0**		**4,445.0**		**8,859.0**	
30												
31	**COMMUNITY DEVELOPMENT**											
32	Monument Restoration & Replacement	**75.0**	15.0	TR	15.0	TR	15.0	TR	15.0	TR	15.0	TR
33	Public Art	**235.0**	40.0	TR	45.0	TR	50.0	TR	50.0	TR	50.0	TR
34	Commander's Mansion	**150.0**	30.0	TR	30.0	TR	30.0	TR	30.0	TR	30.0	TR
35	Watertown Sq Transporation Charges	**15,000.0**					5,000.0	TBD	5,000.0	TBD	5,000.0	TBD
36												
37	**OPEN SPACE IMPROVEMENTS**											
38	Walker Pond Design/Construction	**2,500.0**	2,500.0	TBD								
39	Common St Cemetery & Old Burying Ground	**1,800.0**			1,800.0	TBD						
40	Commander's Mansion Historic Path								150.0	TBD	150.0	TBD
41	Lower Saltonstall Tot Lot & Equipment	**400.0**					400.0	BR				

FY 2026 - FY 2030
CIP General Fund

	C	D	I	J	K	L	M	N	O	P	Q	R
1		**TOTALS**	**FY '26**		**FY '27**		**FY '28**		**FY '29**		**FY '30**	
42	Tot Lot/Court Resurfacing as needed	**560.0**	100.0	TR	105.0	TR	110.0	TR	120.0	TR	125.0	TR
43	COMM. PATH DESIGN/CONSTRUCTION(TAYLOR/LINEAR)	**3,325.0**					325.0	BR	3,000.0	BR		
44	Sullivan Park Construction	**550.0**			550.0	BR						
47	How Park Phase 1	**650.0**	650.0	BR								
48	How Park Phase 2 Construction	**2,100.0**									2,100.0	BR
49	Moxley Park: Design: Field, Nets, Bleachers, Dugouts	**250.0**					250.0	BR				
50	Moxley Park: Install: Field, Nets, Bleachers, Dugouts	**5,000.0**									5,000.0	BR
51	Victory Field Design/Install Tot-Lot	**900.0**					100.0	BR	800.0	BR		
52	Victory Track, Field & CRT Reno - Phase 2	**11,000.0**	11,000.0	BR								
53	Victory Filed Phase III - Field House & Elevator Design	**4,125.0**			125.0	BR	4,000.0	BR				
54	**COMMUNITY DEVELOPMENT SUBTOTAL**	**48,920.0**	**14,335.0**		**2,670.0**		**10,280.0**		**9,165.0**		**12,470.0**	
55												
56	**RECREATION & PARKS**											
57	AEDs in Rec Facilities	**200.0**	40.0	BE	40.0	BE	40.0	BE	40.0	BE	40.0	BE
58	**RECREATION & PARKS SUBTOTAL**	**200.0**	**40.0**		**40.0**		**40.0**		**40.0**		**40.0**	
59												
60	**INFORMATION TECHNOLOGY**											
61	Additional Equipment	**85.0**	15.0	TR	16.0	TR	17.0	TR	18.0	TR	19.0	TR
62	Replacement of Equipment	**695.0**	135.0	TR	137.0	TR	139.0	TR	141.0	TR	143.0	TR
63	IT Infrastructure Improvements	**1,000.0**	200.0	BE	200.0	BE	200.0	BE	200.0	BE	200.0	BE
64	Permitting and Transparency Dashboards	**750.0**	150.0	BE	150.0	BE	150.0	BE	150.0	BE	150	BE
65	Video Security and Access Control	**1,000.0**	200.0	TR	200.0	TR	200.0	TR	200.0	TR	200.0	TR
66	Fiber Loop Build-out and Cabling	**750.0**	150.0	TR	150.0	TR	150.0	TR	150.0	TR	150.0	TR
67	Document Scanning	**1,000.0**	200.0	BE	200.0	BE	200.0	BE	200.0	BE	200.0	BE
68	MUNIS Financial System Enhancements	**500.0**	100.0	BE	100.0	BE	100.0	BE	100.0	BE	100.0	BE
69	Hybrid Meeting Technology	**375.0**	75.0	TR	75.0	TR	75.0	TR	75.0	TR	75.0	TR
70	Parker Annex Technology	**470.0**	50.0	BE	105.0	BE	105.0	BE	105.0	BE	105.0	BE
71	Digital Equity and Broadband	**750.0**	150.0	BE	150.0	BE	150.0	BE	150.0	BE	150.0	BE
72	**INFORMATION TECHNOLOGY SUBTOTAL**	**7,375.0**	**1,425.0**		**1,483.0**		**1,486.0**		**1,489.0**		**1,492.0**	
73												
74	**FIRE DEPARTMENT**											
75	ALS Ambulance Medical Equipment	**200.0**	40.0	TR	40.0	TR	40.0	TR	40.0	TR	40	TR
76	Chief's, & staff vehicles (2)	**160.0**			80.0	TR			80.0	TR		
77	Fire Building Improvements/Renovations	**300.0**	60.0	TR	60.0	TR	60.0	TR	60.0	TR	60	TR
78	East End Fire Station HVAC/Plumbing	**126.0**	126.0	BR								
79	East End Fire Station Painting-Carpet-Lighting	**121.0**	121.0	BR								
80	Main Station Interior Repairs	**100.0**					100.0	BR				
81	DOT Type III Emergency Ambulance Vehicle	**550.0**					550.0	BE				
82	Incident Command Vehicle (Deputy Chief)	**120.0**	120.0	TR								
83	Firefighters Protective Outer Gear	**450.0**	450.0	BE								

FY 2026 - FY 2030
CIP General Fund

	C	D	I	J	K	L	M	N	O	P	Q	R
1		**TOTALS**	**FY '26**		**FY '27**		**FY '28**		**FY '29**		**FY '30**	
84	Main Station HVAC Replacement	**250.0**			250.0	BR						
85	Engine Truck, replacement for 2013 Engine 3	**1,250.0**			1,250.0	BE						
86	Main Station Shop Air Compressor Replacement	**20.0**					20.0	TR				
87	Trailer Replacement for 1998 Special Rescue Trailer	**20.0**					20.0	TR				
88	Unmanned Aerial System Replacement	**25.0**			25.0	TR						
89	Replament 2 Cardiac Monitors	**165.0**							165.0	BE		
90	Gear Extractors & Dryer (3 each)	**110.0**							110.0	BE		
91	Scott AirPak Replacement	**400.0**							400.0	BE		
92	Solar Powered Radio Box for Emergency Reporting (5)	**75.0**									75.0	BE
93	Main & North Station Security Upgrades/Access Control	**50.0**									50.0	BE
94	UTV Replacement	**50.0**									50.0	BE
95	**FIRE DEPARTMENT SUBTOTAL**	**4,542.0**	**917.0**		**1,705.0**		**790.0**		**855.0**		**275.0**	
96												
97	**LIBRARY**											
98	Feasability Study for Library Expansion	**100.0**							100.0	BR		
99	Painting	**250.0**	50.0	TR	50.0	TR	50.0	TR	50.0	TR	50.0	TR
100	Building Renovations/Replacement of Equip	**375.0**	75.0	TR	75.0	TR	75.0	TR	75.0	TR	75.0	TR
101	**LIBRARY DEPARTMENT SUBTOTAL**	**725.0**	**125.0**		**125.0**		**125.0**		**225.0**		**125.0**	
102												
103	**POLICE DEPARTMENT**											
104	Police Cruisers (3 annually)	**1,359.3**	246.0	TR	258.3	TR	271.2	TR	284.8	TR	299.0	TR
105	Radio Infrastructure/specialized equipment	**200.0**	40.0	TR	40.0	TR	40.0	TR	40.0	TR	40	TR
106	Police Building Improvements/Renovations	**170.0**	30.0	TR	32.0	TR	34.0	TR	36.0	TR	38	TR
107	Video System Security Server Replacement	**48.0**	48.0	BE								
108	Replace Tactical Bullet Proof Vests	**15.0**	15.0	TR								
109	Level 3 EV Charging Station Install	**1,585.0**	1,585.0	BE								
110	Sani Sort Ozone Sanitizer	**20.0**			20.0	TR						
111	Perimeter Fencing at Station	**31.0**					31.0	TR				
112	Security Switch Replacement	**34.0**	34.0	BE								
113	Fingerprint Machine	**29.0**									29.0	TR
114	LED Lighting through Interior Facility	**100.0**									100.0	BR
115	Transport Vehicle (Ford F150 EV)	**82.0**									82.0	BE
116	Mobile Data Terminal System Replacement	**158.2**					158.2	BE				
117	**POLICE SUBTOTAL**	**3,831.5**	**1,998.0**		**350.3**		**534.4**		**360.8**		**588.0**	
118												
119	**PUBLIC WORKS DEPARTMENT**											
120	**FLEET**											
121	Staff Replacement Electric Vehicles	**370.0**	70.0	TR	72.0	TR	74.0	TR	76.0	TR	78.0	TR
122	Additional Equipment	**125.0**	25.0	TR	25.0	TR	25.0	TR	25.0	TR	25	TR
123	Traffic Supervisor Vehicle - #C10	**80.0**	80.0	BE								

FY 2026 - FY 2030
CIP General Fund

	C	D	I	J	K	L	M	N	O	P	Q	R
1		**TOTALS**	**FY '26**		**FY '27**		**FY '28**		**FY '29**		**FY '30**	
124	Service Truck	**110.0**							110.0	BE		
125	Animal Control Vehicle	**75.0**			75.0	BE						
126	Electrician Supervisor Pickup Truck (#C8)	**90.0**					90.0	BE				
127	Fleet Pick-up Truck	**80.0**			80.0	BE						
128	Engineer SE AWD #126	**65.0**									65.0	BE
129	Pool Car EcoBoost Engineer #old C3	**50.0**									50.0	BE
130	Electric Admin #127	**60.0**							60.0	BE		
131	Electric Admin #128	**65.0**									65.0	BE
132	**FLEET SUBTOTAL**	**1,170.0**	**175.0**		**252.0**		**189.0**		**271.0**		**283.0**	
133												
134	**HIGHWAY**											
135	Replacement of Equipment	**210.0**	38.0	TR	40.0	TR	42.0	TR	44.0	TR	46.0	TR
138	Heavy Duty Dump Truck #40	**240.0**			240.0	BE						
139	Electric Street Sweeper #21	**600.0**			600.0	BE						
140	Backhoe #12	**150.0**					150.0	BE				
141	Loader #29	**325.0**					325.0	BE				
142	Hot Box #49	**300.0**	300.0	BE								
143	Triaxle Dump Truck with Sliding Sander & Plow #43	**320.0**							320.0	BE		
144	6-Wheel Dump Truck #34	**290.0**					290.0	BE				
145	Paint Crew Truck #26	**160.0**							160.0	BE		
146	Skid Steer #102	**90.0**									90.0	BE
147	**HIGHWAY SUBTOTAL**	**2,685.0**	**338.0**		**880.0**		**807.0**		**524.0**		**136.0**	
148												
149	**SNOW & ICE REMOVAL**											
150	Plows, Sanders, Salt control units/Replacement	**400.0**	80.0	TR	80.0	TR	80.0	TR	80.0	TR	80.0	TR
151	2-Salter 6 Wheelers (#18 & #39)	**625.0**							625.0	BE		
152	4x4 Sander (#37 & #38)	**620.0**	320.0	BE							300.0	BE
153	Snow Fighter (#5)	**340.0**					340.0	BE				
154	Salt Shed Repair	**400.0**									400.0	BR
155	Sander #20	**165.0**									165.0	BE
156	Sidewalk Tractor #48	**200.0**									200.0	BE
157	**SNOW & ICE REMOVAL SUBTOTAL**	**2,750.0**	**400.0**		**80.0**		**420.0**		**705.0**		**1,145.0**	
158												
159	**CEMETARY**											
160	Improvements	**143.0**	25.0	TR	27.0	TR	29.0	TR	30.0	TR	32.0	TR
161	Cemetary Expansion Feasability Study	**50.0**									50.0	TBD
162	Dump Truck (#79)	**90.0**			90.0	BE						
163	Dump Truck 4X4 #202	**100.0**	100.0	BE								
164	Utility Vehicle #C7	**85.0**			85.0	BE						
165	**CEMETERY SUBTOTAL**	**468.0**	**125.0**		**202.0**		**29.0**		**30.0**		**82.0**	

FY 2026 - FY 2030
CIP General Fund

	C	D	I	J	K	L	M	N	O	P	Q	R
1		**TOTALS**	**FY '26**		**FY '27**		**FY '28**		**FY '29**		**FY '30**	
166												
167	**PARKS & FORESTRY**											
168	Improvements	**240.0**	48.0	TR	48.0	TR	48.0	TR	48.0	TR	48.0	TR
169	Additional Equipment	**75.0**	15.0	TR	15.0	TR	15.0	TR	15.0	TR	15.0	TR
170	Replacement of Equipment	**220.0**	40.0	TR	42.0	TR	44.0	TR	46.0	TR	48.0	TR
171	Backhoe #25	**140.0**			140.0	BE						
172	4x4 Landscape Dump Truck #78	**160.0**			160.0	BE						
173	Chipper Body #74	**200.0**	200.0	BE								
174	Pickup Truck #72	**85.0**							85.0	BE		
175	Dump Truck #75	**140.0**					140.0	BE				
176	Irrigation intallation & improvements	**300.0**					100.0	BE	100.0	BE	100.0	BE
177	**PARKS & FORESTRY SUBTOTAL**	**1,560.0**	**303.0**		**405.0**		**347.0**		**294.0**		**211.0**	
178												
179	**TRAFFIC CONTROL**											
180	Replacement of Equipment	**145.0**	25.0	TR	27.0	TR	29.0	TR	31.0	TR	33.0	TR
181	Adaptive Traffic Management	**100.0**			100.0	BE						
182	Bucket Truck #15	**200.0**									200.0	BE
183	**TRAFFIC CONTROL SUBTOTAL**	**445.0**	**25.0**		**127.0**		**29.0**		**31.0**		**233.0**	
184												
185	**STREET LIGHTING & WIRING**											
186	Replacement of Equipment	**100.0**					100.0	TR				
187	**STREET LIGHTING & WIRING SUBTOTAL**	**100.0**	**0.0**		**0.0**		**100.0**		**0.0**		**0.0**	
188												
189	TOTAL DPW - TBD	**50.0**	**0.0**	**TBD**	**0.0**	**TBD**	**0.0**	**TBD**	**0.0**	**TBD**	**50.0**	**TBD**
190	TOTAL DPW - TR	**2,028.0**	**366.0**	**TR**	**376.0**	**TR**	**486.0**	**TR**	**395.0**	**TR**	**405.0**	**TR**
191	TOTAL DPW - BE	**6,700.0**	**1,000.0**	**BE**	**1,570.0**	**BE**	**1,435.0**	**BE**	**1,460.0**	**BE**	**1,235.0**	**BE**
192	TOTAL DPW - BR	**400.0**	**0.0**	**BR**	**0.0**	**BR**	**0.0**	**BR**	**0.0**	**BR**	**400.0**	**BR**
193	**PUBLIC WORKS SUBTOTAL**	**9,178.0**	**1,366.0**		**1,946.0**		**1,921.0**		**1,855.0**		**2,090.0**	
194												
195	**SCHOOL DEPARTMENT**											
196	**CUNNIFF SCHOOL**											
197	Cell Communication Enhancement	**250.0**			250.0	STBD						
198	RetroCommisioning Study/Repairs (Years 6-7)	**475.0**			75.0	TR	400.0	BR				
199	Generator Design/Install	**750.0**							150.0	BR	600.0	BR
200	**Total for Cunniff**	**1,475.0**	**0.0**		**325.0**		**400.0**		**150.0**		**600.0**	
201												
202	**HOSMER SCHOOL**											
203	Cell Communication Enhancement	**250.0**	250.0	STBD								
204	RetroCommisioning Study/Repairs (Years 6-7)	**600.0**					100.0	TR	500.0	BR		
205	**Total for Hosmer**	**850.0**	**250.0**		**0.0**		**100.0**		**500.0**		**0.0**	

FY 2026 - FY 2030
CIP General Fund

	C	D	I	J	K	L	M	N	O	P	Q	R
1		**TOTALS**	**FY '26**		**FY '27**		**FY '28**		**FY '29**		**FY '30**	
206												
207	**LOWELL SCHOOL**											
208	Cell Communication Enhancement (IT)	**250.0**					250.0	STBD				
209	RetroCommisioning Study/Repairs (Years 6-7)	**600.0**							100.0	TR	500.0	BR
210	Generator Design/Install	**750.0**							150.0	BR	600.0	BR
211	**Total for Lowell**	**1,600.0**	**0.0**		**0.0**		**250.0**		**250.0**		**1,100.0**	
212												
213	**WATERTOWN MIDDLE SCHOOL**											
214	New Middle School Project	**70,000.0**	10,000.0	BR	30,000.0	BR	30,000.0	BR				
215	**Total for Middle School**	**70,000.0**	**10,000.0**		**30,000.0**		**30,000.0**		**0.0**		**0.0**	
216												
217	**WATERTOWN HIGH SCHOOL**	**0.0**										
219	**Total for High School**	**0.0**	**0.0**		**0.0**		**0.0**		**0.0**		**0.0**	
220												
221	**PHILLIPS SCHOOL**											
222	Bathroom Fixture Upgrades	**180.0**	60.0	STBD	60.0	STBD	60.0	STBD				
223	Window Damages/Replacements	**1,125.0**	125.0	STBD	1,000.0	STBD						
224	Masonry Repairs	**222.0**	222.0	BR								
225	Design and Install New Generator	**300.0**	300.0	STBD								
226	Design/Modernize/Replace Elevator	**400.0**					100.0	STBD	300.0	STBD		
227	Network/Wiring Upgrades	**300.0**							300.0	STBD		
228	Roof Repairs/Replacement	**1,100.0**			100.0	BR	1,000.0	BR				
229	Design/Deep Energy Retrofit Heat Pumps	**700.0**					100.0	STBD	600.0	STBD		
230	Rekey Doors	**150.0**	150.0	STBD								
231	**Total for Phillips School**	**4,327.0**	**707.0**		**1,160.0**		**1,260.0**		**1,200.0**		**0.0**	
232												
233	**DISTRICT**											
234	Update Food Service Equipment	**150.0**	30.0	TR	30.0	TR	30.0	TR	30.0	TR	30.0	TR
235	Signage Improvements	**300.0**	100.0	STBD	100.0	STBD	100.0	STBD				
236	School Building Exterior Repairs/Masonary Repointing	**1,250.0**	250.0	STBD	250.0	STBD	250.0	STBD	250.0	STBD	250.0	STBD
237	Furniture Replacement	**250.0**	50.0	STBD	50.0	STBD	50.0	STBD	50.0	STBD	50.0	STBD
238	Security System Enhancements	**475.0**	95.0	BR	95.0	BR	95.0	BR	95.0	BR	95.0	BR
239	School Technology	**500.0**	100.0	SA	100.0	SA	100.0	SA	100.0	SA	100.0	SA
240	Refrigerated Food Service Van	**75.0**			75.0	STBD						
241	Interior Painting	**625.0**	125.0	TR	125.0	TR	125.0	TR	125.0	TR	125.0	TR
242	**Total for District**	**3,625.0**	**750.0**		**825.0**		**750.0**		**650.0**		**650.0**	
243												
244	**SCHOOL DEPARTMENT TOTALS**											
245	Total School Technology - SA	**500.0**	100.0	SA	100.0	SA	100.0	SA	100.0	SA	100.0	SA
246	Total Various School Improvements - TR	**1,050.0**	155.0	TR	230.0	TR	255.0	TR	255.0	TR	155.0	TR

FY 2026 - FY 2030
CIP General Fund

	C	D	I	J	K	L	M	N	O	P	Q	R
1		**TOTALS**	**FY '26**		**FY '27**		**FY '28**		**FY '29**		**FY '30**	
247	Total Various School Improvements- STBD	**5,780.0**	1,285.0	STBD	1,785.0	STBD	910.0	STBD	1,500.0	STBD	300.0	STBD
248	Total Various School Improvements - MSBA	**0.0**	0.0	MSBA	0.0	MSBA	0.0	MSBA	0.0	MSBA	0.0	MSBA
249	Total Various School Improvements - DE	**0.0**	0.0	DE	0.0	DE	0.0	DE	0.0	DE	0	DE
250	Total Various School Improvements - BE	**0.0**	0.0	BE	0.0	BE	0.0	BE	0.0	BE	0	BE
251	Total Various School Improvements - BR	**74,697.0**	10,317.0	BR	30,195.0	BR	31,495.0	BR	895.0	BR	1,795.0	BR
252	**SCHOOL DEPARTMENT SUBTOTAL**	**82,027.0**	**11,857.0**		**32,310.0**		**32,760.0**		**2,750.0**		**2,350.0**	
253												
254	**PUBLIC BUILDINGS**											
255	Vehicles & Snow Equipment	**300.0**	60.0	BE	60.0	BE	60.0	BE	60.0	BE	60	BE
256	Equipment Inventory	**150.0**	150.0	BE								
257	Add EV Stations	**450.0**	90.0	BR	90.0	BR	90.0	BR	90.0	BR	90.0	BR
258												
259	**DPW BUILDING**											
261	Roof Replace/solar & Solar Canopy DPW Pkg Lot	**2,000.0**	2,000.0	BR								
262	Garage Fan & Doors	**200.0**	200.0	BR								
263	Generator Replacement	**200.0**							200.0	BR		
264	**PUBLIC BUILDINGS SUBTOTAL**	**3,300.0**	**2,500.0**		**150.0**		**150.0**		**350.0**		**150.0**	
265												
266	**SENIOR CENTER**											
267	Building Improvements	**95.0**	15.0	TR	17.0	TR	19.0	TR	21.0	TR	23.0	TR
268	Shuttle Bus	**150.0**			150.0	TBD						
269	Senior Center	**25,000.0**									25,000.0	TBD
270	**SENIOR CENTER SUBTOTAL**	**25,245.0**	**15.0**		**167.0**		**19.0**		**21.0**		**25,023.0**	
271												
272	**SKATING ARENA**											
273	Building Renovations	**170.0**	30.0	TR	32.0	TR	34.0	TR	36.0	TR	38	TR
274	Rebuild of Compressors	**50.0**	25.0	BR					25.0	BR		
275	Upgrade of Internal Lighting to LED	**30.0**	30.0	BR								
276	Garage Doors Zamboni Room	**30.0**			30.0	BR						
277	Replacement of Rink Flooring	**1,250.0**			50.0	TR	1,200.0	BR				
278	Rink Netting	**30.0**	30.0	TR								
279	**SKATING ARENA SUBTOTAL**	**1,560.0**	**115.0**		**112.0**		**1,234.0**		**61.0**		**38.0**	
280												
281	**STREETS & SIDEWALKS**											
282	Mt. Auburn St.Corridor (Irving St-Coolidge Sq.-Cambridge line)	**15,000.0**	7,500.0	TIP	7,500.0	TIP						
283	Mt Auburn TIP overruns above 10%	**1,000.0**					1,000.0	TBD				
284	Mt. Auburn St. Non participatory funds	**1,000.0**	500.0	BR	500.0	BR	500.0	BR				
285	Ornamental Street Lighting	**1,500.0**	300.0	BR	300.0	BR	300.0	BR	300.0	BR	300.0	BR
286	Highway reconstruction (Chap 90)	**1,875.0**	375.0	C9	375.0	C9	375.0	C9	375.0	C9	375.0	C9

FY 2026 - FY 2030
CIP General Fund

	C	D	I	J	K	L	M	N	O	P	Q	R
1		**TOTALS**	**FY '26**		**FY '27**		**FY '28**		**FY '29**		**FY '30**	
287	Highway reconstruction (Tax Revenue)	**3,930.8**	711.4	TR	746.9	TR	784.3	TR	823.5	TR	864.7	TR
288	Highway reconstruction (Bonds)	**12,500.0**	2,300.0	STB	2,400.0	STB	2,500.0	STB	2,600.0	STB	2,700.0	STB
289	Highway reconstr.- Connector Roads/Longer Streets	**12,500.0**	2,300.0	STB	2,400.0	STB	2,500.0	STB	2,600.0	STB	2,700.0	STB
290	Sidewalk reconstruction (Chap 90)	**1,875.0**	375.0	C9	375.0	C9	375.0	C9	375.0	C9	375.0	C9
291	Sidewalk reconstruction (Tax Revenue)	**3,930.8**	711.4	TR	746.9	TR	784.3	TR	823.5	TR	864.7	TR
292	Fair Share Ammendment (Chap 90)	**1,950.0**	390.0	C9	390.0	C9	390.0	C9	390.0	C9	390.0	C9
293	Underground Duct for Utilities	**900.0**	300.0	BR			300.0	BR			300.0	BR
294	Sidewalk reconstruction (Bonds)	**3,125.0**	575.0	SWB	600.0	SWB	625.0	SWB	650.0	SWB	675.0	SWB
295	**STREETS & SIDEWALKS SUBTOTAL**	**61,586.6**	**16,337.8**		**16,333.8**		**10,433.6**		**8,937.0**		**9,544.4**	
296												
297	**GENERAL FUND CIP**	**273,090.1**	**55,211.8**		**59,384.1**		**64,896.0**		**30,553.8**		**63,044.4**	
298												
299	**COSTS BY SOURCE OF FUNDS**											
300	**GENERAL OBLIGATION BONDS**											
301	(EQUIPMENT)	**16,827.2**	**4,217.0**	**BE**	**3,825.0**	**BE**	**3,148.2**	**BE**	**3,140.0**	**BE**	**2,497.0**	**BE**
302	(REMODELING)	**124,522.0**	**29,520.0**	**BR**	**33,885.0**	**BR**	**42,932.0**	**BR**	**7,400.0**	**BR**	**10,785.0**	**BR**
303	(STREET)	**25,000.0**	**4,600.0**	**STB**	**4,800.0**	**STB**	**5,000.0**	**STB**	**5,200.0**	**STB**	**5,400.0**	**STB**
304	(SIDEWALK)	**3,125.0**	**575.0**	**SWB**	**600.0**	**SWB**	**625.0**	**SWB**	**650.0**	**SWB**	**675.0**	**SWB**
305	**SUBTOTAL GENERAL OBLIGATION BONDS**	**169,474.2**	**38,912.0**		**43,110.0**		**51,705.2**		**16,390.0**		**19,357.0**	
306												
307	CHAPTER 90 FUNDS	**5,700.0**	**1,140.0**	**C9**	**1,140.0**	**C9**	**1,140.0**	**C9**	**1,140.0**	**C9**	**1,140.0**	**C9**
310	SCHOOL TO BE DETERMINED	**5,780.0**	**1,285.0**	**STBD**	**1,785.0**	**STBD**	**910.0**	**STBD**	**1,500.0**	**STBD**	**300.0**	**STBD**
311	TAX REVENUE	**19,185.9**	**3,724.8**	**TR**	**3,749.1**	**TR**	**3,890.8**	**TR**	**3,923.8**	**TR**	**3,897.4**	**TR**
312	SCHOOL APPROPRIATION	**500.0**	**100.0**	**SA**	**100.0**	**SA**	**100.0**	**SA**	**100.0**	**SA**	**100.0**	**SA**
313	TRANSPORTATION IMPROVEMENT PROG.	**15,000.0**	**7,500.0**	**TIP**	**7,500.0**	**TIP**	**0.0**	**TIP**	**0.0**	**TIP**	**0.0**	**TIP**
314	Energy Rebate Revenue	**250.0**	**50.0**	**ER**	**50.0**	**ER**	**50.0**	**ER**	**50.0**	**ER**	**50.0**	**ER**
315	TO BE DETERMINED	**57,200.0**	**2,500.0**	**TBD**	**1,950.0**	**TBD**	**7,100.0**	**TBD**	**7,450.0**	**TBD**	**38,200.0**	**TBD**
316	**SUBTOTAL OTHER**	**103,615.9**	**16,299.8**		**16,274.1**		**13,190.8**		**14,163.8**		**43,687.4**	
317	**GRAND TOTAL**	**273,090.1**	**55,211.8**		**59,384.1**		**64,896.0**		**30,553.8**		**63,044.4**	

TABLE 3

FISCAL YEARS 2026-2030

PROJECTED DEBT

PERMANENT DEBT	FY'26	FY'27	FY'28	FY'29	FY'30
FY09 Bond (Jul 08)					
Prin (15,650,000)	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ -
L/T Int	$ 80,000	$ 57,500	$ 34,688	$ 11,563	$ -
Subtotal	$ 580,000	$ 557,500	$ 534,688	$ 511,563	$ -
FY10 Bond (Feb 10)					
Prin (5,452,000)	$ 210,000	$ 210,000	$ 210,000	$ 210,000	$ 210,000
L/T Int	$ 41,213	$ 33,600	$ 25,200	$ 16,800	$ 8,400
Subtotal	$ 251,213	$ 243,600	$ 235,200	$ 226,800	$ 218,400
FY12 Bond (June 12)					
Prin (3,722,000)	$ 125,000	$ 125,000	$ -	$ -	$ -
L/T Int	$ 7,500	$ 3,750	$ -	$ -	$ -
Subtotal	$ 132,500	$ 128,750	$ -	$ -	$ -
FY 14 Bond (Nov 13)					
Prin (6,000,000) ESCO	$ 305,000	$ 310,000	$ 320,000	$ 335,000	$ 345,000
L/T Int	$ 88,800	$ 79,650	$ 70,350	$ 59,630	$ 48,408
Subtotal	$ 393,800	$ 389,650	$ 390,350	$ 394,630	$ 393,408
FY 12 Bond (May 2014)					
Prin (1,088,000) Victory Field	$ 80,000	$ 80,000	$ -	$ -	$ -
L/T Int	$ 2,600	$ 800	$ -	$ -	$ -
Subtotal	$ 82,600	$ 80,800	$ -	$ -	$ -
FY 13 Bond (May 2014)					
Prin (1,350,000) ESCO	$ 90,000	$ 90,000	$ 90,000	$ 90,000	$ -
L/T Int	$ 8,325	$ 6,300	$ 4,050	$ 1,350	$ -
Subtotal	$ 98,325	$ 96,300	$ 94,050	$ 91,350	$ -
FY 13 Bond (May 2014)					
Prin (207,000) Various School Buildings	$ 10,000	$ 10,000	$ 10,000	$ 5,000	$ -
L/T Int	$ 775	$ 550	$ 300	$ 75	$ -
Subtotal	$ 10,775	$ 10,550	$ 10,300	$ 5,075	$ -
FY 13 Bond (May 2014)					
Prin (370,000) Casey Park	$ 25,000	$ 25,000	$ 25,000	$ 20,000	$ -
L/T Int	$ 2,163	$ 1,600	$ 975	$ 300	$ -
Subtotal	$ 27,163	$ 26,600	$ 25,975	$ 20,300	$ -

FY 18 Bond (January 2018)										
Prin (1,793,000) Various Equipment & Vehicles	$	120,000	$	115,000	$	115,000	$	30,000	$	30,000
L/T Int	$	18,500	$	13,700	$	9,100	$	4,500	$	3,300
Subtotal	$	138,500	$	128,700	$	124,100	$	34,500	$	33,300
FY 18 Bond (January 2018)										
Prin (1,327,200) Various Municipal Buildings	$	75,000	$	75,000	$	75,000	$	75,000	$	75,000
L/T Int	$	20,100	$	17,100	$	14,100	$	11,100	$	8,100
Subtotal	$	95,100	$	92,100	$	89,100	$	86,100	$	83,100
FY 18 Bond (January 2018)										
Prin (4,034,800) Street and Sidewalks	$	85,000	$	80,000	$	-	$	-	$	-
L/T Int	$	6,600	$	3,200	$	-	$	-	$	-
Subtotal	$	91,600	$	83,200	$	-	$	-	$	-
FY 19 Bond (June 2019)										
Prin (247,500) Middle School Girls Locker Rooms	$	25,000	$	25,000	$	25,000	$	20,000	$	-
L/T Int	$	4,750	$	3,500	$	2,250	$	1,000	$	-
Subtotal	$	29,750	$	28,500	$	27,250	$	21,000	$	-
FY 19 Bond (June 2019)										
Prin (908,000) Filippello Park	$	90,000	$	90,000	$	90,000	$	90,000	$	-
L/T Int	$	18,000	$	13,500	$	9,000	$	4,500	$	-
Subtotal	$	108,000	$	103,500	$	99,000	$	94,500	$	-
FY 19 Bond (June 2019)										
Prin (1,443,500) Various Equipment & Vehicles	$	125,000	$	120,000	$	120,000	$	105,000	$	-
L/T Int	$	23,500	$	17,250	$	11,250	$	5,250	$	-
Subtotal	$	148,500	$	137,250	$	131,250	$	110,250	$	-
FY 20 Bond (June 2020)										
Prin (3,223,467) Cunniff Elementary Design	$	160,000	$	160,000	$	160,000	$	160,000	$	160,000
L/T Int	$	77,600	$	69,600	$	61,600	$	53,600	$	45,600
Subtotal	$	237,600	$	229,600	$	221,600	$	213,600	$	205,600
FY 20 Bond (June 2020)										
Prin (5,729,088) Hosmer Elementary Design	$	285,000	$	285,000	$	285,000	$	285,000	$	285,000
L/T Int	$	138,225	$	123,975	$	109,725	$	95,475	$	81,225
Subtotal	$	423,225	$	408,975	$	394,725	$	380,475	$	366,225
FY 20 Bond (June 2020)										
Prin (1,122,445) Hosmer Elementary OPM	$	55,000	$	55,000	$	55,000	$	55,000	$	55,000
L/T Int	$	26,675	$	23,925	$	21,175	$	18,425	$	15,675
Subtotal	$	81,675	$	78,925	$	76,175	$	73,425	$	70,675

FY 20 Bond (June 2020)					
Prin (245,000) Middle School Men's Lockerroom	$ 25,000	$ 25,000	$ 25,000	$ 20,000	$ 20,000
L/T Int	$ 5,750	$ 4,500	$ 3,250	$ 2,000	$ 1,000
Subtotal	$ 30,750	$ 29,500	$ 28,250	$ 22,000	$ 21,000
FY 20 Bond (June 2020)					
Prin (1,100,000) Ladder Truck	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000
L/T Int	$ 27,850	$ 24,100	$ 20,350	$ 16,600	$ 12,850
Subtotal	$ 102,850	$ 99,100	$ 95,350	$ 91,600	$ 87,850
FY 20 Bond (June 2020)					
Prin (1,175,375) Filippello Lights & Scoreboard	$ 115,000	$ 115,000	$ 115,000	$ 115,000	$ 115,000
L/T Int	$ 28,750	$ 23,000	$ 17,250	$ 11,500	$ 5,750
Subtotal	$ 143,750	$ 138,000	$ 132,250	$ 126,500	$ 120,750
FY 21 Bond (January 2021)					
Prin (52,145,000) 3 Elementary School Project	$ 2,610,000	$ 2,610,000	$ 2,610,000	$ 2,610,000	$ 2,610,000
L/T Int	$ 1,303,750	$ 1,173,250	$ 1,042,750	$ 912,250	$ 781,750
Subtotal	$ 3,913,750	$ 3,783,250	$ 3,652,750	$ 3,522,250	$ 3,391,750
FY 21 Bond (April 2021)					
Prin (34,106,200) 3 Elem School Bldg	$ 1,705,000	$ 1,705,000	$ 1,705,000	$ 1,705,000	$ 1,705,000
L/T Int	$ 818,400	$ 733,150	$ 647,900	$ 596,750	$ 511,500
Subtotal	$ 2,523,400	$ 2,438,150	$ 2,352,900	$ 2,301,750	$ 2,216,500
FY 21 Bond (April 2021)					
Prin (1,469,800) Middle Sch. Boilers & HVAC Cafeteria	$ 145,000	$ 145,000	$ 145,000	$ 145,000	$ 145,000
L/T Int	$ 38,950	$ 31,700	$ 24,450	$ 20,100	$ 12,850
Subtotal	$ 183,950	$ 176,700	$ 169,450	$ 165,100	$ 157,850
FY 21 Bond (April 2021)					
Prin (1,771,000) Public Safety Radio Infrastrucuture	$ 180,000	$ 175,000	$ 175,000	$ 175,000	$ 175,000
L/T Int	$ 47,300	$ 38,300	$ 29,550	$ 24,300	$ 15,550
Subtotal	$ 227,300	$ 213,300	$ 204,550	$ 199,300	$ 190,550
FY 21 Bond (April 2021)					
Prin (355,000) Fire Ambulance	$ 70,000	$ -	$ -	$ -	$ -
L/T Int	$ 3,500	$ -	$ -	$ -	$ -
Subtotal	$ 73,500	$ -	$ -	$ -	$ -

FY 21 Bond (April 2021)					
Prin (188,000) Admin. Bldg Elevator	$ 35,000	$ -	$ -	$ -	$ -
L/T Int	$ 1,750	$ -	$ -	$ -	$ -
Subtotal	$ 36,750	$ -	$ -	$ -	$ -
FY 21 Bond (April 2021)					
Prin (1,200,000) Streets & Sidewalks	$ 240,000	$ -	$ -	$ -	$ -
L/T Int	$ 12,000	$ -	$ -	$ -	$ -
Subtotal	$ 252,000	$ -	$ -	$ -	$ -
FY 22 Bond (April 2022)					
Prin (243,000) Highwy Dump Truck	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
L/T Int	$ 8,250	$ 7,000	$ 5,750	$ 4,500	$ 3,250
Subtotal	$ 33,250	$ 32,000	$ 30,750	$ 29,500	$ 28,250
FY 22 Bond (April 2022)					
Prin (265,000) SN & I:Combo Body 6-wheeler	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
L/T Int	$ 8,750	$ 7,500	$ 6,250	$ 5,000	$ 3,750
Subtotal	$ 33,750	$ 32,500	$ 31,250	$ 30,000	$ 28,750
FY 22 Bond (April 2022)					
Prin (85,000) Highwy Service Flat Bed	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 5,000
L/T Int	$ 2,750	$ 2,250	$ 1,750	$ 1,250	$ 750
Subtotal	$ 12,750	$ 12,250	$ 11,750	$ 11,250	$ 5,750
FY 22 Bond (April 2022)					
Prin (120,000) Prop & Bldg Sign Truck	$ 25,000	$ 20,000	$ -	$ -	$ -
L/T Int	$ 2,250	$ 1,000	$ -	$ -	$ -
Subtotal	$ 27,250	$ 21,000	$ -	$ -	$ -
FY 22 Bond (April 2022)					
Prin (85,000) Hwy Street Vactor	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 5,000
L/T Int	$ 2,750	$ 2,250	$ 1,750	$ 1,250	$ 750
Subtotal	$ 12,750	$ 12,250	$ 11,750	$ 11,250	$ 5,750
FY 22 Bond (April 2022)					
Prin (280,000) SN &I: Salter 6-wheeler	$ 30,000	$ 30,000	$ 30,000	$ 25,000	$ 25,000
L/T Int	$ 9,500	$ 8,000	$ 6,500	$ 5,000	$ 3,750
Subtotal	$ 39,500	$ 38,000	$ 36,500	$ 30,000	$ 28,750
FY 22 Bond (April 2022)					
Prin (300,000) SNOW &ICE: Loader	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
L/T Int	$ 10,500	$ 9,000	$ 7,500	$ 6,000	$ 4,500
Subtotal	$ 40,500	$ 39,000	$ 37,500	$ 36,000	$ 34,500

FY 22 Bond (April 2022)					
Prin (250,000) Street Sweeper	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
L/T Int	$ 8,750	$ 7,500	$ 6,250	$ 5,000	$ 3,750
Subtotal	$ 33,750	$ 32,500	$ 31,250	$ 30,000	$ 28,750
FY 22 Bond (April 2022)					
Prin (775,674) Hwy Connt/Throughways Waverly	$ 155,000	$ 155,000	$ -	$ -	$ -
L/T Int	$ 15,500	$ 7,750	$ -	$ -	$ -
Subtotal	$ 170,500	$ 162,750	$ -	$ -	$ -
FY 22 Bond (April 2022)					
Prin (423,826) Admin Bld: Repl Chiller	$ 25,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
L/T Int	$ 14,500	$ 13,250	$ 12,250	$ 11,250	$ 10,250
Subtotal	$ 39,500	$ 33,250	$ 32,250	$ 31,250	$ 30,250
FY 22 Bond (April 2022)					
Prin (1,250,000)Fire Lader Truck	$ 85,000	$ 85,000	$ 85,000	$ 85,000	$ 85,000
L/T Int	$ 45,250	$ 41,000	$ 36,750	$ 32,500	$ 28,250
Subtotal	$ 130,250	$ 126,000	$ 121,750	$ 117,500	$ 113,250
FY 22 Bond (April 2022)					
Prin (2,376,00)Public Safety Ph 2 Radio Infrast.	$ 240,000	$ 240,000	$ 235,000	$ 235,000	$ 235,000
L/T Int	$ 82,750	$ 70,750	$ 58,750	$ 47,000	$ 35,250
Subtotal	$ 322,750	$ 310,750	$ 293,750	$ 282,000	$ 270,250
FY 22 Bond (April 2022)					
Prin (110,000)DPW Bldg Sidewks & Pkg Lot	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
L/T Int	$ 3,500	$ 3,000	$ 2,500	$ 2,000	$ 1,500
Subtotal	$ 13,500	$ 13,000	$ 12,500	$ 12,000	$ 11,500
FY 22 Bond (April 2022)					
Prin (300,000)Prop & Bldg:Underground Ducts	$ 60,000	$ 60,000	$ -	$ -	$ -
L/T Int	$ 6,000	$ 3,000	$ -	$ -	$ -
Subtotal	$ 66,000	$ 63,000	$ -	$ -	$ -
FY 22 Bond (June 2022)					
Prin (2,862,150)Elem School Design 1	$ 145,000	$ 145,000	$ 145,000	$ 145,000	$ 145,000
L/T Int	$ 112,850	$ 105,600	$ 98,350	$ 91,100	$ 83,850
Subtotal	$ 257,850	$ 250,600	$ 243,350	$ 236,100	$ 228,850
FY 22 Bond (June 2022)					
Prin (572,301)Elem School Design 2	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
L/T Int	$ 22,500	$ 21,000	$ 19,500	$ 18,000	$ 16,500
Subtotal	$ 52,500	$ 51,000	$ 49,500	$ 48,000	$ 46,500

FY 22 Bond (June 2022)					
Prin (1,144,277 3 Elem SchoolProjects OPM Services,	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000
L/T Int	$ 44,700	$ 41,700	$ 38,700	$ 35,700	$ 32,700
Subtotal	$ 104,700	$ 101,700	$ 98,700	$ 95,700	$ 92,700
FY 22 Bond (June 2022)					
Prin (22,211,272) Elem Schools (Lowell, Hosmer & Cunniff)	$ 1,110,000	$ 1,110,000	$ 1,110,000	$ 1,110,000	$ 1,110,000
L/T Int	$ 876,900	$ 821,400	$ 765,900	$ 710,400	$ 654,900
Subtotal	$ 1,986,900	$ 1,931,400	$ 1,875,900	$ 1,820,400	$ 1,764,900
FY 23 Bond (June 2023)					
Prin (50,000,000) High School Construction #1	$ 1,670,000	$ 1,670,000	$ 1,670,000	$ 1,670,000	$ 1,670,000
L/T Int	$ 2,099,900	$ 2,016,400	$ 1,932,900	$ 1,849,400	$ 1,765,900
Subtotal	$ 3,769,900	$ 3,686,400	$ 3,602,900	$ 3,519,400	$ 3,435,900
FY 23 Bond (June 2023)					
Prin (23,895,000) Elem Schools (Lowell,Hosmer & Cunniff	$ 1,195,000	$ 1,195,000	$ 1,195,000	$ 1,195,000	$ 1,195,000
L/T Int	$ 1,027,500	$ 967,750	$ 908,000	$ 848,250	$ 788,500
Subtotal	$ 2,222,500	$ 2,162,750	$ 2,103,000	$ 2,043,250	$ 1,983,500
FY 23 Bond (June 2023)					
Prin (835,000) Elem Schools (Lowell,Hosmer & Cunniff	$ 165,000	$ 165,000	$ 165,000	$ -	$ -
L/T Int	$ 24,750	$ 16,500	$ 8,250	$ -	$ -
Subtotal	$ 189,750	$ 181,500	$ 173,250	$ -	$ -
FY 23 Bond (June 2023)					
Prin (1,700,000) Streets & Sidewalks	$ 340,000	$ 340,000	$ 340,000	$ -	$ -
L/T Int	$ 51,000	$ 34,000	$ 17,000	$ -	$ -
Subtotal	$ 391,000	$ 374,000	$ 357,000	$ -	$ -
FY 23 Bond (June 2023)					
Prin (200,000) Swap Loader Trash Compactor	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
L/T Int	$ 8,000	$ 7,000	$ 6,000	$ 5,000	$ 4,000
Subtotal	$ 28,000	$ 27,000	$ 26,000	$ 25,000	$ 24,000
FY 23 Bond (June 2023)					
Prin (300,000) Handycap Ramp (Ryan Skating Arena)	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
L/T Int	$ 12,000	$ 10,500	$ 9,000	$ 7,500	$ 6,000
Subtotal	$ 42,000	$ 40,500	$ 39,000	$ 37,500	$ 36,000
FY 23 Bond (June 2023)					
Prin (1,500,000) Victory Field Turf Repl	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000
L/T Int	$ 60,000	$ 52,500	$ 45,000	$ 37,500	$ 30,000
Subtotal	$ 210,000	$ 202,500	$ 195,000	$ 187,500	$ 180,000

FY 23 Bond (June 2023)					
Prin (1,180,000) Moxley Field/Court Renovation	$ 120,000	$ 120,000	$ 120,000	$ 120,000	$ 115,000
L/T Int	$ 47,000	$ 41,000	$ 35,000	$ 29,000	$ 23,000
Subtotal	$ 167,000	$ 161,000	$ 155,000	$ 149,000	$ 138,000
FY 23 Bond (June 2023)					
Prin (700,000) Filippello Spray Park Renovation	$ 70,000	$ 70,000	$ 70,000	$ 70,000	$ 70,000
L/T Int	$ 28,000	$ 24,500	$ 21,000	$ 17,500	$ 14,000
Subtotal	$ 98,000	$ 94,500	$ 91,000	$ 87,500	$ 84,000
FY 23 Bond (June 2024)					
Prin (8,708,000)Arsenal Park Renovation	$ 583,000	$ 580,000	$ 580,000	$ 580,000	$ 580,000
L/T Int	$ 400,350	$ 371,200	$ 342,200	$ 313,200	$ 284,200
Subtotal	$ 983,350	$ 951,200	$ 922,200	$ 893,200	$ 864,200
FY 24 Bond (June 2024)					
Prin (2,625,000)Street & Sidewalk Reconstruction	$ 175,000	$ 175,000	$ 175,000	$ 175,000	$ 175,000
L/T Int	$ 120,750	$ 112,000	$ 103,250	$ 94,500	$ 85,750
Subtotal	$ 295,750	$ 287,000	$ 278,250	$ 269,500	$ 260,750
FY 24 Bond (June 2024)					
Prin (1,620,000)High School Construction #2	$ 1,617,000	$ 1,620,000	$ 1,620,000	$ 1,620,000	$ 1,620,000
L/T Int	$ 2,088,050	$ 2,007,200	$ 1,926,200	$ 1,845,200	$ 1,764,200
Subtotal	$ 3,705,050	$ 3,627,200	$ 3,546,200	$ 3,465,200	$ 3,384,200
	15,800,000.00	15,430,000.00	14,915,000.00	14,300,000.00	13,465,000.00
	10,098,575.00	9,331,000.00	8,581,512.50	7,890,067.50	7,201,208.00
Subtotal	**$ 25,898,575**	**$ 24,761,000**	**$ 23,496,513**	**$ 22,190,068**	**$ 20,666,208**
PROOF LINE	**$ 25,898,575**	**$ 24,761,000**	**$ 23,496,513**	**$ 22,190,068**	**$ 20,666,208**
Prin (2,000,000) Morse Street Long Road & Connectors	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ 400,000
L/T Int (4.5%)	$ 90,000	$ 72,000	$ 54,000	$ 36,000	$ 18,000
Subtotal	$ 490,000	$ 472,000	$ 454,000	$ 436,000	$ 418,000
Prin (65,550) DPW WATER HEATER REPLACEMENT	$ 13,110	$ 13,110	$ 13,110	$ 13,110	$ 13,110
L/T Int (4.5%)	$ 2,950	$ 2,360	$ 1,770	$ 1,180	$ 590
Subtotal	$ 16,060	$ 15,470	$ 14,880	$ 14,290	$ 13,700
Prin (50,000,000)New HS Construction	$ 1,666,667	$ 1,666,667	$ 1,666,667	$ 1,666,667	$ 1,666,667
L/T Int (4.5%)	$ 2,250,000	$ 2,175,000	$ 2,100,000	$ 2,025,000	$ 1,950,000
Subtotal	$ 3,916,667	$ 3,841,667	$ 3,766,667	$ 3,691,667	$ 3,616,667
Prin (945,000) HVAC First Floor Basement Middle School FY24	$ 63,000	$ 63,000	$ 63,000	$ 63,000	$ 63,000
L/T Int (4.5%)	$ 42,525	$ 39,690	$ 36,855	$ 34,020	$ 31,185
Subtotal	$ 105,525	$ 102,690	$ 99,855	$ 97,020	$ 94,185

Prin (900,000) Various DPW Vehicles FY25	$ 93,000	$ 93,000	$ 93,000	$ 93,000	$ 93,000
L/T Int (4.5%)	$ 40,500	$ 36,315	$ 32,130	$ 27,945	$ 23,760
Subtotal	$ 133,500	$ 129,315	$ 125,130	$ 120,945	$ 116,760
Prin (300,000) Underground Ducts for Utilities FY24	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000
L/T Int (4.5%)	$ 13,500	$ 10,800	$ 8,100	$ 5,400	$ 2,700
Subtotal	$ 73,500	$ 70,800	$ 68,100	$ 65,400	$ 62,700
Prin (500,000) Fire Ambulance FY25	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
L/T Int (4.5%)	$ 22,500	$ 18,000	$ 13,500	$ 9,000	$ 4,500
Subtotal	$ 122,500	$ 118,000	$ 113,500	$ 109,000	$ 104,500
Prin (885,000) Engine Truck 1 FY25	$ 59,000	$ 59,000	$ 59,000	$ 59,000	$ 59,000
L/T Int (4.5%)	$ 39,825	$ 37,170	$ 34,515	$ 31,860	$ 29,205
Subtotal	$ 98,825	$ 96,170	$ 93,515	$ 90,860	$ 88,205
Prin (180,000)DPW ADMIN- ADD EV STATIONS FY24 & FY25	$ 36,000	$ 36,000	$ 36,000	$ 36,000	$ 36,000
L/T Int (4.5%)	$ 8,100	$ 6,480	$ 4,860	$ 3,240	$ 1,620
Subtotal	$ 44,100	$ 42,480	$ 40,860	$ 39,240	$ 37,620
TOTAL AUTHORIZED UNISSUED DEBT					
Prin	$ 2,490,777	$ 2,490,777	$ 2,490,777	$ 2,490,777	$ 2,490,777
L/T Int	$ 2,509,900	$ 2,397,815	$ 2,285,730	$ 2,173,645	$ 2,061,560
Total Authorized Unissued	**$ 5,000,677**	**$ 4,888,592**	**$ 4,776,507**	**$ 4,664,422**	**$ 4,552,337**

PLANNED BOND DEBT

FY 23 Bond (May 2023)					
Prin (1,200,000) See Schedule	$ 160,000	$ 160,000	$ 160,000	$ 160,000	$ 160,000
L/T Int (4.5%)	$ 54,000	$ 46,800	$ 39,600	$ 32,400	$ 25,200
Subtotal	$ 214,000	$ 206,800	$ 199,600	$ 192,400	$ 185,200
FY 24 Bond (May 2024)					
Prin (3,546,732) See Schedule	$ 579,346	$ 579,346	$ 579,346	$ 579,346	$ 579,346
L/T Int (4.5%)	$ 159,603	$ 133,532	$ 107,462	$ 81,391	$ 55,321
Subtotal	$ 738,949	$ 712,878	$ 686,808	$ 660,737	$ 634,667
FY 24 Bond (May 2024)					
Prin (2,100,000) Walk, & Conn/Thrwys	$ 420,000	$ 420,000	$ 420,000	$ 420,000	$ 420,000
L/T Int (4.5%)	$ 94,500	$ 75,600	$ 56,700	$ 37,800	$ 18,900
Subtotal	$ 514,500	$ 495,600	$ 476,700	$ 457,800	$ 438,900

FY 24 Bond (May 2024)					
Prin (95,000) School Items	$ 19,000	$ 19,000	$ 19,000	$ 19,000	$ 19,000
L/T Int (4.5%)	$ 4,275	$ 3,420	$ 2,565	$ 1,710	$ 855
Subtotal	$ 23,275	$ 22,420	$ 21,565	$ 20,710	$ 19,855
FY 25 Bond (May 2025)					
Prin (6,557,800) See Schedule	$ 721,810	$ 721,810	$ 721,810	$ 721,810	$ 721,810
L/T Int (4.5%)	$ 295,101	$ 262,620	$ 230,138	$ 197,657	$ 165,175
Subtotal	$ 1,016,911	$ 984,430	$ 951,948	$ 919,467	$ 886,985
FY 25 Bond (May 2025)					
Prin (5,450,000) Str, Walk, & Conn/Thrwys	$ 1,090,000	$ 1,090,000	$ 1,090,000	$ 1,090,000	$ 1,090,000
L/T Int (4.5%)	$ 245,250	$ 196,200	$ 147,150	$ 98,100	$ 49,050
Subtotal	$ 1,335,250	$ 1,286,200	$ 1,237,150	$ 1,188,100	$ 1,139,050
FY 25 Bond (May 2025)					
Prin (95,000) School Items	$ 19,000	$ 19,000	$ 19,000	$ 19,000	$ 19,000
L/T Int (4.5%)	$ 4,275	$ 3,420	$ 2,565	$ 1,710	$ 855
Subtotal	$ 23,275	$ 22,420	$ 21,565	$ 20,710	$ 19,855
FY 26 Bond (May 2026)					
Prin (22,320,000) See Schedule	$ -	$ 1,981,367	$ 1,981,367	$ 1,981,367	$ 1,981,367
L/T Int (4.5%)	$ -	$ 1,004,400	$ 915,239	$ 826,077	$ 736,916
Subtotal	$ -	$ 2,985,767	$ 2,896,606	$ 2,807,444	$ 2,718,283
FY 26 Bond (May 2026)					
Prin (10,000,000) New Middle School Project	$ -	$ 333,333	$ 333,333	$ 333,333	$ 333,333
L/T Int (4.5%)	$ -	$ 450,000	$ 435,000	$ 420,000	$ 405,000
Subtotal	$ -	$ 783,333	$ 768,333	$ 753,333	$ 738,333
FY 26 Bond (May 2026)					
Prin (6,275,000) Str, Walk, & Conn/Thrwys	$ -	$ 1,255,000	$ 1,255,000	$ 1,255,000	$ 1,255,000
L/T Int (4.5%)	$ -	$ 282,375	$ 225,900	$ 169,425	$ 112,950
Subtotal	$ -	$ 1,537,375	$ 1,480,900	$ 1,424,425	$ 1,367,950
FY 26 Bond (May 2026)					
Prin (317,000)School Items	$ -	$ 63,400	$ 63,400	$ 63,400	$ 63,400
L/T Int (4.5%)	$ -	$ 14,265	$ 11,412	$ 8,559	$ 5,706
Subtotal	$ -	$ 77,665	$ 74,812	$ 71,959	$ 69,106
FY 27 Bond)					
Prin (6,715,000) See Schedule	$ -	$ -	$ 736,333	$ 736,333	$ 736,333
L/T Int (4.5%)	$ -	$ -	$ 302,175	$ 269,040	$ 235,905
Subtotal	$ -	$ -	$ 1,038,508	$ 1,005,373	$ 972,238

FY 27 Bond)						
Prin (30,000,000) New Middle School Project Borrowing #2	$ -	$ -	$ 1,000,000	$ 1,000,000	$ 1,000,000	
L/T Int (4.5%)	$ -	$ -	$ 1,350,000	$ 1,305,000	$ 1,260,000	
Subtotal	$ -	$ -	$ 2,350,000	$ 2,305,000	$ 2,260,000	
FY 27 Bond						
Prin (195,000) School Items	$ -	$ -	$ 29,000	$ 29,000	$ 29,000	
L/T Int (4.5%)	$ -	$ -	$ 8,775	$ 7,470	$ 6,165	
Subtotal	$ -	$ -	$ 37,775	$ 36,470	$ 35,165	
FY 27 Bond						
Prin (6,200,000)Str, Walk, Conn/Thrwy Light	$ -	$ -	$ 1,240,000	$ 1,240,000	$ 1,240,000	
L/T Int (4.5%)	$ -	$ -	$ 279,000	$ 223,200	$ 167,400	
Subtotal	$ -	$ -	$ 1,519,000	$ 1,463,200	$ 1,407,400	
FY 28 Bond						
Prin (13,485,200) See Schedule	$ -	$ -	$ -	$ 1,633,273	$ 1,633,273	
L/T Int (4.5%)	$ -	$ -	$ -	$ 606,834	$ 533,337	
Subtotal	$ -	$ -	$ -	$ 2,240,107	$ 2,166,610	
FY 28 Bond)						
Prin (30,000,000) New Middle School Project Borrowing #3	$ -	$ -	$ -	$ 1,000,000	$ 1,000,000	
L/T Int (4.5%)	$ -	$ -	$ -	$ 1,350,000	$ 1,305,000	
Subtotal	$ -	$ -	$ -	$ 2,350,000	$ 2,305,000	
FY 28 Bond						
Prin (1,495,000) School Items	$ -	$ -	$ -	$ 259,000	$ 259,000	
L/T Int (4.5%)	$ -	$ -	$ -	$ 67,275	$ 55,620	
Subtotal	$ -	$ -	$ -	$ 326,275	$ 314,620	
FY 28 Bond						
Prin (6,725,000)Str, Walk, Conn/Thrwy Light	$ -	$ -	$ -	$ 1,345,000	$ 1,345,000	
L/T Int (4.5%)	$ -	$ -	$ -	$ 302,625	$ 242,100	
Subtotal	$ -	$ -	$ -	$ 1,647,625	$ 1,587,100	
FY 29 Bond						
Prin (9,345,000) See Schedule	$ -	$ -	$ -	$ -	$ 1,152,500	
L/T Int (4.5%)	$ -	$ -	$ -	$ -	$ 420,525	
Subtotal	$ -	$ -	$ -	$ -	$ 1,573,025	
FY 29 Bond						
Prin (895,000) School Items	$ -	$ -	$ -	$ -	$ 129,000	
L/T Int (4.5%)	$ -	$ -	$ -	$ -	$ 40,275	
Subtotal	$ -	$ -	$ -	$ -	$ 169,275	

FY 29 Bond					
Prin (6,150,000)Str, Walk, Conn/Thrwy Light	$ -	$ -	$ -	$ -	$ 1,230,000
L/T Int (4.5%)	$ -	$ -	$ -	$ -	$ 276,750
Subtotal	$ -	$ -	$ -	$ -	$ 1,506,750
TOTAL PLANNED BOND DEBT					
Principal	$ 3,009,157	$ 6,642,257	$ 9,647,589	$ 13,884,862	$ 16,396,362
Long Term Interest	$ 857,004	$ 2,472,632	$ 4,113,681	$ 6,006,273	$ 6,119,004
TOTAL PLANNED DEBT	**$ 3,866,161**	**$ 9,114,889**	**$ 13,761,270**	**$ 19,891,135**	**$ 22,515,366**
Total Permanent, Authorized/Unissued, & Planned					
Principal	$ 21,299,933	$ 24,563,033	$ 27,053,365	$ 30,675,638	$ 32,352,138
Long Term Interest	$ 13,465,480	$ 14,201,447	$ 14,980,923	$ 16,069,985	$ 15,381,772
Grand Total	**$ 34,765,413**	**$ 38,764,480**	**$ 42,034,288**	**$ 46,745,623**	**$ 47,733,910**

City of Watertown
CIP FY26 TO FY30 Cost Analysis

				FY 26		FY 27		FY 28		FY 29		FY 30	
AUTHORIZED UNISSUED DEBT		FY	**COST**	**PRINCIPAL**	**INTEREST**	**PRINCIPAL**	**INTEREST**	**PRINCIPAL**	**INTEREST**	**PRINCIPAL**	**INTEREST**	**PRINCIPAL**	**INTEREST**
15 MIDDLE: HVAC (VRF) 1ST FLOOR & basement	BR	23	$ 945,000	$ 63,000	$ 42,525	$ 63,000	$ 39,690	$ 63,000	$ 36,855	$ 63,000	$ 34,020	$ 63,000	$ 31,185
				$ 63,000	$ 42,525	$ 63,000	$ 39,690	$ 63,000	$ 36,855	$ 63,000	$ 34,020	$ 63,000	$ 31,185
5 HIGHWAY (CONNECTOR/THROUGHWAYS) Morse	STB	24	$ 2,000,000	$ 400,000	$ 90,000	$ 400,000	$ 72,000	$ 400,000	$ 54,000	$ 400,000	$ 36,000	$ 400,000	$ 18,000
			$ 2,000,000	$ 400,000	$ 90,000	$ 400,000	$ 72,000	$ 400,000	$ 54,000	$ 400,000	$ 36,000	$ 400,000	$ 18,000
30 NEW HIGH SCHOOL BUILDING - CONSTR.	BR	24	$ 50,000,000	$ 1,666,667	$ 2,250,000	$ 1,666,667	$ 2,175,000	$ 1,666,667	$ 2,100,000	$ 1,666,667	$ 2,025,000	$ 1,666,667	$ 1,950,000
			$ 50,000,000	$ 1,666,667	$ 2,250,000	$ 1,666,667	$ 2,175,000	$ 1,666,667	$ 2,100,000	$ 1,666,667	$ 2,025,000	$ 1,666,667	$ 1,950,000
5 STREETS & SIDEWALKS:UNDERGROUND DUCT FOR UTILITIES	BR	24	$ 300,000	$ 60,000	$ 13,500	$ 60,000	$ 10,800	$ 60,000	$ 8,100	$ 60,000	$ 5,400	$ 60,000	$ 2,700
			$ 300,000	$ 60,000	$ 13,500	$ 60,000	$ 10,800	$ 60,000	$ 8,100	$ 60,000	$ 5,400	$ 60,000	$ 2,700
10 HIGHWAY RACK TRUCK	BE	24	$ 150,000	$ 15,000	$ 6,750	$ 15,000	$ 6,075	$ 15,000	$ 5,400	$ 15,000	$ 4,725	$ 15,000	$ 4,050
10 HIGHWAY CREW TRUCK	BE	24	$ 180,000	$ 18,000	$ 8,100	$ 18,000	$ 7,290	$ 18,000	$ 6,480	$ 18,000	$ 5,670	$ 18,000	$ 4,860
10 SNOW&ICE: SALTER 6 WHEELER	BE	24	$ 300,000	$ 30,000	$ 13,500	$ 30,000	$ 12,150	$ 30,000	$ 10,800	$ 30,000	$ 9,450	$ 30,000	$ 8,100
10 PROP/BLDG: HEAVY DUTY 4X4 FORKLIFT	BE	24	$ 100,000	$ 10,000	$ 4,500	$ 10,000	$ 4,050	$ 10,000	$ 3,600	$ 10,000	$ 3,150	$ 10,000	$ 2,700
10 PARKS & FORESTRY: TREE CHIPPER	BE	24	$ 75,000	$ 7,500	$ 3,375	$ 7,500	$ 3,038	$ 7,500	$ 2,700	$ 7,500	$ 2,363	$ 7,500	$ 2,025
10 PARKS & FORESTRY: UTILITY TRUCK	BE	24	$ 65,000	$ 6,500	$ 2,925	$ 6,500	$ 2,633	$ 6,500	$ 2,340	$ 6,500	$ 2,048	$ 6,500	$ 1,755
5 CEMETERY: OFF ROAD UTILITY VEH	BE	23	$ 30,000	$ 6,000	$ 1,350	$ 6,000	$ 1,080	$ 6,000	$ 810	$ 6,000	$ 540	$ 6,000	$ 270
			$ 900,000	$ 93,000	$ 40,500	$ 93,000	$ 36,315	$ 93,000	$ 32,130	$ 93,000	$ 27,945	$ 93,000	$ 23,760
5 DPW Water Heater Replacement	BR	24	$ 65,550	$ 13,110	$ 2,950	$ 13,110	$ 2,360	$ 13,110	$ 1,770	$ 13,110	$ 1,180	$ 13,110	$ 590
			$ 65,550	$ 13,110	$ 2,950	$ 13,110	$ 2,360	$ 13,110	$ 1,770	$ 13,110	$ 1,180	$ 13,110	$ 590
5 FIRE: AMBULANCE	BE	25	$ 500,000	$ 100,000	$ 22,500	$ 100,000	$ 18,000	$ 100,000	$ 13,500	$ 100,000	$ 9,000	$ 100,000	$ 4,500
			$ 500,000	$ 100,000	$ 22,500	$ 100,000	$ 18,000	$ 100,000	$ 13,500	$ 100,000	$ 9,000	$ 100,000	$ 4,500
15 FIRE: ENGINE 1 TRUCK REPLACEMENT	BE	25	$ 885,000	$ 59,000	$ 39,825	$ 59,000	$ 37,170	$ 59,000	$ 34,515	$ 59,000	$ 31,860	$ 59,000	$ 29,205
			$ 885,000	$ 59,000	$ 39,825	$ 59,000	$ 37,170	$ 59,000	$ 34,515	$ 59,000	$ 31,860	$ 59,000	$ 29,205
5 DPW ADMIN:ADD EV STATIONS	BR	24/25	$ 180,000	$ 36,000	$ 8,100	$ 36,000	$ 6,480	$ 36,000	$ 4,860	$ 36,000	$ 3,240	$ 36,000	$ 1,620
			$ 180,000	$ 36,000	$ 8,100	$ 36,000	$ 6,480	$ 36,000	$ 4,860	$ 36,000	$ 3,240	$ 36,000	$ 1,620
TOTAL AUTHORIZED UNISSUED DEBT			**$ 54,830,550**	**$ 2,490,777**	**$ 2,509,900**	**$ 2,490,777**	**$ 2,397,815**	**$ 2,490,777**	**$ 2,285,730**	**$ 2,490,777**	**$ 2,173,645**	**$ 2,490,777**	**$ 2,061,560**
PLANNED DEBT													
10 CDP: HOW PARK PLAYGROUND	BR	23	$ 500,000	$ 50,000	$ 22,500	$ 50,000	$ 20,250	$ 50,000	$ 18,000	$ 50,000	$ 15,750	$ 50,000	$ 13,500
5 IT: INFRASTRUCTURE IMPROVEMENTS	BE	23	$ 300,000	$ 60,000	$ 13,500	$ 60,000	$ 10,800	$ 60,000	$ 8,100	$ 60,000	$ 5,400	$ 60,000	$ 2,700
5 IT: PERMITTING/TRANSPARENCY DASHBRDS	BE	23	$ 100,000	$ 20,000	$ 4,500	$ 20,000	$ 3,600	$ 20,000	$ 2,700	$ 20,000	$ 1,800	$ 20,000	$ 900
5 IT: DOCUMENT SCANNING	BE	23	$ 100,000	$ 20,000	$ 4,500	$ 20,000	$ 3,600	$ 20,000	$ 2,700	$ 20,000	$ 1,800	$ 20,000	$ 900
20 LIBRARY: REPLACE BOILERS & PUMPS	BR	23	$ 200,000	$ 10,000	$ 9,000	$ 10,000	$ 8,550	$ 10,000	$ 8,100	$ 10,000	$ 7,650	$ 10,000	$ 7,200
			$ 1,200,000	$ 160,000	$ 54,000	$ 160,000	$ 46,800	$ 160,000	$ 39,600	$ 160,000	$ 32,400	$ 160,000	$ 25,200
5 PARKER: REPLACE MAIN ELECTRICAL SERVICE	BR	24	$ 100,000	$ 20,000	$ 4,500	$ 20,000	$ 3,600	$ 20,000	$ 2,700	$ 20,000	$ 1,800	$ 20,000	$ 900
5 PARKER:INSTALL BUILDING GENERATOR	BR	24	$ 300,000	$ 60,000	$ 13,500	$ 60,000	$ 10,800	$ 60,000	$ 8,100	$ 60,000	$ 5,400	$ 60,000	$ 2,700
5 PARKER:POINT/REPAIR EXT MASONARY FAÇADE	BR	24	$ 125,000	$ 25,000	$ 5,625	$ 25,000	$ 4,500	$ 25,000	$ 3,375	$ 25,000	$ 2,250	$ 25,000	$ 1,125
15 PARKER:INSTALL FIRE SUPRESSION SYSTEM	BR	24	$ 750,000	$ 50,000	$ 33,750	$ 50,000	$ 31,500	$ 50,000	$ 29,250	$ 50,000	$ 27,000	$ 50,000	$ 24,750
5 IT: INFRASTRUCTURE IMPROVEMENTS	BE	24	$ 138,432	$ 27,686	$ 6,229	$ 27,686	$ 4,984	$ 27,686	$ 3,738	$ 27,686	$ 2,492	$ 27,686	$ 1,246
5 IT: PERMITTING/TRANSPARENCY DASHBOARDS	BE	24	$ 150,000	$ 30,000	$ 6,750	$ 30,000	$ 5,400	$ 30,000	$ 4,050	$ 30,000	$ 2,700	$ 30,000	$ 1,350
5 IT: DOCUMENT SCANNING	BE	24	$ 200,000	$ 40,000	$ 9,000	$ 40,000	$ 7,200	$ 40,000	$ 5,400	$ 40,000	$ 3,600	$ 40,000	$ 1,800
5 IT: MUNIS FINANCIAL SYSTEM ENHANCEMENTS	BE	24	$ 150,000	$ 30,000	$ 6,750	$ 30,000	$ 5,400	$ 30,000	$ 4,050	$ 30,000	$ 2,700	$ 30,000	$ 1,350
5 IT: PARKER ANNEX TECHNOLOGY	BR	24	$ 500,000	$ 100,000	$ 22,500	$ 100,000	$ 18,000	$ 100,000	$ 13,500	$ 100,000	$ 9,000	$ 100,000	$ 4,500
5 FIRE: MAIN STATION INTERIOR REPAIRS	BR	24	$ 100,000	$ 20,000	$ 4,500	$ 20,000	$ 3,600	$ 20,000	$ 2,700	$ 20,000	$ 1,800	$ 20,000	$ 900
5 FIRE: MAIN STN. REPLACE EMERG GEN	BE	24	$ 90,000	$ 18,000	$ 4,050	$ 18,000	$ 3,240	$ 18,000	$ 2,430	$ 18,000	$ 1,620	$ 18,000	$ 810
5 FIRE: MAIN STATION ALERTING SYSTEM	BE	24	$ 120,000	$ 24,000	$ 5,400	$ 24,000	$ 4,320	$ 24,000	$ 3,240	$ 24,000	$ 2,160	$ 24,000	$ 1,080
5 LIBRARY: DESIGN/ENGINEER CHILLER & ROOF TOP UNITS	BR	24	$ 50,000	$ 10,000	$ 2,250	$ 10,000	$ 1,800	$ 10,000	$ 1,350	$ 10,000	$ 900	$ 10,000	$ 450
5 LIBRARY:DESIGN HEATING SYSTEM & CONTROLS REPLACMENT	BR	24	$ 120,000	$ 24,000	$ 5,400	$ 24,000	$ 4,320	$ 24,000	$ 3,240	$ 24,000	$ 2,160	$ 24,000	$ 1,080
20 LIBRARY REPLACE CHILLER	BR	24	$ 200,000	$ 10,000	$ 9,000	$ 10,000	$ 8,550	$ 10,000	$ 8,100	$ 10,000	$ 7,650	$ 10,000	$ 7,200
5 LIBRARY:REPL ROOF TOP UNITS/COMPRESSORS	BR	24	$ 416,300	$ 83,260	$ 18,734	$ 83,260	$ 14,987	$ 83,260	$ 11,240	$ 83,260	$ 7,493	$ 83,260	$ 3,747
5 POLICE: REPL ACCESS CONTRL BLD VIDEO SYS SERV	BE	24	$ 37,000	$ 7,400	$ 1,665	$ 7,400	$ 1,332	$ 7,400	$ 999	$ 7,400	$ 666	$ 7,400	$ 333
			$ 3,546,732	$ 579,346	$ 159,603	$ 579,346	$ 133,532	$ 579,346	$ 107,462	$ 579,346	$ 81,391	$ 579,346	$ 55,321
5 HIGHWAY (CONNECTOR/THROUGHWAYS)	STB	24	$ 2,100,000	$ 420,000	$ 94,500	$ 420,000	$ 75,600	$ 420,000	$ 56,700	$ 420,000	$ 37,800	$ 420,000	$ 18,900
			$ 2,100,000	$ 420,000	$ 94,500	$ 420,000	$ 75,600	$ 420,000	$ 56,700	$ 420,000	$ 37,800	$ 420,000	$ 18,900
5 DISTRICT: SECURITY SYSTEM ENHANCEMENTS	BR	24	$ 95,000	$ 19,000	$ 4,275	$ 19,000	$ 3,420	$ 19,000	$ 2,565	$ 19,000	$ 1,710	$ 19,000	$ 855
			$ 95,000	$ 19,000	$ 4,275	$ 19,000	$ 3,420	$ 19,000	$ 2,565	$ 19,000	$ 1,710	$ 19,000	$ 855
20 PARKER: 2ND FLOOR RENOVATIONS	BR	25	$ 2,217,000	$ 110,850	$ 99,765	$ 110,850	$ 94,777	$ 110,850	$ 89,789	$ 110,850	$ 84,800	$ 110,850	$ 79,812
5 COMMANDER'S MANSION ELEVATOR	BE	25	$ 350,000	$ 70,000	$ 15,750	$ 70,000	$ 12,600	$ 70,000	$ 9,450	$ 70,000	$ 6,300	$ 70,000	$ 3,150
10 BEMIS INSTALL, PLYGRD EQUIP, SPRAY	BR	25	$ 960,000	$ 96,000	$ 43,200	$ 96,000	$ 38,880	$ 96,000	$ 34,560	$ 96,000	$ 30,240	$ 96,000	$ 25,920
5 IT: INFRASTRUCTURE IMPROVEMENTS	BE	25	$ 200,000	$ 40,000	$ 9,000	$ 40,000	$ 7,200	$ 40,000	$ 5,400	$ 40,000	$ 3,600	$ 40,000	$ 1,800
5 IT: PERMITTING/TRANSPARENCY DASHBOARDS	BE	25	$ 150,000	$ 30,000	$ 6,750	$ 30,000	$ 5,400	$ 30,000	$ 4,050	$ 30,000	$ 2,700	$ 30,000	$ 1,350
5 IT: DOCUMENT SCANNING	BE	25	$ 200,000	$ 40,000	$ 9,000	$ 40,000	$ 7,200	$ 40,000	$ 5,400	$ 40,000	$ 3,600	$ 40,000	$ 1,800
5 IT: MUNIS FINANCIAL SYSTEM ENHANCEMENTS	BE	25	$ 100,000	$ 20,000	$ 4,500	$ 20,000	$ 3,600	$ 20,000	$ 2,700	$ 20,000	$ 1,800	$ 20,000	$ 900
5 IT: PARKER ANNEX TECHNOLOGY	BR	25	$ 200,000	$ 40,000	$ 9,000	$ 40,000	$ 7,200	$ 40,000	$ 5,400	$ 40,000	$ 3,600	$ 40,000	$ 1,800
5 IT: DIGITAL EQUITY & BROADBAND	BR	25	$ 250,000	$ 50,000	$ 11,250	$ 50,000	$ 9,000	$ 50,000	$ 6,750	$ 50,000	$ 4,500	$ 50,000	$ 2,250
5 FIRE: MAIN & NORTH ST. APPARATUS DOORS	BR	25	$ 130,800	$ 26,160	$ 5,886	$ 26,160	$ 4,709	$ 26,160	$ 3,532	$ 26,160	$ 2,354	$ 26,160	$ 1,177
5 POLICE: REPL TRAINING SIMULATOR COMPUTER SYSTEM	BE	25	$ 93,000	$ 18,600	$ 4,185	$ 18,600	$ 3,348	$ 18,600	$ 2,511	$ 18,600	$ 1,674	$ 18,600	$ 837
10 POLICE: FIRING RANGE HVAC UPGRADE	BE	25	$ 600,000	$ 60,000	$ 27,000	$ 60,000	$ 24,300	$ 60,000	$ 21,600	$ 60,000	$ 18,900	$ 60,000	$ 16,200
10 PUBLIC BLDG: SOLAR CANOPY DPW PKG LOT	BR	25	$ 650,000	$ 65,000	$ 29,250	$ 65,000	$ 26,325	$ 65,000	$ 23,400	$ 65,000	$ 20,475	$ 65,000	$ 17,550
5 HIGHWAY: SKID STEER	BE	25	$ 65,000	$ 13,000	$ 2,925	$ 13,000	$ 2,340	$ 13,000	$ 1,755	$ 13,000	$ 1,170	$ 13,000	$ 585
10 SNOW AND ICE: LOADER 3/4 YARD	BE	25	$ 107,000	$ 10,700	$ 4,815	$ 10,700	$ 4,334	$ 10,700	$ 3,852	$ 10,700	$ 3,371	$ 10,700	$ 2,889
5 CEMETERY: OFF ROAD UTILITY VEH 4X4 (2)	BE	25	$ 30,000	$ 6,000	$ 1,350	$ 6,000	$ 1,080	$ 6,000	$ 810	$ 6,000	$ 540	$ 6,000	$ 270
10 CEMETERY: BACKHOE	BE	25	$ 140,000	$ 14,000	$ 6,300	$ 14,000	$ 5,670	$ 14,000	$ 5,040	$ 14,000	$ 4,410	$ 14,000	$ 3,780
10 PARKS & FORESTRY: TREE CHIPPER	BE	25	$ 75,000	$ 7,500	$ 3,375	$ 7,500	$ 3,038	$ 7,500	$ 2,700	$ 7,500	$ 2,363	$ 7,500	$ 2,025
10 RINK ENCLOSURE OF SOFFITS/OUTSIDE WALLS	BR	25	$ 40,000	$ 4,000	$ 1,800	$ 4,000	$ 1,620	$ 4,000	$ 1,440	$ 4,000	$ 1,260	$ 4,000	$ 1,080
			$ 6,557,800	$ 721,810	$ 295,101	$ 721,810	$ 262,620	$ 721,810	$ 230,138	$ 721,810	$ 197,657	$ 721,810	$ 165,175

5	MT. AUBURN St NON PARTICIPATORY FUNDS	BR	25	$	500,000	$	100,000	$	22,500	$	100,000	$	18,000	$	100,000	$	13,500	$	100,000	$	9,000	$	100,000	$	4,500
5	HIGHWAY (CONNECTOR/LONGER STREETS)	STB	25	$	2,200,000	$	440,000	$	99,000	$	440,000	$	79,200	$	440,000	$	59,400	$	440,000	$	39,600	$	440,000	$	19,800
5	HIGHWAY RECONSTR BONDS	STB	25	$	2,200,000	$	440,000	$	99,000	$	440,000	$	79,200	$	440,000	$	59,400	$	440,000	$	39,600	$	440,000	$	19,800
5	SIDEWALK RECONSTR BONDS	SWB	25	$	550,000	$	110,000	$	24,750	$	110,000	$	19,800	$	110,000	$	14,850	$	110,000	$	9,900	$	110,000	$	4,950
				$	5,450,000	$	1,090,000	$	245,250	$	1,090,000	$	196,200	$	1,090,000	$	147,150	$	1,090,000	$	98,100	$	1,090,000	$	49,050
5	DISTRICT: SECURITY SYSTEM ENHANCEMENTS	BR	25	$	95,000	$	19,000	$	4,275	$	19,000	$	3,420	$	19,000	$	2,565	$	19,000	$	1,710	$	19,000	$	855
				$	95,000	$	19,000	$	4,275	$	19,000	$	3,420	$	19,000	$	2,565	$	19,000	$	1,710	$	19,000	$	855
5	ADMIN BLDG: ROOF SHINGLE REPLACMENT/ROOF REFURBISH	BR	26	$	300,000					$	60,000	$	13,500	$	60,000	$	10,800	$	60,000	$	8,100	$	60,000	$	5,400
10	PARKER: 2ND FLOOR RENOVATIONS	BR	26	$	230,000					$	23,000	$	10,350	$	23,000	$	9,315	$	23,000	$	8,280	$	23,000	$	7,245
15	PARKER: ADA/CODE UPDATE REQUIREMENTS	BR	26	$	2,106,000					$	140,400	$	94,770	$	140,400	$	88,452	$	140,400	$	82,134	$	140,400	$	75,816
5	PARKER: RETRORECOMMISIONING STUDY	BR	26	$	75,000					$	15,000	$	3,375	$	15,000	$	2,700	$	15,000	$	2,025	$	15,000	$	1,350
10	PARKER: RETRORECOMMISIONING UPGRADES	BR	26	$	800,000					$	80,000	$	36,000	$	80,000	$	32,400	$	80,000	$	28,800	$	80,000	$	25,200
10	PARKER BUILDING: MASONRY ADDITIONAL COSTS	BR	26	$	350,000					$	35,000	$	15,750	$	35,000	$	14,175	$	35,000	$	12,600	$	35,000	$	11,025
10	CDP: HOW PARK PHASE 1	BR	26	$	650,000					$	65,000	$	29,250	$	65,000	$	26,325	$	65,000	$	23,400	$	65,000	$	20,475
15	CDP: VICTORY TRACK, FIELD & CRT RENO-Phase II	BR	26	$	11,000,000					$	733,333	$	495,000	$	733,333	$	462,000	$	733,333	$	429,000	$	733,333	$	396,000
5	REC: AEDS	BE	26	$	40,000					$	8,000	$	1,800	$	8,000	$	1,440	$	8,000	$	1,080	$	8,000	$	720
5	IT: INFRASTRUCTURE IMPROVEMENTS	BE	26	$	200,000					$	40,000	$	9,000	$	40,000	$	7,200	$	40,000	$	5,400	$	40,000	$	3,600
5	IT: PERMITTING/TRANSPARENCY DASHBOARDS	BE	26	$	150,000					$	30,000	$	6,750	$	30,000	$	5,400	$	30,000	$	4,050	$	30,000	$	2,700
5	IT: DOCUMENT SCANNING	BE	26	$	200,000					$	40,000	$	9,000	$	40,000	$	7,200	$	40,000	$	5,400	$	40,000	$	3,600
5	IT: MUNIS FINANCIAL SYSTEM ENHANCEMENTS	BE	26	$	100,000					$	20,000	$	4,500	$	20,000	$	3,600	$	20,000	$	2,700	$	20,000	$	1,800
5	IT: PARKER ANNEX TECHNOLOGY	BE	26	$	50,000					$	10,000	$	2,250	$	10,000	$	1,800	$	10,000	$	1,350	$	10,000	$	900
5	IT: DIGITAL EQUITY & BROADBAND	BE	26	$	150,000					$	30,000	$	6,750	$	30,000	$	5,400	$	30,000	$	4,050	$	30,000	$	2,700
5	FIRE: EAST END STATION HVAC/PLUMBING	BR	26	$	126,000					$	25,200	$	5,670	$	25,200	$	4,536	$	25,200	$	3,402	$	25,200	$	2,268
5	FIRE: EAST END STATION PAINTING-CARPET-LIGHTING	BR	26	$	121,000					$	24,200	$	5,445	$	24,200	$	4,356	$	24,200	$	3,267	$	24,200	$	2,178
10	FIRE: PROTECTIVE OUTER GEAR	BE	26	$	450,000					$	45,000	$	20,250	$	45,000	$	18,225	$	45,000	$	16,200	$	45,000	$	14,175
5	POLICE: VIDEO SYSTEM SECURITY REPLACEMENT	BE	26	$	48,000					$	9,600	$	2,160	$	9,600	$	1,728	$	9,600	$	1,296	$	9,600	$	864
5	POLICE: SECURITY SWITCH REPLACEMENT	BE	26	$	34,000					$	6,800	$	1,530	$	6,800	$	1,224	$	6,800	$	918	$	6,800	$	612
10	POLICE: LEVEL 3 EV CHARGING STATION INSTALL	BE	26	$	1,585,000					$	158,500	$	71,325	$	158,500	$	64,193	$	158,500	$	57,060	$	158,500	$	49,928
5	FLEET: TRAFFIC SUPERVISOR VEHICLE (C#10)	BE	26	$	80,000					$	16,000	$	3,600	$	16,000	$	2,880	$	16,000	$	2,160	$	16,000	$	1,440
10	HWY: HOT BOX #49	BE	26	$	300,000					$	30,000	$	13,500	$	30,000	$	12,150	$	30,000	$	10,800	$	30,000	$	9,450
10	SNOW&ICE: 4X4 SANDER (#37)	BE	26	$	320,000					$	32,000	$	14,400	$	32,000	$	12,960	$	32,000	$	11,520	$	32,000	$	10,080
5	CEMETARY: DUMP TRUCK 4X4 #202	BE	26	$	100,000					$	20,000	$	4,500	$	20,000	$	3,600	$	20,000	$	2,700	$	20,000	$	1,800
5	PARKS & FORESTRY: CHIPPER BODY #74	BE	26	$	200,000					$	40,000	$	9,000	$	40,000	$	7,200	$	40,000	$	5,400	$	40,000	$	3,600
5	PUB. BLDGS: SIDEWALK SNOWBLOWER	BE	26	$	60,000					$	12,000	$	2,700	$	12,000	$	2,160	$	12,000	$	1,620	$	12,000	$	1,080
5	PUB BLDG: EQUIPMENT INVENTORY SYST	BE	26	$	150,000					$	30,000	$	6,750	$	30,000	$	5,400	$	30,000	$	4,050	$	30,000	$	2,700
15	PUB. BLDG: ROOF REPLACE/SOLAR & SOLAR CANOPY DPW PKG LOT	BR	26	$	2,000,000					$	133,333	$	90,000	$	133,333	$	84,000	$	133,333	$	78,000	$	133,333	$	72,000
5	PUB. BLDGS: ADD EV STATIONS	BR	26	$	90,000					$	18,000	$	4,050	$	18,000	$	3,240	$	18,000	$	2,430	$	18,000	$	1,620
5	PUB. BLDGS: DPW GARAGE FANS & DOORS	BR	26	$	200,000					$	40,000	$	9,000	$	40,000	$	7,200	$	40,000	$	5,400	$	40,000	$	3,600
5	RINK: REBUILD OF COMPRESSORS	BR	26	$	25,000					$	5,000	$	1,125	$	5,000	$	900	$	5,000	$	675	$	5,000	$	450
5	RINK: UPGRADE INTERNAL LIGHTING TO LED	BR	26	$	30,000					$	6,000	$	1,350	$	6,000	$	1,080	$	6,000	$	810	$	6,000	$	540
				$	22,320,000	$	-	$	-	$	1,981,367	$	1,004,400	$	1,981,367	$	915,239	$	1,981,367	$	826,077	$	1,981,367	$	736,916
30	NEW MIDDLE SCHOOL	BR	26	$	10,000,000					$	333,333	$	450,000	$	333,333	$	435,000	$	333,333	$	420,000	$	333,333	$	405,000
				$	10,000,000	$	-	$	-	$	333,333	$	450,000	$	333,333	$	435,000	$	333,333	$	420,000	$	333,333	$	405,000
5	MT. AUBURN ST NON PARTICIPATORY FUNDS	BR	26	$	500,000					$	100,000	$	22,500	$	100,000	$	18,000	$	100,000	$	13,500	$	100,000	$	9,000
5	STREETS & SIDEWALKS: ORNAMENTAL STREET LIGHTING	BR	26	$	300,000					$	60,000	$	13,500	$	60,000	$	10,800	$	60,000	$	8,100	$	60,000	$	5,400
5	HIGHWAY (CONNECTOR/THROUGHWAYS)	STB	26	$	2,300,000					$	460,000	$	103,500	$	460,000	$	82,800	$	460,000	$	62,100	$	460,000	$	41,400
5	HIGHWAY RECONSTR	STB	26	$	2,300,000					$	460,000	$	103,500	$	460,000	$	82,800	$	460,000	$	62,100	$	460,000	$	41,400
5	STREETS & SIDEWALKS: UNDERGROUND DUCT	BR	26	$	300,000					$	60,000	$	13,500	$	60,000	$	10,800	$	60,000	$	8,100	$	60,000	$	5,400
5	SIDEWALK RECONSTR	SWB	26	$	575,000					$	115,000	$	25,875	$	115,000	$	20,700	$	115,000	$	15,525	$	115,000	$	10,350
				$	6,275,000	$	-	$	-	$	1,255,000	$	282,375	$	1,255,000	$	225,900	$	1,255,000	$	169,425	$	1,255,000	$	112,950
5	PHILLIPS: MASONRY REPAIRS	BR	26	$	222,000					$	44,400	$	9,990	$	44,400	$	7,992	$	44,400	$	5,994	$	44,400	$	3,996
5	DISTRICT: SECURITY SYSTEM ENHANCEMENTS	BR	26	$	95,000					$	19,000	$	4,275	$	19,000	$	3,420	$	19,000	$	2,565	$	19,000	$	1,710
				$	317,000	$	-	$	-	$	63,400	$	14,265	$	63,400	$	11,412	$	63,400	$	8,559	$	63,400	$	5,706
15	ADMIN: SECURITY & ACESSABILITY IMPROV	BR	27	$	60,000									$	4,000	$	2,700	$	4,000	$	2,520	$	4,000	$	2,340
15	PARKER: ADA/CODE UPDATE REQUIREMENTS	BR	27	$	875,000									$	58,333	$	39,375	$	58,333	$	36,750	$	58,333	$	34,125
10	PARKER: RETROCOMMISIONING UPGRADES	BR	27	$	800,000									$	80,000	$	36,000	$	80,000	$	32,400	$	80,000	$	28,800
5	PARKER:ROOF DESIGN REPLACEMENT	BR	27	$	110,000									$	22,000	$	4,950	$	22,000	$	3,960	$	22,000	$	2,970
10	SULLIVAN PARK CONSTRUCTION	BR	27	$	550,000									$	55,000	$	24,750	$	55,000	$	22,275	$	55,000	$	19,800
10	CDP: VICTORY FIELD PHASE III - FIELD HOUSE & ELEVATOR DESIGN	BR	27	$	125,000									$	12,500	$	5,625	$	12,500	$	5,063	$	12,500	$	4,500
5	REC: AEDS	BE	27	$	40,000									$	8,000	$	1,800	$	8,000	$	1,440	$	8,000	$	1,080
5	IT: INFRASTRUCTURE IMPROVEMENTS	BE	27	$	200,000									$	40,000	$	9,000	$	40,000	$	7,200	$	40,000	$	5,400
5	IT: PERMITTING/TRANSPARENCY DASHBOARDS	BE	27	$	150,000									$	30,000	$	6,750	$	30,000	$	5,400	$	30,000	$	4,050
5	IT: DOCUMENT SCANNING	BE	27	$	200,000									$	40,000	$	9,000	$	40,000	$	7,200	$	40,000	$	5,400
5	IT: MUNIS FINANCIAL SYSTEM ENHANCEMENTS	BE	27	$	100,000									$	20,000	$	4,500	$	20,000	$	3,600	$	20,000	$	2,700
5	IT: PARKER ANNEX TECHNOLOGY	BE	27	$	105,000									$	21,000	$	4,725	$	21,000	$	3,780	$	21,000	$	2,835
5	IT: DIGITAL EQUITY & BROADBAND	BE	27	$	150,000									$	30,000	$	6,750	$	30,000	$	5,400	$	30,000	$	4,050
5	FIRE: MAIN STATION HVAC REPLACEMENT	BE	27	$	250,000									$	50,000	$	11,250	$	50,000	$	9,000	$	50,000	$	6,750
20	FIRE: Engine Truck Replacment for 2013 Engine 3	BE	27	$	1,250,000									$	62,500	$	56,250	$	62,500	$	53,438	$	62,500	$	50,625
10	FLEET: ANIMAL CONTROL VEHICLE	BE	27	$	75,000									$	7,500	$	3,375	$	7,500	$	3,038	$	7,500	$	2,700
10	FLEET: PICKUP TRUCK	BE	27	$	80,000									$	8,000	$	3,600	$	8,000	$	3,240	$	8,000	$	2,880
10	HIGHWAY: HEAVY DUTY DUMP TRUCK #40	BE	27	$	240,000									$	24,000	$	10,800	$	24,000	$	9,720	$	24,000	$	8,640
10	HIGHWAY: ELECTRIC STREET SWEEPER #21	BE	27	$	600,000									$	60,000	$	27,000	$	60,000	$	24,300	$	60,000	$	21,600
10	CEMETARY: DUMP TRUCK #79	BE	27	$	90,000									$	9,000	$	4,050	$	9,000	$	3,645	$	9,000	$	3,240
10	CEMETARY: UTILITY VEHICLE #C7	BE	27	$	85,000									$	8,500	$	3,825	$	8,500	$	3,443	$	8,500	$	3,060
10	PARKS & FORESTRY: BACKHOE #25	BE	27	$	140,000									$	14,000	$	6,300	$	14,000	$	5,670	$	14,000	$	5,040
10	PARKS & FORESTRY: 4X4 LANDSCAPE DUMP TRUCK #78	BE	27	$	160,000									$	16,000	$	7,200	$	16,000	$	6,480	$	16,000	$	5,760
5	TRAFFIC CONTROL: ADAPTIVE TRAFFIC MANAGEMENT	BE	27	$	100,000									$	20,000	$	4,500	$	20,000	$	3,600	$	20,000	$	2,700
5	PUBLIC BLDS: SIDWALK SNOWBLOWER/CABS	BE	27	$	60,000									$	12,000	$	2,700	$	12,000	$	2,160	$	12,000	$	1,620
5	PUB. BLDGS: ADD EV STATIONS	BR	27	$	90,000									$	18,000	$	4,050	$	18,000	$	3,240	$	18,000	$	2,430
5	SKATING RINK: GARAGE DOORS ZAMBONI ROOM	BE	27	$	30,000									$	6,000	$	1,350	$	6,000	$	1,080	$	6,000	$	810
				$	6,715,000	$	-	$	-	$	-	$	-	$	736,333	$	302,175	$	736,333	$	269,040	$	736,333	$	235,905
30	NEW MIDDLE SCHOOL	BR	27	$	30,000,000									$	1,000,000	$	1,350,000	$	1,000,000	$	1,305,000	$	1,000,000	$	1,260,000
				$	30,000,000	$	-	$	-	$	-	$	-	$	1,000,000	$	1,350,000	$	1,000,000	$	1,305,000	$	1,000,000	$	1,260,000
10	PHILLIPS: ROOF REPAIR/REPLACEMENT	BR	27	$	100,000									$	10,000	$	4,500	$	10,000	$	4,050	$	10,000	$	3,600
5	DISTRICT: SECURITY SYSTEM ENHANCEMENTS	BR	27	$	95,000									$	19,000	$	4,275	$	19,000	$	3,420	$	19,000	$	2,565
				$	195,000	$	-	$	-	$	-	$	-	$	29,000	$	8,775	$	29,000	$	7,470	$	29,000	$	6,165

5	MT. AUBURN St NON PARTICIPATORY FUNDS	BR	27	$	500,000						$	100,000	$	22,500	$	100,000	$	18,000	$	100,000	$	13,500
5	STREETS & SIDEWALKS: ORNAMENTAL STREET LIGHTING	BR	27	$	300,000						$	60,000	$	13,500	$	60,000	$	10,800	$	60,000	$	8,100
5	HIGHWAY RECONSCTRUCTION BONDS	STB	27	$	2,400,000						$	480,000	$	108,000	$	480,000	$	86,400	$	480,000	$	64,800
5	HWY RECONST-CONNECTOR ROADS/LONGER STREETS	STB	27	$	2,400,000						$	480,000	$	108,000	$	480,000	$	86,400	$	480,000	$	64,800
5	SIDEWALK RECONSTRUCTION BONDS	SWB	27	$	600,000						$	120,000	$	27,000	$	120,000	$	21,600	$	120,000	$	16,200
				$	6,200,000	$	-	$	-	$	-	$	1,240,000	$	279,000	$	1,240,000	$	223,200	$	1,240,000	$	167,400
15	ADMIN: SECURITY & ACESSABILITY IMPROV	BR	28	$	600,000										$	40,000	$	27,000	$	40,000	$	25,200
15	ADMIN: LIGHTING AND ELECTRICAL UPGRADES	BR	28	$	300,000										$	20,000	$	13,500	$	20,000	$	12,600
5	ADMIN: BUILDING RETROCOMMISIONING STUDY	BR	28	$	325,000										$	65,000	$	14,625	$	65,000	$	11,700
15	PARKER: ADA/CODE UPDATE REQUIREMENTS	BR	28	$	1,547,000										$	103,133	$	69,615	$	103,133	$	64,974
10	PARKER: ROOF DESIGN REPLACEMENT	BR	28	$	1,100,000										$	110,000	$	49,500	$	110,000	$	44,550
10	CDP: LOWER SALTONSTALL TOT LOT & EQUIPMENT	BR	28	$	400,000										$	40,000	$	18,000	$	40,000	$	16,200
10	CDP: COMMUNITY PATH DESIGN - TAYLOR/LINEAR	BR	28	$	325,000										$	32,500	$	14,625	$	32,500	$	13,163
10	CDP: MOXLEY PK: INSTALL: FIEDLS, NET BLEACHER DUGOUTS	BR	28	$	250,000										$	25,000	$	11,250	$	25,000	$	10,125
10	CDP: VICTORY FIELD DESIGN TOT LOT	BR	28	$	100,000										$	10,000	$	4,500	$	10,000	$	4,050
10	CDP: VICTORY FIELD PHASE III - FIELD HOUSE & ELEVATOR CONSTRUCTI	BR	28	$	4,000,000										$	400,000	$	180,000	$	400,000	$	162,000
5	REC: AEDS	BE	28	$	40,000										$	8,000	$	1,800	$	8,000	$	1,440
5	IT: INFRASTRUCTURE IMPROVEMENTS	BE	28	$	200,000										$	40,000	$	9,000	$	40,000	$	7,200
5	IT: PERMITTING/TRANSPARENCY DASHBOARDS	BE	28	$	150,000										$	30,000	$	6,750	$	30,000	$	5,400
5	IT: DOCUMENT SCANNING	BE	28	$	200,000										$	40,000	$	9,000	$	40,000	$	7,200
5	IT: MUNIS FINANCIAL SYSTEM ENHANCEMENTS	BE	28	$	100,000										$	20,000	$	4,500	$	20,000	$	3,600
5	IT: PARKER ANNEX TECHNOLOGY	BE	28	$	105,000										$	21,000	$	4,725	$	21,000	$	3,780
5	IT: DIGITAL EQUITY & BROADBAND	BE	28	$	150,000										$	30,000	$	6,750	$	30,000	$	5,400
5	FIRE: MAIN STATION INTERIOR REPAIRS	BR	28	$	100,000										$	20,000	$	4,500	$	20,000	$	3,600
5	FIRE: DOT TYPE III EMERGENCY AMBULANCE VEHICLE	BR	28	$	550,000										$	110,000	$	24,750	$	110,000	$	19,800
5	POLICE: MOBILE DATA TERMINAL SYSTEM REPLACEMENT	BE	28	$	158,200										$	31,640	$	7,119	$	31,640	$	5,695
5	FLEET: ELECTRICIAN SUPERVISOR PICKUP TRUCK (#C8)	BE	28	$	90,000										$	18,000	$	4,050	$	18,000	$	3,240
5	HIGHWAY: BACKHOE #12	BE	28	$	150,000										$	30,000	$	6,750	$	30,000	$	5,400
5	HIGHWAY: LOADER #29	BE	28	$	325,000										$	65,000	$	14,625	$	65,000	$	11,700
5	HIGHWAY: 6-WHEEL DUMP TRUCK #34	BE	28	$	290,000										$	58,000	$	13,050	$	58,000	$	10,440
5	SNOW & ICE: SNOW FIGHTER #5	BE	28	$	340,000										$	68,000	$	15,300	$	68,000	$	12,240
5	PARKS & FORESTRY: PICKUP TRUCK #140	BE	28	$	140,000										$	28,000	$	6,300	$	28,000	$	5,040
5	PARKS & FORESTRY:IRRIGATION INSTALLATION & IMPROVEMENTS	BE	28	$	100,000										$	20,000	$	4,500	$	20,000	$	3,600
5	PUBLIC BLDS: SIDWALK SNOWBLOWER/CABS	BE	28	$	60,000										$	12,000	$	2,700	$	12,000	$	2,160
5	PUB BLDGS: ADD EV STATIONS	BR	28	$	90,000										$	18,000	$	4,050	$	18,000	$	3,240
10	SKATING RINK: REPLACEMENT OF RINK FLOORING	BR	28	$	1,200,000										$	120,000	$	54,000	$	120,000	$	48,600
				$	13,485,200	$	-	$	-	$	-	$	-	$	-	$	1,633,273	$	606,834	$	1,633,273	$	533,337
30	NEW MIDDLE SCHOOL	BR	28	$	30,000,000										$	1,000,000	$	1,350,000	$	1,000,000	$	1,305,000
				$	30,000,000	$	-	$	-	$	-	$	-	$	-	$	1,000,000	$	1,350,000	$	1,000,000	$	1,305,000
10	CUNNIFF: RETROCOMMISSIONING STUDY/REPAIRS	BR	28	$	400,000										$	40,000	$	18,000	$	40,000	$	16,200
5	PHILLIPS: ROOF REPAIR/REPLACEMENT	BR	28	$	1,000,000										$	200,000	$	45,000	$	200,000	$	36,000
5	DISTRICT: SECURITY SYSTEM ENHANCEMENTS	BR	28	$	95,000										$	19,000	$	4,275	$	19,000	$	3,420
				$	1,495,000	$	-	$	-	$	-	$	-	$	-	$	259,000	$	67,275	$	259,000	$	55,620
5	MT. AUBURN St NON PARTICIPATORY FUNDS	BR	28	$	500,000										$	100,000	$	22,500	$	100,000	$	18,000
5	STREETS & SIDEWALKS: ORNAMENTAL STREET LIGHTING	BR	28	$	300,000										$	60,000	$	13,500	$	60,000	$	10,800
5	HIGHWAY RECONSCTRUCTION BONDS	STB	28	$	2,500,000										$	500,000	$	112,500	$	500,000	$	90,000
5	HWY RECONST-CONNECTOR ROADS/LONGER STREETS	STB	28	$	2,500,000										$	500,000	$	112,500	$	500,000	$	90,000
5	STREETS & SIDEWALKS: UNDERGROUND DUCT	BR	28	$	300,000										$	60,000	$	13,500	$	60,000	$	10,800
5	SIDEWALK RECONSTRUCTION BONDS	SWB	28	$	625,000										$	125,000	$	28,125	$	125,000	$	22,500
				$	6,725,000	$	-	$	-	$	-	$	-	$	-	$	1,345,000	$	302,625	$	1,345,000	$	242,100
15	UPGRADE FIRE PROTECTION SYSTEM DESIGN/INSTALL	BR	29	$	90,000														$	6,000	$	4,050
10	ADMIN: BUILDING RETROCOMMISIONING UPGRADES	BR	29	$	1,900,000														$	190,000	$	85,500
10	CDP: COMMON PATH CONSTRUCTION - TAYLOR/LINEAR	BR	29	$	3,000,000														$	300,000	$	135,000
10	CDP: VICTORY FIELD INSTALL TOT LOT	BR	29	$	800,000														$	80,000	$	36,000
5	REC: AEDS	BE	29	$	40,000														$	8,000	$	1,800
5	IT: INFRASTRUCTURE IMPROVEMENTS	BE	29	$	200,000														$	40,000	$	9,000
5	IT: PERMITTING/TRANSPARENCY DASHBOARDS	BE	29	$	150,000														$	30,000	$	6,750
5	IT: DOCUMENT SCANNING	BE	29	$	200,000														$	40,000	$	9,000
5	IT: MUNIS FINANCIAL SYSTEM ENHANCEMENTS	BE	29	$	100,000														$	20,000	$	4,500
5	IT: PARKER ANNEX TECHNOLOGY	BE	29	$	105,000														$	21,000	$	4,725
5	IT: DIGITAL EQUITY & BROADBAND	BE	29	$	150,000														$	30,000	$	6,750
5	FIRE: REPLACE 3 CARDIAC MONITORS	BE	29	$	165,000														$	33,000	$	7,425
5	FIRE: GEAR EXTRACTORS & DRYERS (3 EACH)	BE	29	$	110,000														$	22,000	$	4,950
10	FIRE: SCOTT AIRPAK REPLACEMENT	BE	29	$	400,000														$	40,000	$	18,000
5	LIBRARY: FEAS. STDY FOR LIBRARY EXPANSION	BR	29	$	100,000														$	20,000	$	4,500
5	FLEET: SERVICE TRUCK	BE	29	$	110,000														$	22,000	$	4,950
5	DPW: HATCH ELECTRIC ADMIN #127	BR	29	$	60,000														$	12,000	$	2,700
10	HIGHWAY: TRIAXLE DUMP TRUCK WITH SLIDING SANDER & PLOW #43	BE	29	$	320,000														$	32,000	$	14,400
5	HIGHWAY: PAINT CREW TRUCK #26	BE	29	$	160,000														$	32,000	$	7,200
10	SNOW & ICE: 2 - SALTER 6 WHEELERS (#18 & #39)	BE	29	$	625,000														$	62,500	$	28,125
5	PARKS & FORESTRY: PICKUP TRUCK #72	BE	29	$	85,000														$	17,000	$	3,825
5	PARKS & FORESTRY:IRRIGATION INSTALLATION & IMPROVEMENTS	BE	29	$	100,000														$	20,000	$	4,500
5	PUBLIC BLDS: SIDWALK SNOWBLOWER/CABS	BE	29	$	60,000														$	12,000	$	2,700
5	PUB BLDGS: ADD EV STATIONS	BR	29	$	90,000														$	18,000	$	4,050
5	PUB BLDGS: DPW GENERATOR REPLACEMENT	BE	29	$	200,000														$	40,000	$	9,000
5	SKATING RINK: REBUILD OF COMPRESSORS	BE	29	$	25,000														$	5,000	$	1,125
				$	9,345,000	$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	1,152,500	$	420,525
5	CUNNIFF: GENERATOR DESIGN/INSTALL	BE	29	$	150,000														$	30,000	$	6,750
10	HOSMER: RETROCOMISSIONING STUDY/REPAIRS	BR	29	$	500,000														$	50,000	$	22,500
5	LOWELL: GENERATOR DESIGN/INSTALL	BE	29	$	150,000														$	30,000	$	6,750
5	DISTRICT: SECURITY SYSTEM ENHANCEMENTS	BR	29	$	95,000														$	19,000	$	4,275
				$	895,000	$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	129,000	$	40,275
5	STREETS & SIDEWALKS: ORNAMENTAL STREET LIGHTING	BR	29	$	300,000														$	60,000	$	13,500
5	HIGHWAY RECONSCTRUCTION BONDS	STB	29	$	2,600,000														$	520,000	$	117,000
5	HWY RECONST-CONNECTOR ROADS/LONGER STREETS	STB	29	$	2,600,000														$	520,000	$	117,000
5	SIDEWALK RECONSTRUCTION BONDS	SWB	29	$	650,000														$	130,000	$	29,250
				$	6,150,000	$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	1,230,000	$	276,750

15	ADMN:UPGRADE FIRE PROTECTION SYSTEM DESIGN/INSTALL	BR	30	$	700,000														
10	CDP: HOW PARK PHASE 2 CONSTRUCTION	BR	30	$	2,100,000														
10	CDP: MOXLEY PARK: INSTALL:FIELD, NETS, BLEACHERS, DUGOUTS	BR	30	$	5,000,000														
5	REC: AEDS	BE	30	$	40,000														
5	IT: INFRASTRUCTURE IMPROVEMENTS	BE	30	$	200,000														
5	IT: PERMITTING/TRANSPARENCY DASHBOARDS	BE	30	$	150,000														
5	IT: DOCUMENT SCANNING	BE	30	$	200,000														
5	IT: MUNIS FINANCIAL SYSTEM ENHANCEMENTS	BE	30	$	100,000														
5	IT: PARKER ANNEX TECHNOLOGY	BE	30	$	105,000														
5	IT: DIGITAL EQUITY & BROADBAND	BE	30	$	150,000														
5	FIRE: SOLAR POWERED RADIO BOX FOR EMERGENCY REPORTING(5)	BR	30	$	75,000														
5	FIRE: MAIN & NORTH STATION SECURITY UPGRADES/ACCESS CONTROL	BR	30	$	50,000														
5	FIRE: UTV REPALCEMENT	BR	30	$	50,000														
5	POLICE: LED LIGHTING THROUGH INTERIOR FACILITY	BR	30	$	100,000														
5	POLICE: TRANSPORT VEHICLE (FORD F-150 EV)	BR	30	$	82,000														
5	ENGINEER: SE AWD #126	BR	30	$	65,000														
5	DPW: POOL CAR ECHO BOOST ENGINEER #OLD C3	BR	30	$	50,000														
5	DPW: HATCH ELECTRIC ADMIN #128	BR	30	$	65,000														
5	HIGHWAY: SKID STEER #102	BR	30	$	90,000														
5	SNOW & ICE: 4X4 SANDER #38	BE	30	$	300,000														
10	SALT SHED REPAIR	BE	30	$	400,000														
5	SNOW & ICE: SANDER #20	BE	30	$	165,000														
10	SNOW & ICE: SIDEWALK TRACTOR #48	BE	30	$	200,000														
5	TRAFFIC CONTROL: BUCKET TRUCK #15	BE	30	$	200,000														
5	PARKS & FORESTRY:IRRIGATION INSTALLATION & IMPROVEMENTS	BE	30	$	100,000														
5	PUBLIC BLDS: SIDWALK SNOWBLOWER/CABS	BE	30	$	60,000														
5	PUB BLDGS: ADD EV STATIONS	BR	30	$	90,000														
				$	10,887,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
5	CUNNIFF: GENERATOR DESIGN/INSTALL	BE	30	$	600,000														
10	LOWELL: RETROCOMISSIONING STUDY/REPAIRS	BR	30	$	500,000														
5	LOWELL: GENERATOR DESIGN/INSTALL	BE	30	$	600,000														
5	DISTRICT: SECURITY SYSTEM ENHANCEMENTS	BR	30	$	95,000														
				$	1,795,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
5	STREETS & SIDEWALKS: ORNAMENTAL STREET LIGHTING	BR	30	$	300,000														
5	HIGHWAY RECONSCTRUCTION BONDS	STB	30	$	2,700,000														
5	HWY RECONST-CONNECTOR ROADS/LONGER STREETS	STB	30	$	2,700,000														
5	STREETS & SIDEWALKS: UNDERGROUND DUCT	BR	30	$	300,000														
5	SIDEWALK RECONSTRUCTION BONDS	SWB	30	$	675,000														
				$	6,675,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	TOTAL PLANNED DEBT			$	188,518,732	$ 3,009,156	$ 857,004	$ 6,642,256	$ 2,472,632	$ 9,647,590	$ 4,113,680	$ 13,884,863	$ 6,006,273	$ 16,396,363	$ 6,119,004				
	TOTAL PERMANENT DEBT					$ 15,800,000	$ 10,098,576	$ 15,430,000	$ 9,331,000	$ 14,915,000	$ 8,581,513	$ 14,300,000	$ 7,890,068	$ 13,465,000	$ 7,201,208				
	TOTAL AUTHORIZED UNISSUED DEBT					$ 2,490,777	$ 2,509,900	$ 2,490,777	$ 2,397,815	$ 2,490,777	$ 2,285,730	$ 2,490,777	$ 2,173,645	$ 2,490,777	$ 2,061,560				
	TOTAL PLANNED DEBT (FY26 - FY 30)					$ 3,009,156	$ 857,004	$ 6,642,256	$ 2,472,632	$ 9,647,589	$ 4,113,680	$ 13,884,862	$ 6,006,273	$ 16,396,362	$ 6,119,004				
	TOTAL					$ 21,299,933	$ 13,465,480	$ 24,563,033	$ 14,201,447	$ 27,053,365	$ 14,980,923	$ 30,675,639	$ 16,069,985	$ 32,352,139	$ 15,381,772				
						$ 34,765,413		$ 38,764,480		$ 42,034,288		$ 46,745,624		$ 47,733,910					

	FY 26		FY 27		FY 28		FY 29		FY 30	
	PRINCIPAL	**INTEREST**	**PRINCIPAL**	**INTEREST**	**PRINCIPAL**	**INTEREST**	**PRINCIPAL**	**INTEREST**	**PRINCIPAL**	**INTEREST**
Permanent Debt/Interest	$ 4,763,000	$ 1,364,401	$ 5,840,000	$ 3,130,800	$ 5,315,000	$ 2,852,363	$ 4,850,000	$ 2,599,738	$ 4,015,000	$ 1,910,878
ESCO - Permanent Debt/Interest	$ 395,000	$ 97,125	$ 400,000	$ 85,950	$ 410,000	$ 74,400	$ 425,000	$ 60,980	$ 425,000	$ 60,980
Three Elem. School & High School Proj. - Permanent Debt/Interest	$ 10,642,000	$ 8,637,050	$ 9,190,000	$ 6,114,250	$ 9,190,000	$ 5,654,750	$ 9,025,000	$ 5,229,350	$ 9,025,000	$ 5,229,350
TOTAL PERMANENT DEBT/INTEREST	$ 15,800,000	$ 10,098,576	$ 15,430,000	$ 9,331,000	$ 14,915,000	$ 8,581,513	$ 14,300,000	$ 7,890,068	$ 13,465,000	$ 7,201,208
Street & Sidewalk - Auth/Unissued & Planned	$ 1,970,000	$ 443,250	$ 3,225,000	$ 636,975	$ 4,465,000	$ 770,850	$ 5,810,000	$ 872,550	$ 7,040,000	$ 887,850
New High School - Authorized/Unissued	$ 1,666,667	$ 2,250,000	$ 1,666,667	$ 2,175,000	$ 1,666,667	$ 2,100,000	$ 1,666,667	$ 2,025,000	$ 1,666,667	$ 1,950,000
New Middle School - Authorized/Unissued & Planned	$ -	$ -	$ 333,333	$ 450,000	$ 1,333,333	$ 1,785,000	$ 2,333,333	$ 3,075,000	$ 2,333,333	$ 2,970,000
Other Debt - Authorized/Unissued & Planned	$ 1,863,266	$ 673,654	$ 3,908,033	$ 1,608,472	$ 4,673,366	$ 1,743,560	$ 6,565,640	$ 2,207,368	$ 7,847,140	$ 2,372,714
TOTAL AUTHORIZED/UNISSUED & PLANNED DEBT	$ 5,499,933	$ 3,366,904	$ 9,133,033	$ 4,870,447	$ 12,138,366	$ 6,399,410	$ 16,375,640	$ 8,179,918	$ 18,887,140	$ 8,180,564
TOTAL PERMANENT, AUTH./UNISSUED & PLANNED DEBT	$ 21,299,933	$ 13,465,480	$ 24,563,033	$ 14,201,447	$ 27,053,366	$ 14,980,923	$ 30,675,640	$ 16,069,985	$ 32,352,140	$ 15,381,772
	$ 34,765,412		$ 38,764,479		$ 42,034,288		$ 46,745,624		$ 47,733,911	

CITY OF WATERTOWN

BONDED DEBT SCHEDULE

BONDED DEBT SCHEDULE - FY2026

	A	B	C	D	E	N	O	P	Q	R	S
1	Annual	Bonded	Purpose	Int	YRS	FY26		FY27		FY28	
2	Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
3			**GENERAL FUND DEBT**	NIC							
4	Jul 08	10,000,000	Police Building	4.19	20	500,000	80,000	500,000	57,500	500,000	34,688
5	Feb 10	4,221,000	Police Building	3.31	20	210,000	41,213	210,000	33,600	210,000	25,200
8	Jun 12	1,069,000	Equipment	1.80	15	25,000	1,500	25,000	750		
9		1,500,000	Athletic Field Renov	1.80	15	100,000	6,000	100,000	3,000		
11	Nov 13	6,000,000	ESCO	2.87	20	305,000	88,800	310,000	79,650	320,000	70,350
12	May 14	1,088,000	Victory Field	2.00	13	80,000	2,600	80,000	800		
13		1,350,000	ESCO	2.00	15	90,000	8,325	90,000	6,300	90,000	4,050
14		207,000	School Improvement	2.00	15	10,000	775	10,000	550	10,000	300
15		370,000	Casey Park	2.00	15	25,000	2,163	25,000	1,600	25,000	975
19	Jan 18	1,793,000	Various Equip & Vehicles	2.02	14	120,000	18,500	115,000	13,700	115,000	9,100
20		1,327,200	Various Municipal Buildings	2.02	14	75,000	20,100	75,000	17,100	75,000	14,100
21		4,034,800	Street & Sidewalk	2.02	9	85,000	6,600	80,000	3,200		
22	Jun 19	1,325,500	School Improvement	1.53	10	25,000	4,750	25,000	3,500	25,000	2,250
24		908,000	Filippello Park Improvements	1.53	10	90,000	18,000	90,000	13,500	90,000	9,000
25		1,403,500	DPW Equipment	1.53	10	125,000	23,500	120,000	17,250	120,000	11,250
27	Jun 20	3,223,467	Cunniff Elementary Design	1.38	20	160,000	77,600	160,000	69,600	160,000	61,600
28		5,729,088	Hosmer Elementary Design	1.38	20	285,000	138,225	285,000	123,975	285,000	109,725
29		1,122,445	Hosmer Elementary OPM	1.38	20	55,000	26,675	55,000	23,925	55,000	21,175
30		245,000	Mid. Sch. Men's Lockeroom	1.38	10	25,000	5,750	25,000	4,500	25,000	3,250
32		1,100,000	Fire Ladder Truck	1.38	15	75,000	27,850	75,000	24,100	75,000	20,350
33		1,175,375	Filippello Lights & Scorebrd	1.38	10	115,000	28,750	115,000	23,000	115,000	17,250
34	Feb 21	52,145,000	Hosmer & Cunniff Schools	1.34	20	2,610,000	1,303,750	2,610,000	1,173,250	2,610,000	1,042,750
35	April 21	34,106,200	Hosmer & Cunniff Schools	1.46	20	1,705,000	818,400	1,705,000	733,150	1,705,000	647,900
36		921,800	Middle Sch. Boilers	1.46	10	90,000	24,300	90,000	19,800	90,000	15,300
37		548,000	Mid. Sch. AC for Cafeteria	1.46	10	55,000	14,650	55,000	11,900	55,000	9,150
38		355,000	Fire Ambulance	1.46	5	70,000	3,500				
39		188,000	Town Hall Elevator	1.46	5	35,000	1,750				
40		1,771,000	Public Safety Radio Infrastr.	1.46	10	180,000	47,300	175,000	38,300	175,000	29,550
41		1,200,000	Street & Sidewalk	1.46	5	240,000	12,000				
42	April 22	243,000	Highway Dump Truck 55,000 GVW	2.59	10	25,000	8,250	25,000	7,000	25,000	5,750
43		265,000	S &I:Combo Body 6-Wheeler	2.60	10	25,000	8,750	25,000	7,500	25,000	6,250
44		85,000	Highway Service Flat Bed	2.60	10	10,000	2,750	10,000	2,250	10,000	1,750
45		120,000	Prop & Bld Sign Truck	2.32	5	25,000	2,250	20,000	1,000		
46		85,000	Highway Street Vactor	2.55	10	10,000	2,750	10,000	2,250	10,000	1,750
47		280,000	S & I Salter 6-wheeler	2.59	10	30,000	9,500	30,000	8,000	30,000	6,500
48		300,000	S & I: Loader	2.61	10	30,000	10,500	30,000	9,000	30,000	7,500
49		250,000	Street Sweeper	2.61	10	25,000	8,750	25,000	7,500	25,000	6,250
50		775,674	Hwy Connet/Throughways	2.33	5	155,000	15,500	155,000	7,750		
51		423,826	Adim Bld: Replace Chiller	3.19	20	25,000	14,500	20,000	13,250	20,000	12,250
52		1,250,000	Fire Ladder Truck	3.01	15	85,000	45,250	85,000	41,000	85,000	36,750
53		2,376,000	Pub. Safety Radio Infrastr.P2	2.61	10	240,000	82,750	240,000	70,750	235,000	58,750
54		110,000	DPW Bld, Sidewlks,Pkg Lot	2.60	10	10,000	3,500	10,000	3,000	10,000	2,500
55		300,000	Prop&Bld: Underground Duct	2.33	5	60,000	6,000	60,000	3,000		
56	June 22	2,862,150	Elem School Design 1	3.45	20	145,000	112,850	145,000	105,600	145,000	98,350
57		572,301	Elem School Design 2	3.43	20	30,000	22,500	30,000	21,000	30,000	19,500
58		1,144,277	Elem School Project OPM Services	3.45	20	60,000	44,700	60,000	41,700	60,000	38,700
59		22,211,272	3 Elementary Schools	3.46	20	1,110,000	876,900	1,110,000	821,400	1,110,000	765,900
60	June 23	50,000,000	High School Construction	3.61	30	1,670,000	2,099,900	1,670,000	2,016,400	1,670,000	1,932,900
61		23,895,000	Elementary School (Lowell, Hosmer,Cu	3.61	20	1,195,000	1,027,500	1,195,000	967,750	1,195,000	908,000
62		835,000	Street & Sidewalks (Fy22 L.O.)	2.93	5	165,000	24,750	165,000	16,500	165,000	8,250
63		1,700,000	Street & Sindewalks (FY23 LO)	2.92	5	340,000	51,000	340,000	34,000	340,000	17,000
64		200,000	Swap Loader Trash Compactor	2.87	10	20,000	8,000	20,000	7,000	20,000	6,000
65		300,000	Handicap Ramp (Ryan Skating Rink)	2.87	10	30,000	12,000	30,000	10,500	30,000	9,000
66		1,500,000	Victory Field Turf Replacement	2.87	10	150,000	60,000	150,000	52,500	150,000	45,000
67		1,180,000	Moxely Field/Court Renovations	2.87	10	120,000	47,000	120,000	41,000	120,000	35,000
68		700,000	Filippello Spray Park Renovations	2.87	10	70,000	28,000	70,000	24,500	70,000	21,000
69	June 24	8,708,000	Arsenal Park Improvememts-Phase B3	3.55	15	583,000	400,350	580,000	371,200	580,000	342,200
70		2,625,000	Streets & Side Walk Improvements	3.55	15	175,000	120,750	175,000	112,000	175,000	103,250
71		48,557,000	High School Construction #2	3.97	30	1,617,000	2,088,050	1,620,000	2,007,200	1,620,000	1,926,200
72		**331,237,000**	SUBTOTAL GF Debt			15,800,000	10,098,575	15,430,000	9,331,000	14,915,000	8,581,513
73			SUBTOTAL GF Debt			25,898,575		24,761,000		23,496,513	
74											
75											

BONDED DEBT SCHEDULE - FY2026

	A	B	C	D	E	T	U	V	W	X	Y	Z	AA	AB	AC
1	Annual	Bonded	Purpose	Int	YRS	FY29		FY30		FY31		FY32		FY33	
2	Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
3			**GENERAL FUND DEBT**	NIC											
4	Jul 08	10,000,000	Police Building	4.19	20	500,000	11,563								
5	Feb 10	4,221,000	Police Building	3.31	20	210,000	16,800	210,000	8,400						
8	Jun 12	1,069,000	Equipment	1.80	15										
9		1,500,000	Athletic Field Renov	1.80	15										
11	Nov 13	6,000,000	ESCO	2.87	20	335,000	59,630	345,000	48,408	355,000	36,850	365,000	24,958	380,000	12,730
12	May 14	1,088,000	Victory Field	2.00	13										
13		1,350,000	ESCO	2.00	15	90,000	1,350								
14		207,000	School Improvement	2.00	15	5,000	75								
15		370,000	Casey Park	2.00	15	20,000	300								
19	Jan 18	1,793,000	Various Equip & Vehicles	2.02	14	30,000	4,500	30,000	3,300	30,000	2,100	30,000	900		
20		1,327,200	Various Municipal Buildings	2.02	14	75,000	11,100	75,000	8,100	75,000	5,100	70,000	2,100		
21		4,034,800	Street & Sidewalk	2.02	9										
22	Jun 19	1,325,500	School Improvement	1.53	10	20,000	1,000								
24		908,000	Filippello Park Improvements	1.53	10	90,000	4,500								
25		1,403,500	DPW Equipment	1.53	10	105,000	5,250								
27	Jun 20	3,223,467	Cunniff Elementary Design	1.38	20	160,000	53,600	160,000	45,600	160,000	37,600	160,000	32,800	160,000	28,000
28		5,729,088	Hosmer Elementary Design	1.38	20	285,000	95,475	285,000	81,225	285,000	66,975	285,000	58,425	285,000	49,875
29		1,122,445	Hosmer Elementary OPM	1.38	20	55,000	18,425	55,000	15,675	55,000	12,925	55,000	11,275	55,000	9,625
30		245,000	Mid. Sch. Men's Lockeroom	1.38	10	20,000	2,000	20,000	1,000						
32		1,100,000	Fire Ladder Truck	1.38	15	75,000	16,600	75,000	12,850	70,000	9,100	70,000	7,000	70,000	4,900
33		1,175,375	Filippello Lights & Scorebrd	1.38	10	115,000	11,500	115,000	5,750						
34	Feb 21	52,145,000	Hosmer & Cunniff Schools	1.34	20	2,610,000	912,250	2,610,000	781,750	2,605,000	651,250	2,605,000	547,050	2,605,000	468,900
35	April 21	34,106,200	Hosmer & Cunniff Schools	1.46	20	1,705,000	596,750	1,705,000	511,500	1,705,000	426,250	1,705,000	358,050	1,705,000	306,900
36		921,800	Middle Sch. Boilers	1.46	10	90,000	12,600	90,000	8,100	90,000	3,600				
37		548,000	Mid. Sch. AC for Cafeteria	1.46	10	55,000	7,500	55,000	4,750	50,000	2,000				
38		355,000	Fire Ambulance	1.46	5										
39		188,000	Town Hall Elevator	1.46	5										
40		1,771,000	Public Safety Radio Infrastr.	1.46	10	175,000	24,300	175,000	15,550	170,000	6,800				
41		1,200,000	Street & Sidewalk	1.46	5										
42	April 22	243,000	Highway Dump Truck 55,000 GVW	2.59	10	25,000	4,500	25,000	3,250	20,000	2,000	20,000	1,000		
43		265,000	S &I:Combo Body 6-Wheeler	2.60	10	25,000	5,000	25,000	3,750	25,000	2,500	25,000	1,250		
44		85,000	Highway Service Flat Bed	2.60	10	10,000	1,250	5,000	750	5,000	500	5,000	250		
45		120,000	Prop & Bld Sign Truck	2.32	5										
46		85,000	Highway Street Vactor	2.55	10	10,000	1,250	5,000	750	5,000	500	5,000	250		
47		280,000	S & I Salter 6-wheeler	2.59	10	25,000	5,000	25,000	3,750	25,000	2,500	25,000	1,250		
48		300,000	S & I: Loader	2.61	10	30,000	6,000	30,000	4,500	30,000	3,000	30,000	1,500		
49		250,000	Street Sweeper	2.61	10	25,000	5,000	25,000	3,750	25,000	2,500	25,000	1,250		
50		775,674	Hwy Connet/Throughways	2.33	5										
51		423,826	Adim Bld: Replace Chiller	3.19	20	20,000	11,250	20,000	10,250	20,000	9,250	20,000	8,250	20,000	7,250
52		1,250,000	Fire Ladder Truck	3.01	15	85,000	32,500	85,000	28,250	85,000	24,000	85,000	19,750	80,000	15,500
53		2,376,000	Pub. Safety Radio Infrastr.P2	2.61	10	235,000	47,000	235,000	35,250	235,000	23,500	235,000	11,750		
54		110,000	DPW Bld, Sidewlks,Pkg Lot	2.60	10	10,000	2,000	10,000	1,500	10,000	1,000	10,000	500		
55		300,000	Prop&Bld: Underground Duct	2.33	5										
56	June 22	2,862,150	Elem School Design 1	3.45	20	145,000	91,100	145,000	83,850	145,000	76,600	145,000	69,350	145,000	62,100
57		572,301	Elem School Design 2	3.43	20	30,000	18,000	30,000	16,500	30,000	15,000	30,000	13,500	30,000	12,000
58		1,144,277	Elem School Project OPM Services	3.45	20	60,000	35,700	60,000	32,700	55,000	29,700	55,000	26,950	55,000	24,200
59		22,211,272	3 Elementary Schools	3.46	20	1,110,000	710,400	1,110,000	654,900	1,110,000	599,400	1,110,000	543,900	1,110,000	488,400
60	June 23	50,000,000	High School Construction	3.61	30	1,670,000	1,849,400	1,670,000	1,765,900	1,670,000	1,682,400	1,670,000	1,598,900	1,670,000	1,515,400
61		23,895,000	Elementary School (Lowell, Hosmer,Cu	3.61	20	1,195,000	848,250	1,195,000	788,500	1,195,000	728,750	1,195,000	669,000	1,195,000	609,250
62		835,000	Street & Sidewalks (Fy22 L.O.)	2.93	5										
63		1,700,000	Street & Sindewalks (FY23 LO)	2.92	5										
64		200,000	Swap Loader Trash Compactor	2.87	10	20,000	5,000	20,000	4,000	20,000	3,000	20,000	2,000	20,000	1,000
65		300,000	Handicap Ramp (Ryan Skating Rink)	2.87	10	30,000	7,500	30,000	6,000	30,000	4,500	30,000	3,000	30,000	1,500
66		1,500,000	Victory Field Turf Replacement	2.87	10	150,000	37,500	150,000	30,000	150,000	22,500	150,000	15,000	150,000	7,500
67		1,180,000	Moxely Field/Court Renovations	2.87	10	120,000	29,000	115,000	23,000	115,000	17,250	115,000	11,500	115,000	5,750
68		700,000	Filippello Spray Park Renovations	2.87	10	70,000	17,500	70,000	14,000	70,000	10,500	70,000	7,000	70,000	3,500
69	June 24	8,708,000	Arsenal Park Improvememts-Phase B3	3.55	15	580,000	313,200	580,000	284,200	580,000	255,200	580,000	226,200	580,000	197,200
70		2,625,000	Streets & Side Walk Improvements	3.55	15	175,000	94,500	175,000	85,750	175,000	77,000	175,000	68,250	175,000	59,500
71		48,557,000	High School Construction #2	3.97	30	1,620,000	1,845,200	1,620,000	1,764,200	1,620,000	1,683,200	1,620,000	1,602,200	1,620,000	1,521,200
72		**331,237,000**	SUBTOTAL GF Debt			14,300,000	7,890,068	13,465,000	7,201,208	13,100,000	6,536,800	12,795,000	5,946,308	12,325,000	5,412,180
73			SUBTOTAL GF Debt			22,190,068		20,666,208		19,636,800		18,741,308		17,737,180	
74															
75															

BONDED DEBT SCHEDULE - FY2026

	A	B	C	D	E	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM
1	Annual	Bonded	Purpose	Int	YRS	FY34		FY35		FY36		FY37		FY38	
2	Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
3			**GENERAL FUND DEBT**	NIC											
4	Jul 08	10,000,000	Police Building	4.19	20										
5	Feb 10	4,221,000	Police Building	3.31	20										
8	Jun 12	1,069,000	Equipment	1.80	15										
9		1,500,000	Athletic Field Renov	1.80	15										
11	Nov 13	6,000,000	ESCO	2.87	20										
12	May 14	1,088,000	Victory Field	2.00	13										
13		1,350,000	ESCO	2.00	15										
14		207,000	School Improvement	2.00	15										
15		370,000	Casey Park	2.00	15										
19	Jan 18	1,793,000	Various Equip & Vehicles	2.02	14										
20		1,327,200	Various Municipal Buildings	2.02	14										
21		4,034,800	Street & Sidewalk	2.02	9										
22	Jun 19	1,325,500	School Improvement	1.53	10										
24		908,000	Filippello Park Improvements	1.53	10										
25		1,403,500	DPW Equipment	1.53	10										
27	Jun 20	3,223,467	Cunniff Elementary Design	1.38	20	160,000	23,200	160,000	20,000	160,000	16,800	160,000	13,600	160,000	10,400
28		5,729,088	Hosmer Elementary Design	1.38	20	285,000	41,325	285,000	35,625	285,000	29,925	285,000	24,225	285,000	18,525
29		1,122,445	Hosmer Elementary OPM	1.38	20	55,000	7,975	55,000	6,875	55,000	5,775	55,000	4,675	55,000	3,575
30		245,000	Mid. Sch. Men's Lockeroom	1.38	10										
32		1,100,000	Fire Ladder Truck	1.38	15	70,000	2,800	70,000	1,400						
33		1,175,375	Filippello Lights & Scorebrd	1.38	10										
34	Feb 21	52,145,000	Hosmer & Cunniff Schools	1.34	20	2,605,000	416,800	2,605,000	364,700	2,605,000	312,600	2,605,000	260,500	2,605,000	208,400
35	April 21	34,106,200	Hosmer & Cunniff Schools	1.46	20	1,705,000	272,800	1,705,000	238,700	1,705,000	204,600	1,705,000	170,500	1,705,000	136,400
36		921,800	Middle Sch. Boilers	1.46	10										
37		548,000	Mid. Sch. AC for Cafeteria	1.46	10										
38		355,000	Fire Ambulance	1.46	5										
39		188,000	Town Hall Elevator	1.46	5										
40		1,771,000	Public Safety Radio Infrastr.	1.46	10										
41		1,200,000	Street & Sidewalk	1.46	5										
42	April 22	243,000	Highway Dump Truck 55,000 GVW	2.59	10										
43		265,000	S &I:Combo Body 6-Wheeler	2.60	10										
44		85,000	Highway Service Flat Bed	2.60	10										
45		120,000	Prop & Bld Sign Truck	2.32	5										
46		85,000	Highway Street Vactor	2.55	10										
47		280,000	S & I Salter 6-wheeler	2.59	10										
48		300,000	S & I: Loader	2.61	10										
49		250,000	Street Sweeper	2.61	10										
50		775,674	Hwy Connet/Throughways	2.33	5										
51		423,826	Adim Bld: Replace Chiller	3.19	20	20,000	6,450	20,000	5,650	20,000	4,850	20,000	4,050	20,000	3,375
52		1,250,000	Fire Ladder Truck	3.01	15	80,000	12,300	80,000	9,100	80,000	5,900	80,000	2,700		
53		2,376,000	Pub. Safety Radio Infrastr.P2	2.61	10										
54		110,000	DPW Bld, Sidewlks,Pkg Lot	2.60	10										
55		300,000	Prop&Bld: Underground Duct	2.33	5										
56	June 22	2,862,150	Elem School Design 1	3.45	20	145,000	54,850	140,000	47,600	140,000	40,600	140,000	33,600	140,000	28,000
57		572,301	Elem School Design 2	3.43	20	30,000	10,500	30,000	9,000	30,000	7,500	25,000	6,000	25,000	5,000
58		1,144,277	Elem School Project OPM Services	3.45	20	55,000	21,450	55,000	18,700	55,000	15,950	55,000	13,200	55,000	11,000
59		22,211,272	3 Elementary Schools	3.46	20	1,110,000	432,900	1,110,000	377,400	1,110,000	321,900	1,110,000	266,400	1,110,000	222,000
60	June 23	50,000,000	High School Construction	3.61	30	1,665,000	1,431,900	1,665,000	1,348,650	1,665,000	1,265,400	1,665,000	1,182,150	1,665,000	1,098,900
61		23,895,000	Elementary School (Lowell, Hosmer,Cu	3.61	20	1,195,000	549,500	1,195,000	489,750	1,195,000	430,000	1,195,000	370,250	1,195,000	310,500
62		835,000	Street & Sidewalks (Fy22 L.O.)	2.93	5										
63		1,700,000	Street & Sindewalks (FY23 LO)	2.92	5										
64		200,000	Swap Loader Trash Compactor	2.87	10										
65		300,000	Handicap Ramp (Ryan Skating Rink)	2.87	10										
66		1,500,000	Victory Field Turf Replacement	2.87	10										
67		1,180,000	Moxely Field/Court Renovations	2.87	10										
68		700,000	Filippello Spray Park Renovations	2.87	10										
69	June 24	8,708,000	Arsenal Park Improvememts-Phase B3	3.55	15	580,000	168,200	580,000	139,200	580,000	110,200	580,000	81,200	580,000	52,200
70		2,625,000	Streets & Side Walk Improvements	3.55	15	175,000	50,750	175,000	42,000	175,000	33,250	175,000	24,500	175,000	15,750
71		48,557,000	High School Construction #2	3.97	30	1,620,000	1,440,200	1,620,000	1,359,200	1,620,000	1,278,200	1,620,000	1,197,200	1,620,000	1,116,200
72		**331,237,000**	SUBTOTAL GF Debt			11,555,000	4,943,900	11,550,000	4,513,550	11,480,000	4,083,450	11,475,000	3,654,750	11,395,000	3,240,225
73			SUBTOTAL GF Debt			16,498,900		16,063,550		15,563,450		15,129,750		14,635,225	
74															
75															

BONDED DEBT SCHEDULE - FY2026

	A	B	C	D	E	AN	AO	AP	AQ	AR	AS	AT	AU	AV	AW	AX	AY
1	Annual	Bonded	Purpose	Int	YRS	FY39		FY40		FY41		FY42		FY43		FY44	
2	Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
3			**GENERAL FUND DEBT**	NIC													
4	Jul 08	10,000,000	Police Building	4.19	20												
5	Feb 10	4,221,000	Police Building	3.31	20												
8	Jun 12	1,069,000	Equipment	1.80	15												
9		1,500,000	Athletic Field Renov	1.80	15												
11	Nov 13	6,000,000	ESCO	2.87	20												
12	May 14	1,088,000	Victory Field	2.00	13												
13		1,350,000	ESCO	2.00	15												
14		207,000	School Improvement	2.00	15												
15		370,000	Casey Park	2.00	15												
19	Jan 18	1,793,000	Various Equip & Vehicles	2.02	14												
20		1,327,200	Various Municipal Buildings	2.02	14												
21		4,034,800	Street & Sidewalk	2.02	9												
22	Jun 19	1,325,500	School Improvement	1.53	10												
24		908,000	Filippello Park Improvements	1.53	10												
25		1,403,500	DPW Equipment	1.53	10												
27	Jun 20	3,223,467	Cunniff Elementary Design	1.38	20	160,000	7,040	160,000	3,600								
28		5,729,088	Hosmer Elementary Design	1.38	20	285,000	12,540	285,000	6,413								
29		1,122,445	Hosmer Elementary OPM	1.38	20	55,000	2,420	55,000	1,238								
30		245,000	Mid. Sch. Men's Lockeroom	1.38	10												
32		1,100,000	Fire Ladder Truck	1.38	15												
33		1,175,375	Filippello Lights & Scorebrd	1.38	10												
34	Feb 21	52,145,000	Hosmer & Cunniff Schools	1.34	20	2,605,000	156,300	2,605,000	104,200	2,605,000	52,100						
35	April 21	34,106,200	Hosmer & Cunniff Schools	1.46	20	1,705,000	102,300	1,705,000	68,200	1,705,000	34,100						
36		921,800	Middle Sch. Boilers	1.46	10												
37		548,000	Mid. Sch. AC for Cafeteria	1.46	10												
38		355,000	Fire Ambulance	1.46	5												
39		188,000	Town Hall Elevator	1.46	5												
40		1,771,000	Public Safety Radio Infrastr.	1.46	10												
41		1,200,000	Street & Sidewalk	1.46	5												
42	April 22	243,000	Highway Dump Truck 55,000 GVW	2.59	10												
43		265,000	S &I:Combo Body 6-Wheeler	2.60	10												
44		85,000	Highway Service Flat Bed	2.60	10												
45		120,000	Prop & Bld Sign Truck	2.32	5												
46		85,000	Highway Street Vactor	2.55	10												
47		280,000	S & I Salter 6-wheeler	2.59	10												
48		300,000	S & I: Loader	2.61	10												
49		250,000	Street Sweeper	2.61	10												
50		775,674	Hwy Connet/Throughways	2.33	5												
51		423,826	Adim Bld: Replace Chiller	3.19	20	20,000	2,700	20,000	2,025	20,000	1,350	20,000	675				
52		1,250,000	Fire Ladder Truck	3.01	15												
53		2,376,000	Pub. Safety Radio Infrastr.P2	2.61	10												
54		110,000	DPW Bld, Sidewlks,Pkg Lot	2.60	10												
55		300,000	Prop&Bld: Underground Duct	2.33	5												
56	June 22	2,862,150	Elem School Design 1	3.45	20	140,000	22,400	140,000	16,800	140,000	11,200	140,000	5,600				
57		572,301	Elem School Design 2	3.43	20	25,000	4,000	25,000	3,000	25,000	2,000	25,000	1,000				
58		1,144,277	Elem School Project OPM Services	3.45	20	55,000	8,800	55,000	6,600	55,000	4,400	55,000	2,200				
59		22,211,272	3 Elementary Schools	3.46	20	1,110,000	177,600	1,110,000	133,200	1,110,000	88,800	1,110,000	44,400				
60	June 23	50,000,000	High School Construction	3.61	30	1,665,000	1,015,650	1,665,000	932,400	1,665,000	865,800	1,665,000	799,200	1,665,000	732,600	1,665,000	666,000
61		23,895,000	Elementary School (Lowell, Hosmer,Cu	3.61	20	1,195,000	250,750	1,195,000	191,000	1,195,000	143,200	1,195,000	95,400	1,190,000	47,600		
62		835,000	Street & Sidewalks (Fy22 L.O.)	2.93	5												
63		1,700,000	Street & Sindewalks (FY23 LO)	2.92	5												
64		200,000	Swap Loader Trash Compactor	2.87	10												
65		300,000	Handicap Ramp (Ryan Skating Rink)	2.87	10												
66		1,500,000	Victory Field Turf Replacement	2.87	10												
67		1,180,000	Moxely Field/Court Renovations	2.87	10												
68		700,000	Filippello Spray Park Renovations	2.87	10												
69	June 24	8,708,000	Arsenal Park Improvememts-Phase B3	3.55	15	580,000	23,200										
70		2,625,000	Streets & Side Walk Improvements	3.55	15	175,000	7,000										
71		48,557,000	High School Construction #2	3.97	30	1,620,000	1,035,200	1,620,000	970,400	1,620,000	905,600	1,620,000	840,800	1,620,000	776,000	1,620,000	711,200
72		**331,237,000**	SUBTOTAL GF Debt			11,395,000	2,827,900	10,640,000	2,439,075	10,140,000	2,108,550	5,830,000	1,789,275	4,475,000	1,556,200	3,285,000	1,377,200
73			SUBTOTAL GF Debt			14,222,900		13,079,075		12,248,550		7,619,275		6,031,200		4,662,200	
74																	
75																	

BONDED DEBT SCHEDULE - FY2026

	A	B	C	D	E	AZ	BA	BB	BC	BD	BE	BF	BG	BH	BI
1	Annual	Bonded	Purpose	Int	YRS	FY45		FY46		FY47		FY48		FY49	
2	Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
3			**GENERAL FUND DEBT**	NIC											
4	Jul 08	10,000,000	Police Building	4.19	20										
5	Feb 10	4,221,000	Police Building	3.31	20										
8	Jun 12	1,069,000	Equipment	1.80	15										
9		1,500,000	Athletic Field Renov	1.80	15										
11	Nov 13	6,000,000	ESCO	2.87	20										
12	May 14	1,088,000	Victory Field	2.00	13										
13		1,350,000	ESCO	2.00	15										
14		207,000	School Improvement	2.00	15										
15		370,000	Casey Park	2.00	15										
19	Jan 18	1,793,000	Various Equip & Vehicles	2.02	14										
20		1,327,200	Various Municipal Buildings	2.02	14										
21		4,034,800	Street & Sidewalk	2.02	9										
22	Jun 19	1,325,500	School Improvement	1.53	10										
24		908,000	Filippello Park Improvements	1.53	10										
25		1,403,500	DPW Equipment	1.53	10										
27	Jun 20	3,223,467	Cunniff Elementary Design	1.38	20										
28		5,729,088	Hosmer Elementary Design	1.38	20										
29		1,122,445	Hosmer Elementary OPM	1.38	20										
30		245,000	Mid. Sch. Men's Lockeroom	1.38	10										
32		1,100,000	Fire Ladder Truck	1.38	15										
33		1,175,375	Filippello Lights & Scorebrd	1.38	10										
34	Feb 21	52,145,000	Hosmer & Cunniff Schools	1.34	20										
35	April 21	34,106,200	Hosmer & Cunniff Schools	1.46	20										
36		921,800	Middle Sch. Boilers	1.46	10										
37		548,000	Mid. Sch. AC for Cafeteria	1.46	10										
38		355,000	Fire Ambulance	1.46	5										
39		188,000	Town Hall Elevator	1.46	5										
40		1,771,000	Public Safety Radio Infrastr.	1.46	10										
41		1,200,000	Street & Sidewalk	1.46	5										
42	April 22	243,000	Highway Dump Truck 55,000 GVW	2.59	10										
43		265,000	S &I:Combo Body 6-Wheeler	2.60	10										
44		85,000	Highway Service Flat Bed	2.60	10										
45		120,000	Prop & Bld Sign Truck	2.32	5										
46		85,000	Highway Street Vactor	2.55	10										
47		280,000	S & I Salter 6-wheeler	2.59	10										
48		300,000	S & I: Loader	2.61	10										
49		250,000	Street Sweeper	2.61	10										
50		775,674	Hwy Connet/Throughways	2.33	5										
51		423,826	Adim Bld: Replace Chiller	3.19	20										
52		1,250,000	Fire Ladder Truck	3.01	15										
53		2,376,000	Pub. Safety Radio Infrastr.P2	2.61	10										
54		110,000	DPW Bld, Sidewlks,Pkg Lot	2.60	10										
55		300,000	Prop&Bld: Underground Duct	2.33	5										
56	June 22	2,862,150	Elem School Design 1	3.45	20										
57		572,301	Elem School Design 2	3.43	20										
58		1,144,277	Elem School Project OPM Services	3.45	20										
59		22,211,272	3 Elementary Schools	3.46	20										
60	June 23	50,000,000	High School Construction	3.61	30	1,665,000	599,400	1,665,000	532,800	1,665,000	466,200	1,665,000	399,600	1,665,000	333,000
61		23,895,000	Elementary School (Lowell, Hosmer,Cu	3.61	20										
62		835,000	Street & Sidewalks (Fy22 L.O.)	2.93	5										
63		1,700,000	Street & Sindewalks (FY23 LO)	2.92	5										
64		200,000	Swap Loader Trash Compactor	2.87	10										
65		300,000	Handicap Ramp (Ryan Skating Rink)	2.87	10										
66		1,500,000	Victory Field Turf Replacement	2.87	10										
67		1,180,000	Moxely Field/Court Renovations	2.87	10										
68		700,000	Filippello Spray Park Renovations	2.87	10										
69	June 24	8,708,000	Arsenal Park Improvememts-Phase B3	3.55	15										
70		2,625,000	Streets & Side Walk Improvements	3.55	15										
71		48,557,000	High School Construction #2	3.97	30	1,620,000	646,400	1,620,000	581,600	1,615,000	516,800	1,615,000	452,200	1,615,000	387,600
72		**331,237,000**	SUBTOTAL GF Debt			3,285,000	1,245,800	3,285,000	1,114,400	3,280,000	983,000	3,280,000	851,800	3,280,000	720,600
73			SUBTOTAL GF Debt			4,530,800		4,399,400		4,263,000		4,131,800		4,000,600	
74															
75															

BONDED DEBT SCHEDULE - FY2026

	A	B	C	D	E	BJ	BK	BL	BM	BN	BO	BP	BQ	BR	BS	BT	BU	BV	BW
1	Annual	Bonded	Purpose	Int	YRS	FY50		FY51		FY52		FY53		FY53		Total		BONDED	LAST
2	Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRINCIPAL	INTEREST	AMOUNT	PAY
3			**GENERAL FUND DEBT**	NIC															FY
4	Jul 08	10,000,000	Police Building	4.19	20											4,000,000	720,625	10,000,000	29
5	Feb 10	4,221,000	Police Building	3.31	20											1,890,000	365,663	4,221,000	30
8	Jun 12	1,069,000	Equipment	1.80	15											170,000	14,806	1,069,000	27
9		1,500,000	Athletic Field Renov	1.80	15											600,000	57,625	1,500,000	27
11	Nov 13	6,000,000	ESCO	2.87	20											3,850,000	854,988	6,000,000	33
12	May 14	1,088,000	Victory Field	2.00	13											490,000	43,300	1,088,000	27
13		1,350,000	ESCO	2.00	15											720,000	85,950	1,350,000	29
14		207,000	School Improvement	2.00	15											90,000	9,550	207,000	29
15		370,000	Casey Park	2.00	15											195,000	22,750	370,000	29
19	Jan 18	1,793,000	Various Equip & Vehicles	2.02	14											1,115,000	184,900	1,793,000	32
20		1,327,200	Various Municipal Buildings	2.02	14											895,000	191,700	1,327,200	32
21		4,034,800	Street & Sidewalk	2.02	9											1,005,000	90,200	4,034,800	27
22	Jun 19	1,325,500	School Improvement	1.53	10											840,000	107,500	1,325,500	29
24		908,000	Filippello Park Improvements	1.53	10											720,000	162,000	908,000	29
25		1,403,500	DPW Equipment	1.53	10											1,035,000	219,750	1,403,500	29
27	Jun 20	3,223,467	Cunniff Elementary Design	1.38	20											3,055,000	892,940	3,223,467	40
28		5,729,088	Hosmer Elementary Design	1.38	20											5,435,000	1,590,378	5,729,088	40
29		1,122,445	Hosmer Elementary OPM	1.38	20											1,060,000	307,933	1,122,445	40
30		245,000	Mid. Sch. Men's Lockeroom	1.38	10											215,000	52,000	245,000	30
32		1,100,000	Fire Ladder Truck	1.38	15											1,025,000	275,850	1,100,000	35
33		1,175,375	Filippello Lights & Scorebrd	1.38	10											1,055,000	261,250	1,175,375	30
34	Feb 21	52,145,000	Hosmer & Cunniff Schools	1.34	20											52,145,000	15,271,478	52,145,000	41
35	April 21	34,106,200	Hosmer & Cunniff Schools	1.46	20											34,106,200	9,714,253	34,106,200	41
36		921,800	Middle Sch. Boilers	1.46	10											921,800	227,044	921,800	31
37		548,000	Mid. Sch. AC for Cafeteria	1.46	10											548,000	135,340	548,000	31
38		355,000	Fire Ambulance	1.46	5											355,000	52,158	355,000	26
39		188,000	Town Hall Elevator	1.46	5											188,000	26,837	188,000	26
40		1,771,000	Public Safety Radio Infrastr.	1.46	10											1,771,000	438,272	1,771,000	31
41		1,200,000	Street & Sidewalk	1.46	5											1,200,000	178,000	1,200,000	26
42	April 22	243,000	Highway Dump Truck 55,000 GVW	2.59	10											243,000	63,745	243,000	32
43		265,000	S &I:Combo Body 6-Wheeler	2.60	10											265,000	69,808	265,000	32
44		85,000	Highway Service Flat Bed	2.60	10											85,000	20,608	85,000	32
45		120,000	Prop & Bld Sign Truck	2.32	5											120,000	17,300	120,000	27
46		85,000	Highway Street Vactor	2.55	10											85,000	20,608	85,000	32
47		280,000	S & I Salter 6-wheeler	2.59	10											280,000	73,533	280,000	32
48		300,000	S & I: Loader	2.61	10											300,000	82,000	300,000	32
49		250,000	Street Sweeper	2.61	10											250,000	68,333	250,000	32
50		775,674	Hwy Connet/Throughways	2.33	5											775,674	114,991	775,674	27
51		423,826	Adim Bld: Replace Chiller	3.19	20											423,826	167,952	423,826	42
52		1,250,000	Fire Ladder Truck	3.01	15											1,250,000	432,317	1,250,000	37
53		2,376,000	Pub. Safety Radio Infrastr.P2	2.61	10											2,376,000	646,090	2,376,000	32
54		110,000	DPW Bld, Sidewlks,Pkg Lot	2.60	10											110,000	28,067	110,000	32
55		300,000	Prop&Bld: Underground Duct	2.33	5											300,000	44,500	300,000	27
56	June 22	2,862,150	Elem School Design 1	3.45	20											2,862,150	1,339,614	2,862,150	42
57		572,301	Elem School Design 2	3.43	20											572,301	262,013	572,301	42
58		1,144,277	Elem School Project OPM Services	3.45	20											1,144,277	527,766	1,144,277	42
59		22,211,272	3 Elementary Schools	3.46	20											$ 22,211,272	$10,467,114	22,211,272	42
60	June 23	50,000,000	High School Construction	3.61	30	1,665,000	266,400	1,665,000	199,800	1,665,000	133,200	1,665,000	66,600			$ 50,000,000	$33,196,774	50,000,000	53
61		23,895,000	Elementary School (Lowell, Hosmer,Cu	3.61	20											$ 23,895,000	$11,633,711	23,895,000	43
62		835,000	Street & Sidewalks (Fy22 L.O.)	2.93	5											$ 835,000	$123,572	835,000	28
63		1,700,000	Street & Sindewalks (FY23 LO)	2.92	5											$ 1,700,000	$253,111	1,700,000	28
64		200,000	Swap Loader Trash Compactor	2.87	10											$ 200,000	$54,778	200,000	33
65		300,000	Handicap Ramp (Ryan Skating Rink)	2.87	10											$ 300,000	$82,167	300,000	33
66		1,500,000	Victory Field Turf Replacement	2.87	10											$ 1,500,000	$410,833	1,500,000	33
67		1,180,000	Moxely Field/Court Renovations	2.87	10											$ 1,180,000	$320,189	1,180,000	33
68		700,000	Filippello Spray Park Renovations	2.87	10											$ 700,000	$191,722	700,000	33
69	June 24	8,708,000	Arsenal Park Improvememts-Phase B3	3.55	15											$ 8,708,000	$3,389,970	8,708,000	33
70		2,625,000	Streets & Side Walk Improvements	3.55	15											$ 2,625,000	$1,022,671	2,625,000	15
71		48,557,000	High School Construction #2	3.97	30	1,615,000	323,000	1,615,000	258,400	1,615,000	193,800	1,615,000	129,200	1,615,000	64,600	$ 48,557,000	$31,772,225	48,557,000	30
72		**331,237,000**	SUBTOTAL GF Debt			3,280,000	589,400	3,280,000	458,200	3,280,000	327,000	3,280,000	195,800	1,615,000	64,600	301,038,500	130,080,095	330,797,000	
73			SUBTOTAL GF Debt			3,869,400		3,738,200		3,607,000		3,475,800		1,679,600		431,118,595			
74																			
75																			

BONDED DEBT SCHEDULE - FY2026

	A	B	C	D	E	N	O	P	Q	R	S
1	Annual	Bonded	Purpose	Int	YRS	FY26		FY27		FY28	
2	Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
76			**ENTERPRISE FUND DEBT**								
77	Jun 13	1,500,000	MWRA Water Bond	0.00	10						
78	May 14	1,350,000	Refunding 03,04 Bonds	2.00	10						
79	Aug 15	500,000	MWRA Water Bond	0.00	10	50,000					
80	April 16	140,000	Water Box Truck	1.12	9						
81	Nov 16	302,500	MWRA Sewer Bond	0.00	5						
82	Nov 16	500,000	MWRA Water Bond	0.00	10	50,000		50,000			
83	Jan 18	565,550	Sewer Various Equip & Veh	2.02	10	45,000	5,400	45,000	3,600	45,000	1,800
84		164,450	Water Backhoe	2.02	10	15,000	1,800	15,000	1,200	15,000	600
85	Feb 18	288,200	MWRA Sewer Bond	0.00	5						
86		478,000	MWRA Water Bond	0.00	10	47,800		47,800		47,800	
87	Mar 19	262,500	MWRA Sewer Bond	0.00	10	26,250		26,250		26,250	
88		500,000	MWRA Water Bond	0.00	10	50,000		50,000		50,000	
89	Jun 19	139,000	Sewer Equip	1.53	10	15,000	2,250	15,000	1,500	10,000	750
90		181,500	Water Equip	1.53	10	20,000	3,000	15,000	2,000	15,000	1,250
91	Dec 19	262,500	MWRA Sewer Bond	0.00	10	26,250		26,250		26,250	
92	Feb 20	500,000	MWRA Water Bond	0.00	10	50,000		50,000		50,000	
93	June 21	262,500	MWRA Sewer Bond	0.00	10	26,250		26,250		26,250	
94		500,000	MWRA Water Bond	0.00	10	50,000		50,000		50,000	
95		600,000	MWRA Water Bond	0.00	10	60,000		60,000		60,000	
96	April 22	4,216,500	Replacement of Water Meters	2.61	10	420,000	147,000	420,000	126,000	420,000	105,000
97	Aug 22	183,000	MWRA Water Bond	0.00	10	18,300		18,300		18,300	
98		300,000	MWRA Water Bond	0.00	10	30,000		30,000		30,000	
99	Oct 22	382,500	MWRA Sewer Bond	0.00	10	38,250		38,250		38,250	
100		1,000,000	MWRA Water Bond	0.00	10	100,000		100,000		100,000	
101	Feb 23	300,000	MWRA Water Bond	0.00	10	30,000		30,000		30,000	
102	Aug 23	300,000	MWRA Water Bond LLP	0.00	10	30,000		30,000		30,000	
103	June 24	440,000	Sewer System Improvements	3.23	10	45,000	19,750	45,000	17,500	45,000	15,250
104		750,000	Sewer System Improvements	3.24	10	75,000	33,750	75,000	30,000	75,000	26,250
105	Feb 25	1,000,000	MWRA Water Bond FY24 & FY25	0.00	10	100,000		100,000		100,000	
106		300,000	MWRA Water Bond	0.00	10	30,000		30,000		30,000	
107		330,000	MWRA I & I Sewer Bond	0.00	10	33,000		33,000		33,000	
108											
109		**15,678,700**	SUBTOTAL Enterprise Debt			1,481,100	212,950	1,426,100	181,800	1,371,100	150,900
110			SUBTOTAL Enterprise Debt			1,694,050		1,607,900		1,522,000	
111											
112			TOTAL GF/ Enterprise Debt			17,281,100	10,311,525	16,856,100	9,512,800	16,286,100	8,732,413
113			TOTAL GF/ Enterprise Debt			27,592,625		26,368,900		25,018,513	
114											
115			**RECAP BY FUNCTION**								
116			SCHOOL(NON-EXEMPT)			10,847,000	8,687,275	10,850,000	8,145,200	10,850,000	7,602,950
117			SCHOOL			-	-	-	-	-	-
118			SCHOOL (TOTAL)			10,847,000	8,687,275	10,850,000	8,145,200	10,850,000	7,602,950
119			FIRE			440,000	141,625	367,500	119,625	365,000	101,250
120			LIBRARY			-	-	-	-	-	-
121			SEWER			330,000	61,150	330,000	52,600	325,000	44,050
122			WATER			1,151,100	151,800	1,096,100	129,200	1,046,100	106,850
123			DPW			1,640,000	339,100	1,380,000	259,650	1,100,000	193,100
124			RECREATION			1,363,000	604,863	1,360,000	541,600	1,180,000	479,425
125			POLICE			920,000	186,238	917,500	145,625	915,000	104,038
126			OTHER			590,000	139,475	555,000	119,300	505,000	100,750
127		346,915,700	TOTALS			17,281,100	10,311,525	16,856,100	9,512,800	16,286,100	8,732,413

BONDED DEBT SCHEDULE - FY2026

	A	B	C	D	E	T	U	V	W	X	Y	Z	AA	AB	AC
1	Annual	Bonded	Purpose	Int	YRS	FY29		FY30		FY31		FY32		FY33	
2	Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
76			**ENTERPRISE FUND DEBT**												
77	Jun 13	1,500,000	MWRA Water Bond	0.00	10										
78	May 14	1,350,000	Refunding 03,04 Bonds	2.00	10										
79	Aug 15	500,000	MWRA Water Bond	0.00	10										
80	April 16	140,000	Water Box Truck	1.12	9										
81	Nov 16	302,500	MWRA Sewer Bond	0.00	5										
82	Nov 16	500,000	MWRA Water Bond	0.00	10										
83	Jan 18	565,550	Sewer Various Equip & Veh	2.02	10										
84		164,450	Water Backhoe	2.02	10										
85	Feb 18	288,200	MWRA Sewer Bond	0.00	5										
86		478,000	MWRA Water Bond	0.00	10										
87	Mar 19	262,500	MWRA Sewer Bond	0.00	10	26,250									
88		500,000	MWRA Water Bond	0.00	10	50,000									
89	Jun 19	139,000	Sewer Equip	1.53	10	5,000	250								
90		181,500	Water Equip	1.53	10	10,000	500								
91	Dec 19	262,500	MWRA Sewer Bond	0.00	10	26,250		26,250							
92	Feb 20	500,000	MWRA Water Bond	0.00	10	50,000		50,000							
93	June 21	262,500	MWRA Sewer Bond	0.00	10	26,250		26,250							
94		500,000	MWRA Water Bond	0.00	10	50,000		50,000		50,000					
95		600,000	MWRA Water Bond	0.00	10	60,000		60,000		60,000					
96	April 22	4,216,500	Replacement of Water Meters	2.61	10	420,000	84,000	420,000	63,000	420,000	42,000	420,000	21,000		
97	Aug 22	183,000	MWRA Water Bond	0.00	10	18,300		18,300		18,300		18,300			
98		300,000	MWRA Water Bond	0.00	10	30,000		30,000		30,000		30,000			
99	Oct 22	382,500	MWRA Sewer Bond	0.00	10	38,250		38,250		38,250		38,250			
100		1,000,000	MWRA Water Bond	0.00	10	100,000		100,000		100,000		100,000			
101	Feb 23	300,000	MWRA Water Bond	0.00	10	30,000		30,000		30,000		30,000		30,000	
102	Aug 23	300,000	MWRA Water Bond LLP	0.00	10	30,000		30,000		30,000		30,000		30,000	
103	June 24	440,000	Sewer System Improvements	3.23	10	45,000	13,000	45,000	10,750	45,000	8,500	45,000	6,250	40,000	4,000
104		750,000	Sewer System Improvements	3.24	10	75,000	22,500	75,000	18,750	75,000	15,000	75,000	11,250	75,000	7,500
105	Feb 25	1,000,000	MWRA Water Bond FY24 & FY25	0.00	10	100,000		100,000		100,000		100,000		100,000	
106		300,000	MWRA Water Bond	0.00	10	30,000		30,000		30,000		30,000		30,000	
107		330,000	MWRA I & I Sewer Bond	0.00	10	33,000		33,000		33,000		33,000		33,000	
108															
109		**15,678,700**	SUBTOTAL Enterprise Debt			1,253,300	120,250	1,162,050	92,500	1,059,550	65,500	949,550	38,500	338,000	11,500
110			SUBTOTAL Enterprise Debt			1,373,550		1,254,550		1,125,050		988,050		349,500	
111															
112			TOTAL GF/ Enterprise Debt			15,553,300	8,010,318	14,627,050	7,293,708	14,159,550	6,602,300	13,744,550	5,984,808	12,663,000	5,423,680
113			TOTAL GF/ Enterprise Debt			23,563,618		21,920,758		20,761,850		19,729,358		18,086,680	
114															
115			**RECAP BY FUNCTION**												
116			SCHOOL(NON-EXEMPT)			10,835,000	7,097,725	10,810,000	6,556,150	10,775,000	6,015,650	10,635,000	5,531,400	10,635,000	5,095,850
117			SCHOOL			-	-	-	-	-	-	-	-	-	-
118			SCHOOL (TOTAL)			10,835,000	7,097,725	10,810,000	6,556,150	10,775,000	6,015,650	10,635,000	5,531,400	10,635,000	5,095,850
119			FIRE			365,000	84,750	365,000	66,500	357,500	48,250	272,500	32,625	150,000	20,400
120			LIBRARY			-	-	-	-	-	-	-	-	-	-
121			SEWER			275,000	35,750	243,750	29,500	191,250	23,500	191,250	17,500	148,000	11,500
122			WATER			978,300	84,500	918,300	63,000	868,300	42,000	758,300	21,000	190,000	-
123			DPW			490,000	139,250	375,000	115,050	370,000	96,600	370,000	78,400	195,000	60,500
124			RECREATION			1,175,000	421,000	1,060,000	362,950	945,000	309,950	945,000	262,700	945,000	215,450
125			POLICE			915,000	64,013	415,000	33,800	202,500	15,150	117,500	5,875	-	-
126			OTHER			520,000	83,330	440,000	66,758	450,000	51,200	455,000	35,308	400,000	19,980
127		346,915,700	TOTALS			15,553,300	8,010,318	14,627,050	7,293,708	14,159,550	6,602,300	13,744,550	5,984,808	12,663,000	5,423,680

BONDED DEBT SCHEDULE - FY2026

	A	B	C	D	E	AD	AE	AF	AG	AH	AI	AJ	AK	AL	AM
1	Annual	Bonded	Purpose	Int	YRS	FY34		FY35		FY36		FY37		FY38	
2	Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
76			**ENTERPRISE FUND DEBT**												
77	Jun 13	1,500,000	MWRA Water Bond	0.00	10										
78	May 14	1,350,000	Refunding 03,04 Bonds	2.00	10										
79	Aug 15	500,000	MWRA Water Bond	0.00	10										
80	April 16	140,000	Water Box Truck	1.12	9										
81	Nov 16	302,500	MWRA Sewer Bond	0.00	5										
82	Nov 16	500,000	MWRA Water Bond	0.00	10										
83	Jan 18	565,550	Sewer Various Equip & Veh	2.02	10										
84		164,450	Water Backhoe	2.02	10										
85	Feb 18	288,200	MWRA Sewer Bond	0.00	5										
86		478,000	MWRA Water Bond	0.00	10										
87	Mar 19	262,500	MWRA Sewer Bond	0.00	10										
88		500,000	MWRA Water Bond	0.00	10										
89	Jun 19	139,000	Sewer Equip	1.53	10										
90		181,500	Water Equip	1.53	10										
91	Dec 19	262,500	MWRA Sewer Bond	0.00	10										
92	Feb 20	500,000	MWRA Water Bond	0.00	10										
93	June 21	262,500	MWRA Sewer Bond	0.00	10										
94		500,000	MWRA Water Bond	0.00	10										
95		600,000	MWRA Water Bond	0.00	10										
96	April 22	4,216,500	Replacement of Water Meters	2.61	10										
97	Aug 22	183,000	MWRA Water Bond	0.00	10										
98		300,000	MWRA Water Bond	0.00	10										
99	Oct 22	382,500	MWRA Sewer Bond	0.00	10										
100		1,000,000	MWRA Water Bond	0.00	10										
101	Feb 23	300,000	MWRA Water Bond	0.00	10										
102	Aug 23	300,000	MWRA Water Bond LLP	0.00	10	30,000									
103	June 24	440,000	Sewer System Improvements	3.23	10	40,000	2,000								
104		750,000	Sewer System Improvements	3.24	10	75,000	3,750								
105	Feb 25	1,000,000	MWRA Water Bond FY24 & FY25	0.00	10	100,000		100,000							
106		300,000	MWRA Water Bond	0.00	10	30,000		30,000							
107		330,000	MWRA I & I Sewer Bond	0.00	10	33,000		33,000							
108															
109		**15,678,700**	SUBTOTAL Enterprise Debt			308,000	5,750	163,000	-	-	-	-	-	-	-
110			SUBTOTAL Enterprise Debt			313,750		163,000		-		-		-	
111															
112			TOTAL GF/ Enterprise Debt			11,863,000	4,949,650	11,713,000	4,513,550	11,480,000	4,083,450	11,475,000	3,654,750	11,395,000	3,240,225
113			TOTAL GF/ Enterprise Debt			16,812,650		16,226,550		15,563,450		15,129,750		14,635,225	
114															
115			**RECAP BY FUNCTION**												
116			SCHOOL(NON-EXEMPT)			10,630,000	4,703,400	10,625,000	4,316,200	10,625,000	3,929,250	10,620,000	3,542,300	10,620,000	3,168,900
117			SCHOOL			-	-	-	-	-	-	-	-	-	-
118			SCHOOL (TOTAL)			10,630,000	4,703,400	10,625,000	4,316,200	10,625,000	3,929,250	10,620,000	3,542,300	10,620,000	3,168,900
119			FIRE			150,000	15,100	150,000	10,500	80,000	5,900	80,000	2,700	-	-
120			LIBRARY			-	-	-	-	-	-	-	-	-	-
121			SEWER			148,000	5,750	33,000	-	-	-	-	-	-	-
122			WATER			160,000	-	130,000	-	-	-	-	-	-	-
123			DPW			175,000	50,750	175,000	42,000	175,000	33,250	175,000	24,500	175,000	15,750
124			RECREATION			580,000	168,200	580,000	139,200	580,000	110,200	580,000	81,200	580,000	52,200
125			POLICE			-	-	-	-	-	-	-	-	-	-
126			OTHER			20,000	6,450	20,000	5,650	20,000	4,850	20,000	4,050	20,000	3,375
127		346,915,700	TOTALS			11,863,000	4,949,650	11,713,000	4,513,550	11,480,000	4,083,450	11,475,000	3,654,750	11,395,000	3,240,225

BONDED DEBT SCHEDULE - FY2026

	A	B	C	D	E	AN	AO	AP	AQ	AR	AS	AT	AU	AV	AW	AX	AY
1	Annual	Bonded	Purpose	Int	YRS	FY39		FY40		FY41		FY42		FY43		FY44	
2	Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
76			**ENTERPRISE FUND DEBT**														
77	Jun 13	1,500,000	MWRA Water Bond	0.00	10												
78	May 14	1,350,000	Refunding 03,04 Bonds	2.00	10												
79	Aug 15	500,000	MWRA Water Bond	0.00	10												
80	April 16	140,000	Water Box Truck	1.12	9												
81	Nov 16	302,500	MWRA Sewer Bond	0.00	5												
82	Nov 16	500,000	MWRA Water Bond	0.00	10												
83	Jan 18	565,550	Sewer Various Equip & Veh	2.02	10												
84		164,450	Water Backhoe	2.02	10												
85	Feb 18	288,200	MWRA Sewer Bond	0.00	5												
86		478,000	MWRA Water Bond	0.00	10												
87	Mar 19	262,500	MWRA Sewer Bond	0.00	10												
88		500,000	MWRA Water Bond	0.00	10												
89	Jun 19	139,000	Sewer Equip	1.53	10												
90		181,500	Water Equip	1.53	10												
91	Dec 19	262,500	MWRA Sewer Bond	0.00	10												
92	Feb 20	500,000	MWRA Water Bond	0.00	10												
93	June 21	262,500	MWRA Sewer Bond	0.00	10												
94		500,000	MWRA Water Bond	0.00	10												
95		600,000	MWRA Water Bond	0.00	10												
96	April 22	4,216,500	Replacement of Water Meters	2.61	10												
97	Aug 22	183,000	MWRA Water Bond	0.00	10												
98		300,000	MWRA Water Bond	0.00	10												
99	Oct 22	382,500	MWRA Sewer Bond	0.00	10												
100		1,000,000	MWRA Water Bond	0.00	10												
101	Feb 23	300,000	MWRA Water Bond	0.00	10												
102	Aug 23	300,000	MWRA Water Bond LLP	0.00	10												
103	June 24	440,000	Sewer System Improvements	3.23	10												
104		750,000	Sewer System Improvements	3.24	10												
105	Feb 25	1,000,000	MWRA Water Bond FY24 & FY25	0.00	10												
106		300,000	MWRA Water Bond	0.00	10												
107		330,000	MWRA I & I Sewer Bond	0.00	10												
108																	
109		**15,678,700**	SUBTOTAL Enterprise Debt			-	-	-	-	-	-	-	-	-	-	-	-
110			SUBTOTAL Enterprise Debt			-		-		-		-					
111																	
112			TOTAL GF/ Enterprise Debt			11,395,000	2,827,900	10,640,000	2,439,075	10,140,000	2,108,550	5,830,000	1,789,275	4,475,000	1,556,200	3,285,000	1,377,200
113			TOTAL GF/ Enterprise Debt			14,222,900		13,079,075		12,248,550		7,619,275					
114																	
115			**RECAP BY FUNCTION**														
116			SCHOOL(NON-EXEMPT)			10,620,000	2,795,000	10,620,000	2,437,050	10,120,000	2,107,200	5,810,000	1,788,600	4,475,000	1,556,200	3,285,000	1,377,200
117			SCHOOL			-	-	-	-	-	-	-	-				
118			SCHOOL (TOTAL)			10,620,000	2,795,000	10,620,000	2,437,050	10,120,000	2,107,200	5,810,000	1,788,600	4,475,000	1,556,200	3,285,000	1,377,200
119			FIRE			-	-	-	-	-	-	-	-				
120			LIBRARY			-	-	-	-	-	-	-	-				
121			SEWER			-	-	-	-	-	-	-	-	-	-	-	-
122			WATER			-	-	-	-	-	-	-	-				
123			DPW			175,000	7,000	-	-	-	-	-	-	-	-	-	-
124			RECREATION			580,000	23,200	-	-	-	-	-	-	-	-	-	-
125			POLICE			-	-	-	-	-	-	-	-				
126			OTHER			20,000	2,700	20,000	2,025	20,000	1,350	20,000	675	-	-	-	-
127		346,915,700	TOTALS			11,395,000	2,827,900	10,640,000	2,439,075	10,140,000	2,108,550	5,830,000	1,789,275	4,475,000	1,556,200	3,285,000	1,377,200

BONDED DEBT SCHEDULE - FY2026

	A	B	C	D	E	AZ	BA	BB	BC	BD	BE	BF	BG	BH	BI
1	Annual	Bonded	Purpose	Int	YRS	FY45		FY46		FY47		FY48		FY49	
2	Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
76			**ENTERPRISE FUND DEBT**												
77	Jun 13	1,500,000	MWRA Water Bond	0.00	10										
78	May 14	1,350,000	Refunding 03,04 Bonds	2.00	10										
79	Aug 15	500,000	MWRA Water Bond	0.00	10										
80	April 16	140,000	Water Box Truck	1.12	9										
81	Nov 16	302,500	MWRA Sewer Bond	0.00	5										
82	Nov 16	500,000	MWRA Water Bond	0.00	10										
83	Jan 18	565,550	Sewer Various Equip & Veh	2.02	10										
84		164,450	Water Backhoe	2.02	10										
85	Feb 18	288,200	MWRA Sewer Bond	0.00	5										
86		478,000	MWRA Water Bond	0.00	10										
87	Mar 19	262,500	MWRA Sewer Bond	0.00	10										
88		500,000	MWRA Water Bond	0.00	10										
89	Jun 19	139,000	Sewer Equip	1.53	10										
90		181,500	Water Equip	1.53	10										
91	Dec 19	262,500	MWRA Sewer Bond	0.00	10										
92	Feb 20	500,000	MWRA Water Bond	0.00	10										
93	June 21	262,500	MWRA Sewer Bond	0.00	10										
94		500,000	MWRA Water Bond	0.00	10										
95		600,000	MWRA Water Bond	0.00	10										
96	April 22	4,216,500	Replacement of Water Meters	2.61	10										
97	Aug 22	183,000	MWRA Water Bond	0.00	10										
98		300,000	MWRA Water Bond	0.00	10										
99	Oct 22	382,500	MWRA Sewer Bond	0.00	10										
100		1,000,000	MWRA Water Bond	0.00	10										
101	Feb 23	300,000	MWRA Water Bond	0.00	10										
102	Aug 23	300,000	MWRA Water Bond LLP	0.00	10										
103	June 24	440,000	Sewer System Improvements	3.23	10										
104		750,000	Sewer System Improvements	3.24	10										
105	Feb 25	1,000,000	MWRA Water Bond FY24 & FY25	0.00	10										
106		300,000	MWRA Water Bond	0.00	10										
107		330,000	MWRA I & I Sewer Bond	0.00	10										
108															
109		**15,678,700**	SUBTOTAL Enterprise Debt			-	-	-	-	-	-	-	-	-	-
110			SUBTOTAL Enterprise Debt												
111															
112			TOTAL GF/ Enterprise Debt			3,285,000	1,245,800	3,285,000	1,114,400	3,280,000	983,000	3,280,000	851,800	3,280,000	720,600
113			TOTAL GF/ Enterprise Debt												
114															
115			**RECAP BY FUNCTION**												
116			SCHOOL(NON-EXEMPT)			3,285,000	1,245,800	3,285,000	1,114,400	3,280,000	983,000	3,280,000	851,800	3,280,000	720,600
117			SCHOOL												
118			SCHOOL (TOTAL)			3,285,000	1,245,800	3,285,000	1,114,400	3,280,000	983,000	3,280,000	851,800	3,280,000	720,600
119			FIRE												
120			LIBRARY												
121			SEWER			-	-	-	-	-	-	-	-	-	-
122			WATER												
123			DPW			-	-	-	-	-	-	-	-	-	-
124			RECREATION			-	-	-	-	-	-	-	-	-	-
125			POLICE												
126			OTHER			-	-	-	-	-	-	-	-	-	-
127		346,915,700	TOTALS			3,285,000	1,245,800	3,285,000	1,114,400	3,280,000	983,000	3,280,000	851,800	3,280,000	720,600

BONDED DEBT SCHEDULE - FY2026

	A	B	C	D	E	BJ	BK	BL	BM	BN	BO	BP	BQ	BR	BS	BT	BU	BV	BW
1	Annual	Bonded	Purpose	Int	YRS	FY50		FY51		FY52		FY53		FY53		Total		BONDED	LAST
2	Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRINCIPAL	INTEREST	AMOUNT	PAY
76			**ENTERPRISE FUND DEBT**																
77	Jun 13	1,500,000	MWRA Water Bond	0.00	10											300,000	0	1,500,000	24
78	May 14	1,350,000	Refunding 03,04 Bonds	2.00	10											405,000	30,375	1,350,000	24
79	Aug 15	500,000	MWRA Water Bond	0.00	10											200,000	0	500,000	26
80	April 16	140,000	Water Box Truck	1.12	9											60,000	4,500	140,000	25
81	Nov 16	302,500	MWRA Sewer Bond	0.00	5											60,500	0	302,500	22
82	Nov 16	500,000	MWRA Water Bond	0.00	10											300,000	0	500,000	27
83	Jan 18	565,550	Sewer Various Equip & Veh	2.02	10											355,000	53,600	565,550	28
84		164,450	Water Backhoe	2.02	10											105,000	16,800	164,450	28
85	Feb 18	288,200	MWRA Sewer Bond	0.00	5											115,280	0	288,200	23
86		478,000	MWRA Water Bond	0.00	10											334,600	0	478,000	28
87	Mar 19	262,500	MWRA Sewer Bond	0.00	10											210,000	0	262,500	29
88		500,000	MWRA Water Bond	0.00	10											400,000	0	500,000	29
89	Jun 19	139,000	Sewer Equip	1.53	10											105,000	21,250	139,000	29
90		181,500	Water Equip	1.53	10											140,000	28,750	181,500	29
91	Dec 19	262,500	MWRA Sewer Bond	0.00	10											236,250	0	262,500	30
92	Feb 20	500,000	MWRA Water Bond	0.00	10											450,000	0	500,000	30
93	June 21	262,500	MWRA Sewer Bond	0.00	10											236,250	0	262,500	30
94		500,000	MWRA Water Bond	0.00	10											500,000	0	500,000	31
95		600,000	MWRA Water Bond	0.00	10											600,000	0	600,000	31
96	April 22	4,216,500	Replacement of Water Meters	2.61	10											4,216,500	1,149,548	4,216,500	32
97	Aug 22	183,000	MWRA Water Bond	0.00	10											183,000	0	183,000	32
98		300,000	MWRA Water Bond	0.00	10											300,000	0	300,000	32
99	Oct 22	382,500	MWRA Sewer Bond	0.00	10											382,500	0	382,500	32
100		1,000,000	MWRA Water Bond	0.00	10											1,000,000	0	1,000,000	33
101	Feb 23	300,000	MWRA Water Bond	0.00	10											300,000	0	300,000	33
102	Aug 23	300,000	MWRA Water Bond LLP	0.00	10											300,000		300,000	34
103	June 24	440,000	Sewer System Improvements	3.23	10											$ 440,000	$118,817	440,000	34
104		750,000	Sewer System Improvements	3.24	10											$ 750,000	$205,938	750,000	34
105	Feb 25	1,000,000	MWRA Water Bond FY24 & FY25	0.00	10													1,000,000	35
106		300,000	MWRA Water Bond	0.00	10													300,000	35
107		330,000	MWRA I & I Sewer Bond	0.00	10													330,000	35
108																			
109		**15,678,700**	SUBTOTAL Enterprise Debt			-	-	-	-	-	-	-	-	-	-	12,984,880	1,629,577	18,498,700	
110			SUBTOTAL Enterprise Debt													14,614,457			
111																			
112			TOTAL GF/ Enterprise Debt			3,280,000	589,400	3,280,000	458,200	3,280,000	327,000	3,280,000	195,800	1,615,000	64,600	314,023,380	131,709,672	349,295,700	
113			TOTAL GF/ Enterprise Debt													445,733,052			
114																			
115			**RECAP BY FUNCTION**																
116			SCHOOL(NON-EXEMPT)			3,280,000	589,400	3,280,000	458,200	3,280,000	327,000	3,280,000	195,800	1,615,000	64,600	247,708,000	117,508,632	249,340,500	
117			SCHOOL													0	0		
118			SCHOOL (TOTAL)			3,280,000	589,400	3,280,000	458,200	3,280,000	327,000	3,280,000	195,800	1,615,000	64,600	246,093,000	117,444,032	363,537,032	
119			FIRE													4,703,500	1,302,506	6,006,006	
120			LIBRARY													75,000	5,250	80,250	
121			SEWER			-	-	-	-	-	-	-	-	-	-	3,093,280	414,792	4,330,250	
122			WATER													11,081,600	1,214,785	12,296,385	
123			DPW			-	-	-	-	-	-	-	-	-	-	15,633,674	3,078,132	23,328,499	
124			RECREATION			-	-	-	-	-	-	-	-	-	-	15,448,000	4,941,806	17,429,375	
125			POLICE													7,983,500	1,630,218	9,613,718	
126			OTHER			-	-	-	-	-	-	-	-	-	-	9,486,826	1,613,551	19,235,626	
127		346,915,700	TOTALS			3,280,000	589,400	3,280,000	458,200	3,280,000	327,000	3,280,000	195,800	1,615,000	64,600	314,038,380	131,645,076		

CITY OF WATERTOWN

CITY COUNCIL CONCEPTUAL RECOMMENDATIONS FOR FISCAL YEAR 2026-2030 CIP

1. Confirm canceling the prior recommendation to proceed with the FY18 proposed design loan order for $325,000, and the FY20 proposed construction loan order for $3,000,000, the for the Community Path from Saltonstall Park to Taylor St, to be integrated with Watertown Square Project, as this is now shown to be brought forward for new loan orders in FY28 for $325,000 and FY29 for $3,000,000.

2. Due to upcoming Middle School Building Project, confirm canceling the prior recommendation to proceed with the FY22 proposed loan order for Various School Improvements in the Middle School for $2,765,000 consisting of:

- Upgrade phone system @ 50,000
- Remodel bathrooms (8) @ 210,000
- New fire protection system @ 2,000,000
- First and Second floor air-conditioning @ 505,000

3. Confirm canceling the prior recommendation to proceed with the FY22 proposed loan order for $700,000, for Sullivan Playground Improvements to tot lot and walkways, as this is now shown to be brought forward for a new loan order in FY27 for $550,000.

4. Confirm canceling the prior recommendation to proceed with the FY22 proposed design loan order for $375,000, and the FY23 proposed construction loan order for $4,000,000, for the Victory Field Phase 3 Fieldhouse, as this is now shown to be brought forward for new loan orders in FY27 for $125,000 and FY28 for $4,000,000.

5. Confirm the prior recommendation to proceed with the FY23 $500,000 proposed loan order for Information Technology, consisting of:

- Infrastructure Improvements @ 300,000
- Permitting and Transparency Dashboards @ 100,000
- Document Scanning @ 100,000

6. Confirm the prior recommendation to proceed with the FY23 $200,000 proposed loan order to replace Library boilers and pumps.

7. Confirm the prior recommendation to proceed with the FY23 proposed loan order for $500,000 for the How Park new playground equipment and resurfacing, noting this will require additional CIP funds with a supplemental loan order in FY26 for $650,000, subject to the condition that the Administration shall have an informational presentation to the City Council, for construction in Summer 2025.

8. Due to upcoming Middle School Building Project, confirm canceling the prior recommendation to proceed with the School Department's FY23 proposed loan order for Improvements in the Middle School for $395,000 consisting:

- Design Courtyard & Exterior Grounds Landscape @ 120,000
- Renovate Courtyard & Exterior Grounds Landscape @ 275,000

9. For the School Department's FY24 proposed loan order for Various School Improvements:

- Confirm the prior recommendation to proceed with the District security systems

enhancements for $95,000.

- Cancel the prior recommendation Middle School construction HVAC Basement for $72,000 due to upcoming Middle School Building Project.

10. Confirm the prior recommendation to proceed with the FY24 $1,275,000 proposed loan orders for Parker Annex Renovation Projects, consisting of:

- Replace Main Electrical Service @ 100,000
- Install Building Generator @ 300,000
- Point/Repair Masonry Façade @ 125,000
- Install Fire Suppression System @ 750,000

11. Confirm the prior recommendation to proceed with the FY24 $1,138,432 proposed loan orders for Information Technology, consisting of:

- Infrastructure Improvements @ 138,432
- Permitting and Transparency Dashboards @ 150,000
- Document Scanning @ 200,000
- MUNIS System Enhancements @ 150,000
- Parker Annex Technology @ 500,000

12. Confirm the prior recommendation to proceed with the FY24 $310,000 proposed loan orders for the Fire Department, consisting of:

- Main Station Interior Repairs @ 100,000
- Main Station Emergency Generator Replacement @ 90,000
- Station Alerting System @ 120,000

13. Confirm the prior recommendation to proceed with the FY24 $786,300 proposed loan order for Library Improvements, consisting of:

- Design/Engineer Chiller & Roof Top Units @ 50,000
- Design Heating System & Controls Replacement @120,000
- Replace Chiller @ 200,000
- Replace Roof Top Units/Compressors @ 416,300

14. Confirm the prior recommendation to proceed with the FY24 $37,000 proposed loan order or transfer of funds for the Police Department, to Replace Access Control/Building Video System Servers.

15. Confirm the prior recommendation to proceed with the FY24 $2,100,000 proposed loan order for connector roads/longer street projects, in accordance with the Public Works Committee report approved by the City Council on December 13, 2022 for reconstruction of Forest and Springfield Streets in 2025.

16. Confirm the prior recommendation to proceed with the FY25 $2,217,000 proposed loan order for Parker Annex Second Floor Renovations, noting this will require additional CIP funds with a supplemental loan order in FY26 for $230,000.

17. Confirm the prior recommendation to proceed with the FY25 $350,000 proposed loan order for Commander's Mansion Elevator.

18. Confirm the prior recommendation to proceed with the FY25 $960,000 proposed loan order for Bemis Park Playground equipment & surface, and spray park, subject to the condition that the Administration shall have an informational presentation to the City Council, for construction in Summer 2025.

19. Confirm the prior recommendation to proceed with the FY25 $1,100,000 proposed loan order for Information Technology, consisting of:

- Infrastructure Improvements @ 200,000
- Permitting and Transparency Dashboards @ 150,000
- Document Scanning @ 200,000
- MUNIS Financial System Enhancements @ 100,000
- Parker Annex Technology @ 200,000
- Digital Equity and Broadband @ 250,000

20. Confirm the prior recommendation to proceed with the FY25 $130,800 proposed loan order for the Fire Department Main & North Stations Apparatus Doors.

21. Confirm the prior recommendation to proceed with the FY25 $693,000 proposed loan order for the Police Department, consisting of:

- Replace Training Simulator Computer System @ 93,000
- Firing Range HVAC Upgrade @ 600,000

22. Confirm the prior recommendation to proceed with the FY25 $650,000 proposed loan order for the Public Buildings Department for the roof replace/solar & Solar Canopy at the DPW parking lot.

23. Confirm the prior recommendation to proceed with the FY25 $417,000 proposed loan order for the Public Works Department, consisting of:

- Highway Skid Steer @ 65,000
- Snow & Ice Loader ¾ yard @ 107,000
- Cemetery Off-road Utility Vehicles (2) @ 30,000
- Cemetery Backhoe @ 140,000
- Tree Chipper @ 75,000

24. For the School Department's FY25 proposed loan order for Various School Improvements:

- Confirm the prior recommendation to proceed with the District security systems enhancements for $95,000.
- Cancel the prior recommendation for $920,000 due to upcoming Middle School Building Project consisting of:
    i. Middle School remodel 8 bathrooms @ 120,000
    ii. Middle School roof refurbishing/replacement/solar @ 500,000
    iii. Middle School design/replace Auditorium/Gym HVAC @ 200,000
    iv. Middle School Main Office Conference Room @ 100,000

25. Confirm the prior recommendation to proceed with the FY25 $40,000 proposed loan order or transfer of funds for the Skating Rink Enclosure Soffits/outside walls.

26. Proceed with the FY25 $2,750,000 proposed loan order for local road construction projects in the summer of 2025, in accordance with the Public Works Committee Report approved by the City Council on November 26, 2024.

27. Confirm the prior recommendation to proceed with the FY25 $2,200,000 proposed loan order for connector roads/longer street projects, in accordance with the Public Works Committee report approved by the City Council on December 13, 2022 for reconstruction of Riverside Street in 2026.

28. Confirm the prior recommendation to proceed with the FY25 $500,000 proposed loan order for Mt Auburn Street Non-participatory funds.

29. Proceed with the FY26 $300,000 proposed loan order for Administration Building Additional Roof/Masonry.

30. Proceed with the FY26 $3,561,000 proposed loan order for Parker Annex Renovation Projects, consisting of:

- Second Floor Renovations additional funds @ 230,000
- ADA/Code Update Requirements @ 2,106,000
- Retro-commissioning Study @ 75,000
- Retro-commissioning Upgrades @ 800,000
- Masonry Additional Costs @ 350,000

31. Proceed with the FY26 $650,000 proposed loan order for How Park new playground equipment and resurfacing additional funds, for construction in Summer 2025.

32. Proceed with the FY26 loan order for $11,000,000 for Victory Field Phase 2 (in accordance with the Final Report of the Ad Hoc Committee on Victory Field Phase 2 dated June 28, 2018 as approved by the City Council on August 14, 2018, with feedback from the 75% design final community meeting as noted in the Manager's memo February 18, 2025, for construction in Summer 2025.

33. Proceed with the FY26 $40,000 proposed loan order or transfer of funds for Recreation Facilities AEDs.

34. Proceed with the FY26 $850,000 proposed loan order for Information Technology, consisting of:

- Infrastructure Improvements @ 200,000
- Permitting and Transparency Dashboards @ 150,000
- Document Scanning @ 200,000
- MUNIS Financial System Enhancements @ 100,000
- Parker Annex Technology @ 50,000

- Digital Equity and Broadband @ 150,000

35. Proceed with the FY26 $697,000 proposed loan order for the Fire Department, consisting of:
    - East End Fire Station HVAC/Plumbing @ 126,000
    - East End Fire Station Painting-Carpet-Lighting @ 121,000
    - Firefighter Protective Outer Gear @ 450,000

36. Proceed with the FY26 $1,667,000 proposed loan order for the Police Department, consisting of:
    - Video System Security Replacement @ 48,000
    - Level 3 EV Charging Station @ 1,585,000
    - Security Switch Replacement @ 34,000

37. Proceed with the FY26 $1,000,000 proposed loan order for the Public Works Department, consisting of:
    - Traffic Supervisor vehicle #C10 @ 80,000
    - Highway Hot Box #49 @ 300,000
    - Snow & Ice 4x4 Sander #37 @ 320,000
    - Cemetery Dump Truck #202 @ 100,000
    - Parks & Forestry Chipper Body #74 @ 200,000

38. Proceed with the FY26 $2,500,000 proposed loan order for the Public Buildings Department, consisting of:
    - Vehicles & Snow Equipment @ 60,000
    - Inventory Equipment @ 150,000
    - Add EV Stations @ 90,000
    - DPW Roof replace/solar & Solar Canopy DPW parking lot @ 2,000,000
    - DPW Garage Fan & Doors @ 200,000

39. Proceed with the FY26 $55,000 proposed loan order or transfer of funds for the Skating Rink, consisting of:
    - Rebuild of Compressors @ 25,000
    - Upgrade of Internal Lighting to LED @ 30,000

40. For the Watertown Middle School partial reconstruction, which is the final Building for the Future project, and which is proposed using a combination of $14.7M in stabilization funds & free cash, and $70M in loans, proceed with the FY26 proposed loan order of $10,000,000, subject to the completion of the Feasibility Study by the School Building Committee. If the Feasibility Study determines that the project cannot be completed as proposed, further discussion will be required to determine an alternate path forward and its impact on the CIP.

41. Proceed with the School Department's FY26 capital appropriation request of $472,000 for projects as shown in the CIP as follows:
    - $155,000 for various items to be funded with tax revenues, consisting of:
        i. District update food service equipment @ 30,000

ii. District interior painting @125,000

- A proposed loan order for Various School Improvements for $317,000 consisting of:
  i. Phillips School Masonry Repairs @ 222,000
  ii. District security systems enhancements @ 95,000
- It is agreed the remaining School Capital Items requested in FY26, totaling $1,285,000, cannot be funded at this time due to the proposed Middle School project, and will need to be deferred to future years, or funded by the School Department if they have unexpended funds at the end of the year.

42. Refer to the Public Works Committee, for policy guidance, in accordance with Resolution 2013-76 *Watertown's Ongoing Capital Project Budget Guidelines*:

- The FY26 $2,875,000 proposed loan order for local road construction projects in the summer of 2026.
- The FY26 $2,300,000 proposed loan order for connector roads/longer street projects for the summer of 2026.

43. Proceed with the additional FY26 Streets & Sidewalk proposed loan orders:

- Underground Ducts for Utilities for $300,000
- Ornamental Street Lighting for $300,000
- Mt Auburn Street Non-participatory funds for $500,000

44. Refer to the Public Works Committee, for policy guidance, plans for the FY26 $390,000 Chapter 90 Fair Share Amendment Appropriation.

Water/Sewer Enterprise Fund CIP

45. Confirm the prior recommendation to proceed with the FY19 proposed Sewer Enterprise Fund loan order for $394,000 for a Heavy-duty Crane. *Note: price updated from $270,00 with current quote*.

46. Confirm the prior recommendation to proceed with FY24 $879,000 Sewer Enterprise Fund proposed loan orders:

- Sewer Vac @ 624,000 *Note: price updated from $430,00 with current quote*.
- Swap Dump Truck @ 255,000 *Note: price updated from $190,00 with current quote*.

47. Confirm the prior recommendation to proceed with the FY25 Water & Sewer Enterprise Funds proposed MWRA loan order:

- Sewer Inflow & Infiltration Local Financial Assistance Program (I&I) for $1,320,000 consisting of a $990,000 grant and a 330,000 interest-free loan.

48. Confirm the prior recommendation to proceed with the FY25 Sewer Enterprise Fund proposed loan order for $320,000 consisting of:

- 35 GVW Service Truck @ 170,000
- Sewer Pump/Trailer @ 150,000

49. Confirm the prior recommendation to proceed with the FY25 Water Enterprise Fund proposed loan order for $80,000 for Utility Truck.

50. Proceed with the FY26 Water & Sewer Enterprise Funds proposed MWRA loan orders:

- Sewer Inflow & Infiltration Local Financial Assistance Program (I&I) for $1,320,000 consisting of a $990,000 grant and a 330,000 interest-free loan.
- Local Water System Assistance Program (LWSAP) $500,000 interest-free loan to replace outdated unlined cast iron water mains.
- Lead Loan Program (LLP) $300,000 interest-free loan to replace lead service lines.

51. Proceed with the FY26 Sewer Enterprise Fund proposed loan order for $940,000 consisting of:

- Sewer system improvements @ 750,000
- Service Response Truck #60 @ 190,000

CITY OF WATERTOWN

BACKGROUND INFORMATION

Fiscal Year 2026-2030

CITY OF WATERTOWN
FISCAL YEAR
2025
TOP TEN TAXPAYERS

OWNER NAME	LOCATION	NATURE OF BUSINESS	FY25 ASSESSMENT	FY25 TAXES	PERCENT OF LEVY
ALEXANDRIA REAL ESTATE EQUITIES	311 ARSENAL ST , ET AL	LAB/OFFICE CAMPUS	$918,825,300	$20,976,782	12.4% *1
ARSENAL YARDS / BOYLSTON PROPERTIES	485 ARSENAL ST, ET AL	LIFESTYLE CENTER	$554,604,073	$11,522,791	6.8% *2
SPEAR STREET CAPITAL	705 MT. AUBURN ST, ET AL	LAB/OFFICE	$196,736,400	$4,491,492	2.7% *3
BP3-BOS4 85 WALNUT ST LLC	250 ARSENAL PLACE	LAB/OFFICE	$164,350,800	$3,752,129	2.2%
COLUMBIA MA /ARSENAL OFFICE PROP. LLC	490 ARSENAL WAY	LAB/OFFICE	$130,254,800	$2,973,717	1.8%
GALEN STREET OWNER LLC	66 GALEN STREET	LAB/OFFICE	$120,482,500	$2,750,615	1.6%
NSTAR ELECTRIC COMPANY	VARIOUS	UTILITY	$81,773,810	$1,866,880	1.1%
BOSTON GAS	VARIOUS	UTILITY	$76,529,100	$1,747,159	1.0%
BRE-BMR GROVE LLC	65 GROVE STREET	LAB/OFFICE	$75,235,100	$1,717,617	1.0%
WATERTOWN GABLES LLC	204 ARSENAL STREET	LUXURY APARTMENTS	$122,667,800	$1,501,147	0.9%
			$2,441,459,683	$53,300,329	31.62%

Footnotes

*1 Alexandria Real Estate Equities controls nine properties in Watertown which it owns or partners with others.

*2 Boylston Properties controls twenty-one properties in Watertown which it owns or partners with others.

*3 Spear Street Capital controls two properties in Watertown which it owns or partners with others.

ASSESSMENTS

FISCAL YEAR	REAL PROPERTY	PERSONAL PROPERTY	TOTAL
2025	$ 12,473,994,690	$ 408,961,360	$ 12,882,956,050
2024	$ 11,613,154,834	$ 318,149,790	$ 11,931,304,624
2023	$ 10,664,699,679	$ 286,186,179	$ 10,950,885,858
2022	$ 9,798,947,762	$ 250,676,563	$ 10,049,624,325
2021	$ 9,169,101,190	$ 229,269,154	$ 9,398,370,344
2020	$ 8,914,062,858	$ 184,541,650	$ 9,098,604,508
2019	$ 7,848,747,667	$ 150,173,981	$ 7,998,921,648
2018	$ 7,045,957,217	$ 147,885,716	$ 7,193,842,933
2017	$ 6,472,965,423	$ 142,159,267	$ 6,615,124,690
2016	$ 6,158,116,723	$ 114,419,976	$ 6,272,536,699
2015	$ 5,343,085,683	$ 101,086,640	$ 5,444,172,323
2014	$ 5,068,133,583	$ 98,941,639	$ 5,167,075,222
2013	$ 4,947,870,086	$ 104,315,410	$ 5,052,185,496
2012	$ 4,826,569,822	$ 105,107,153	$ 4,931,676,975
2011	$ 4,793,182,991	$ 100,159,884	$ 4,893,342,875
2010	$ 4,872,924,925	$ 95,697,085	$ 4,968,622,010
2009	$ 5,152,879,364	$ 92,411,840	$ 5,245,291,204
2008	$ 5,324,931,978	$ 91,163,388	$ 5,416,095,366
2007	$ 5,598,791,375	$ 87,345,485	$ 5,686,136,860
2006	$ 5,033,821,193	$ 90,242,698	$ 5,124,063,891
2005	$ 4,867,203,522	$ 87,598,421	$ 4,954,801,943
2004	$ 4,648,172,282	$ 131,431,402	$ 4,779,603,684
2003	$ 3,627,222,966	$ 80,243,343	$ 3,707,466,309

TAX RATES

FISCAL YEAR	COMMERCIAL/ INDUSTRIAL	RESIDENTIAL
2025	$22.83	$11.68
2024	$23.08	$11.70
2023	$19.73	$13.58
2022	$21.28	$13.25
2021	$22.97	$12.25
2020	$22.53	$12.14
2019	$23.95	$12.88
2018	$24.63	$13.47
2017	$25.32	$13.89
2016	$25.40	$13.68
2015	$27.87	$15.03
2014	$27.96	$14.96
2013	$27.15	$14.68
2012	$26.64	$14.40
2011	$25.87	$13.92
2010	$24.58	$13.31
2009	$22.54	$12.24
2008	$21.01	$11.39
2007	$19.15	$10.45
2006	$20.35	$11.17
2005	$20.09	$10.91
2004	$19.90	$10.35
2003	$22.68	$12.65

Source: Watertown Assessors' Office

George J. Proakis
City Manager

CITY OF WATERTOWN

Office of the City Manager

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6465
www.watertown-ma.gov
Citymgr@watertown-ma.gov

To: Honorable City Council

From: George J. Proakis, City Manager

Date: April 8, 2025

RE: Demolition Delay Ordinance Update

As requested by the City Council President during the Council's January 26, 2025 meeting, the Administration, through the Department of Community Development and Planning, has conducted a comprehensive review of the demolition delay ordinance.

I will present this under Communications from the City Manager at tonight's City Council Meeting and respectfully request that the Honorable City Council refer the matter to Committee for policy consideration and guidance.

Thank you for your attention to this matter.

CITY OF WATERTOWN
Department of
Community Development and
Planning
Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617 972 6417
Fax: 617 972 6484
www.watertown-ma.gov

To: George Proakis, City Manager

From: Department of Community Development and Planning

CC: Elise Loukas, Chair/Historical Commission; Steve Magoon, Assistant City Manager for Community Development & Planning; Gideon Schreiber, Director Planning and Zoning; Erika Jerram, Director of Community Design; Paul Johnson, Building Commissioner; Larry Field, Senior Planner

Date: April 8, 2025

Re: Review of Demolition Delay Ordinance

As requested by the City Council President at the Council's January 26, 2025 meeting, the Administration, through the Department of Community Development and Planning, has conducted a review of the demolition delay ordinance.

Summary

The new demolition delay ordinance has resolved a large percentage of cases without public hearing and a very small percentage of cases have ended with a demolition delay. Nevertheless, there are potential measures the City Council can consider to improve the way the City addresses historic preservation. A list of these potential measures is attached as "A."

Background

A. 2023 amendments

In August 2023, the City Council enacted a substantially amended demolition delay ordinance. The two major changes were to create a two-step process to eliminate hearings on buildings that were clearly not significant and to increase the maximum delay period from one to two years.[1] At the same time, the City Manager issued regulations defining when building permit applications that would remove a significant portion of the building's exterior constitute "substantial demolition" and must be reviewed by the Historical Commission ("Commission").

[1] The amendments also increased the delay automatically applied when an owner violates the demolition delay imposed by the Commission ("Voluntary Demolition"). The period increased from two to three years.

The demolition delay ordinance and regulations are attached to this memo as "B" and "C." The ordinance is also available online: https://ecode360.com/36825539.

B. Demolition delay standards

The ordinance requires the Commission to decide if a building is "significant" and "preferably preserved." It is important to understand that this decision is not limited to the building at issue; neighborhood context is an appropriate factor in these determinations. Our Commission, like others around the Commonwealth, considers the existence of a coherent neighborhood with buildings that share a common history.

If the Commission has determined that a building is preferably preserved, it must consider whether to impose a demolition delay and, if so, its duration. In addition to the same criteria used for the preferably preserved determination, the Commission may also consider whether the owner has already made "bona fide and reasonable efforts to preserve all or part of the building." Once a delay has been imposed, it may be lifted if there is no reasonable likelihood that the owner or another party will preserve the building and/or the owner has made bona fide and reasonable efforts for at least six months to locate a buyer who will preserve the building.

While the 2023 amendments did not change any of these standards, it more clearly articulated the criteria to be considered.

C. Implementation of two-step process

Under the ordinance, the Chair and one Commission member conduct a "preliminary review" to determine if a public hearing is needed. These are:

- public meetings;
- conducted within 15 days of the permit application; and
- done without any further burden on the applicant (i.e., an applicant who has filed the documents necessary for the intake of a demolition or building permit is not required to provide anything further).

The Chair has established a monthly rotation of Commission members to join her in these reviews. If either the Chair or designee believe that there is a reasonable argument that a building is significant and preferably preserved, the case goes to the full Commission for a public hearing. Otherwise, the application is cleared for building department review.

D. Case statistics

Over 20 months, the Commission has imposed only two delays (4% of the 47 decisions). One of those delays was lifted after the applicant came back with a partial preservation plan. During the 20 months, 19 cases have been held for public hearing (36% of the 53 applications). A table with the full statistics is attached as "D."

Issues

The statistics indicate that the Commission has been selective in holding cases for a public hearing and rarely imposed a demolition delay. Nevertheless, implementation of the ordinance has highlighted ways in which the process can be improved.

A. Absence of city-wide historic preservation plan and historical surveys

Each case requires the Commission to assess the historical significance of an individual building, the historical coherence/integrity of its surrounding neighborhood, and how the individual building contributes to the neighborhood's historic character. In most communities, those judgments are facilitated by professional and systematic research conducted over many years. In contrast, Watertown has no city-wide historic preservation plan, has not had a comprehensive historic survey since 1982, and has been largely relying on "volunteer" research for the last 25 years.[2]

In the absence of robust historical findings as background, each case leaves the Commission to decide all the historical significance questions by itself. This limitation is particularly notable when the issue is whether a particular building is part of a coherent historical neighborhood and the degree to which the building contributes to the neighborhood's historic character.
Most recently this issue has arisen in assessing "Cape style" homes in the neighborhood bounded by Main/Waltham Streets and Rosedale/Edwards Road. Commissioners have disagreed as to whether these homes, built in the 1940's and 1950's, represent "worker's cottages" that are important in Watertown's history. There is scholarship recognizing the historical value of post-World War II developments where they meet certain criteria.[3] On the other hand, these homes are not individually distinguished (typically, they were built inexpensively) and many such neighborhoods have been evolving away from their mid-century heritage for years. These post-World War II homes are also harder to enlarge without affecting their character. Arguments for and against preservation are reasonable and are fact-dependent. Unfortunately, no historical survey has been conducted in this geographic area.

B. Perceived tension between ordinance and achieving other community goals

Historic preservation is not an absolute. Preservation and change are each important. In particular, the present demolition delay ordinance should not prevent the city from achieving other community goals, such as transforming Watertown Square or providing modern and sustainable school buildings. In recent years, the Commission has been faced with two cases that involved this perceived tension (the new High School and the 104 Main Street mixed-use

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[2] The Mount Auburn Street Historic District required a 1999 survey and the Commission obtained a matching grant from the Massachusetts Historical Commission to survey Southside (to be completed in June).

[3] See, e.g., A Model for Identifying and Evaluating the Historic Significance of Post-World War II Housing (2012), NCHRP 723.

development). In both cases, the applicants explained their attention to the building history and consideration of preservation options, and no delay was imposed.
However, the existing demolition delay process does present a significant timing issue that should be resolved. Applicants proposing large projects that require demolition do not come before the Commission until their project has obtained zoning and, often, funding commitments. Typically this is many years after city staff and the applicants have started discussions about the site. This timing creates uncertainty. The risk of demolition delay at a late stage is particularly concerning when it involves public funding, such as a municipal project of any kind and/or an affordable housing development.

C. Maximizing preservation outcomes within practical constraints

There is an inherent limit in demolition delay as a historic preservation tool. Market forces and the feasibility of preservation make it hard to achieve the best outcome in many cases. Owners and prospective buyers often set their expectations before they even think about the formal demolition delay process. Preservation may not be feasible—or not feasible given expectations about profit or the amount of living space that can be added.

The strong demand for residential property in Watertown has led older properties, particularly smaller homes on large lots, to be marketed as "teardowns." The asking price is set with the assumption that a much larger home—or a two-family—will replace the existing home. The potential buyers are often limited to those who plan a demolition; potential buyers who may want to live in the home "as is" or with modest exterior changes are effectively excluded by the market. When the sale is consummated and the demolition application filed, the buyer feels financially committed to a demolition. These dynamics are at odds with the demolition delay ordinance—which is designed to give time for preservation options to be explored.

The ordinance allows the Commission to consider "feasibility" as a factor when determining whether a building is preferably preserved. Applicants and Commission members, however, can view feasibility differently. Applicants may be willing to preserve all or part of a building if they can achieve substantially the same outcome without a significant increase in cost. If not, preservation is viewed as not feasible. Commission members may be willing to let a building be demolished if its structural integrity has been so compromised that restoration is impossible or prohibitively expensive.

These differing perspectives can limit the Commission's options with a "preferably preserved" building. Setting a relatively short demolition-delay period means the applicant "waits out" the delay and has no interest in talking about preservation options. A delay period that is at/near the maximum can motivate the applicant to consider preservation, but the ordinance doesn't necessarily provide a full range of options.

D. Voluntary Demolitions

As noted earlier, the Watertown ordinance contains a "Voluntary Demolition" provision. Like the state's model ordinance/bylaw, our ordinance does not explicitly provide a process for

determining that a violation has occurred. This issue has arisen several times over the last ten years.

Options to consider

Below is a "menu" of measures to consider individually or in combination if the City Council wishes to address any of the issues previously discussed in this memo. As noted earlier, "A" is a chart listing each potential measure with implementing step(s).

A. City-wide Historic Preservation Plan

As recommended in the 2023 Comprehensive Plan, Watertown should have a city-wide historic preservation plan. Such a plan would provide a long-term roadmap for assessing and preserving the city's historic assets. This would include a list of neighborhood historic surveys to be conducted, with their relative priority. The plan would identify worthy historic preservation projects for Community Preservation Act funding and help the Community Preservation Committee in evaluating applications.

A city-wide preservation plan would likely cost between $20,000 and $30,000. The City could apply to the Massachusetts Historical Commission for a matching grant in the 2025-26 funding round and, if it receives an award, complete the plan in FY27.[4]

B. Historic Properties Survey

The City should consider commissioning a historic properties survey in the area roughly bounded by Main/Waltham Streets and Rosedale/Edwards Road. The survey would, at a minimum, improve the discussion of whether a post-World War II worker's housing neighborhood exists there and should be preserved in Watertown. To complete such a survey in FY26, the City would need to dedicate $30,000 to $40,000 in the FY26 budget.

C. On-call historic consultant for demolition applications

The City would benefit from retaining an "on-call" historic consultant to do research on important cases. If a neighborhood has not been surveyed, this would provide the Commission with valuable information about the building architecture and the neighborhood context. Each task order would be of defined scope and involve a modest fee (likely less than $2,000). The City uses "on call" consultants in other contexts, typically signing a contract for three years with a $50,000 cap for procurement purposes. The City would be under no obligation to provide the consultant with any task order during the three years. The consultant would be required to provide the agreed scope of work on an expedited basis.

[4] As a practical matter, CPA funds are not available for the plan. The Act only allows the CPC to use its "administrative" funds for planning and the CPC has fully utilized these funds each year.

D. Clarify Commission's role in large projects

The City should provide ways for the Commission to participate at an early stage when large projects are being considered. One option is to bring projects to the Commission early for a formal determination; two other options involve more informal roles.

Under the state building code, a demolition permit is considered abandoned unless steps are taken within 180 days. For that reason, large project applicants and staff have assumed that demolition permit applications should wait until the applicant is ready to proceed with demolition. The city could, instead, encourage large projects[5] to file early. If the Commission decides to impose a delay, the applicant can choose to modify its plans or to wait for the delay period to expire. If the Commission allows demolition to proceed, the project can continue the zoning process with the assurance that permit extensions would be granted every 90 days.

E. Exemptions

Municipal projects and affordable housing developments (as defined in the Watertown Square zoning language)[6] differ markedly from proposed private developments. Because they are partly or entirely funded by the City, there is extensive community process at an early stage and, by necessity, a municipal decision that the project go forward. If demolition is proposed, it is because reuse options have been considered and rejected. In this context, the City Council could exempt such projects from the demolition delay ordinance.

F. Adding content to the Preferably Preserved test

The Preferably Preserved test now includes two factors: the "extent to which demolition...would be detrimental to the historical or architectural heritage or resources of the City" and the "feasibility of preserving all or part of the building." The City Council could add a proposed development's "benefit" to the city as a third factor. In the case of a large development, particularly if a municipal project or an affordable housing development, the benefit could be substantial and could be appropriately weighed in the decision. "Feasibility" could also be defined to give that factor more clarity. Such a definition could focus on whether an owner/buyer motivated to preserve the property would consider it reasonable to do so.

G. More flexible tools for Commission

Once a building is found preferably preserved, the Commission's choices are limited to imposing a delay (and its duration) or not imposing any delay. The Commission could be authorized to add conditions to a determination that no delay will be imposed. The applicant could be required to document the building's history (photographs, renderings, signage on the new building) or to salvage the building materials.

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[5] Large projects would likely be defined as projects over a certain square footage of proposed floor area.

[6] To be an affordable housing development, 50% or more of the units must be deed-restricted for households earning 80% or less of area median income. Because of the high level of affordability, public subsidy is required. Although most of the public funding would need to come from federal and state affordable resources, a substantial municipal match is always required.

The Commission could also have a clearer procedure for negotiating a partial preservation plan during the demolition delay period. The Commission could be explicitly authorized to adopt a mutually agreeable plan for a more limited demolition.

H. Produce and distribute informational materials

The Commission/city staff should implement an informational effort already in the planning stage. This effort would include drafting and distributing informational materials for existing and potential owners, and real estate agents. These materials would summarize the two-step process and encourage consultation with staff concerning the preservation options. The earlier that owners and real estate agents are aware of the potential two-year delay and of the value of considering preservation, the more likely that historically significant homes can be preserved without Commission action.

I. Procedure for addressing alleged violations

The ordinance should outline a clear procedure for considering whether a Commission demolition delay order has been violated. The procedure should specify that the owner has an opportunity to be heard and that the determination can be appealed to court. The Commission should also be allowed to consider a lesser penalty if necessary for the penalty to be proportionate to the violation.

Attachment "A"

Potential measures to consider

Option No.	Measure	Page discussed	Implementing step(s)
1	City-wide historic preservation plan	5	Apply for MHC grant fall 2025 & commit FY27 funds for local match
2	Neighborhood survey	5	Issue RFP in summer 2025 using FY26 funds
3	On-Call historic consultant	5	Issue RFQ in FY26 for three-year contract
4	Early determination option for large projects	6	Amend regulations to outline option, including possibility to extend demolition permit
5	Exemption for municipal projects and/or affordable housing projects	6	Amend ordinance
6	Add "benefit" of proposed development to Preferably Preserved Test	6	Amend ordinance
7	Define "feasibility" for Preferably Preserved Test	6	Amend regulations
8	Authorize Commission to set enumerated conditions for demolition to proceed	6	Amend ordinance
9	Authorize Commission to lift delay for mutually agreeable plan	7	Amend ordinance
10	Information to real estate community	7	Commission/staff can implement now
11	Procedure for considering alleged violations	7	Amend ordinance

Watertown City Council

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6470

ORDINANCE # 54 **2023 – O -** 54

WHEREAS: The City of Watertown adopted a demolition delay ordinance on October 28, 1997 (Ordinance 97), and amended it on September 12, 2006 (Ordinance 57) for the purpose of preserving and protecting significant buildings outside designated local Historic Districts and to encourage owners of the buildings to seek out persons who might be willing to purchase, preserve, rehabilitate or restore the buildings rather than demolish them; and

WHEREAS: The purpose of preserving and protecting significant buildings is best served by replacing the existing demolition delay ordinance in its entirety; and

WHEREAS: On May 23, 2023, the City Council had a first reading on amendment of Title XV, Chapter 153 of the Watertown Code of Ordinances and

WHEREAS: On August 8, 2023 the City Council conducted a duly advertised Public Hearing with respect to the proposed Amendment.

NOW THEREFORE BE IT ORDAINED by the City Council of Watertown that Title XV, Chapter 153 of the Watertown Code of Ordinances, Demolition of Historic Buildings, is hereby amended, by deleting the existing chapter in its entirety and replacing it with the language below, as follows:

Chapter 153 Demolition of Historic Buildings

§ 153.01 PURPOSE

This chapter is enacted for the purpose of preserving and protecting significant buildings within the City of Watertown ("City") which are outside designated local Historic Districts and to encourage owners of the buildings to seek out persons who might be willing to purchase, preserve, rehabilitate, or restore the buildings rather than demolish them. To achieve these purposes, the Watertown Historical Commission (the "Commission") is empowered to make certain determinations related to the issuance of permits for demolition or substantial demolition of significant buildings. The issuance of said permits for significant buildings is regulated as provided in this chapter.

§ 153.02 DEFINITIONS.

For the purpose of this chapter, the following definitions shall apply unless the context clearly indicates or requires a different meaning.

APPLICANT- For the purposes of this chapter: any person or entity who files a permit application with the Building Commissioner (as defined herein).

BUILDING - Any combination of materials forming a shelter for persons, animals, or property.

BUILDING COMMISSIONER - The person occupying the office of Building Commissioner or a designee.

COMMISSION – The Watertown Historical Commission or its designee.

DEMOLITION - Any act of pulling down, destroying, removing, dismantling or razing abuilding, or commencing the work of total or substantial destruction with the intent of completing the same.

PERMIT APPLICATION - An application for the demolition of a building or for renovations or alterations that constitute a substantial demolition as defined herein. For purposes of this ordinance, a permit application seeking solely to demolish the interior of a building is not a permit application.

PERMIT - The Building and/or Demolition permit issued by the Building Commissioner or a designee approving a permit application as defined herein.

PREFERABLY PRESERVED - Any significant building which the Commission determines, following a public hearing, is better preserved than demolished. A preferably preserved building is subject to imposition of a demolition delay period as set forth in this chapter. Factors the Commission may consider in making this determination include the following:

- The extent to which demolition of the significant building would be detrimental to the historical or architectural heritage or resources of the City; and/or
- The feasibility of preserving all or part of the building.

SIGNIFICANT BUILDING – Any building or portion thereof not within an Historic District which is fifty years or more old and which has been determined by the Commission to be significant based on any of the following criteria:

- The building is importantly associated with one or more historic persons or events, or with the broad architectural, cultural, political, economic or social history of the City or the Commonwealth; or
- The building is historically or architecturally important (in terms of period, style, method of building construction or association with a recognized architect or builder) either by itself or in the context of a group of buildings.

SUBSTANTIAL DEMOLITION - Proposed renovation, alteration or other work on a building that is tantamount to demolition because it involves the pulling down, destruction or removal of a substantial portion of the exterior of a building or structure or the removal of architectural elements which define or contribute to the historic character of the building(s).

ZONING ENFORCEMENT OFFICER-The person occupying the office of Zoning Enforcement Officer or otherwise authorized to make administrative determinations of zoning compliance.

§ 153.03 PERMIT APPLICATION

(A) Applicability. No Building or Demolition permit for a building which is in whole or in part fifty (50) years or more years oldshall be issued without following the provisions of this chapter. If a building is of unknown age, it shall be assumed that the building is over fifty (50) years old for the purposes of this chapter.

(B) Demolition Application. When the Building Commissioner receives an application proposing to demolish a building subject to this chapter the Commissioner shall within five business days of receipt forward a copy of the application to the Chair of the Commission to conduct a preliminary review as set forth in §153.04.

(C) Renovation/Alteration (Building Permit) Application. If an application for a permit to renovate or alter a building subject to this chapter includes exterior demolition as part of its application, the Building Commissioner shall forward said application to the Zoning Enforcement Officer within two business days of receiving the application for a determination as to whether the proposed work constitutes substantial demolition.

(1) If the Zoning Enforcement Officer determines, pursuant to the Department of Community Development and Planning's ("Department") demolition delay regulations, that such an application constitutes substantial demolition, the Zoning Enforcement Officer shall within five business days of receiving the application notify the Building Commissioner of the determination and forward a copy of the application to the Chair of the Commission to conduct a preliminary review as set forth in §153.04.
(2) If the Zoning Enforcement Officer determines, pursuant to the Department's demolition delay regulations, that the application does not constitute a substantial demolition, the Zoning Enforcement Officer shall within five business days of receiving the application notify the Building Commissioner in writing of the determination. Upon being notified of such determination the Building Commissioner may issue the building permit if all other requirements pertaining to the requested permit are met.

§ 153.04 PRELIMINARY REVIEW BY HISTORICAL COMMISSION

(A) Within fifteen days after receipt of a copy of a permit application, the Chair (or Acting Chair, if applicable) and a second Commission member designated by the Chair shall either

(1) Make a written determination that the building is not significant and so advise the Historical Commission and the Building Commissioner in writing, after which the Building Commissioner may issue the demolition or building permit for the renovation/alteration if all other requirements pertaining to the requested permit are met; or
(2) Forward the application to the Commission for a hearing outlined in §153.05 and notify the Building Commissioner in writing of such action.

§ 153.05 COMMISSION HEARINGS

(A) The Commission shall hold a public hearing at its next regularly scheduled meeting on all applications reviewed for historic significance which did not receive a written determination that the building or buildings were not significant. Public notice of the time, place and purpose of the hearing shall be disseminated as follows:

(1) written notice posted at the Administration Building and on an internet website operated by the City of Watertown at least 14 days before the hearing; and
(2) written notice mailed to the applicant, to the owners (as they appear on the most recent local tax list) of all property abutting the subject property and all abutters to the abutters within three hundred feet of the property line, and to the other persons

as the Commission shall deem entitled to notice, at least 7 days before the hearing.

(3) In addition to the above requirements, the Commission may also require that applicants post a written notice at the Watertown Free Public Library and/or on an internet website offering local news and public notices online at least 14 days before the hearing.

(B) The Commission may request that an applicant for a permit for demolition or renovation/alteration that is the subject of a public hearing under sub-section (A) provide additional information about the building(s), including the reason for proposing exterior demolition, the building's condition, and a description of the proposed reuse, reconstruction or replacement of the exterior elements that would be demolished.

(C) The Commission shall decide at the public hearing whether the building is significant, whether it should be preferably preserved, and whether a demolition delay period will be imposed. The determination of the Commission may be postponed if agreed inwriting by the applicant.

(1) If the Commission determines that the building is preferably preserved, the Commission shall notify the Building Commissioner and applicant in writing. No demolition permit may then be issued during the time period set by the Commission, starting from the date of the determination, and lasting no more than twenty-four months. In setting the duration of the demolition delay, the Commission may consider the criteria used in determining that a building is preferably preserved and may also consider whether the owner has already made bona fide and reasonable efforts to preserve all or part of the building.

(2) The Commission shall notify the Building Commissioner and applicant in writing if the Commission determines that the building is not preferably preserved. The Building Commissioner may then issue the demolition permit if all other requirements pertaining to the requested permit are met.

(D) No permit for demolition of a building determined to be a preferably preserved building shall be granted until all plans for future use and development of the site have been filed with the Building Commissioner and have been found to comply with all laws pertaining to the issuance of a building permit. All approvals necessary for the issuance of such building permit or certificate of occupancy, including without limitation any necessary zoning variances or special permits, must be granted, and all appeals from the granting of such approvals must be concluded, prior to the issuance of a demolition permit under this chapter.

(E) The Building Commissioner may issue a demolition permit for a preferably-preserved significant building, if all other requirements pertaining to the requested permit are met, once the delay period set by the Commission has expired or at any time after receipt of written communication from the Commission to the effect that either:

(1) The Commission is satisfied that there is no reasonable likelihood that either the owner or some other person or group is willing to purchase, preserve, rehabilitate or restore the building; or

(2) The Commission is satisfied that for at least 6 months the owner has made continuing bona fide and reasonable efforts to locate a purchaser to preserve, rehabilitate and restore the subject building, and that the efforts have been unsuccessful.

§ 153.06 ADMINISTRATION

The Commission may adopt such rules, regulations and guidance as are necessary to administer the terms of this chapter. The Commission is authorized to adopt a schedule of reasonable fees to cover the costs associated with the administration of this chapter. The Commission may pro-actively develop a list of significant buildings that will be subject to this chapter. Buildings proposed for the significant building list shall be added following a public hearing.

§ 153.07 ENFORCEMENT

(A) The Commission and/or the Building Commissioner are each specifically authorized to institute any and all actions and proceedings, in law or equity, as they may deem necessary and appropriate to obtain compliance with the requirements of this chapter or to prevent a threatened violation thereof.

(B) No building permit shall be issued with respect to any premises upon which a significant building has been voluntarily demolished in violation of this chapter for a period of three (3) years after the date of the completion of the demolition unless the building permit is for the faithful recreation of the demolished building. As used herein, PREMISES includes the parcel of land upon which the demolished significant building was located or any adjoining parcels of land under common ownership.

(C) Upon a determination by the Commission that a building is a preferably preserved significant building, the owner shall be responsible for properly securing the building to the satisfaction of the Building Commissioner. Should the owner fail to secure the building, the loss of the building through fire or other cause shall be considered voluntary demolition for the purposes of sub- section (B) of this section.

§ 153.08 EMERGENCY DEMOLITION

Nothing in this chapter shall be construed to derogate the authority of the Inspector of Buildings (which term includes Building Commissioner) derived from Mass. Gen. Laws Ch. 143. However, before acting pursuant to that chapter, the Building Commissioner shall make every reasonable effort to inform the Chair of the Historical Commission of the Building Commissioner's intention to cause demolition.

§ 153.99 PENALTY

Anyone who demolishes or substantially demolishes a significant building without first obtaining and complying fully with the provisions of a demolition or building permit in accordance with this chapter will be subject to a fine of $300 for each day that the violation continues, in addition to any fine that may be imposed for failure to comply with the State Building Code.



Council Member

I hereby certify that at a regular meeting of the City Council for which a quorum was present, the above Ordinance was adopted by a vote of 6 for, 3 against, and 0 present on August 8, 2023.

Brendan T. McCarthy, Council Clerk

Mark S. Sideris, Council President

ELECTED OFFICIALS

Mark S. Sideris, Council President	Vincent J. Piccirilli, Jr., Vice President & District C Councilor	John M. Airasian, Councilor At Large
Caroline Bays, Councilor At Large	John G. Gannon, Councilor At Large	Anthony Palomba, Councilor At Large
Nicole Gardner, District A Councilor	Lisa J. Feltner, District B Councilor	Emily Izzo, District D Councilor

City of Watertown
149 Main Street
Watertown, MA 02472

DEMOLITION DELAY REGULATIONS

These regulations are developed pursuant to the Watertown Demolition Delay Ordinance, Chapter 153, , to enable the Historical Commission to carry out the City's goal of preserving and protecting significant buildings within the City which are outside designated local Historic Districts and to encourage owners of such buildings to seek out persons who might be willing to purchase, preserve, rehabilitate or restore the buildings rather than demolish them. Further, the regulations are intended to provide clear guidance and requirements for applicants seeking to demolish buildings or undertake renovation or alterations that constitute substantial demolition of significant buildings. The regulations shall take effect on the date that the 2023 Demolition Delay Ordinance goes into effect.

I. Definitions

The definitions contained in Chapter 153.02 of the City Code are incorporated by reference.

II. Determinations by the Department of Community Development and Planning to Assist the Historical Commission

A. Fifty Years Old or More-In order to appropriately route applications to the Historical Commission or the Zoning Enforcement Officer, the Department of Community Development and Planning (the Department) shall use the best public record then available to make a preliminary determination of building age. Examples of such public records are the City's Assessor Database or Building Card files. This preliminary determination shall not affect the Historical Commission's authority to use historical research from private or public sources to further determine a building's age.

B. Substantial Demolition-In order to appropriately route applications to the Historical Commission, the Zoning Enforcement Officer will determine whether the proposed scope of work constitutes substantial demolition as defined in the ordinance. In making that determination, the Zoning Enforcement Officer will deem any of the following as substantial demolition:

1. Removal of 50% or more of a roof (for example, raising the overall height of a roof, rebuilding the roof to a different pitch, or adding another story to a building).
2. Removal of any part of a roof if the ridge line is changed.
3. Removal of any exterior wall.

III. Procedural Requirements

A. A copy of these regulations, and any additional written guidance on the operation of the Demolition Delay Ordinance, shall be available to all applicants for demolition permits or renovation/alteration permits, in a manner to be determined by the Department.

B. All applications to demolish a building that is fifty years old or more will be forwarded to the Chair of the Historical Commission for preliminary review. If the building is determined not to be a historically significant building, the Department will proceed with its usual review of the application, such as review for compliance with the State Building Code and any of the City's General or Zoning Ordinances. The demolition application shall attach the following:

1. Dimensioned site plan of the existing building(s) and of the proposed replacement project, signed by the current record owner of the property (and if the current record owner is not the applicant, then the applicant must also sign). The site plan should indicate the relationship between the existing building(s) and the surrounding structures and properties.
2. Schematic elevation drawings of the proposed replacement project signed by the current record owner of the property (and if the current record owner is not the applicant, then the applicant must also sign). Dimensions and construction materials should be indicated. Elevations that demonstrate the grade, scale, and height in relation to neighboring structures are preferred.
3. Exterior photographs of the existing building and immediately abutting properties as seen from a public way.

C. All applicants for renovation/alteration building permits shall provide sufficient information in the application to allow municipal staff to determine the scope of the proposed work. If any application for renovation/alteration permit is determined to involve a scope of proposed work that constitutes substantial demolition, as defined in Section I of these regulations, and the building, or any part, is fifty years or more old, the application will be forwarded to the Chair of the Historical Commission for preliminary review pursuant to Section 153.03 of the City Code. If the building is determined not to be of historical significance, the Department will proceed with its usual review of the application. Otherwise, pursuant to Section 153.04 of the City Code, the application will be referred to the full Historical Commission for a public hearing and further consideration under the Demolition Delay Ordinance.

D. Any applicant whose renovation/alteration application is referred to the full Historical Commission shall supplement the initial application by providing the following information to the Commission at least five business days before the scheduled hearing:

1. A description of the building elements to be demolished or removed.
2. The reason for requesting a building permit, including information on the building's condition if this is a reason for removing parts of the building.
3. A brief description of the proposed reuse, reconstruction, or replacement of those elements of the building to be removed.
4. Exterior photographs of the existing building showing those elements of the building to be removed.

Approved and adopted by the City Manager

George Proakis, City Manager

8/29/21

Date

Statistics for First 20 months under Amended Demolition Delay Ordinance

(August 8, 2023 through April 7, 2025)

Preliminary Review by Chair and one Commissioner--all applications				
# of applications	Result: Public Hearing	%	Result: No Public Hearing Required	% No Hearing
53	19	36%	34	64%

Preliminary Review by Chair and one Commissioner--by application type				
	Hearing Required	% Hearings	No Hearing Required	% No Hearing
Building Permit apps (18 total)	4	24%	17	81%
Demolition apps (31 total)	15	44%	17	53%
Results--totals	19		34	

Public Hearing Results--all applications				
Delay imposed	% of hearings resulting in delay			
2*	15.4%			
No delay imposed	% of hearings with no delay			
11	84.6%			

Of the 19 applications requiring a hearing, five are still pending and one owner is reconsidering application

* HC imposed 2-year delay on one proposed demotion; when owner offered plan to preserve part of the house, delay lifted.

Overall Results--by application type				
	Delay imposed	%	No delay imposed	%
Building Permit apps decided (21)	0	0%	21	100%
Demolition apps decided (26)	2*	8%	24	92%
Total decisions (47)	2*	4%	45	96%

*As noted, delay lifted in one case

George J. Proakis
City Manager

CITY OF
WATERTOWN
Office of the City Manager

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-972-6465
www.watertown-ma.gov
Citymgr@watertown-ma.gov

To: Honorable City Council

From: George J. Proakis, City Manager

Date: April 8, 2025

RE: Grants Update

Attached please find correspondence from Mark Lang, Management and Grants Specialist regarding the City's grant activity since January 1, 2025.

I will present this under Communications from the City Manager at tonight's City Council Meeting.

Thank you for your attention to this matter.

Mark Lang
Management & Grants
Specialist

CITY OF WATERTOWN

Office of the City Manager

Administration Building
149 Main Street
Watertown, MA 02472
Phone: 617-600-1179
www.watertown-ma.gov
mlang@watertown-ma.gov

March 24, 2025

TO: The Honorable City Council
THROUGH: George J. Proakis, City Manager
FROM: Mark J. Lang, Management and Grants Specialist
SUBJECT: City Grant Activity Since January 1st, 2025

This memo provides an update on the grants that City departments have been awarded since January 1st, 2025. In the past quarter, departments have been awarded 6 grants worth a total of $61,028. These grants are as follows:

Green Communities Grant - $30,000
The Department of Public Buildings was awarded $30,000 from the Massachusetts Department of Energy Resources to help fund the purchase of 2 electric vans for department use.

Firefighter Equipment Grant - $19,328
The Fire Department was awarded $19,328 from the Massachusetts Department of Fire Safety to fund the purchase of new Self-Contained Breathing Apparatus units.

Essential Needs Grant - $5,500
The Police Department was awarded $5,500 from the Watertown Community Foundation to fund a program that will allow officers to respond to urgent community needs on weeknights and weekends when other municipal departments or NGOs are not able to assist. These funds will be available to officers on short notice to address malfunctioning furnaces, families without shelter due to fire, or similar needs in a timely manner.

Explore: Citizenship Corner Grant - $4,000
The Library was awarded $4,000 from the Massachusetts Board of Library Commissioners to set up a "Citizenship Coner" at the library and online where people can access information regarding citizenship and request a tutor for citizenship exams.

Critical Incident Stress Management Grant - $2,200
The Police Department was awarded $2,200 from the Massachusetts Executive Office of Public Safety and Security to fund trainings to increase the number of staff who are certified as Peer Support Specialists to help with emergency responder wellbeing in the face of traumatic incidents.

MAPC Technical Assistance Program
The City Manager's Office was co-awarded a grant along with Arlington and Malden from the Metropolitan Area Planning Council (MAPC) to identify opportunities to further build the foundations for effective community engagement. MAPC recently announced the award of this grant but has not yet specified the dollar amount of technical assistance they will provide as part of the grant.

Watertown was also awarded a **$99,700 Cool Corridors Grant**. As part of this grant, the DPW's Forestry Division will plant around 100 shade trees in environmental justice communities throughout Watertown. This grant was included in the totals for the update on grants from January of this year, but the state did not officially announce the award until the beginning of March.

In addition to the awarded grants above, City departments have submitted 12 grant applications that are currently awaiting a response. These grant applications requested a combined total of $842,445. Please see the table below for a breakdown by department. Note that this list does not include grant applications that departments plan to submit but have not yet done so.

Department		Amount Requested	Number of Grants
CDP - Sustainability	$	307,000	1
CDP - Planning		250,000	1
Information Technology		105,000	1
Public Buildings		85,450	3
Fire/Emergency Management		57,273	1
CDP - Public Arts & Culture		24,500	1
Health		6,000	1
Library		4,547	1
CDP - Events		1,375	1
Police		1,300	1
Grand Total	**$**	**842,445**	**12**

The recent change in presidential administrations has created a great deal of uncertainty regarding federal grants. For example, the status of the $806,192 Safe Streets for All grant that was awarded by the US Department of Transportation and a $240,000 grant from the EPA for stormwater runoff projects remains unclear. The City has also recently learned that it will not be awarded a $3,451,952 grant from the Federal Highway Administration for public EV Chargers.

A spreadsheet listing each of the individual outstanding grants is included along with this memo to provide further details. The spreadsheet also includes details about each of the 73 grants that were included in the January grants update. If you have any questions, please do not hesitate to contact me.

Thank you

Department	Grant Name	Source	Federal, State, Other	Description of grant opportunity. What types of projects is it for?	Description of your proposal in the application	Amount requested	Date applied	Other comments
CDP - Planning	Shared Streets and Spaces	Massachusetts Department of Transportation (MassDOT)	State	The program provides funding to municipalities and public transit authorities to quickly implement improvements to plazas, sidewalks, curbs, streets, bus stops, parking areas, and other public spaces in support of public health, safe mobility, and strengthened commerce.	Pedestrian intersection improvements at Church and Marion Streets	$250,000	1/13/2025	Awards are expected 2 to 3 months after the application deadline.
Fire/Emergency Management	Assistance for Firefighters Grant (AFG)	FEMA	Federal	The Assistance to Firefighters Grants Program's objective is to provide funding directly to fire departments and nonaffiliated EMS organizations or a State Fire Training Academy for the purpose of protecting the health and safety of the public and first responder personnel against fire and fire-related hazards.	To provide comprehensive screenings ata cost of $700each, our request forassistance is to provide 90 screeningsat a cost of $63,000. This will cover alloperational personnel plus ouradministrative staff since they couldbe exposed to contaminants bybeing in the stations and in proximityto our equipment and apparatus forthe entirety of the workday.	$57,273		
Public Buildings	Paramont Pl EV Charger	MassEVIP and Eversource Make Ready	State	Public EV Chargers	Level 2 chargers for buses and public at Skating Rink	$47,690		
CDP - Public Arts & Culture	NEFA Public Art for Spatial Justice	New England Foundation for the Arts	Other	Provides funding for public arts projects in New England	100 Years of Arshile Gorky mural project by the Public Arts & Culture Committee	$24,500		
Public Buildings	Nicholes Ave EV Charger	MassEVIP and Eversource Make Ready	State	Public EV Chargers	Level 2 chargers on Nicoles Ave	$18,880		
Public Buildings	Spring Street EV Charger	MassEVIP and Eversource Make Ready	State	Public EV Chargers	Level 2 Chargers on Spring St	$18,880		
Information Technology	Community Compact IT Grant	Community Compact	State	Grants to support the implementation of innovative IT projects by funding related one-time capital needs such as technology infrastructure or software.	Replacement of firewalls. The city's firewalls are essential for maintaining network security, improving performance, and ensuring compliance wih evolving cybersecurity threats. One of the challenges this project would address would anble the city to increase its internet throughput from 1GB to 10GB.	$105,000	2/6/2025	
Police	Medication, Education, & Disposal-Project Drug Stewardship Program	MED-Project	Other	MED-Project will provide an annual funding grant of $1300 in support of the LEA's existing program for unwanted household medicine collection kiosk at the LEA site where unwanted medicine is collected and subsequently disposed of at a disposal site.	Receive funding for the existing unwanted medicine kiosk at the Watertown Police Department	$1,300	2/20/2025	
CDP - Sustainability	Thriving Communities	Environmental Justice for New England (EPA)	Federal Pass-Through	The funds will support organizations implementing projects to address local environmental and public health challenges across New England.	This project would pilot the concept of "Micro-Resilience Hubs" – a strategy to enhance the common spaces of multi-family buildings, commercial buildings, and/or affordable housing properties and transform them into localized resilience hubs. The micro-resilience hub will allow residents to access a cooling center, back up power, and emergency supplies all without having to leave their buildings or neighbrhoods. This project will include community engagement, physical site assessments, and capital improvements to 3-4 chosen sites to enhance the physical infrastructure of the common spaces. This project will also foster community ties, strengthening social resilience of current and future families. This project is directly related to Action PH 4.1 in the Resilient Watertown Climate and Energy Plan: "Establish a network of resilience hubs that provide resources (e.g., cooling, phone charging, pantry) that are easily accessible throughout the community."	$307,000	3/7/2025	Worked with MAPC to put together the application.
Health	Marshall Home Fund Program Grant	Marshall Home Fund	Other	Awards modest program grants to public agencies, private non-prfits, and town departments serving adults 55 and older. The services and programs provided through grant funds must be directly benefit Watertown residents.	This grant would fund Compassionate Connections XIV. The service is to provide light cleaning, organization, and social services to elders with financial barriers, who are otherwise at risk of eviction, safety, social isolation, and depression due to existing severe clutter conditions in their residencies.	$6,000	3/14/2025	

Library	Marshall Home Fund Program Grant	Marshall Home Fund	Other	Awards modest program grants to public agencies, private non-prfits, and town departments serving adults 55 and older. The services and programs provided through grant funds must be directly benefit Watertown residents.	Funds will be used to support the volunteer training program of Project Literacy	$4,547	3/14/2025	
CDP - Events	Equality Fund Grant	The Boston Foundation	Other	Provides grants to programs and organizations that serve the needs of the LGBTQ+ community	Funds for the Watertown Pride Parade	$1,375	3/7/2025	

Clinical and medical problems

My name is Patrick McManus, I have been a Firefighter paramedic for 6 years here in Watertown. I am going to speak to you guys about the importance of time and how it correlates to patients' clinical outcomes. How only having one ambulance hurts the community, in a community that desperately needs 2.

Everyone has heard the term cardiac arrest, but what does that mean. Every minute of a cardiac arrest: heart, brain, and lung tissue are dying. Getting an ambulance on scene is crucial to patient outcome. 10% of out-of-hospital cardiac arrests survive when receiving ALS interventions (medications, intubation, and heart monitor). Of the people who survive 9/10 will have permanent brain damage from lack of oxygen. We are greatly reducing patient outcomes by having an extended ETA for an out-of-town ambulance. Two Christmas's ago our ambulance was out on anther call, when a call for a 2-year-old cardiac arrest came in. Now with our ambulance not available, and delayed eta from a private ambulance, the pt chance of survival greatly decreased, and ultimately pt died, having a second ambulance would have given the patient a fighting chance, rather than relayed resources.

Another call where time is important are strokes. CVA or Strokes are an interruption of blood flow to cells in the brain. For every minute that passes millions of brain cells are dying causing long lasting deficits and a bad patient outcome. Having an ambulance on scene and getting the pt to the appropriate facility in a timely manner is the only way to help this patient.

Lastly, patients that are seizing time is very important. Every minute a patient is seizing they are having a disruption of oxygen to the brain. Seizure pt also chews through their body's blood glucose, causing drops or spikes in patients' blood glucose level worsening pt outcome. Without getting an ambulance on scene, to stop seizure in an appropriate amount of time patients can have long lasting deficits.

This is why Watertown needs a second ambulance; one ambulance does not cut it. Time matters on these calls and having the appropriate resources for the civilians of Watertown matter.

Good evening, my name is Katie Boudreau. I've been a firefighter/paramedic for the City of Watertown for the last three years working on the paramedic unit. I want to speak as to how having only one ambulance for the city impacts more than just response times. Everyone in this room has seen the fast growth that has occurred here - new families, new businesses, and with that comes new calls for help. The department's call volume has been steadily increasing with no proportionate increase in public safety resources and the impact that has on the members is coming to a breaking point.

MORALE:

We all operate with a level of manageable anxiety that comes with the unknown of this job. Oftentimes, we're showing up on the worst day of someone's life.
For most people their work week is predictable - arrive at 9am, hour lunch, leave around 5pm, rinse and repeat.
Now picture the anxiety of coming into work on Monday and not knowing when you're going home. It could be the next morning, or it could be two days from now.
Then imagine telling your 5 year old that you won't be at his birthday party tomorrow because you have to stay at work, and he's already upset with you for missing his last two baseball games.
Imagine the stress that puts on a spouse who now has to put on a happy face and make it happen for the kids in your absence.
We have several members that had their first baby last year. Imagine explaining to an already overstimulated new mother that she has to take the night shift again by herself.
The burnout that affects our members from being understaffed has far-reaching impacts beyond the walls of these stations.

RECRUITMENT:

The fire service is changing and more departments are providing advanced life support services to its residents. Paramedics are high in demand and therefore have their choice of places to work. We need to make this an easy choice and a desirable place to work.

Watertown has developed a reputation among other local fire departments and EMS systems as being a busier system with an overtaxed ambulance. The quality of life for a paramedic working in Watertown is much different than in a system like Lexington or Natick who have more paramedics on staff, multiple ambulances and fewer calls on a daily basis.

Ending = As someone on city council recently said "The bigger picture is making sure we have a city that cares about its residents and is responsive to community needs. We want it to be a place where people want to come to work everyday, where they want to participate, and they want to give their best."

Councilor Piccirilli,

I will not be attending the Council meeting tonight nor on Zoom and would ask you to read this brief statement.

I want to first thank each of you for your hard work and dedication to the residents of Watertown over the years.

This goes out to our leadership team, department heads and the men and women who implement the policies and procedures and are on the ground doing the work.

That being side and as clearly stated in the document I sent out today, I am more than dissatisfied with many aspects related to the park, recreation and athletic facilities in the Town.

I will call on some of you to reset and reevaluate your position and your unwillingness or inability to make recommendations, plans and decisions that make sense and are in best interest of most of our residents.

I will call on others to join the discussion, as some just sit by quietly without voicing their opinion.

As requested in the document, I would appreciate including the documents I sent in the minutes and at some point, in the near future, some level of response.

Regards,

Peter

Peter Centola
617-312-9007
prcentola@gmail.com