City Council Meeting

Tuesday, April 28, 2026 at 6:15 PM
Richard E. Mastrangelo Council Chamber
Second Floor

Agenda

ACCESS INFORMATION:

A. This meeting will be held on April 28, 2026 at 6:15 P.M. Location: Richard E. Mastrangelo Council Chamber - Second Floor

B. This is an in-person meeting - any remote access is provided solely as a courtesy and may not be relied upon as alternative access. Therefore, any interruption in remote access technology shall not interrupt the meeting, and the meeting will proceed accordingly in person. In the event of such interruption, in-person attendance is available and encouraged.

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

D. The public may join the in-person meeting online: https://watertown-ma.zoom.us/j/92991331344

E. The public may join the in-person meeting audio only by phone: (877) 853-5257 or (888) 475-4499 (Toll Free) and enter Webinar ID: 929 9133 1344

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

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

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1. ROLL CALL
2. EXECUTIVE SESSION - 6:15 P.M.

   A. To conduct strategy sessions in preparation for negotiations with non-union personnel or to conduct collective bargaining sessions or contract negotiations with non-union personnel (City Manager Contract)
3. RETURN TO SESSION – 7:00 P.M.
4. PLEDGE OF ALLEGIANCE
5. PUBLIC FORUM
6. EXAMINATION OF RECORDS OF PREVIOUS MEETINGS
   A. Minutes from City Council Meeting April 14, 2026
7. PRESIDENT'S REPORT
   A. The City's Current Practices on Protecting All Members of Our Community

8. PRESENTATION OF PETITIONS, PROCLAMATIONS, AND SIMILAR PAPERS AND MATTERS
    A. ALS Awareness Month Proclamation
9. INFORMATIONAL PRESENTATIONS
    A. Presentation on Sullivan Playground Renovations
10. PUBLIC HEARINGS
    A. Public Hearing and Vote on a Proposed Ordinance Repealing Sections of the Code of Ordinances
    B. Public Hearing and Vote on a Proposed Ordinance - "Skip the Stuff" Waste Reduction Ordinance
11. MOTIONS, ORDINANCES, ORDER, AND RESOLUTIONS
    A. Acceptance of M.G.L. c. 138, § 12D - Authorization for Wine & Malt License Holders to Convert to All-Alcohol Licenses
    B. Resolution Authorizing a Transfer of Funds in the amount of $29,200 from the Fiscal Year 2026 City Council Reserve to the Fiscal Year 2026 Elected Official Salaries account
    C. Resolution Authorizing the Acceptance and Expenditure of a Gift of Funds in the amount of $2,500 from the Ed Walsh Foundation to the Pequossette Summer Program
    D. First Reading on a Proposed Ordinance Amending the Code of Ordinances Regarding Non-Union Personnel Compensation and Leave
    E. First Reading on a Proposed Loan Order that the sum of $2,300,000 is appropriated to pay costs of reconstructing Forest Street and Springfield Street, as more fully described in Line 289 of the City's Fiscal Year 2026 through 2031 Capital Improvement Plan, and the payment of all costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the City Manager, is authorized to borrow said amount under and pursuant to M.G.L. c.44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the City therefor.
    F. First Reading on a Proposed Loan Order that the sum of $2,100,000 is appropriated to pay costs of constructing and overseeing the connector roads and longer streets project at Forest Street and Springfield Street, as more fully described in Line 318 of the City's Fiscal Year 2024 through 2028 Capital Improvement Plan, and the payment of all costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the City Manager, is authorized to borrow said amount under and pursuant to M.G.L. c.44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the City therefor.
12. REPORTS OF COMMITTEES
    A. Committee on Rules and Ordinances Report regarding its meeting on March 12, 2026 - Gardner, Chair
    B. Committee on Climate and Energy Climate and Energy Report regarding its meeting on March 23, 2026 - Palomba, Chair
13. COMMUNICATIONS FROM THE CITY MANAGER

A. Request for Confirmation of Reappointments to the Traffic Commission

B. Request for Confirmation of Reappointments to the Solid Waste & Recycling Committee

14. REQUESTS FOR INFORMATION/REVIEW OF LIST OF PENDING MATTERS
15. ANNOUNCEMENTS
16. PUBLIC FORUM
17. RECESS OR ADJOURNMENT

ELECTED OFFICIALS

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

APRIL 14, 2026

Watertown City Council

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

CITY COUNCIL MEETING
TUESDAY, APRIL 14, 2026, 6:15 P.M.
RICHARD E. MASTRANGELO COUNCIL CHAMBER
ADMINISTRATION BUILIDING, 149 MAIN STREET

MINUTES

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1. ROLL CALL

Council President Sideris called to order a regular meeting of the City Council at 6:15 p.m. in the Richard E. Mastrangelo Chamber, Administration Building. Those present were Councilors Caroline Bays, Lisa J. Feltner, John G. Gannon, Nicole Gardner, Emily Izzo, Theophilus Offei, Anthony Palomba, Vice President Vincent J. Piccirilli, Jr., and Council President Mark S. Sideris. Also present were George Proakis, City Manager, Mark Reich, City Attorney, Doug Newton, Council Analyst and Brendan T. McCarthy, Council Clerk.

2. EXECUTIVE SESSION – 6:15 P.M.

A. To conduct strategy sessions in preparation for negotiations with non-union personnel or to conduct collective bargaining sessions or contract negotiations with non-union personnel (City Manager Contract)

Councilor Piccirilli moved to enter into executive session and Councilor Feltner seconded.

The motion carried unanimously in a Roll Call Vote.

3. RETURN TO SESSION – 7:00 P.M.

4. PLEDGE OF ALLEGIANCE

5. PUBLIC FORUM

Lena Vye – 14 Riverside Street – Stated that a Watertown resident with a valid green card was apprehended by ICE agents. The agents did not have a judicial warrant, smashed into the resident's car, and left with the resident within minutes. She voiced frustration and fear that this is happening within the community, and spoke on inhumane conditions in which individuals are being rounded up held across the country. She continued by stated that the normal mechanisms of the democratic process are not working, and urged and City Council to issue an executive order that prohibits city resources from being used in ICE procedures, prohibits ICE from entering city property without proper judicial warrants, ensures transparency with community notifications regarding ICE activity, and protects every resident's constitutional and human rights.

Elodia Thomas – 57 Marion Road – Voiced immense frustration with the communication in City Hall. She cited city voicemails not being properly identifiable, cumbersome clicks of phone trees, and distasteful waiting muzak as ridiculous obstacles when trying to get in touch with staff. She shared her expectations of the town to have clear voice messaging and open lines of communication that she holds herself to, and remarked that the city staff is failing those simple expectations.

6. EXAMINATION OF RECORDS OF PREVIOUS MEETINGS

A. Minutes from Committee of the Whole Meeting March 24, 2026

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

The motion carried unanimously in a Voice Vote.

B. Minutes from City Council Meeting March 24, 2026

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

The motion carried unanimously in a Voice Vote.

7. PRESIDENT'S REPORT

President Sideris recognized the topic of ICE operations, and stated that he, along with the Police Chief and City Manager, will be bringing forward information on what policies they are and have been implementing to the keeping the community safe.

8. PRESENTATION OF PETITIONS, PROCLAMATIONS, AND SIMILAR PAPERS AND MATTERS

A. Proclamation Commending Ethan Ho

President Sideris read the proclamation.

Ethan Ho accepted the proclamation. He thanked scout leaders troop mates who have helped guided and supported him through his scout journey.

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

The motion carried unanimously in a Voice Vote.

B. Arbor Day Proclamation

President Sideris read the proclamation.

Tree Warden Michael Micieli accepted the proclamation and thanked the City Council.

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

The motion carried unanimously in a Voice Vote.

President Sideris remarked on the quality of individuals that make up the forestry division and stated that it is a testament to the Tree Warden as well as Superintendent.

9. PUBLIC HEARINGS

A. Public Hearing and Vote on a Petition from NStar Electric DBA Eversource for a Grant of Location in Templeton Parkway westerly from pole 228/15, approximately 80 feet south of Belmont Street, to install approximately 8 feet of conduit. This work is necessary to provide electrical service for 198-200 Belmont Street. The recommendations and conditions set out by the Department of Public Works shall be required upon approval of this application.

Joanne Callender – Eversource – Presented the petition for the grant of location.

Peter Cruiser – 133 Templeton Parkway – Asked when the work will take place, and how long the work will take.

Joanne Callender replied that the work would take less than half a day, but when the project will happen is dependent on the DPW schedule.

Councilor Piccirilli moved to approve the petition for the grant of location and Councilor Feltner seconded

President Sideris stated that the City Council will not be placing items from Eversource on its agenda if they do not receive continued cooperation from Eversource. He remarked that Eversource has delayed work that has cost the Watertown High School months of operational use. Eversource is also responsible for work being done in Victory Field, and if that work is not done in a timely manner, then requests for grants of locations will not be entertained on the agenda.

The motion carried unanimously in a Voice Vote.

B. Public Hearing and Vote on a Proposed Pet Shop Ordinance

Councilor Gardner introduced the ordinance as a straightforward code that would expressly prohibit the sale of puppies, cats, and rabbits in a commercial process – commercial pet shops. Any adoption avenues would still be available.

Alisa Clements – Pet Advocacy Network – Respectfully urged the City Council to vote down the proposed ordinance as they believe it is the wrong approach. She added that Massachusetts already has strict laws in place that force operations to maintain transparent records on animal health and sourcing. She shared the fear that this ordinance would force consumers to search out unregulated sources, and that this ordinance would create more bad actors as opposed to eliminating them.

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

Councilor Palomba asked several questions including where are residents supposed to go to if they want to purchase a dog, clarification on pet shops language (that are already banned), how are online purchases affected, who pays penalties, what makes a breeder responsible or irresponsible, and are there federal laws that coincide with state.

Councilor Gardner noted that they did not look at federal law, but that it is being supported by the Massachusetts Society for the Prevention of Cruelty to Animals, and that language has been entertained in the form of state ordinance. In regard to getting pets, there are many adoption channels in shelters or even using private breeders.

City Manager Proakis added that Watertown currently does not allow the boarding of animals, which has served as a defector ban of pet shops, but this explicitly bans the operation. The penalties are enforced on the sellers and not the buyers.

The motion carried unanimously in a Voice Vote.

C. Public Hearing and Vote on a Proposed Loan Order that the sum of $1,000,000 is appropriated to pay costs of installation of storm water management improvements, electrical and telecommunication improvements, and catenary pole removal along the corridor in connection with the Mount Auburn Street Transportation Improvement Project for the Department of Public Works, as more fully described in the City's Fiscal Year 2026 through 2030 Capital Improvement Plan, including all other costs

incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the City Manager, is authorized to borrow said amount under and pursuant to M.G.L. c.44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the City therefor.

City Manager Proakis stated that Mass DOT is funding the Mt. Auburn project, but there are laid out non participatory funds that were always a part of the agreement. This item addresses those aspects of the project.

Councilor Piccirilli moved to approve the loan order and Councilor Feltner seconded.

The motion carried unanimously in a Roll Call Vote.

10. MOTIONS, ORDINANCES, ORDERS, AND RESOLUTIONS

A. First Reading on a Proposed Ordinance Repealing Sections of the Code of Ordinances

City Manager Proakis stated that this item relates to implementation of the administration code, and by implementing this ordinance, it cuts down on redundancy and potential conflicting information.

11. REPORTS OF COMMITTEES

A. Committee on Economic Development and Planning Report regarding its meeting on March 24, 2026 - Gannon, Chair

ACTION ITEM:
To recommend the City Council confirm Jan Taylor for appointment to the Public Arts and Culture Committee to a term expiring November 15, 2028

Councilor Gannon noted a typo for the date on the second line of the report, which he then read.

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

The motion carried unanimously in a Voice Vote.

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

The motion carried unanimously in a Voice Vote.

B. Committee on Public Works Report regarding its meeting on April 7, 2026 - Piccirilli, Chair

ACTION ITEM:

To recommend that the City Council approve the appointment of Dimitri Petrosian to the Memorialization Committee for a term ending on September 15, 2027

ACTION ITEM:
To recommend that the City Council approve the appointment of Ani Aroyian to the Memorialization Committee for a term ending on September 15, 2026

Councilor Piccirilli read the report.

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

The motion carried unanimously in a Voice Vote.

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

The motion carried unanimously in a Voice Vote.

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

The motion carried unanimously in a Voice Vote.

C. Committee on Rules and Ordinances Report regarding its meeting on March 26, 2026 - Gardner, Chair

ACTION ITEM:
To confirm the reappointment of John Labadini as a member of the Licensing Board to a term expiring February 15, 2029

ACTION ITEM:
That the sustainability staff appear at a meeting of the Committee on Rules and Ordinances to discuss training procedures and materials prior to the training of restaurant workers and patrons

ACTION ITEM:
To refer back to the City Council for adoption of the Skip the Stuff Ordinance as initially recommended to the City Council

Councilor Gardner read the report.

Councilor Felter noted an error in the report which states that Erika Jerram was present and offered comments when it was in fact Mia Kania.

Councilor Piccirilli moved to accept the report as amended and Councilor Gardner seconded.

The motion carried unanimously in a Voice Vote.

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

The motion carried unanimously in a Voice Vote.

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

Councilor Feltner noted that the staff also agreed to come to the Commission on Disability meeting prior to the next Committee on Rules and Ordinances meeting.

The motion carried unanimously in a Voice Vote.

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

Councilor Feltner remarked that she voted "present" on the committee level for this action item because the meeting was to specifically hear from the Commission on Disability, but they were not present, and that they were disappointed that they feel their concerns weren't taken seriously.

The motion carried unanimously in a Voice Vote.

D. Committee on Human Services Report regarding its meeting on April 8, 2026 - Palomba, Chair

ACTION ITEM:
To reappoint Susan Musinsky to the Human Rights Commission with a term expiring April 1, 2029

ACTION ITEM:
To reappoint Lisa LaPlante to the Human Rights Commission with a term expiring April 1, 2029

ACTION ITEM:
To reappoint Mel Poindexter to the Human Rights Commission with a term expiring April 1, 2029

Councilor Palomba read the report.

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

The motion carried unanimously in a Voice Vote.

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

The motion carried unanimously in a Voice Vote.

Councilor Piccirilli then moved to move up Item 14A and Councilor Feltner seconded.

14. ANNOUNCEMENTS

A. Legislative Update – Senator Brownsberger

Senator William Brownsberger thanked the City Council for moving this item up in the agenda, and continued to present his Watertown Aid Overview presentation (attached). He noted that Watertown had been receiving less financial aid for schools than it qualified for through non deliberate oversight and complexities within code, which has been addressed within recent years. He then noted that the state is adding additional consideration for Watertown for special education, DCR projects, and support for Watertown Square. Lastly, he voiced his total support for the tax classification home rule petition.

President Sideris thanked Senator Brownsberger for his time as well as considerations for considerable earmarks.

12. COMMUNICATIONS FROM THE CITY MANAGER

A. Request for Confirmation of Appointment to the Conservation Commission

City Manager Proakis requested the confirmation of appointment of Erika Holm to the Conservation Commission for a term expiring February 15, 2029.

President Sideris stated that this item gets referred to the Committee on Parks and Recreation.

B. Request for Confirmation of Appointment to the Board of Election Commissioners

President Sideris stated that the candidate withdrew his consideration to the appointment.

C. Submission of the Fiscal Year 2027 Budget

City Manager Proakis presented the submission for the Fiscal Year 2027 Budget (attached and linked below)

Fiscal Year 2027 Annual Budget

City Manager Proakis then announced the hiring of Treasure Collector Alexander Hagerty.

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

Councilor Feltner stated that we're about a year from the DOJ deadline of April 26, 2027, and asked what is our plan for reaching compliance on the ADA Title II Digital Accessibility final rule?

14. ANNOUNCEMENTS

A. Legislative Update – Senator Brownsberger

This item was moved up and addressed.
Councilor Bays announced her annual meeting on April 27th.

President Sideris announced that Watertown Business Coalition and Watertown Public Schools are hosting a second annual STEM Night on April 29th at the middle school.

15. PUBLIC FORUM

There were no participants in public forum.

16. RECESS OR ADJOURNMENT

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

The motion was adopted unanimously in a Voice Call Vote.

The meeting adjourned at 9:22 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 __ for, __ against, and __ present on April 28, 2026.

_____
Mark S. Sideris, Council President
s:/BTM

ELECTED OFFICIALS

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John G. Gannon, Councilor At Large	Theophilus Offei, 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 14, 2026 at 6:15 PM

Richard E. Mastrangelo Council Chamber

Administration Building, 149 Main Street

List of Documents

1. Ethan Ho Proclamation – Item 8A
2. Arbor Dar Proclamation – Item 8B
3. Grant of Location – Eversource – Templeton Parkway – Item 9A
4. Pet Shop Ordinance – Item 9B
5. Loan Order - $1million – Non-participatory Mt Auburn – Item 9C
6. Repeal of Code First Reading – Item 10A
7. Committee on Economic Development and Planning Report – 26-03-24 – Item 11A
8. Committee on Public Works Report – 26-04-07 – Item 11B
9. Committee on Rules and Ordinances – 26-03-26 – Item 11C
10. Committee on Human Services – 26-04-08 – Item 11D
11. Request for Confirmation of Appointment Conservation Commission – Item 12A
12. Request for Confirmation of Appointment Board of Election Commissioners – Item 12B
13. Fiscal Year 2027 Budget – Item 12C
14. Legislative Update – Senator Brownsberger – Item 14A

ADDENDUM TO THE MINUTES OF THE APRIL 14, 2026 CITY COUNCIL MEETING

City Council Meeting

Tuesday, April 14, 2026 at 6:15 PM

Richard E. Mastrangelo Council Chamber - Second Floor

Agenda

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2. EXECUTIVE SESSION - 6:15 P.M.
   A. To conduct strategy sessions in preparation for negotiations with non-union personnel or to conduct collective bargaining sessions or contract negotiations with non-union personnel (City Manager Contract)
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8. PRESENTATION OF PETITIONS, PROCLAMATIONS, AND SIMILAR PAPERS AND MATTERS

A. Proclamation Commending Ethan Ho

B. Arbor Day Proclamation

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A. Public Hearing and Vote on a Petition from NStar Electric DBA Eversource for a Grant of Location in Templeton Parkway westerly from pole 228/15, approximately 80 feet south of Belmont Street, to install approximately 8 feet of conduit. This work is necessary to provide electrical service for 198-200 Belmont Street. The recommendations and conditions set out by the Department of Public Works shall be required upon approval of this application.

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C. Public Hearing and Vote on a Proposed Loan Order that the sum of $1,000,000 is appropriated to pay costs of installation of storm water management improvements, electrical and telecommunication improvements, and catenary pole removal along the corridor in connection with the Mount Auburn Street Transportation Improvement Project for the Department of Public Works, as more fully described in the City's Fiscal Year 2026 through 2030 Capital Improvement Plan, including all other costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the City Manager, is authorized to borrow said amount under and pursuant to M.G.L. c.44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the City therefor.

10. MOTIONS, ORDINANCES, ORDER, AND RESOLUTIONS

A. First Reading of a Proposed Ordinance Repealing Sections of the Code of Ordinances

11. REPORTS OF COMMITTEES

A. Committee on Economic Development and Planning Report regarding its meeting on March 24, 2026 - Gannon, Chair

ACTION ITEM:
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B. Committee on Public Works Report regarding its meeting on April 7, 2026 - Piccirilli, Chair

ACTION ITEM:
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ACTION ITEM:
To recommend that the City Council approve the appointment of Ani Aroyian to the Memorialization Committee for a term ending on September 15, 2026

C. Committee on Rules and Ordinances Report regarding its meeting on March 26, 2026 - Gardner, Chair

ACTION ITEM:
To confirm the reappointment of John Labadini as a member of the Licensing Board to a term expiring February 15, 2029

ACTION ITEM:
That the sustainability staff appear at a meeting of the Committee on Rules and Ordinances to discuss training procedures and materials prior to the training of restaurant workers and patrons

ACTION ITEM:
To refer back to the City Council for adoption of the Skip the Stuff Ordinance as initially recommended to the City Council

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12. COMMUNICATIONS FROM THE CITY MANAGER
    A. Request for Confirmation of Appointment to the Conservation Commission
    B. Request for Confirmation of Appointment to the Board of Election Commissioners
    C. Submission of the Fiscal Year 2027 Budget
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Nicole Gardner, District A Councilor	Lisa J. Feltner, District B Councilor	Emily Izzo, District D Councilor

CITY COUNCIL ATTENDANCE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	___X___	_____	_____
LISA J. FELTNER	___X___	_____	_____
JOHN G. GANNON	___X___	_____	_____
NICOLE GARDNER	___X___	_____	_____
EMILY IZZO	___X___	_____	_____
THEOPHILUS OFFEI	___X___	_____	_____
ANTHONY PALOMBA	___X___	_____	_____
VINCENT J. PICCIRILLI JR.	___X___	_____	_____
MARK S. SIDERIS, COUNCIL PRESIDENT	___X___	_____	_____

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X		
EMILY IZZO	X		
THEOPHILUS OFFEI	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to enter into Executive Session

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	___X___	_____	_____
LISA J. FELTNER	___X___	_____	_____
JOHN G. GANNON	___X___	_____	_____
NICOLE GARDNER	___X___	_____	_____
EMILY IZZO	___X___	_____	_____
THEOPHILUS OFFEI	___X___	_____	_____
ANTHONY PALOMBA	___X___	_____	_____
VINCENT J. PICCIRILLI JR.	___X___	_____	_____
MARK S. SIDERIS, COUNCIL PRESIDENT	___X___	_____	_____

Motion to adopt the minutes from the Committee of the Whole Meeting 26-03-24

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	___X___	_____	_____
LISA J. FELTNER	___X___	_____	_____
JOHN G. GANNON	___X___	_____	_____
NICOLE GARDNER	___X___	_____	_____
EMILY IZZO	___X___	_____	_____
THEOPHILUS OFFEI	___X___	_____	_____
ANTHONY PALOMBA	___X___	_____	_____
VINCENT J. PICCIRILLI JR.	___X___	_____	_____
MARK S. SIDERIS, COUNCIL PRESIDENT	___X___	_____	_____

Motion to adopt the minutes from the City Council Meeting 26-03-24

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X		
EMILY IZZO	X		
THEOPHILUS OFFEI	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to accept the proclamation commending Ethan A. Ho

Watertown City Council

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

PROCLAMATION COMMENDING ETHAN A. HO

WHEREAS, Ethan A. Ho, is a member of Troop 30, Watertown, Massachusetts Scouting America; and

WHEREAS, Ethan A. Ho, after completing all rank requirements and earning 25 merit badges, 14 of which were Eagle Required, including the recently-paused Citizenship in Society; and

WHEREAS, Ethan earned the prestigious rank of Eagle Scout on February 17, 2026; and

WHEREAS, Ethan joined Watertown's scouting tradition in 2017 as a Cub Scout in Pack 30, and he earned the Arrow of Light rank in 2019; and

WHEREAS, Ethan joined Troop 30 in 2019, joining the Baconator Patrol, and with that patrol in February 2020 won the Northern Light Klondike Derby while camping in below-zero temperatures; and

WHEREAS, Ethan has served in numerous leadership roles while a scout within Troop 30, guiding others as Den Chief, Patrol Leader, Assistant Senior Patrol Leader, Senior Patrol Leader and Instructor, and

WHEREAS, Ethan won for Troop 30 its first camp wide contest at Yawgoog Scouting Reservation's Sandy Beach, having taken on scouts four years older in a basketball game of Shoot Out, making baskets until he was the only scout left standing; and

WHEREAS, Ethan led Troop 30's efforts to gather 3.2 tons of food in the 2023 Scouting for Food effort to secure months' worth of food for the Watertown Food Pantry; and

WHEREAS, as a Life Scout, Ethan chose to create a garden for his Eagle Project, having created a pollinator garden at the Lowell School, leading 15 volunteers who performed a combined 121 hours of service for Watertown's children in August 2025; and

WHEREAS, Ethan has attended the Hosmer School, Watertown Middle School and Belmont Hill High School, and will be attending the University of Chicago in the fall; and

WHEREAS, Ethan, having camped 40 nights and having performed 59 hours of service on others' efforts with Troop 30, and has satisfied all requirements as an upstanding scout to attain the rank of Eagle.

NOW THEREFORE BE IT PROCLAIMED: That the City Council of Watertown commends Ethan A. Ho on his recent accomplishment of earning the rank of Eagle Scout and extends well wishes to him for his promising future.

IN WITNESS WHEREOF, I have hereunto set our hand and caused the Great Seal of the City of Watertown to be affixed on this 14th day of April 2026

Mark S. Sideris, Council President

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X		
EMILY IZZO	X		
THEOPHILUS OFFEI	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to accept an Arbor Day proclamation

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

ARBOR DAY PROCLAMATION

WHEREAS: In 1872 J. Sterling Morton proposed to the Nebraska Board of Agriculture that a special day be set aside for the planting of trees; and,

WHEREAS: This holiday, called Arbor Day, was first observed with the plantings of more than one million trees in Nebraska; and,

WHEREAS: Trees can reduce the erosion of our precious topsoil by wind and water, cut heating and cooling costs, moderate temperature, clean the air, produce oxygen, and provide a habitat for wildlife; and,

WHEREAS: Trees are a renewable resource giving us paper, wood for our homes, fuel for our fires, and countless other wood products; and,

WHEREAS: Trees in our cities increase property values, enhance the economic vitality of our business area, and beautify our community; and,

WHEREAS: Trees, wherever they are planted, are a source of joy and spiritual renewal;

NOW THEREFORE BE IT RESOLVED: That the City Council of the City of Watertown is proud to proclaim April 24, 2026 as **ARBOR DAY** and urge all citizens to plant trees to gladden the hearts and promote the well-being of present and future generations.

IN WITNESS WHEREOF,
I hereunto set my hand
And caused the Great Seal of
The City of Watertown on this
14th day of April 2026.

Mark S. Sideris, Council President

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	___X___	_____	_____
LISA J. FELTNER	___X___	_____	_____
JOHN G. GANNON	___X___	_____	_____
NICOLE GARDNER	___X___	_____	_____
EMILY IZZO	___X___	_____	_____
THEOPHILUS OFFEI	___X___	_____	_____
ANTHONY PALOMBA	___X___	_____	_____
VINCENT J. PICCIRILLI JR.	___X___	_____	_____
MARK S. SIDERIS, COUNCIL PRESIDENT	___X___	_____	_____

Motion to approve a grant of location for Eversource in Templeton Parkway

Watertown City Council

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

RESOLUTION # 33 **2026 – R -** 33

BE IT RESOLVED: That the Watertown Department of Public Works has reviewed the attached petition by N'star Electric DBA Eversource for consideration of a Grant of Location in Templeton Parkway, westerly from pole 228/15, approximately 80 feet south of Belmont Street to install approximately 8 feet of conduit.

This work is proposed to provide electrical service to 198-200 Belmont Street. Said Grant of Location shall be subject to the following recommendations and conditions.

Standard Conditions

1. During construction, uninterrupted pedestrian access (or temporary pedestrian facilities) shall be provided at all times or an appropriate alternative path provided.
2. Please be aware that there may be utility infrastructure that is not shown on the plan and may be encountered in the field. If a conflict occurs between the proposed installation and existing City-Owned and/or private utility infrastructure, The City Engineer shall be contacted directly to discuss an appropriate resolution.
3. It is the sole responsibility of the Applicant, and their Contractor, to ensure that and City-Owned and or private utilities, if located within the limits of work should be properly marked and protected during construction activities.
The City of Watertown is not a member of Dig Safe and must be notified separately.
4. The proposed scope of work requires a DPW Street Opening Permit through the Watertown DPW prior to the start of construction.
5. All disturbances to curbing, grass strips, sidewalks, walkways, and roadway surfaces shall be repaired in kind to the satisfaction of the City of Watertown DPW. If any existing sidewalk is proposed to be removed and replaced in full width, the restoration must be completed in accordance with all current ADA, MAAB and City of Watertown standards.
6. All work within the Right of Way shall require the Contractor to schedule and coordinate a police traffic detail. Traffic control and safety measures shall be implemented in adherence to all applicable OSHA requirements, Massachusetts DOT Work Zone Safety Guidelines and Part VI of the Manual of Uniform Traffic Control Devices.
7. All material stockpiled on roadways and/or roadway shoulders shall be protected with erosion control devices such as silt fence or straw wattles. It will be the sole responsibility of the Contractor to remove any sediment that enters the City drainage system as a result of the proposed work.
8. Equipment, staging, and stockpiles shall not be located in a manner so as to interfere with intersection sightlines and shall be kept in a neat and orderly fashion.
9. Public shade trees within and adjacent to the proposed work zone must be protected. The Contractor shall install individual tree protection on any public shade tree that may be

impacted and the Contractor shall not stockpile material or equipment within the drip zone of a public shade tree.
10. Contractor shall coordinate with City Health Department on rodent control requirements.
11. An as-built survey shall be performed upon completion of the work and provided to the Department of Public Works.

BE IT FURTHER RESOLVED: That the petitioner shall deposit sufficient cash surety as determined by the Superintendent of Public Works to be held in escrow until the Superintendent of Public Works is satisfied with the condition of repair and restoration of the street.

BE IT FURTHER RESOLVED: That a copy of said petition is forwarded to the City Clerk for processing.

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 14, 2026.

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	Caroline Bays, Councilor At Large
John G. Gannon, Councilor At Large	Theophilus Offei 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

NOTICE OF PUBLIC HEARING – NSTAR ELECTRIC DBA EVERSOURCE

Grant of Location: Templeton Parkway at Belmont Street
WO # 23886943

March 12, 2026

Dear Abutters:

The City Council of the City of Watertown will hold a public meeting on Tuesday, April 14, 2026 at 7:00 p.m. in the Richard E. Mastrangelo Council Chamber, 149 Main St., Watertown, MA along with remote opportunities for participation with public access provided as follows:

ACCESS INFORMATION:

A. The meeting will be televised through WCATV (Watertown Cable Access Television): http://vodwcatv.org/CablecastPublicSite/?channel=3
B. The Public may join the virtual meeting online: https://watertownma.zoom.us/j/92991331344
C. 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 #
D. Public may also comment through email: vpiccirilli@watertown-ma.gov

On a petition from NSTAR ELECTRIC DBA Eversource for consideration of a Grant of Location for the following installations:

Templeton Parkway – Westerly from pole 228/15, approximately 80 feet south of Belmont Street, install approximately 8 feet of conduit.

This work is proposed to provide electrical service for 198-200 Belmont Street. We are submitting the following recommendations and conditions for consideration by the City Council should this Grant of Location application be approved. A photo of the location of the proposed work is attached to this document.

Standard Conditions

1. This Grant of Location does not authorize physical excavation. The Applicant or its Contractor must apply for and receive a Street Opening Permit and/or a Sidewalk Crossing Permit from the Watertown Department of Public Works (DPW) prior to the commencement of any site activities.
2. The Applicant acknowledges that the City of Watertown is not a member of Dig Safe. The Applicant is solely responsible for notifying the DPW directly to mark City-owned infrastructure (water, sewer, drain, fire alarm, etc.) at least 72 hours prior to excavation.
3. If subsurface infrastructure not shown on the approved plans is encountered, or if a conflict arises between the proposed installation and existing public or private utilities, work shall cease in the affected area. The Applicant shall contact the City Engineer immediately to determine an appropriate resolution or redesign.
4. The Contractor shall coordinate with the City of Watertown Health Department to ensure compliance with all applicable rodent control and integrated pest management (IPM) requirements prior to and during construction.
5. Unimpeded pedestrian access, or temporary accessible facilities meeting ADA and PROWAG standards, shall be maintained at all times. Any temporary path must be clearly delineated, stable, and slip-resistant.
6. All work within the Right-of-Way (ROW) shall be performed in strict adherence to the Manual on Uniform Traffic Control Devices (MUTCD) and MassDOT Work Zone Safety Guidelines. The Contractor is responsible for scheduling and funding any required police details and implementing safety measures as mandated by OSHA.
7. Equipment, materials, and stockpiles shall be staged in a clean and orderly fashion. No materials or equipment shall be placed in a manner that obstructs intersectional sightlines or creates hazards for motorists or pedestrians.
8. The Applicant and its Contractor are responsible for the protection of all public and private property. Any damage to City-owned infrastructure (valves, hydrants, manholes) or private utilities shall be repaired or replaced at the Applicant’s sole expense.
9. All disturbances to curbing, grass strips, sidewalks, and roadway surfaces shall be restored "in-kind" to the satisfaction of the DPW.
10. If a segment of sidewalk is removed, it must be replaced to full width. All restoration work must comply with current Americans with Disabilities Act (ADA), Massachusetts Architectural Access Board (MAAB), and City of Watertown construction standards.
11. All material stockpiled on-site must be protected with erosion control devices (e.g., silt fences, straw wattles). The Contractor is strictly liable for the removal of any sediment that enters the City’s MS4 drainage system or sanitary sewer system as a result of the work.
12. Public shade trees within or adjacent to the work zone shall be protected per City standards. Individual tree protection (fencing) is required for impacted trees. No equipment or materials shall be stored within the Critical Root Zone (CRZ) of any public shade tree without prior written approval from the City Tree Warden.
13. Upon completion of the work, the Applicant shall submit an As-Built Survey Plan to the DPW. This plan shall be recorded with the City and must include the precise horizontal and vertical locations of all installed infrastructure.
14. The Applicant shall indemnify, defend, and hold harmless the City of Watertown and its employees from all claims, damages, or losses arising out of the installation, maintenance, or failure of the utility infrastructure
authorized by this Grant of Location.
15. The Applicant shall be responsible for the maintenance of all trench and surface restoration for a period of two (2) years following the date of final acceptance by the DPW. Any settlement or failure of the restoration during this period shall be repaired by the

Applicant at no cost to the City.
16. Unless otherwise authorized in writing by the DPW or in the event of a documented emergency, work within the Public ROW shall be limited to the hours of 7:00 AM to 4:00 PM, Monday through Friday.
17. The Applicant shall provide the DPW and the Watertown Police Department with a 24-hour emergency contact name and phone number for a representative authorized to address site safety or infrastructure issues.
18. The Applicant acknowledges that the City may have a pavement moratorium on recently paved streets. If work is proposed on a restricted street, additional restoration requirements (such as curb-to-curb infrared treatment or milling and overlay) may be mandated by the City Engineer.

Location Photos

Photos taken 10 March 2026

Your participation is not necessary if you choose not to object to the above petition.

Sincerely,

Watertown City Council

ELECTED OFFICIALS

Mark S. Sideris,
Council President

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

Caroline Bays,
Councilor At Large

John G. Gannon,
Councilor At Large

Theophilus Offei,
Councilor At Large

Anthony Palomba,
Councilor At Large

Nicole Gardner,
District A Councilor

Lisa J. Feltner,
District B Councilor

Emily Izzo,
District D Councilor

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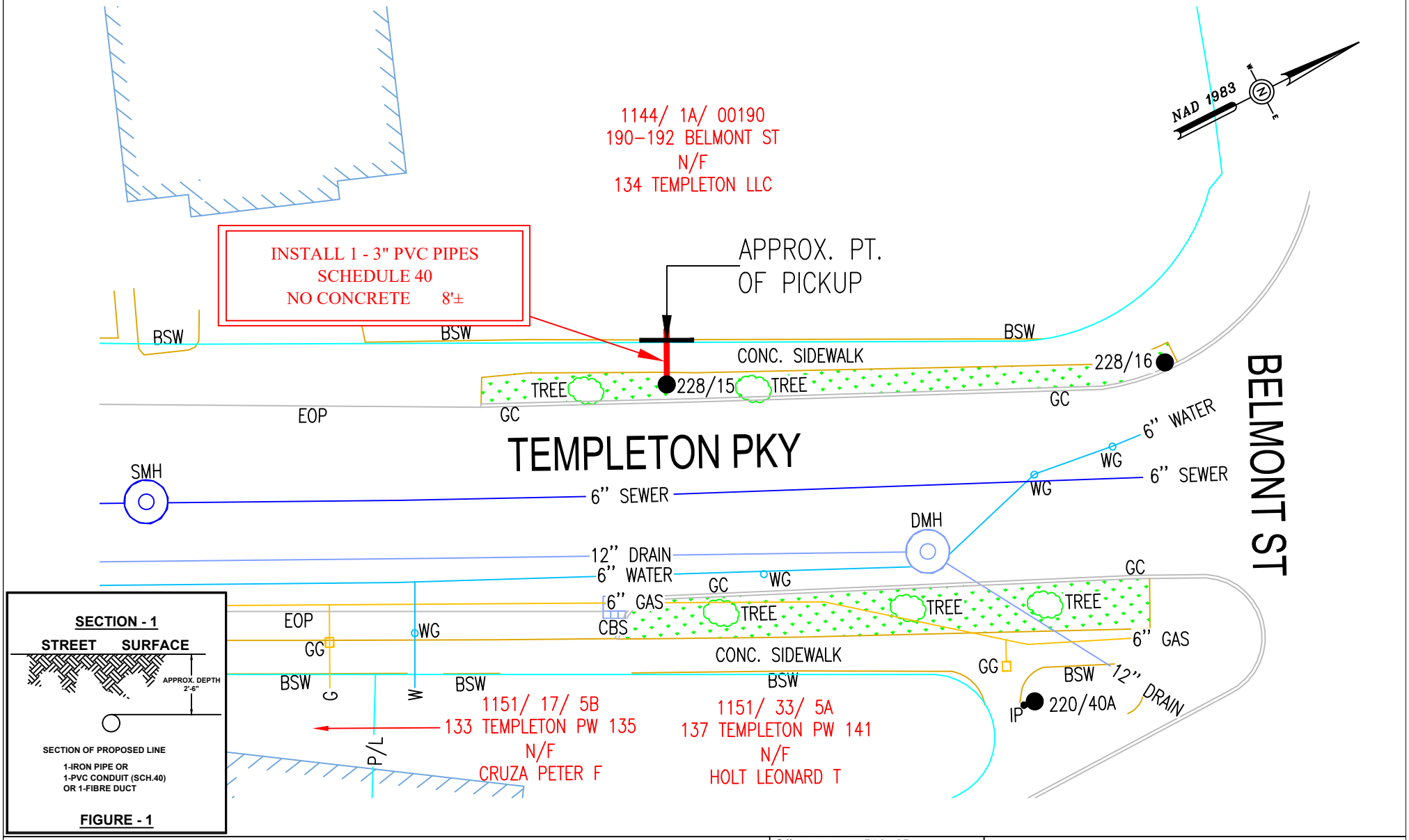

SECTION - 1

STREET SURFACE

APPROX. DEPTH 2'-6"

SECTION OF PROPOSED LINE

1-IRON PIPE OR
1-PVC CONDUIT (SCH.40)
OR 1-FIBRE DUCT

FIGURE - 1

0 20 40

SCALE IN FEET

BY YOUR USE OF THE INFORMATION CONTAINED IN THIS MAP, YOU AGREE THAT NO WARRANTY OF ANY KIND, EXPRESS OR IMPLIED, IS GIVEN WITH RESPECT TO THE INFORMATION. NEITHER NSTAR ELECTRIC COMPANY, NSTAR GAS COMPANY NOR ITS PARENTS, AFFILIATES, OFFICERS, DIRECTORS, SHAREHOLDERS, EMPLOYEES OR AGENTS (COLLECTIVELY THE "NSTAR ENTITIES") SHALL BE LIABLE FOR ANY LOSS OR INJURY CAUSED IN WHOLE OR IN PART BY USE OF THIS INFORMATION OR IN RELIANCE UPON IT. TO THE MAXIMUM EXTENT ALLOWED BY LAW, YOU AGREE BY YOUR ACCEPTANCE OF THE INFORMATION TO RELEASE, INDEMNIFY AND HOLD THE NSTAR ENTITIES HARMLESS FROM ANY SUCH LOSS OR INJURY.

THE INFORMATION MAY NOT REPRESENT A SURVEY, MAY NOT BE THE MOST COMPLETE AND IS SUBJECT TO CHANGE WITHOUT NOTICE. NO LIABILITY IS ASSUMED FOR THE ACCURACY OF THE INFORMATION, EITHER EXPRESSED OR IMPLIED. UNAUTHORIZED ATTEMPTS TO MODIFY THE INFORMATION OR USE THE INFORMATION FOR OTHER THAN ITS INTENDED PURPOSES ARE PROHIBITED

MASS. LAW

REQUIRES 72 HOURS ADVANCE NOTICE TO UTILITY COMPANIES BEFORE DIGGING BY ANYONE. CALL DIG-SAFE 1-888-344-7233

C# 316-25	NSTAR ELECTRIC d/b/a EVERSOURCE
Ward #	1165 MASSACHUSETTS AVE. DORCHESTER, MASS. 02125
Work Order # 23886943	*Plan of* #198 BELMONT ST
Surveyed by: GR/VT	WATERTOWN
Research by: GR	Showing PROPOSED CONDUIT LOCATION
Plotted by: GR	
Proposed Structures: GR	
Approved: K. RICE	Scale 1"=20' Date DECEMBER 15, 2025
P#	SHEET 1 of 1

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X		
EMILY IZZO	X		
THEOPHILUS OFFEI	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to adopt the Pet Shop Ordinance

Watertown City Council

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

ORDINANCE # 34 **2026 – O –** 34

PET SHOP ORDINANCE

WHEREAS most puppies, kittens, and rabbits sold in pet stores come from large-scale, commercial breeding facilities where the health and welfare of animals is disregarded in order to maximize profits; and,

WHEREAS documented abuses endemic to such facilities include over-breeding, inbreeding, minimal veterinary care, lack of adequate food, water, and shelter, lack of socialization, and lack of sanitation; and,

WHEREAS the prohibition of pet stores from selling dogs, cats, and rabbits is likely to decrease the demand for these animals that are bred in mills;

NOW THEREFORE BE IT ORDAINED by the City Council of Watertown that Title XI, Chapter 118 of the Watertown Code of Ordinances, is hereby enacted as follows:

118.01 Statement of Purpose

A. Puppies, kittens, and rabbits deserve to be free from the abuse that is rampant in commercial breeding mills. Such mills also mislead consumers, who sometimes watch their pet suffer from health challenges incurred as a result of abuse at a breeding mill. This chapter serves to protect animals as well as the public from the harms caused by puppy, kitten, and rabbit mills.

118.02 Definitions:

A. Animal Rescue Group: A not-for-profit organization having tax-exempt status under 501(c)3 of the United States Internal Revenue Code, and registered with

the Massachusetts Department of Agricultural Resources, if required, whose mission and practice is, in whole or in significant part, the rescue and placement of animals into permanent homes. The term animal rescue group does not include any person that breeds dogs, cats, or rabbits or obtains dogs, cats, or rabbits for payment or compensation from a person who breeds or facilitates the sale of dogs, cats or rabbits that were obtained from such a breeder.

B. Dog: Any member of the species Canis familiaris

C. Cat: Any member of the species Felis catus

D. Rabbit: Any member of the special Oryctolagus cuniculus domesticus

E. Sell: To exchange for consideration, adopt out, barter, auction, trade, lease, or otherwise transfer.

F. Offer for sale: To advertise or otherwise proffer a dog, cat, or rabbit for acceptance by another person

G. Person: An individual, corporation, partnership, association, or any other legal entity

H. Pet shop: Any place where birds, mammals, or reptiles are kept for the purpose of sale at either wholesale or retail, import, export, barter, exchange, or gift

I. Public Animal Control Agency or Shelter: A facility operated by the City of Watertown or any other municipal, state, or federal agency for the purpose of impounding seized, stray, homeless, abandoned, unwanted, or surrendered animals, or a facility operated for the same purposes under a written contract with the City or any other municipal, state, or federal government.

118.03 Prohibition of the Sale of Dogs, Cats, and Rabbits

A. It shall be prohibited for any pet shop to sell or offer for sale a dog, cat, or rabbit

B. A pet shop may provide space for the display of dogs, cats, or rabbits for adoption only if:

1. Such animals are displayed and made available for adoption by either: a public animal control agency or shelter or an animal rescue group, as defined in Section 118.02 above
2. Each pet shop shall maintain records sufficient to document the source of each dog, cat, or rabbit the pet shop displays, for at least one year following the date of acquisition. Such records shall be made available

immediately upon request to any animal control officer or any duly appointed officer or representative of the city

C. No person shall sell, exchange, trade, barter, lease, or display for a commercial purpose any dog, cat, or rabbit on or in any street, public grounds, commercial or retail parking lot, flea market, or other market, regardless of whether such access is authorized by the property owner, except for a dog, cat, or rabbit displayed:
   1. By a public animal control agency or shelter, or animal rescue group, as defined in Section 118.02 ; or
   2. As part of a state or county fair exhibition, 4-H program, or similar exhibition or educational programs

118.04 Enforcement

A. The provisions of this chapter may be enforced by the Director of Public Health or his or her designee. The provisions of this chapter may also be enforced by the Chief of Police or his or her designee.

118.05 Penalty

A. Any pet shop or person who violates any provision of this chapter shall be fined as follows, with each day on which a violation exists constituting a separate offense:

   1. $100 for the first offense
   2. $200 for the second offense
   3. $300 for the third offense and each subsequent offense

B. In addition to any other remedy provided by law, this Chapter may be enforced by animal control officers or police officers through any means available through law and equity, including but not limited to noncriminal disposition in accordance with G.L. c. 40, § 21D or seizure of animals.

C. Nothing in this section shall be deemed to limit the use of other lawful methods of abating violations of this section, including but not limited to application for equitable relief from a court of law.

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 9 for, 0 against, and 0 present on April 14, 2026.

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	Caroline Bays, Councilor At Large
John G. Gannon, Councilor At Large	Theophilus Offei 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 18, 2026

RE: Agenda Item – First Reading on a Proposed Pet Shop Ordinance

---

At the June 10, 2025 City Council meeting, under the President's Report, President Sideris requested that the Administration develop policy guidance or an ordinance regarding the allowance of pet shop operations within the City.

In response to that request, a draft Pet Shop Ordinance was presented at the February 10, 2026 City Council meeting, at which time a request was made to refer the matter to the Committee on Rules and Ordinances for further review and consideration.

The Committee on Rules and Ordinances met on February 11, 2026 to review and discuss the proposed ordinance. Following deliberation, the Committee voted to recommend that the attached draft ordinance be forwarded to the full City Council for a First Reading.

Given the above, I respectfully request that the attached ordinance be placed on the agenda for the March 24, 2026 City Council meeting for its First Reading.

Thank you for your consideration in this matter.

WHEREAS most puppies, kittens, and rabbits sold in pet stores come from large-scale, commercial breeding facilities where the health and welfare of animals is disregarded in order to maximize profits; and,

WHEREAS documented abuses endemic to such facilities include over-breeding, inbreeding, minimal veterinary care, lack of adequate food, water, and shelter, lack of socialization, and lack of sanitation; and,

WHEREAS the prohibition of pet stores from selling dogs, cats, and rabbits is likely to decrease the demand for these animals that are bred in mills;

NOW THEREFORE BE IT ORDAINED by the City Council of Watertown that Title XI, Chapter 118 of the Watertown Code of Ordinances, is hereby enacted as follows:

118.01 Statement of Purpose

A. Puppies, kittens, and rabbits deserve to be free from the abuse that is rampant in commercial breeding mills. Such mills also mislead consumers, who sometimes watch their pet suffer from health challenges incurred as a result of abuse at a breeding mill. This chapter serves to protect animals as well as the public from the harms caused by puppy, kitten, and rabbit mills.

118.02 Definitions:

A. Animal Rescue Group: A not-for-profit organization having tax-exempt status under 501(c)3 of the United States Internal Revenue Code, and registered with the Massachusetts Department of Agricultural Resources, if required, whose mission and practice is, in whole or in significant part, the rescue and placement of animals into permanent homes. The term animal rescue group does not include any person that breeds dogs, cats, or rabbits or obtains dogs, cats, or rabbits for payment or compensation from a person who breeds or facilitates the sale of dogs, cats or rabbits that were obtained from such a breeder.

B. Dog: Any member of the species Canis familiaris

C. Cat: Any member of the species Felis catus

D. Rabbit: Any member of the special Oryctolagus cuniculus domesticus

E. Sell: To exchange for consideration, adopt out, barter, auction, trade, lease, or otherwise transfer.

F. Offer for sale: To advertise or otherwise proffer a dog, cat, or rabbit for acceptance by another person

G. Person: An individual, corporation, partnership, association, or any other legal entity

H. Pet shop: Any place where birds, mammals, or reptiles are kept for the purpose of sale at either wholesale or retail, import, export, barter, exchange, or gift

I. Public Animal Control Agency or Shelter: A facility operated by the City of Watertown or any other municipal, state, or federal agency for the purpose of impounding seized, stray, homeless, abandoned, unwanted, or surrendered animals, or a facility operated for the same purposes under a written contract with the City or any other municipal, state, or federal government.

118.03 Prohibition of the Sale of Dogs, Cats, and Rabbits

A. It shall be prohibited for any pet shop to sell or offer for sale a dog, cat, or rabbit

B. A pet shop may provide space for the display of dogs, cats, or rabbits for adoption only if:

1. Such animals are displayed and made available for adoption by either: a public animal control agency or shelter or an animal rescue group, as defined in Section 118.02 above
2. Each pet shop shall maintain records sufficient to document the source of each dog, cat, or rabbit the pet shop displays, for at least one year following the date of acquisition. Such records shall be made available immediately upon request to any animal control officer or any duly appointed officer or representative of the city

C. No person shall sell, exchange, trade, barter, lease, or display for a commercial purpose any dog, cat, or rabbit on or in any street, public grounds, commercial or retail parking lot, flea market, or other market, regardless of whether such access is authorized by the property owner, except for a dog, cat, or rabbit displayed:

1. By a public animal control agency or shelter, or animal rescue group, as defined in Section 118.02 ; or
2. As part of a state or county fair exhibition, 4-H program, or similar exhibition or educational programs

118.04 Enforcement

A. The provisions of this chapter may be enforced by the Director of Public Health or his or her designee. The provisions of this chapter may also be enforced by the Chief of Police or his or her designee.

118.05 Penalty

A. Any pet shop or person who violates any provision of this chapter shall be fined as follows, with each day on which a violation exists constituting a separate offense:

1. $100 for the first offense
2. $200 for the second offense
3. $300 for the third offense and each subsequent offense

B. In addition to any other remedy provided by law, this Chapter may be enforced by animal control officers or police officers through any means available through law and equity, including but not limited to noncriminal disposition in accordance with G.L. c. 40, § 21D or seizure of animals.

C. Nothing in this section shall be deemed to limit the use of other lawful methods of abating violations of this section, including but not limited to application for equitable relief from a court of law.

Boston Globe Media

Order Confirmation

Brendan McCarthy
Watertown City Council
149 Main Street
Watertown, MA 02472

Thank you for placing your Legal Notice in The Boston Globe.

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Any and all proposed edits, revisions, and/or other changes to the notice must be communicated to us in writing prior to the deadline specified in the Advertising Specs + Deadlines page located at https://www.bostonglobemedia.com/specs-deadlines.

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Order Number	**765473**	Order Price	**$481.30**
Sales Rep.	**Jackson Kocak**	PO No.	
Account	**3028420**	Payment Type	
Publication	**Boston Globe**	Number of dates	**1**
First Run Date	**04/02/2026**	Last Run Date	**04/02/2026**
Payment Type			

AD PREVIEW:

Legal Notice

The City Council of Watertown hereby gives notice of a public hearing and vote to be held on Tuesday, April 14, 2026 at 7:00 PM in the Richard Mastrangelo Chamber Administration Building, 149 Main Street, Watertown, MA and online at the following link https://watertown-ma.zoom.us/j/92991331344 which may be found on the City of Watertown's website, on a proposed ordinance that prohibits pet shops to sell dogs, cats, and rabbits – adoption channels excluded.
Interested parties are encouraged to participate in this public hearing. A copy of the proposed ordinance is available for inspection at the Administration Building, 149 Main Street, Watertown, MA 02472 in the City Clerk's Office Monday through Thursday 8:30 a.m. through 5:00 p.m., on Tuesday evening up to 7:00 p.m., and Friday 8:30 a.m. through 12:30 p.m., and on the City's website page: www.watertown-ma.gov.

The Boston Globe | Classified Advertising Proof | Printed on:Mar 31 2026

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	___X___	_____	_____
LISA J. FELTNER	___X___	_____	_____
JOHN G. GANNON	___X___	_____	_____
NICOLE GARDNER	___X___	_____	_____
EMILY IZZO	___X___	_____	_____
THEOPHILUS OFFEI	___X___	_____	_____
ANTHONY PALOMBA	___X___	_____	_____
VINCENT J. PICCIRILLI JR.	___X___	_____	_____
MARK S. SIDERIS, COUNCIL PRESIDENT	___X___	_____	_____

Motion to approve a loan order for $1 million for non-participatory funds for the Mt. Auburn project

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

ORDER # 35 **2026 – O -** 35

ORDER TO APPROVE THE BORROWING OF FUNDS IN NON-PARTICIPATORY FUNDS FOR THE MOUNT AUBURN STREET TRANSPORTATION IMPROVEMENT PROJECT

ORDERED: That the sum of $1,000,000 is appropriated to pay costs of installation of storm water management improvements, electrical and telecommunication improvements, and catenary pole removal along the corridor in connection with the Mount Auburn Street Transportation Improvement Project for the Department of Public Works, as more fully described in the City's Fiscal Year 2026 through 2030 Capital Improvement Plan, including all other costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the City Manager, is authorized to borrow said amount under and pursuant to M.G.L. c.44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the City therefor.

BE IT FURTHER ORDERED: That a copy of said Order be forwarded to the City Auditor and City Treasurer/Collector

John G. Gan
Council Member

I hereby certify that at a Meeting of the City Council for which a quorum was present, the above order was adopted by a vote of 9 for, 0 against, and 0 present on April 14, 2026

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

Caroline Bays,
Councilor At Large

John G. Gannon,
Councilor At Large

Theophilus Offei
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
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

George J. Proakis
City Manager

To: Honorable City Council

From: George J. Proakis, City Manager

Date: March 18, 2026

RE: Agenda Item – Proposed Loan Order

The Department of Public Works requests authorization to borrow $1,000,000 in non-participatory funds for the Mount Auburn Street Transportation Improvement Project in coordination with MassDOT, consistent with recommendations 28 and 43 of the FY26–30 CIP.

As outlined in the attached memo, these funds support City-requested project elements, including stormwater management upgrades, electrical and telecommunication improvements, and removal of the obsolete catenary pole system. These improvements will enhance stormwater performance, modernize utilities, and remove aging infrastructure along the corridor.

I respectfully request that the enclosed Loan Order be placed on the March 24, 2026 City Council Agenda for First Reading.

Thank you for your consideration.

HINCKLEY ALLEN

28 State Street
Boston, MA 02109-1775
p: 617-345-9000 f: 617-345-9020
hinckleyallen.com

Chelsea A. Tryder
(617) 378-4209
ctryder@hinckleyallen.com

March 16, 2026

George J. Proakis
City Manager
Administration Building
149 Main Street
Watertown, Massachusetts 02472

RE: Draft Loan Order – Mount Auburn Street Transportation Improvement Project

Dear George:

As requested, I suggest the following form of loan order to approve the borrowing of funds to pay costs of installation of stormwater management improvements, electrical and telecommunication improvements, and catenary pole removal along the corridor in connection with the Mount Auburn Street Transportation Improvement Project for the Department of Public Works:

> ORDERED: That the sum of $1,000,000 is appropriated to pay costs of installation of stormwater management improvements, electrical and telecommunication improvements, and catenary pole removal along the corridor in connection with the Mount Auburn Street Transportation Improvement Project for the Department of Public Works, as more fully described in the City's Fiscal Year 2026 through 2030 Capital Improvement Plan, including all other costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the City Manager, is authorized to borrow said amount under and pursuant to M.G.L. c.44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the City therefor.

The order must be published at least five days prior to the holding of a public hearing with respect to the order and its final passage and requires the affirmative vote of at least two-thirds of all members of the City Council, as in the case of any other loan order for bonds.

Please call me if there are any questions about the suggested proceedings.

Sincerely,

/s/ Chelsea A. Tryder

Chelsea A. Tryder

WATERTOWN
MASSACHUSETTS
DEPARTMENT OF PUBLIC WORKS

TO: Mr. George Proakis, City Manager
FROM: Mr. Thomas Brady, Director of Public Works
Mr. Michael Albano, Director of Administration & Finance
Mr. Tyler R. Glode, PE City Engineer
DATE: March 5, 2026
RE: Public Works Department – FY25-26 Mt Auburn Street – Non-participatory Funds Request

---

The Department of Public Works (DPW) respectfully requests that the necessary actions be taken to authorize the Treasurer to borrow $1,000,000 for Non-participatory Funds associated with the Mount Auburn Street Transportation Improvement Project (TIP) and the Massachusetts Department of Transportation (MassDOT). This request corresponds with conceptual recommendations 28 and 43 of the FY26 – 30 CIP.

The non-participatory funds will be utilized for improvements the City requested to be included in the TIP through MassDOT. These improvements include the installation of stormwater management improvements, electrical and telecommunication improvements, and catenary pole removal along the corridor. The above improvements provide several benefits to the city including but not limited to stormwater treatment and retention, improved utility layout, and the overall removal of an aging unused catenary pole system. All goods and services related to these projects will be procured in compliance with Massachusetts law.

Thank you in advance for your consideration of this request.

Boston Globe Media

Order Confirmation

Brendan McCarthy
Watertown City Council
149 Main Street
Watertown, MA 02472

Thank you for placing your Legal Notice in The Boston Globe.

Your order information and a preview of your notice are displayed below for your review. If there are any changes or questions, please contact the Classified Department at 617-929-1314 or email legals@globe.com.

Any and all proposed edits, revisions, and/or other changes to the notice must be communicated to us in writing prior to the deadline specified in the Advertising Specs + Deadlines page located at https://www.bostonglobemedia.com/specs-deadlines.

Thank you,
Boston Globe Classified Sales

617-929-1314
Monday – Friday 9:30 am - 4:30 pm
legals@globe.com

Order Number	**765472**	Order Price	**$809.20**
Sales Rep.	**Jackson Kocak**	PO No.	
Account	**3028420**	Payment Type	
Publication	**Boston Globe**	Number of dates	**1**
First Run Date	**04/02/2026**	Last Run Date	**04/02/2026**
Payment Type			

AD PREVIEW:

Legal Notice

The City Council of Watertown hereby gives notice of a public hearing and vote to be held on Tuesday, April 14, 2026 at 7:00 PM in the Richard Mastrangelo Chamber Administration Building, 149 Main Street, Watertown, MA and online at the following link: https://watertown-ma.zoom.us/j/92991331344 which may be found on the City of Watertown's website, on a proposed Loan Order as follows:

ORDERED: That the sum of $1,000,000 is appropriated to pay costs of installation of storm water management improvements, electrical and telecommunication improvements, and catenary pole removal along the corridor in connection with the Mount Auburn Street Transportation Improvement Project for the Department of Public Works, as more fully described in the City's Fiscal Year 2026 through 2030 Capital Improvement Plan, including all other costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the City Manager, is authorized to borrow said amount under and pursuant to M.G.L. c.44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the City therefor.

Interested parties are encouraged to participate in this public hearing. A copy of the proposed Loan Order is available for inspection at the Administration Building, 149 Main Street, Watertown, MA 02472 in the City Clerk's Office Monday through Thursday 8:30 a.m. through 5:00 p.m., on Tuesday evening up to 7:00 p.m., and Friday 8:30 a.m. through 12:30 p.m., and on the City's website page: www.watertown-ma.gov.

WHEREAS, The City of Watertown adopted a new Administrative Code on March 24, 2026; and,

WHEREAS, The Administrative Code is developed to replace certain sections of the Code of Ordinances for the City of Watertown; and,

WHEREAS, The City desires to have codes that are clear and unambiguous and well organized

THEREFORE BE IT RESOLVED THAT,

The following sections of the Code of Ordinances are hereby repealed and deleted:

a. Chapter 30, in its entirety, as follows:
    a. 30.01: Tax Collector
    b. 30.02: Auditor
    c. 30.03: Administration Building Hours of Operation; Closing
    d. 30-15 to 30-32: Personnel Regulations
b. Chapter 31 in its entirety EXCEPT 31.67 and 31.69-31.74, as follows:
    a. 31.01 to 31.06: General Regulations on Boards and Commissions
    b. 31.15 to 31.17: Legal Services Department
    c. 31.30 to 31.35: Recycling Advisory Board
    d. 31.50 to 31.53: Timing and Process of Appointments
    e. 31.60 to 31.61: Commission on Disabilities
    f. 31.62: Board of Assessors
    g. 31.63: Board of Health
    h. 31.64: Planning Board
    i. 31.65: School Committee
    j. 31.66: Board of Appeals
    k. 31.68: Board of Election Commissioners
c. Chapter 34, in its entirety: Purchasing
d. Chapter 36, in its entirety, as follows:
    a. 36.01 to 36.05: Community Preservation Committee
    b. 36.06 and 36.07: Bicycle and Pedestrian Committee
    c. 36.08 to 36.10: Public Arts and Culture Committee
    d. 36.11 to 36.15: Solid Waste and Recycling Committee
    e. 36.16 to 36.21: Memorialization Committee
e. Chapter 37, in its entirety, as follows:
    a. 37.01 to 37.13: Affordable Housing Trust
f. Chapter 50, Section 50.01: Duties of Superintendent of Public Works

g. A portion of Chapter 70, as follows:
    a. 70.01 to 70.07: Traffic Commission
h. A portion of Chapter 152, as follows:
    a. 152.30; 152.31; 152.32 (A): Historic District Commission
i. A portion of Chapter 156, as follows:
    a. 156.07: Historical Commission

AND BE IT FURTHER RESOLVED THAT~~,~~ Chapter 51 is amended as follows:

By replacing "Assistant Superintendent for Wires" with -"Supervisor of Street Lighting and Wiring ~~and Street Lighting~~"

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	___X___	_____	_____
LISA J. FELTNER	___X___	_____	_____
JOHN G. GANNON	___X___	_____	_____
NICOLE GARDNER	___X___	_____	_____
EMILY IZZO	___X___	_____	_____
THEOPHILUS OFFEI	___X___	_____	_____
ANTHONY PALOMBA	___X___	_____	_____
VINCENT J. PICCIRILLI JR.	___X___	_____	_____
MARK S. SIDERIS, COUNCIL PRESIDENT	___X___	_____	_____

Motion to accept the Committee on Economic Development and Planning Report from March 24, 2026, as amended.

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X		
EMILY IZZO	X		
THEOPHILUS OFFEI	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to approve the action item from the Committee on Economic Development and Planning Report from March 24, 2026

Watertown City Council

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

RESOLUTION # 36 **2026 – R -** 36

RESOLUTION CONFIRMING THE APPOINTMENT OF JAN TAYLOR TO THE PUBLIC ARTS AND CULTURE 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 Jan Taylor to the Public Arts and Culture Committee for a term to expire on November 15, 2028.

John G. Gannon
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 14, 2026

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	Caroline Bays, Councilor At Large
John G. Gannon, Councilor At Large	Theophilus Offei, 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

Caroline Bays, Councilor At Large

John G. Gannon, Councilor At Large

Theophilus Offei, Councilor At Large

Anthony Palomba, Councilor At Large

Nicole Gardner, District A Councilor

Lisa J. Feltner, District B Councilor

Emily Izzo, District D Councilor

Minutes of the Committee on Economic Development and Planning
Meeting Date: Tuesday, March 24, 2026

The Committee convened on Tuesday, February 24, 2026, at 5:30 pm in the City Council Office on the second floor. Present were John Gannon, chair; Vincent Piccirilli, vice chair; and Lisa Feltner, secretary.

The purpose of the meeting was to conduct an interview with Jan Taylor to serve on the Public Arts and Culture Committee.

Jan Taylor is seeking appointment to the Public Arts and Culture Committee as she loves living here and enjoys the vibrancy of Watertown. As someone who grew up in Provincetown and whose grandmother was a founder of Provincetown Arts, she recognizes that the arts play a big role in community connections and economic development, with strong support from the City Council. She is an entrepreneur who has experience serving as chair for nonprofits, currently works on fundraising and marketing for the New Arts Center in Newton, and she has a passion for tying local businesses' missions with service to the community, as well as connections between wellness and the arts. In addition to ideas for identifying more opportunities for visual art, she would like to focus on cultural events that engage multi-generational residents, which would also help to combat loneliness.

Action Item: Councilor Piccirilli made a motion, seconded by Councilor Feltner, to recommend City Council confirm Jan Taylor for appointment to the Public Arts and Culture Committee to a term expiring November 15, 2028.

The meeting adjourned at 5:44 p.m.

Respectfully submitted, Lisa Feltner

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X		
EMILY IZZO	X		
THEOPHILUS OFFEI	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to accept the Committee on Public Works Report from April 7, 2026

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X		
EMILY IZZO	X		
THEOPHILUS OFFEI	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to approve the first action item from the Committee on Public Works Report from April 7, 2026

Watertown City Council

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

RESOLUTION # 37 **2026 – R -** 37

RESOLUTION CONFIRMING THE APPOINTMENT OF DIMITRI PETROSIAN TO THE MEMORIALIZATION 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 Dimitri Petrosian to the Memorialization Committee for a term expiring September 15, 2027.

John G. Gannon
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 14, 2026.

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
Caroline Bays, Councilor At Large
John G. Gannon, Councilor At Large
Theophilus Offei, 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 ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	___X___	_____	_____
LISA J. FELTNER	___X___	_____	_____
JOHN G. GANNON	___X___	_____	_____
NICOLE GARDNER	___X___	_____	_____
EMILY IZZO	___X___	_____	_____
THEOPHILUS OFFEI	___X___	_____	_____
ANTHONY PALOMBA	___X___	_____	_____
VINCENT J. PICCIRILLI JR.	___X___	_____	_____
MARK S. SIDERIS, COUNCIL PRESIDENT	___X___	_____	_____

Motion to approve the second action item from the Committee on Public Works Report from April 7, 2026

Watertown City Council

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

RESOLUTION # 38 **2026 – R - 38**

RESOLUTION CONFIRMING THE APPOINTMENT OF ANI AROYIAN TO THE MEMORIALIZATION 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 Ani Aroyian to the Memorialization Committee for a term expiring September 15, 2026.

John G. Gannon
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 14, 2026.

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	Caroline Bays, Councilor At Large
John G. Gannon, Councilor At Large	Theophilus Offei, 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
Committee on Public Works
Councilor Piccirilli-Chair, Councilor Feltner-Vice Chair, Councilor Palomba- Secretary
Committee Report of April 7, 2026 Meeting
Presented to the City Council on April 14, 2026

The Committee on Public Works met on Tuesday, April 7, 2026 in the City Council Office to interview candidates for appointment to the Memorialization Committee. Present at the meeting were Councilor Piccirilli, Committee Chair, Councilor Feltner, Committee Vice Chair, and Councilor Palomba, Committee Secretary. The meeting began at 5:30 PM.

5:00 PM – Interview of Dimitri Petrosian
Mr. Petrosian is a 30-year resident of Watertown with deep family roots in Watertown. He recently purchased a two-family home in town. He is a real estate agent and partner at Elevate Boston as well as a principal at 6one7 Production, a company that focuses on producing events.

In response to the question of why he wants to serve on the Memorialized Committee he emphasized the importance of getting involved in one's community and that his extensive background with Armenian volunteer organizations is an example of his commitment to Watertown. As an individual from an Armenian and Italian background he feels he understands how important it is to recognize the diversity of the residents who live in Watertown. He emphasized that he is willing to do the research necessary to learn more about the history of Watertown.

In regard to how he would approach the need for the Memorialization Committee to develop processes and guidelines for reviewing requests for naming public property, he noted his experience in collaborating with others in various committee and organizations he is associated with and the need to listen to other members of the Memorialization Committee as they register their support for as well as their concerns about a particular request. He is acutely aware of the need to listen to the input from the community as well as the need to find ways to enlist such input. Finally, he feels he can easily arrange his schedule to meet the needs of the Committee.

Councilor Palomba made the following motion:
That the Committee on Public Works recommends that the City Council approve the appointment of Dimitri Petrosian to the Memorialization Committee for a term ending on September 15, 2027.
Councilor Feltner seconded the motion, and it was approved by a 3-0 vote.

5:30 PM – Interview of Ani Aroyian
Ms. Aroyian is a life-long resident of Watertown with extensive experience in public health and youth engagement. She has been and continues to be an active volunteer in many organizations particular in the Armenian community. While she has spent time in Canada and in Maine, she was happy to return to Watertown. She is committed to contributing to her community and feels it is the responsibility of everyone to contribute if their life circumstances provide the opportunity to do so.

Ms. Aroyian feels she has useful experience and skills that she would bring to the Committee. She would approach the creation of processes for reviewing requests to name public property by a) being clear about goals, b) implementing actions steps, and c) having in place a method to measure success. She noted that she has experience creating an atmosphere where group members can comfortably share their opinions. She recognizes the opportunities as well as the challenges related to establishing the procedures and policies of a new committee. Mr. Aroyian said she understands the importance of communication which she feels is critical in her present work.

Ms. Aroyian knows that Watertown is a diverse community and that it is important to connect with and listen to as many residents as possible when determining the value of a request. Finally, she says that she is ready to "hit the books" to learn more about the history of Watertown and she is confident that she can do the research needed to be able to evaluate a request.

Councilor Palomba made the following motion:
That the Committee on Public Works recommends that the City Council approve the appointment of Ani Aroyian to the Memorialization Committee for a term ending on September 15, 2026.
Councilor Feltner seconded the motion and it was approved 3 – 0.

Councilor Feltner made a motion to adjourn which was seconded by Councilor Palomba and approved 3 – 0. The meeting adjourned at 6:15 PM. The minutes were prepared by Councilor Palomba.

ELECTED OFFICIALS

Vincent J. Piccirilli, Jr., Chair	Lisa J. Feltner Vice Chair	Anthony Palomba, Secretary

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X		
EMILY IZZO	X		
THEOPHILUS OFFEI	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to accept the Committee on Rules and Ordinances Report from March 26, 2026, as amended.

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X		
EMILY IZZO	X		
THEOPHILUS OFFEI	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to approve the first action item the Committee on Rules and Ordinances Report from March 26, 2026

Watertown City Council

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

RESOLUTION # 39 **2026 – R -** 39

RESOLUTION CONFIRMING THE REAPPOINTMENT OF JOHN LABADINI TO THE LICENSING BOARD

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 reappointment of John Labadini to the Licensing Board for a term expiring February 15, 2029.

John G. Gannon
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 14, 2026.

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

Caroline Bays, Councilor At Large

John G. Gannon, Councilor At Large

Theophilus Offei, 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 ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X		
EMILY IZZO	X		
THEOPHILUS OFFEI	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to approve the second action item the Committee on Rules and Ordinances Report from March 26, 2026

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X		
EMILY IZZO	X		
THEOPHILUS OFFEI	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to approve the third action item the Committee on Rules and Ordinances Report from March 26, 2026

Watertown City Council
Committee on Rules and Ordinances
Monday, March 16, 2026
Third Floor Conference Room
5:30pm

Members Present: Councilor Nicole Gardner, Chair; Councilor Lisa Feltner, Vice Chair; and Councilor John Gannon, Secretary

Also present: Doug Newton, City Council Municipal Policy Analyst; John Labadini; Erika Oliver Jerram, Director of Community Design, Community Development and Planning Department; Mia Kanin, Assistant Sustainability Manager, Community Development and Planning Department (by zoom)

Call to Order. Committee Chair Gardiner called the meeting to order at 5:30pm and introduced the other committee members present. The meeting agenda read as follows:

A. Confirm the Reappointment of John Labadini as member of the Licensing Board to a term expiring February 15, 2029; and

B. Continued Discussion on a Draft Ordinance Relative to Food and Beverage Single Use Items - "Skip the Stuff."

A. Interview of John Labadini.

John Labadini grew up in Watertown and currently resides in the west end of Town. John's background is in the restaurant business, and he has experience in compliance and regulations of the restaurant industry. He feels that his experience in the industry complements his role as a member of the Licensing Board. He feels that a restaurant operator should be aware of all the laws and regulations pertaining to restaurants operations prior to opening their restaurant. He provided insight to committee members on the licenses issued by the Board, his belief in the fair resolution of violations, his support for an expedited procedure for one-day liquor permits to facilitate cultural and festive events and offered support for a process to facilitate musical performances in licensed establishments.

Action Item: Councilor Gannon made a motion to confirm the reappointment of John Labadini as member of the Licensing Board to a term expiring February 15, 2029, which was seconded by Council Feltner. The vote on the motion was 3-0 in favor.

B. "Skip the Stuff" Ordinance Discussion

The committee next took up a referral from the City Council to discuss the impact of the Skip the Stuff ordinance on individuals with disabilities. As background for this referral, at the City

Council meeting of February 24, 2026, City Council President Mark Sideris informed the Council that he had received earlier that day a letter from Kim Charlson, Chair, Watertown Commission on Disabilities. In the letter, Chair Carlson expressed the Commission's concerns regarding the impact that implementation of the Skip the Stuff ordinance would have with respect to the particular needs of individuals with disabilities. City Council President Sideris referred the draft Skip the Stuff ordinance back to the Committee on Rules and Ordinances for further discussion of the issues addressed by the Commission on Disabilities.

The committee discussed issues raised by the February 24, 2026, letter from the Commission on Disabilities, a copy of which is attached to these meeting minutes. In the letter, the Commission requested a friendly amendment to the Skip the Stuff ordinance to recognize the safety concerns for individuals with disabilities of eliminating the automatic inclusion of certain utensils with take-out orders by food services establishments. The letter also sought to include clarifying language to allow a server's discretion to speak with a consumer about utensil needs without placing the onus of the consumer to request them. The letter explained that providing such accommodations would promote the dignity, independence, and safety of individuals with disabilities by reducing reliance on caregivers.

Councilor Gardner stated that prior to this meeting, she spoke with Chair Carlson about the Commission's suggested changes to the ordinance. Councilor Gardner stated that she asked Chair Carlson whether restaurant staff training to address the specific food service utensil needs of individuals with disabilities would address the Commission's concerns. She further shared Chair Carlson's opinion that providing restaurant staff training on individualized food service utensil inclusion would address those concerns.

Erika Oliver Jerram, Director of Community Watertown Community Development and Planning Department, addressed the committee on the matter. She stated that the training on individualized approaches to fulfilling take-out orders to address the Commission's concerns would be provided not only to restaurant staff but also to patrons. Councilor Gardner stated that the sustainability staff should appear before the Committee in the future to discuss training procedures and materials to be used prior to the training of restaurant workers and patrons. Mia Kanin, assistant sustainability manager, stated that the staff already has training materials prepared.

Action Item: Councilor Feltner made a motion, seconded by Councilor Gannon, that the sustainability staff appear at a meeting of the Committee on Rules and Ordinances to discuss training procedures and materials prior to the training of restaurant workers and patrons. The motion passed by a vote of 3-0.

The Committee then discussed whether the Skip the Stuff ordinance needed to be amended to encompass the Commission's concerns. Councilor Feltner made a motion to amend the Skip the Stuff Ordinance to address the Commission's concerns. There was no second of the motion made, so the motion did not go forward for a vote.

Action Item: Councilor Feltner made a motion to refer back to the City Council for adoption the Skip the Stuff Ordinance as initially recommended to the City Council, which was seconded by Councilor Gannon. The motion passed by a vote of 2 Yes (Gannon, Gardner) – 0 – 1 Present (Feltner).

Councilor Feltner made a motion to adjourn, which was seconded by Councilor Gannon. The motion passed by a vote of 3-0.

The meeting ended at 7:03pm.

Respectfully submitted,
John Gannon

(Attachment – Letter dated February 24, 2026 from Commission on Disabilities to City Council)

Summary of Action Items:

Action Item: Councilor Gannon made a motion to confirm the reappointment of John Labadini as member of the Licensing Board to a term expiring February 15, 2029, which was seconded by Council Feltner. The vote on the motion was 3-0 in favor.

Action Item: Councilor Feltner made a motion, seconded by Councilor Gannon, that the sustainability staff appear at a meeting of the Committee on Rules and Ordinances to discuss training procedures and materials prior to the training of restaurant workers and patrons. The motion passed by a vote of 3-0.

Action Item: Councilor Feltner made a motion to refer back to the City Council for adoption the Skip the Stuff Ordinance as initially recommended to the City Council, which was seconded by Councilor Gannon. The motion passed by a vote of 2-0-1.

ELECTED OFFICIALS

Nicole Gardner, Chair	Lisa J. Feltner Vice Chair	John G. Gannon, Secretary

ORDINANCE #_ **2026 – O – _**

WHEREAS, Implementing Watertown's "Resilient Watertown" Climate Plan is a top priority of the City Council and the Community; and,

WHEREAS, a part of the effort to improve the environment is to reduce waste and,

WHEREAS, single use plastics have a significant impact on the environment through their carbon footprint and contribution to excess waste; and,

WHEREAS, the reduction of single use plastics in circumstances where they are not necessary is a valid and effective waste reduction strategy; and,

WHEREAS, substitution of reusable materials for non-recyclable single-use plastics will also reduce waste.

NOW THEREFORE BE IT ORDAINED by the City Council of the City of Watertown that the Watertown Code of Ordinances is hereby amended by adding new Title XI, Chapter 118, entitled "Skip the Stuff", as follows:

Chapter 118

SKIP THE STUFF

118.1 Purpose

The ordinance is to reduce the overall environmental impact of the City of Watertown, its residents, and its businesses. Single use plastic has a significant impact on the environment through its carbon footprint, and impact on waste systems. The provisions of this Ordinance will reduce the amount of single use plastic used throughout the City.

118.2 Definitions

For the purpose of this Section 118, the following definitions apply:

A. **Condiment:** A single-use packet containing relishes, spices, sauces, confections, or seasonings, and similar ingredients, that requires no additional preparation, and that is used on food or beverages, including, but not limited to, ketchup, mustard, mayonnaise, soy sauce, sauerkraut, salsa, syrup, jam, jelly, salad dressings, salt, sugar, sugar substitutes, pepper, and chili pepper.

B. **Food Establishment**: A retail establishment that stores, prepares, services, vends, or otherwise provides food for human consumption, including, but not limited to, any establishment requiring a permit to operate in accordance with the State Sanitary Code Chapter X- Minimum Sanitation Standards for Food Establishments, 105 CMR 590 (the Retail Food Code), as it may be amended from time to time.

C. **Full-Service Food Establishment:** A food establishment where customers are seated at a table and where orders are taken and served by waitstaff at the tables.

D. **Online Food Ordering Platform:** The digital technology provided on a website or mobile application through which a consumer can place an order for pick-up or delivery of Prepared Food. Such

platforms include those operated directly by Food Establishments, by companies that provide delivery of prepared meals to consumers, and by online food ordering systems that connect consumers to Food Establishments directly.

E. **Prepared Food:** Food or beverages serviced, packaged, cooked, chopped, sliced, mixed, brewed, frozen, squeezed, poured, or otherwise prepared (collectively "prepared") for individual customers or consumers. Prepared Food does not include raw eggs or raw, butchered meats, fish, and/or poultry sold from a butcher case, a refrigerator case, or similar retail appliance.

F. **Single-Use:** Items designed to be used once and then discarded and not designed for repeated use and sanitizing.

G. **Single-Use Foodware Accessory**: Single-use items provided alongside Prepared Food served in single-use plates, containers, or cups, including but not limited to utensils as defined herein, tongs, chopsticks, straws, stirrers, splash sticks, cocktail sticks, and toothpicks, cup sleeves, cup trays, and food trays.

H. **Utensil**: Forks, spoons, knives, sporks, chopsticks, or other instruments used to serve food or to eat food.

I. **Reusable Food and Beverage Serviceware**: Containers, bowls, plates, trays, cups, glasses, utensils, takeout containers, and other items used to contain and consume beverages and prepared food that are manufactured and designed to be washed and sanitized and used repeatedly over an extended period of time.

118.3 Prohibited use and distribution of single-use food and beverage serviceware.

Food Establishments are prohibited from providing Single-Use Foodware Accessories, including in takeout and delivery orders, whether orders are placed online, via phone, or in person, except as follows:

A. Single-Use Foodware Accessories may be provided specifically upon the request of the consumer:

- By asking directly;
- By selecting the items in an online food ordering platform; or,
- In response to an inquiry by the food establishment.

B. Single-Use Foodware Accessories, including plastic Utensils, may not be wrapped in plastic or offered as bundled sets.

C. Food Establishments may have Single-Use Foodware Accessories available at self-service stations. The self-service station may include a Single Item Dispenser. These stations must comply with the Massachusetts Retail Food Code (105 CMR 590.00).

118.4 Options with Online Food Ordering Platforms

Online Food Ordering Platforms must provide Food Establishments with a method to list each Single-Use Foodware Accessory and Condiment that is offered by the Food Establishment, such that customers can specifically request the Single-Use Accessories and Condiments that they wish to have included with their order.

118.5 Restrictions on Full Service Food

Full Service Food Establishments must utilize only Reusable Food and Beverage Serviceware for dine-in customers.

118.6 Exemptions

A. Food Establishment may seek an exemption from the requirements of this Ordinance as follows:

- The Food Establishment must file a request for an exemption in writing with the Director of Public Health.
- The request must state specifically which section and products they are seeking an exemption from and state reasons why application of the specific requirement would cause undue hardship.
- The Director may waive any specific requirement of this Ordinance for a period of not more than six months, but, upon subsequent applications, may extend exemptions for an additional six-month period.
- The Director will issue a final decision in writing within 30 days of receipt of a written request for an exemption.

118.7 Enforcement

The Director of Public Health and/or his/her designee shall have the authority to administer and enforce this Ordinance. This Ordinance and any resulting rules and regulations may be enforced through any lawful means in law or in equity, including, but not limited to, non-criminal disposition in accordance with the provisions of G.L. c. 40, §21D pursuant to Chapter 35, § 35.05 of the City Code of Ordinances.

118.8 Effective Date

This Ordinance will take effect six months after passage to allow time for the City Administration to conduct an education campaign focused on food establishments and consumers.

118.9 Penalty

A. Any person who violates any provision of this Ordinance shall be issued a verbal and written warning for the first two offenses, then fined as follows:

- $50 for the third offense
- $100 for the fourth offense
- $200 for the fifth offense and each subsequent offense

B. Each day the violation continues may constitute a separate offense.

C. Nothing in this section shall be deemed to limit the use of other lawful methods of abating violations of this section, including but not limited to application for equitable relief from a court of law.

February 24, 2026 via email

To the Honorable City Council,

I write on behalf of the Commission on Disability to request that the City Council consider a friendly amendment to the draft “Skip the Stuff” ordinance. While we greatly appreciate Watertown’s continuing efforts to reduce waste and harmful impacts from single-use plastics on our community's environment, there are two main reasons for our amendment: (1) Some of the items not exempt but included in section 118.2 G. Single-Use Foodware Accessory provide safety benefits, particularly to our disability and special needs community (see summary below); and (2) Clarifying language easily identifies a server’s ability to make accommodations and supports a more inclusive customer-friendly approach, that items may be provided without *solely* placing the onus on the consumer.

The proposed language is consistent with bills considered at the state house and in other communities, such as Lexington. Rather than modifying the list of accessory items or calling out exceptions for the disability community, please consider adding the following text to section 118.3 Prohibited use and distribution of single-use food and beverage serviceware:

Food service providers may ask if the consumer wants Single-Use Foodware Accessory item(s) to prevent spills of or to safely transport ready-to-eat food and beverage(s).

Thank you for your thoughtful consideration,

Chair Kim Charlson, Commission on Disability

<u>Summary for how some Single-Use Foodware Accessory items are beneficial</u>

Cup and container lids, sleeves, and splash sticks or spill plugs are low-cost aids that promote independence, safety, and dignity for blind individuals and those with disabilities, tremors, dexterity issues, or limited motor coordination. They prevent dangerous spills and enable independent consumption of hot or cold liquids, while reducing the anxiety and stress often associated with potential accidents. Most cup sleeves are crafted from eco-friendly materials, improve grip, protect hands, and eliminate the need to double-cup. Overall, these tools also increase confidence and independence by reducing the reliance on caregivers.

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X		
EMILY IZZO	X		
THEOPHILUS OFFEI	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to accept the Committee on Human Services Report from April 8, 2026

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	X		
LISA J. FELTNER	X		
JOHN G. GANNON	X		
NICOLE GARDNER	X		
EMILY IZZO	X		
THEOPHILUS OFFEI	X		
ANTHONY PALOMBA	X		
VINCENT J. PICCIRILLI JR.	X		
MARK S. SIDERIS, COUNCIL PRESIDENT	X		

Motion to approve the action items from the Committee on Human Services Report from April 8, 2026

Watertown City Council

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

RESOLUTION # 46 **2026 – R -** 46

RESOLUTION CONFIRMING THE REAPPOINTMENT OF SUSAN MUSINSKY TO THE HUMAN RIGHTS 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 reappointment of Susan Musinsky to the Human Rights Commission for a term expiring April 1, 2029.

John G. Gannon
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 14, 2026.

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
Caroline Bays, Councilor At Large
John G. Gannon, Councilor At Large
Theophilus Offei, 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

RESOLUTION # 41 **2026 – R -** 41

RESOLUTION CONFIRMING THE REAPPOINTMENT OF LISA LAPLANTE TO THE HUMAN RIGHTS 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 reappointment of Lisa LaPlante to the Human Rights Commission for a term expiring April 1, 2029.

John G. Gannon
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 14, 2026.

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

Caroline Bays, Councilor At Large

John G. Gannon, Councilor At Large

Theophilus Offei, 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

RESOLUTION # 42 **2026 – R - 42**

RESOLUTION CONFIRMING THE REAPPOINTMENT OF MEL POINDEXTER TO THE HUMAN RIGHTS 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 reappointment of Mel Poindexter to the Human Rights Commission for a term expiring April 1, 2029.

John G. Gannon
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 14, 2026.

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
Caroline Bays, Councilor At Large
John G. Gannon, Councilor At Large
Theophilus Offei, 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 Human Services

The committee convened on April 8th at 5:51pm in the City Council Office. Present were Tony Palomba, Chair, Carolyn Bays, Vice Chair, and Emily Izzo, Secretary. The purpose of the meeting was to conduct three reappointments to the Human Rights Commission.

Susan Musinsky

Ms. Musinsky discussed her role on the Commission and noted that she enjoys working on initiatives that are still in development and helping to shape their direction. She highlighted her involvement in the request for proposals process for a needs assessment and assisting a subgroup in guiding that effort. She also referenced a logo design initiative involving a local middle school art class. Ms. Musinsky stated that the Commission has begun to engage in more substantive work, including defining human rights and fostering community dialogue. She emphasized that many individuals may not recognize when their rights have been violated or may feel uncomfortable coming forward. She identified a need for increased public outreach, a more user-friendly complaint process, and improved communication among Commission members.

- **Action Item-** Councilor Izzo made a motion seconded by Councilor Bays to reappoint **Susan Musinsky** to the Human Rights Commission with a term expiring April 1, 2029. The motion passed 3-0.

Lisa LaPlante

Ms. LaPlante stated that she has greatly enjoyed serving on the Commission and described it as a collaborative and dedicated group. She noted that the work has involved a learning curve as the Commission continues to establish its role and priorities. Ms. LaPlante has taken a lead role in the rules subcommittee and has been working to build connections with local schools. She discussed ongoing efforts to develop a logo and increase the Commission's visibility in the community. Ms. LaPlante explained that the Commission does not have the authority to resolve disputes but may issue reports, hold public hearings, and provide mediation. She emphasized the importance of outreach and education, including public service announcements and engagement with students, to increase awareness of human rights issues. She expressed a desire to build on the Commission's foundational work and move toward a more structured action plan.

- **Action Item**- Councilor Izzo made a motion seconded by Councilor Bays to reappoint **Lisa LaPlante** to the Human Rights Commission with a term expiring April 1, 2029. The motion passed 3-0.

Mel Poindexter

Mr. Poindexter reflected on the Commission's progress, noting that it was established from the ground up and has since developed a mission and direction. He highlighted efforts to build relationships with other regional human rights commissions, including collaborative sessions

with neighboring communities. Mr. Poindexter identified future goals of expanding outreach to diverse cultural groups and increasing community engagement through “Know Your Rights” initiatives and training efforts. He noted that relatively few cases have been brought before the Commission, citing factors such as fear, desire for anonymity, and lack of awareness. He emphasized that the Commission seeks to provide support and increase visibility within the community. The commission has worked with District Attorney Marian Ryan, as well as Captain Dan Unsworth to spread awareness.

- **Action Item-** Councilor Izzo made a motion seconded by Councilor Bays to reappoint **Mel Poindexte**r to the Human Rights Commission with a term expiring April 1, 2029. The motion passed 3-0.

The meeting adjourned at 6:31pm.

ELECTED OFFICIALS

Anthony Palomba, Chair	Caroline Bays, Vice Chair	Emily Izzo, Secretary

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	___X___	_____	_____
LISA J. FELTNER	___X___	_____	_____
JOHN G. GANNON	___X___	_____	_____
NICOLE GARDNER	___X___	_____	_____
EMILY IZZO	___X___	_____	_____
THEOPHILUS OFFEI	___X___	_____	_____
ANTHONY PALOMBA	___X___	_____	_____
VINCENT J. PICCIRILLI JR.	___X___	_____	_____
MARK S. SIDERIS, COUNCIL PRESIDENT	___X___	_____	_____

Motion to move up Item 14 A

Watertown Aid Overview

April 14, 2026

State Senator Will Brownsberger

william.brownsberger@masenate.gov
617-771-8274 (cell)
willbrownsberger.com

State education aid is roughly based on need and ability to pay.

- "Foundation" budget is amount of resources needed to run basic school system for specific student population;
- Required local contribution reflects ability to pay computed from property value and income in the municipality
- Aid is primarily based on foundation budget less required local contribution

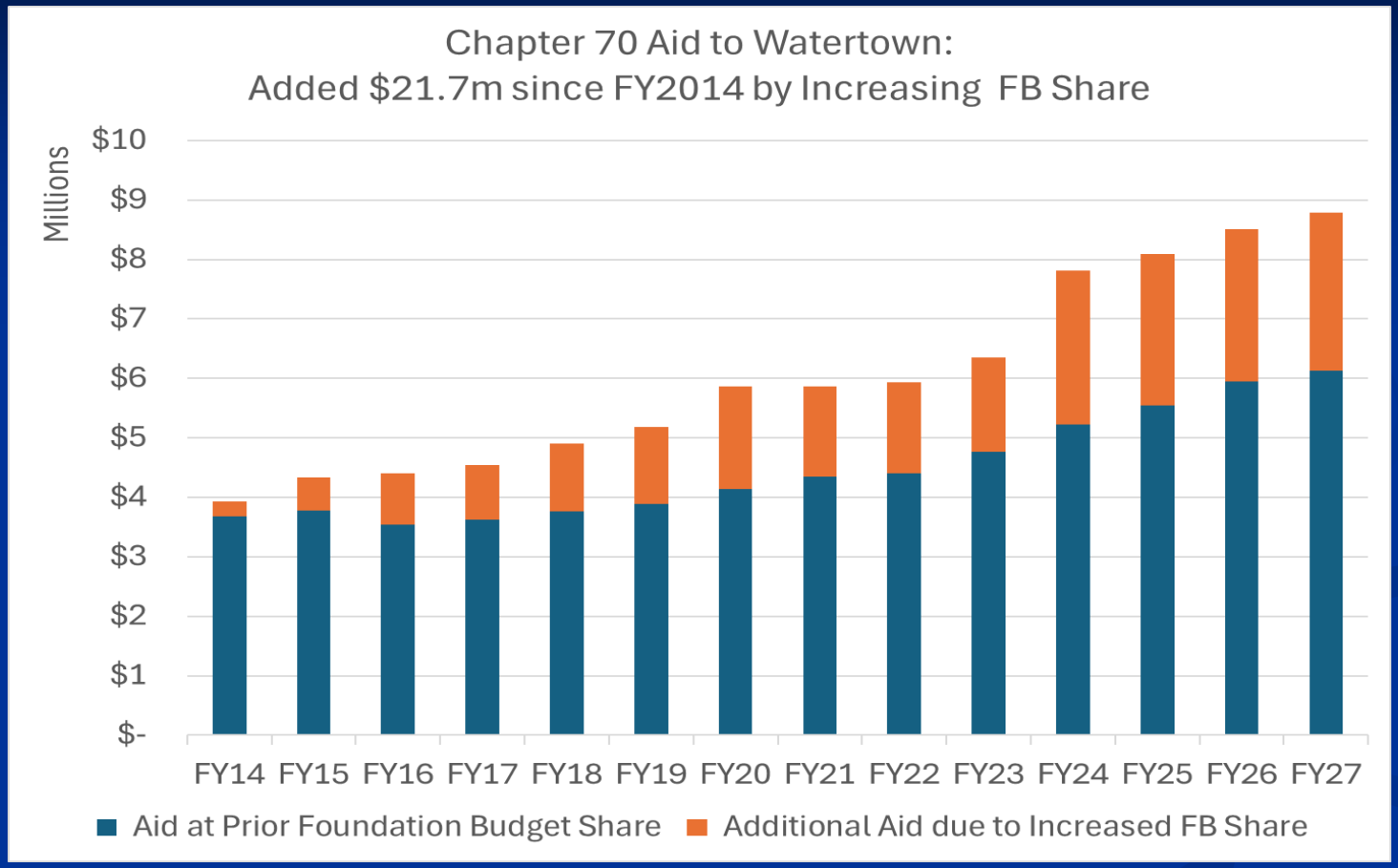
For 10 years before 2014, Watertown was underfunded as compared to communities with similar ability to pay*

- Received only 13% of foundation budget (vs. 17.5% target)
- Investigation revealed that underfunding was due to formula glitches (not deliberate policy)
- Watertown was not alone; built support for fix among similarly mistreated communities

Formula fix raised Watertown aid share of budget from 13% to 17.5% by FY2019, now 19%.

* Background at: https://willbrownsberger.com/whats-wrong-with-chapter-70/

$21.7 Million Additional Aid due to increased share*



* Bars are annual Chapter 70 Education Aid. Orange segment is portion of aid due to increased share: Computed in each year as difference between (a) actual aid and (b) aid at uncorrected share level. Aid at uncorrected share level computed as 13.1% (prior ten-year actual average of ratio of aid to foundation budget) multiplied by applicable foundation budget. Computation details at https://willbrownsberger.com/download-education-aid-files/

Other State Education Aid Increases

- Statewide effort to increase Foundation Budget based on higher allowances for health care, special education, etc.
- Fully funded special education circuit breaker every year since 2019 -- $3.4m to Watertown in FY25
- Special "pothole" account as device to support Watertown (based on high special ed spending through Perkins): $125k to 250k per year
- Additional 2026 earmark funding for special education ($150K in current supp. budget)

MBTA Improvements

- 71/73 Bus Acceleration
  - Most crowded bus lines in the system by occupancy ratio
  - Initiated redesign of Fresh Pond Parkway/ Mount Auburn Intersection
  - Bus lane solution substantially improves bus throughput
  - Battery buses shortly to arrive will reinstate dedicated service quality
- Regional Rail improvements – Waverley and Boston Landing (results very limited so far; interrupted by COVID and MBTA core service focus)

Major DCR Projects

- Done: Cambridge-Watertown Greenway – $250,000 drainage funding* and continuing agency advocacy and follow-up
- Done: Road, sidewalk, and river path improvements from Watertown Square to Yacht Club – $500,000 private funding** and continuing advocacy and follow-up
- In Progress: Earmarks and continuing advocacy for Arsenal Street and North Beacon Street bridges/intersections
- Early conceptual: Charles River sea wall elevation to address increasing risk of storm surge due to sea level rise
- Early conceptual: Passive recreation plan for sealed hazardous waste site on former GSA property

* An Act Relative to Immediate COVID Recovery Needs, Senate 2564 #348, Chapter 102 of the Acts of 2021;
** From Simmons College -- Daly Field community benefits, Chapter 223 of 2012

Support for Watertown Square

- 2024: $10 Million Bond Bill Earmark for infrastructure and other public improvements
- 2025: $750,000 Supplemental Budget Earmark for transportation improvements in Watertown Square
- 2026: $250,000 Supplemental Budget Earmark for design expenses related to the main intersection in Watertown Square

Notes: Senate 2856, #17, Chapter 238 of Acts of 2024; S2512, #21, Chapter 7 of the Acts of 2025; Senate approved earmark: S3041 (2026) #209

Other local project support

- 2016: $200,000 for Arsenal Street Corridor improvements
- 2016: $300,000 for business area façade improvements
- 2021: $150,000 for lead pipe replacement and awareness
- 2022: $900,000 for Saltonstall Park Improvements
- 2022: $500,000 for North Branch Library (Bond Bill Earmark)
- 2024: $500,000 for Group Housing (Bond Bill Earmark)

Economic Devevelopment Appropriation, Senate 2423 #140, Chapter 219 of Acts of 2016;
An Act Relative to Immediate COVID Recovery Needs, Senate 2564 #348, Chapter 102 of the Acts of 2021;
Economic Devevelopment Appropriation, Senate 3018, #234, Chapter 268 of 2022;
General Government Bond Bill, Senate 2951, #129, Chapter 140 of Acts of 2022.
Housing Bond Bill, Senate 2834, #21, Chapter 150 of Acts of 2024 (Nichols Ave Group Home)

Other Earmarks Approved in Senate Version of FY26 Supplemental Budget

- $100,000 for after school transportation
- $200,000 for local shuttle bus transportation
- $150,000 for extraordinary special education costs

Amendment numbers 209, 215, 216 to Senate Version of 2026 Supplemental Budget (S3041)

Home Rule Petitions

- 2012 | Ch. 41 | Special police officer appointments |
- 2012 | Ch. 327 | Menton Corner intersection designation |
- 2015 | Ch. 111 | Increased residential property tax exemption |
- 2016 | Ch. 73 | 15 additional on-premises liquor licenses (1st round) |
- 2017 | Ch. 32 | Firefighter Toscano funeral expenses |
- 2020 | Ch. 48 | 15 additional on-premises liquor licenses (2nd round) |
- 2022 | Ch. 220 | Authority to acquire property in Waltham |
- 2022 | Ch. 302 | Affordable housing linkage fee |
- 2023 | Ch. 5 | Updated special police officer authority |
- 2023 | Ch. 58 | Property tax classification (50% residential factor, FY2024–26) |
- 2024 | Ch. 189 | Municipal charges lien authority |
- 2025 | Ch. 60 | Parker School site (124 Watertown St.) lease authority |
- 2026 FULL SUPPORT FOR PENDING TAX CLASSIFICATION BILL

Thank you!

State Senator Will Brownsberger
william.brownsberger@masenate.gov
617-771-8274 (cell)

CITY of WATERTOWN

FISCAL 20 YEAR 27 ANNUAL BUDGET

Submitted by
George J. Proakis | City Manager

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CITY OF WATERTOWN

BUDGET TRANSMITTAL LETTER

Fiscal Year 2027

WATERTOWN
MASSACHUSETTS
OFFICE OF THE CITY MANAGER

TO: Honorable City Council

FROM: George J. Proakis, City Manager

DATE: April 14, 2026

SUBJECT: FISCAL YEAR 2027 BUDGET

Pursuant to the provisions of the Watertown Home Rule Charter, I herewith present the Submitted Budget for the Fiscal Year spanning July 1, 2026, through June 30, 2027.

INTRODUCTION

Over the past four years, I have enjoyed working with the Honorable City Council, serving as your City Manager. This budget, my fourth 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 2027 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. Information is presented using the following format.

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 2027 Budget Policy Guidelines, as approved and ranked by the City Council, and the Capital Improvement Plan (CIP) conceptual recommendations. 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.

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 my Preliminary Budget Overview presentation this past fall, I announced a set of City goals to guide City department operations that are informed by these principles from the Home Rule Charter. In an effort to focus the organization, these City goals replace the Strategic Priorities and Leadership Formula I have used in prior years. There are six goals that are separated into two groups—both of which use language directly from the preamble of the Home Rule Charter. Three of the goals are grouped together under “Excellent, Responsive, and Collaborative Municipal Operations” and the other three goals are under “Vibrant and Welcoming Community”. The full text of the goals is as follows:

Excellent, Responsive, and Collaborative Municipal Operations

Effective Operations

The City of Watertown will operate an ethical, efficient, and creative organization that delivers timely and high-quality services that meet the needs of the community. We will continually modernize systems and foster a culture of collaboration to achieve the highest standards of performance.

Fiscal Stability

The City of Watertown will manage our finances in a professional and responsible manner to maintain our strong fiscal position. We will operate using sound financial policies and practices to most effectively use taxpayer dollars and ensure we are equipped to weather economic uncertainty.

Community Engagement & Customer Service

The City of Watertown will prioritize proactive communication and responsive customer service to effectively inform, educate, and empower its constituents. We will ensure that all voices in the community are heard by offering a variety of meaningful opportunities for engagement and civic participation.

Vibrant and Welcoming Community

Public Health & Safety

The City of Watertown will enhance the health, wellbeing, and safety of the Watertown community. We will provide programs, resources, and professional emergency response services to ensure a healthy Watertown that is safe for all who live, work, and visit here.

Commitment to the Future

The City of Watertown will make responsible and timely investments to deliver a resilient and beautiful future for Watertown. By enacting meaningful climate and energy policies, implementing thoughtful community design, supporting flourishing businesses, and investing in state-of-the-art schools, we will ensure that future generations can thrive.

A Watertown for All

The City of Watertown will foster a welcoming, inclusive, and accessible environment. We will invest in cultural assets and provide diverse programming that makes Watertown a desirable community for all to enjoy.

This budget book contains goals for each of the departments that are informed by these City goals. In the coming months, we will begin to publish performance measures that show the progress departments are making toward their goals. With this, we hope to better communicate with the public

and ensure that budgetary and programmatic decisions are focused on fulfilling the promises of the Home Rule Charter Preamble and the Budget Policy Guidelines of the Honorable City Council.

We kept all of this in mind as we built this budget. 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 new list of City and department goals.

Preliminary Fiscal Year 2027 Budget Overview Highlights

The Fiscal Year 2027 Preliminary Budget Overview was presented to the Honorable City Council on October 14, 2025. 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 the six new City goals.

As we reviewed the Fiscal Year 2026 budget and prepared for Fiscal Year 2027, 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 2026 Accomplishments

During my Fiscal Year 2027 Preliminary Budget Overview, I outlined several efforts that we have been focusing on in Fiscal Year 2026. While these are not an exhaustive list of our accomplishments, they are some key highlights. Below is an update on these accomplishments by category:

- Effective Operations:
    - We continue to improve our hiring process to fill vacant positions quickly and with qualified candidates.
    - The City Council approved a new Administrative Code to improve the organizational structure of City departments.

  - Our departments are collaborating more than ever before, streamlining projects and improving services for our residents.

- Fiscal Stability:
  - We continue to utilize sound financial practices that maintain our AAA bond rating—helping to keep borrowing costs low.
  - We remain on track to fund Other Post Employment Benefits (OPEB) and expect to fully fund our remaining liability by 2031.
  - With adjusted pension funding in FY2027, we will once again have one of the few fully funded pension systems in the Commonwealth.
- Community Engagement and Customer Service:
  - 311 call volume continues to grow as residents learn about and gain trust in the service.
  - Our Department of Public Works has filled the new Communications Coordinator position to assist with construction communication.
  - The Communications Team has provided diverse and creative engagement opportunities on large-scale City projects, like those used to design the future Walker Pond park.
- Public Health and Safety
  - The new Human Services Department has ramped up operations and works to expand programming and referral pathways that effectively serve individuals and families in need.
  - Our Public Health department has increased community programs, including a sharps collection kiosk and providing sunscreen in parks.
  - The Council fully funded the new positions required to staff the second in-house ALS ambulance. Employment offers have now been extended to fill all of these new firefighter and paramedic positions, and we expect to have the second ambulance fully in operation in the coming months.
  - The Police Department has proceeded with implementing the body-worn camera program.

- Commitment to the Future
    - The City continues to make significant progress on the Parker Building renovation and recently relocated the Food Pantry to the building.
    - Watertown High School is preparing to open this fall.
    - The City continues to invest in its parks, such as the newly reopened Saltonstall Park. Construction continues at Bemis and How parks.
- A Watertown for All
    - The ADA self-evaluation plan was completed by KMA and City staff are refining the transition plan and beginning to address issues across all City buildings and programs.
    - Faire on the Square and the Arts Market each had over 3,500 visitors this year.
    - The City's translation program continues to be popular, with the on-demand interpretation service being regularly used by staff to more effectively serve all residents.

Foundations of our Budgeting Strategy

Development of the Fiscal Year 2027 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. I have spoken about these headwinds frequently over the past year and wanted to reiterate a few key sources of uncertainty that have informed our budgetary decisions for Fiscal Year 2027.

The Biotech Industry

Watertown has benefitted in recent years from significant levels of new growth in the tax base due to the expansion of the life sciences industry. The life science industry continues to grow in the region, but that growth has slowed significantly. Watertown remains a strong choice for life science companies, particularly small start up companies. Within the industry, Watertown has a large and diverse group of companies with many innovations in the pipeline. Nonetheless, the industry faces the challenge of filling substantial vacant space in our region before we are likely to see another life science building under construction in Watertown. As long as this industry continues to grow in the region, we will continue to see some benefit from new companies arriving in Watertown, but we cannot expect the levels of new growth we have seen in Fiscal Years 2022-2025. Similar to last year, our new growth projections do not anticipate the start of any new life science buildings in Watertown in the coming years.

Federal Uncertainty

Several items at the federal level that have direct and indirect impacts on Watertown's budget continue to be in flux. Increases in tariffs and international instability have raised the cost of many capital items, and have made it difficult to confidently predict prices for the coming year and beyond. The status of federal grants continues to shift as well. While Watertown has not relied heavily on direct federal grants for our budget, there are secondary effects that could impact our financial situation. The biotech industry, for example, relies heavily on basic research that is typically funded through grants from the federal agencies. When the current and future status of federal grants to basic science remain uncertain, the pipeline from academic research to industry slows, which reduces investments in new lab space and risks further declines in new life science lab growth.

Home Rule Petition

We are working with our state representatives and state senator to get our Home Rule petition passed by the state legislature so that we can maintain the current tax rate shift between residential properties and commercial/industrial properties. If the Home Rule petition is not adopted before the Fiscal Year 2027 tax rate is set in the fall, residents will face significant increases to their property tax bills. In that alternative, if we seek to reduce the impact of these extensive tax increases, we would need to reduce investments in stabilization accounts or reduce our commitment to borrow, which could necessitate slowing, rescheduling, or eliminating some items in the Capital Improvement Plan. Due to adjustments in the pension projections (discussed on page 17) we are already delaying some of our stabilization account commitments by one year – thereby limiting our flexibility in the FY 2027 budget. I will continue to periodically update the Council on this important impact to our community between now and the fall. On January 27th of this year, I appeared alongside the City Council President and the City Assessor before the Joint Committee on Revenue to urge the State Legislature to adopt the Home Rule petition. At this time, the bill remains in the Revenue Committee.

Energy Costs

Energy markets are currently seeing dramatic cost increases due to a variety of pressures at the national and international level. To insulate the City from dramatic shifts in the cost of electricity, the City signed a multi-year contract with the company Engie Resources to have them supply us with electricity at a fixed rate. Recently, the City received electric bills with supply rates that were 30% higher than the originally agreed upon price. Engie claims that an obscure adjustment in the state policy allows them to break with our contracted rate and overcharge the city. We believe that these increases to supply rates are in violation of the contract we have with Engie and have filed a complaint with the Commonwealth's Department of Public Utilities (DPU) and a request for arbitration. It has been our annual strategy to use excess funds in the utility lines to pay off loans for the energy efficiency programs that we created through our Energy Services Contract (ESCO) program. While we are optimistic that DPU will agree with us about the Engie appeal, we have budgeted for our utility bills to

be at the supply rate seen in our most recent bills. In the event that DPU does agree with us, and we are able to return to our agreed upon supply rates, we will use the extra funds in our utility budget lines at the end of FY 2027 to pay off the ESCO loan faster.

As a City Manager, 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.

This budget is therefore positioned to be 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 2027. In the meantime, this budget:

- Uses conservative estimates for new growth
- Maintains the same number of total employee positions as we had in Fiscal Year 2026
- 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 continued these commitments and, beginning with the Fiscal Year 2026-2030 Capital Improvement Plan, the City Council identified the middle school as the capital plan's top priority going forward.

Since then, cost estimates for the Middle School project have increased to $112,239,426, which would require more than the $70 million in borrowing anticipated in the Fiscal Year 2026 budget. The Fiscal Year 2027 budget and Fiscal Year 2027-2031 Capital Improvement Plan have been constructed to accommodate the increased borrowing necessary for the Middle School project but maintains flexibility to fund the project only when a full cost accounting is complete and when the project borrowing can fit within the City's long term projected budgets. The CIP funding strategy still creates potential budget deficits beginning in FY2030 unless we are able to exceed new growth projections.

Budget Policy Guidelines

Subsequent to the Fiscal Year 2027 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 2027 Budget Policy Guidelines that were subsequently adopted on November 25, 2025. Those guidelines are included in this budget book, after this memo.

FINANCIAL HIGHLIGHTS

Overview

The Submitted Fiscal Year 2027 Budget includes revenues and expenditures each totaling $226,212,930, which represents a decrease of $985,609, or 0.43%, from the Fiscal Year 2026 Revised Budget. These annual increases and decreases are difficult to measure when including the one-time investments we have recently made in land purchases using one-time payments from free cash. To better compare annual adjustments, we can compare budget expenditures without the "Other Financing Uses" line. Without the Other Financing Uses line, the Submitted Fiscal Year 2027 Budget expenditures total $221,949,600, which represents an increase of $14,228,210, or 6.85%, over FY 2026. For comparison purposes, the following table summarizes year-to-year changes in expenditures from Fiscal Year 2023 through the Submitted Fiscal Year 2027 Budget.

General Fund Expenditure Trends, FY 2023-2027*		
Fiscal Year	Dollar Increase/Decrease	Percentage Increase/Decrease
2023	$4,905,227	3.0%
2024	$17,172,556	10.1%
2025	$8,728,826	4.7%
2026	$12,236,248	5.9%
2027	$14,228,209	6.85%

**Excludes Other Financing Uses.*

New Growth Forecast

Incorporating current levels of uncertainty, the Submitted Fiscal Year 2027 Budget fully utilizes the local property tax levy and includes estimated new growth of $2,500,000. Real and personal property taxes of $182,228,959 represent roughly 80% of Fiscal Year 2027 General Fund revenue.

The Watertown residential real estate market continues to show strength. Residential sales volume in 2024 and 2025 remained strong, with 332 and 403 homes sold in each year respectively, and the median sales price increased by 5.9% to $900,000.

Arsenal Yards is the last development to add significant housing 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. Regional housing shortages continue to put stress on potential homebuyers and renters, which is impacting family financial security and regional economic development. The new zoning in Watertown Square has encouraged permitting of new housing developments in the square. We expect the zoning to bring new housing to the square, but at this point the projects recently approved under the new zoning have not yet begun construction.

As noted above, Watertown's commercial real estate, particularly in the life science industry, cooled in Fiscal Year 2025. New life science buildings and retrofitted buildings are in search of tenants. Some are partially committed, others are vacant. Several approved projects are awaiting lease commitments prior to developers starting construction.

Market uncertainty continues to slow the development of commercial projects. The Fiscal Year 2027 new growth in this budget is based upon projects nearing completion and increased personal property taxes for commercial spaces that were recently rented. 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. For these reasons, we continue to have more modest new growth forecasts for the Fiscal Year 2027 budget than we have in recent years.

REVENUE

Revenue Forecast

The revenue forecast anticipates total Fiscal Year 2027 revenue of $226,212,930. 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 2027 adjusted levy limit is $176,320,936. After adjusting for 2.5%, adding new growth ($2,500,000), and subtracting the overlay (funds set aside for tax abatements), the Fiscal Year 2027 anticipated property tax levy is $182,228,959. 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. As noted above, we need a home rule

petition to continue to have a split close to 175%, and this is pending with the state legislature. If it does not pass, our split would be closer to 150%. To further control the impact of this tax split regulation, it also benefits Watertown to build new multi-family 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 14, 2025, during the Fiscal Year 2027 Preliminary Budget Overview Presentation, the Fiscal Year 2027 state aid revenue amount was projected at $17,075,638, which is the revised Fiscal Year 2026 budget amount. The Governor's proposed Fiscal Year 2027 state aid amount is $17,465,082, which is $389,444 above the revised Fiscal Year 2026 budget amount. Going forward, if the Fiscal Year 2027 state aid revenue changes, adjustments will be made during the review of our budget in October of 2026.

Local Receipts and Other Financing Sources

Local receipts and other financing sources are largely flat in comparison with Fiscal Year 2026, which is consistent with our emphasis on conservative budgeting. Overall, local receipts are down by .36%. This small decrease comes from a reduction in rental revenue from the Parker Building due to having fewer tenants and more city use in the building in FY 2027.

For many years, we have allocated exactly $2,000,000 from Free Cash to the budget each year. As I have noted many times, Free Cash is 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. Each year, we have noted that the free cash allocation to the budget is always a smaller number than our total pay-as-you-go capital projects in the annual budget. This year we are implementing a policy change in the proposed budget that we have carried forward in our future year estimates. By covering all of the pay-as-you go capital items (the items marked as TR – tax revenue - in the CIP) through an allocation of free cash to the budget, we can provide some financial relief and maintain operating programs without the risk of a deficit in these leaner times. Therefore, this year, we have increased that allocation to $3,823,100 to cover all of the Fiscal Year 2027 capital items that are funded in the operating budget. As it is our policy to keep these "TR" line items to just under $4 million, we expect to continue an annual allocation just under $4 million in future years. This is a substantial step towards closing the Fiscal Year 2027 and future year deficits we were showing in the October preliminary budget overview.

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. As of April 1st, CPA funded projects for Fiscal Year 2026 include $610,000 for the Commander's Mansion, $2,000,000 for Willow Park, and $1,500,000 for the construction of a group home at 103 Nichols Avenue.

ORGANIZATION OF GOVERNMENT

Fiscal Year 2026 Organizational Changes

On March 24th, 2026, the Honorable City Council approved the City's first comprehensive Administrative Code. This resulted in a number of departments and divisions updating their names. These changes are reflected throughout the document and will be noted in the budget sections for any affected departments. The new Administrative Code also combined the Parks and Cemeteries divisions in the Department of Public Works. Additionally, the Veterans budget has been entirely moved into the Human Services budget.

Mid-Year Adjustments to FY 2026

The following changes have been made since the Fiscal Year 2026 budget was approved:

- The Honorable City Council approved funding for the remaining firefighter/paramedics needed to operate a second in-house Advanced Life Support ambulance.

Changes to Headcount.

The proposed Fiscal Year 2027 budget is headcount neutral. While there are new positions funded by this budget, they are offset by not funding, combining, or moving existing positions.

- The Network Manager position in the IT department is not funded in this budget. We have determined that this position is not necessary in our current IT department configuration.
- A new Principal Department Assistant position is being funded for the new Human Services Department. This position will serve at the front desk and assist people in need of services offered by the department.
- A vacant administrative assistant position in the Department of Public Works is being reallocated to fulfill an additional funding request for an administrative assistant in the Senior Services Department. While this will require more sharing of duties in the DPW administrative team, at this time the workload there can be met with existing staff. Meanwhile, Senior Services is in need of this position to address increasing call volumes and programs.

- Two part-time custodian positions are being combined into one full-time position in the Department of Public Buildings.
- A new Heavy Equipment Operator is being funded in the Urban Forestry division of the Department of Public Works. The salary and benefits of this position are being completely offset by reducing the division's contracted services budget, as they will be able to perform in-house work that had previously been contracted out.

Changes to Positions

As part of a project to review and update the job descriptions of all positions in City government, we identified a handful of positions that were incorrectly classified for the duties they perform. This budget corrects those classifications and makes necessary funding adjustments.

Conversion from Part-Time to Full-Time

The budget converts one Hatch Assistant and one Reference Services Librarian in the Library to full-time. The budget also converts the Communications Coordinator in the Department of Public Works from part-time to full-time.

EXPENDITURES OVERVIEW

The Submitted Fiscal Year 2027 Budget appropriation is $226,212,930, a projected decrease of 0.43% from the Fiscal Year 2026 revised appropriation.

Departmental Expenditures

Departmental expenditures total $138,583,435, a $7,042,700 increase from the revised Fiscal Year 2026 budget. Many departments saw increased level-service budgets due to increased costs of supplies and equipment. This also includes $64,590,018 for education, a 4% increase from Fiscal Year 2026. In the past, the education line has been increased by 3.5%. This increase to 4% is in accordance with Budget Policy Guideline II.A.

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. Departments sheets include a department overview, organizational chart, accomplishments, goals, 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 annual cost of living increases and step increases for union employees as required by collective bargaining agreements and for non-union employees in accordance with the City's compensation plan. Prior to the Fiscal Year 2026 budget, 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 $3,263,647, which is an increase of $56,779 from the revised Fiscal Year 2025 budget.

Insurance and Employee Benefits

Watertown joined the Group Insurance Commission (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 2027 insurance and benefits costs are budgeted at $26,897,000, which is an increase of $1,227,477 over the Fiscal Year 2026 budget. Note that, while health insurance costs continue to exceed annual growth and annual inflation, our liability insurance costs are essentially flat this year.

Pension and OPEB Costs

The proposed budget includes $12,013,051 for pension and $2,111,444 for other post-employee benefits (OPEB). This is the most substantial deviation from the FY 2027 preliminary budget estimates, and it drives many of the other necessary adjustments to reach a balanced budget.

The proposed pension appropriation is significantly higher than the $4,039,557 projected in the Fiscal Year 2027 Preliminary Budget Overview. Stepping back – our original plan after fully funding the pension has been to provide an annual "normal cost" contribution of $1,150,000. At the start of the FY 2026 budgeting process – well aware that we had implemented a new compensation plan, we asked the Watertown Retirement Board to engage with their actuarial consultant to ensure that we would remain fully funded with the new salary structure. Unsurprisingly, at the time, the actuarial consultant informed us that we would need to increase our allocation to ensure we could remain fully funded. We chose to divide this increase over two years. We increased the FY 2026 number to $3,935,255 and anticipated needing $4,039,557 in FY 2027.

Upon updating actuarial data for the Retirement Board last month, our consultant indicated that this number was substantially too low, and we would need to allocate over $12 million to be fully funded in FY 2027. We reviewed options to further divide these funds over multiple years but determined that it would be best to ensure we are fully funded in FY 2027, and therefore the budget fully funds this liability while adjusting various stabilization contributions to offset for this budget impact.

The reason for this substantial deviation in the forecast is complex, but it appears to be based on a logical error in the way these estimates are calculated. An actuarial estimate is not fully accounting for vacant positions. During previous estimates there was an assumption that the significant employee vacancies, particularly those we had in DPW and Police, would remain vacant. Of course, with the changes in compensation and civil service requirements we have filled many positions in the past 18 months, thereby changing the framework under which these numbers are calculated. There may have

been additional errors in the actuarial calculation done last year, and our auditing staff is still investigating that possibility.

With this proposed pension estimate in FY 2027, the annual payments to pension after FY 2027 should return to the "normal cost" number of $1,150,000

Evolution of Actuarial Estimates to Maintain Fully Funded Pension				
	FY 2025	FY 2026	FY 2027	FY 2028 and future years
FY 2025 Forecast	$1,150,000	$1,150,000	$1,150,000	$1,150,000
FY 2026 Forecast	$1,150,000	$3,935,255	$4,039,557	$1,150,000
FY 2027 Forecast	$1,150,000	$3,935,255	$12,013,051	$1,150,000

With the proposed contribution of $2,111,444 to the OPEB Trust Fund, the City remains on track to be fully funded by Fiscal Year 2031. This contribution is $1,919,749 less than projected in the Fiscal Year 2026 Expenditure Forecast. This lower contribution is based on updated actuarial projects that have decreased the size of contributions in Fiscal Year 2027 and beyond.

Evolution of Actuarial Estimates to Fund OPEB by 2031				
	FY 2025	FY 2026	FY 2027	FY 2028
FY 2025 Forecast	$8,932,717	$7,575,736	$9,999,920	$10,624,105
FY 2026 Forecast	$8,932,717	$3,569,028	$4,031,193	$4,620,250
FY 2027 Forecast	$8,932,717	$3,569,028	$2,111,444	$2,246,667

These substantial fluctuations in the pension and OPEB estimates have been a concern to the city administration and auditing teams. Because of this, the administration and auditing department will be having our outside auditing firm do a complete review of these estimates in an effort to fully understand the changing numbers and reduce risk of substantial fluctuations in estimates in future years.

These adjustments to pension and to OPEB costs will not impact service delivery. To address this impact, the following changes from the previous budget forecasts (Preliminary Budget Overview forecast and CIP memo forecast) are proposed:

- Delay $2,400,000 senior center stabilization fund contribution to FY 2028. This will combine the contributions proposed in the CIP from FY 2027 and FY 2028 for a FY 2028 contribution of $6 million.

- Delay $600,000 contribution to the Watertown Square Stabilization Fund to FY 2028. This will combine with the contribution proposed in the CIP from FY 2027 and FY 2028 for a FY 2028 contribution of $2,600,000.
- Delay the $1,250,000 annual contribution to the Acquisition of Land fund. This is typically funded at this rate each year, but we will not make a FY 2027 contribution to the fund. Our expenditure forecast proposes doubling the contribution in FY 2028 to offset for this change, but the forecast is also showing a $1.8 million deficit in FY 2028 which may limit our ability to make a double contribution in FY 2028. We will review this further in October in the FY 2028 preliminary budget overview.

Debt and Interest

Total debt and interest payments in the Submitted Fiscal Year 2027 Budget total $36,752,223. This is an increase of $1,981,810 driven largely 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 $3,823,100. This funding covers items noted with a TR (tax revenue) designation in Fiscal Year 2027 of the Fiscal Year 2027-2031 Capital Improvement Plan (CIP). Details about this line are incorporated into the CIP Funding Table in the budget book. This year, these capital items are being fully funded by a transfer of free cash as shown in the revenue portion of the budget.

Other Financing Uses

Council Reserve

This budget funds the Fiscal Year 2027 Council Reserve at $2,800,000. This funding provides a readily accessible option to ensure adequate funds for unanticipated needs.

Affordable Housing Trust

The City continues to allocate $250,000 to the Affordable Housing Trust in the Fiscal Year 2027 and in our projections for future years. The fund can be used 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.

Public Safety Study

This year both the police and fire departments requested additional uniformed staff. Fire Department seeks eight additional staff to ensure that there is full coverage on ladder trucks during certain shifts. Police are seeking four additional staff to cover busy shifts particularly in one of their patrol districts. Both of these requests deserve more attention but are unable to be funded this year. The administration has allocated $150,000 in this budget to undertake a study of public safety staffing with an outside consultant. This will review operational strategies and needs so that any future year investment in public safety staffing are strategic and effective.

Recreation Strategic Plan

This budget allocates $75,000 for the development of a strategic plan for recreation programming in Watertown. As the department continues to grow in programs, facilities, capital projects, and community needs, an external planning process will help establish clear goals, priorities, and operational direction for the next 5–10 years. This plan will include an extensive community engagement process.

Transfers to Other Funds

As noted above, due to the significant increase in the City's pension assessment, the proposed Fiscal Year 2027 Budget does not allocate funds to the Acquisition of Land Fund, the Senior Center Stabilization Fund, or to the Watertown Square Stabilization Fund. However, our forecasts for Fiscal Year 2028 include all of the funding that had originally been forecasted for Fiscal Year 2027 on top of the full amount that had been forecasted for Fiscal Year 2028. This means that our forecast includes the same amount of funding for these accounts across Fiscal Year 2027 and 2028.

Unfunded Requests

While developing the Fiscal Year 2027 budget, I asked departments to 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 request that would add to staff headcount has been incorporated into this budget. Of the $3,117,605 requested, we were only able to include $644,922, or 20.7%. 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; b) pension liability; and c) OPEB liability. Over time, the included building projects first covered the schools, and more recently also the senior center project. For the purpose of fully addressing the flexibility between these investments, Watertown Square is also included in the analysis in the recent CIP memo and the chart below. Nonetheless, it has been difficult to maintain a stable number in recent years:

- In Fiscal Year 2025, the total contribution was set at $33,100,000.
- In Fiscal Year 2026 the plan was to set this number at $34,500,000 but with the one-time free cast transfer to the middle school stabilization account, the total was $43.4 million. At that time, we planned to return to a stable annual contribution at $34,500,000 for FY 2027 and beyond.

- In the FY 2027-2031 CIP memo, there was a need to reduce the proposed investment to $32 million in FY 2027 and FY 2028 and return to $34.5 million in FY 2029. This established a realistic plan for funding the middle school and senior center, but did not anticipate the change in pension contribution required this year to maintain full funding.
- To address the pension funding, the budget will set the combined allocation to these projects at $36,973,495 in FY 2027.
- As the pension contribution for this year is a one-time increase, this will return to the projected $1,150,000 pension contribution starting next year. Our projections for Fiscal Years 2028 to 2030 have us resume our planned contributions to the Senior Center and Watertown Square Stabilization Funds. Based on this we anticipate this total contribution to the combined projects will reach $35 million in FY 2027 and then return to our planned $34.5 million in FY 2028 provided that total can be sustained without impacts on the operating budget.

Building For the Future: Schools, Pension, OPEB with Senior Center and Watertown Square Fiscal Year 2027 – Evolution of the "Building for the Future" Commitment				
Description	**Forecast FY 2026 Budget**	**Preliminary Budget Overview**	**CIP Presentation**	**FY 2027 Submitted Budget**
Pension	$4,039,557	$4,039,557	$4,039,556	$12,013,051
OPEB	$4,031,193	$4,031,193	$2,111,443	$2,111,444
Elementary & High School Debt	$19,145,917	$19,145,917	$22,849,000	$22,849,000
New Middle School Debt	$783,300	$783,300	$0	$0
Middle School Stabilization	$0	$0	$0	$0
Senior Center Stabilization	$6,500,000	$6,500,000	$2,400,000	$0
Watertown Square Stabilization	$1,000,000	$0	$600,000	$0
Total	$35,500,000	$34,500,000	$32,000,000	$36,973,495

CAPITAL PROJECTS

Fiscal Year 2027-2031 Capital Improvement Plan

Pursuant to the provisions of the Watertown Home Rule Charter and the City Council Resolution on the Fiscal Year 2027 Budget Process, the Proposed Fiscal Year 2027-2031 Capital Improvement Program (CIP) was submitted to the Honorable City Council on January 27, 2026.

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 10, 2026, the Honorable City Council adopted 36 conceptual recommendations on the Fiscal

Year 2027-2031 CIP as memorialized in the Committee minutes. These recommendations are incorporated in the appendix to this budget.

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 2027, proposed loan orders will be brought forward for various capital items contained in the Fiscal Year 2027 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 2026 loan orders and transfers of funds in the next two months.

Bond Market

On May 16, 2025, Standard & Poor's (S&P's) Rating Services assigned its AAA rating to an upcoming General Obligation (GO) Bond Sale totaling $55.44 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 will seek additional bonding in June 2026; 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

The Watertown School Committee voted to adopt the $64,590,018 Fiscal Year 2027 budget recommended by Dr. Deanne Galdston, Superintendent of Schools, at their March 26, 2026 meeting. 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 Submitted Fiscal Year 2027 Budget represents an increase of $2,484,231, or 4%, over the Fiscal Year 2026 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.

The Education line in the City's budget has traditionally been increased by 3.5% each year. In accordance with Budget Policy Guideline II.A, this budget raises that percent increase to 4%. In addition to this, there other expenses that the City incurs in support of the schools that are not covered by the $64,590,018 Education line. City staff in the Auditing and Procurement Departments devote significant time to supporting the School Department. Additionally, the insurance, pension, and OPEB expenses for non-teacher staff members of the School department are paid for by the City. The City also covers a number of School capital projects with tax revenue and includes the cost of debt and interest for projects such as the Three Elementary Schools and new Watertown High School in the City budget. All together, these items total to $103,477,046 of the Fiscal Year 2027 budget being devoted to the School department, which equals about 46% of the overall Fiscal Year 2027 budget.

Budget Item	Amount Devoted to Schools
Education	$64,590,018
General Administrative Services (Auditing, Procurement, etc…)	$317,167
State & County Charges	419,866
Insurance	$12,915,799
Retirement	$1,672,050
School Capital Projects, Debt, and Interest	$23,448,465
School use of City Recreation Facilities	$113,702
Grand Total	$103,477,067

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 2027 Water and Sewer Enterprise Budgets total $25,320,379, which is an increase of $2,063,335 above the Fiscal Year 2026 budget. In this budget, these increases are driven principally by assessments from our regional water/sewer authority, the MWRA, and by debt service. We have also reviewed employee allocations between the city and the enterprise funds in the budget this year and have re-allocated a portion of the salaries for certain Department of Public Works employees to the enterprise funds in recognition of the work they perform on the City's water, sewer, and stormwater infrastructure.

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 2027 Budget document has departmental expenditures projected to increase 2.5% annually, and education by 4%, from Fiscal Year 2027 through Fiscal Year 2030. 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 2026 Preliminary Budget Overview.

Debt service will continue to trend upward through FY 2030, especially with the inclusion in this forecast of the planned middle school project. The modest revenue growth anticipated during that period can meet the expected debt service needs but may not be able to simultaneously support annual allocations to stabilization funds in the later years of the forecast, while balancing the budget without impacting service delivery. The administration will continue working with the City Council on timing and cost for the middle school and senior center projects to address these issues. It will be necessary to continue to maintain a fiscally conservative strategy that will allow the City to have financial flexibility to 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
- Emily Monea, Deputy City Manager

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 2027 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 2027 Budget.

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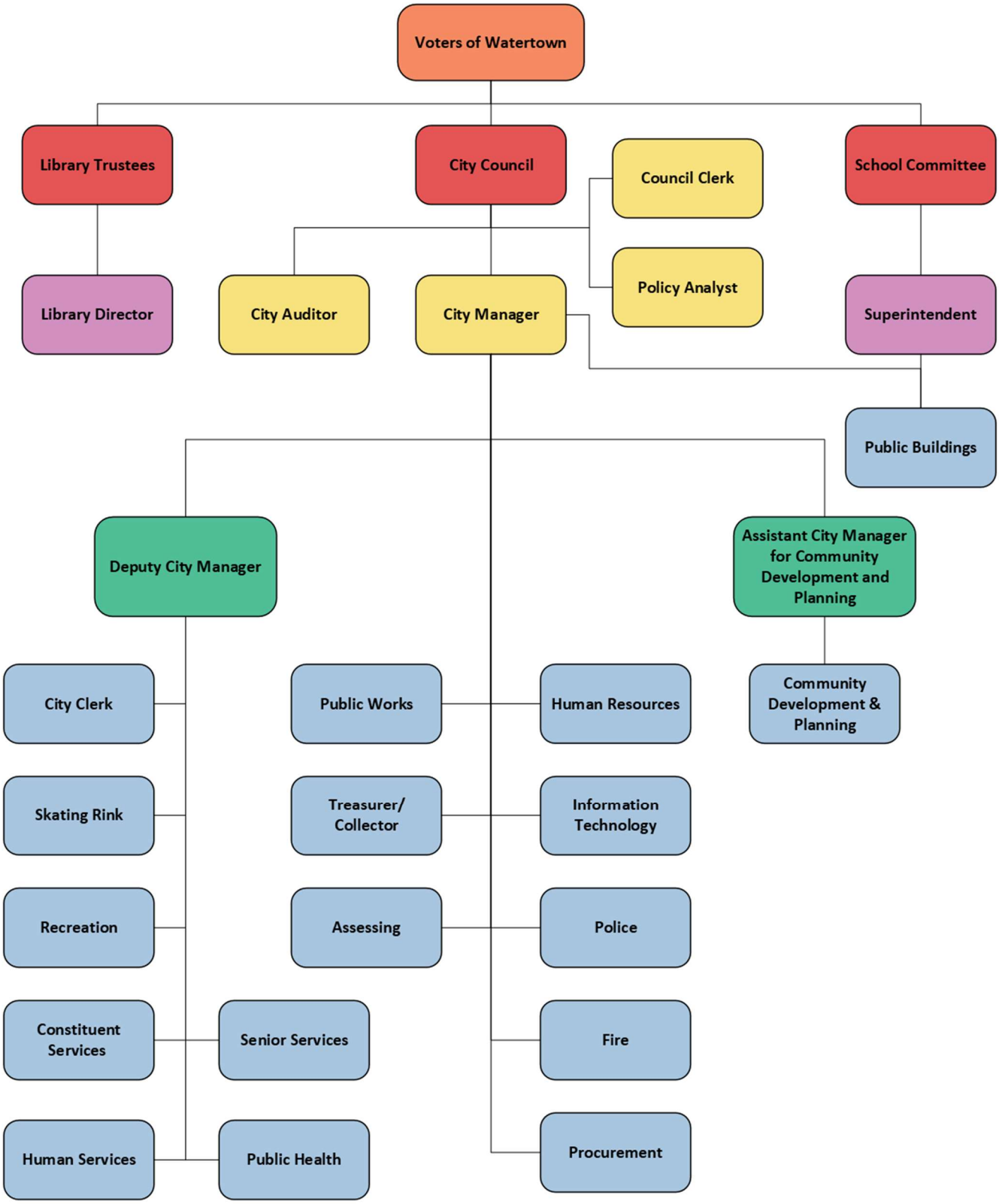
CITY OF WATERTOWN

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 Community Development and Planning
City Clerk
Public Works
Human Resources
Community Development & Planning
Skating Rink
Treasurer/ Collector
Information Technology
Recreation
Assessing
Police
Constituent Services
Senior Services
Fire
Human Services
Public Health
Procurement

CITY OF WATERTOWN

BUDGET POLICY GUIDELINES

Watertown's FY2027 Budget Policy Guidelines As Approved and Ranked by the City Council November 25, 2025

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 2027. *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: These items were ranked in order of priority by the City Council on December 5, 2025.

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 FY27 budget, the City Manager should:

A. With the uncertainty of the Home Rule Petition on the tax shift, develop a series of strategies to help alleviate the burden on residential property taxpayers.

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 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.

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

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

F. 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: These items were ranked in order of priority by the City Council on December 5, 2025.

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 FY27 budget. Education program enhancements and expenditures should be considered subsequently in light of the recommendations of the School Committee.

A. 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 4% annual increase for FY27 for the Educational appropriation that will provide level-service funding for our schools.

B. 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.

C. Continue to build stabilization funds for these five unfunded capital items:

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

D. To meet our Climate Plan and Comprehensive Plan goals of allowing people who live and work in Watertown to travel car-free and reduce single-occupancy vehicle trips, continue to work with the Watertown Transportation Management Association and identify sustainable sources of funding for local transit programs in Watertown, including options identified in the recent Study for Improving City-Supported Mobility.

E. Continue support for the recommendations of the Community Health & Human Services Assessment in the FY27 budget.

F. Begin the implementation of the assessment of the Public Buildings Department to ensure that the department can meet operational needs, continue environmental improvements in buildings, and fulfill the recommendations of the ADA assessments.

G. Considering changes to the community, perform an assessment of the police department and the fire department to identify needs, resources, and best practices.

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

I. Restructure the budget of the Department of Public Works so that it matches the new divisions structure and the operational needs of each division.

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

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.

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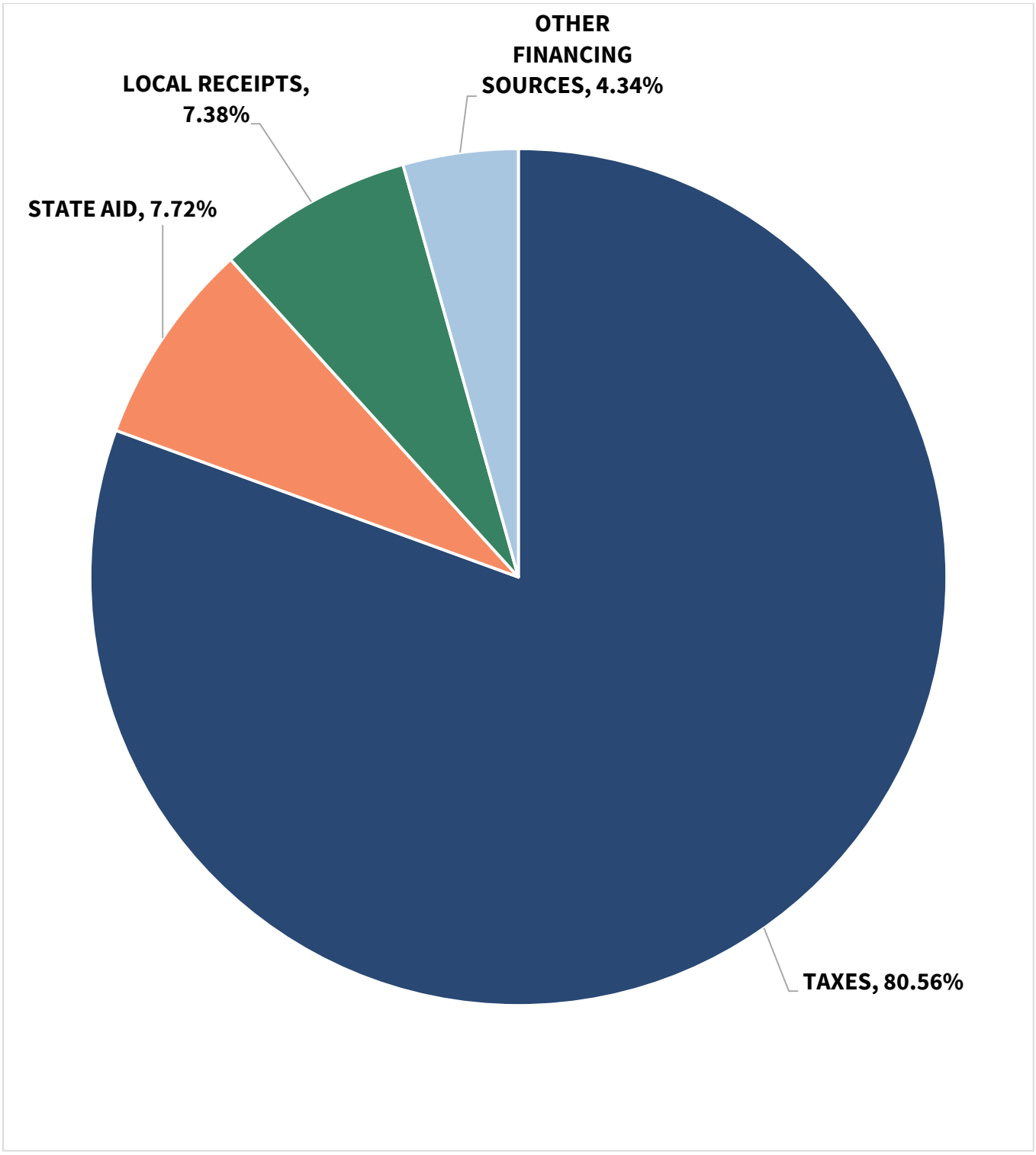
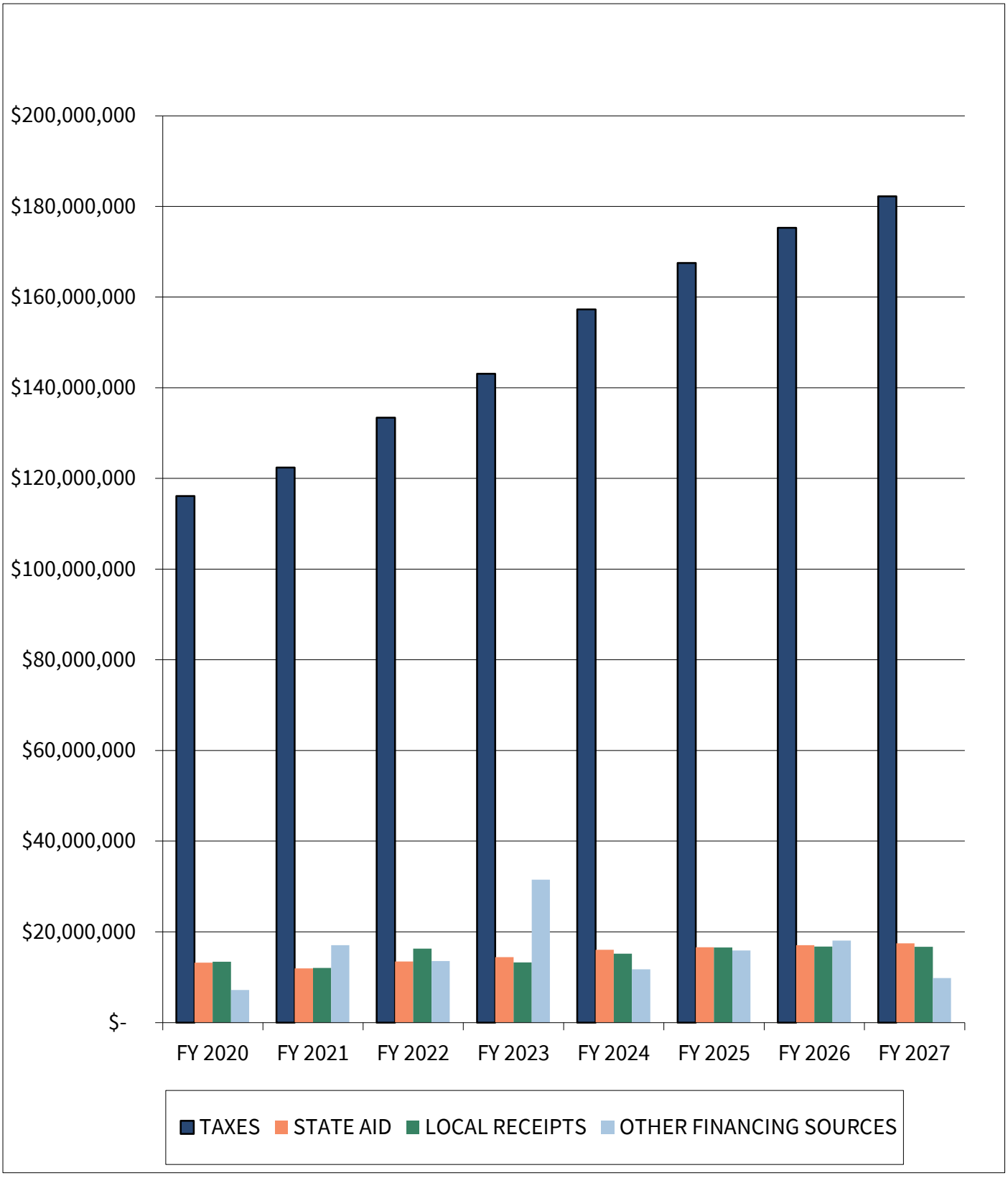
CITY OF WATERTOWN

ANNUAL BUDGET OVERVIEW

City of Watertown Fiscal Year 2027 Revenues



City of Watertown Fiscal Year 2020-2027 Revenues



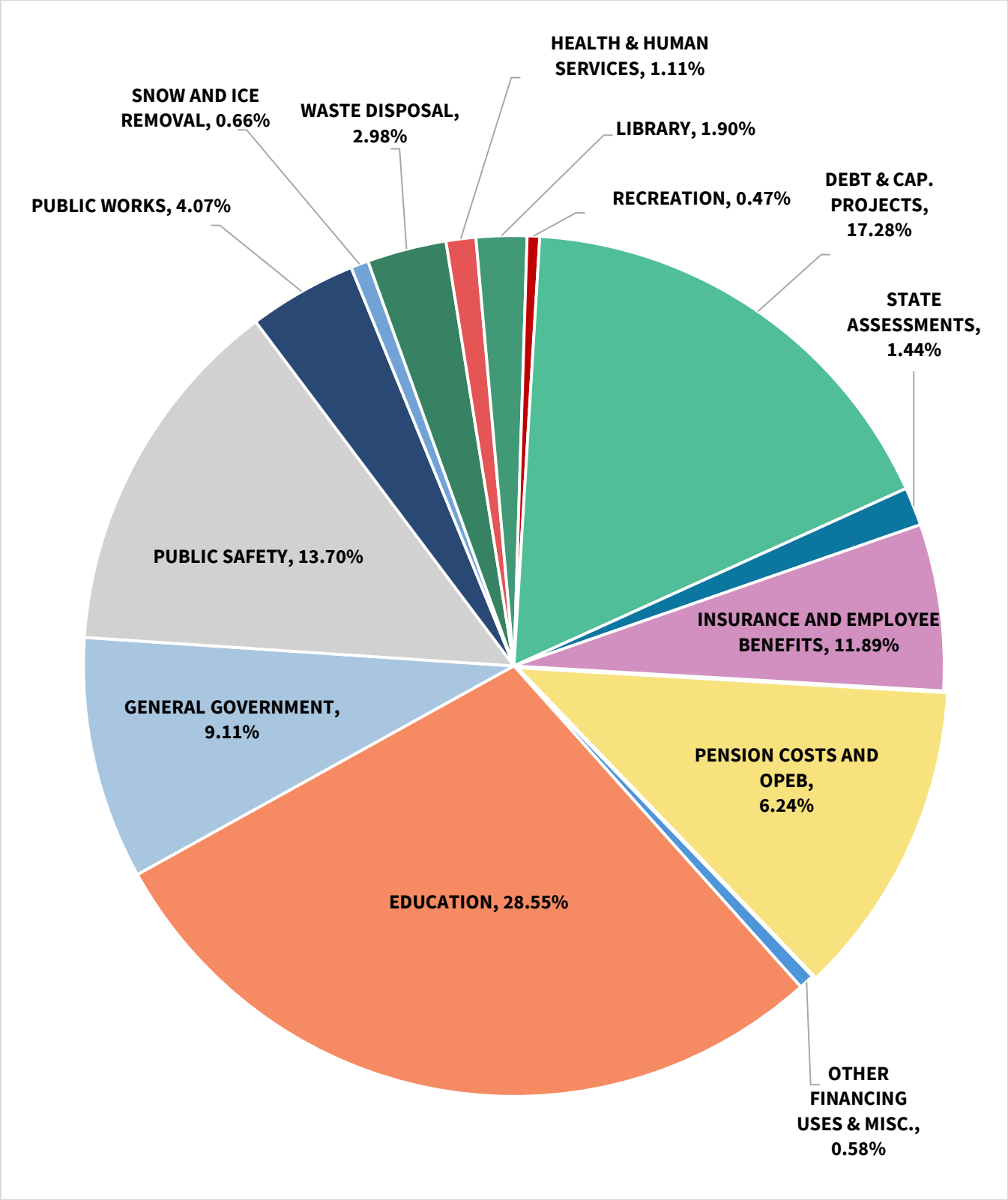
City of Watertown Fiscal Year 2027 Revenue Budget & Comparison

DESCRIPTION	FY 2026 Revised Budget	FY 2027 Proposed Budget	BUDGET CHANGE INCR/(DECR)	% CHANGE
TOTAL REAL & PERSONAL PROPERTY TAXES	$175,270,936	$182,228,959	$6,958,023	3.97%
TOTAL STATE AID	$17,075,638	$17,465,082	$389,444	2.28%
LOCAL RECEIPTS:				
MOTOR VEHICLE EXCISE	$4,725,000	$4,725,000	$0	0.00%
MEALS EXCISE	$900,000	$900,000	$0	0.00%
HOTEL EXCISE	$1,250,000	$1,300,000	$50,000	4.00%
CANNABIS EXCISE	$475,000	$475,000	$0	0.00%
PENALTIES & INTEREST	$250,000	$250,000	$0	0.00%
PILOT	$78,708	$79,248	$540	0.69%
COMMERCIAL TRASH	$20,000	$25,000	$5,000	25.00%
FEES	$4,597,000	$4,602,000	$5,000	0.11%
RENTALS	$569,267	$439,267	($130,000)	-22.84%
DEPARTMENTAL REVENUE – CEMETERY	$100,000	$100,000	$0	0.00%
DEPARTMENTAL REVENUE – RECREATION	$420,000	$420,000	$0	0.00%
LICENSES & PERMITS	$228,000	$231,000	$3,000	1.32%
FINES & FORFEITS	$350,000	$360,000	$10,000	2.86%
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	$31,188	($941)	-2.93%
TOTAL LOCAL RECEIPTS	$16,760,104	$16,702,703	($57,401)	-0.34%
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%
TRANSFER FROM CEMETARY PERPET. CARE FUND	$10,000	$10,000	$0	0.00%
TRANSFER FROM CAPITAL PROJECT STABIL. FD	$500,000	$500,000	$0	0.00%
TRANSFER FROM ESCO CAPITAL PROJ. STAB. FD.	$492,125	$485,950	($6,175)	-1.25%
TRANSFER FROM WATERTOWN SQ. STAB. FUND	$2,072,798	$0	($2,072,798)	-100.00%
TRANSFER FROM WATER FUND	$1,665,625	$2,123,443	$457,818	27.49%
TRANSFER FROM SEWER FUND	$1,895,857	$2,603,693	$707,836	37.34%
UTILIZATION OF FREE CASH	$11,185,456	$3,823,100	($7,362,356)	-65.82%
TOTAL OTHER FINANCING SOURCES	$18,091,861	$9,816,186	($8,275,675)	-45.74%
TOTALS	$227,198,539	$226,212,930	($985,609)	-0.43%

Detail of Revenue for Certain Categories

DETAIL OF REVENUE FOR CERTAIN CATEGORIES	FY 2026 Revised Budget	FY 2027 Proposed Budget
FEES		
DPW FEES/WHITE GOODS	$15,000	$15,000
TREASURER'S OTHER RECEIPTS	$5,000	$5,000
TREASURER'S COSTS	$50,000	$55,000
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
CITY CLERK FEES	$60,000	$60,000
WETLANDS ORDINANCE	$3,000	$3,000
LIEN CERTIFICATE FEES	$35,000	$35,000
POLICE EXTRA DETAIL SURCHARGE	$140,000	$140,000
REGISTRY CLEARING FEES	$45,000	$45,000
SENIOR CENTER DONATIONS	$12,000	$12,000
TOTAL FEES	$4,597,000	$4,602,000
RENTALS		
BRIGHAM HOUSE	$159,279	$159,279
COOLIDGE APARTMENTS	$79,988	$79,988
PARKER BUILDING	$330,000	$200,000
TOTAL RENTALS	$569,267	$439,267
LICENSES AND PERMITS		
LIQUOR LICENSES	$118,000	$120,000
HEALTH LICENSES	$90,000	$90,000
POLICE FIREARMS LICENSES	$3,000	$4,000
DPW PERMITS	$15,000	$15,000
CEMETERY BURIAL PERMITS	$2,000	$2,000
TOTAL LICENSES & PERMITS	$228,000	$231,000
FINES AND FORFEITS		
PARKING	$295,000	$295,000
POLICE	$50,000	$60,000
CODE ENFORCEMENT FINES	$5,000	$5,000
TOTAL FINES & FORFEITS	$350,000	$360,000

City of Watertown Fiscal Year 2027 Expenditures



City of Watertown Fiscal Year 2027 Expenditure Budget & Comparison

DESCRIPTION	FY 2026 Revised Budget	FY 2027 Proposed Budget	BUDGET CHANGE INCR/(DECR)	% CHANGE
GENERAL GOVERNMENT				
CITY COUNCIL	$308,768	$396,242	$87,474	28.33%
CITY MANAGER	$1,111,587	$1,178,584	$66,997	6.03%
CITY AUDITOR	$690,790	$741,625	$50,835	7.36%
PROCUREMENT	$603,576	$616,684	$13,108	2.17%
CITY ASSESSOR	$597,184	$615,174	$17,990	3.01%
TREASURER/COLLECTOR	$665,016	$677,995	$12,979	1.95%
CITY ATTORNEY	$300,000	$315,000	$15,000	5.00%
HUMAN RESOURCES	$692,656	$778,555	$85,899	12.40%
INFORMATION TECHNOLOGY	$2,358,257	$2,492,905	$134,648	5.71%
CITY CLERK	$370,369	$392,046	$21,677	5.85%
ELECTIONS	$224,137	$223,035	($1,102)	-0.49%
COMM. DEV. & PLANNING	$3,069,909	$3,427,858	$357,949	11.66%
CONSTITUENT SERVICES	$206,679	$211,050	$4,371	2.11%
PARKING LOTS & METERS	$351,488	$361,445	$9,957	2.83%
PUBLIC BUILDINGS	$4,442,642	$5,239,025	$796,383	17.93%
TOTAL GENERAL GOVERNMENT	$15,993,058	$17,667,223	$1,674,165	10.47%
PUBLIC SAFETY				
POLICE	$14,265,941	$14,631,911	$365,970	2.57%
FIRE	$15,242,117	$16,290,358	$1,048,241	6.88%
EMERGENCY MANAGEMENT	$62,349	$64,660	$2,311	3.71%
TOTAL PUBLIC SAFETY	$29,570,407	$30,986,929	$1,416,522	4.79%
PUBLIC WORKS	$8,873,868	$9,215,093	$341,225	3.85%
SNOW AND ICE REMOVAL	$1,500,000	$1,500,000	$0	0.00%
WASTE DISPOSAL	$6,185,500	$6,744,644	$559,144	9.04%
HEALTH & HUMAN SERVICES				
HEALTH	$987,264	$1,018,376	$31,112	3.15%
HUMAN SERVICES	$650,024	$896,588	$246,564	37.93%
SENIOR SERVICES	$480,582	$600,362	$119,780	24.92%
VETERANS	$129,700	$0	($129,700)	-100.00%
TOTAL HEALTH & HUMAN SERVICES	$2,247,570	$2,515,326	$267,756	11.91%
LIBRARY	$4,067,877	$4,300,016	$232,139	5.71%
RECREATION				
RECREATION DEPT.	$610,335	$693,022	$82,687	13.55%
JOHN A. RYAN SKATING ARENA	$386,333	$371,164	($15,169)	-3.93%
RECREATION	$996,668	$1,064,186	$67,518	6.77%
EDUCATION	$62,105,787	$64,590,018	$2,484,231	4.00%
TOTAL DEPARTMENTAL EXPENDITURES	$131,540,735	$138,583,435	$7,042,700	5.35%

Continued on next page

City of Watertown Fiscal Year 2027 Expenditure Budget & Comparison (Continued)

DESCRIPTION	FY 2026 Revised Budget	FY 2027 Proposed Budget	BUDGET CHANGE INCR/(DECR)	% CHANGE
STATE & COUNTY CHARGES	$3,206,868	$3,263,647	$56,779	1.77%
INSURANCE & EMPLOY. BENEFITS	$25,669,523	$26,897,000	$1,227,477	4.78%
PENSION & OPEB COSTS				
PENSION	$3,935,255	$12,013,051	$8,077,796	205.27%
OTHER POST EMPLOYMENT BENEFITS	$3,569,028	$2,111,444	($1,457,584)	-40.84%
TOTAL PENSION & OPEB COSTS	$7,504,283	$14,124,495	$6,620,212	88.22%
DEBT AND INTEREST				
PERMANENT DEBT/INTEREST	$6,127,401	$6,142,050	$14,649	0.24%
ESCO - PERMANENT DEBT/INTEREST	$492,125	$485,950	($6,175)	-1.25%
3 ELEM./HIGH SCHOOL. - PERM. DEBT/INT.	$19,279,050	$22,849,000	$3,569,950	18.52%
NEW HIGH SCHOOL PROJ. AUTH./UNIS.	$3,916,667	$0	($3,916,667)	-100.00%
STREET & SIDEWALK - AUTH./UNIS. & PLAN.	$2,413,250	$3,387,125	$973,875	40.36%
OTHER DEBT – AUTH./UNIS. & PLANNED	$2,536,920	$3,883,098	$1,346,178	53.06%
COST OF CERTIFYING BONDS	$5,000	$5,000	$0	0.00%
TOTAL DEBT AND INTEREST	$34,770,413	$36,752,223	$1,981,810	5.70%
CAPITAL PROJECTS				
CITY CAPITAL PROJECTS	$3,451,768	$605,000	($2,846,768)	-82.47%
SCHOOL CAPITAL PROJECTS	$155,000	$230,000	$75,000	48.39%
STREET AND SIDEWALK IMPROVEMENTS	$1,422,800	$1,493,800	$71,000	4.99%
TOTAL CAPITAL PROJECTS	$5,029,568	$2,328,800	($2,700,768)	-53.70%
TOTAL EXPENDITURES	$207,721,390	$221,949,600	$14,228,210	6.85%
OTHER FINANCING USES				
COUNCIL RESERVE	$1,888,830	$2,800,000	$911,170	48.24%
TRANSFER TO ENTERPRISE	$367,863	$400,330	$32,467	8.83%
TR TO ACQUIS. LAND/OPEN SPACE STAB.	$1,250,000	$0	($1,250,000)	-100.00%
TRANS. TO MIDDLE SCHOOL STABILIZATION	$12,700,000	$0	($12,700,000)	-100.00%
TRANS. TO AFFORDABLE HOUSING TRUST	$250,000	$250,000	$0	0.00%
TR TO CAPITAL PROJECT STABILIZATION	$500,000	$300,000	($200,000)	-40.00%
TRANS. TO WATERTOWN SQUARE STAB	$1,500,000	$0	($1,500,000)	-100.00%
MISCELLANEOUS	$1,020,456	$513,000	($507,456)	-49.73%
TOTAL OTHER FINANCING USES	$19,477,149	$4,263,330	($15,213,819)	-78.11%
TOTAL EXPEND. & OTHER FINANCING USES	$227,198,539	$226,212,930	($985,609)	-0.43%

Revenue Forecast

Assumptions:

Real Estate and Personal Property taxes are increased by 2.5% per year. New growth is projected to increase to $2,750,000 for FY 2028 and then increase by $250,000 in FY 2029 and FY 2030 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 2027 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 2030.

Hotel Excise is increased by $50,000 to $1,300,000 in FY 2027; and increases $50,000 annually from FY 2028 through FY 2030.

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 $3,823,100 in FY 2027, which covers the cost of the tax revenue line items listed within the FY27 – 31 CIP. This method was held constant in FY 2028 through FY 2030.

Transfer from the Capital Projects Stabilization Fund is projected at $500,000 annually through FY 2030, 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 2026	FY 2027	FY 2028	FY 2029	FY 2030
TAXES:					
Prior Year Adj. Levy Limit	$168,575,917	$176,320,936	$183,228,959	$190,559,683	$198,323,675
Add 2.5%	$4,214,399	$4,408,023	$4,580,724	$4,763,992	$4,958,092
New Growth	$3,530,620	$2,500,000	$2,750,000	$3,000,000	$3,250,000
Adjusted Levy Limit	$176,320,936	$183,228,959	$190,559,683	$198,323,675	$206,531,767
Overlay	$(1,050,000)	$(1,000,000)	$(1,000,000)	$(1,000,000)	$(1,000,000)
NET LEVY LIMIT	$175,270,936	$182,228,959	$189,559,683	$197,323,675	$205,531,767
STATE AID:					
Cherry Sheet Receipts	$17,075,638	$17,465,082	$17,465,082	$17,465,082	$17,465,082
TOTAL STATE AID	$17,075,638	$17,465,082	$17,465,082	$17,465,082	$17,465,082
LOCAL RECEIPTS:					
Motor Vehicle Excise	$4,725,000	$4,725,000	$4,725,000	$4,725,000	$4,725,000
Meals Excise	$900,000	$900,000	$900,000	$900,000	$900,000
Hotel Excise	$1,250,000	$1,300,000	$1,350,000	$1,400,000	$1,450,000
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	$78,708	$79,248	$79,788	$80,328	$80,868
Commercial Trash	$20,000	$25,000	$25,000	$25,000	$25,000
Fees	$4,597,000	$4,602,000	$4,602,000	$4,602,000	$4,602,000
Rentals	$569,267	$439,267	$439,267	$439,267	$439,267
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	$228,000	$231,000	$231,000	$231,000	$231,000
Fines & Forfeits	$350,000	$360,000	$360,000	$360,000	$360,000
Investment Income	$2,760,000	$2,760,000	$2,760,000	$2,760,000	$2,760,000
Sale of City Property	$5,000	$5,000	$5,000	$5,000	$5,000
Grant/Employee Reimb.	$32,129	$31,188	$31,188	$31,188	$31,188
TOTAL LOCAL RECEIPTS	$16,760,104	$16,702,703	$16,753,243	$16,803,783	$16,854,323
OTHER FINANCING SOURCES:					
TR from Sale of Lots Fund	$20,000	$20,000	$20,000	$20,000	$20,000
TR from Parking Meter Fund	$250,000	$250,000	$250,000	$250,000	$250,000
TR from Cemet. Perpet. Care Fd	$10,000	$10,000	$10,000	$10,000	$10,000
TR from Cap. Proj. Stab. Fund	$500,000	$500,000	$500,000	$500,000	$500,000
TR from ESCO Cap. Prj. Stab. Fd	$492,125	$485,950	$484,400	$485,980	$393,408
TR from Wat. Square Stab. Fd	$2,072,798	$-	$-	$-	$-
TR from Water Fund	$1,665,625	$2,123,443	$2,123,443	$2,123,443	$2,123,443
TR from Sewer Fund	$1,895,857	$2,603,693	$2,603,693	$2,603,693	$2,603,693
Utilization of Free Cash	$11,185,456	$3,823,100	$3,835,800	$3,969,800	$3,964,400
TOTAL OTHER FIN. SOURCES	$18,091,861	$9,816,186	$9,827,336	$9,962,916	$9,864,944
TOTAL REVENUES	$227,198,539	$226,212,930	$233,605,344	$241,555,456	$249,716,116

Expenditure Forecast

Assumptions:

Departmental expenditures are projected to increase 2.5% annually from FY 2028 through FY 2030. The Education appropriation Is projected to increase 4% annually from FY 2028 through FY 2030. Snow and Ice is projected at $1,500,000 through FY 2030.

The Waste Disposal appropriation is projected to increase 5% annually from FY 2028 through FY 2030. 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 by 7% annually.

The Preliminary Watertown Contributory Retirement Board Funding Schedule has the Retirement System 96.3% funded as of January 1, 2026. Pension costs are projected to be $12,013,051 in FY 2027 to return the Retirement System to a fully funded status as of January 1, 2027, and then is projected to be $1,150,000 annually from FY 2028 through FY 2030.

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 $2,111,444 in FY 2027, $2,246,667 in FY 2028, $2,344,650 in FY 2029 and $2,128,983 in FY 2030.

Funding of the Building for the Future Debt Service, which includes the Three Elementary Schools, High School, Middle School, Senior Center and Watertown Square Projects is projected at $22,849,000 in FY 2027, $23,003,333 in FY 2028, $26,405,350 in FY 2029 and $31,221,017 in FY 2030.

Debt figures are from current and projected future debt as listed in the FY 2027 – FY 2031 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 2027 – 2031 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 $2,500,000 in FY28 and then $1,250,000 annually from FY 2029 through FY 2030. Transfer to the Affordable Housing Trust Fund is projected at $250,000 annually from FY 2027 through FY 2030.

Expenditure Forecast

Description	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
DEPARTMENTAL EXPENDITURES:					
General Government	$15,993,058	$17,667,223	$18,108,904	$18,561,627	$19,025,668
Public Safety	$29,570,407	$30,986,929	$31,761,602	$32,555,642	$33,369,534
Public Works	$8,873,868	$9,215,093	$9,445,470	$9,681,607	$9,923,647
Snow & Ice Removal	$1,500,000	$1,500,000	$1,500,000	$1,500,000	$1,500,000
Waste Disposal	$6,185,500	$6,744,644	$7,081,876	$7,435,970	$7,807,768
Health & Human Services	$2,247,570	$2,515,326	$2,578,209	$2,642,664	$2,708,731
Library	$4,067,877	$4,300,016	$4,407,517	$4,517,704	$4,630,647
Recreation	$996,668	$1,064,186	$1,090,791	$1,118,061	$1,146,012
Education	$62,105,787	$64,590,018	$67,173,619	$69,860,564	$72,654,987
TOTAL DEPARTMENTAL EXPEND.	$131,540,735	$138,583,435	$143,147,988	$147,873,839	$152,766,994
STATE ASSESSMENTS	$3,206,868	$3,263,647	$3,263,647	$3,352,123	$3,443,001
PENSION & OPEB COSTS:					
Pension	$3,935,255	$12,013,051	$1,150,000	$1,150,000	$1,150,000
OPEB	$3,569,028	$2,111,444	$2,246,667	$2,344,650	$2,128,983
TOTAL PENSION & OPEB COSTS	$7,504,283	$14,124,495	$3,396,667	$3,494,650	$3,278,983
INSURANCE & EMPLOYEE BENEFITS	$25,669,523	$26,897,000	$28,798,100	$30,839,353	$33,031,196
DEBT AND INTEREST:					
Permanent Debt/Interest	$6,127,401	$6,142,050	$5,388,363	$4,715,488	$3,785,450
ESCO - Permanent Debt/Interest	$492,125	$485,950	$484,400	$485,980	$393,408
3 Elem. Sch. & High Sch Proj Perm D/I	$19,279,050	$22,849,000	$22,220,000	$21,465,350	$20,849,850
New High School Project – Auth./Un.	$3,916,667	$-	$-	$-	$-
New Middle School Project	$-	$-	$783,333	$4,215,000	$7,580,667
New Senior Center Project	$-	$-	$-	$-	$1,363,000
Watertown Square Project	$-	$-	$-	$725,000	$1,427,500
Street & Sidewalk - Auth/Un. & Plan.	$2,413,250	$3,387,125	$4,708,200	$6,031,300	$7,231,900
Other Debt - Auth/Unissued & Plan.	$2,536,920	$3,883,098	$5,174,474	$7,319,303	$8,927,935
Cost of Certifying Bonds	$5,000	$5,000	$5,000	$5,000	$5,000
TOTAL DEBT AND INTEREST	$34,770,413	$36,752,223	$38,763,770	$44,962,421	$51,564,710
CAPITAL PROJECTS:					
City Capital Projects	$3,451,768	$605,000	$546,000	$465,000	$499,000
School Capital Projects	$155,000	$230,000	$255,000	$255,000	$155,000
Street & Sidewalk Improvements	$1,422,800	$1,493,800	$1,568,600	$1,647,000	$1,729,400
TOTAL CAPITAL PROJECTS	$5,029,568	$2,328,800	$2,369,600	$2,367,000	$2,383,400
TOTAL EXPENDITURES	$207,721,390	$221,949,600	$219,739,772	$232,889,386	$246,468,284

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Expenditure Forecast

Continued

Description	FY 2026	FY 2027	FY 2028	FY 2029	FY 2030
OTHER FINANCING USES & MISC:					
City Council Reserve	$1,888,830	$2,800,000	$2,950,000	$3,100,000	$3,250,000
Transfers to Enterprise Funds	$367,863	$400,330	$412,340	$424,710	$437,451
TR to Acquisit. Land/Open Sp. Stab.	$1,250,000	$-	$2,500,000	$1,250,000	$1,250,000
TR to Middle School Stab. Fund	$12,700,000	$-	$-	$-	$-
TR to Senior Center Stab. Fund	$-	$-	$6,000,000	$1,600,000	$-
TR to Affordable Housing Trust	$250,000	$250,000	$250,000	$250,000	$250,000
TR to Cap. Proj. Stabilization Fund	$500,000	$300,000	$500,000	$500,000	$500,000
TR to Watertown Square Stab Fund	$1,500,000	$-	$2,600,000	$500,000	$-
Transfer to Opioid Settlement Fund	$285,456	$-	$-	$-	$-
Miscellaneous	$735,000	$513,000	$513,000	$513,000	$513,000
TOTAL OTHER FINANCING USES	$19,477,149	$4,263,330	$15,725,340	$8,137,710	$6,200,451
TOTAL EXP. & OTH. FIN. USES	$227,198,539	$226,212,930	$235,465,112	$241,027,096	$252,668,735
TOTAL REVENUES	$227,198,539	$226,212,930	$233,605,344	$241,555,456	$249,716,116
SURPLUS/(DEFICIT)	$0	$0	$(1,859,768)	$528,360	$(2,952,619)

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CITY OF WATERTOWN

SUBMITTED GENERAL FUND BUDGET

Fiscal Year 2027

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 so that City events such as Pride and Faire on the Square can be funded without requiring city staff to solicit sponsorships.
- Funds the City Council Reserve Fund at $2,800,000 to ensure adequate funds for unanticipated needs and to address uncertainty in budgeting and costs.

Additional Budget Requests

- None

Capital Budget Items

- None

City Council Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0111151 - CITY COUNCIL PERSONNEL						
510111 FULL TIME SALARIES	74,009	72,000	72,000	75,000	-	75,000
510112 PART TIME SALARIES	37,471	43,518	43,518	46,692	-	46,692
510113 ELECTED OFFICIALS	82,650	83,700	83,700	142,000	-	142,000
TOTAL PERSONNEL	194,130	199,218	199,218	263,692	-	263,692
0111152 - CITY COUNCIL EXPENSES						
530301 ADVERTISING.	40,950	28,000	28,001	28,000	-	28,000
540421 OFFICE SUPPLIES	1,693	2,000	1,999	2,000	-	2,000
570730 DUES & SUBCRIPT.	8,770	9,400	9,400	9,400	-	9,400
570780 RESERVE FUND	-	3,900,000	1,888,830	2,800,000	-	2,800,000
570782 CITY CELEBRATIONS	650	5,000	5,000	5,000	-	5,000
570783 INAUGURAL EXPENSES	-	5,000	5,000	5,000	-	5,000
570785 COUNCILOR'S EXPEN.	2,705	3,150	3,150	3,150	-	3,150
590966 TR TO OTHER FUNDS	35,000	57,000	57,000	80,000	-	80,000
TOTAL EXPENSES	89,768	4,009,550	1,998,380	2,932,5000	-	2,932,550
TOTAL - CITY COUNCIL	283,898	4,208,768	2,197,598	3,196,242	-	3,196,242

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.

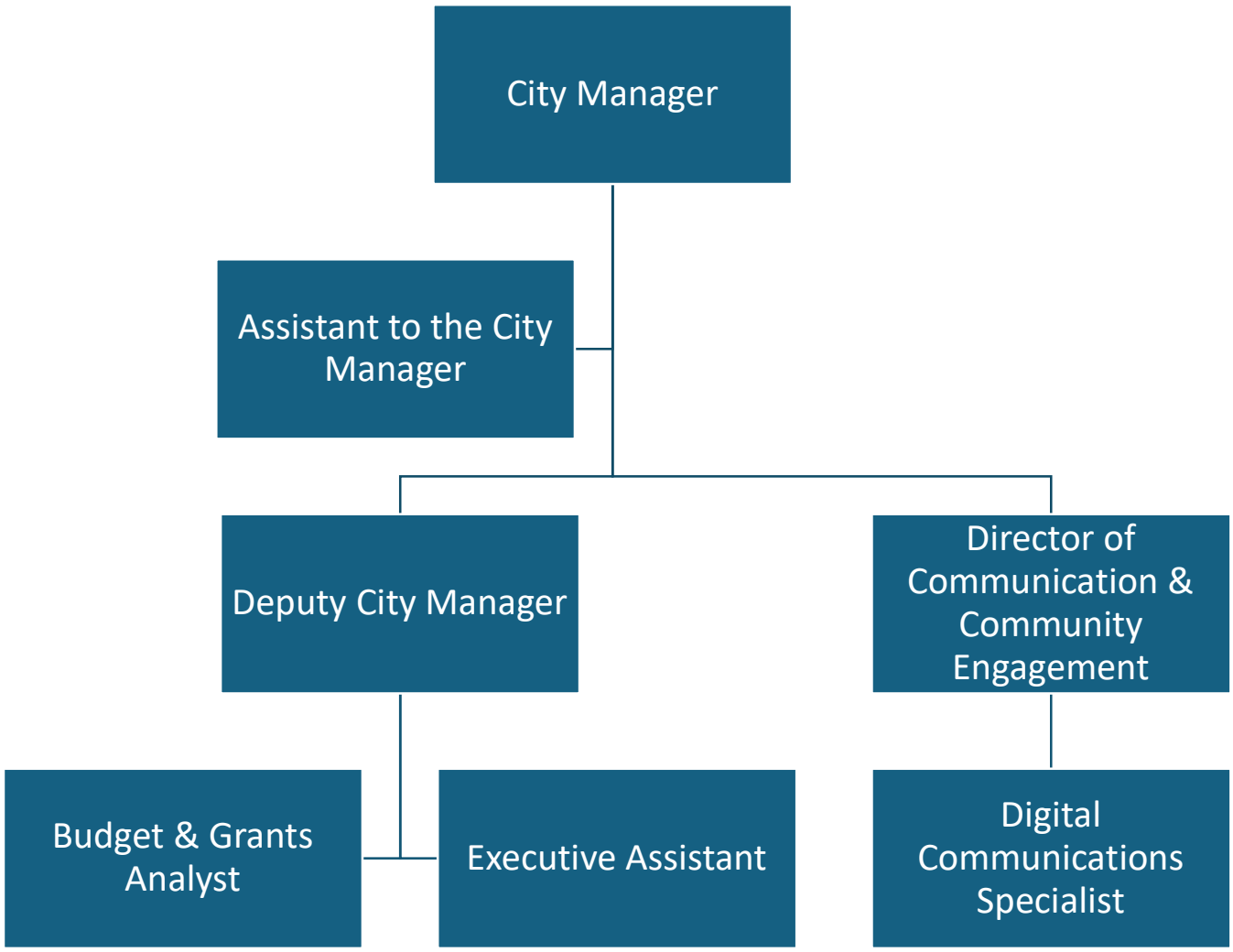
Department Description

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



Department Goals

- To support all City departments in their implementation of the City-wide goals.
- To implement the priorities of the City Council, as expressed in the annual Conceptual Recommendations for the Capital Improvement Plan and Budget Policy Guidelines.
- To provide timely and important communications and engagement opportunities to the public through a variety of channels.

Recent Accomplishments

- Developed and worked with the City Council to adopt Watertown's first Administrative Code, creating a comprehensive, centralized guide to the City's governmental structure and key processes.
- Supported the Human Services Director in establishing the Human Services Department by continuing to integrate key functions—including veterans services—and creating a critical Assistant Director role.
- In accordance with the City Council's goals, developed a Capital Improvement Program that accommodated the increased cost estimates for the Watertown Middle School project, while also planning for a new Senior Center, improved East End Fire Station, and the Watertown Square project.
- Continued implementing the Watertown Square Area Plan, which included starting the streetscape design work to simplify the downtown intersection and increase safety for all modes of transportation, as well as kicking off the Demonstration Project and Revitalization Plan to address community-driven needs such as housing and economic development.
- Orchestrated successful negotiations with all six City unions, resulting in collective bargaining agreements that strengthened alignment and consistency in compensation practices. Modernized the Fire Union compensation framework to reduce complexity, enhance member understanding, and create more consistent fiscal impacts for the City.
- Adopted a set of City goals informed by the Preamble of the Watertown's Home Rule Charter. Worked with departments to form department-level goals in service of the City goals.
- Appointed 63 residents to 24 different boards, committees, and commissions in Calendar Year 2025.
- Appointed residents to the Watertown 400th Anniversary Advisory Planning Committee to advise the City Manager, staff, and community stakeholders to envision, plan, and guide the 400th celebration of Watertown in 2030.
- Expanded the second year of Watertown's Civics Academy, increasing enrollment and adding a seventh week of programming.
- Continued efforts to create a coherent brand for the City of Watertown, including the implementation of a formal branding guide, standardized letterhead and email signatures, and a digital restoration of the original City seal.

Plans for Fiscal Year 2027

- 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 2027-2031 Capital Improvement Program.
- Complete the Senior Center Feasibility Study and initiate discussions with the City Council about location selection and design.
- Complete the assessment of the Department of Public Buildings and begin discussions with the City Council about implementing the study's recommendations.
- Initiate a staffing assessment of the Police and Fire Departments.
- Advance implementation of the City's resource management platform to further integrate the City's budget development and position control systems.
- Work with departments to begin publishing performance measures to show the progress made on department goals.
- Increase reach across communications platforms, including but not limited to social media, newsletters, and website, to reach residents where they are.
- Produce additional digital communication content, such as podcasts and videos, to reach residents with the information they need creatively.
- Continue to maintain and grow Watertown's language access program for both document translation and on-demand interpretation.
- Continue to implement policies to make the City of Watertown an employer of choice.

Significant Level-Service Budget Changes

- Reduces Communications and City Report lines to better reflect anticipated expenses.
- Increases City Contribution to Watertown Cable Access Corp to $4,000 for their services in broadcasting public meetings. Cable Access spends over $100,000 per year to broadcast these meetings. As franchise fees from cable providers have been declining in recent years, the City may need to keep covering more of these costs so that the Cable Access Corporation can continue to provide their broadcasting services for city meetings.
- Reclassifies the Community Engagement Specialist to be the Director of Communication & Community Engagement and the Digital Media Manager to be the Digital Media Specialist. With these reclassifications, the Digital Media Specialist will report to the Director of Communication & Community Engagement.

Additional Budget Requests

- None

Capital Budget Items

- None

City Manager Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0112351 - CITY MANAGER PERSONNEL						
510111 FULL TIME SALARIES	930,560	781,417	803,417	869,559	-	869,559
510112 PART TIME SALARIES	5,286	23,000	22,950	23,000	-	23,000
510118 CAR ALLOWANCE	3,218	3,500	3,500	3,500	-	3,500
510143 LONGEVITY	6,100	2,075	2,125	2,125	-	2,125
510150 MGMT SALARY ADJUST.	-	100,000	100,000	100,000	-	100,000
510151 STIPENDS	16,760	14,500	14,500	14,500	-	14,500
510168 OTHER EMPLOYEE BENE.	6,500	6,500	6,500	6,500	-	6,500
TOTAL PERSONNEL	968,424	930,992	952,992	1,019,184	-	1,019,184
0112352 - CITY MANAGER EXPENSES						
530303 CONTRACTED SERVICES	122,975	60,000	60,000	60,000	-	60,000
530343 CITY REPORT	18,536	9,900	9,900	7,000	-	7,000
530348 COMMUNICATIONS	18,609	35,000	35,000	30,000	-	30,000
539457 CITY CABLE ACCESS SUP.		1,000	1,000	4,000	-	4,000
540421 OFFICE SUPPLIES	2,564	1,900	1,900	1,900	-	1,900
540422 PRINTING & FORMS	-	1,500	1,500	1,500	-	1,500
540490 FOOD & REFRESHMENTS		1,800	1,800	1,800	-	1,800
570710 IN STATE TRAVEL	70	500	500	500	-	500
570720 OUT OF STATE TRAVEL		7,750	6,750	9,050	-	9,050
570730 DUES & SUBCRIPT.	18,260	20,945	20,945	21,250	-	21,250
570779 HUMAN RIGHTS COMM.	4,270	-	-	-	-	-
570778 CIVICS ACADEMY	-	3,000	3,000	5,000	-	5,000
570785 COMMITTEE EXPENSES	5,137	4,000	6,000	5,000	-	5,000
570786 CONFERENCE EXPENSES	3,522	6,300	6,300	7,400	-	7,400
570787 STAFF DEVELOPMENT	8,942	5,000	4,000	5,000	-	5,000
TOTAL EXPENSES	202,885	158,595	158,595	159,400	-	159,400
TOTAL - CITY MANAGER	1,171,309	1,089,587	1,111,587	1,178,584	-	1,178,584

Auditing

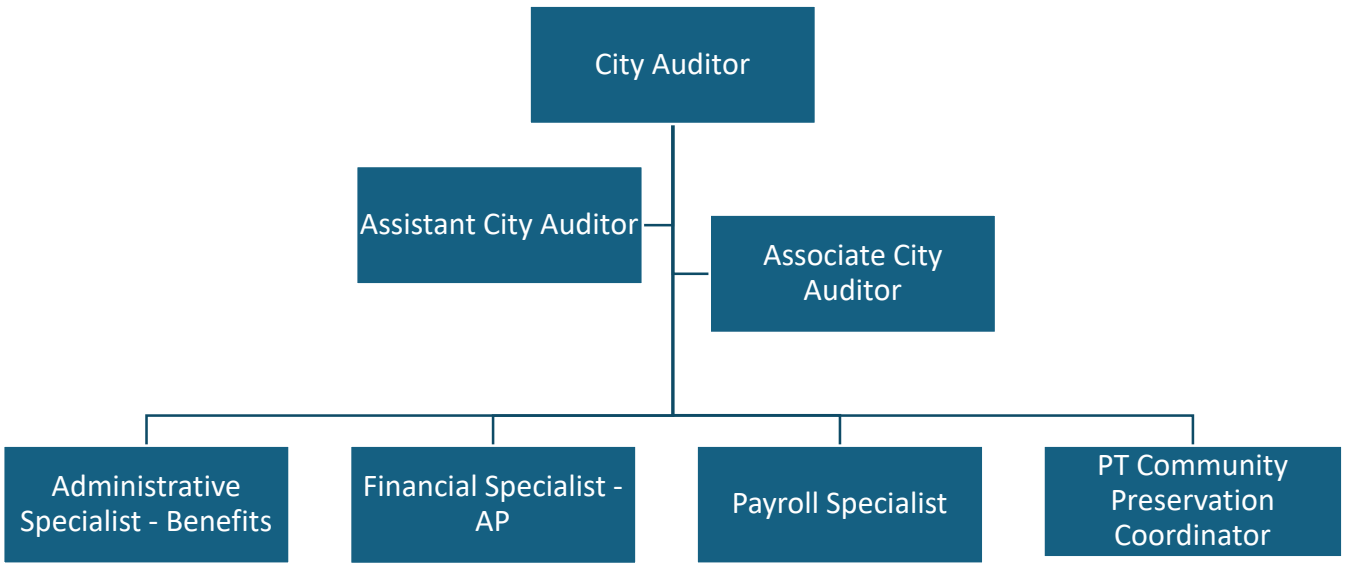
Mission

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 five 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 Community Preservation Coordinator provides staff support to the Community Preservation Committee (CPC) and supervises the expenditures of funds under the Community Preservation Act. 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



Department Goals

- To Manage City funds responsibly in accordance with prudent financial policies and all applicable laws
- To ensure the accurate and timely payment of all vendors and City employees.

Recent Accomplishments

- Completed Fiscal Year 2024 and Fiscal Year 2025 Audits, putting the city back on schedule with annual audits completed within the following fiscal year.
- Gained 07/01/2025 free cash certification of $33,053,221.
- Filled the position of Administrative Specialist for Benefits which has made the department fully staffed.

Plans for Fiscal Year 2027

- 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 develop a strategy and timeline to fund the Middle School and Senior Center projects within the confines of Proposition 2 ½.

Significant Level-Service Budget Changes

- Provides an additional $3,800 between In State Travel, Conference Expenses, and Staff Development for employee professional development opportunities. Reduces Out of State Travel by $500.

Additional Budget Requests

- None

Capital Budget Items

- None

Auditing Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0113551 - CITY AUDITOR PERSONNEL						
510111 FULL TIME SALARIES	468,219	522,765	530,465	575,575	-	575,575
510130 OVERTIME	4,366	10,000	10,000	10,000	-	10,000
510143 LONGEVITY	4,625	4,625	4,725	5,150	-	5,150
510146 CPR STIPEND	-	1,000	1,000	1,000	-	1,000
TOTAL PERSONNEL	477,210	538,390	546,190	591,725	-	591,725
0113552 - CITY AUDITOR EXPENSES						
530302 ACCOUNT. AND AUDIT	298,536	136,000	136,000	138,000	-	138,000
540421 OFFICE SUPPLIES	1,930	1,500	1,500	1,500	-	1,500
540422 PRINTING & FORMS	1,918	900	900	900	-	900
570710 IN STATE TRAVEL	-	700	700	1,000	-	1,000
570720 OUT OF STATE TRAVEL	-	3,500	3,500	3,000	-	3,000
570730 DUES & SUBCRIPT.	135	1,000	1,000	1,000	-	1,000
570786 CONFERENCE EXPENSES	6,234	1,000	1,000	3,000	-	3,000
570787 STAFF DEVELOPMENT	-	-	-	1,500	-	1,500
TOTAL EXPENSES	308,753	144,600	144,600	149,900	-	149,900
TOTAL - CITY AUDITOR	785,963	682,990	690,790	741,625	-	741,625

Procurement

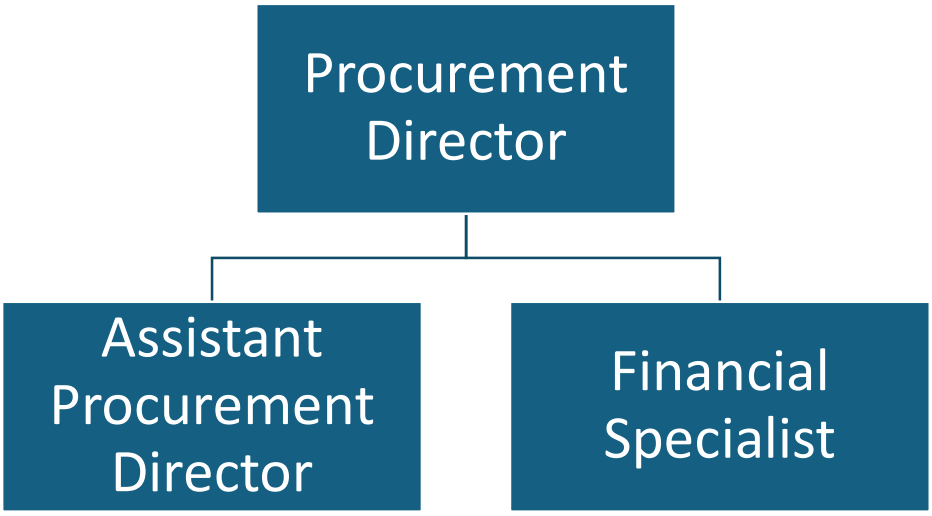
Mission

The mission of the Procurement Department is to ensure that all purchases are made in accordance with Massachusetts state law using an open, fair, and competitive process to deliver goods and services in a cost-effective manner to foster sustainable options for the current and future benefit of the City. To accomplish this goal the department implements and administers the City's central procurement process.

Department Description

The Procurement Department is responsible for ensuring the efficient and cost-effective acquisition of quality products and services in accordance with state and federal procurement laws. The core functions of the department include continuous development of the procurement process, management of formal bid solicitations, vendor contract management, management of the City's purchase order and postage systems, and the disposition of surplus property.

Organizational Chart



Department Goals

- To assist departments in navigating the procurement process to ensure City resources are used efficiently and in compliance with the law.
- To actively monitor contracts to ensure the City can effectively anticipate and plan for future spending needs.

Recent Accomplishments

- Implemented a digital contract management system to interface with the City's accounting system.
- Launched an online request form for departments to request contract change orders and for public procurement requests.
- Began using a digital project planning tool that provides an interactive collaborative space, as well as a digital bid hosting and opening platform.
- Implemented city-wide procurement policy and procurement process training program for staff.
- Improved contract templates to remain in compliance with Massachusetts General Laws.

Plans for Fiscal Year 2027

- Continue to develop procurement training and digital platforms training program.
- Continue to improve and utilize MUNIS contract database and implement contract execution process within the system.
- Continue to improve and implement procurement systems and processes.

Significant Level-Service Budget Changes

- Reduces the Equipment Maintenance Line by $18,500 as the City now contracts out for the provision and maintenance of copier machines and this expense is paid out of the Information Technology Department budget.
- Reduces the Advertising line by $10,000 to reflect anticipated decreases in the cost of advertising bids.
- Provides an additional $40,000 in the Contracted Services line for the cost of the City's new online procurement system.
- Increases the postage line due to continued cost escalation.

Additional Budget Requests

- None.

Capital Budget Items

- Eliminates the Replacement of Equipment capital line as the City now contracts out for the provision and maintenance of copier machines and this expense is paid out of the Information Technology Department budget.

Procurement Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0113851 - PROCUREMENT PERSONNEL						
510111 FULL TIME SALARIES	249,107	284,693	291,193	304,344	-	304,344
510130 OVERTIME	-	750	750	750	-	750
510143 LONGEVITY	827	-	-	-	-	-
510146 CPR STIPEND	-	250	250	250	-	250
TOTAL PERSONNEL	249,107	284,693	291,193	304,344	-	304,344
0113852 - PROCUREMENT EXPENSES						
520240 EQUIPMENT MAINT.	11,860	20,000	20,000	1,500	-	1,500
530301 ADVERTISING	25,500	25,000	25,000	15,000	-	15,000
530303 CONTRACTED SERVICES	31,098	20,000	20,000	60,000	-	60,000
530342 POSTAGE	177,283	198,633	198,633	202,350	-	202,350
540421 OFFICE SUPPLIES	11,070	10,000	10,000	10,000	-	10,000
540422 PRINTING & FORMS	1,595	2,000	2,000	2,000	-	2,000
540426 PHOTOCOPY SUPPLIES	18,770	17,000	17,000	17,000	-	17,000
570710 IN STATE TRAVEL	58	500	500	500	-	500
570730 DUES & SUBCRIPT.	515	750	750	990	-	990
570786 CONFERENCE EXPENSES	1,731	3,000	3,000	2,000	-	2,000
TOTAL EXPENSES	279,479	296,883	296,883	311,340	-	311,340
0113858 - PROCUREMENT CAPITAL						
580870 REPLACE OF EQUIP.	93,640	14,500	14,500	-	-	-
TOTAL CAPITAL	93,640	14,500	14,500	-	-	-
TOTAL - PROCUREMENT	623,053	597,076	603,576	616,684	-	616,684

Assessing

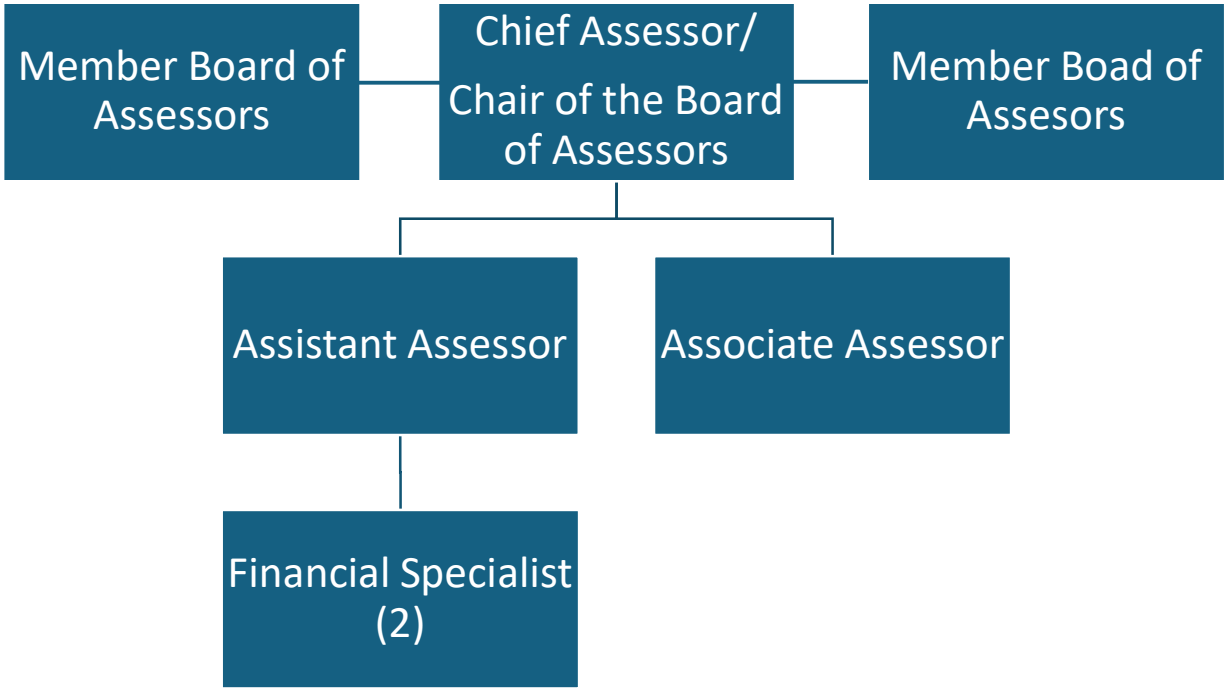
Mission

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 Chief Assessor/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, which is added to the tax levy each year.

Organizational Chart



Department Goals

- To minimize the City's financial liability by continually analyzing and refining best practices.
- To provide excellent and timely customer service while conducting inspections, processing abatements and exemptions, and communicating with taxpayers.

Recent Accomplishments

- Testified at State House on Home Rule Petition that would allow 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 year 2027 and beyond.
- Recollected all Personal Property accounts in compliance with Department of Revenue directives.
- Resolved all outstanding Appellate Tax Board cases arising from Fiscal Year 2025 revaluation.
- Participated in Civics Academy, educating residents on the functions of the Assessing Department and receiving highly positive feedback.

Plans for Fiscal Year 2027

- Meet the ten-year plan for all cyclical inspections coming from the Fiscal Year 2025 Department of Revenue's revaluation directives.
- Monitor developments at State House on Watertown's Home Rule Petition and be available to testify and answer questions regarding petition.
- Act on all abatement applications within 90 days.

Significant Level-Service Budget Changes

- None

Additional Budget Requests

- None

Capital Budget Items

- None

Assessing Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0114151 - CITY ASSESSING PERSONNEL						
510111 FULL TIME SALARIES	421,376	444,812	454,912	475,514	-	475,514
510114 PT ASSESSORS	10,150	10,150	10,150	12,480	-	12,480
510130 OVERTIME	-	1,000	1,000	1,000	-	1,000
510143 LONGEVITY	1,650	1,650	1,700	1,700	-	1,700
510146 CPR STIPEND	-	750	750	750	-	750
TOTAL PERSONNEL	433,176	458,362	468,512	491,444	-	491,444
0114152 - CITY ASSESSING EXPENSES						
530304 MAPS & CHARTS	15,600	16,300	16,300	17,770	-	17,770
530310 REVALUATION	110,835	40,000	40,000	40,000	-	40,000
530311 PERSONAL PROP. MAINT.	73,400	46,400	46,400	40,000	-	40,000
530312 REINSPECTION	32,676	-	-	-	-	-
530313 DEED TRANSFER	-	600	600	600	-	600
540421 OFFICE SUPPLIES	1,356	1,500	1,500	1,500	-	1,500
540422 PRINTING & FORMS	2,803	2,000	2,000	2,000	-	2,000
540787 STAFF DEVELOPMENT	-	4,800	4,800	3,600	-	3,600
570710 IN STATE TRAVEL	-	200	303	200	-	200
570720 OUT OF STATE TRAVEL	-	200	-	200	-	200
570730 DUES & SUBCRIPT.	6,759	7,172	7,269	7,660	-	7,660
570784 APPELATE TAX BOARD	39,425	7,500	7,500	8,000	-	8,000
570786 CONFERENCE EXPENSES	2,618	2,000	2,000	2,200	-	2,200
TOTAL EXPENSES	285,473	128,672	128,672	123,730	-	123,730
TOTAL - CITY ASSESSING	718,648	587,034	597,184	615,174	-	615,174

Treasurer/Collector

Mission

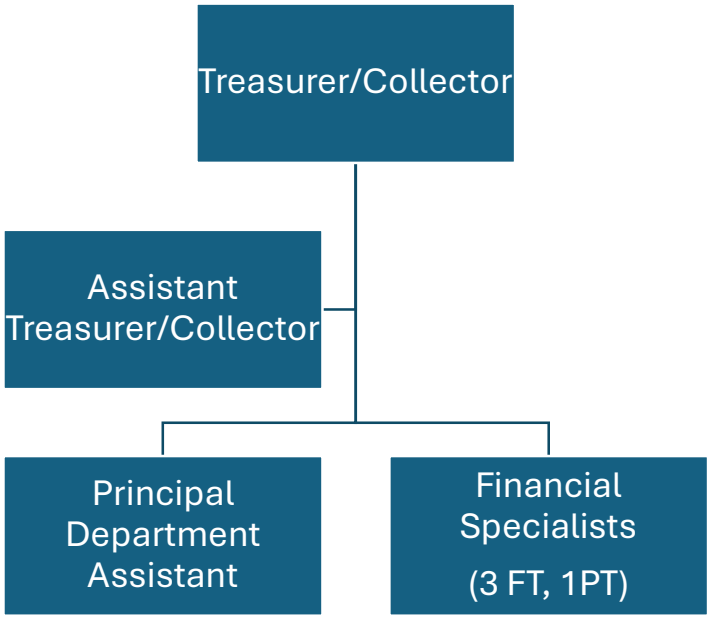
The mission of the Treasurer/Collector Department is to serve employees, vendors, and taxpayers of the City of Watertown in a fair, consistent, and professional manner. The department seeks to manage the City's money in a way that maximizes income while minimizing risk.

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



Department Goals

- To manage the City's financial resources responsibly by maintaining an appropriate balance of liquidity, security, and investment return.
- To provide excellent customer service by offering timely, accurate, and courteous assistance to members of the public paying or inquiring about their bills.
- To process and deposit payments and departmental turnovers quickly, accurately, and in accordance with established financial procedures.

Recent Accomplishments

- Coordinated bond issue of $55,440,000 while maintaining S&P Bond Rating of AAA.
- Worked in coordination with Assessing to ensure timely and accurate quarterly bill production.
- Kept up with demands of the department despite having a vacancy in the Treasurer/Collector position between January and May of 2026.

Plans for Fiscal Year 2027

- 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

- Reallocates funds between various expense lines without increasing the total non-salary budget.

Additional Budget Requests

- None

Capital Budget Items

- None

Treasurer/Collector Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0114551 - TREAS./COLLECTOR PERSONNEL						
510111 FULL TIME SALARIES	451,619	478,454	492,154	503,438	-	503,438
510112 PART TIME SALARIES	21,747	31,287	31,287	33,382	-	33,382
510130 OVERTIME	4,031	6,000	6,350	6,000	-	6,000
510143 LONGEVITY	2,075	2,075	2,175	2,125	-	2,125
510146 CPR STIPEND	-	1,250	1,250	1,250	-	1,250
TOTAL PERSONNEL	479,472	519,066	533,216	546,195	-	546,195
0114552 - TREAS./COLLECTOR EXPENSES						
520240 EQUIPMENT MAINT.	1,434	1,300	1,300	1,300	-	1,300
520247 OFFICE EQUIPMENT	1,725	1,500	1,500	2,000	-	2,000
530301 ADVERTISING	10,200	7,000	7,000	7,000	-	7,000
530303 CONTRACTED SERVICES	42,368	30,000	30,000	30,000	-	30,000
530305 COLLECTION SERVICES	33,597	20,000	20,000	20,000	-	20,000
530306 BANK SERVICES	23,000	18,000	18,000	16,000	-	16,000
540421 OFFICE SUPPLIES	1,500	1,500	1,500	2,000	-	2,000
540422 PRINTING & FORMS	27,733	23,000	23,000	23,000	-	23,000
570710 IN STATE TRAVEL	235	450	450	500	-	500
570720 OUT OF STATE TRAVEL	-	1,100	1,100	500	-	500
570730 DUES & SUBCRIPT.	24,375	25,950	25,950	26,000	-	26,000
570786 CONFERENCE EXPENSES	5,859	2,000	2,000	3,500	-	3,500
TOTAL EXPENSES	172,026	131,800	131,800	131,800	-	131,800
TOTAL – TREAS./COLLECTOR	651,498	650,866	665,016	677,995	-	677,995

City Attorney

Department Description

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

Significant Level-Service Budget Changes

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

Additional Budget Requests

- None

Capital Budget Items

- None

City Attorney Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0115152 - CITY ATTORNEY EXPENSES						
530309 LITIGATION	344,804	300,000	300,000	315,000	-	315,000
TOTAL EXPENSES	344,804	300,000	300,000	315,000	-	315,000
TOTAL - CITY ATTORNEY	344,804	300,000	300,000	315,000	-	315,000

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

Department Goals

- To find and hire the best workforce to fulfill the goals of the City through a consistent and fair hiring process.
- To ensure the City remains an employer of choice by providing employees with wellness programming and professional development opportunities, and by fairly apply policies.

Recent Accomplishments

- Hired 55 permanent part-time and full-time employees in Fiscal Year 2025. As of April 2026, hired 30 permanent part-time and full-time employees in Fiscal Year 2026.
- Conducted Communication and Recognition Survey to gather employee input on how to improve communication between employees, supervisors, and management.
- Started the Chats and Snacks program to provide employees with educational presentations about City departments and projects.

Plans for Fiscal Year 2027

- Complete Employee Handbook to include policies in one convenient place for employees to reference.
- Establish and implement a performance evaluation system to provide feedback to employees and develop professional goals.
- Encourage employees to pursue professional development and training opportunities whether hosted by the City or outside the organization.
- Establish an orientation week for new hires and current staff to learn more about the City organization as a whole.
- Continue to build out MUNIS to streamline and automate personnel processes.
- Continue to develop and implement practices and policies to become an employer of choice.

Significant Level-Service Budget Changes

- Increases Contracted Services to $61,780 to fund promotional assessment centers for the Police Department since the department no longer participates in the civil service system.
- Increases Medical Testing line to $50,500 to cover the cost of psychological exams for public safety personnel.

Additional Budget Requests

- Funds request to provide $20,000 for unique professional development opportunities for City staff that are not budgeted for within department budgets.
- Funds request to provide $3,000 for a trial program to provide City staff with passes to use BlueBikes. This program will provide employees with more opportunities to travel and commute without the use of a car, consistent with Council Budget Policy Guideline II.D.

Capital Budget Items

- None

Human Resources Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0115251 - HUMAN RESOURCES PERSONNEL						
510111 FULL TIME SALARIES	473,259	485,061	496,661	525,225	-	525,225
510112 PART TIME SALARIES	7,864	20,000	20,000	15,000	-	15,000
510143 LONGEVITY	4,025	-	-	-	-	-
TOTAL PERSONNEL	485,148	505,061	516,661	540,225	-	540,225
0115252 - HUMAN RESOURCES EXPENSES						
520247 OFFICE EQUIPMENT	1,000	2,050	2,050	2,050	-	2,050
530301 ADVERTISING	7,825	14,000	14,000	14,000	-	14,000
530303 CONTRACTED SERVICES	79,100	39,275	39,275	61,780	-	61,780
530315 MEDICAL TESTING	35,957	36,170	36,170	50,500	-	50,500
540421 OFFICE SUPPLIES	2,103	1,600	1,600	1,600	-	1,600
540422 PRINTING AND FORMS	-	300	300	300	-	300
570710 IN STATE TRAVEL	89	1,500	1,500	1,500	-	1,500
570720 OUT OF STATE TRAVEL	-	4,700	4,700	5,200	-	5,200
570730 DUES & SUBCRIPT.	689	1,400	1,400	1,400	-	1,400
570786 CONFERENCE EXPENSES	3,566	5,000	5,000	5,000	-	5,000
570787 STAFF DEVELOPMENT	11,413	45,000	45,000	47,000	20,000	67,000
570788 EMPLOYEE WELLNESS	9,947	25,000	25,000	25,000	3,000	28,000
TOTAL - EXPENSES	151,689	175,995	175,995	215,330	23,000	238,330
TOTAL - HUMAN RESOURCES	636,838	681,056	692,656	755,555	23,000	778,555

Information Technology

Mission

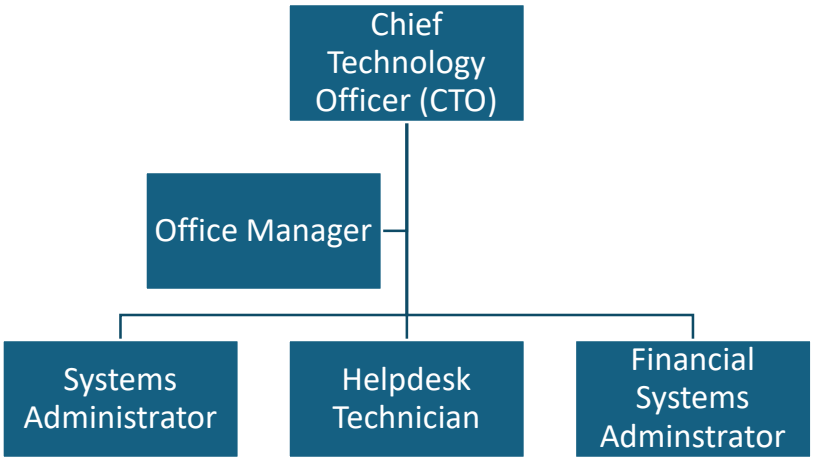
The mission of the Information Technology Department is to empower organizational success by delivering innovative, reliable, and secure technological solutions. The department strives to provide exceptional service while enabling seamless communication and collaboration. The department aims to enhance 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 among specialized teams to ensure efficient operations, security, and support for all technology needs citywide. The Chief Technology Officer oversees all 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



Department Goals

- To maintain, update, and secure the City's physical and digital technological infrastructure.
- To work with departments to find and implement software solutions that enable them to efficiently conduct the public's business.

Recent Accomplishments

- Improved City cybersecurity by completing a cybersecurity exercise, which in turn assisted with the creation of cybersecurity policies and an incident response plan. Implemented cybersecurity awareness trainings for City staff.
- Successfully transitioned most City departments to Zoom phone, offering better functionality for staff and cost savings.
- Reduced the number of stand-alone desktop printers across City departments and successfully transitioned all copier machines to a more efficient lease model.

Plans for Fiscal Year 2027

- Continue to explore ways to consolidate services to reduce overall IT costs.
- Offer Microsoft Office suite training to staff so they can more efficiently utilize tools to which the City already has access.
- Implement a vulnerability scanning and remediation program to improve cybersecurity.

Significant Level-Service Budget Changes

- Does not fund the Network Manager position, reducing department headcount by one and reducing the department's Full Time Salary line.
- Reallocates funds between Computer Maintenance, Contracted Services, and Communications to more accurately reflect the expenses that are covered by each line.
- Reduces In State Travel, Out of State Travel, and Conference Expenses by a combined $3,000.

Additional Budget Requests

- Funds the request for $225,000 for the Contracted Services line to move the City's Enterprise Resource Planning software (MUNIS) into the cloud. This move will make it easier for employees to access the software while also increasing security and reducing the risk of data loss.

Capital Budget Items

- Provides $153,000 for equipment (lines 62-63 in the Fiscal Year 2027-2031 CIP).

Information Technology Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0115551 - INFORMATION TECHNOLOGY PERSONNEL						
510111 FULL TIME SALARIES	564,548	616,842	630,792	544,145	-	544,145
510130 OVERTIME	1,985	2,000	1,250	2,000	-	2,000
510143 LONGEVITY	2,975	2,975	3,775	-	-	-
510146 CPR STIPEND	-	1,000	1,000	750	-	750
TOTAL PERSONNEL	569,508	622,817	636,817	546,895	-	546,895
0115552 - INFORMATION TECHNOLOGY EXPENSES						
520244 COMPUTER MAINT.	632,684	609,198	609,198	908,630	-	908,630
530303 CONTRACTED SERVICES	709,134	678,992	678,992	434,080	225,000	659,080
530341 COMMS-PHONE	224,432	222,750	222,750	168,000	-	168,000
530342 POSTAGE	-	100	100	100	-	100
540421 OFFICE SUPPLIES	200	200	200	200	-	200
540422 PRINTING AND FORMS	1,385	2,000	2,000	2,000	-	2,000
540424 IT SUPPLIES	46,500	38,200	38,200	38,000	-	38,000
570710 IN STATE TRAVEL	-	2,500	2,500	2,000	-	2,000
570720 OUT OF STATE TRAVEL	-	5,000	5,000	3,000	-	3,000
570786 CONFERENCE EXPENSES	-	2,500	2,500	2,000	-	2,000
570787 STAFF DEVELOPMENT	27,755	10,000	10,000	10,000	-	10,000
TOTAL EXPENSES	1,642,090	1,571,440	1,571,440	1,568,010	225,000	1,793,010
0115558 - INFORMATION TECHNOLOGY CAPITAL						
580860 ADDITIONAL EQUIP.	14,999	15,000	15,000	16,000	-	16,000
580870 REPLACE. OF EQUIP.	134,880	135,000	135,000	137,000	-	137,000
TOTAL CAPITAL	149,879	150,000	150,000	153,000	-	153,000
TOTAL - INFORMATION TECH.	2,361,477	2,344,257	2,358,257	2,267,905	225,000	2,492,905

City Clerk & Elections

Mission

The mission of the City Clerk's Office is to perform key statutory duties under Massachusetts General Laws (MGL) and provide essential services to residents, businesses, and visitors. The department is committed to providing professional non-partisan administration of all municipal elections and to serve as the City's leading resource for information, ensuring that government processes remain open, accurate, and accessible to all.

Department Description

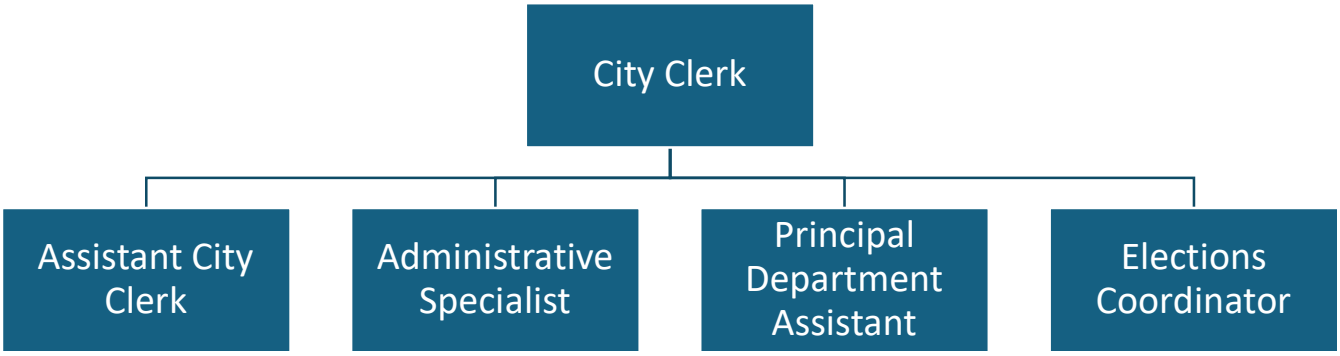
The City Clerk's Office administers a wide range of municipal services. The City Clerk serves as Keeper and Registrar of Vital Records, maintaining and certifying birth, marriage, and death records, and as Records Access Officer, managing all public records requests. The Clerk maintains the City Seal and administers oaths of office to elected and appointed officials, board members, and public safety personnel.

The office issues state and local licenses, permits, and certificates, and serves as liaison for ethics training and conflict-of-interest disclosures. It processes initial personal and property claims, maintains subdivision and zoning records, records Zoning Board of Appeals and Planning Board decisions, and ensures proper posting of meeting notices. The office also supports the Licensing Board by reviewing applications, coordinating hearings, and ensuring regulatory compliance.

As Chief Election Officer, the City Clerk conducts all municipal elections, overseeing voter registration, ballot preparation, early voting, poll worker training, and certification of results. The office ensures polling sites are accessible and compliant, and administers campaign finance filings, nomination papers, and petitions.

Additionally, the office manages the annual census and street listing, verifying residency for permits, school enrollment, and residency certificates. Election-related functions are funded through the Elections budget.

Organizational Chart



Department Goals

- To provide responsive customer service to residents and businesses requesting records, licenses, certificates, or permits.
- To professionally administer free and fair elections so that all eligible voters can participate.
- To safeguard vital records and the City's official and historical documents to ensure their integrity and accessibility for current and future generations.

Recent Accomplishments

- Ensured compliance with state guidelines in the filing of necessary annual reports with the appropriate state agencies.
- Conducted the annual renewal process for all applicable licenses, permits, and certificates.
- The City Clerk completed the necessary training for Certified Municipal Clerk designation.
- Successfully moved polling locations to reduce parking challenges and improve accessibility.

Plans for Fiscal Year 2027

- Upgrade to archival-grade storage for Vital Records.
- Participate in training, workshops, and certification programs to build skills and confidence.
- Create a training guide for all positions and pursue training opportunities for all staff.
- Digitize the application and approval workflow for local licenses to reduce processing time.

City Clerk Budget

Significant Level-Service Budget Changes

- Provides an additional $3,000 for office supplies.

Additional Budget Requests

- None

Capital Budget Items

- None

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0116151 - CITY CLERK PERSONNEL						
510111 FULL TIME SALARIES	300,559	346,719	351,169	369,446	-	369,446
510130 OVERTIME	3,001	4,000	4,000	4,000	-	4,000
510146 CPR STIPEND	-	500	500	500	-	500
TOTAL PERSONNEL	303,560	351,219	355,669	373,946	-	373,946
0116152 - CITY CLERK EXPENSES						
520240 EQUIPMENT MAINT.	-	400	400	400	-	400
530301 ADVERTISING	9,854	1,000	1,000	1,000	-	1,000
540421 OFFICE SUPPLIES	1,263	2,000	2,000	5,000	-	5,000
540422 PRINTING AND FORMS	2,596	2,200	2,200	2,200	-	2,200
570730 DUES & SUBCRIPTIONS	500	850	850	850	-	850
570710 IN STATE TRAVEL	-	1,600	1,600	1,600	-	1,600
570720 OUT OF STATE TRAVEL	-	3,000	3,000	3,000	-	3,000
570786 CONFERENCE EXPENSES	2,502	2,050	2,050	2,050	-	2,050
570787 STAFF DEVELOPMENT	-	1,600	1,600	2,000	-	2,000
TOTAL EXPENSES	16,715	14,700	14,700	18,100	-	18,100
TOTAL - CITY CLERK	320,275	365,919	370,369	392,046	-	392,046

Elections Budget

Significant Level-Service Budget Changes

- Provides an additional $1,550 between the In State Travel and Conference Expenses lines to cover the cost of professional development.

Additional Budget Requests

- None

Capital Budget Items

- Eliminates the $3,250 Replacement of Equipment Capital Line.

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0116251 - ELECTIONS PERSONNEL						
510111 FULL TIME SALARIES	63,603	67,478	69,028	72,135	-	72,135
510115 ELECTION COMMISSIONERS	5,009	5,009	5,009	5,200	-	5,200
510121 TEMP. PART TIME	44,908	69,200	69,200	69,200	-	69,200
510130 OVERTIME	4,658	8,000	8,000	6,500	-	6,500
510146 CPR STIPEND	-	250	250	250	-	250
TOTAL PERSONNEL	118,178	149,937	151,487	153,285	-	153,285
0116252 - ELECTIONS EXPENSES						
520240 EQUIPMENT MAINTENANCE	15,790	25,350	25,350	25,350	-	25,350
520270 BUILDING RENTAL	4,732	9,000	9,000	9,000	-	9,000
540421 OFFICE SUPPLIES	3,934	5,000	5,000	3,800	-	3,800
540422 PRINTING AND FORMS	20,333	26,400	26,400	26,400	-	26,400
570730 DUES & SUBSCRIPTIONS	1,375	1,400	1,400	1,400	-	1,400
570710 IN STATE TRAVEL	-	750	750	1,400	-	1,400
570786 CONFERENCE EXPENSES	2,400	1,500	1,500	2,400	-	2,400
TOTAL EXPENSES	48,564	69,400	69,400	69,750	-	69,750
0116252 - ELECTIONS CAPITAL						
580870 REPLACEMENT OF EQUIP.	-	3,250	3,250	-	-	-
TOTAL CAPITAL	-	3,250	3,250	-	-	-
TOTAL - ELECTIONS	166,742	222,587	224,137	223,035	-	223,035

Community Development and Planning

Mission

The mission of the Department of Community Development and Planning is to address some of Watertown'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 Watertown. 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 with a focus on open spaces, streetscapes, preservation, and public art & culture. Coordinates economic development efforts with a focus on small businesses, commercial corridors, and emerging industry clusters.

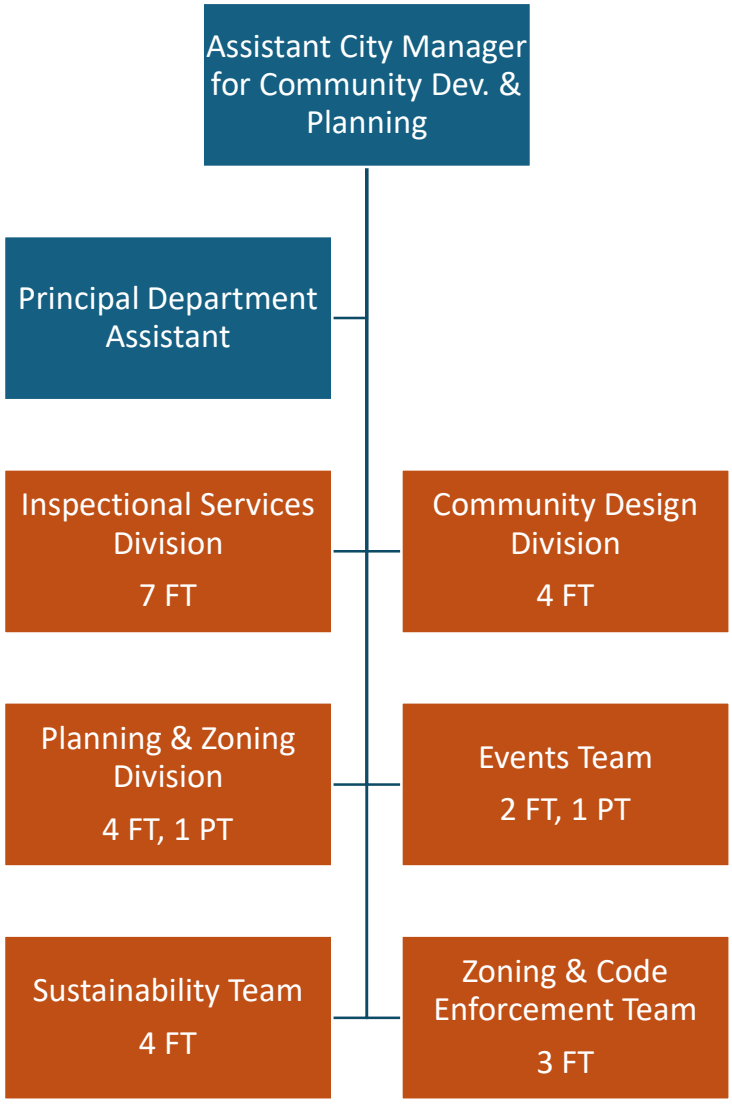
Planning & Zoning Division – Processes all planning-related permits and addresses housing, transportation, zoning and related City policies. Serves as primary staff to Planning Board, Zoning Board of Appeals, Historic District Commission, Affordable Housing Trust, and Bicycle & Pedestrian Committee.

City Events/Commander's Mansion Team – Oversees city-wide events that foster community engagement and spirit. Administers the marketing, sales, and operations for public and 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. Provides staff support to the Conservation Commission, the Stormwater Committee, and the Environment and Energy Efficiency Committee.

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



Department Goals

- To develop and implement long-range plans that strengthen and preserve the City's quality of life.
- To ensure that Watertown is defined by thoughtful design—where buildings, streets, and public spaces are crafted to inspire, connect, and endure by fostering a sustainable, cohesive, walkable, and inspiring built environment.
- To provide predictable, timely, and fair permitting processes and code enforcement.
- To build strong relationships with all members of the community through transparent and robust planning programs to ensuring access for all voices.

Recent Accomplishments

- Began implementation of the Watertown Square Demonstration Project. Consultants have been working on the design aspects of the demonstration project and the engineering design of the public realm improvements.
- Completed development review and approval of the first projects under the Watertown Square Zoning amendments.
- Completed the Study of Affordable Housing Incentives.
- Contracted with a consultant to study the Curbside Management and Parking Plan for the City.
- Brought on a new contractor for the Watertown Connector Shuttle service and incorporated the Arsenal Street service using all electric vehicles.
- Successfully implemented additional snow shoveling ordinance enforcement covering residential properties.
- Launched a Resilient Watertown newsletter designed to connect and inform residents of positive ways they can contribute to the efforts to reduce climate impacts and to become more resilient.
- Worked on planning and construction of numerous open space projects, including Saltonstall Park, Lowell Park, Victory Field, Walker Pond, How Park, and Bemis Park.
- Received numerous grants to fund projects across the department.
- Ran a number of successful community events, including the 26th Faire on the Square.

Plans for Fiscal Year 2027

- Relocate the entirety of DCDP to newly renovated space at the Parker Building, including new public meeting space.
- Rewrite the remainder of the Zoning Ordinance to both update and address ongoing issues, including updated Accessory Dwelling Unit regulations. Ensure zoning is consistent with the goals of the Comprehensive Plan per Budget Policy Guideline I.C.
- Implement 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 I.B.
- Implement key goals of the Climate and Energy Plan, consistent with Budget Policy Guideline II.B, including consideration of a Building Emissions Reduction and Disclosure Ordinance.
- Create additional public art in prominent locations.
- Introduce new and expanded community events.
- Continue to diligently review and enforce our rules, regulations, and codes.
- Complete park projects at Victory Field Phase II, How Park, Bemis Park, and continue planning for park projects at Walker Pond and Victory Field Phase III.

Significant Level-Service Budget Changes

- Moves Community Preservation Committee staff member to the Auditing Department.
- Provides an additional $200,000 to cover expenses for the Arsenal Street Shuttle as operational control shifts to the City and the Watertown TMA, consistent with Budget Policy Guideline II.D.
- Increases Contracted Services to $350,000 to fund consultant services for studies including a Curbside Use/Parking Study. Funds will also be used for an update of the Zoning Ordinance and Historic Preservation Plan, as well as for BlueBikes and other transportation improvements consistent with Budget Policy Guideline II.D.

Additional Budget Requests

- None

Capital Budget Items

- None

Community Development and Planning Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0118151 - COMM. DEV. & PLAN. PERSONNEL						
510111 FULL TIME SALARIES	2,301,166	2,278,737	2,337,387	2,426,961	-	2,426,961
510112 PART TIME SALARIES	51,847	81,922	81,922	93,922	-	93,922
510130 OVERTIME	60,500	80,000	80,215	80,000	-	80,000
510143 LONGEVITY	15,124	10,000	11,335	12,325	-	12,325
510146 CPR STIPEND	-	6,250	6,250	6,250	-	6,250
510190 CLOTHING	1,800	1,800	2,300	2,100	-	2,100
TOTAL PERSONNEL	2,430,437	2,458,709	2,519,409	2,621,558	-	2,621,558
0118152 - COMM. DEV. & PLAN. EXPENSES						
520240 EQUIPMENT MAINT	-	550	550	550	-	550
520247 OFFICE EQUIPMENT	-	2,200	2,200	2,200	-	2,200
530301 ADVERTISING	6,287	5,000	5,000	5,000	-	5,000
530303 CONTRACT SERVICES	533,782	296,000	296,000	350,000	-	350,000
530304 MAPS & CHARTS	-	1,000	1,000	1,000	-	1,000
530382 TRANSPORT. SERVICES	-	200,000	200,000	400,000	-	400,000
540421 OFFICE SUPPLIES	2,376	2,750	2,750	2,750	-	2,750
540422 PRINTING AND FORMS	3,023	4,800	4,800	4,800	-	4,800
540425 PROGRAM SUPPLIES	3,270	-	-	-	-	-
540427 CULTURAL COUNCIL	14,220	17,000	17,000	17,000	-	17,000
550511 BOOKS	-	500	500	500	-	500
570710 IN STATE TRAVEL	-	2,000	2,000	500	-	500
570720 OUT OF STATE TRAVEL	-	5,000	5,000	5,000	-	5,000
570730 DUES & SUBCRIPT.	3,968	6,200	6,200	5,000	-	5,000
570786 CONFERENCE EXPENSES	-	2,000	2,000	2,000	-	2,000
570787 STAFF DEVELOPMENT	8,696	5,500	5,500	10,000	-	10,000
TOTAL EXPENSES	575,622	550,500	550,500	806,300	-	806,300
TOTAL - COMM. DEV. & PLAN.	3,006,059	3,009,209	3,069,909	3,427,858	-	3,427,858

Constituent Services

Mission

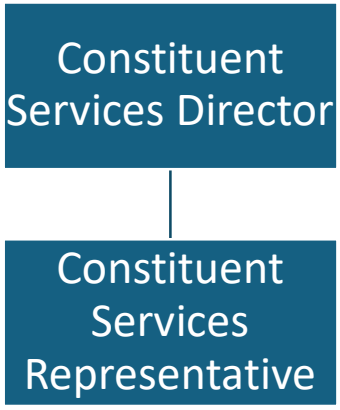
The mission of the Constituent Services Department is to provide excellent customer service to Watertown's residents. The department aims to be transparent, accountable, and efficient by using the best practices and technology available. With a focus on clear communication and listening to residents, 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 remaining response to 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 the communications staff in the City Manager's Office to ensure 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



Department Goals

- To provide excellent customer service and serve as the public's first point of contact in City government.
- To track trending inquiries and utilize this data for City communications.
- To proactively communicate so that the public receives timely and important information without having to ask.

Recent Accomplishments

- Completed over 11,000 incoming calls, 3,400 outbound calls, and responded to over 1,700 emails since the start of Fiscal Year 2026.
- Rolled out text messaging as an additional method of communication in March of 2026.
- Trained multiple City departments on the City's Customer Service Standards. These standards define the level of service the City aims to provide to the public to ensure consistency, efficiency, and customer satisfaction.
- Implemented a new Customer Relationship Method platform. This platform captures better call data, including dashboards for managing and using technology to simplify the after-call process.

Plans for Fiscal Year 2027

- Continue to 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.
- Expand communication channels for constituents through additional options, such as a chat bot, and increase in-person engagement opportunities.
- Explore additional resources for our constituent request system, to enhance the experience of submitting non-emergency requests.

- Work with departments to implement service level agreements on request types.

Significant Level-Service Budget Changes

- Reallocates $1,000 Office Equipment line to a new Office Supplies line to better reflect anticipated expenditures.
- Reduces Contracted Services line by $4,000.
- Reallocates funds between the Out of State Travel, Conference Expenses, and Staff Development line to match anticipated costs for each of these lines.
- Provides $500 for membership dues for professional organizations.

Additional Budget Requests

- None

Capital Budget Items

- None

Constituent Services Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0118551 - CONSTITUENT SERVICES PERSONNEL						
510111 FULL TIME SALARIES	168,357	170,529	174,429	182,300	-	182,300
510130 OVERTIME	181	2,500	2,500	2,500	-	2,500
510146 CPR STIPEND	-	250	250	250	-	250
TOTAL PERSONNEL	168,538	173,279	177,179	185,050	-	185,050
0118552 - CONSTITUENT SERVICES EXPENSES						
520247 OFFICE EQUIPMENT	2,270	1,000	1,000	-	-	-
530303 CONTRACTED SERVICES	10,360	10,000	10,000	6,000	-	6,000
540421 OFFICE SUPPLIES	2,518	-	-	1,000	-	1,000
540425 PROGRAM SUPPLIES	2,370	5,000	5,000	5,000	-	5,000
570710 IN STATE TRAVEL	-	500	500	500	-	500
570720 OUT OF STATE TRAVEL	-	2,500	2,500	2,200	-	2,200
570730 DUES & SUBSCRIPTIONS	8	-	-	500	-	500
570786 CONFERENCE EXPENSES	4,502	500	500	1,800	-	1,800
570787 STAFF DEVELOPMENT	3,065	10,000	10,000	9,000	-	9,000
TOTAL EXPENSES	25,093	29,500	29,500	26,000	-	26,000
TOTAL - CONSTITUENT SERVICES	**193,631**	**202,779**	**206,679**	**211,050**	**-**	**211,050**

Parking Lots and Meters

Department Description

The Parking Lots and Meters budget is managed by the Treasurer/Collector 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

- Reallocates the $14,500 that was in the Replacement of Equipment capital line to a new Program Supplies line to better reflect the expenses covered with these funds. Increases funds for this line by an additional $500.

Additional Budget Requests

- None.

Capital Budget Items

- None.

Parking Lots and Meters Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0119351 - PARK. LOTS & METERS PERSONNEL						
510111 FULL TIME SALARIES	123,631	136,932	140,032	146,384	-	146,384
510112 PART TIME SALARIES	42,234	43,869	43,839	46,897	-	46,897
510130 OVERTIME	181	1,600	1,600	1,600	-	1,600
510143 LONGEVITY	1,107	1,107	1,137	1,157	-	1,157
510146 CPR STIPEND	-	500	500	500	-	500
510190 CLOTHING	2,517	2,280	2,380	2,407	-	2,407
TOTAL PERSONNEL	169,670	186,288	189,488	198,945	-	198,945
0119352 - PARK. LOTS & METERS EXPENSES						
530303 CONTRACTED SERVICES	5,700	4,500	4,500	4,500	-	4,500
530319 PARKING TICKET PROCESS.	65,000	65,000	65,000	65,000	-	65,000
530338 PARKING BANK FEES	70,000	70,000	70,000	70,000	-	70,000
540425 PROGRAM SUPPLIES	-	-	-	15,000	-	15,000
570789 OTHER CHARGES	77,569	8,000	8,000	8,000	-	8,000
TOTAL EXPENSES	218,269	147,500	147,500	162,500	-	162,500
0199358 - PARK. LOTS & METERS CAPITAL						
580870 REPLACEMENT OF EQUIP.	15,337	14,500	14,500	-	-	-
TOTAL CAPITAL	15,337	14,500	14,500	-	-	-
TOTAL - PARK. LOTS & METERS	403,276	348,288	351,488	361,445	-	361,445

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.

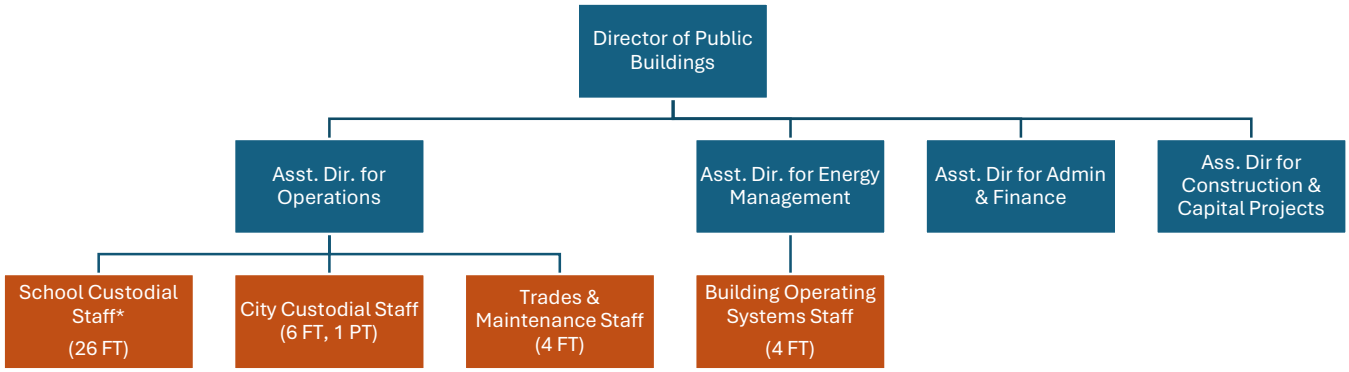
Operations – Provides custodial and maintenance repair services for all buildings. The division has internal trades staff who complete building repairs and 32 custodians who maintain the interiors of all the buildings DPB manages. The division also utilizes over 300 outside contractors and vendors to 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. The energy staff are continually seeking rebates and grant opportunities to support their efforts to assist with meeting the City of Watertown Climate goals.

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 Owner's 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.

Department Goals

- To maintain, repair, and update City buildings so they are welcoming and accessible to employees and the public.
- To plan and manage City building capital projects to ensure they are properly budgeted for and implemented.
- To improve the energy efficiency of City facilities by monitoring systems and implementing energy-efficiency projects and policies.

Recent Accomplishments

- Replaced the HVAC rooftop units at the Watertown Free Public Library and installed a new Building Management System to improve control of the building's temperature.
- Completed the Auditing office suite renovations and moved the staff into their new space on the first floor of City Hall so that all financial services are now located on the same floor.
- Worked with Procurement to expand our ability to charge electric vehicles with the purchase of a portable battery system to fast charge our growing electric fleet in any location throughout the city as well as designed additional permanent level 2 and level 3 charging infrastructure improvements at the Police Station.
- Purchased two new Ford e-transit electric vehicles along with an all-electric Chevy Blazer for DPB staff to continue to support our climate goals.
- Installed sunshades at the Hosmer Early Steps playground to provide much needed shade to the pre-k students.
- Provided electric and water service at Phillips for the new Freight Farm for fresh produce to be grown by the CTE students and used by the School Food Service department as well as to support many community uses throughout the city.
- Designed and began the installation of a generator at Phillips to provide backup support for the school network during storms and power outages.

Plans for Fiscal Year 2027

- Complete assessment of department operations to evaluate and identify the proper level of staffing needed 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 the summer.
- Design replacement of HVAC systems at Phillips, DPW, Senior Center, Parker, and City Hall.
- Participate in the Middle School project design and implementation. As part of this, maintain the Moxley modulars for future use by middle school students.
- Work with the City's Owner's Project Manager and Senior Center Building Committee to complete the Senior Center Feasibility Study.
- Complete Parker Building renovations to the second floor Community Development and Planning space and the first floor Watertown Food Pantry space.
- Work with Procurement to put out bids for City building cleaning services as well as for several construction renovations projects for improving the interior office suites inside City Hall.

- Design renovations to the Phillips Building—including the gym and freight farm kitchen classroom space—and build a new playground for the High School Early Childhood Education program.

Significant Level-Service Budget Changes

- Provides an additional $428,850 for electricity due to rising energy costs and unanticipated increases in electrical supply rates with our contracted energy supplier. A complaint has been filed with the Department of Public Utilities to dispute these supply rate increases.
- Provides an additional $155,491 for gas for City buildings due to rising energy costs and instability in the energy market.
- Provides an additional $36,500 for Building Maintenance to account for rising costs in vendor pricing.
- Moves $5,000 in Vehicle Maintenance for DPB vehicles to the DPW Fleet Division budget.
- Increases the Contracted Servies line by $30,000 to cover custodial services for the Phillips Building. Further increases this line to cover rising costs for existing DPB contracts.
- Increases Building Maintenance Supplies to $155,100 to account for vendor pricing increases.

Additional Budget Requests

- Does not fund request for three new full-time staff and two new part-time staff. Requests for new staff will be reevaluated after the completion of the Public Buildings Assessment funded in the Fiscal Year 2026 Budget.

Capital Budget Items

- Provides $320,000 for building improvements and renovations, as well as energy efficiency improvements (lines 2, 9, 23-25, 27, and 28 in the Fiscal Year 2027-2031 CIP).

Public Buildings Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0119551 - PUBLIC BUILDINGS PERSONNEL						
510111 FULL TIME SALARIES	1,069,232	1,615,735	1,652,335	1,865,898	236,949	1,865,898
510112 PART TIME SALARIES	-	125,321	123,221	70,781	66,976	70,781
510130 OVERTIME	72,223	85,000	90,000	88,651	-	88,651
510141 DIFFERENTIAL	3,155	8,633	10,133	7,823	-	7,823
510143 LONGEVITY	9,675	7,600	7,750	7,750	-	7,750
510146 CPR STIPEND	-	4,000	4,000	3,750	-	3,750
510190 CLOTHING	3,105	11,306	13,956	13,834	-	13,834
TOTAL PERSONNEL	1,157,390	1,857,595	1,901,395	2,058,487	303,925	2,058,487
0119552 - PUBLIC BUILDINGS EXPENSES						
520211 ELECTRICITY	667,937	990,000	990,000	1,418,850	-	1,418,850
520213 GAS	314,180	444,247	444,247	599,738	-	599,738
520241 BUILDING MAINTENANCE	188,683	365,000	365,000	401,500	-	401,500
520245 VEHICLE MAINTENANCE	637	6,000	5,000	-	-	-
520247 OFFICE EQUIPMENT	8,999	6,000	6,000	6,000	-	6,000
530303 CONTRACTED SERVICES	165,339	178,500	178,500	226,350	-	226,350
540421 OFFICE SUPPLIES	3,396	4,000	4,000	4,000	-	4,000
559687 FURNITURE	-	14,500	14,500	19,500	-	19,500
540430 BUILDING MAINT. SUPPL.	112,826	141,000	141,000	155,100	-	155,100
540451 CUSTODIAN SUPPLIES	49,875	55,000	55,000	60,500	-	60,500
540462 GROUNDSKEEPING SUPPL.	4,773	5,000	5,000	5,000	-	5,000
570730 IN STATE TRAVEL	755	-	1,000	1,000	-	1,000
570730 DUES & SUBCRIPT.	1,972	2,000	2,000	2,000	-	2,000
570787 STAFF DEVELOPMENT	7,255	10,000	10,000	9,000	-	9,000
TOTAL EXPENSES	1,526,627	2,221,247	2,221,247	2,908,538	-	2,908,538
0119558 - PUBLIC BUILDINGS CAPITAL						
580840 IMPROV./BUILDG RENOV	501,972	270,000	270,000	222,000	-	222,000
580869 VEHICLE REPLACEMENT	22,500	-	-	-	-	-
580830 ENERGY EFFIC. IMPROV	-	50,000	50,000	50,000	-	50,000
TOTAL CAPITAL	524,472	320,000	320,000	272,000	-	272,000
TOTAL - PUBLIC BUILDINGS	3,208,490	4,398,842	4,442,642	5,239,025	303,925	5,239,025

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 Community and Staff 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

Department Goals

- To protect life and property through professional and timely response to all incidents, thorough investigative efforts, and the prevention of crime.
- To maintain strong ties with the community by communicating with the public, sponsoring programming, and pursuing partnerships.
- To continually improve operations through onboarding of dedicated personnel and training in best practices.

Recent Accomplishments

- Recruited and onboarded seven new police officers since exiting the civil service system.
- Launched the department's body-worn camera program to enhance officer safety, accountability, and transparency.
- Installed electric vehicle charging station infrastructure on department grounds and incorporated nine electric vehicles into the department's fleet, in accordance with Budget Policy Guideline II.B.
- Initiated transition to a new computer-aided dispatch and records management system to enhance operations, officer safety, crime analysis, and transparency.
- Fully staffed the newly established Cadet Program to enhance operations and recruitment of qualified personnel to serve as full-time police officers.

Plans for Fiscal Year 2027

- Fully deploy the new computer-sided dispatch and records management system and train all staff on its use and capabilities.
- 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.
- Continue research into application of AI and other technologies to enhance operational effectiveness.
- Achieve full staffing and fill all vacant specialty positions.
- Enhance electric vehicle charging station infrastructure and introduce all-electric vehicles to the City's police vehicle fleet.

Significant Level-Service Budget Changes

- Reallocates the $15,000 Additional Equipment capital line between the Equipment Maintenance, Building Maintenance, and Vehicle Maintenance expense lines.
- Increases the Food & Related Supplies line to $12,980 to cover increased cost of feeding prisoners and for providing food at trainings and community events.
- Provides $10,630 for tactical vests and ballistic helmets for officers. The Department is switching to a new style of vest that has a lifespan of ten years compared to current vests that last for five years. Further increases Staff Development by $11,446 to cover rising cost of trainings and training materials.
- Provides an additional $2,546 for community projects and partnerships, including activities with the schools.
- Removes funding for Flock Cameras, as the City will not be going forward with this project.

Additional Budget Requests

- Does not fund the department's request for 4 new police officers. The administration recommends assessing this request after the completion of the Public Safety Staffing Study, in accordance with Budget Policy Guideline II.G.
- Funds request for $49,396 for the annual operating costs of a new drone the Police Department intends to purchase before the end of Fiscal Year 2026. The drone will enhance officer safety and aid in crime scene documentation and with searches for missing individuals.
- Funds request for $67,000 for a new in-cruiser video system. This new system would enhance police officer accountability, protect officers from unfounded claims, and serve as a valuable investigative and training tool. Based on quotes obtained from vendors, the annual cost for the new system is expected to be closer to $32,000 in subsequent years.
- Funds request for $15,480 for BlueVoice, a closed-loop AI technology that will allow officers to conduct inquiries on Massachusetts General Laws, department policies, and other data sources.
- Funds request for $29,691 for cell service for the Police Department's body worn cameras. Cell service will enable real-time GPS tracking of officer location and allow for livestreams of body worn camera feeds as well as the remote uploading of body worn camera recordings.
- Does not fund request to acquire an additional electric patrol vehicle for $82,000. While this request would further accelerate the transition to electric vehicles, consistent with Budget Policy Guideline II.B, it is not currently in the Capital Improvement Plan. This request may be funded if funds are available at the end of Fiscal Year 2026.

Capital Budget Items

- Increases Transfer Out to Other Funds line by $10,000 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 102-104 in the Fiscal Year 2027-2031 CIP).

Police Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0121051 - POLICE PERSONNEL						
510111 FULL TIME SALARIES	6,843,640	7,553,813	7,853,913	8,117,057	373,944	8,117,057
510112 PART TIME SALARIES	168,482	297,460	297,460	298,900	-	298,900
510122 SPECIALIST PAY	65,477	67,604	93,704	74,023	-	74,023
510130 OVERTIME	1,661,046	1,620,000	1,649,000	1,630,000	-	1,630,000
510141 SHIFT DIFFERENTIAL	381,877	444,891	489,691	500,732	35,244	500,732
510142 HOLIDAY PAY	635,063	680,076	816,076	732,484	28,519	732,484
510143 LONGEVITY	28,708	23,975	24,225	22,750	-	22,750
510144 DEFIB STIPEND	137,817	148,099	148,099	160,663	8,922	160,663
510146 CPR STIPEND	-	3,750	3,750	3,750	-	3,750
510152 CONTRACTUAL STIPEND	-	-	90,000	77,000	4,000	77,000
510179 INDEMINFICATION	154,553	75,000	75,000	75,000	-	75,000
510190 CLOTHING	9,150	9,600	10,050	10,100	-	10,100
510191 CAREER INCENTIVE	923,921	1,026,103	1,100,103	1,099,305	26,455	1,099,305
510192 MEALS ALLOWANCE	2,115	3,200	3,200	4,200	-	4,200
511122 PRIOR YEAR SPECIALIST	2,143	-	-	-	-	-
511130 PRIOR YEAR OVERTIME	409	-	-	-	-	-
511142 PRIOR YEAR HOLIDAY	78	-	-	-	-	-
511191 PRI. YR. CAREER INCEN.	1,062	-	-	-	-	-
TOTAL PERSONNEL	11,015,541	11,953,571	12,654,271	12,805,964	477,084	12,805,964

Department Financials Continued on Next Page

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0121052 - POLICE EXPENSES						
520240 EQUIPMENT MAINT.	226,700	766,664	766,664	770,680	131,480	902,160
520241 BUILDING MAINT.	77,285	73,662	73,662	81,490	-	81,490
520245 VEHICLE MAINTENANCE	56,147	57,870	57,870	61,150	-	61,150
520247 OFFICE EQUIPMENT	3,788	4,000	4,000	4,000	-	4,000
530308 PUB. SAFETY PROF. SER.	1,300	1,300	1,300	1,300	-	1,300
530341 COMMS-PHONE	39,874	44,378	44,378	44,380	30,087	74,467
540421 OFFICE SUPPLIES	16,882	15,810	15,810	15,810	-	15,810
540422 PRINTING AND FORMS	6,057	8,211	8,211	8,220	-	8,220
540430 BUILDING MAINT. SUP.	18,173	20,428	20,428	20,430	-	20,430
540481 VEHICLE PARTS	22,585	22,370	22,370	25,000	-	25,000
540490 FOOD & RELATED SUPPL.	2,831	2,973	2,973	12,980	-	12,980
550500 MEDICAL SUPPLES	8,717	11,579	11,579	11,580	-	11,580
550580 CRIME PREVENTION SUP.	22,867	17,379	17,379	17,380	-	17,380
570730 DUES & SUBCRIPT.	31,124	33,639	33,639	33,040	-	33,040
570787 STAFF DEVELOPMENT	89,749	101,484	109,484	123,560	-	123,560
570789 OTHER CHARGES	15,262	10,923	10,923	13,080	-	13,080
TOTAL EXPENSES	639,341	1,192,670	1,200,670	1,244,080	161,567	1,405,647
0121058 - POLICE CAPITAL						
580840 IMPROVEMENTS	59,151	30,000	30,000	32,000	-	32,000
580860 ADDITIONAL EQUIP.	21,030	15,000	15,000	-	-	-
580869 VEHICLE REPLACEMENT	436,506	246,000	246,000	258,300	82,000	258,300
580870 REPLACE. OF EQUIP.	40,406	40,000	40,000	40,000	-	40,000
596000 TRAN. TO OTHER FUNDS	45,000	80,000	80,000	90,000	-	90,000
TOTAL CAPITAL	602,093	411,000	411,000	420,300	82,000	420,300
TOTAL - POLICE	12,256,975	13,557,241	14,265,941	14,470,344	720,651	14,631,911

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.

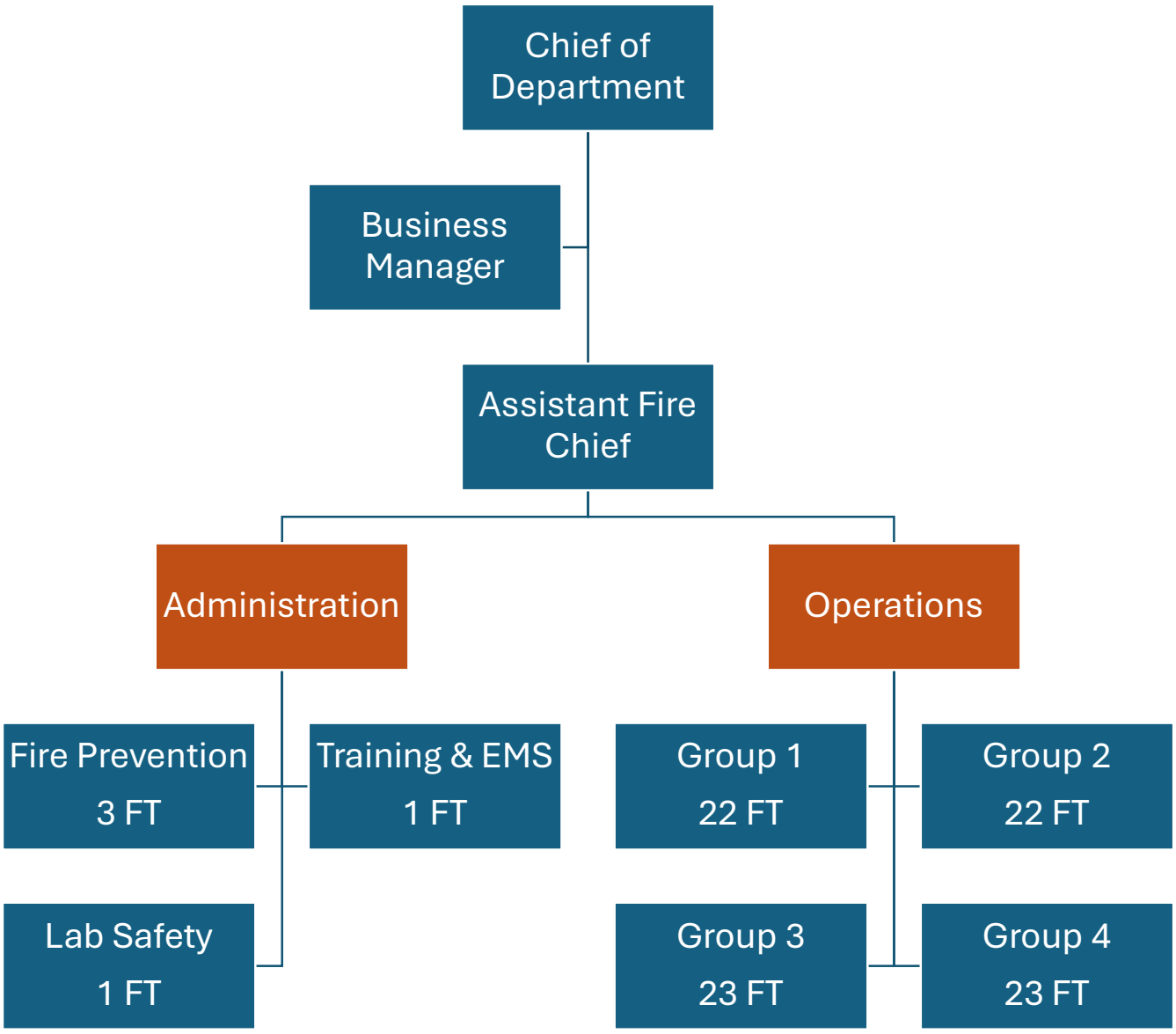
Department Description

The Fire Department employs 96 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 Business Manager. The Fire Department provides an all-hazard response to over 7,000 calls annually.

**The Fire Department is completing the hiring of staff to operate a second ALS ambulance in FY 2026.*

Organizational Chart



Department Goals

- To provide coordinated, responsive, and reliable emergency response services.
- To prevent and mitigate emergencies through strategic planning, community education, and proactive identification and resolution of hazards.

Recent Accomplishments

- Expanded community risk reduction efforts, including increased inspections, enhanced public education programs, and expanded pre-incident planning.
- Made significant progress toward staffing the second ALS ambulance, advancing hiring efforts and utilizing an alternative civil service pathway to support recruitment.
- Initiated a comprehensive review and update of policies and standard operating procedures to align with current best practices.
- Enhanced internal administrative processes to improve efficiency.

Plans for Fiscal Year 2027

- Implement the second ALS ambulance staffed 24/7 to enhance EMS response capacity and system reliability.
- Complete planned station capital improvements to ensure a safe, functional, and effective living and working environment for personnel.
- Expand employee health and wellness initiatives, with a focus on cardiac health and cancer prevention.
- Develop and implement strategies to improve paramedic recruitment and retention, emphasizing sustainability and workforce stability.

Significant Level-Service Budget Changes

- Provides an additional $426,475 for Medical Supplies. Much of this increase is due to one-time costs associated with provisioning the second ALS ambulance with needed medical supplies. This line is anticipated to decrease in the Fiscal Year 2028 budget as the second ALS ambulance will not need to be fully stocked from scratch in future years.

Additional Budget Requests

- Does not fund the department's request for 8 new firefighters to increase staffing on each ladder truck to 3 (from 2) or the request for increased overtime to increase shift staffing. The administration recommends assessing these requests after the completion of the Public Safety Study, in accordance with Budget Policy Guideline II.G.

Capital Budget Items

- Provides $215,000 for fire station building improvements, ambulance equipment, vehicle replacement, and the replacement of an unmanned aerial system (lines 75-77 and 84 in the Fiscal Year 2027-2031 CIP).

Fire Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0122051 - FIRE PERSONNEL						
510111 FULL TIME SALARIES	8,787,096	9,215,301	10,087,003	10,213,564	885,330	10,213,564
510130 OVERTIME	1,851,027	1,703,533	1,718,533	1,990,340	380,032	1,990,340
510142 HOLIDAY PAY	737,204	762,479	784,479	867,996	2,063	867,996
510143 LONGEVITY	411,883	408,702	431,802	463,048	-	463,048
510144 EMT COMP	803,715	837,754	845,254	955,477	-	955,477
510146 CPR STIPEND	-	500	500	500	-	500
510179 INDEMNIFICATION	173,477	50,000	50,000	50,000	-	50,000
510191 CAREER INCENTIVE	182,860	213,339	301,339	331,073	-	331,073
TOTAL PERSONNEL	12,947,262	13,191,608	14,218,910	14,871,998	1,267,425	14,871,998

Department Financials Continued on Next Page

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0122052 - FIRE EXPENSES						
520240 EQUIPMENT MAINT.	72,432	71,562	71,562	72,360	-	72,360
520241 BUILDING MAINT.	68,542	46,058	46,058	47,220	-	47,220
520245 VEHICLE MAINTENANCE	146,306	141,497	141,497	145,040	-	145,040
530303 MNGT CONSULTING	101,911	106,865	106,865	109,550	-	109,550
530305 COLLECTION SERVICES	79,733	68,664	68,664	70,390	-	70,390
530315 MEDICAL TESTING		58,410	58,410	59,870	-	59,870
530320 TUITION EXPENSES	10,008	25,463	25,463	26,100	-	26,100
530341 COMMS-PHONE	12,635	12,951	12,951	13,280	-	13,280
540421 OFFICE SUPPLIES	4,322	7,379	7,379	7,570	-	7,570
540430 BUILDING SUPPLIES	22,676	21,847	21,847	25,360	-	25,360
540481 VEHICLE PARTS	12,349	12,847	12,847	13,170	-	13,170
550500 MEDICAL SUPPLIES	70,900	68,065	108,065	534,540	-	534,540
550511 BOOKS	534	2,342	2,342	2,400	-	2,400
550582 FIRE SUPPLIES	66,565	63,267	63,267	64,850	-	64,850
570730 DUES & SUBCRIPT.	6,970	7,185	7,185	7,240	-	7,240
570786 CONFERENCE EXPENSES	2,921	4,305	4,305	4,420	-	4,420
TOTAL EXPENSES	678,804	718,707	758,707	1,203,360	-	1,203,360
0122058 - FIRE CAPITAL						
580840 IMPROV./BUILDING REN.	209,957	60,000	60,000	60,000	-	60,000
580860 ADDITIONAL EQUIP.	80,000	40,000	40,000	40,000	-	40,000
580869 VEHICLE REPLACEMENT	79,768	120,000	120,000	80,000	-	80,000
580870 REPLACE. OF EQUIP.	15,000	14,500	44,500	35,000	-	35,000
TOTAL CAPITAL	384,725	234,500	264,500	215,000	-	215,000
TOTAL - FIRE	14,010,791	14,144,815	15,242,117	16,290,358	1,267,425	16,290,358

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

Recent Accomplishments

- Collaborated with multiple City departments to make significant progress on the City's Hazard Mitigation Plan.
- Maintained equipment trailers to ensure their readiness for major incidents.
- Continued to manage the Everbridge Reverse 911 software.

Plans for Fiscal Year 2027

- Inventory equipment in the emergency trailers and develop a plan to replace outdated equipment.
- Finalize and publish the Hazard Mitigation Plan
- Continue to seek grant opportunities to further the mission of the department.
- Continue establishing the Local Emergency Planning Committee.

Significant Level-Service Budget Changes

- Eliminates $850 Communications Phone line as associated expenses are no longer necessary.

Additional Budget Requests

- Does not fund request for $10,000 stipend for the Emergency Management Director.

Capital Budget Items

- None

Emergency Management Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0129151 - EMERG. MGMNT. PERSONNEL						
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	10,000	2,660
0129152 - EMERG. MGMNT. EXPENSES						
530303 CONTRACTED SERVICES	77,339	38,839	38,839	42,000	-	42,000
530341 COMMS-PHONE	850	850	850	-	-	-
550500 EMERG. MGMNT. SUPPL.	60,000	20,000	20,000	20,000	-	20,000
TOTAL EXPENSES	138,189	59,689	59,689	62,000	-	62,000
TOTAL - EMERGENCY MGMNT.	140,849	62,349	62,349	64,660	10,000	64,660

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

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.

Streets & Sidewalks – Improves and maintains the City's roadways, sidewalks, and related infrastructure. Maintains a Pavement Management Plan that identifies possible pavement rehabilitation methods and associated cost estimates. Responsible for the DPW's snow and ice response. Treats roadways and removes snow to keep City streets safe during winter weather events. Evaluates implementation of innovative snow removal equipment and techniques to ensure effective and efficient responses to winter weather events.

Parks & Cemeteries – Maintains 118 acres of City grounds, parks, recreational facilities, and cemeteries. Manages day-to-day operations for three cemeteries by overseeing sale of lots, preparation of graves, and the setting of foundations and veterans' markers. Provides capital improvement support to the Recreation Department.

Solid Waste & Recycling – 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 and recycling contracts.

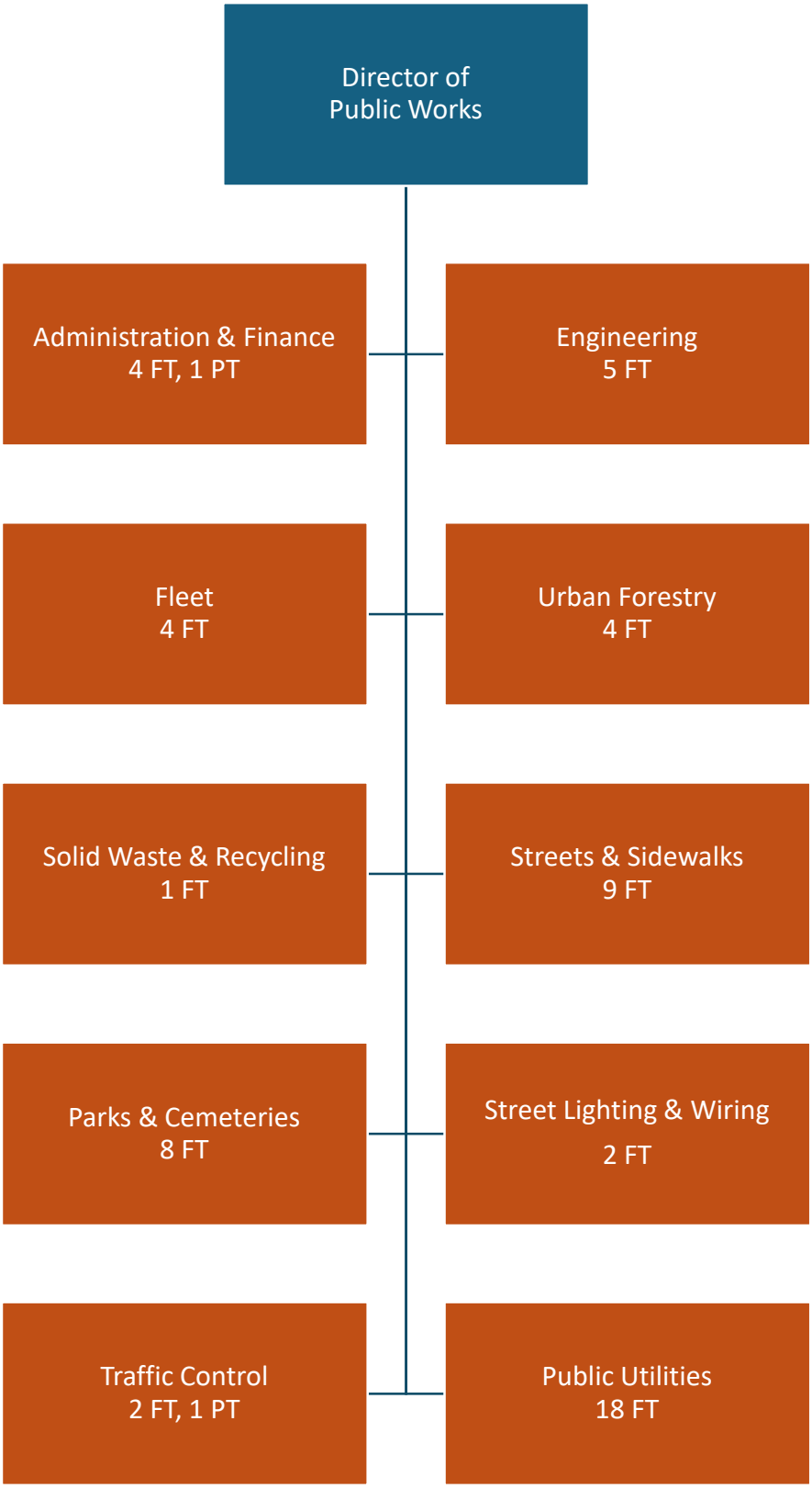
Street Lighting & Wiring – Maintains all City streetlights and lighting in public spaces and installs holiday lighting at City-owned buildings and locations. The division is also responsible for the repair and maintenance of the City's fire alarm system which includes master box fire alarm connections 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.

Urban 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.

Public Utilities – Ensures the City's water distribution system provides a high-quality and dependable water supply. Operates and maintains the City's water, sewer, and storm drainage systems. Completes water and sewer system improvement projects to reduce sources of inflow and to provide a high-quality and dependable water supply. The Public Utilities Division is funded out of the Water and Sewer enterprise funds. The budget for the enterprise funds can be found starting on page 177.

Organizational Chart



Department Goals

- To maintain, repair, and improve Watertown's physical public infrastructure in an efficient and professional manner.
- To care for and enhance the City's public greenspaces and tree canopy.
- To ensure the City manages its waste in an effective and sustainable manner.
- To provide excellent customer service through clear communication and by quickly and effectively responding to public requests.

Recent Accomplishments

- Replaced the entirety of the water main and services along the Cottage Street neighborhood (Cottage St, Sawin St, Cottage Ln, Molloy St, Lyons St, Sexton St).
- Started the valve exercising program and completed annual hydrant flushing.
- Completed crosswalk, traffic lines, and specialty markings without the use of a contractor.
- Planted 100 trees throughout Watertown with support from the Executive Office of Energy and Environmental Affairs' Cool Corridors Grant. The Forestry Division also completed 268 tree service tasks requested through SeeClickFix, the City's constituent request system.
- Maintained 72 miles of public roads and 20 miles of City sidewalks during major snows event by clearing and moving approximately 30,000 cubic yards of snow and using 846 tons of salt.
- Installed AEDs in coordination with the Recreation Department at public parks and facilities across the City to enhance public safety.
- Coordinated regular trash and recycling pickup, eight household hazardous waste events, and one city-wide recycling event while navigating the complexities of a trash services strike.

Plans for Fiscal Year 2027

- Execute contracts to undertake roadway, sidewalk, and traffic control projects.
- 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

- Reallocates a portion of the salary of the Deputy Director and Principal Department Assistant position salaries to the Water & Sewer Enterprise Funds to properly account for the work these positions do related to these funds.
- Reallocates a vacant Administrative Assistant position to the Senior Services Department.
- Moves the Recycling Program Manager position into the Solid Waste & Recycling Division's budget, in accordance with Budget Policy Guideline II.I
- Eliminates the $17,000 DPW Licenses/Certifications line, as these expenses are now covered within division budgets.
- Provides additional overtime funding to cover work DPW staff does for various City events.
- Reduces Equipment Maintenance, Contracted Services, and Communications-Phone lines by a combined $46,865.
- Eliminates the $6,000 Medical Testing line, as these expenses are now paid out of the Human Resources department budget.
- Increases the Printing and Forms line by $8,500 to account for increased number of mailings.
- Increase the Uniforms/Cleaning Services line by $11,800 due to increased costs from the department reducing vacancies.
- Provides an additional $4,200 across the In State Travel, Out of State Travel, dues and Subscriptions, Conference Expenses, and Staff Development lines for additional professional development opportunities, in accordance with Budget Policy Guideline II.I.

Additional Budget Requests

- Funds request to make the Communications Coordinator position full-time. These additional hours will allow the Communications Coordinator to serve as one of the accreditation managers for the department as it begins the multi-year process of achieving American Public Works Association accreditation.

Capital Budget Items

- None

DPW Administration Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0140151 - DPW ADMINISTRATION PERSONNEL						
510111 FULL TIME SALARIES	553,927	661,903	681,453	537,867	25,191	563,058
510112 PART TIME SALARIES	830	39,477	39,477	59,785	-	59,785
510130 OVERTIME	55,148	30,000	31,400	70,619	-	70,619
510143 LONGEVITY	2,075	-	-	-	-	-
510146 CPR STIPEND	-	1,000	1,000	450	-	450
510145 DPW LICENSES/CERT.	17,000	17,000	17,000	-	-	-
510190 CLOTHING	750	-	-	-	-	-
TOTAL PERSONNEL	629,730	749,380	770,330	668,721	25,191	693,912
0140152 - DPW ADMIN. EXPENSES						
520211 ELECTRICITY	2,851	-	-	-	-	-
520213 GAS	248	-	-	-	-	-
520240 EQUIPMENT MAINT.	2,424	7,125	7,125	4,000	-	4,000
530303 CONTRACTED SERVICES	103,608	88,240	88,240	50,000	-	50,000
530315 MEDICAL TESTING	5,625	6,000	6,000	-	-	-
530341 COMMS-PHONE	27,616	30,500	30,500	25,000	-	25,000
540421 OFFICE SUPPLIES	19,352	13,113	13,113	15,000	-	15,000
540422 PRINTING AND FORMS	19,960	26,500	11,500	20,000	-	20,000
540430 BUILDING MAINT. SUPL.	58,925	-	-	-	-	-
540451 CUSTODIAN SUPPLIES	5,000	-	-	-	-	-
550586 UNIFORMS/CLEAN. SERV.	87,973	50,200	65,200	77,000	-	77,000
570710 IN STATE TRAVEL	-	1,500	1,500	2,000	-	2,000
570720 OUT OF STATE TRAVEL	-	1,500	1,500	2,000	-	2,000
570730 DUES & SUBCRIPT.	1,695	1,500	1,500	2,500	-	2,500
570786 CONFERENCE EXPENSES	-	2,000	2,000	3,000	-	3,000
570787 STAFF DEVELOPMENT	13,496	10,000	13,300	14,500	-	14,500
TOTAL EXPENSES	348,773	238,178	241,478	215,000	-	215,000
0140151 - DPW ADMIN. CAPITAL						
580840 IMPROVEMENTS	125,000	-	-	-	-	-
TOTAL CAPITAL	125,000	-	-	-	-	-
TOTAL - DPW ADMINISTRATION	1,103,503	987,558	1,011,808	883,721	25,191	908,912

DPW Engineering

Significant Level-Service Budget Changes

- Reallocates a portion of the City Engineer, Assistant City Engineer, and Construction Permit Inspector position salaries to the Water & Sewer Enterprise Funds to properly account for the work these positions do related to these funds.
- Reallocates $18,500 worth of expenses from the Contracted Services line to a new Dues line to better reflect the nature of the expenses. Further reduces Contracted Services by $23,500 as some expenses that had previously been paid out of the Engineering budget will now be covered by the Water Enterprise Fund.
- Provides $6,000 for a new Staff Development line for Engineering staff trainings and certifications.
- Eliminates the $14,500 Replacement of Equipment capital line and reallocates $10,500 from this line to the Tools expense line.

Additional Budget Requests

- None

Capital Budget Items

- None

DPW Engineering Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0140351 - DPW ENGINEERING PERSONNEL						
510111 FULL TIME SALARIES	256,327	421,797	428,297	300,319	-	300,319
510130 OVERTIME	-	-	3,000	-	-	-
510146 CPR STIPEND	-	1,000	1,000	475	-	475
510145 DPW LICENSES/CERT.	-	1,500	1,500	-	-	-
510190 CLOTHING	-	500	500	-	-	-
TOTAL PERSONNEL	256,327	424,797	434,297	300,794	-	300,794
0140352 - DPW ENGINEERING EXPENSES						
530303 CONTRACTED SERVICES	89,316	73,500	73,500	31,500	-	31,500
570710 IN STATE TRAVEL	-	1,500	1,500	1,600	-	1,600
570720 OUT OF STATE TRAVEL	-	1,500	1,500	1,600	-	1,600
570730 DUES & SUBSCRIPTIONS	-	-	-	18,500	-	18,500
570786 CONFERENCE EXPENSES	-	2,000	2,000	2,000	-	2,000
570787 STAFF DEVELOPMENT	-	-	-	6,000	-	6,000
540432 TOOLS	-	9,000	9,000	19,500	-	19,500
TOTAL EXPENSES	89,316	87,500	87,500	80,700	-	80,700
0140358 - DPW ENGINEERING CAPITAL						
580870 REPLACE. OF EQUIP.	-	14,500	14,500	-	-	-
TOTAL CAPITAL	-	14,500	14,500	-	-	-
TOTAL - DPW ENGINEERING	345,643	526,797	536,297	381,494	-	381,494

DPW Fleet

Significant Level-Service Budget Changes

- Reallocates a portion of the salary of all division staff salaries to the Water & Sewer Enterprise Funds to properly account for the work these positions do related to these funds.
- Increases funding for gasoline by $51,117 to account for rising fuel costs.
- Reallocates $6,000 from the Department of Public Buildings' Vehicle Maintenance Line to the Fleet Division's Vehicle Maintenance Line to consolidate these expenses. Further increases the Vehicle Maintenance line by $13,600 due to rising costs and by another $15,000 for wrapping City vehicles.
- Provides $1,000 between the In State Travel and Out of State Travel Lines, $750 of which comes from reallocating money from Staff Development.

Additional Budget Requests

- None

Capital Budget Items

- Provides $80,000 for replacement of electric vehicles and $25,000 for equipment (lines 118 & 119 in the Fiscal Year 2027-2031 CIP).

DPW Fleet Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0140551 - DPW FLEET PERSONNEL						
510111 FULL TIME SALARIES	365,526	372,838	389,538	318,858	-	318,858
510130 OVERTIME	30,277	60,000	44,275	60,000	-	60,000
510143 LONGEVITY	9,075	7,000	9,275	8,740	-	8,740
510146 CPR STIPEND	-	1,000	1,000	800	-	800
510145 DPW LICENSES/CERT.	-	4,900	4,900	4,800	-	4,800
510190 CLOTHING	2,600	2,600	3,050	2,360	-	2,360
TOTAL PERSONNEL	407,478	448,338	452,038	395,558	-	395,558
0140552 - DPW FLEET EXPENSES						
520245 VEHICLE MAINTENANCE	79,889	68,000	68,000	102,600	-	102,600
540432 TOOLS	33,134	25,000	25,000	25,500	-	25,500
540480 GASOLINE	318,252	356,883	316,883	368,000	-	368,000
540481 VEHICLE PARTS	203,529	185,119	225,119	203,000	-	203,000
570710 IN STATE TRAVEL	-	-	-	500	-	500
570720 OUT OF STATE TRAVEL	-	-	-	500	-	500
570787 STAFF DEVELOPMENT	11,107	17,000	17,750	17,000	-	17,000
TOTAL EXPENSES	645,911	652,002	652,752	717,100	-	717,100
0140558 - DPW FLEET CAPITAL						
580860 ADDITIONAL EQUIP.	74,759	25,000	25,000	25,000	-	25,000
580869 VEHICLE REPLACEMENT	208,560	70,000	70,000	80,000	-	80,000
TOTAL CAPITAL	283,319	95,000	95,000	105,000	-	105,000
TOTAL - DPW FLEET	1,336,708	1,195,340	1,199,790	1,217,658	-	1,217,658

DPW Streets & Sidewalks

Significant Level-Service Budget Changes

- Reallocates the $12,500 Additional Equipment capital line to the Tools expense line.
- Provides an additional $2,250 between the In State Travel, Out of State Travel, and Staff Development Lines for additional professional development opportunities, in accordance with Budget Policy Guideline II.I.

Additional Budget Requests

- Does not fund request for a new Equipment Operator. This will be reconsidered in years with more financial resources.

Capital Budget Items

- Provides $40,000 to replace equipment (line 126 in the Fiscal Year 2027-2031 CIP).

DPW Streets & Sidewalks Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0142251 - DPW STREETS & SIDEWALKS PERSONNEL						
510111 FULL TIME SALARIES	748,119	793,809	821,309	846,923	67,111	846,923
510130 OVERTIME	112,412	120,000	122,700	120,000	-	120,000
510141 SHIFT DIFFERENTIAL	7,000	10,440	12,540	12,528	-	12,528
510143 LONGEVITY	20,425	21,175	21,525	22,125	-	22,125
510146 CPR STIPEND	-	2,250	2,250	2,250	-	2,250
510190 CLOTHING	6,100	6,100	6,950	6,950	-	6,950
TOTAL PERSONNEL	894,056	953,774	987,274	1,010,776	67,111	1,010,776
0142252 - DPW STREETS & SIDEWALKS EXPENSES						
520271 RENTAL OF EQUIPMENT	10,000	25,000	25,000	25,500	-	25,500
520272 STREET REPAIRS	673,928	407,000	407,000	415,000	-	415,000
530314 PEST CONTROL	58,632	20,000	20,000	20,000	-	20,000
540432 TOOLS	14,300	12,600	12,600	25,500	-	25,500
550532 MAINTENANCE SUPPLIES	119,507	117,043	117,043	120,000	-	120,000
570710 IN STATE TRAVEL	-	-	-	300	-	300
570720 OUT OF STATE TRAVEL	-	-	-	300	-	300
570787 STAFF DEVELOPMENT	-	-	1,350	3,000	-	3,000
TOTAL EXPENSES	876,367	581,643	582,993	609,600	-	609,600
0142258 - DPW STREETS & SIDEWALKS CAPITAL						
580860 ADDITIONAL EQUIP.	20,500	12,500	12,500	-	-	-
580870 REPLACE. OF EQUIP.	91,303	38,000	38,000	40,000	-	40,000
TOTAL CAPITAL	111,803	50,500	50,500	40,000	-	40,000
TOTAL - DPW STRT. & SIDEWLKS.	1,882,226	1,585,917	1,620,767	1,660,376	67,111	1,660,376

DPW Snow and Ice

Significant Level-Service Budget Changes

- Reallocates $10,000 from the Sand/Salt line to a new Materials & Supplies line to account for meal expenses for staff during snow events.

Additional Budget Requests

- None

Capital Budget Items

- Provides $80,000 for the replacement of equipment (line 143 in the Fiscal Year 2027-2031 CIP).

DPW Snow and Ice Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0142351 - DPW SNOW AND ICE PERSONNEL						
510130 OVERTIME	305,657	375,000	375,000	375,000	-	375,000
510192 MEALS	-	2,000	2,000	2,000	-	2,000
TOTAL PERSONNEL	305,657	377,000	377,000	377,000	-	377,000
0142352 - DPW SNOW AND ICE EXPENSES						
520271 RENTAL OF EQUIPMENT	447,482	485,000	485,000	485,000	-	485,000
530380 WEATHER REPORTS	3,575	4,000	4,000	4,000	-	4,000
540480 GASOLINE	50,022	30,000	30,000	30,000	-	30,000
540481 VEHICLE PARTS	117,563	124,000	124,000	124,000	-	124,000
550533 SAND/SALT	487,274	400,000	400,000	390,000	-	390,000
550534 MATERIALS & SUPPLIES	-	-	-	10,000	-	10,000
TOTAL EXPENSES	1,105,916	1,043,000	1,043,000	1,043,000	-	1,043,000
0142358 - DPW SNOW AND ICE CAPITAL						
580870 REPLACE. OF EQUIP.	413,961	80,000	80,000	80,000	-	80,000
TOTAL CAPITAL	413,961	80,000	80,000	80,000	-	80,000
TOTAL - DPW SNOW AND ICE	1,825,534	1,500,000	1,500,000	1,500,000	-	1,500,000

DPW Street Lighting & Wiring

Significant Level-Service Budget Changes

- Provides an additional $428,850 for electricity due to rising energy costs and unanticipated increases in electrical supply rates with our contracted energy supplier. A complaint has been filed with the Department of Public Utilities to dispute these supply rate increases.
- Reallocates $1,000 from the Staff Development line to the In State Travel and Out of State Travel lines.
- Reduces Fire Alarm Maintenance line by $25,000 to better reflect anticipated expenses.

Additional Budget Requests

- None

Capital Budget Items

- Provides $20,000 for the replacement of equipment (line 179 in the Fiscal Year 2027-2031 CIP).

DPW Street Lighting & Wiring Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0142451 - DPW STREET LIGHTING & WIRING PERSONNEL						
510111 FULL TIME SALARIES	194,984	200,272	204,822	214,098	-	214,098
510130 OVERTIME	33,048	40,000	35,900	40,000	-	40,000
510146 CPR STIPEND		500	500	500	-	500
510190 CLOTHING	700	1,200	1,350	1,350	-	1,350
TOTAL PERSONNEL	228,732	241,972	242,572	255,948	-	255,948
0142452 - DPW STREET LIGHTING & WIRING EXPENSES						
520210 STREET LIGHT. ELECTRICITY	308,878	275,000	275,000	452,250	-	452,250
520249 MAINT. OF STREET LIGHTS	172,541	94,335	94,335	97,000	-	97,000
520250 FIRE ALARM MAINTENANCE	201,466	150,000	150,000	125,000	-	125,000
530303 CONTRACTED SERVICES	65,000	50,000	50,000	51,000	-	51,000
540431 ELECTRICAL SUPPLIES	73,602	65,000	65,000	66,000	-	66,000
550582 FIRE SUPPLIES	-	2,700	2,700	2,700	-	2,700
570710 IN STATE TRAVEL	-	-	-	500	-	500
570720 OUT OF STATE TRAVEL	-	-	-	500	-	500
570787 STAFF DEVELOPMENT	-	3,400	3,700	2,400	-	2,400
TOTAL EXPENSES	821,487	640,435	640,735	797,350	-	797,350
0142458 - DPW STREET LIGHTING & WIRING CAPITAL						
580870 REPLACEMENT OF EQUIP.	-	-	-	20,000	-	20,000
TOTAL CAPITAL	-	-	-	20,000	-	20,000
TOTAL - DPW ST. LIGHT. & WIRING	1,050,219	882,407	883,307	1,073,298	-	1,073,298

DPW Solid Waste & Recycling

Significant Level-Service Budget Changes

- Moves the Recycling Program Manager from the Administration & Finance division into Solid Waste & Recycling. Reclassifies the position as the Solid Waste & Recycling Supervisor, in accordance with Budget Policy Guideline II.I.
- Increases funding for Solid Waste Disposal, Contracted Services, Bulk Plastic, and Yard Waste lines to account for 6% increase in the cost of related contracts.
- Increases funding for the Organics/Composting line by $100,000 to account for increased composting volume due to Watertown High School opening and expected increases in participation for the residential curbside program, in accordance with Budget Policy Guideline II.A.
- Provides an additional $15,000 for the Printing and Forms line due to increased costs in providing informational materials to residents.

Additional Budget Requests

- None

Capital Budget Items

- None

DPW Solid Waste & Recycling Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0143351 – DPW SOLID WASTE & RECYCLING PERSONNEL						
510111 FULL TIME SALARIES	-	-	-	120,714	-	120,714
510130 OVERTIME	-	-	-	5,000	-	5,000
510146 CPR STIPEND	-	-	-	250	-	250
TOTAL PERSONNEL	-	-	-	125,964	-	125,964
0143352 – DPW SOLID WASTE & RECYCLING EXPENSES						
520290 SOLID WASTE DISPOSAL	797,266	925,000	925,000	980,500	-	980,500
520292 RECYCLING	580,467	462,000	462,000	489,720	-	489,720
520293 ORGANICS/COMPOSTING	601,431	625,000	625,000	725,000	-	725,000
520303 CONTRACTED SERVICES	3,648,134	3,700,000	3,700,000	3,922,000	-	3,922,000
530391 RECYCLING CENTER	249,280	225,000	225,000	225,000	-	225,000
530392 BULK PLASTIC	59,543	87,500	87,500	93,000	-	93,000
530393 YARD WASTE	191,033	116,000	116,000	122,960	-	122,960
530394 COMMUNITY ENGAGEMENT	24,102	25,000	25,000	25,000	-	25,000
540422 PRINTING AND FORMS	17,332	20,000	20,000	35,000	-	35,000
570787 STAFF DEVELOPMENT	-	-	-	500	-	500
TOTAL EXPENSES	6,168,588	6,185,500	6,185,500	6,618,680	-	6,618,680
TOTAL - DPW SLD. WST. & RECYCL.	6,168,588	6,185,500	6,185,500	6,744,644	-	6,744,644

DPW Cemetery

Significant Level-Service Budget Changes

- Pursuant to the newly adopted Administrative Code, the Cemetery Division has been merged with the Parks Division. The below table has been kept to show previous years' expenses from the Cemetery Division. Please see the Parks & Cemeteries Division's budget for Fiscal Year 2027 numbers.

DPW Cemetery Prior-Year Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0149151 - DPW CEMETERY PERSONNEL						
510111 FULL TIME SALARIES	170,394	172,693	183,393	-	-	-
510130 OVERTIME	68,510	90,000	77,000	-	-	-
510143 LONGEVITY	7,000	7,750	7,900	-	-	-
510146 CPR STIPEND	-	500	500	-	-	-
510190 CLOTHING	1,400	1,400	1,650	-	-	-
TOTAL PERSONNEL	247,304	272,343	270,443	-	-	-
0149152 - DPW CEMETERY EXPENSES						
520211 ELECTRICITY	5,000	-	-	-	-	-
520242 GROUNDSKEEPING	162,436	125,000	125,000	-	-	-
540432 TOOLS	6,518	3,975	3,975	-	-	-
540461 TREES & SHRUBS	27,888	20,000	20,000	-	-	-
540462 GROUNDSKEEP. SUPPL.	4,331	6,500	6,500	-	-	-
570787 STAFF DEVELOPMENT	-	-	450	-	-	-
TOTAL EXPENSES	162,436	125,000	125,000	-	-	-
0149158 - DPW CEMETERY CAPITAL						
580840 IMPROVEMENTS	49,441	25,000	25,000	-	-	-
TOTAL CAPITAL	49,441	25,000	25,000	-	-	-
TOTAL - DPW CEMETERY	502,918	452,818	451,368	-	-	-

DPW Traffic Control

Significant Level-Service Budget Changes

- Increases the Electrical Supplies line by $10,000 to account for rising costs.
- Reallocates $450 from the Staff Development line to In State Travel and Out of State Travel and provides an additional $200 to these lines.

Additional Budget Requests

- Does not fund the request for a new Traffic Technician. This position will be reconsidered when more financial resources are available.

Capital Budget Items

- Provides $150,000 for the replacement of equipment (lines 171 & 172 in the Fiscal Year 2027-2031 CIP).

DPW Traffic Control Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0149251 - DPW TRAFFIC CONTROL PERSONNEL						
510111 FULL TIME SALARIES	140,954	193,303	199,553	211,449	67,111	211,449
510112 PART TIME SALARIES	36,955	38,386	38,386	41,035	-	41,035
510130 OVERTIME	24,088	50,000	101,150	50,000	-	50,000
510143 LONGEVITY	3,942	3,943	4,043	4,093	-	4,093
510146 CPR STIPEND	-	750	750	750	250	750
510190 CLOTHING	1,432	1,620	1,770	1,243	800	1,243
TOTAL PERSONNEL	207,371	288,002	345,652	308,570	68,161	308,570
0149252 - DPW TRAFFIC CONTROL EXPENSES						
520248 TRAFFIC CNTRL. EQUIP.	210,075	72,550	72,550	74,000	-	74,000
530303 CONTRACTED SERVICES	-	152,480	152,480	152,480	-	152,480
540431 ELECTRICAL SUPPLIES	-	14,750	14,750	24,750	-	24,750
540432 TOOLS	7,479	14,400	14,400	14,400	-	14,400
570710 IN STATE TRAVEL	-	-	-	500	-	500
570720 OUT OF STATE TRAVEL	-	-	-	150	-	150
570787 STAFF DEVELOPMENT	-	1,400	1,850	1,400	-	1,400
TOTAL EXPENSES	217,554	255,580	256,030	267,680	-	267,680
0149258 - DPW TRAFFIC CONTROL CAPITAL						
580870 REPLACE. OF EQUIP.	49,074	25,000	25,000	150,000	-	150,000
TOTAL CAPITAL	49,074	25,000	25,000	150,000	-	150,000
TOTAL - DPW TRAFFIC CONTROL	473,999	568,582	626,682	726,250	68,161	726,250

DPW Urban Forestry

Significant Level-Service Budget Changes

- Reduces Tools line to $6,200 in accordance with anticipated spending.
- Reduces Dues & Subscriptions by $9,000 as the City no longer anticipates needing that money to pay for a tree inventory software. The remaining funds in this line are for membership fees for professional trade organizations.
- Increases funding for Trees and Shrubs to by $35,000 to account for rising costs.
- Provides $2,400 in funding for the In State Travel and Out of State Travel lines for staff to attend professional development opportunities, in accordance with Budget Policy Guideline II.I.

Additional Budget Requests

- Funds the request for an additional Heavy Equipment Operator. The total cost for this request—including benefits—is budgeted at $96,450. This funding is being completely offset by reducing the Contracted Services line in urban Forestry by $100,000. This new Heavy Equipment Operator will allow the Urban Forestry Division to perform pruning and tree removal work that has previously been contracted out. Due to the combination of two custodial positions in the Public Buildings department, the addition of this position will not impact total staff headcount.

Capital Budget Items

- None

DPW Forestry Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0149451 - DPW FORESTRY PERSONNEL						
510111 FULL TIME SALARIES	309,359	369,855	378,005	393,675	75,400	469,075
510130 OVERTIME	55,707	70,000	56,600	70,000	-	70,000
510143 LONGEVITY	3,748	3,725	3,775	3,825	-	3,825
510146 CPR STIPEND	-	1,000	1,000	1,000	250	1,250
510145 DPW LICENSES/CERT.	-	600	600	700	-	700
510190 CLOTHING	3,600	2,600	2,950	2,950	800	3,750
TOTAL PERSONNEL	372,414	447,780	442,930	472,150	76,450	548,600
0149452 - DPW FORESTRY EXPENSES						
520271 RENTAL OF EQUIPMENT	98,699	5,000	5,000	5,000	-	5,000
530303 CONTRACTED SERVICES	144,180	190,000	190,000	200,000	(100,000)	100,000
540432 TOOLS	5,132	6,000	33,000	6,200	-	6,200
540461 TREES & SHRUBS	228,289	360,000	333,000	368,000	-	368,000
570710 IN STATE TRAVEL	-	-	-	1,200	-	1,200
570720 OUT OF STATE TRAVEL	-	-	-	1,200	-	1,200
570730 DUES & SUBSCRIPTIONS	-	10,000	10,000	1,000	-	1,000
570787 STAFF DEVELOPMENT	3,437	4,000	4,600	4,500	-	4,500
TOTAL EXPENSES	479,737	575,000	575,600	587,100	(100,000)	487,100
TOTAL - DPW FORESTRY	852,151	1,022,780	1,018,530	1,059,250	(23,550)	1,035,700

DPW Parks & Cemeteries

Significant Level-Service Budget Changes

- This budget combines the budgets of the old Parks Division and Cemeteries Division. Under the newly adopted Administrative Code, these two divisions have been combined into the Parks & Cemeteries Division. The Fiscal Year 2025 and Fiscal Year 2026 numbers in the below budget table only incorporate the financial information of the old Parks Division. For historical numbers for the old Cemeteries Division, please see the budget table on page 136.
- Provides an additional $67,800 for Groundskeeping Supplies and $39,700 for Recreation Supplies due to rising costs.
- Provides $4,860 between the Staff Development, In State Travel, and Out of State Travel lines for division staff to attend professional development opportunities, in accordance with Budget Policy Guideline II.I.

Additional Budget Requests

- None

Capital Budget Items

- Provides $157,000 for park and cemetery improvements and equipment (lines 155 & 161-163 in the Fiscal Year 2027-2031 CIP).

DPW Parks & Cemeteries Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0149551 - DPW PARKS & CEMETERIES PERSONNEL						
510111 FULL TIME SALARIES	400,216	527,720	537,770	745,180	-	745,180
510112 PART TIME SALARIES	28,279	30,000	29,950	30,000	-	30,000
510130 OVERTIME	153,401	120,000	122,700	210,000	-	210,000
510141 SHIFT DIFF	1,250	3,263	3,963	3,915	-	3,915
510143 LONGEVITY	1,650	1,650	1,700	9,550	-	9,550
510146 CPR STIPEND	-	1,500	1,500	2,000	-	2,000
510150 STIPEND	-	500	500	500	-	500
510190 CLOTHING	2,600	4,000	4,450	6,150	-	6,150
TOTAL PERSONNEL	587,396	688,633	702,533	1,007,295	-	1,007,295
0149552 - DPW PARKS & CEMETERIES EXPENSES						
520242 GROUNDSKEEPING	504,056	582,100	582,100	738,250	-	738,250
540430 BUILDING MAINT.	13,088	-	-	-	-	-
540432 TOOLS	-	-	-	4,500	-	4,500
540461 TREES & SHRUBS	-	-	-	30,000	-	30,000
540462 GROUNDSKEEP. SUPPL.	80,900	57,200	57,200	131,500	-	131,500
540463 SOIL LOAM	58,856	42,436	42,436	61,000	-	61,000
550585 RECREATION SUPPLIES	40,550	37,300	37,300	77,000	-	77,000
570710 IN STATE TRAVEL	-	-	-	430	-	430
570720 OUT OF STATE TRAVEL	-	-	-	430	-	430
570787 STAFF DEVELOPMENT	-	-	750	4,000	-	4,000
TOTAL EXPENSES	697,450	719,036	719,786	1,047,110	-	1,047,110
0149558 - DPW PARKS & CEMETERIES CAPITAL						
580840 IMPROVEMENTS	62,606	48,000	48,000	95,000	-	95,000
580860 ADDITIONAL EQUIP.	27,585	15,000	15,000	20,000	-	20,000
580870 REPLACE. OF EQUIP.	89,736	40,000	40,000	42,000	-	42,000
TOTAL CAPITAL	179,927	103,000	103,000	157,000	-	157,000
TOTAL - DPW PARKS & CEMETER.	1,464,773	1,510,669	1,525,319	2,211,405	-	2,211,405

Public Health

Mission

The mission of the Public 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

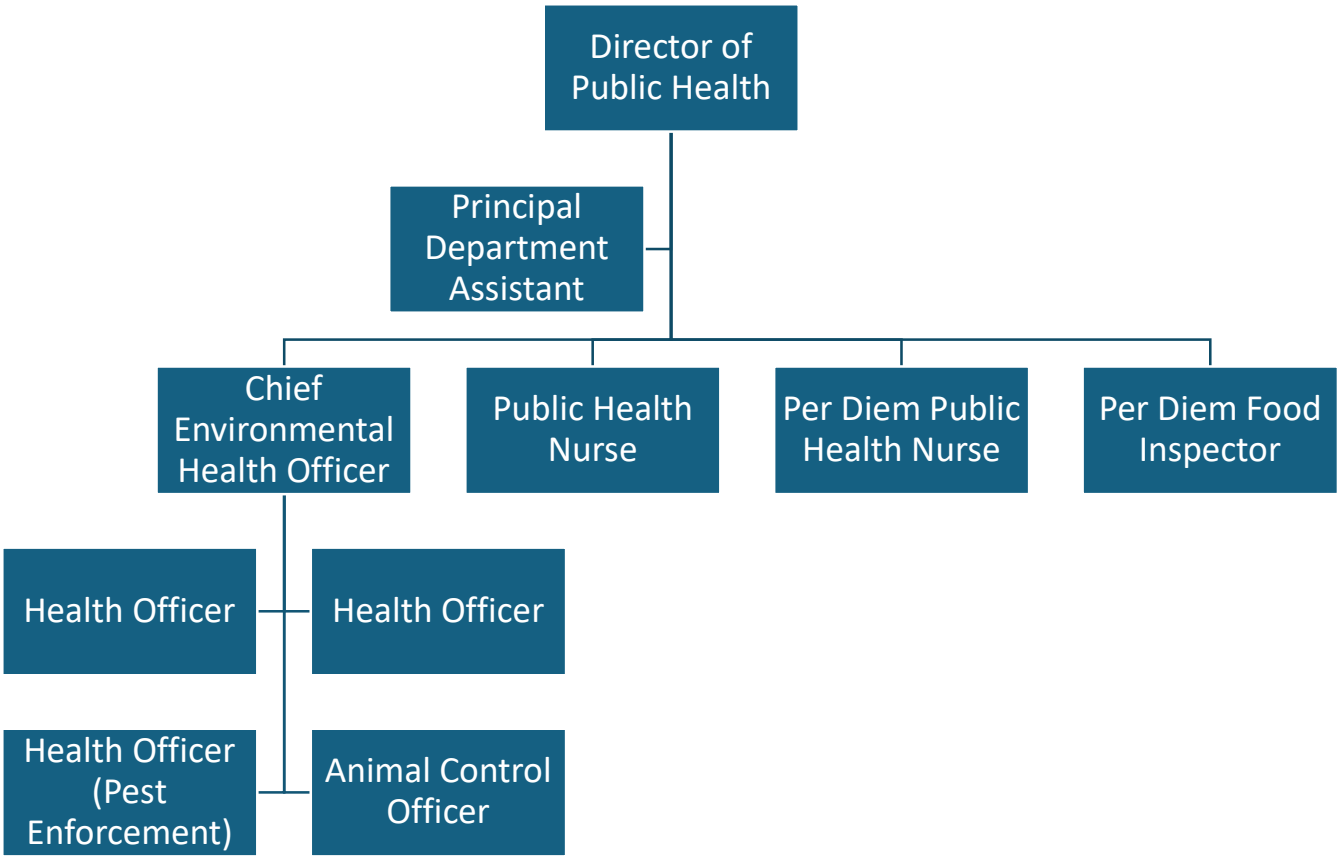
The Public Health Department is responsible for the promotion and protection of public health through education, outreach, and enforcement of Board of Health regulations, the state sanitary code, the state environmental code, and other public health regulations. The Department investigates complaints, conducts inspections, and issues permits, licenses, and certificates.

These inspections include—but are not limited to—housing, body art, food establishments, swimming pools, 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 Public 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. Additionally, the Public Health Nurse investigates communicable diseases and outbreaks within the city.

The Department also has a full-time Animal Control Officer (ACO) that enforces the provisions of Watertown's Animal Control Ordinance and other relevant state and local regulations. The ACO responds to reports of animal cruelty, injured wildlife, and other animal control complaints; conducts inspections of animal holding facilities; and issues rabies quarantines.

Organizational Chart



Department Goals

- To respond to public health concerns in a professional, efficient, and timely manner.
- To proactively maintain the health of the community through preventative programming, educational resources, pest control, and routine inspections.

Recent Accomplishments

- Adopted Bodywork Regulations to protect public health, safety, and welfare in the City of Watertown by addressing gaps in oversight of bodywork practices.
- Acquired sunscreen dispensers that will be strategically placed around the city in public places for residents and visitors to utilize.
- Installed a sharps drop-off kiosk at the Parker Building for individuals to properly dispose of needles and other sharps.
- Developed and implemented a more structured and efficient rodent control and baiting program, improving organization and overall effectiveness.

Plans for Fiscal Year 2027

- Continue working on a comprehensive rodent control plan that adapts to Watertown's changing environment.
- Continue to expand public health promotion efforts and increase access to impactful programs and services.
- Propose an update to the City's regulation regarding Smoking and the Sale and Use of Tobacco Products to be in line with State regulations and support public health goals.
- Work with our online application and permitting system to make it more user friendly for applicants to use.

Significant Level-Service Budget Changes

- None

Additional Budget Requests

- None

Capital Budget Items

- None

Public Health Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0151051 – PUBLIC HEALTH PERSONNEL						
510111 FULL TIME SALARIES	653,175	673,273	688,523	713,911	-	713,911
510112 PART TIME SALARIES	4,766	41,000	41,000	42,000	-	42,000
510130 OVERTIME	8,804	8,500	8,825	9,000	-	9,000
510143 LONGEVITY	2,975	2,975	3,025	3,775	-	3,775
510146 CPR STIPEND	-	1,500	1,500	1,500	-	1,500
510190 CLOTHING	1,800	1,800	2,075	2,000	-	2,000
TOTAL PERSONNEL	671,520	729,048	744,948	772,186	-	772,186
0151052 - PUBLIC HEALTH EXPENSES						
520240 EQUIPMENT MAINT.	7,434	4,000	4,000	4,000	-	4,000
520291 MOSQUITO CONTROL	21,362	22,216	22,216	22,890	-	22,890
530303 CONTRACTED SERVICES	327,021	56,700	56,700	56,700	-	56,700
530314 PEST CONTROL	108,017	120,000	120,000	122,000	-	122,000
530315 MEDICAL TESTING	4,400	5,400	5,400	5,400	-	5,400
540421 OFFICE SUPPLIES	2,031	3,700	3,700	3,700	-	3,700
540422 PRINTING AND FORMS	2,491	3,400	3,400	3,400	-	3,400
550500 MEDICAL SUPPLIES	11,953	12,500	12,500	13,000	-	13,000
550501 SANITATION SUPPLIES	2,556	3,500	3,500	3,500	-	3,500
550511 BOOKS	-	500	500	500	-	500
570710 IN STATE TRAVEL	877	1,000	1,000	1,000	-	1,000
570720 OUT OF STATE TRAVEL	-	3,000	3,000	3,000	-	3,000
570730 DUES & SUBCRIPT.	3,323	3,000	3,000	3,000	-	3,000
570786 CONFERENCE EXPENSES	4,533	2,000	2,000	2,400	-	2,400
570787 STAFF DEVELOPMENT	-	1,400	1,400	1,700	-	1,700
TOTAL EXPENSES	495,998	242,316	242,316	246,190	-	246,190
TOTAL - PUBLIC HEALTH	1,167,518	971,364	987,264	1,018,376	-	1,018,376

Senior Services

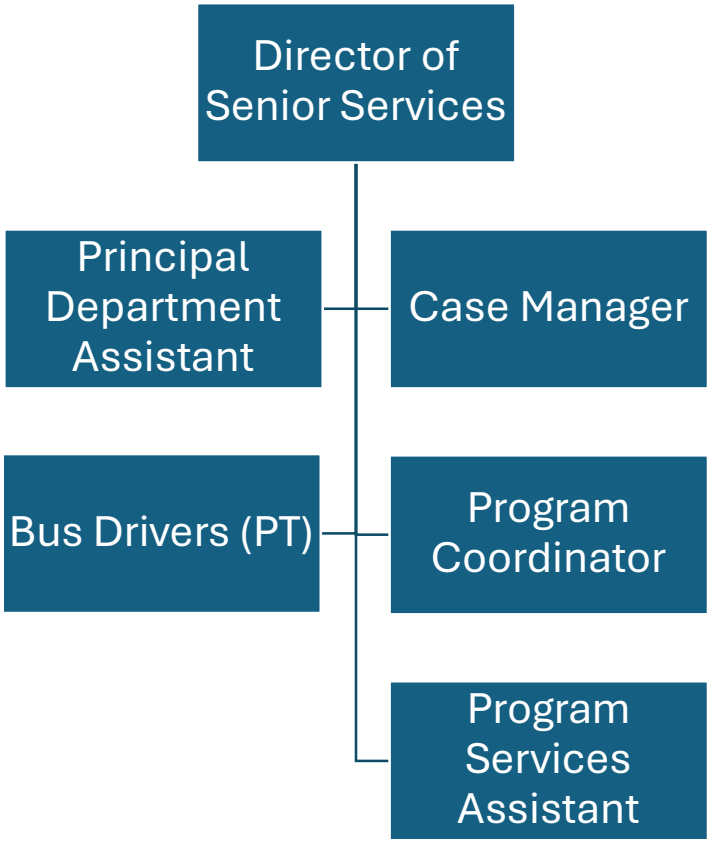
Mission

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



Department Goals

- To meet the recreational, social, educational, and wellness needs of seniors with a variety of programming and resources.
- To provide seniors with case management services to navigate economic, legal, and health challenges.

Recent Accomplishments

- Secured multiple grants, including a $10,000 Marshall Home Fund grant to sustain the GoGo Grandparent transportation program.
- Submitted an application to the MassDOT Community Transit Grant Program for a new shuttle bus to modernize the department's fleet and ensure long-term transportation reliability.
- The GoGo Grandparent program facilitated 977 on-demand rides for seniors from March 2025 to March 2026, directly addressing social isolation and ensuring independent access to medical care and essential prescriptions for Watertown seniors.
- Launched "Memory Cafes" in collaboration with several community partners to align the Department with the Dementia Friendly America movement.
- Launched a new frozen meal pilot program designed for older adults who require affordable, convenient, chef-prepared nutritional options.
- Hosted the Annual Senior Health and Wellness Fair, featuring clinical expertise from community partners to provide high-level education on cognitive health and engagement strategies.

Plans for Fiscal Year 2027

- Acquire a new Senior Shuttle Bus to improve the efficiency and reliability of the service.
- Improve communications by producing additional digital, audio, and visual content.
- Increase the Department's capacity to provide programming by utilizing space in the Philips building.
- Explore increasing nutritional programs and education through partnerships like Heart to Home to provide more access to healthy meals.

Significant Level-Service Budget Changes

- None

Additional Budget Requests

- Does not fund request for a new Assistant Senior Services Director position. This will be reviewed in future years as more resources become available.
- Funds the request for a new Administrative Assistant for the Senior Services Department. This will not add to citywide staff, as a vacant Administrative Assistant position in DPW is not being funded.
- Funds the request for additional resources for the Transportation Concierge program to provide more seniors with free on-demand transportation.
- Funds the request for additional hours for bus drivers to operate a second, smaller accessible van that the department anticipates being able to acquire due to grant funding. This van will augment the existing Senior Shuttle service.

Capital Budget Items

- Provides $17,000 for building improvements at the Senior Center (line 255 in the Fiscal Year 2027-2031 CIP).

Senior Services Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0154151 - SENIOR SERVICES PERSONNEL						
510111 FULL TIME SALARIES	368,259	337,738	338,238	370,408	150,076	426,610
510112 PART TIME SALARIES	40,842	45,339	45,339	47,518	19,184	66,702
510130 OVERTIME	-	1,000	8,500	1,000	-	1,000
510143 LONGEVITY	2,075	-	-	-	-	-
510146 CPR STIPEND		1,000	1,000	1,000	250	1,250
TOTAL PERSONNEL	411,176	385,077	393,077	419,926	169,510	495,562
0154152 - SENIOR SERVICES EXPENSES						
520241 BUILDING MAINT.	1,861	10,000	10,000	6,000	-	6,000
530382 TRANSPORT. SERVICES	4,462	11,776	11,776	12,020	18,000	30,020
530383 PROGRAM SERVICES	39,910	33,834	33,834	34,520	-	34,520
540421 OFFICE SUPPLIES	1,299	1,327	1,327	1,360	-	1,360
540425 PROGRAM SUPPLIES	7,996	4,849	4,849	4,950	-	4,950
540490 FOOD SUPPLIES	3,334	3,449	3,449	3,520	-	3,520
570710 IN STATE TRAVEL	488	530	530	550	-	550
570771 EMERGENCY ASSIST.	6,213	6,240	6,240	6,370	-	6,370
570786 CONFERENCE EXPENSES	-	500	500	510	-	510
TOTAL EXPENSES	65,563	72,505	72,505	69,800	18,000	87,800
0154158 - SENIOR SERVICES CAPITAL						
580840 IMPROVEMENTS	47,315	15,000	15,000	17,000	-	17,000
TOTAL CAPITAL	47,315	15,000	15,000	17,000	-	17,000
TOTAL - SENIOR SERVICES	524,054	472,582	480,582	506,726	187,510	600,362

Veterans

Significant Level-Service Budget Changes

- Pursuant to the newly adopted Administrative Code, the Veterans budget has been moved to be part of the Human Services budget in Fiscal Year 2027. This process began midway through Fiscal Year 2026 when the salary for the Veterans Services Officer was transferred to the Human Services budget. The below table has been kept to show previous years' expenses from the Veterans budget. Please see the Human Services budget for Fiscal Year 2027 numbers.

Additional Budget Requests

- None

Capital Budget Items

- None

Veterans Prior Year Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0154351 - VETERANS PERSONNEL						
510111 FULL TIME SALARIES	107,978	110,139	-	-	-	-
TOTAL PERSONNEL	107,978	110,139	-	-	-	-
0154352 - VETERANS EXPENSES						
530303 CONTRACTED SERVICES	2,450	-	5,000	-	-	-
540421 OFFICE SUPPLIES	596	1,200	1,200	-	-	-
540464 FLAGS	2,821	5,500	5,500	-	-	-
570710 IN STATE TRAVEL	-	1,200	1,200	-	-	-
570730 DUES & SUBCRIPT.	50	200	200	-	-	-
570770 VETERANS BENEFITS	77,540	100,000	95,000	-	-	-
570782 CITY OBSERVANCES	17,414	21,000	21,000	-	-	-
570786 CONFERENCE EXPENSES	-	600	600	-	-	-
TOTAL EXPENSES	100,871	129,700	129,700	-	-	-
TOTAL - VETERANS	208,849	239,839	129,700	-	-	-

Human Services

Mission

The Human Services Department oversees the development and operation of programs and wellness opportunities that promote health, sustainability, and connection for the Watertown community. The Department brings together City and community partners to address needs related to food, housing, mental health, and social services; and works collaboratively to ensure all residents can access resources and support.

Department Description

The Human Services Department coordinates with other departments and community-based organizations to foster a collaborative approach to addressing community needs. Department priorities include food access, housing stability, mental health and substance use supports, resource navigation and streamlined referral pathways, and programming that encourages a healthy and connected community.

The Human Services Department is comprised of four City programs and one community-based contract:

The Watertown Food Pantry provides community members with free groceries to combat food insecurity. Additionally, the Department helps to connect residents to SNAP and other food assistance programs and provides volunteer opportunities for community members and local businesses.

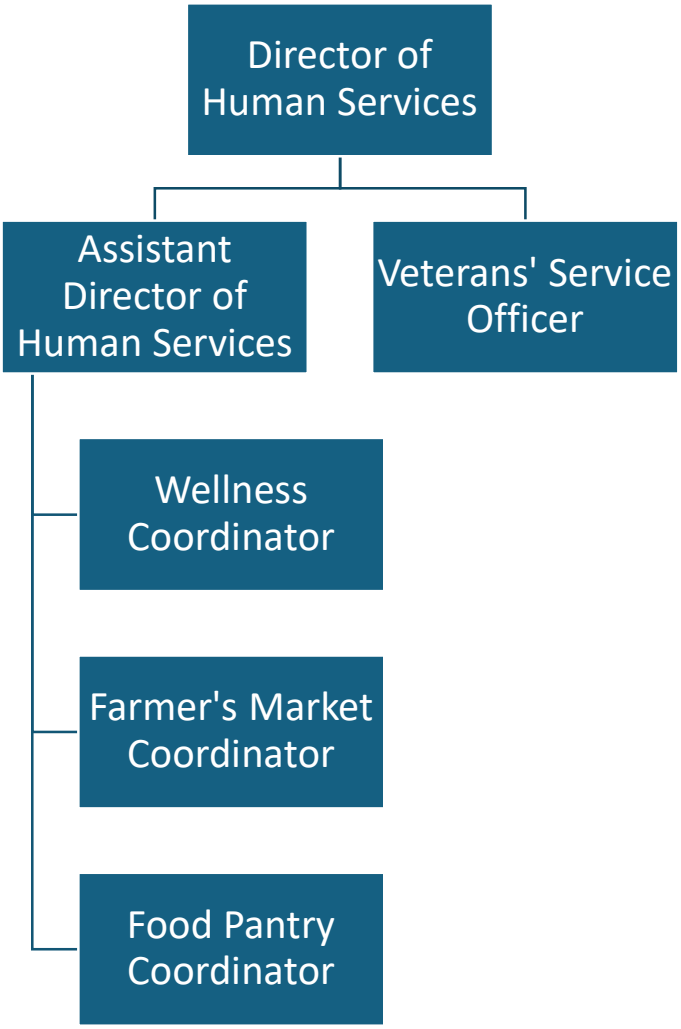
Community Wellness runs the Watertown Farmer's Market and organizes opportunities to enhance community health through Live Well Watertown programs including Eat Well, Stress Less, Move More, and Community Connect.

Veterans Services works directly with veterans and their dependents to connect to federal, state, and local resources and services they may be entitled to. The Veterans Services Officer (VSO) engages with the community through outreach programming and partnering with local veterans' agencies.

The Americans with Disabilities Act (ADA) Coordinator oversees adherence to the ADA and provides support to City departments and residents in cases of noncompliance. The ADA Coordinator is the staff liaison to the Watertown Commission on Disability and provides training and other educational opportunities for City staff to ensure programs and services are accessible.

The Social Services Resource Program provides free resource navigation to Watertown residents ages 18-59. Assistance includes access to affordable housing, economic assistance, mental health referrals, and more. This City has a contract with Wayside Youth and Family Support Network to provide these services and provides Wayside with space in the City-owned building at 127 North Beacon Street.

Organizational Chart



Department Goals

- To collaborate with community partners to evaluate and address the shifting human service needs of the city.
- To promote a healthy and connected community through a variety of programs and initiatives.
- To help residents effectively navigate resources and connect with essential services.

Recent Accomplishments

- Coordinated a citywide food drive with support from the Watertown Community Foundation in response to federal changes to SNAP benefits.
- Provided free produce and non-perishable goods to over 160 households each week through the Watertown Food Pantry while moving the program to the Parker Building to provide long-term stability for the program and allow for an expansion of hours.
- Leveraged multiple funding sources for the Farmer's Market food assistance programs to serve up to 100 households each week through the Market's SNAP Match, Health Incentive Program (HIP), and off-season SNAP CSA program.
- Delivered a rotating calendar of no-cost weekly and seasonal 'Live Well' programs and held specialty health initiatives with community partners.
- Produced tenant and landlord resources for Fair Housing Sessions hosted by the Watertown Affordable Housing Trust and Human Rights Commission.
- Partnered with the Watertown Library to implement Digital Equity programs for community-based organizations and the residents they serve.

Plans for Fiscal Year 2027

- Convene advisory groups of representatives from key City departments and community organizations to coordinate around health and social service needs.
- Enhance food access in the city by expanding Watertown Food Pantry hours, continue planning for expansion of the seasonal Farmers' Market, and purchasing a Human Services van for food delivery and mobile pantry services.
- Expand Live Well's Community Connect initiative to address social isolation and enhance community connectedness.
- Encourage multi-generational engagement with Veterans Services programming.
- Oversee spending of the Opioid Settlement Abatement Funds to support education/prevention, harm reduction, and treatment/recovery for substance use and mental health needs.

Significant Level-Service Budget Changes

- This budget finishes the process of merging the Veterans budget into the Human Services Budget. The Fiscal Year 2026 numbers in the budget table below does not include non-salary expenses from the Veterans budget. For historical numbers for the old Veterans budget, please see the budget table on page 151.
- Provides an additional $45,000 to Contracted Services to cover a second resource navigator under the contract with Wayside in accordance with Budget Policy Guideline II.E. This second resource navigator is currently grant funded and the grant funding for their position will expire in December 2026.
- Reallocates $15,000 from Contracted Services to Program Supplies to better account for the expenses these funds cover.

Additional Budget Requests

- Funds the request for a full-time Principal Department Assistant. The addition of this position is headcount neutral with the elimination of a position in the IT department and is in accordance with Budget Policy Guideline II.E.

Capital Budget Items

- None

Human Services Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0153051 - HUMAN SERVICES PERSONNEL						
510111 FULL TIME SALARIES	-	350,225	468,614	475,641	64,647	540,288
510112 PART TIME SALARIES	-	15,660	15,660	16,000	-	16,000
510130 OVERTIME	-	-	-	2,500	-	2,500
510146 CPR STIPEND	-	750	750	750	250	1,000
TOTAL PERSONNEL	-	366,635	485,024	494,891	64,897	559,788
0153052 - HUMAN SERVICES EXPENSES						
530303 CONTRACTED SERVICES	-	145,000	145,000	175,000	-	175,000
540421 OFFICE SUPPLIES	-	1,500	1,500	2,700	-	2,700
540422 PRINTING & FORMS	-	1,500	1,500	1,500	-	1,500
540425 PROGRAM SUPPLIES	-	3,500	3,500	25,500	-	25,500
570710 IN STATE TRAVEL	-	500	500	1,700	-	1,700
570720 OUT OF STATE TRAVEL	-	2,000	2,000	2,000	-	2,000
570730 DUES & SUBCRIPT.	-	2,500	2,500	2,700	-	2,700
570770 VETERANS BENEFITS	-	-	-	95,000	-	95,000
570779 HRC EXPENSES	-	6,000	6,000	6,000	-	6,000
570782 CITY OBSERVANCES	-	-	-	21,000	-	21,000
570786 CONFERENCE EXPENSES	-	1,500	1,500	2,700	-	2,700
570787 STAFF DEVELOPMENT	-	1,000	1,000	1,000	-	1,000
TOTAL EXPENSES	-	165,000	165,000	336,800	-	336,800
TOTAL - HUMAN SERVICES	-	531,635	650,024	831,691	64,897	896,588

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 6 main divisions, as well as the Hatch Makerspace, and a specialist position that operates 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 6 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. Processes incoming materials to make the discoverable.

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.

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

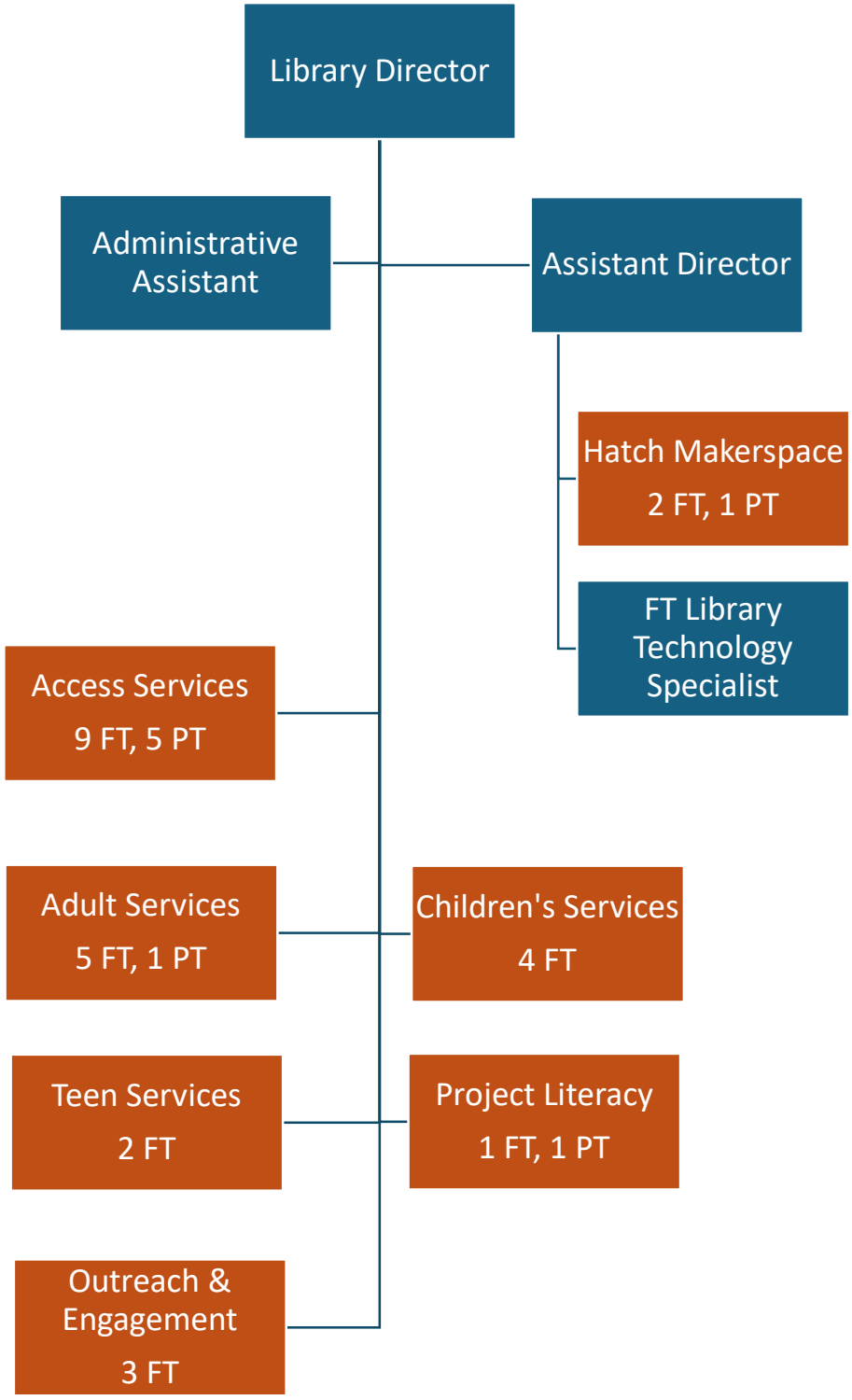
Teen Services – Connects teens to the reading and resources they are interested in. Also provides programming for teens.

Project Literacy – Operates the largest English Language Learning program at a library in Massachusetts with over 600 students each year.

Outreach & Engagement – Focuses on reaching community members in and out of the library through programming, Bookmobile visits, and communications such as the Newsletter.

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



Department Goals

Under the direction of the Library Board of Trustees, the Watertown Free Public Library undergoes a separate strategic planning and goal setting process from other City departments. The Library's 2026 – 2030 Strategic Plan lists a number of objectives under the four goals of *Welcoming*, *Empowering*, *Engaging*, and *Representing*. For more details on the Library's goals, please see the 2026 – 2030 Strategic Plan on the Library's website.

Recent Accomplishments

- Circulated 876,000 items and saw 324,000 visits to the library in Fiscal Year 2025. WFPL became the 6th highest circulating library out of 369 libraries in Massachusetts.
- Reached 23,887 total registered borrowers, 19,732 of which are Watertown residents.
- Hosted award-winning author Angie Cruz for our community read program: One Book, One Watertown.
- Launched a braille deposit collection in partnership with Perkins Library, helping to ensure WFPL has offerings to meet the needs of all patrons.

Plans for Fiscal Year 2027

- Install new wayfinding signage throughout the building to increase accessibility for all patrons as part of the Library's annual Action Plan.
- Create a citizenship corner with updated materials to help patrons navigate the path to citizenship.
- Develop and offer new and meaningful programming to the Children's Room audience in the evenings and on weekends to meet the community's needs.

Significant Level-Service Budget Changes

- Formalizes current informal practice in the department whereby the Library Specialist II position manages the department's outreach and engagement activities by establishing a Outreach & Engagement Division led by a Supervisor of Outreach & Engagement (reclassification of Library Specialist II position).
- Provides an additional $10,000 for the Part Time Salaries line to provide additional hours for assistance with processing materials. A vendor that previously did much of the processing of materials has recently gone out of business, so more staff time is needed to maintain the current level of service.
- Provides additional funds to the Program Services line to help fund the Summer Reading Program and One Book One Watertown. Grants that had helped to fund these programs have recently become more precarious and it cannot be guaranteed that funding will be awarded for the programs in the future.

Additional Budget Requests

- Funds the request to increase one part-time Hatch Assistant to full-time.
- Funds the request to increase one part-time Reference Librarian to full-time.
- Does not fund the request for a full-time Tween Librarian.
- Does not fund the request for a new part-time Technical Services Assistant. This request will be reviewed in future years as additional resources become available.

Capital Budget Items

- Provides $128,000 building renovations, maintenance, and replacing equipment (lines 95-96 in the Fiscal Year 2027-2031 CIP).

Library Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0161051 - LIBRARY PERSONNEL						
510111 FULL TIME SALARIES	2,172,110	2,245,759	2,307,209	2,495,820	130,454	2,561,002
510112 PART TIME SALARIES	692,637	747,380	759,380	718,915	37,830	718,915
510130 OVERTIME	35,353	22,000	22,000	24,000	-	24,000
510141 SHIFT DIFFERENTIAL	6,941	-	-	-	-	-
510143 LONGEVITY	22,755	26,422	26,472	23,409	-	23,409
510146 CPR STIPEND	-	250	250	250	-	250
510148 CONTRACTUAL STIPEND	-	-	3,000	-	-	-
510190 CLOTHING	2,666	-	-	-	-	-
TOTAL PERSONNEL	2,932,462	3,041,811	3,118,311	3,262,394	168,284	3,327,576

Department Financials Continued on Next Page

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0161052 - LIBRARY EXPENSES						
520211 ELECTRICITY	95,000	-	-	-	-	-
520213 GAS	35,330	-	-	-	-	-
520240 EQUIPMENT MAINT.	19,949	20,299	20,299	20,800	-	20,800
520241 BUILDING MAINTE.	50,142	10,000	10,000	10,300	-	10,300
520244 COMPUTER MAINT.	64,433	67,444	67,444	69,040	-	69,040
530327 REGIONAL LIB. SERVICES	87,573	91,343	91,343	93,290	-	93,290
530342 POSTAGE	-	2,100	2,100	2,100	-	2,100
530383 PROGRAM SERVICES	9,270	11,770	11,770	18,800	-	18,800
540421 OFFICE SUPPLIES	13,200	14,200	14,200	14,630	-	14,630
540422 PRINTING AND FORMS	11,000	12,000	12,000	14,000	-	14,000
540425 PROGRAM SUPPLIES	1,100	1,300	1,300	2,500	-	2,500
540430 BLDG MAINT SUPPLIES	17,893	3,000	3,000	3,090	-	3,090
550511 LIBRARY MATERIALS	499,874	512,500	512,500	516,000	-	516,000
550512 BOOK PROCESSING	52,068	52,500	52,500	53,500	-	53,500
570710 IN STATE TRAVEL	500	500	500	500	-	500
570720 OUT OF STATE TRAVEL	-	4,000	4,000	4,000	-	4,000
570730 DUES & SUBCRIPT.	1,531	1,710	1,710	1,530	-	1,530
570735 PROJECT LITERACY	11,922	11,200	11,200	11,500	-	11,500
570785 COMMITTEE EXPENSES	1,148	2,600	2,600	2,600	-	2,600
570786 CONFERENCE EXPENSES	-	3,050	3,050	3,130	-	3,130
570787 STAFF DEVELOPMENT	16,618	3,050	3,050	3,130	-	3,130
TOTAL EXPENSES	988,551	824,566	824,566	844,440	-	844,440
0161058 - LIBRARY CAPITAL						
580840 IMPROVEMENTS	85,078	50,000	50,000	51,000	-	51,000
580870 REPLACE. OF EQUIP.	20,000	75,000	75,000	77,000	-	77,000
TOTAL CAPITAL	105,078	125,000	125,000	128,000	-	128,000
TOTAL - LIBRARY	4,026,091	3,991,377	4,067,877	4,234,834	168,284	4,300,016

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.

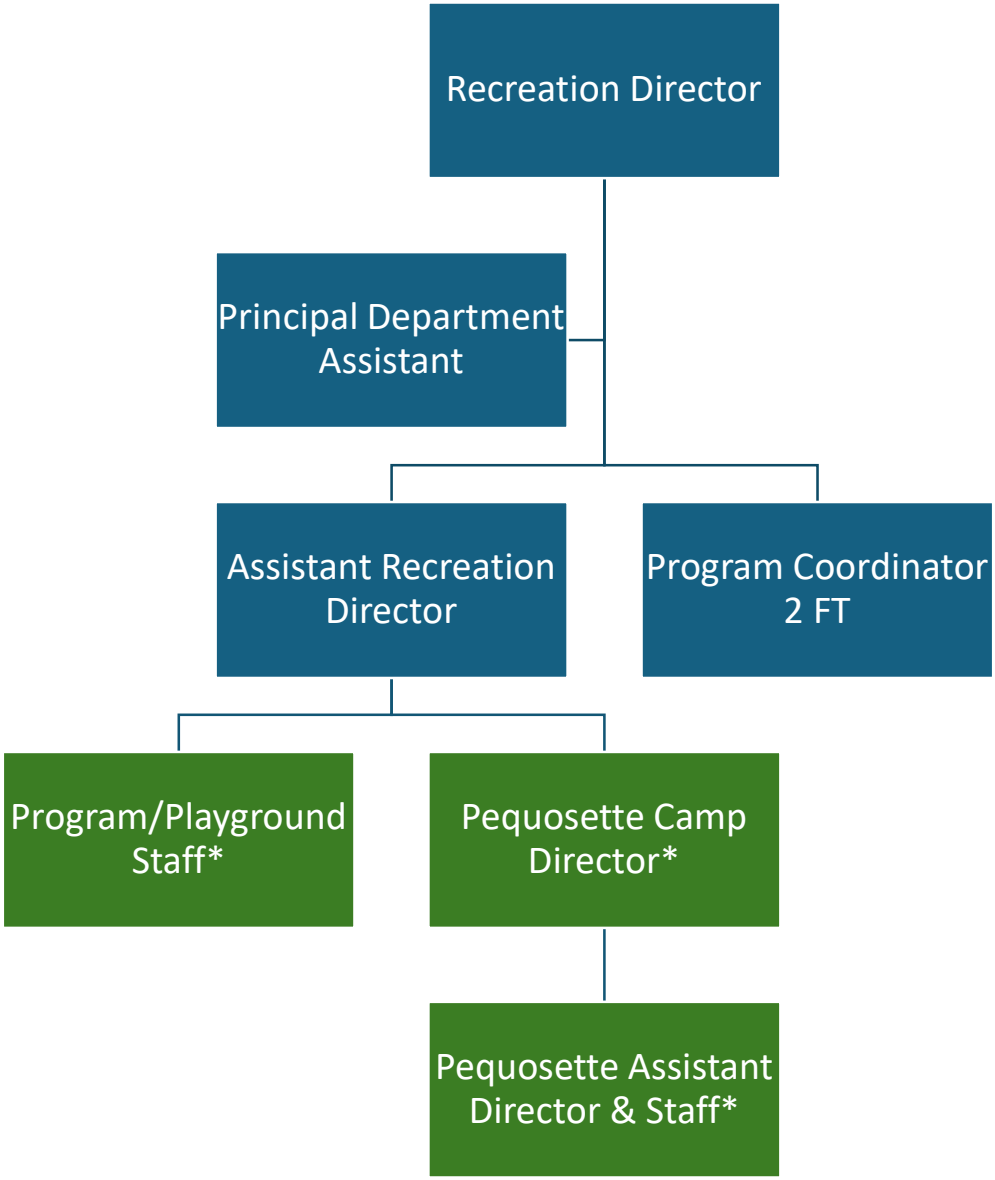
Department Description

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 SPORT 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

Department Goals

- To provide a range of recreation programs to meet the interests of all Watertown residents.
- To provide accessible and inclusive recreation opportunities so that residents of all ages and abilities can participate.
- To work collaboratively with community partner organizations and other departments to ensure Watertown's recreation landscape is comprehensive and responsive to community needs.

Recent Accomplishments

- Implemented new software and website updates to improve user experience and streamline program registration as well as field, court, picnic, and pavilion rentals. Launched a paperless camp paperwork system for collecting medical history for Pequossette Program.
- Offered year-round recreation opportunities through over 70 diverse programs that engaged over 5,000 participants.
- Completed the Arsenal Park Renovation in collaboration with the Department of Public Works, Community Development and Planning, and the Conservation Commission.
- Installed AEDs in all public parks throughout Watertown in collaboration with the Department of Public Works.
- Introduced new programs such as Girls on the Run and sports programming from outside vendors to meet evolving community interests.
- Partnered with Senior Services to offer a free pickleball program at the newly renovated Arsenal Park Tennis Courts.
- With the support of the City Council, established an expanded SPORT (Special Programs Organized for Recreation Time) program in collaboration with the Town of Belmont whereby Belmont will host a shared Recreation Therapeutic Specialist position.

Plans for Fiscal Year 2027

- 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 Department to gather resident feedback.
- Utilize diverse marketing strategies and social media platforms to provide timely updates and effectively share program, events, and service information with residents across multiple channels.
- Encourage and support the professional development of all full-time staff by facilitating pursuit of recreation certification through MRPA and NRPA, as well as participation in local and regional conferences.

Significant Level-Service Budget Changes

- Provides an additional $50,000 to the Contracted Services line to fund the Recreation Therapeutic Specialist that is shared with the Town of Belmont.

Additional Budget Requests

- Funds the request to hire two summer interns who would serve as Lead Counselors for the parks program.
- Does not fund the request for $25,000 for assistance with writing department policies.
- Does not fund the request for $25,000 for bus rentals for Pequossette Summer Camp.

Capital Budget Items

- None

Recreation Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0163051 - RECREATION PERSONNEL						
510111 FULL TIME SALARIES	385,085	430,095	439,845	459,782	-	459,782
510112 PART TIME SALARIES	100,000	84,000	84,000	86,000	10,000	96,000
510130 OVERTIME	19,454	10,000	10,500	10,000	-	10,000
510143 LONGEVITY	1,224	-	-	-	-	-
510146 CPR STIPEND	-	750	750	750	-	750
510190 CLOTHING	450	-	-	-	-	-
TOTAL PERSONNEL	506,213	524,845	535,095	556,532	10,000	566,532
0163052 - RECREATION EXPENSES						
520270 BUILDING RENTAL	-	3,000	3,000	3,000	-	3,000
530303 CONTRACTED SERVICES	20,242	16,000	16,000	66,000	-	66,000
540421 OFFICE SUPPLIES	948	1,000	1,000	1,000	-	1,000
540422 PRINTING AND FORMS	1,610	1,750	1,750	1,750	-	1,750
550500 MEDICAL SUPPLIES	1,250	1,250	1,250	2,500	-	2,500
550510 EDUCATION SUPPLIES	1,750	1,750	1,750	1,750	-	1,750
550585 RECREATION SUPPLIES	19,307	19,250	19,250	19,250	-	19,250
550586 UNIFORMS	6,898	6,900	6,900	6,900	-	6,900
570710 IN STATE TRAVEL	3,971	2,200	2,200	2,200	-	2,200
570720 OUT OF STATE TRAVEL	-	5,500	5,500	5,500	-	5,500
570730 DUES & SUBCRIPT.	1,950	2,950	2,950	2,950	-	2,950
570786 CONFERENCE EXPENSES	-	4,750	4,750	4,750	-	4,750
570787 STAFF DEVELOPMENT	-	1,390	1,390	1,390	-	1,390
570782 HOLIDAY CELEBRATIONS	7,512	7,550	7,550	7,550	-	7,550
TOTAL EXPENSES	65,438	75,240	75,240	126,490	-	126,490
TOTAL - RECREATION	571,651	600,085	610,335	683,022	10,000	693,022

John A. Ryan Skating Arena

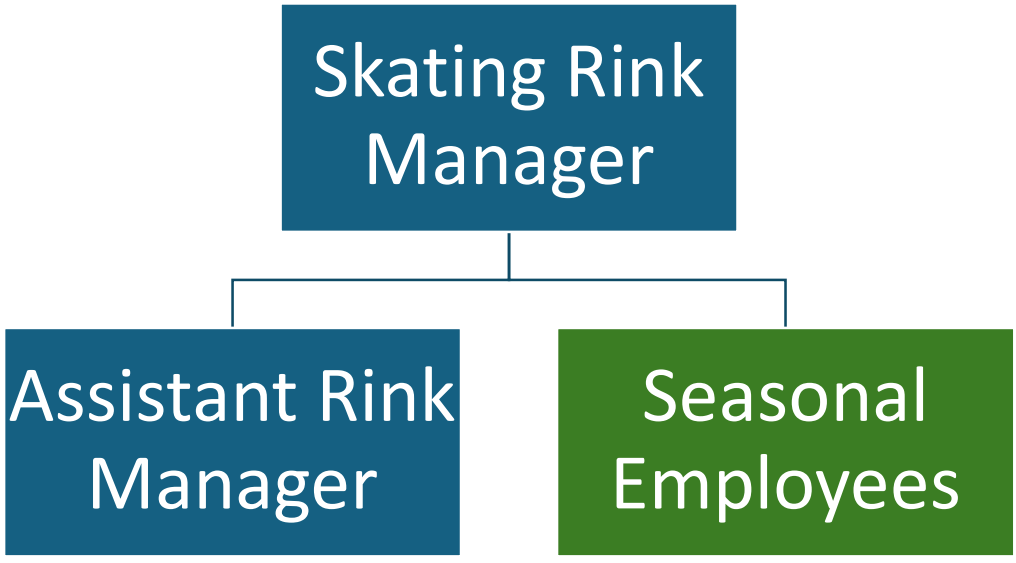
Mission

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



Department Goals

- To provide the public with the ability to participate in a variety of ice sports.
- To maintain a safe, accessible, and operational skating arena.

Recent Accomplishments

- Replacement of Hot Water Boiler Number 2 to ensure building is sufficiently supplied with domestic hot water for all patrons
- Rebuild of Compressors Number 1 and 2 to stay in compliance with government regulations. This also assists long-term performance of refrigeration equipment.
- Successfully rented of 95% of prime-time ice, generating $410,000 in revenue.
- Continued previous fiscal year progress in preventative maintenance and cleaning protocols. This continued the goal of providing safe and clean environment for all patrons.
- Accepted delivery of new Electric Zamboni 552 Machine, in accordance with the City's emission reduction goals. Unit was also wrapped with custom John A. Arena material to focus on pride in the facility.

Plans for Fiscal Year 2027

- Work to complete the Skating Arena Policy and Procedures Manual and train all department staff on the new policies. Focus on training of all staff to ensure their knowledge of all aspects is up to industry and City standards.
- Continue to focus on improvements in building efficiency and safety.
- Continue to work on expansion of programs within the building to provide more access to the community.
- Work to achieve 95% ice booking of prime-time ice.
- Work with the Procurement Department to initiate the replacement of the rink surface flooring project. Estimated project start will be April 2027.

Significant Level-Service Budget Changes

- None

Additional Budget Requests

- None

Capital Budget Items

- Provides $32,000 for building renovations (line 261 in the Fiscal Year 2027-2031 CIP).

John A. Ryan Skating Arena Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0163151 - MUNICIPAL SKATING PERSONNEL						
510111 FULL TIME SALARIES	188,666	187,333	191,583	200,264	-	200,264
510112 PART TIME SALARIES	68,297	83,000	78,300	85,000	-	85,000
510130 OVERTIME	5,709	3,000	7,700	4,000	-	4,000
510146 CPR STIPEND	-	250	250	250	-	250
510190 CLOTHING	300	300	300	350	-	350
TOTAL PERSONNEL	262,972	273,883	278,133	289,864	-	289,864
0163152 - MUNICIPAL SKATING EXPENSES						
520245 VEHICLE MAINTENANCE	2,500	2,500	2,500	2,500	-	2,500
520246 HVAC MAINTENANCE	17,000	16,000	16,000	16,000	-	16,000
540430 BUILDING SUPPLIES	18,000	18,000	22,000	20,000	-	20,000
540451 CUSTODIAN SUPPLIES	6,572	8,000	4,000	7,500	-	7,500
540481 VEHICLE PARTS	2,200	2,200	2,200	2,200	-	2,200
570710 IN STATE TRAVEL	-	750	750	200	-	200
570720 OUT OF STATE TRAVEL	-	-	-	200	-	200
570730 DUES & SUBCRIPT.	200	250	250	200	-	200
570786 CONFERENCE EXPENSES	927	500	500	500	-	500
TOTAL EXPENSES	47,399	48,200	48,200	49,300	-	49,300
0163158 - MUNICIPAL SKATING CAPITAL						
580840 IMPROVEMENTS	132,396	30,000	30,000	32,000	-	32,000
580860 ADDITIONAL EQUPMENT	-	30,000	30,000	-	-	-
TOTAL CAPITAL	132,396	60,000	60,000	32,000	-	32,000
TOTAL - MUNICIPAL SKATING	442,767	382,083	386,333	371,164	-	371,164

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 2027 are principally the result of debt service for construction of the new Watertown High School.

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0171000 - DEBT RETIREMENT						
590910 RETIREMENT OF PRINC.	17,270,000	15,800,000	15,800,000	17,725,000		17,725,000
590915 LONG TERM INTEREST	10,892,715	10,098,576	10,098,576	11,752,000		11,752,000
590926 AUTHORIZED/UNISSUED	-	5,000,677	5,000,677	3,912,828		3,912,828
590927 PLANNED DEBT	-	3,866,160	3,866,160	3,357,395		3,357,395
590951 COST OF CERTIFYING	8,506	5,000	5,000	5,000		5,000
TOTAL - DEBT RETIREMENT	28,171,221	34,770,413	34,770,413	36,752,223	-	36,752,223

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 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0182056 - STATE AND COUNTY CHARGES						
560629 SCHOOL CHOICE	192,955	202,871	274,151	256,934	-	256,934
560630 CHARTER SCHOOL	110,244	118,132	133,435	119,658	-	119,658
560631 SPECIAL EDUCATION	-	-	-	43,274	-	43,274
560640 AIR POLLUT. CONT. DIST.	16,055	16,041	16,041	15,277	-	15,277
560641 MAPC	20,814	21,414	21,382	21,844	-	21,844
560646 PARK SURCHARGES	56,280	56,280	56,280	52,600	-	52,600
560661 MBTA	2,618,391	2,705,905	2,705,579	2,754,060	-	2,754,060
560662 BOSTON METRO. DIST.	584	-	-	-	-	-
TOTAL – ST. & COUNTY CHARGES	3,015,323	3,120,643	3,206,868	3,263,647	-	3,263,647

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 2027 pension assessment is a one-time increase driven by updated numbers from the Retirement Board's actuarial advisor. 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. As noted in the introductory budget memo, the City is planning to have their outside auditor review the numbers from the actuarial advisor, in an effort to reduce risk of future unexpected fluctuations of Pension and OPEB costs.

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Add'l Funding Requests	Manager Recommends
0191151 - PENSION AND OPEB COSTS						
510171 CONTRIBUTORY	1,100,000	3,885,255	3,885,255	11,963,051	-	11,963,051
510179 INDEMNIFICATION	49,051	50,000	50,000	50,000	-	50,000
TOTAL PENSION	1,149,051	3,935,255	3,935,255	12,013,051	-	12,013,051
0191159 - TRANSFER TO OPEB TRUST FUND						
590972 TRAN. TO OPEB TRST FND	9,652,717	3,569,028	3,569,028	2,111,444	-	2,111,444
TOTAL OPEB	9,652,717	3,569,028	3,569,028	2,111,444	-	2,111,444
TOTAL - PENSION AND OPEB COST	10,801,768	7,504,283	7,504,283	14,124,495	-	14,124,495

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 2027 are principally the result of rising health insurance costs. Property and Liability Insurance and Worker's Comp Insurance are lower in FY 2027 than in FY 2026.

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
0191200 - INSURANCE & EMPLOYEE BENEFITS						
510117 SICK LEAVE BUYBACK	200,000	200,000	200,000	200,000		200,000
510167 PUB. SFTY IOD CLAIMS ADM.	10,000	15,000	15,000	15,000		15,000
510173 WORKER'S COMP. INSUR.	651,177	688,582	704,682	355,000		355,000
510175 UNEMPLOYMENT	47,975	25,000	65,000	110,000		110,000
510176 GROUP LIFE INSURANCE	62,097	70,000	70,000	70,000		70,000
510178 MEDICARE TAX	1,343,965	1,652,000	1,635,900	1,800,000		1,800,000
510180 CITY HEALTH INSURANCE	5,165,268	6,739,723	6,879,723	7,600,000		7,600,000
510181 SCHOOL HEALTH INS.	6,932,934	8,460,332	8,440,332	9,000,000		9,000,000
510185 MEDICARE PART B REIMB.	832,640	875,000	875,000	973,000		973,000
510186 PEC RELATED FEES	21,662	24,000	24,000	24,000		24,000
TOT. PERSONNEL RELATED COSTS	15,267,718	18,749,637	18,909,637	20,147,000	-	20,147,000
570741 PROPERTY & LIAB. INS.	1,425,281	1,370,286	1,370,286	1,300,000		1,300,000
TOT. SUPPLIES AND SERVICES	1,425,281	1,370,286	1,370,286	1,300,000	-	1,300,000
590966 SETTLEMENTS	300,000	50,000	50,000	50,000		50,000
590972 RETIREE HEALTH INS.	4,535,000	5,339,600	5,339,600	5,400,000		5,400,000
TOT. CAPITAL COSTS/OTHER	4,835,000	5,389,600	5,389,600	5,450,000	-	5,450,000
TOTAL – INS. & EMPLOY. BEN.	21,527,999	25,509,523	25,669,523	26,897,000	-	26,897,000

Transfers and Capital Projects

Description

Capital projects funded directly in the Fiscal Year 2027 budget total $3,823,100. This funding typically covers items noted with a TR (tax revenue) designation in Fiscal Year 2027 of the Fiscal Year 2027-2031 Capital Improvement Plan (CIP). The chart below, with $2,328,800 in expenses, covers the TR items in the CIP that are not otherwise identified in the capital lines of individual departments. For more details on Fiscal Year 2027 capital projects, please see Fiscal Year 2027-2031 Capital Improvement Plan attached as an appendix to this budget.

As noted in the introductory budget memo, the revenue table of the budget proposes using $3,823,100 of free cash in the Fiscal Year 2027 budget to cover the capital items in the annual budget.

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Add'l Funding Requests	Manager Recommends
0193059 - TRANSFERS/CAPITAL PROJECTS						
530350 ON CALL ARCH. DES. SERV.	719,365	200,000	200,000	200,000	-	200,000
590962 TR STREETS & SIDEWALKS	1,355,000	1,422,800	1,422,800	1,493,800	-	1,493,800
590963 TR CITY CAP-RECREATION	360,000	100,000	100,000	105,000	-	105,000
590965 TR TO CAP PROJ./SCHOOL	240,000	155,000	155,000	230,000	-	230,000
590975 TR TO COMMAND. MANS.	30,000	30,000	30,000	30,000	-	30,000
590976 TR CITY CAP-MONUMENTS	15,000	15,000	15,000	20,000	-	20,000
596502 TR TO CAP PROJ./CITY	1,851,900	-	2,262,798	-	-	-
596508 TR CAP PR POL. MBL. DAT.	181,000	-	-			-
596509 TR TO CAP PRJ – PUB BLD.	2,781,795	100,000	284,970	-	-	-
596510 TR TO CAP PRJ - FIRE DEPT.	330,800	-	84,000	-	-	-
596511 TR TO CAP PRJ - IT DEPT.	870,000	425,000	425,000	250,000	-	250,000
596516 TR TO CAP PRJ ENRG. EFFIC.	-	50,000	50,000	-	-	-
TOTAL - TRANSFERS/CAPITAL PROJ.	8,734,860	2,497,800	5,029,568	2,328,800	-	2,328,800

Other Financing Uses

Description

The FY 2027 budget includes a number of transfers and designations for various projects. Explanatory details regarding these items are incorporated in the introductory budget memo.

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Add'l Funding Requests	Manager Recommends
0194000 - OTHER FINANCING USES						
530321 PUPLIC SAFETY STUDY	-	-	-	150,000	-	150,000
530329 CHARTER REVIEW	-	-	-	20,000	-	20,000
530330 SEN. CEN. FEAS. STUDY	-	400,000	400,000	-	-	-
530332 HLTH & HUM SERV STUD	117,937	-	-	-	-	-
530335 PERSON. DEPT ASSESS.	2,500	-	-	-	-	-
530336 MUNICIPAL SPACE STUDY	45,500	-	-	-	-	-
530339 ELECTRIC VEHICLE STUDY	60,000	-	-	-	-	-
530340 HVAC STUDY	200,000	-	-	-	-	-
530346 WAT. SQUARE STUDY	46,914	-	-	-	-	-
530347 ZONING CONSULTANT	50,000	-	-	-	-	-
530349 MIDDLE SCL FEAS. STUD.	444,612	-	-	-	-	-
530352 ON STREET PARK. STUDY	-	75,000	75,000	-	-	-
530353 PUB. BLD. DEPT ASSESS.	-	50,000	50,000	-	-	-
530354 REC. STRATEGIC PLAN	-	-	-	75,000	-	75,000
530355 CITY ANNIV. CELEBRAT.	-	-	-	40,000	-	40,000
580950 ACQUISITION OF LAND	9,300,000	-	-	-	-	-
590967 MUN. WATER/SEWER	330,079	367,863	367,863	400,330	-	400,330
590969 SCHOOL USE OF RINK	39,462	50,000	50,000	50,000	-	50,000
590975 TR COMMANDER MANSION	30,000	30,000	30,000	30,000	-	30,000
590977 SCHL VICT. FIELD LIGHTS	-	35,000	35,000	48,000	-	48,000
590980 TR TO PUB. ART REVOLV.	35,000	40,000	40,000	40,000	-	40,000
596802 TR TO CAP PROJ STAB	1,379,702	500,000	500,000	300,000	-	300,000
596805 TR ESCO CAP PROJ STAB	265,500	-	-	-	-	-
596808 TR TO ACQ. LND/OPN STB	1,250,000	1,250,000	1,250,000	-	-	-
596809 TRN. TO HIGH SCH. STB.	2,100,000	-	-	-	-	-
596810 TRN. TO WAT. SQ. STAB.	5,400,000	1,500,000	1,500,000	-	-	-
596811 TRN. TO MID. SCHL. STB.	2,500,000	12,700,000	12,700,000	-	-	-
596812 TRN. TO SEN. CENT. STB.	-	-	-	-	-	-
596820 TR AFFORD HOUS. TRST	250,000	250,000	250,000	250,000	-	250,000
596821 BB&N LIGHTS USE	23,632	55,000	55,000	60,000	-	60,000
596822 TR OPIOID SETTLE. FUND	-	-	285,456	-	-	-
TOTAL - OTHER FINANCING USES	23,870,838	17,302,863	17,588,319	1,463,330	-	1,463,330

Departmental Budget Summary

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Add'l Funding Requests	Manager Recommends
DEPARTMENTAL BUDGET SUMMARY						
GENERAL GOVERNMENT	14,875,961	19,689,258	17,881,888	20,219,222	551,925	20,467,223
PUBLIC SAFETY	26,408,615	27,764,405	29,570,407	30,825,362	1,998,076	30,986,929
PUBLIC WORKS	9,012,140	8,732,868	8,873,868	9,213,452	136,913	9,215,093
SNOW AND ICE REMOVAL	1,825,534	1,500,000	1,500,000	1,500,000	-	1,500,000
WASTE DISPOSAL	6,168,588	6,185,500	6,185,500	6,744,644	-	6,744,644
HEALTH & HUMAN SERV.	1,900,421	2,215,420	2,247,570	2,356,794	252,407	2,515,326
LIBRARY	4,026,091	3,991,377	4,067,877	4,234,834	168,284	4,300,016
RECREATION	1,014,419	982,168	996,668	1,054,185	10,000	1,064,186
DEBT RETIREMENT	28,171,221	34,770,413	34,770,413	36,752,223	-	36,752,223
STATE & COUNTY CHARG.	3,015,323	3,120,643	3,206,868	3,263,647	-	3,263,647
PENSION COSTS & OPEB	10,801,768	7,504,283	7,504,283	14,124,495	-	14,124,495
INSUR. AND EMPLOY. BEN.	21,527,999	25,509,523	25,669,523	26,897,000	-	26,897,000
CAPITAL PROJECTS	8,734,860	2,497,800	5,029,568	2,328,800	-	2,328,800
OTHER FIN. USES & MISC.	23,870,838	17,302,863	17,588,319	1,463,330	-	1,463,330
EDUCATION	59,704,263	61,893,912	62,105,787	64,590,018	-	64,590,018
TOTAL	221,058,041	223,660,433	227,198,539	225,568,007	3,117,605	226,212,930

CITY OF WATERTOWN

SUBMITTED WATER AND SEWER ENTERPRISE BUDGETS

Fiscal Year 2027

Water Enterprise Fund

Fund Description

The activities of the Public Utilities Division of the Department of Public Works related to the City's water infrastructure are funded out of the Water Enterprise Fund. Prior to the adoption of the new Administrative Code, there were separate divisions for Water and Sewer. The two divisions have been combined to provide greater operational flexibility. The Public Utilities 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 119.

Significant Level-Service Budget Changes

- Reallocates salaries of Public Utilities Division staff to be funded by both the Water & Sewer Enterprise Funds.
- Reallocates a portion of the salaries of several employees in General Fund DPW divisions to be covered by the Water Enterprise Fund.
- Provides an additional $100,000 for Contracted Services to cover work needed for stronger stormwater restrictions.
- Increases Water Materials & Supplies by $65,000 to cover rising costs.

Additional Budget Requests

- None

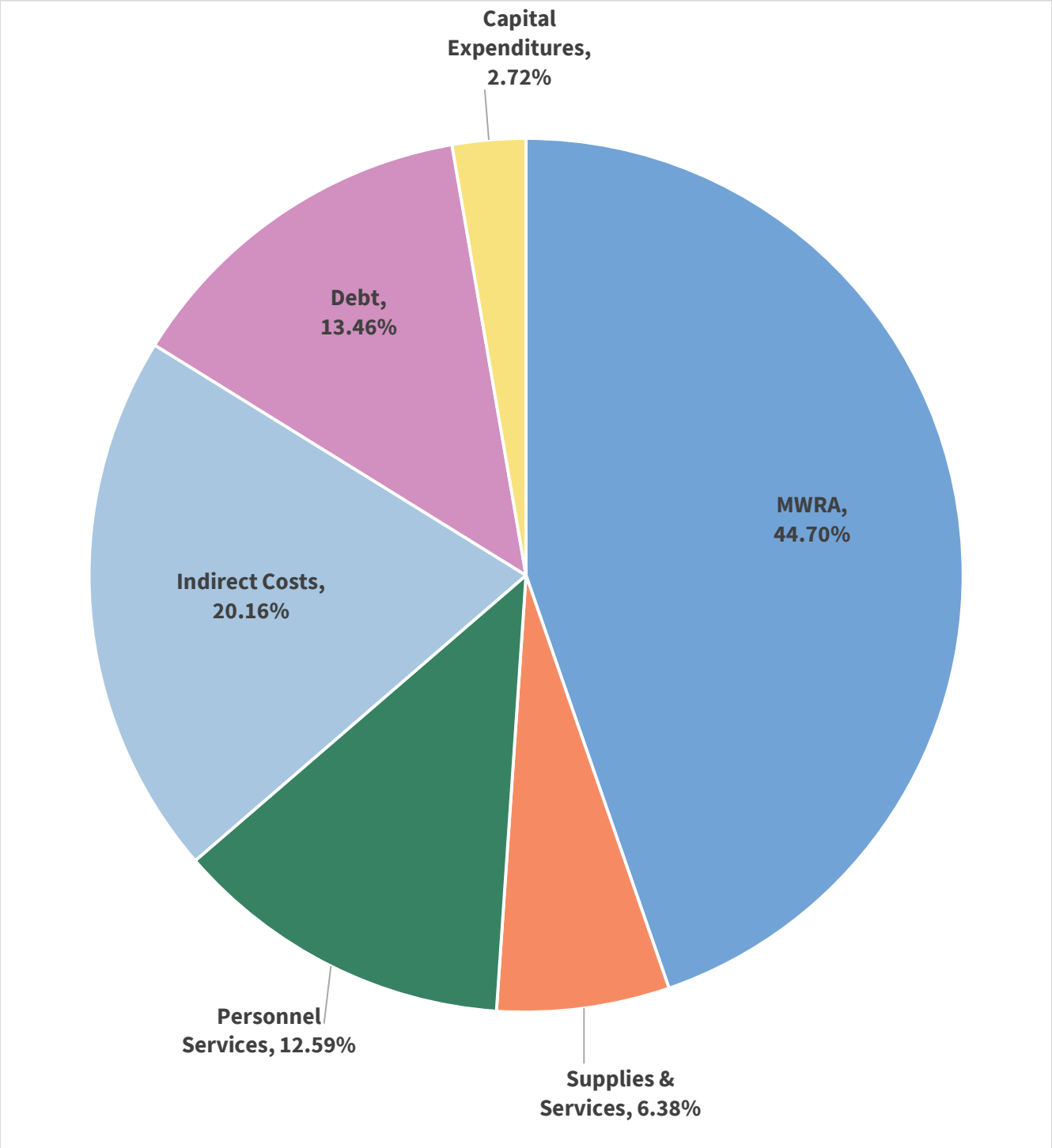
Capital Budget Items

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

Water Enterprise Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
600051 - WATER PERSONNEL						
510111 FULL TIME SALARIES	904,540	1,001,950	1,001,950	1,060,623	-	1,060,623
510112 PART TIME SALARIES	-	11,520	11,520	11,520	-	11,520
510130 OVERTIME	260,154	270,000	270,000	223,500	-	223,500
510141 SHIFT DIFFERENTIAL	1,140	2,714	2,714	5,638	-	5,638
510143 LONGEVITY	9,588	8,350	8,350	11,180	-	11,180
510145 DPW LICENSES/CERT.	7,150	10,000	10,000	1,550	-	1,550
510146 CPR STIPEND	-	2,750	2,750	2,703	-	2,703
510190 CLOTHING ALLOWANCE	6,150	6,800	6,800	6,995	-	6,995
510192 MEALS ALLOWANCE	-	2,000	2,000	2,000	-	2,000
TOTAL PERSONNEL	1,188,722	1,316,084	1,316,084	1,325,709	-	1,325,709
600052 - WATER EXPENSES						
520244 COMPUTER MAINT.	11,069	16,600	16,600	17,000	-	17,000
520272 STREET REPAIR SERV.	12,127	90,727	90,727	95,000	-	95,000
520273 SIDEWALK REPAIR SERV.	11,000	39,930	39,930	44,000	-	44,000
530303 CONTRACTED SERVICES	149,888	50,000	50,000	150,000	-	150,000
540422 PRINTING & FORMS	22,726	28,000	28,000	29,000	-	29,000
540432 TOOLS	14,859	17,500	17,500	18,000	-	18,000
550534 WATER MATERIALS & SUP.	199,066	210,000	210,000	275,000	-	275,000
560671 MWRA ASSESSMENTS	4,592,105	4,688,527	4,688,527	4,707,340	-	4,707,340
570710 IN STATE TRAVEL	-	-	-	500	-	500
570720 OUT OF STATE TRAVEL	-	-	-	500	-	500
570787 STAFF DEVELOPMENT	-	-	-	3,000	-	3,000
570780 RESERVE FUND	-	40,000	40,000	40,000	-	40,000
TOTAL EXPENSES	5,012,839	5,181,284	5,181,284	5,379,340	-	5,379,340
600058 - WATER CAPITAL						
580840 IMPROVEMENTS	250,000	250,000	250,000	250,000	-	250,000
580870 REPLACE. OF EQUIP	36,000	36,000	36,000	36,000	-	36,000
TOTAL CAPITAL	286,000	286,000	286,000	286,000	-	286,000
600059 OTHER FINANCING USES						
590910 RETIRE. OF DEBT PRINC.	991,100	1,291,800	1,291,800	1,274,800	-	1,274,800
590915 INT. ON LONG TERM DEBT	173,100	164,850	164,850	142,250	-	142,250
596100 TRAN. TO GENERAL FUND	1,615,298	1,665,625	1,665,625	2,123,443	-	2,123,443
TOTAL OTHER FINANCING USES	2,779,498	3,122,275	3,122,275	3,540,493	-	3,540,493
TOTAL WATER	9,267,058	9,905,643	9,905,643	10,531,542	-	10,531,542

FISCAL YEAR 2027 WATER ENTERPRISE FUND



Sewer Enterprise Fund

Fund Description

The activities of the Public Utilities Division of the Department of Public Works related to the City's sewer infrastructure are funded out of the Sewer Enterprise Fund. Prior to the adoption of the new Administrative Code, there were separate divisions for Water and Sewer. The two divisions have been combined to provide greater operational flexibility. The 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 119.

Significant Level-Service Budget Changes

- Reallocates salaries of Public Utilities Division staff to be funded by both the Water & Sewer Enterprise Funds.
- Reallocates a portion of the salaries of several positions in General Fund DPW divisions to be covered by the Water Enterprise Fund.
- Provides an additional $100,000 for Contracted Services to cover work needed for stronger stormwater restrictions.
- Increases Water Materials & Supplies by $65,000 to cover rising costs.

Additional Budget Requests

- None

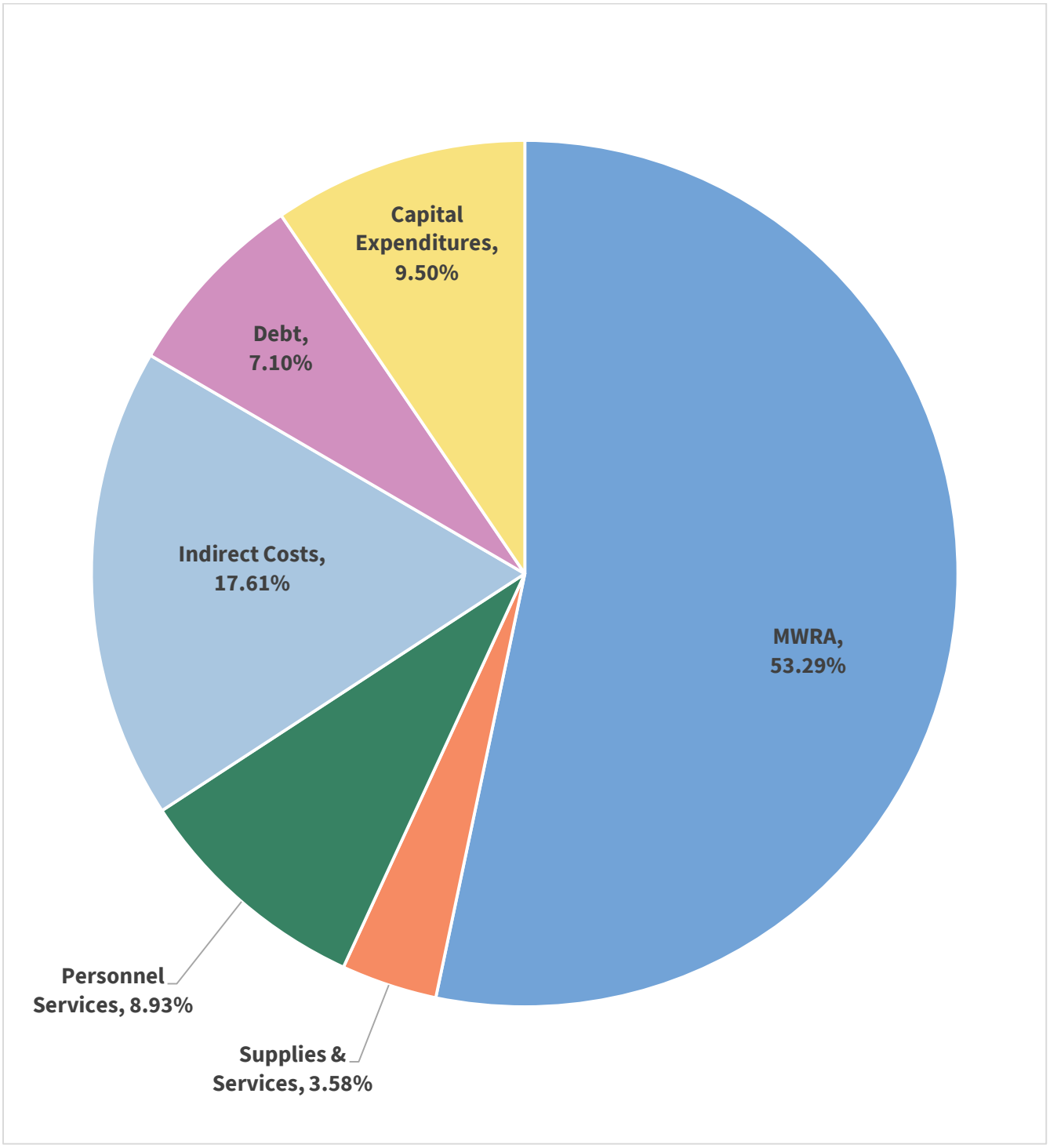
Capital Budget Items

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

Sewer Enterprise Budget

Description	FY 2025 Actual	FY 2026 Original Budget	FY 2026 Revised Budget	FY 2027 Level Service Budget	FY 2027 Additional Funding Requests	Manager Recommends
610051 - SEWER PERSONNEL						
510111 FULL TIME SALARIES	606,285	717,528	717,528	1,066,239	-	1,066,239
510130 OVERTIME	167,430	177,750	177,750	223,500	-	223,500
510141 SHIFT DIFFERENTIAL	7,400	14,198	14,198	5,638	-	5,638
510143 LONGEVITY	9,400	4,625	4,625	12,880	-	12,880
510145 DPW LICENSES/CERT	1,800	3,000	3,000	350	-	350
510145 CPR STIPEND	-	1,500	1,500	2,703	-	2,703
510190 CLOTHING ALLOWANCE	3,900	4,000	4,000	6,720	-	6,720
510192 MEALS ALLOWANCE	-	2,000	2,000	2,000	-	2,000
TOTAL - SEWER PERSONNEL	796,215	924,601	924,601	1,320,030	-	1,320,030
610052 - SEWER EXPENSES						
520271 RENTAL OF EQUIPMENT	25,000	35,000	35,000	35,000	-	35,000
520272 STREET REPAIR SERV.	67,176	69,188	69,188	71,000	-	71,000
520273 SIDEWALK REPAIR SERV.	35,000	35,875	35,875	37,000	-	37,000
530303 CONTRACTED SERVICES	224,897	225,000	225,000	230,000	-	230,000
540432 TOOLS	5,000	8,712	8,712	9,000	-	9,000
550534 SEWER MATER. & SUPPL.	107,186	110,000	110,000	113,000	-	113,000
560671 MWRA ASSESSMENTS	7,277,190	7,713,813	7,713,813	7,881,480	-	7,881,480
570710 IN STATE TRAVEL	-	-	-	500	-	500
570720 OUT OF STATE TRAVEL	-	-	-	500	-	500
570787 STAFF DEVELOPMENT	-	-	-	3,000	-	3,000
570780 RESERVE FUND	-	30,000	30,000	30,000	-	30,000
TOTAL - SEWER EXPENSES	7,741,449	8,227,588	8,227,588	8,410,480	-	8,410,480
610058 - SEWER CAPITAL						
580840 IMPROVEMENTS	1,149,205	1,150,000	1,150,000	1,150,000	-	1,150,000
580860 ADDITIONAL EQUIP.	175,000	175,000	175,000	175,000	-	175,000
580870 REPLACE. OF EQUIP.	80,000	80,000	80,000	80,000	-	80,000
TOTAL - SEWER CAPITAL	1,404,205	1,405,000	1,405,000	1,405,000	-	1,405,000
610059 - SEWER OTHER FINANCING USES						
590910 RETIRE. OF DEBT PRINC.	352,000	693,700	693,700	814,100	-	814,100
590915 INT. ON LONG TERM DEBT	67,904	204,655	204,655	235,535	-	235,535
596100 TRAN. TO GENERAL FUND	1,718,878	1,895,857	1,895,857	2,603,693	-	2,603,693
TOTAL OTHER FINANCING USES	2,138,782	2,794,212	2,794,212	3,653,328	-	3,653,328
TOTAL SEWER	12,080,651	13,351,401	13,351,401	14,788,838	-	14,788,838

FISCAL YEAR 2027 SEWER ENTERPRISE FUND



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CITY OF WATERTOWN

CAPITAL IMPROVEMENT PLAN

Fiscal Year 2027-2031

George J. Proakis
City Manager

CITY OF WATERTOWN
Office of the City Manager

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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 27, 2026

RE: Fiscal Year 2027-2031 Capital Improvement Program

Pursuant to the provisions of the Watertown Home Rule Charter, the attached City Council Resolution on the Fiscal Year 2027 Budget Process, and the City Council Resolution on Watertown's Ongoing Capital Project Budget Guidelines, I herewith present the Proposed Fiscal Year 2027-2031 Capital Improvement Program (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.

The proposed Fiscal Year 2027-2031 General Fund CIP totals $290,958,100. The general obligation bonding requirement for the FY 2027-2031 CIP is $219,170,200.

Background

The attached document is the Proposed FY 2027-2031 Capital Improvement Program. In light of the significant investments planned for several large-scale projects within the proposed CIP, we have also finalized our projected debt chart and cost analysis for this period to ensure the CIP remains fiscally sustainable.

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 $20,000. Items costing less than $20,000 are included in

the operating budget. This threshold is an increase of $5,000 from last year to account for inflation, as the old $15,000 threshold had been set as far back as FY 2008. 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, their useful life 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 2027, we are proposing a plan that would make annual capital expenditures equal to about 7.97% of the General Fund budget, exclusive of the “Building for the Future” projects.

Changes for the FY 2027-2031 Capital Plan

There are a few changes to the organization of this plan, as follows:

The Phillips School Building has been moved from the School section to the City Buildings section at the top of the CIP. This change reflects the fact that different parts of the building are being used by both School and City departments. With the completion of the high school project, some areas of the Philips will be used primarily for non-school activities, such as senior center activities in the gym. I am working with the Superintendent to identify city and school responsibilities related to this building. While that is underway, it seems best that items related to the maintenance and replacement of major building systems in Philips should be reflected as city borrowing items instead of school items.

A Note on Uncertainty

In October of 2025, I noted in my preliminary budget overview that there are a number of financial headwinds that increase the level of uncertainty we are facing. I wanted to note a few of them here.

The Biotech Industry

Watertown has benefitted in recent years from significant levels of new growth in the tax base due to the expansion of the life sciences industry. The life science industry continues to grow in the region, but that growth has slowed significantly. The industry faces the challenge of filling substantial vacant space before we are likely to see another life science building under construction in Watertown. As long as this industry continues to grow in the region, we will see some benefit from new companies arriving in Watertown, but we cannot expect the levels of new growth we have seen in FY2022-2025.

Federal Uncertainty

Several items at the federal level that have direct and indirect impacts on the cost of capital projects and on Watertown's budget as a whole continue to be in flux. Increases in tariffs have raised the cost of many capital items, and uncertainty regarding where the tariff levels will be in the future have made it difficult to confidently predict prices in later years of the CIP. The status of federal grants continues to shift as well. While Watertown has not relied heavily on direct federal grants for our budget, there are knock-on effects that impact our financial situation. The biotech industry, for example, relies heavily on grants from the federal government. When the current and future status of federal grants is uncertain, biotech companies are less willing to make investments in new lab space, which contributes to the decline in new growth from the industry I noted above.

Home Rule Petition

We are working with our state representatives and state senators to get our Home Rule petition passed by the state legislature so that we can maintain the current tax rate shift between residential properties and commercial/industrial properties. If the Home Rule petition is not adopted, residents will face significant increases to their property tax bills. In that alternative, if we seek to reduce the impact of these extensive tax increases, we would need to reduce

investments in stabilization accounts or reduce our commitment to borrow, which could necessitate slowing, rescheduling or eliminating some CIP items.

City Council Priority Projects

Last year, the Honorable City Council provided guidance that directed City administration to develop a budgetary plan, subject to the confines of Proposition 2 ½, for five major capital items:

1. Senior Center/Recreation Center
2. East End Fire Station
3. DPW Staging Area
4. Watertown Square Implementation Plan
5. Middle School Renovations

Further guidance from the Council prioritized the Middle School, with instructions to keep the project budget within $84.7 million and to keep total borrowing for the project at $70 million. The FY 2026-2030 CIP I presented to the Council was consistent with that direction. Over the past few months, however, it has become clear that the cost of any project to renovate or rebuild the Middle School that is worth pursuing will significantly exceed the $84.7 million used for last year's CIP.

The proposed FY 2027-2031 CIP has been built to continue to fund the Middle School project and uses the most recent cost estimate of $112,239,426 which reflects the budget for option 2E from the September 2025 memo from Vertex to the School Building Committee but does not reflect potential savings from purchase of the modulars at Moxley Field. Additionally, this CIP funds the construction of a new Senior Center in FY 2029 and funds the Watertown Square project starting in FY 2028. The numbers used for Watertown Square and the Senior Center are placeholders and will be refined as we go through the design process for both projects should the Honorable City Council give guidance to continue to pursue them. Watertown Square may benefit from alternative funding strategies that we can seek at a later date. The East End Fire Station continues to have its funding source listed as TBD as we have not identified a new location, and the Council ranked it as a lower priority item than the Middle School, Senior Center, and Watertown Square projects.

Despite the current climate of economic uncertainty noted earlier in this memo, decades of sound fiscal practices have put Watertown in a position to have the options and flexibility needed in our budget to create a CIP that follows the Council's guidelines. The City has made it a practice to devote a significant portion of the yearly budget to make our pension fully funded, to cover our Other Post Employment Benefits (OPEB) liability, and to make significant contributions to stabilization funds and debt service for a number of Building for the Future projects. Last year we increased that portion to $34.5 million. But, as I noted in my preliminary budget review in October, this number would likely need to be decreased heading into FY 2027 to cover our forecasted deficit and increased operating costs.

This year, we are planning to reduce the portion of the budget we devote to these lines to $32 million in FY 2027, 2028, and 2029 to address those forecasted deficits. Our current forecasts plan for returning to $34.5 million in FY 2030 and 2031, although this will likely require either new growth beyond our projections or some operating budget reductions to meet our debt service payments. All of this assumes we continue taxing to our statutory tax cap – which should not be an issue unless the home rule petition noted above does not pass.

Despite the reductions over the next three fiscal years, we will maintain our fully funded pension and remain on track to fully fund our OPEB liability by FY 2031. We will also continue to contribute to the Watertown Square and Senior Center stabilization accounts to reduce the borrowing necessary for these two projects. Debt service for the new middle school will begin to be paid in FY 2028, with debt service for the project projected to peak at $7,580,667 in FY 2030. Please see the chart on the next page for details.

DESCRIPTION	FY 27	FY 28	FY 29	FY30	FY31
PENSION	$4,039,557	$1,150,000	$1,150,000	$1,150,000	$1,150,000
OTHER POST EMPLOYMENT BENEFITS (OPEB)	$2,111,443	$2,246,667	$2,344,650	$2,128,983	$2,247,583
3 ELEMENTARY SCHOOL & HIGHSCHOOL PROJ - PERM	$22,849,000	$22,220,000	$21,465,350	$20,849,850	$20,224,350
NEW MIDDLE SCHOOL DEBT SERVICE		$783,333	$4,215,000	$7,580,667	$7,433,667
TRANSFER TO NEW MIDDLE SCHOOL STABILIZATION					
WATERTOWN SQUARE DEBT SERVICE			$725,000	$1,427,500	$2,107,500
NEW SENIOR CENTER DEBT SERVICE				$1,363,000	$1,336,900
TRANSFER TO WAT. SQ. STABILIZATION	$600,000	$2,000,000	$500,000		
TRANFER TO SENIOR CENTER STABILIZATION	$2,400,000	$3,600,000	$1,600,000		
TOTALS	$32,000,000	$32,000,000	$32,000,000	$34,500,000	$34,500,000

Outcomes

As noted above, we incorporated the debt sheets into tonight's submission. This is because the internal CIP process this year has been an iterative process of adjusting major projects and looking at the impact on key metrics. Capital projects as a percent of the city budget, excluding "Building for the Future" projects is under 8%. Incorporation of the Middle School into the "Building for the Future" plan, as well as strategic investments in stabilization accounts for Watertown Square and the Senior Center allow us to carefully spread out and reduce total debt payments. Nonetheless, by FY2031 the CIP as outlined requires an additional $2.5 million annually to the combined pension/OPEB/Building for the Future items – and this likely requires new growth somewhat beyond our projections in FY 2030 and 2031. Debt service as a total percent of the budget is projected to exceed 20% in FY 2031 – a concerning number, and one that is $4 million greater than projected last year with the lower middle school estimates. But this is offset by the forthcoming reduction in OPEB funding and can be further offset if there is more investment in stabilization funds in coming years. As we refine budgets for the Middle School and Watertown Square, we will need to continue monitoring this situation to ensure we have developed an affordable CIP strategy that does not impact operating costs and budgets in future years.

Below is a breakdown of proposed projects by program area:

Administration

The proposed CIP includes $25.2 million over the course of the five-year planning period for repairs and improvements to City Hall, the Parker Building, the Phillips Building, and other City building projects. This amount includes $11.4 million as placeholders, marked TBD in the CIP, from FY 2028-2031 for projects whose funding configuration is contingent upon corollary decisions, specifically:

- $3.3 million for Parker Building window replacement, which may be impacted by decisions related to the renovation of the middle school.
- $1 million for demolition of the former Police facility, that may be covered as a part of larger work in Watertown Square.
- $1.1 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.
- $60,000 for bathroom fixture upgrades at the Phillips Building.
- $1.125 million for window replacements at the Phillips Building, as there may be grants available in the future that could be used to fund a portion of this expense.

The FY 2027-2031 CIP also includes the following adjustments:

- An additional $110,000 for upgrading the fire sprinkler system in City Hall due to cost escalations.
- A reduction of $940,000 for Parker ADA/Code Update Requirements, largely due to improvements that were previously needed to support a daycare that is no longer renting space in the building.

- An additional $240,000 for the Parker Roof Design/Replacement due to cost escalations. This project was also brought up to happen in FY 2027.
- We have added two TR lines for replacing carpets & flooring and for painting to the Miscellaneous Buildings section in FY27. This will give our Public Buildings department more flexibility to utilize these funds in the buildings that need them the most. These lines may get carried in future years, pending the results of the forthcoming Public Buildings department study.
- We have added a yearly line for ADA upgrades to City buildings per the self-evaluation plan performed by KMA.
- An additional $2 million for the development of a campus geothermal energy micro-grid that will serve City Hall, the Library, and Fire Headquarters due to cost escalations. This is funded in the CIP, but we will aggressively seek grants to cover some or all of these costs.

Community Development & Open Space

The proposed CIP includes $46.2 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. Included in this total is $20 million in borrowing for Watertown Square. This number is a placeholder and will be refined, and likely increased, as the design process proceeds. We will also continue to seek alternate sources of funding for Watertown Square.

The proposed CIP also contains $6 million in placeholders for Walker Pond, the Common Street Cemetery, and the Commander's Mansion Grounds as we plan to seek CPA funding for those projects.

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

This CIP removes the line for Automatic External Defibrillators (AEDs) for City parks and facilities line as this project was fully funded at the end of FY 2025.

Information Technology

The CIP includes $4.7 million for IT equipment and technology improvements over the next five years. This section was restructured by the new IT Director to better identify and plan for specific projects that will be needed over the course of the CIP.

Fire Department

The CIP contains $3.8 million over the planning period for equipment, facilities improvements, and vehicle and apparatus replacements. Included in the plan is $1.25 million for the replacement of Engine 3 in FY 2027 and $600,000 for the replacement of an ambulance. Other projects include the replacement of staff vehicles, miscellaneous facility repairs, and equipment replacements.

This CIP also removes $250,000 for Main Station HVAC Replacements, as upgrades to the HVAC system will be part of the Campus Geothermal Project in the Administration section of the CIP.

Library

The CIP contains $813,000 over the planning period for miscellaneous renovations and repairs including $46,000 for recarpeting the lobby and $100,000 in FY 2029 for a feasibility study to evaluate potential expansion of the Library, in concert with the Watertown Square redevelopment.

Police Department

The CIP includes $2.6 million over the planning period for vehicle and equipment replacement. Included in the plan is $170,000 in FY 2027 to replace mobile data terminals in police vehicles

and $1.4 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. $950,000 in funding has been listed as TBD for a Parking Lot Solar Panel Array in FY 2030 as grant funding may be available for that project.

Department of Public Works

The CIP contains $13.6 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 staff undertook a comprehensive review of their vehicle replacement schedule and have updated it to better reflect the operational needs of the department.

The CIP also contains $400,000 in FY 2027 for repairs to City Hall's parking lot and to address needed ADA improvements, $1.85 million for an expansion of and improvements to the Parker Building parking lot split between FY 2027 for design and FY 2030 for construction, and increases to the annual tax revenue lines for equipment in the Traffic Control division to better reflect current costs and operational needs. Industry experts have advised DPW to expect price increases for supplies, vehicles, and equipment. These expected increases have been incorporated throughout DPW's capital plan.

Additionally, the Ornamental Street Lighting and Underground Utility Duct lines have been moved from the Streets & Sidewalks section of the CIP to Street Lighting & Wiring.

School Department

The capital plan for the School Department includes funding for the new Watertown Middle School project. Designated by the City Council as a priority project, the middle school renovation is proposed to be funded through a combination of $17 million from stabilization accounts and $98 million in long-term debt. While placing this project on the CIP continues to

put pressure on the overall borrowing costs in FY 2030 and FY2031, it's important to include this project on the CIP schedule and understand how it would impact the entire CIP borrowing and debt schedules over multiple years at the current estimated price. We are hoping to seek better pricing for this project in the next six months. We will also have better cost estimates on the Watertown Square project – this will allow us to refine CIP priorities in the later years and adjust the borrowing schedules accordingly.

The School Department's overall capital plan totals $106.2 million. In addition to the middle school, the CIP includes several repairs and improvements for the elementary schools, as well as a number of miscellaneous improvements throughout the school system. A total of $3.3 million of requested CIP items were not able to be funded in this plan and have been placed into the CIP as STBD. The administration and school department will continue to work to fund these items as possible.

As noted earlier, the Phillips School has been moved up to the Administration section of the CIP to reflect that the building will be used by both School and City departments. The Phillips Building improvements are not included in the dollar total for School projects in this CIP.

Public Buildings

The CIP contains $1.85 million for various improvements and replacements. Included in the plan is $600,000 over the course of the CIP to install electric vehicle charging equipment at various locations throughout the city and $770,000 for work on the DPW garage.

Senior Center

The capital plan contains $17.7 million for the senior center. This amount principally consists of a $17.4 million placeholder in FY 2029 for the construction of the new senior center, as noted above. Combined with stabilization funds, this plan has a total of $25 million as the placeholder cost of the new Senior Center. Also included is funding for ongoing maintenance and a new shuttle bus in FY 2027.

Skating Arena

The CIP contains $170,000 to fund various repairs and renovations at the John A. Ryan Skating Arena. Items that were in last year's CIP that do not show in this one were fully funded at the end of FY 2025.

Streets & Sidewalks

The CIP contains $58.3 million over the course of the planning period to fund street and sidewalk improvements at various locations throughout the City. $12.1 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.

A list of projected street projects over the course of the CIP has been included as an appendix to this memo.

Water and Sewer Enterprise Funds Capital Improvement Program (CIP)

The proposed Fiscal Year 2027-2031 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.

Prior Year Projects:

Appendix C to this memo identifies prior year CIP projects that were previously confirmed or re-confirmed by the Honorable City Council in the FY 2026 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 2027-2031 Capital Improvement Program.

Attachments:

Appendix A: Parks Projects Update

Appendix B: DPW Street Projects Update

Appendix C: Current and Prior-Year Projects

FY 2027-2031 Proposed Capital Improvement Plans

FY 2027-2031 GF Cost Analysis

FY 2027 -2031 GF CIP Actual & Projected Debt

cc: Honorable School Committee

Honorable Library Board of Trustees

School Building Committee

All Department Heads

Appendix A: Parks Projects Update

Parks Projects Completed

- **Prior to 2025** Irving Park; Moxley Court; Filippello Splash Pad; Victory Turf; Lower Saltonstall Park
- **Completed in 2025:** Arsenal Phase B; Lowell Playground

Current Parks Projects

Project	Construction Timeline	CIP FY	Notes
Bemis Park	Fall 2025	FY21/ FY25	
Saltonstall Park - Upper	Fall 2024	FY25	CPA Funded
How Playground	Spring 2026	FY23/FY26	
Victory Field Phase 2	Summer 2025	FY26	

Future Parks Projects

Project	Construction Timeline	CIP FY	Notes
Sullivan Park	Summer 2026	FY27	
Walker Pond	2027	FY27	Applying for CPA Funds
Victory Phase 3	Summer 2027	FY27/28	
Lower Saltonstall Tot Lot	Summer 2028	FY28	
Victory Field Playground	Summer 2028	FY28/29	
Community Path: Taylor/Linear	Summer 2028	FY28/29	
How Park Phase 2	Summer 2029	FY29/30	
Filippello Pickleball	2030	FY30	Moved up from FY31 due to community interest
Moxley Park Field	Summer 2030	FY30/31	Years subject to change pending decisions regarding the Middle School
Filippello Grove Playground	Summer 2030	FY30/31	
Filippello Arlington Playground	Summer 2031	FY30/32	Design process will be combined with the Grove Playground. Construction will take place after Grove
Casey Playground	Summer 2031	FY31/32	

Appendix B: DPW Street Improvements Update

FY24-25 Streets Completed:

- Morse Street
- Arsenal Street – from Greenough Blvd to School Street
- Russell Avenue
- Bellevue Road – from Marcia Road to Common Street

FY25 Projects Underway:

Project	Construction Timeline	CIP FY
Bottleneck Program – N Beacon & Arsenal	Complete by June 2026	FY22
MBTA Bus Stop Improvements - Main & Whites	Complete by June 2026	FY23
MassDOT TIP – Mt Auburn St Improvements	Complete by November 2028	FY23
MVP Green Streets Project - Dexter & Templeton	Complete by November 2026	FY24
FY25 Mill & Overlay Program - 20 Streets	Complete by August 2026	FY25
FY25 Sidewalk Program	Complete by June 2026	FY25

Future Street Improvement Projects:

Project	Construction Timeline	CIP FY
FY23 Long St - Chapman Street	Fall 2026- Summer 2027	FY23
FY24 Road Program	Summer 2026	FY24
• George St, Bromfield St, Mangano Ct, Grandview Ave, & Dwight St.		
FY25 Road Program	Fall 2026 – Summer 27	FY25
• Poplar St, Pequosette ST, N. Irving Park, S. Irving Park, Royal St, Green St.		
FY25 Long St – Fifth Ave	Summer 2026	FY25
FY26 Road Program	Summer 2027	FY26
• Cottage St, Sawin St, Rifle Ct, Lyons St, Sexton St, Cottage Ln, Molloy St, Hearn St, Winter St. Bid Alternatives: Brigham St, Appleton Ter.		
FY24&26 Long Sts – Forest & Springfield	Summer 2026-2028	FY26
FY26 Mill & Overlay Program	Spring 2027	FY26
FY26 Sidewalk Program	Summer 2026	FY26
FY27 Road Program	Summer 2027	FY27
FY27 Long St – Riverside St	Summer 2027	FY27

Future Street Improvement Projects (Continued):

Project	Construction Timeline	CIP FY
FY27 Mill & Overlay Program	Summer 2027	FY27
FY27 Sidewalk Program	Summer 2027	FY27
FY28 Road Program	Summer 2028	FY28
FY28 Long St – Summer St	Summer 2028	FY28
FY28 Mill & Overlay Program	Summer 2028	FY28
FY28 Sidewalk Program	Summer 2028	FY28
FY29 Road Program	Summer 2029	FY29
FY29 Long St – Tentatively Westminster Ave	Summer 2029	FY29
FY29 Mill & Overlay Program	Summer 2029	FY29
FY30 Road Program	Summer 2030	FY30
FY30 Long St – Tentatively Townly Road	Summer 2030	FY30
FY30 Mill & Overlay Program	Summer 2030	FY30
FY30 Sidewalk Program	Summer 2030	FY30
FY31 Road Program	Summer 2031	FY31
FY31 Long St – Tentatively Irving Street	Summer 2031	FY31
FY31 Mill & Overlay Program	Summer 2031	FY31
FY31 Sidewalk Program	Summer 2031	FY31

Appendix C: Current & Prior-Year Projects

FY 2023 CIP Projects

Project	Amount	Council Rec	Status
IT improvements	$500k	re-confirm #5a & b	Forthcoming
		remove #5c	Removed due to reworking of IT CIP
Library Boilers & Pumps	$200k	remove #6	Completed with FY25 YE Transfer
How Park Playground	$500k	remove #7	Borrowed

FY 2024 CIP Projects

Project	Amount	Council Rec	Status
School District Security System Enhance.	$95k	remove #9a	Borrowed
Parker Annex Renovation Projects	$1.275 mil	remove #10	Borrowed
IT Improvements	$1.138 mil	re-confirm #11a & b	Forthcoming
		remove #11c – d	Removed due to reworking of IT CIP
Fire Improvements	$310k	re-confirm #12a & b	Forthcoming
		remove #12c	Remove, project is completed
Library Improvements	$786k	remove #13	Completed with FY25 YE Transfer
Police Department Access & Video System	$37k	remove #14	Completed with FY25 YE Transfer
Connectors & Longer Streets	$2.1 mil	re-confirm #15	Forthcoming
Parker Building Second Floor	$2.2 mil	remove #16	Borrowed

FY 2025 CIP Projects

Project	Amount	Council Rec	Status
Commander's Mansion	$350k	remove #17	Funded by CPC
Bemis Playground	$960k	remove #18	Borrowed
IT Improvements	$1.1 mil	re-confirm #19a & b	Forthcoming
		remove #19c – e	Removed due to reworking of IT CIP
Fire Apparatus Doors	$131k	remove #20	Completed with FY25 YE Transfer
Police Improvements	$693k	remove #21	No longer needed
DPW Improvements	$1.067mil	re-confirm #22	Forthcoming with additional grant funding
		remove #23a - e	Council voting on loan order on 1/27/2026
School Improvements	$95k	re-confirm #24a	Forthcoming
Skating Rink Improvements	$40k	re-confirm #25	Forthcoming
Local Road Construction	$2.75 mil	remove #26	Borrowed
Connectors & Longer Streets	$2.2 mil	remove #27	Borrowed
Mt. Auburn Non-Participatory	$500k	re-confirm #28	Forthcoming

FY 2026 CIP Projects

Project	Amount	Council Rec	Status
Admin Building Roof & Masonry	$300k	re-confirm #29	Forthcoming
Parker Building Renovation Projects	$3.561mil	remove #30	Borrowed
How Park Playground	$650k	remove #31	Borrowed
Victory Field Phase 2	$11mil	remove #32	Borrowed
Recreation Facility AEDs	$40k	remove #33	Completed with FY25 YE Transfer
IT Improvements	$850k	re-confirm #34a – c	Forthcoming
		remove #34d - f	Borrowed, Repurposed for Parker IT Buildout
Fire Improvements	$697k	re-confirm #35	Forthcoming
Police Improvements	$1.667mil	remove #36a & c	Completed with FY26 Dec. Transfer
		re-confirm #36b	Forthcoming
DPW Improvements	$1mil	remove #37	Council voting on loan order on 1/27/2026
Public Buildings Improvements	$2.5mil	remove #38a & d	Borrowed
		re-confirm #38b, c, & e	Forthcoming
Skating Rink Improvements	$55k	remove #39	Completed with FY25 YE Transfer
Watertown Middle School	$10mil	remove/replace #40	Moved to FY27 in CIP
School Improvements	$472k	remove #41a	Funded as a TR
		re-confirm #41b	Forthcoming
DPW Road Projects	$5.175mil	remove #42	Public Works Committee voted on Oct 22nd
FY26 Streets & Sidewalks	$1.1mil	re-confirm #43	Forthcoming

Table 1

FISCAL YEAR 2027
CAPITAL IMPROVEMENT PROGRAM

	FY 2027 TOTAL		OPERATING BUDGET	BOND	OTHER	
CITY HALL						
City Hall Improvements/Renovations	45.0	TR	45.0			
PARKER ANNEX						
Parker Building Improvement/Renovations	52.0	TR	52.0			
Parker ADA/Code Update Requirements	641.0	BR		641.0		15 YEARS
Parker Roof Design/Replacement	1,450.0	BR		1,450.0		5 YEARS
PHILLIPS BUILDING						
Roof Repairs/Replacement	100.0	BR		100.0		10 YEARS
MISC BUILDING PROJECTS						
Replace Carpets/Flooring	25.0	TR	25.0			
Paint Hallway/Offices	25.0	TR	25.0			
Energy Efficiency Projects	50.0	ER			50.0	Energy Rebate
ADA Upgrades per KMA Audit	250.0	BR		250.0		15 YEARS
Sterritt Lumber Safety/Weatherization	35.0	TR	35.0			
Citywide Building Management System Regional Server	40.0	TR	40.0			
ADMINISTRATION & PARKER SUBTOTAL	2,713.0		222.0	2,441.0	50.0	
COMMUNITY DEVELOPMENT						
Monument Restoration & Replacement	20.0	TR	20.0			
Public Art	45.0	TR	45.0			
Commander's Mansion	30.0	TR	30.0			
OPEN SPACE IMPROVEMENTS						
Walker Pond Design/Construction	2,500.0	TBD			2,500.0	To Be Determined
Common St Cemetery & Old Burying Ground	1,950.0	TBD			1,950.0	To Be Determined
Tot Lot/Court Resurfacing as needed	105.0	TR	105.0			
Sullivan Park Construction	675.0	BR		675.0		10 YEARS
Victory Filed Phase III - Field House & Elevator Design	125.0	BR		125.0		10 YEARS
COMMUNITY DEVELOPMENT SUBTOTAL	5,450.0		200.0	800.0	4,450.0	
INFORMATION TECHNOLOGY						
Additional Equipment	16.0	TR	16.0			
Replacement of Equipment	137.0	TR	137.0			
Fiber Loop Build-out and Cabling	150.0	TR	150.0			
MUNIS Financial System Enhancements	100.0	TR	100.0			
Document Scanning	200.0	BE		200.0		5 YEARS
Cybersecurity Enhancements	250.0	BE		250.0		5 YEARS
INFORMATION TECHNOLOGY SUBTOTAL	853.0		403.0	450.0	-	
FIRE DEPARTMENT						
ALS Ambulance Medical Equipment	40.0	TR	40.0			
Chief's, & staff vehicles (2)	80.0	TR	80.0			
Fire Building Improvements/Renovations	60.0	TR	60.0			
Engine Truck, replacement for 2013 Engine 3	1,250.0	BE		1,250.0		20 YEARS
Unmanned Aerial System Replacement	35.0	TR	35.0			
Replacement 2 Cardiac Monitors	175.0	BE		175.0		5 YEARS
FIRE DEPARTMENT SUBTOTAL	1,640.0		215.0	1,425.0	-	

	FY 2027 TOTAL		OPERATING BUDGET	BOND	OTHER	
LIBRARY						
Building Maintenance	51.0	TR	51.0			
Building Renovations/Replacement of Equip	77.0	TR	77.0			
LIBRARY DEPARTMENT SUBTOTAL	128.0		128.0	-	-	
POLICE DEPARTMENT						
Police Cruisers (3 annually)	258.3	TR	258.3			
Radio Infrastructure/specialized equipment	40.0	TR	40.0			
Police Building Improvements/Renovations	32.0	TR	32.0			
Mobile Data Terminal System Replacement	170.2	BE		170.2		5 YEARS
POLICE SUBTOTAL	500.5		330.3	170.2	-	
PUBLIC WORKS DEPARTMENT						
FLEET						
Staff Replacement Electric Vehicles	80.0	TR	80.0			
Additional Equipment	25.0	TR	25.0			
Animal Control Vehicle #120	100.0	BE		100.0		10 YEARS
Fleet Pick-up Truck #C5	95.0	BE		95.0		10 YEARS
FLEET SUBTOTAL	300.0		105.0	195.0	-	
HIGHWAY						
Replacement of Equipment	40.0	TR	40.0			
Heavy Duty Dump Truck #40	335.0	BE		335.0		10 YEARS
Electric Street Sweeper #21	675.0	BE		675.0		10 YEARS
City Hall Parking Lot Repairs & ADA Improvements	400.0	BR		400.0		15 YEARS
Parker Building Parking Lot Expansion	100.0	BR		100.0		5 YEARS
HIGHWAY SUBTOTAL	1,550.0		40.0	1,510.0	-	
SNOW & ICE REMOVAL						
Plows, Sanders, Salt control units/Replacement	80.0	TR	80.0			
SNOW & ICE REMOVAL SUBTOTAL	80.0		80.0	-	-	
CEMETARY						
Improvements	27.0	TR	27.0			
Dump Truck (#70)	130.0	BE		130.0		10 YEARS
Utility Vehicle #C7	95.0	BE		95.0		10 YEARS
CEMETERY SUBTOTAL	252.0		27.0	225.0	-	
PARKS & FORESTRY						
Improvements	68.0	TR	68.0			
Additional Equipment	20.0	TR	20.0			
Replacement of Equipment	42.0	TR	42.0			
4x4 Landscape Dump Truck #78	170.0	BE		170.0		10 YEARS
PARKS & FORESTRY SUBTOTAL	300.0		130.0	170.0	-	
TRAFFIC CONTROL						
Replacement of Equipment	100.0	TR	100.0			
Additional Equipment	50.0	TR	50.0			
Adaptive Traffic Management	100.0	BE		100.0		5 YEARS
TRAFFIC CONTROL SUBTOTAL	250.0		150.0	100.0	-	
STREET LIGHTING & WIRING						
Ornamental Street Lighting	300.0	BR		300.0		5 YEARS
Replacement of Equipment	20.0	TR	20.0			
TRAFFIC CONTROL SUBTOTAL	320.0		20.0	300.0	-	
SCHOOL DEPARTMENT						
CUNNIFF SCHOOL						
Retrocommisioning Study/Repairs (Years 6-7)	75.0	TR	75.0			
Total for Cunniff	75.0		75.0	-	-	

	FY 2027 TOTAL		OPERATING BUDGET	BOND	OTHER	
HOSMER SCHOOL						
Cell Communication Enhancement	250.0	STBD			250.0	To Be Determined
Cafeteria Tables Integral Chairs	55.0	STBD			55.0	To Be Determined
Hosmer Amphitheatre Improvements	52.0	STBD			52.0	To Be Determined
Solar Canopy PV Protective Netting	40.0	STBD			40.0	To Be Determined
Playground Sunshade & Netting	150.0	STBD			150.0	To Be Determined
Total for Hosmer	547.0		-	-	547.0	
LOWELL SCHOOL						
Cafeteria Tables Integral Charis	55.0	STDB				To Be Determined
Total for Lowell	55.0		-	-	-	
WATERTOWN MIDDLE SCHOOL						
New Middle School Project	10,000.0	BR		10,000.0		30 YEARS
Total for Middle School	10,000.0		-	10,000.0	-	
DISTRICT						
Gym Floor Recoating	25.0	STBD			25.0	To Be Determined
Network/Wiring Upgrades	300.0	STBD			300.0	To Be Determined
Preschool Playground	150.0	STBD			150.0	To Be Determined
Rekey Doors @ Phillips	125.0	STBD			125.0	To Be Determined
Update Food Service Equipment	30.0	TR	30.0			
Signage Improvements	60.0	STBD			60.0	To Be Determined
Furniture Replacement	50.0	STBD			50.0	To Be Determined
Security System Enhancements	95.0	BR		95.0		5 YEARS
School Technology	100.0	SA			100.0	School Appropriation
Interior Painting	125.0	TR	125.0			
Total for District	1,060.0		155.0	95.0	810.0	
PUBLIC BUILDINGS						
Vehicles & Snow Equipment	60.0	BE		60.0		5 YEARS
Add EV Stations	100.0	BR		100.0		5 YEARS
DPW BUILDING						
DPW Garage MAU Replacement	70.0	BR		70.0		10 YEARS
PUBLIC BUILDINGS SUBTOTAL	230.0		-	230.0	-	
SENIOR CENTER						
Building Improvements	17.0	TR	17.0			
Shuttle Bus	160.0	BE		160.0		5 YEARS
SENIOR CENTER SUBTOTAL	160.0		17.0	160.0	-	
SKATING ARENA						
Building Renovations	32.0	TR	32.0			
SKATING ARENA SUBTOTAL	32.0		32.0	-	-	
STREETS & SIDEWALKS						
Mt. Auburn St. Corridor (Irving St-Coolidge Sq.-Cambridge line)	7,500.0	TIP			7,500.0	TIP
Mt. Auburn St. Non participatory funds	500.0	BR		500.0		5 YEARS
Highway reconstruction (Chap 90)	375.0	C9			375.0	CHAPTER 90
Highway reconstruction (Tax Revenue)	746.9	TR	746.9			
Highway reconstruction (Bonds)	2,400.0	STB		2,400.0		5 YEARS
Highway reconstr.- Connector Roads/Longer Streets	2,400.0	STB		2,400.0		5 YEARS
Sidewalk reconstruction (Chap 90)	375.0	C9			375.0	CHAPTER 90
Sidewalk reconstruction (Tax Revenue)	746.9	TR	746.9			
Fair Share Amendment (Chap 90)	165.0	C9			165.0	CHAPTER 90
Sidewalk reconstruction (Bonds)	600.0	SWB		600.0		5 YEARS
STREETS & SIDEWALKS SUBTOTAL	15,808.8		1,493.8	5,900.0	8,415.0	
GENERAL FUND CIP			3,823.1	24,171.2	14,272.0	
GRAND TOTAL					42,266.3	

Table 2

FISCAL YEARS 2027-2031

CAPITAL IMPROVEMENT PROGRAM

FY 2027 - FY 2031
CIP General Fund

	C	D	G	H	I	J	K	L	M	N	O	P
1		**TOTALS**	**FY '27**		**FY '28**		**FY '29**		**FY '30**		**FY '31**	
2	**CITY HALL**											
3	City Hall Improvements/Renovations	**243.0**	45.0	TR	47.0	TR	49.0	TR	51.0	TR	51.0	TR
4	Upgrade Fire Sprinkler System Design/Install	**900.0**							100.0	BR	800.0	BR
5	Lighting & Electrical Upgrades	**300.0**			300.0	BR						
6	Roof Shingle Replacement/Roof Refurbishment	**300.0**									300.0	BR
7												
8	**PARKER BUILDING**											
9	Parker Building Improvement/Renovations	**278.0**	52.0	TR	54.0	TR	56.0	TR	58.0	TR	58.0	TR
10	Parker ADA/Code Update Requirements	**1,482.0**	641.0	BR	841.0	BR						
11	Parker Roof Design/Replacement	**1,450.0**	1,450.0	BR								
12	Parker Window Design Replacement	**3,300.0**					300.0	TBD	3,000.0	TBD		
13	Parker Elevator Modernization	**450.0**			450.0	BR						
14												
15	**PHILLIPS BUILDING**											
16	Bathroom Fixture Upgrades	**60.0**									60.0	TBD
17	Window Damages/Replacements	**1,125.0**			125.0	TBD	1,000.0	TBD				
18	Replace Boiler #2/Design Deep Energy Retrofit Heat Pumps	**700.0**			100.0	BR	600.0	BR				
19	Design/Modernize/Replace Elevator	**400.0**			100.0	BR	300.0	BR				
20	Roof Repairs/Replacement	**1,100.0**	100.0	BR	1,000.0	BR						
21												
22	**MISC BUILDING PROJECTS**											
23	Replace Carpets/Flooring	**25.0**	25.0	TR								
24	Paint Hallway/Offices	**25.0**	25.0	TR								
25	Energy Efficiency Projects	**250.0**	50.0	ER	50.0	ER	50.0	ER	50.0	ER	50.0	ER
26	ADA Upgrades per KMA Audit	**1,527.0**	250.0	BR	275.0	BR	303.0	BR	333.0	BR	366.0	BR
27	Sterritt Lumber Safety/Weatherization	**35.0**	35.0	TR								
28	Citywide Building Management System Regional Server	**40.0**	40.0	TR								
29	Fire Alarm Panel and Device Upgrades	**190.0**			190.0	BR						
30	Former Police Facility	**1,000.0**					1,000.0	TBD				
31	Multi-Service Center Renovation	**500.0**					500.0	TBD				
32	Renovation/Reuse former North Branch	**1,100.0**			1,100.0	TBD						
33	Campus Geothermal & HVAC Upgrades	**7,500.0**			500.0	BR	2,000.0	BR	2,500.0	BR	2,500.0	BR
34	**CITY BUILDINGS SUBTOTAL**	**24,280.0**	**2,713.0**		**5,132.0**		**6,158.0**		**6,092.0**		**4,185.0**	
35												
36	**COMMUNITY DEVELOPMENT**											
37	Monument Restoration & Replacement	**100.0**	20.0	TR	20.0	TR	20.0	TR	20.0	TR	20.0	TR
38	Public Art	**245.0**	45.0	TR	50.0	TR	50.0	TR	50.0	TR	50.0	TR
39	Commander's Mansion	**150.0**	30.0	TR	30.0	TR	30.0	TR	30.0	TR	30.0	TR
40	Watertown Sq Transportation Charges	**20,000.0**			5,000.0	BR	5,000.0	BR	5,000.0	BR	5,000.0	BR
41												

FY 2027 - FY 2031
CIP General Fund

	C	D	G	H	I	J	K	L	M	N	O	P
1		**TOTALS**	**FY '27**		**FY '28**		**FY '29**		**FY '30**		**FY '31**	
42	**OPEN SPACE IMPROVEMENTS**											
43	Walker Pond Design/Construction	**2,500.0**	2,500.0	TBD								
44	Common St Cemetery & Old Burying Ground	**1,950.0**	1,950.0	TBD								
45	Commander's Mansion Grounds: Design & Installation	**1,600.0**			1,600.0	TBD						
46	Lower Saltonstall Tot Lot & Equipment	**500.0**			500.0	BR						
47	Tot Lot/Court Resurfacing as needed	**570.0**	105.0	TR	110.0	TR	115.0	TR	120.0	TR	120.0	TR
48	COMM. PATH DESIGN/CONSTRUCTION(TAYLOR/LINEAR)	**3,325.0**			325.0	BR	3,000.0	BR				
49	Sullivan Park Construction	**675.0**	675.0	BR								
52	How Park Phase 2 Construction	**2,550.0**					50.0	BR	2,500.0	BR		
53	Moxley Park Field	**5,250.0**							250.0	BR	5,000.0	BR
54	Victory Field Design/Install Playground	**1,000.0**			100.0	BR	900.0	BR				
55	Victory Filed Phase III - Field House & Elevator Design	**4,125.0**	125.0	BR	4,000.0	BR						
56	Casey Playground: Design	**125.0**									125.0	BR
57	Fillippello - Pickleball: Design & Installation	**400.0**							400.0	BR		
58	Fillippello - Grove & Arlington Playground: Design & Construction	**1,110.0**							150.0	BR	960.0	BR
59	**COMMUNITY DEVELOPMENT SUBTOTAL**	**46,175.0**	**5,450.0**		**11,735.0**		**9,165.0**		**8,520.0**		**11,305.0**	
60												
61	**INFORMATION TECHNOLOGY**											
62	Additional Equipment	**90.0**	16.0	TR	17.0	TR	18.0	TR	19.0	TR	20.0	TR
63	Replacement of Equipment	**703.0**	137.0	TR	139.0	TR	141.0	TR	143.0	TR	143.0	TR
64	Fiber Loop Build-out and Cabling	**750.0**	150.0	TR	150.0	TR	150.0	TR	150.0	TR	150.0	BR
65	MUNIS Financial System Enhancements	**500.0**	100.0	TR	100.0	TR	100.0	TR	100.0	TR	100.0	TR
66	Document Scanning	**1,000.0**	200.0	BE	200.0	BE	200.0	BE	200.0	BE	200.0	BE
67	Cybersecurity Enhancements	**250.0**	250.0	BE								
68	Cloud Optimization & Cost Management	**125.0**			125.0	BE						
69	Workstation & Device Lifecycle Replacement	**425.0**					425.0	BE				
70	Network Infrastructure Improvements	**425.0**							425.0	BE		
71	Server & Virtualization Refresh	**400.0**									400	BE
72	**INFORMATION TECHNOLOGY SUBTOTAL**	**4,668.0**	**853.0**		**731.0**		**1,034.0**		**1,037.0**		**1,013.0**	
73												
74	**FIRE DEPARTMENT**											
75	ALS Ambulance Medical Equipment	**218.0**	40.0	TR	42.0	TR	44.0	TR	46.0	TR	46.0	TR
76	Chief's, & staff vehicles (2)	**240.0**	80.0	TR			80.0	TR			80.0	TR
77	Fire Building Improvements/Renovations	**318.0**	60.0	TR	62.0	TR	64.0	TR	66.0	TR	66.0	TR
78	Main Station Interior Repairs	**100.0**			100.0	BR						
79	DOT Type III Emergency Ambulance Vehicle	**600.0**			600.0	BE						
80	Incident Command Vehicle (Deputy Chief)	**120.0**									120.0	BE
81	Engine Truck, replacement for 2013 Engine 3	**1,250.0**	1,250.0	BE								
82	Main Station Shop Air Compressor Replacement	**20.0**			20.0	TR						
83	Trailer Replacement for 1998 Special Rescue Trailer	**20.0**			20.0	TR						
84	Unmanned Aerial System Replacement	**35.0**	35.0	TR								
85	Replacement 2 Cardiac Monitors	**175.0**	175.0	BE								

FY 2027 - FY 2031
CIP General Fund

	C	D	G	H	I	J	K	L	M	N	O	P
1		**TOTALS**	**FY '27**		**FY '28**		**FY '29**		**FY '30**		**FY '31**	
86	Gear Extractors & Dryer (3 each)	**110.0**					110.0	BE				
87	SCBA Replacement	**400.0**					400.0	BE				
88	Solar Powered Radio Box for Emergency Reporting (5)	**75.0**							75.0	BE		
89	Main & North Station Security Upgrades/Access Control	**50.0**							50.0	BE		
90	UTV Replacement	**50.0**							50.0	BE		
91	East End Fire Station Replacement	**15,000.0**									15,000.0	TBD
92	**FIRE DEPARTMENT SUBTOTAL**	**18,781.0**	**1,640.0**		**844.0**		**698.0**		**287.0**		**15,312.0**	
93												
94	**LIBRARY**											
95	Building Maintenance	**264.0**	51.0	TR	52.0	TR	53.0	TR	54.0	TR	54.0	TR
96	Building Renovations/Replacement of Equip	**403.0**	77.0	TR	79.0	TR	81.0	TR	83.0	TR	83.0	TR
97	Feasibility Study for Library Expansion	**100.0**					100.0	BR				
98	Lobby Recarpeting	**46.0**			46.0	TR						
99	**LIBRARY DEPARTMENT SUBTOTAL**	**813.0**	**128.0**		**177.0**		**234.0**		**137.0**		**137.0**	
100												
101	**POLICE DEPARTMENT**											
102	Police Cruisers (3 annually)	**1,412.3**	258.3	TR	271.2	TR	284.8	TR	299.0	TR	299.0	TR
103	Radio Infrastructure/specialized equipment	**200.0**	40.0	TR	40.0	TR	40.0	TR	40	TR	40	TR
104	Police Building Improvements/Renovations	**178.0**	32.0	TR	34.0	TR	36.0	TR	38.0	TR	38.0	TR
105	Mobile Data Terminal System Replacement	**170.2**	170.2	BE								
106	Uninterrupted Power Source Battery Replacement	**52.0**			52.0	BE						
107	Phone Line System Recording Equipment	**22.0**							22.0	BE		
108	Fingerprint Machine	**29.0**							29.0	TR		
109	LED Lighting through Interior Facility	**100.0**					100.0	BR				
110	EV Transport Vehicle	**82.0**							82.0	BE		
111	Parking Lot Solar Panel Array	**950.0**							950.0	TBD		
112	Roof Replacement	**275.0**									275.0	BR
113	Generator Replacement	**120.0**									120.0	BE
114	**POLICE SUBTOTAL**	**3,590.5**	**500.5**		**397.2**		**460.8**		**1,460.0**		**772.0**	
115												
116	**PUBLIC WORKS DEPARTMENT**											
117	**FLEET**											
118	Staff Replacement Electric Vehicles	**418.0**	80.0	TR	82.0	TR	84.0	TR	86.0	TR	86.0	TR
119	Additional Equipment	**143.0**	25.0	TR	27.0	TR	29.0	TR	31.0	TR	31.0	TR
120	Animal Control Vehicle #120	**100.0**	100.0	BE								
121	Fleet Pick-up Truck #C5	**95.0**	95.0	BE								
122	Engineer SE AWD #126	**65.0**							65.0	BE		
123	**FLEET SUBTOTAL**	**821.0**	**300.0**		**109.0**		**113.0**		**182.0**		**117.0**	
124												

FY 2027 - FY 2031
CIP General Fund

	C	D	G	H	I	J	K	L	M	N	O	P
1		**TOTALS**	**FY '27**		**FY '28**		**FY '29**		**FY '30**		**FY '31**	
125	**HIGHWAY**											
126	Replacement of Equipment	**218.0**	40.0	TR	42.0	TR	44.0	TR	46.0	TR	46.0	TR
129	Heavy Duty Dump Truck #40	**335.0**	335.0	BE								
130	Electric Street Sweeper #21	**675.0**	675.0	BE								
131	City Hall Parking Lot Repairs & ADA Improvements	**400.0**	400.0	BR								
132	Wheeled Excavator #12	**150.0**			150.0	BE						
133	Loader #29	**385.0**			385.0	BE						
134	Parker Building Parking Lot Expansion	**1,850.0**	100.0	BR					1,750.0	BR		
135	Triaxle Dump Truck with Sliding Sander & Plow #43	**340.0**					340.0	BE				
136	6-Wheel Dump Truck #34	**300.0**			300.0	BE						
137	Paint Crew Truck #26	**180.0**					180.0	BE				
138	Dump Truck/Sander #52	**350.0**									350.0	BE
139	F550 Rack Truck #28	**170.0**									170.0	BE
140	**HIGHWAY SUBTOTAL**	**5,353.0**	**1,550.0**		**877.0**		**564.0**		**1,796.0**		**566.0**	
141												
142	**SNOW & ICE REMOVAL**											
143	Plows, Sanders, Salt control units/Replacement	**400.0**	80.0	TR	80.0	TR	80.0	TR	80.0	TR	80.0	TR
144	2-Salter 6 Wheelers (#18 & #39)	**725.0**					725.0	BE				
145	4x4 Sander #38	**385.0**							385.0	BE		
146	6 Wheel Dump/Sander #30	**385.0**			385.0	BE						
147	Skid Steer #102	**125.0**							125.0	BE		
148	Sander #20	**175.0**							175.0	BE		
149	Sidewalk Tractor #48 & 2 New	**725.0**					230.0	BE	245.0	BE	250.0	BE
150	10 Wheel Hook lift Sander #46	**375.0**									375.0	BE
151	6 Wheel Chassis Mt Sander #32	**325.0**									325.0	BE
152	**SNOW & ICE REMOVAL SUBTOTAL**	**3,620.0**	**80.0**		**465.0**		**1,035.0**		**1,010.0**		**1,030.0**	
153												
154	**CEMETARY**											
155	Improvements	**150.0**	27.0	TR	29.0	TR	30.0	TR	32.0	TR	32.0	TR
156	Dump Truck (#70)	**130.0**	130.0	BE								
157	Utility Vehicle #C7	**95.0**	95.0	BE								
158	**CEMETERY SUBTOTAL**	**375.0**	**252.0**		**29.0**		**30.0**		**32.0**		**32.0**	
159												
160	**PARKS & FORESTRY**											
161	Improvements	**340.0**	68.0	TR	68.0	TR	68.0	TR	68.0	TR	68.0	TR
162	Additional Equipment	**118.0**	20.0	TR	22.0	TR	24.0	TR	26.0	TR	26.0	TR
163	Replacement of Equipment	**228.0**	42.0	TR	44.0	TR	46.0	TR	48.0	TR	48.0	TR
164	4x4 Landscape Dump Truck #78	**170.0**	170.0	BE								
165	Pickup Truck #72	**95.0**					95.0	BE				
166	Dump Truck #75	**150.0**			150.0	BE						
167	Irrigation installation & improvements	**260.0**			50.0	BE	60.0	BE	70.0	BE	80.0	BE
168	**PARKS & FORESTRY SUBTOTAL**	**1,361.0**	**300.0**		**334.0**		**293.0**		**212.0**		**222.0**	
169												

FY 2027 - FY 2031
CIP General Fund

	C	D	G	H	I	J	K	L	M	N	O	P
1		**TOTALS**	**FY '27**		**FY '28**		**FY '29**		**FY '30**		**FY '31**	
170	**TRAFFIC CONTROL**											
171	Replacement of Equipment	**545.0**	100.0	TR	105.0	TR	110.0	TR	115.0	TR	115.0	TR
172	Additional Equipment	**295.0**	50.0	TR	55.0	TR	60.0	TR	65.0	TR	65.0	TR
173	Adaptive Traffic Management	**200.0**	100.0	BE					100.0	BE		
174	**TRAFFIC CONTROL SUBTOTAL**	**885.0**	**250.0**		**160.0**		**170.0**		**280.0**		**180.0**	
175												
176	**STREET LIGHTING & WIRING**											
177	Ornamental Street Lighting	**1,500.0**	300.0	BR	300.0	BR	300.0	BR	300.0	BR	300.0	BR
178	Underground Duct for Utilities	**600.0**			300.0	BR			300.0	BR		
179	Replacement of Equipment	**118.0**	20.0	TR	22.0	TR	24.0	TR	26.0	TR	26.0	TR
180	**STREET LIGHTING & WIRING SUBTOTAL**	**2,492.0**	**320.0**		**622.0**		**324.0**		**626.0**		**326.0**	
181												
182	TOTAL DPW - TBD	**0.0**	**0.0**	**TBD**	**0.0**	**TBD**	**0.0**	**TBD**	**0.0**	**TBD**	**0.0**	**TBD**
183	TOTAL DPW - TR	**2,973.0**	**552.0**	**TR**	**576.0**	**TR**	**599.0**	**TR**	**623.0**	**TR**	**623.0**	**TR**
184	TOTAL DPW - BE	**7,465.0**	**1,700.0**	**BE**	**1,420.0**	**BE**	**1,630.0**	**BE**	**1,165.0**	**BE**	**1,550.0**	**BE**
185	TOTAL DPW - BR	**4,350.0**	**800.0**	**BR**	**600.0**	**BR**	**300.0**	**BR**	**2,350.0**	**BR**	**300.0**	**BR**
186	**PUBLIC WORKS SUBTOTAL**	**13,601.0**	**3,052.0**		**2,596.0**		**2,529.0**		**4,138.0**		**2,473.0**	
187												
188	**SCHOOL DEPARTMENT**											
189	**CUNNIFF SCHOOL**											
190	Cell Communication Enhancement	**250.0**			250.0	STBD						
191	Retrocommisioning Study/Repairs (Years 6-7)	**475.0**	75.0	TR	400.0	BR						
192	Resurface Driveway/Parking Lots	**850.0**									850.0	STBD
193	Generator Design/Install	**750.0**					150.0	BR	600.0	BR		
194	**Total for Cunniff**	**2,325.0**	**75.0**		**650.0**		**150.0**		**600.0**		**850.0**	
195												
196	**HOSMER SCHOOL**											
197	Cell Communication Enhancement	**250.0**	250.0	STBD								
198	Cafeteria Tables Integral Chairs	**55.0**	55.0	STBD								
199	Hosmer Amphitheatre Improvements	**52.0**	52.0	STBD								
200	Solar Canopy PV Protective Netting	**40.0**	40.0	STBD								
201	Playground Sunshade & Netting	**150.0**	150.0	STBD								
202	Retrocommisioning Study/Repairs (Years 6-7)	**600.0**			100.0	TR	500.0	BR				
203	**Total for Hosmer**	**1,147.0**	**547.0**		**100.0**		**500.0**		**0.0**		**0.0**	
204												
205	**LOWELL SCHOOL**											
206	Cell Communication Enhancement (IT)	**250.0**					250.0	STBD				
207	Cafeteria Tables Integral Charis	**55.0**	55.0	STDB								
208	Retrocommisioning Study/Repairs (Years 6-7)	**600.0**					100.0	TR	500.0	BR		
209	Generator Design/Install	**750.0**					100.0	BR	650.0	BR		
210	**Total for Lowell**	**1,655.0**	**55.0**		**0.0**		**450.0**		**1,150.0**		**0.0**	

FY 2027 - FY 2031
CIP General Fund

	C	D	G	H	I	J	K	L	M	N	O	P
1		**TOTALS**	**FY '27**		**FY '28**		**FY '29**		**FY '30**		**FY '31**	
211												
212	**WATERTOWN MIDDLE SCHOOL**											
213	New Middle School Project	**98,000.0**	10,000.0	BR	44,000.0	BR	44,000.0	BR				
214	**Total for Middle School**	**98,000.0**	**10,000.0**		**44,000.0**		**44,000.0**		**0.0**		**0.0**	
215												
216	**WATERTOWN HIGH SCHOOL**	**0.0**										
218	**Total for High School**	**0.0**	**0.0**		**0.0**		**0.0**		**0.0**		**0.0**	
219												
220	**DISTRICT**											
221	Gym Floor Recoating	**125.0**	25.0	STBD	25.0	STBD	25.0	STBD	25.0	STBD	25.0	STBD
222	Electric Multi-Activity School Bus	**150.0**			150.0	STBD						
223	Network/Wiring Upgrades	**300.0**	300.0	STBD								
224	Preschool Playground	**150.0**	150.0	STBD								
225	Rekey Doors @ Phillips	**125.0**	125.0	STBD								
226	Update Food Service Equipment	**150.0**	30.0	TR	30.0	TR	30.0	TR	30.0	TR	30.0	TR
227	Signage Improvements	**300.0**	60.0	STBD	60.0	STBD	60.0	STBD	60.0	STBD	60.0	STBD
228	Furniture Replacement	**250.0**	50.0	STBD	50.0	STBD	50.0	STBD	50.0	STBD	50.0	STBD
229	Security System Enhancements	**475.0**	95.0	BR	95.0	BR	95.0	BR	95.0	BR	95.0	BR
230	School Technology	**500.0**	100.0	SA	100.0	SA	100.0	SA	100.0	SA	100.0	SA
231	Interior Painting	**625.0**	125.0	TR	125.0	TR	125.0	TR	125.0	TR	125.0	TR
232	**Total for District**	**3,150.0**	**1,060.0**		**635.0**		**485.0**		**485.0**		**485.0**	
233												
234	**SCHOOL DEPARTMENT TOTALS**											
235	Total School Technology - SA	**500.0**	100.0	SA	100.0	SA	100.0	SA	100.0	SA	100.0	SA
236	Total Various School Improvements - TR	**1,050.0**	230.0	TR	255.0	TR	255.0	TR	155.0	TR	155.0	TR
237	Total Various School Improvements- STBD	**3,297.0**	1,257.0	STBD	535.0	STBD	385.0	STBD	135.0	STBD	985.0	STBD
240	Total Various School Improvements - BE	**0.0**	0.0	BE	0.0	BE	0.0	BE	0	BE	0	BE
241	Total Various School Improvements - BR	**101,375.0**	10,095.0	BR	44,495.0	BR	44,845.0	BR	1,845.0	BR	95.0	BR
242	**SCHOOL DEPARTMENT SUBTOTAL**	**106,222.0**	**11,682.0**		**45,385.0**		**45,585.0**		**2,235.0**		**1,335.0**	
243												
244	**PUBLIC BUILDINGS**											
245	Vehicles & Snow Equipment	**350.0**	60.0	BE	65.0	BE	70.0	BE	75.0	BE	80.0	BE
246	Add EV Stations	**600.0**	100.0	BR	110.0	BR	120.0	BR	130.0	BR	140.0	BR
247												
248	**DPW BUILDING**											
250	DPW Garage MAU Replacement	**770.0**	70.0	BR	700.0	BR						
251	Generator Replacement	**200.0**							200.0	BR		
252	**PUBLIC BUILDINGS SUBTOTAL**	**1,850.0**	**230.0**		**875.0**		**190.0**		**405.0**		**220.0**	
253												
254	**SENIOR CENTER**											
255	Building Improvements	**103.0**	17.0	TR	19.0	TR	21.0	TR	23.0	TR	23.0	TR
256	Shuttle Bus	**160.0**	160.0	BE								
257	Senior Center	**17,400.0**					17,400.0	BR				
258	**SENIOR CENTER SUBTOTAL**	**17,655.0**	**177.0**		**19.0**		**17,421.0**		**23.0**		**23.0**	

FY 2027 - FY 2031
CIP General Fund

	C	D	G	H	I	J	K	L	M	N	O	P
1		**TOTALS**	**FY '27**		**FY '28**		**FY '29**		**FY '30**		**FY '31**	
259												
260	**SKATING ARENA**											
261	Building Renovations	**178.0**	32.0	TR	34.0	TR	36.0	TR	38.0	TR	38.0	TR
262	Desiccant Dehumidifier	**300.0**									300.0	BR
263	**SKATING ARENA SUBTOTAL**	**170.0**	**32.0**		**34.0**		**36.0**		**38.0**		**338.0**	
264												
265	**STREETS & SIDEWALKS**											
266	Mt. Auburn St. Corridor (Irving St-Coolidge Sq.-Cambridge line)	**7,500.0**	7,500.0	TIP								
267	Mt Auburn TIP overruns above 10%	**1,000.0**			1,000.0	TBD						
268	Mt. Auburn St. Non participatory funds	**1,000.0**	500.0	BR	500.0	BR						
269	Highway reconstruction (Chap 90)	**1,875.0**	375.0	C9	375.0	C9	375.0	C9	375.0	C9	375.0	C9
270	Highway reconstruction (Tax Revenue)	**4,127.3**	746.9	TR	784.3	TR	823.5	TR	864.7	TR	907.9	TR
271	Highway reconstruction (Bonds)	**13,000.0**	2,400.0	STB	2,500.0	STB	2,600.0	STB	2,700.0	STB	2,800.0	STB
272	Highway reconstr.- Connector Roads/Longer Streets	**13,000.0**	2,400.0	STB	2,500.0	STB	2,600.0	STB	2,700.0	STB	2,800.0	STB
273	Sidewalk reconstruction (Chap 90)	**1,875.0**	375.0	C9	375.0	C9	375.0	C9	375.0	C9	375.0	C9
274	Sidewalk reconstruction (Tax Revenue)	**4,127.3**	746.9	TR	784.3	TR	823.5	TR	864.7	TR	907.9	TR
275	Fair Share Amendment (Chap 90)	**825.0**	165.0	C9	165.0	C9	165.0	C9	165.0	C9	165.0	C9
276	Sidewalk reconstruction (Bonds)	**3,250.0**	600.0	SWB	625.0	SWB	650.0	SWB	675.0	SWB	700.0	SWB
277	**STREETS & SIDEWALKS SUBTOTAL**	**58,286.6**	**15,808.8**		**9,608.6**		**8,412.0**		**8,719.4**		**9,030.8**	
278												
279	**GENERAL FUND CIP**	**290,958.1**	**42,266.3**		**77,533.8**		**91,922.8**		**33,091.4**		**46,143.8**	
280												
281	**COSTS BY SOURCE OF FUNDS**											
282	**GENERAL OBLIGATION BONDS**											
283	(EQUIPMENT)	**13,876.2**	**3,965.2**	**BE**	**2,462.0**	**BE**	**2,835.0**	**BE**	**2,144.0**	**BE**	**2,470.0**	**BE**
284	(REMODELING)	**182,079.0**	**14,806.0**	**BR**	**60,186.0**	**BR**	**75,018.0**	**BR**	**15,758.0**	**BR**	**16,311.0**	**BR**
285	(STREET)	**26,000.0**	**4,800.0**	**STB**	**5,000.0**	**STB**	**5,200.0**	**STB**	**5,400.0**	**STB**	**5,600.0**	**STB**
286	(SIDEWALK)	**3,250.0**	**600.0**	**SWB**	**625.0**	**SWB**	**650.0**	**SWB**	**675.0**	**SWB**	**700.0**	**SWB**
287	**SUBTOTAL GENERAL OBLIGATION BONDS**	**219,170.2**	**24,171.2**		**68,273.0**		**83,703.0**		**23,977.0**		**25,081.0**	
288												
289	CHAPTER 90 FUNDS	**4,575.0**	**915.0**	**C9**	**915.0**	**C9**	**915.0**	**C9**	**915.0**	**C9**	**915.0**	**C9**
292	SCHOOL TO BE DETERMINED	**3,297.0**	**1,257.0**	**STBD**	**535.0**	**STBD**	**385.0**	**STBD**	**135.0**	**STBD**	**985.0**	**STBD**
293	TAX REVENUE	**19,545.9**	**3,823.1**	**TR**	**3,835.8**	**TR**	**3,969.8**	**TR**	**3,964.4**	**TR**	**3,952.8**	**TR**
294	SCHOOL APPROPRIATION	**500.0**	**100.0**	**SA**	**100.0**	**SA**	**100.0**	**SA**	**100.0**	**SA**	**100.0**	**SA**
295	TRANSPORTATION IMPROVEMENT PROG.	**7,500.0**	**7,500.0**	**TIP**	**0.0**	**TIP**	**0.0**	**TIP**	**0.0**	**TIP**	**0.0**	**TIP**
296	Energy Rebate Revenue	**250.0**	**50.0**	**ER**	**50.0**	**ER**	**50.0**	**ER**	**50.0**	**ER**	**50.0**	**ER**
297	TO BE DETERMINED	**30,085.0**	**4,450.0**	**TBD**	**3,825.0**	**TBD**	**2,800.0**	**TBD**	**3,950.0**	**TBD**	**15,060.0**	**TBD**
298	**SUBTOTAL OTHER**	**59,719.9**	**18,095.1**		**9,260.8**		**8,219.8**		**9,114.4**		**21,062.8**	
299	**GRAND TOTAL**	**290,958.1**	**42,266.3**		**77,533.8**		**91,922.8**		**33,091.4**		**46,143.8**	

Table 3

FISCAL YEARS 2027-2031

COST ANALYSIS

0.045

*Loan Orders to be Voted by City Council at 01/27/2026 Meeting

				FY 27		FY 28		FY 29		FY 30		FY 31	
AUTHORIZED UNISSUED DEBT		FY	COST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST	PRINCIPAL	INTEREST
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
5 IT INFRASTRUCTURE BUILDOUT	BE	24	$ 250,000	$ 50,000	$ 11,250	$ 50,000	$ 9,000	$ 50,000	$ 6,750	$ 50,000	$ 4,500	$ 50,000	$ 2,250
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
			$ 1,125,000	$ 125,000	$ 50,625	$ 125,000	$ 45,000	$ 125,000	$ 39,375	$ 125,000	$ 33,750	$ 125,000	$ 28,125
10 BEMIS INSTALL, PLYGRD EQUIP, SPRAY	BR	25	$ 1,350,000	$ 135,000	$ 60,750	$ 135,000	$ 54,675	$ 135,000	$ 48,600	$ 135,000	$ 42,525	$ 135,000	$ 36,450
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 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
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 HIGHWAY (CONNECTOR/LONGER STREETS) Fifth Avenue	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
			$ 8,934,000	$ 1,287,050	$ 402,030	$ 1,287,050	$ 344,113	$ 1,287,050	$ 286,196	$ 1,287,050	$ 228,279	$ 1,287,050	$ 170,361
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	$ 23,000	$ 6,210
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	$ 140,400	$ 69,498
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	$ 35,000	$ 9,450
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	$ 12,000	$ 540
15 PUB. BLDG: ROOF REPLACE/SOLAR & SOLAR CANOPY DPW PKG LOT	BR	26	$ 1,886,000	$ 125,733	$ 84,870	$ 125,733	$ 79,212	$ 125,733	$ 73,554	$ 125,733	$ 67,896	$ 125,733	$ 62,238
15 CDP: VICTORY TRACK, FIELD & CRT RENO-Phase II	BR	26	$ 8,932,206	$ 595,480	$ 401,949	$ 595,480	$ 375,153	$ 595,480	$ 348,356	$ 595,480	$ 321,559	$ 595,480	$ 294,763
10 CDP: HOW PARK PHASE 1	BR	26	$ 911,900	$ 91,190	$ 41,036	$ 91,190	$ 36,932	$ 91,190	$ 32,828	$ 91,190	$ 28,725	$ 91,190	$ 24,621
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	$ 16,000	$ 720
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	$ 30,000	$ 8,100
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	$ 32,000	$ 8,640
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	$ 20,000	$ 900
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	$ 40,000	$ 1,800
10 PARKER: ENVELOPE & MECHANICAL/ENERGY UPGRADES	BR	26	$ 1,156,000	$ 115,600	$ 52,020	$ 115,600	$ 46,818	$ 115,600	$ 41,616	$ 115,600	$ 36,414	$ 115,600	$ 31,212
			$ 13,946,106	$ 1,276,403	$ 748,445	$ 1,276,403	$ 691,007	$ 1,276,403	$ 633,568	$ 1,276,403	$ 576,130	$ 1,276,403	$ 518,692
			$ 24,100,106	**$ 2,707,453**	**$ 1,205,375**	**$ 2,707,453**	**$ 1,083,540**	**$ 2,707,453**	**$ 961,704**	**$ 2,707,453**	**$ 839,869**	**$ 2,707,453**	**$ 718,033**
PLANNED DEBT													
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
			$ 400,000	$ 80,000	$ 18,000	$ 80,000	$ 14,400	$ 80,000	$ 10,800	$ 80,000	$ 7,200	$ 80,000	$ 3,600
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 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
			$ 478,432	$ 95,686	$ 21,529	$ 95,686	$ 17,224	$ 95,686	$ 12,918	$ 95,686	$ 8,612	$ 95,686	$ 4,306
5 HIGHWAY (CONNECTOR/THROUGHWAYS) (FOREST & SPRINGFIELD)	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 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
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
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
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
			$ 1,390,000	$ 209,000	$ 62,550	$ 209,000	$ 53,145	$ 209,000	$ 43,740	$ 209,000	$ 34,335	$ 209,000	$ 24,930
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
			$ 500,000	$ 100,000	$ 22,500	$ 100,000	$ 18,000	$ 100,000	$ 13,500	$ 100,000	$ 9,000	$ 100,000	$ 4,500
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 IT: INFRASTRUCTURE IMPROVEMENTS	BE	26	$ 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	26	$ 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	26	$ 200,000	$ 40,000	$ 9,000	$ 40,000	$ 7,200	$ 40,000	$ 5,400	$ 40,000	$ 3,600	$ 40,000	$ 1,800
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	$ 25,200	$ 1,134
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	$ 24,200	$ 1,089
10 FIRE: PROTECTIVE OUTER GEAR	BE	26	$ 500,000	$ 50,000	$ 22,500	$ 50,000	$ 20,250	$ 50,000	$ 18,000	$ 50,000	$ 15,750	$ 50,000	$ 13,500
10 POLICE: LEVEL 3 EV CHARGING STATION INSTALL	BE	26	$ 1,600,000	$ 160,000	$ 72,000	$ 160,000	$ 64,800	$ 160,000	$ 57,600	$ 160,000	$ 50,400	$ 160,000	$ 43,200
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	$ 30,000	$ 1,350
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	$ 18,000	$ 810
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	$ 40,000	$ 1,800
			$ 3,337,000	$ 457,400	$ 150,165	$ 457,400	$ 129,582	$ 457,400	$ 108,999	$ 457,400	$ 88,416	$ 457,400	$ 67,833
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	$ 100,000	$ 4,500
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	$ 60,000	$ 2,700
5 HIGHWAY (CONNECTOR/THROUGHWAYS) (FOREST & SPRINGFIELD)	STB	26	$ 2,300,000	$ 460,000	$ 103,500	$ 460,000	$ 82,800	$ 460,000	$ 62,100	$ 460,000	$ 41,400	$ 460,000	$ 20,700
5 HIGHWAY RECONSTR	STB	26	$ 2,300,000	$ 460,000	$ 103,500	$ 460,000	$ 82,800	$ 460,000	$ 62,100	$ 460,000	$ 41,400	$ 460,000	$ 20,700
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	$ 60,000	$ 2,700
5 SIDEWALK RECONSTR	SWB	26	$ 575,000	$ 115,000	$ 25,875	$ 115,000	$ 20,700	$ 115,000	$ 15,525	$ 115,000	$ 10,350	$ 115,000	$ 5,175
			$ 6,275,000	$ 1,255,000	$ 282,375	$ 1,255,000	$ 225,900	$ 1,255,000	$ 169,425	$ 1,255,000	$ 112,950	$ 1,255,000	$ 56,475
5 PHILLIPS: MASONRY REPAIRS	BR	26	$ 222,000	$ 44,400	$ 9,990	$ 44,400	$ 7,992	$ 44,400	$ 5,994	$ 44,400	$ 3,996	$ 44,400	$ 1,998
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	$ 19,000	$ 855
			$ 317,000	$ 63,400	$ 14,265	$ 63,400	$ 11,412	$ 63,400	$ 8,559	$ 63,400	$ 5,706	$ 63,400	$ 2,853

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15	PARKER: ADA/CODE UPDATE REQUIREMENTS	BR	27	$ 641,000			$ 42,733	$ 28,845	$ 42,733	$ 26,922	$ 42,733	$ 24,999	$ 42,733	$ 23,076
5	PARKER:ROOF DESIGN REPLACEMENT	BR	27	$ 1,450,000			$ 290,000	$ 65,250	$ 290,000	$ 52,200	$ 290,000	$ 39,150	$ 290,000	$ 26,100
10	PHILLIPS: ROOF REPAIR/REPLACEMENT	BR	27	$ 100,000			$ 10,000	$ 4,500	$ 10,000	$ 4,050	$ 10,000	$ 3,600	$ 10,000	$ 3,150
15	MISC BUILD: ADA UPGRADES PER KMA AUDIT	BR	27	$ 250,000			$ 16,667	$ 11,250	$ 16,667	$ 10,500	$ 16,667	$ 9,750	$ 16,667	$ 9,000
10	SULLIVAN PARK CONSTRUCTION	BR	27	$ 675,000			$ 67,500	$ 30,375	$ 67,500	$ 27,338	$ 67,500	$ 24,300	$ 67,500	$ 21,263
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	$ 12,500	$ 3,938
5	IT: DOCUMENT SCANNING	BE	27	$ 200,000			$ 40,000	$ 9,000	$ 40,000	$ 7,200	$ 40,000	$ 5,400	$ 40,000	$ 3,600
5	IT: CYBERSECURITY ENHANCEMENTS	BE	27	$ 250,000			$ 50,000	$ 11,250	$ 50,000	$ 9,000	$ 50,000	$ 6,750	$ 50,000	$ 4,500
20	FIRE: Engine Truck Replacement for 2013 Engine 3	BE	27	$ 1,250,000			$ 62,500	$ 56,250	$ 62,500	$ 53,438	$ 62,500	$ 50,625	$ 62,500	$ 47,813
5	FIRE: REPLACEMENT 2 CARDIAC MONITORS	BE	27	$ 175,000			$ 35,000	$ 7,875	$ 35,000	$ 6,300	$ 35,000	$ 4,725	$ 35,000	$ 3,150
5	POLICE: MOBILE DATA TERMINAL SYSTEM REPLACEMENT	BE	27	$ 170,200			$ 34,040	$ 7,659	$ 34,040	$ 6,127	$ 34,040	$ 4,595	$ 34,040	$ 3,064
10	FLEET: ANIMAL CONTROL VEHICLE #120	BE	27	$ 100,000			$ 10,000	$ 4,500	$ 10,000	$ 4,050	$ 10,000	$ 3,600	$ 10,000	$ 3,150
10	FLEET: PICKUP TRUCK #C5	BE	27	$ 95,000			$ 9,500	$ 4,275	$ 9,500	$ 3,848	$ 9,500	$ 3,420	$ 9,500	$ 2,993
10	HIGHWAY: HEAVY DUTY DUMP TRUCK #40	BE	27	$ 335,000			$ 33,500	$ 15,075	$ 33,500	$ 13,568	$ 33,500	$ 12,060	$ 33,500	$ 10,553
10	HIGHWAY: ELECTRIC STREET SWEEPER #21	BE	27	$ 675,000			$ 67,500	$ 30,375	$ 67,500	$ 27,338	$ 67,500	$ 24,300	$ 67,500	$ 21,263
15	HIGHWAY: CITY HALL PARK LOT REPAIRS & ADA	BR	27	$ 400,000			$ 26,667	$ 18,000	$ 26,667	$ 16,800	$ 26,667	$ 15,600	$ 26,667	$ 14,400
5	HIGHWAY: PARKER BUILDING PARKING LOT EXPANSION DESIGN	BR	27	$ 100,000			$ 20,000	$ 4,500	$ 20,000	$ 3,600	$ 20,000	$ 2,700	$ 20,000	$ 1,800
10	CEMETARY: DUMP TRUCK #70	BE	27	$ 130,000			$ 13,000	$ 5,850	$ 13,000	$ 5,265	$ 13,000	$ 4,680	$ 13,000	$ 4,095
10	CEMETARY: UTILITY VEHICLE #C7	BE	27	$ 95,000			$ 9,500	$ 4,275	$ 9,500	$ 3,848	$ 9,500	$ 3,420	$ 9,500	$ 2,993
10	PARKS & FORESTRY: 4X4 LANDSCAPE DUMP TRUCK #78	BE	27	$ 170,000			$ 17,000	$ 7,650	$ 17,000	$ 6,885	$ 17,000	$ 6,120	$ 17,000	$ 5,355
5	TRAFFIC CONTROL: ADAPTIVE TRAFFIC MANAGEMENT	BE	27	$ 100,000			$ 20,000	$ 4,500	$ 20,000	$ 3,600	$ 20,000	$ 2,700	$ 20,000	$ 1,800
5	ST LIGHT & WIRING: ORNAMENTAL STREET LIGHTING	BR	27	$ 300,000			$ 60,000	$ 13,500	$ 60,000	$ 10,800	$ 60,000	$ 8,100	$ 60,000	$ 5,400
5	PUBLIC BLDS: SIDWALK SNOWBLOWER/CABS	BE	27	$ 60,000			$ 12,000	$ 2,700	$ 12,000	$ 2,160	$ 12,000	$ 1,620	$ 12,000	$ 1,080
5	PUB. BLDGS: ADD EV STATIONS	BR	27	$ 100,000			$ 20,000	$ 4,500	$ 20,000	$ 3,600	$ 20,000	$ 2,700	$ 20,000	$ 1,800
10	PUB. BLDGS: DPW GARAGE MAU REPLACEMENT	BR	27	$ 70,000			$ 7,000	$ 3,150	$ 7,000	$ 2,835	$ 7,000	$ 2,520	$ 7,000	$ 2,205
5	SENIOR CENTER: SHUTTLE BUS	BE	27	$ 160,000			$ 32,000	$ 7,200	$ 32,000	$ 5,760	$ 32,000	$ 4,320	$ 32,000	$ 2,880
				$ 8,176,200	$ -	$ -	$ 1,018,607	$ 367,930	$ 1,018,607	$ 322,092	$ 1,018,607	$ 276,254	$ 1,018,607	$ 230,417
30	NEW MIDDLE SCHOOL	BR	27	$ 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	DISTRICT: SECURITY SYSTEM ENHANCEMENTS	BR	27	$ 95,000			$ 19,000	$ 4,275	$ 19,000	$ 3,420	$ 19,000	$ 2,565	$ 19,000	$ 1,710
				$ 95,000	$ -	$ -	$ 19,000	$ 4,275	$ 19,000	$ 3,420	$ 19,000	$ 2,565	$ 19,000	$ 1,710
5	MT. AUBURN St NON PARTICIPATORY FUNDS	BR	27	$ 500,000			$ 100,000	$ 22,500	$ 100,000	$ 18,000	$ 100,000	$ 13,500	$ 100,000	$ 9,000
5	HIGHWAY RECONSCTRUCTION BONDS	STB	27	$ 2,400,000			$ 480,000	$ 108,000	$ 480,000	$ 86,400	$ 480,000	$ 64,800	$ 480,000	$ 43,200
5	HWY RECONST-CONNECTOR ROADS/LONGER STREETS (RIVERSIDE)	STB	27	$ 2,400,000			$ 480,000	$ 108,000	$ 480,000	$ 86,400	$ 480,000	$ 64,800	$ 480,000	$ 43,200
5	SIDEWALK RECONSTRUCTION BONDS	SWB	27	$ 600,000			$ 120,000	$ 27,000	$ 120,000	$ 21,600	$ 120,000	$ 16,200	$ 120,000	$ 10,800
				$ 5,900,000	$ -	$ -	$ 1,180,000	$ 265,500	$ 1,180,000	$ 212,400	$ 1,180,000	$ 159,300	$ 1,180,000	$ 106,200
15	ADMIN: LIGHTING AND ELECTRICAL UPGRADES	BR	28	$ 300,000					$ 20,000	$ 13,500	$ 20,000	$ 12,600	$ 20,000	$ 11,700
15	PARKER: ADA/CODE UPDATE REQUIREMENTS	BR	28	$ 841,000					$ 56,067	$ 37,845	$ 56,067	$ 35,322	$ 56,067	$ 32,799
10	PARKER: ELEVATOR MODERNIZATION	BR	28	$ 450,000					$ 45,000	$ 20,250	$ 45,000	$ 18,225	$ 45,000	$ 16,200
5	PHILLIPS: Replace Boiler #2/Design Deep Energy Retrofit Heat Pumps	BR	28	$ 100,000					$ 20,000	$ 4,500	$ 20,000	$ 3,600	$ 20,000	$ 2,700
5	PHILLIPS: DESIGN/MODERNIZE/REPLACE ELEVATOR	BR	28	$ 100,000					$ 20,000	$ 4,500	$ 20,000	$ 3,600	$ 20,000	$ 2,700
5	PHILLIPS: ROOF REPAIR/REPLACEMENT	BR	28	$ 1,000,000					$ 200,000	$ 45,000	$ 200,000	$ 36,000	$ 200,000	$ 27,000
15	MISC BUILD: ADA UPGRADES PER KMA AUDIT	BR	28	$ 275,000					$ 18,333	$ 12,375	$ 18,333	$ 11,550	$ 18,333	$ 10,725
5	MISC BUILD: FIRE ALARM PANEL & DEVICE UPGRADES	BR	28	$ 190,000					$ 38,000	$ 8,550	$ 38,000	$ 6,840	$ 38,000	$ 5,130
20	MISC BUILD: GEOTHERMAL UPGRADES	BR	28	$ 500,000					$ 25,000	$ 22,500	$ 25,000	$ 21,375	$ 25,000	$ 20,250
10	CDP: WATERTOWN SQ TRANSPORTATION	BR	28	$ 5,000,000					$ 500,000	$ 225,000	$ 500,000	$ 202,500	$ 500,000	$ 180,000
10	CDP: LOWER SALTONSTALL TOT LOT & EQUIPMENT	BR	28	$ 500,000					$ 50,000	$ 22,500	$ 50,000	$ 20,250	$ 50,000	$ 18,000
10	CDP: COMMUNITY PATH DESIGN - TAYLOR/LINEAR	BR	28	$ 325,000					$ 32,500	$ 14,625	$ 32,500	$ 13,163	$ 32,500	$ 11,700
10	CDP: VICTORY FIELD DESIGN PLAYGROUND	BR	28	$ 100,000					$ 10,000	$ 4,500	$ 10,000	$ 4,050	$ 10,000	$ 3,600
10	CDP: VICTORY FIELD PHASE III - FIELD HOUSE & ELEVATOR CONSTRUCTION	BR	28	$ 4,000,000					$ 400,000	$ 180,000	$ 400,000	$ 162,000	$ 400,000	$ 144,000
5	IT: DOCUMENT SCANNING	BE	28	$ 200,000					$ 40,000	$ 9,000	$ 40,000	$ 7,200	$ 40,000	$ 5,400
5	IT: CLOUD OPTIMIZATION & COST MANAGEMENT	BE	28	$ 125,000					$ 25,000	$ 5,625	$ 25,000	$ 4,500	$ 25,000	$ 3,375
5	FIRE: MAIN STATION INTERIOR REPAIRS	BR	28	$ 100,000					$ 20,000	$ 4,500	$ 20,000	$ 3,600	$ 20,000	$ 2,700
5	FIRE: DOT TYPE III EMERGENCY AMBULANCE VEHICLE	BE	28	$ 600,000					$ 120,000	$ 27,000	$ 120,000	$ 21,600	$ 120,000	$ 16,200
5	POLICE: UNINTERUPPTED POWER SOURCE BATTERY REPL	BE	28	$ 52,000					$ 10,400	$ 2,340	$ 10,400	$ 1,872	$ 10,400	$ 1,404
5	HIGHWAY: WHEELED EXCAVATOR #12	BE	28	$ 150,000					$ 30,000	$ 6,750	$ 30,000	$ 5,400	$ 30,000	$ 4,050
5	HIGHWAY: LOADER #29	BE	28	$ 385,000					$ 77,000	$ 17,325	$ 77,000	$ 13,860	$ 77,000	$ 10,395
5	HIGHWAY: 6-WHEEL DUMP TRUCK #34	BE	28	$ 300,000					$ 60,000	$ 13,500	$ 60,000	$ 10,800	$ 60,000	$ 8,100
5	SNOW & ICE: 6 WHEEL DUMP/SANDER #30	BE	28	$ 385,000					$ 77,000	$ 17,325	$ 77,000	$ 13,860	$ 77,000	$ 10,395
5	PARKS & FORESTRY: DUMP TRUCK #75	BE	28	$ 150,000					$ 30,000	$ 6,750	$ 30,000	$ 5,400	$ 30,000	$ 4,050
5	PARKS & FORESTRY:IRRIGATION INSTALLATION & IMPROVEMENTS	BE	28	$ 50,000					$ 10,000	$ 2,250	$ 10,000	$ 1,800	$ 10,000	$ 1,350
5	ST LIGHTING & WIRING: ORNAMENTAL STREET LIGHTING	BR	28	$ 300,000					$ 60,000	$ 13,500	$ 60,000	$ 10,800	$ 60,000	$ 8,100
5	ST LIGHTING & WIRING: UNDERGROUND DUCT	BR	28	$ 300,000					$ 60,000	$ 13,500	$ 60,000	$ 10,800	$ 60,000	$ 8,100
5	PUBLIC BLDS: SIDWALK SNOWBLOWER/CABS	BE	28	$ 65,000					$ 13,000	$ 2,925	$ 13,000	$ 2,340	$ 13,000	$ 1,755
5	PUB BLDGS: ADD EV STATIONS	BR	28	$ 110,000					$ 22,000	$ 4,950	$ 22,000	$ 3,960	$ 22,000	$ 2,970
10	PUB BLDGS: DPW GARAGE MAU REPLACEMENT	BR	28	$ 700,000					$ 70,000	$ 31,500	$ 70,000	$ 28,350	$ 70,000	$ 25,200
				$ 17,653,000	$ -	$ -	$ -	$ -	$ 2,159,300	$ 794,385	$ 2,159,300	$ 697,217	$ 2,159,300	$ 600,048
30	NEW MIDDLE SCHOOL	BR	28	$ 44,000,000					$ 1,466,667	$ 1,980,000	$ 1,466,667	$ 1,914,000	$ 1,466,667	$ 1,848,000
				$ 44,000,000	$ -	$ -	$ -	$ -	$ 1,466,667	$ 1,980,000	$ 1,466,667	$ 1,914,000	$ 1,466,667	$ 1,848,000
10	CUNNIFF: RETROCOMMISSIONING STUDY/REPAIRS	BR	28	$ 400,000					$ 40,000	$ 18,000	$ 40,000	$ 16,200	$ 40,000	$ 14,400
5	DISTRICT: SECURITY SYSTEM ENHANCEMENTS	BR	28	$ 95,000					$ 19,000	$ 4,275	$ 19,000	$ 3,420	$ 19,000	$ 2,565
				$ 495,000	$ -	$ -	$ -	$ -	$ 59,000	$ 22,275	$ 59,000	$ 19,620	$ 59,000	$ 16,965
5	MT. AUBURN St NON PARTICIPATORY FUNDS	BR	28	$ 500,000					$ 100,000	$ 22,500	$ 100,000	$ 18,000	$ 100,000	$ 13,500
5	HIGHWAY RECONSCTRUCTION BONDS	STB	28	$ 2,500,000					$ 500,000	$ 112,500	$ 500,000	$ 90,000	$ 500,000	$ 67,500
5	HWY RECONST-CONNECTOR ROADS/LONGER STREETS (SUMMER)	STB	28	$ 2,500,000					$ 500,000	$ 112,500	$ 500,000	$ 90,000	$ 500,000	$ 67,500
5	SIDEWALK RECONSTRUCTION BONDS	SWB	28	$ 625,000					$ 125,000	$ 28,125	$ 125,000	$ 22,500	$ 125,000	$ 16,875
				$ 6,125,000	$ -	$ -	$ -	$ -	$ 1,225,000	$ 275,625	$ 1,225,000	$ 220,500	$ 1,225,000	$ 165,375
5	PHILLIPS: Replace Boiler #2/Design Deep Energy Retrofit Heat Pumps	BR	29	$ 600,000							$ 120,000	$ 27,000	$ 120,000	$ 21,600
5	PHILLIPS: DESIGN/MODERNIZE/REPLACE ELEVATOR	BR	29	$ 300,000							$ 60,000	$ 13,500	$ 60,000	$ 10,800
15	MISC BUILD: ADA UPGRADES PER KMA AUDIT	BR	29	$ 303,000							$ 20,200	$ 13,635	$ 20,200	$ 12,726
20	MISC BUILD:GEOTHERMAL UPGRADES	BR	29	$ 2,000,000							$ 100,000	$ 90,000	$ 100,000	$ 85,500
10	CDP: WATERTOWN SQ TRANSPORTATION	BR	29	$ 5,000,000							$ 500,000	$ 225,000	$ 500,000	$ 202,500
10	CDP: COMMON PATH CONSTRUCTION - TAYLOR/LINEAR	BR	29	$ 3,000,000							$ 300,000	$ 135,000	$ 300,000	$ 121,500
10	CDP: HOW PARK PHASE 2	BR	29	$ 50,000							$ 5,000	$ 2,250	$ 5,000	$ 2,025
10	CDP: VICTORY FIELD INSTALL PLAYGROUND	BR	29	$ 900,000							$ 90,000	$ 40,500	$ 90,000	$ 36,450
5	IT: DOCUMENT SCANNING	BE	29	$ 200,000							$ 40,000	$ 9,000	$ 40,000	$ 7,200
5	IT: WORKSTATION & DEVICE LIFECYCLE	BE	29	$ 425,000							$ 85,000	$ 19,125	$ 85,000	$ 15,300
5	FIRE: GEAR EXTRACTORS & DRYERS (3 EACH)	BE	29	$ 110,000							$ 22,000	$ 4,950	$ 22,000	$ 3,960
10	FIRE: SCBA REPLACEMENT	BE	29	$ 400,000							$ 40,000	$ 18,000	$ 40,000	$ 16,200
5	LIBRARY: FEAS. STDY FOR LIBRARY EXPANSION	BR	29	$ 100,000							$ 20,000	$ 4,500	$ 20,000	$ 3,600
5	POLICE: LED LIGHTING THROUGH INTERIOR FACILITY	BR	29	$ 100,000							$ 20,000	$ 4,500	$ 20,000	$ 3,600

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10	HIGHWAY: TRIAXLE DUMP TRUCK WITH SLIDING SANDER & PLOW #43	BE	29	$	340,000									$	34,000	$	15,300	$	34,000	$	13,770
5	HIGHWAY: PAINT CREW TRUCK #26	BE	29	$	180,000									$	36,000	$	8,100	$	36,000	$	6,480
10	SNOW & ICE: 2 - SALTER 6 WHEELERS (#18 & #39)	BE	29	$	725,000									$	72,500	$	32,625	$	72,500	$	29,363
10	SNOW & ICE: SIDEWALK TRACTOR	BE	29	$	230,000									$	23,000	$	10,350	$	23,000	$	9,315
5	PARKS & FORESTRY: PICKUP TRUCK #72	BE	29	$	95,000									$	19,000	$	4,275	$	19,000	$	3,420
5	PARKS & FORESTRY:IRRIGATION INSTALLATION & IMPROVEMENTS	BE	29	$	60,000									$	12,000	$	2,700	$	12,000	$	2,160
5	ST LIGHTING & WIRING: ORNAMENTAL STREET LIGHTING	BR	29	$	300,000									$	60,000	$	13,500	$	60,000	$	10,800
5	PUBLIC BLDS: SIDWALK SNOWBLOWER/CABS	BE	29	$	70,000									$	14,000	$	3,150	$	14,000	$	2,520
5	PUB BLDGS: ADD EV STATIONS	BR	29	$	120,000									$	24,000	$	5,400	$	24,000	$	4,320
30	NEW SENIOR CENTER	BR	29	$	17,400,000									$	580,000	$	783,000	$	580,000	$	756,900
				$	33,008,000	$	-	$	-	$	-	$	-	$	-	$	-	$	2,296,700	$	1,485,360	$	2,296,700	$	1,382,009
30	NEW MIDDLE SCHOOL	BR	29	$	44,000,000																
				$	44,000,000	$	-	$	-	$	-	$	-	$	-	$	-	$	1,466,667	$	1,980,000	$	1,466,667	$	1,914,000
5	CUNNIFF: GENERATOR DESIGN/INSTALL	BR	29	$	150,000									$	30,000	$	6,750	$	30,000	$	5,400
10	HOSMER: RETROCOMISSIONING STUDY/REPAIRS	BR	29	$	500,000									$	50,000	$	22,500	$	50,000	$	20,250
5	LOWELL: GENERATOR DESIGN/INSTALL	BE	29	$	100,000									$	20,000	$	4,500	$	20,000	$	3,600
5	DISTRICT: SECURITY SYSTEM ENHANCEMENTS	BR	29	$	95,000									$	19,000	$	4,275	$	19,000	$	3,420
				$	845,000	$	-	$	-	$	-	$	-	$	-	$	-	$	119,000	$	38,025	$	119,000	$	32,670
5	HIGHWAY RECONSCTRUCTION BONDS	STB	29	$	2,600,000									$	520,000	$	117,000	$	520,000	$	93,600
5	HWY RECONST-CONNECTOR ROADS/LONGER STREETS (WESTMINSTER)	STB	29	$	2,600,000									$	520,000	$	117,000	$	520,000	$	93,600
5	SIDEWALK RECONSTRUCTION BONDS	SWB	29	$	650,000									$	130,000	$	29,250	$	130,000	$	23,400
				$	5,850,000	$	-	$	-	$	-	$	-	$	-	$	-	$	1,170,000	$	263,250	$	1,170,000	$	210,600
15	ADMN:UPGRADE FIRE PROTECTION SYSTEM DESIGN/INSTALL	BR	30	$	100,000													$	6,667	$	4,500
15	MISC BUILD: ADA UPGRADES PER KMA AUDIT	BR	30	$	333,000													$	22,200	$	14,985
20	MISC BUILD: GEOTHERMAL UPGARDES	BR	30	$	2,500,000													$	125,000	$	112,500
10	CDP: WATERTOWN SQ TRANSPORTATION	BR	30	$	5,000,000													$	500,000	$	225,000
10	CDP: HOW PARK PHASE 2 CONSTRUCTION	BR	30	$	2,500,000													$	250,000	$	112,500
10	CDP: MOXLEY PARK FIELD	BR	30	$	250,000													$	25,000	$	11,250
10	CDP: FILLIPELLO PICKLEBALL DESIGN & INSTALLATION	BR	30	$	400,000													$	40,000	$	18,000
10	CDP: FILLIPELLO - GROVE & ARLINGTON PLAYGROUND	BR	30	$	150,000													$	15,000	$	6,750
5	IT:DOCUMENT SCANNINH	BE	30	$	200,000													$	40,000	$	9,000
5	IT:NETWORK INFRASTRUCTURE IMPROVEMENTS	BE	30	$	425,000													$	85,000	$	19,125
5	FIRE: SOLAR POWERED RADIO BOX FOR EMERGENCY REPORTING(5)	BR	30	$	75,000													$	15,000	$	3,375
5	FIRE: MAIN & NORTH STATION SECURITY UPGRADES/ACCESS CONTROL	BR	30	$	50,000													$	10,000	$	2,250
5	FIRE: UTV REPALCEMENT	BR	30	$	50,000													$	10,000	$	2,250
5	POLICE: EQUATURE PHONE LINE SYSTEM RECORDING EQUIP	BE	30	$	22,000													$	4,400	$	990
5	POLICE: TRANSPORT VEHICLE (FORD F-150 EV)	BR	30	$	82,000													$	16,400	$	3,690
5	ENGINEER: SE AWD #126	BR	30	$	65,000													$	13,000	$	2,925
20	HIGHWAY: PARKER SCHOOL CONSTRUCTION	BR	30	$	1,750,000													$	87,500	$	78,750
5	SNOW & ICE: 4X4 SANDER #38	BE	30	$	385,000													$	77,000	$	17,325
5	SNOW & ICE: SKID STEER #102	BE	30	$	125,000													$	25,000	$	5,625
5	SNOW & ICE: SANDER #20	BE	30	$	175,000													$	35,000	$	7,875
10	SNOW & ICE: SIDEWALK TRACTOR #48	BE	30	$	245,000													$	24,500	$	11,025
5	PARKS & FORESTRY:IRRIGATION INSTALLATION & IMPROVEMENTS	BE	30	$	70,000													$	14,000	$	3,150
5	TRAFFIC CONTROL: ADAPTIVE TRAFFIC MANAGEMENT	BE	30	$	100,000													$	20,000	$	4,500
5	ST LIGHTING & WIRING: ORNAMENTAL STREET LIGHTING	BR	30	$	300,000													$	60,000	$	13,500
5	ST LIGHTING & WIRING: UNDERGROUND DUCT	BR	30	$	300,000													$	60,000	$	13,500
5	PUBLIC BLDS: SIDWALK SNOWBLOWER/CABS	BE	30	$	75,000													$	15,000	$	3,375
5	PUB BLDGS: ADD EV STATIONS	BR	30	$	130,000													$	26,000	$	5,850
5	PUB BLDGS: DPW GENERATOR REPLACEMENT	BE	30	$	200,000													$	40,000	$	9,000
				$	16,057,000	$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	1,661,667	$	722,565
5	CUNNIFF: GENERATOR DESIGN/INSTALL	BR	30	$	600,000													$	120,000	$	27,000
10	LOWELL: RETROCOMISSIONING STUDY/REPAIRS	BR	30	$	500,000													$	50,000	$	22,500
5	LOWELL: GENERATOR DESIGN/INSTALL	BE	30	$	650,000													$	130,000	$	29,250
5	DISTRICT: SECURITY SYSTEM ENHANCEMENTS	BR	30	$	95,000													$	19,000	$	4,275
				$	1,845,000	$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	319,000	$	83,025
5	HIGHWAY RECONSCTRUCTION BONDS	STB	30	$	2,700,000													$	540,000	$	121,500
5	HWY RECONST-CONNECTOR ROADS/LONGER STREETS (TOWNLY)	STB	30	$	2,700,000													$	540,000	$	121,500
5	SIDEWALK RECONSTRUCTION BONDS	SWB	30	$	675,000													$	135,000	$	30,375
				$	6,075,000	$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	1,215,000	$	273,375
15	ADMN:UPGRADE FIRE PROTECTION SYSTEM DESIGN/INSTALL	BR	31	$	800,000																
10	CITY HALL: ROOF REPLACEMENT	BR	31	$	300,000																
15	MISC BUILD: ADA UPGRADES PER KMA AUDIT	BR	31	$	366,000																
20	MISC BUILD: GEOTHERMAL UPGARDES	BR	31	$	2,500,000																
10	CDP: WATERTOWN SQ TRANSPORTATION	BR	31	$	5,000,000																
10	CDP: MOXLEY PARK FIELD	BR	31	$	5,000,000																
10	CDP: CASEY PLAYGROUND DESIGN	BR	31	$	125,000																
10	CDP: FILLIPELLO - GROVE & ARLINGTON PLAYGROUND	BR	31	$	960,000																
5	IT: FIBER LOOP BUILD-OUT & CABLING	BE	31	$	150,000																
5	IT: DOCUMENT SCANNING	BE	31	$	200,000																
5	IT: SERVER & VITULIZATION REFRESH	BE	31	$	400,000																
5	FIRE: INCIDENT COMMAND VEHICLE	BE	31	$	120,000																
10	POLICE: ROOF REPLACEMENT	BR	31	$	275,000																
5	POLICE: GENERATOR REPLACEMENT	BE	31	$	120,000																
5	HIGHWAY: DUMP TRUCK/SANDER #52	BE	31	$	350,000																
5	HIGHWAY: F550 RACK TRUCK #28	BE	31	$	170,000																
5	SNOW & ICE: SIDEWEALK TRACTOR	BE	31	$	250,000																
5	SNOW & ICE: 10 WHEEL HOOKLIFT SANDER #46	BE	31	$	375,000																
5	SNOW & ICE: 6 WHEEL CHASSIS MT. SANDER #32	BE	31	$	325,000																
5	PARKS: IRRIGATION INSTALLATION & IMPROVEMENTS	BE	31	$	80,000																
5	ST LIGHTING & WIRING: ORNAMENTAL STREET LIGHTING	BR	31	$	300,000																
5	PUBLIC BLDS: SIDWALK SNOWBLOWER/CABS	BE	31	$	80,000																
5	PUB BLDGS: ADD EV STATIONS	BR	31	$	140,000																
5	RINK: DESSICANT DEHUMIDIFIER	BR	31	$	300,000																
				$	18,686,000	$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	-
5	DISTRICT: SECURITY SYSTEM ENHANCEMENTS	BR	31	$	95,000																
				$	95,000	$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	-
5	HIGHWAY RECONSCTRUCTION BONDS	STB	31	$	2,800,000																
5	HWY RECONST-CONNECTOR ROADS/LONGER STREETS (IRVING)	STB	31	$	2,800,000																
5	SIDEWALK RECONSTRUCTION BONDS	SWB	31	$	700,000																
				$	6,300,000	$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	-	$	-
				$	240,097,632	$	2,699,486	$	670,158	$	5,250,426	$	1,636,388	$	10,160,393	$	4,472,403	$	15,212,760	$	7,781,820	$	18,408,427	$	8,176,211

TOTAL PERMANENT DEBT	$ 17,725,000	$ 11,752,000	$ 17,205,000	$ 10,887,763	$ 16,585,000	$ 10,081,818	$ 15,750,000	$ 9,278,708	$ 14,910,000	$ 8,500,050
TOTAL AUTHORIZED UNISSUED DEBT	$ 2,707,453	$ 1,205,375	$ 2,707,453	$ 1,083,540	$ 2,707,453	$ 961,704	$ 2,707,453	$ 839,869	$ 2,707,453	$ 718,033
TOTAL PLANNED DEBT (FY27 - FY 31)	$ 2,699,486	$ 670,159	$ 5,250,426	$ 1,636,388	$ 10,160,393	$ 4,472,403	$ 15,212,760	$ 7,781,820	$ 18,408,427	$ 8,176,211
TOTAL	$ 23,131,939	$ 13,627,534	$ 25,162,879	$ 13,607,691	$ 29,452,846	$ 15,515,925	$ 33,670,213	$ 17,900,397	$ 36,025,880	$ 17,394,294
	$ 36,759,473		$ 38,770,570		$ 44,968,771		$ 51,570,610		$ 53,420,174	

	FY 27		FY 28		FY 29		FY 30		FY 31	
	PRINCIPAL	**INTEREST**	**PRINCIPAL**	**INTEREST**	**PRINCIPAL**	**INTEREST**	**PRINCIPAL**	**INTEREST**	**PRINCIPAL**	**INTEREST**
Permanent Debt/Interest	$ 4,845,000	$ 1,297,050	$ 4,320,000	$ 1,068,363	$ 3,850,000	$ 865,488	$ 3,095,000	$ 690,450	$ 2,275,000	$ 538,850
ESCO - Permanent Debt/Interest	$ 400,000	$ 85,950	$ 410,000	$ 74,400	$ 425,000	$ 60,980	$ 345,000	$ 48,408	$ 335,000	$ 36,850
Three Elem. School & High School Proj. - Permanent Debt/Interest	$ 12,480,000	$ 10,369,000	$ 12,475,000	$ 9,745,000	$ 12,310,000	$ 9,155,350	$ 12,310,000	$ 8,539,850	$ 12,300,000	$ 7,924,350
TOTAL PERMANENT DEBT/INTEREST	$ 17,725,000	$ 11,752,000	$ 17,205,000	$ 10,887,763	$ 16,585,000	$ 10,081,818	$ 15,750,000	$ 9,278,708	$ 14,910,000	$ 8,500,050
Street & Sidewalk - Auth/Unissued & Planned	$ 2,765,000	$ 622,125	$ 3,945,000	$ 763,200	$ 5,170,000	$ 861,300	$ 6,340,000	$ 891,900	$ 7,555,000	$ 879,975
New Middle School - Authorized/Unissued & Planned	$ -	$ -	$ 333,333	$ 450,000	$ 1,800,000	$ 2,415,000	$ 3,266,667	$ 4,314,000	$ 3,266,667	$ 4,167,000
New Senior Center - Authorized/Unissued & Planned	$ -	$ -	$ -	$ -	$ -	$ -	$ 580,000	$ 783,000	$ 580,000	$ 756,900
Watertown Square - Authorized/Unissued & Planned	$ -	$ -	$ -	$ -	$ 500,000	$ 225,000	$ 1,000,000	$ 427,500	$ 1,500,000	$ 607,500
Other Debt - Authorized/Unissued & Planned	$ 2,641,939	$ 1,253,409	$ 3,679,546	$ 1,506,728	$ 5,397,846	$ 1,932,807	$ 6,733,546	$ 2,205,289	$ 8,214,213	$ 2,482,869
TOTAL AUTHORIZED/UNISSUED & PLANNED DEBT	$ 5,406,939	$ 1,875,534	$ 7,957,879	$ 2,719,928	$ 12,867,846	$ 5,434,107	$ 17,920,213	$ 8,621,689	$ 21,115,880	$ 8,894,244
TOTAL PERMANENT, AUTH./UNISSUED & PLANNED DEBT	$ 23,131,939	$ 13,627,534	$ 25,162,879	$ 13,607,691	$ 29,452,846	$ 15,515,925	$ 33,670,213	$ 17,900,397	$ 36,025,880	$ 17,394,294
	$ 36,759,473		$ 38,770,570		$ 44,968,771		$ 51,570,610		$ 53,420,174	
	$ -		$ -		$ -		$ -		$ -	

FY27	$ 24,171,200
FY28	$ 68,273,000
FY29	$ 83,703,000
FY30	$ 23,977,000
FY31	$ 25,081,000

Forecasted Revenue	$ 222,642,674	$ 230,016,138	$ 237,825,844
Forecasted Expenditure	$ 226,245,566	$ 233,055,134	$ 242,486,901
	$ 17,738,573	$ 19,608,037	$ 22,538,221
	7.97%	8.52%	9.48%
	7.84%	8.41%	9.29%

Table 4

FISCAL YEARS 2027-2031

PROJECTED DEBT

PERMANENT DEBT	FY'27	FY'28	FY'29	FY'30	FY'31
FY09 Bond (Jul 08)					
Prin (15,650,000)	$ 500,000	$ 500,000	$ 500,000	$ -	$ -
L/T Int	$ 57,500	$ 34,688	$ 11,563	$ -	$ -
Subtotal	$ 557,500	$ 534,688	$ 511,563	$ -	$ -
FY10 Bond (Feb 10)					
Prin (5,452,000)	$ 210,000	$ 210,000	$ 210,000	$ 210,000	$ -
L/T Int	$ 33,600	$ 25,200	$ 16,800	$ 8,400	$ -
Subtotal	$ 243,600	$ 235,200	$ 226,800	$ 218,400	$ -
FY12 Bond (June 12)					
Prin (3,722,000)	$ 125,000	$ -	$ -	$ -	$ -
L/T Int	$ 3,750	$ -	$ -	$ -	$ -
Subtotal	$ 128,750	$ -	$ -	$ -	$ -
FY 14 Bond (Nov 13)					
Prin (6,000,000) ESCO	$ 310,000	$ 320,000	$ 335,000	$ 345,000	$ 355,000
L/T Int	$ 79,650	$ 70,350	$ 59,630	$ 48,408	$ 36,850
Subtotal	$ 389,650	$ 390,350	$ 394,630	$ 393,408	$ 391,850
FY 12 Bond (May 2014)					
Prin (1,088,000) Victory Field	$ 80,000	$ -	$ -	$ -	$ -
L/T Int	$ 800	$ -	$ -	$ -	$ -
Subtotal	$ 80,800	$ -	$ -	$ -	$ -
FY 13 Bond (May 2014)					
Prin (1,350,000) ESCO	$ 90,000	$ 90,000	$ 90,000	$ -	$ -
L/T Int	$ 6,300	$ 4,050	$ 1,350	$ -	$ -
Subtotal	$ 96,300	$ 94,050	$ 91,350	$ -	$ -
FY 13 Bond (May 2014)					
Prin (207,000) Various School Buildings	$ 10,000	$ 10,000	$ 5,000	$ -	$ -
L/T Int	$ 550	$ 300	$ 75	$ -	$ -
Subtotal	$ 10,550	$ 10,300	$ 5,075	$ -	$ -
FY 13 Bond (May 2014)					
Prin (370,000) Casey Park	$ 25,000	$ 25,000	$ 20,000	$ -	$ -
L/T Int	$ 1,600	$ 975	$ 300	$ -	$ -
Subtotal	$ 26,600	$ 25,975	$ 20,300	$ -	$ -
FY 18 Bond (January 2018)					
Prin (1,793,000) Various Equipment & Vehicles	$ 115,000	$ 115,000	$ 30,000	$ 30,000	$ 30,000
L/T Int	$ 13,700	$ 9,100	$ 4,500	$ 3,300	$ 2,100
Subtotal	$ 128,700	$ 124,100	$ 34,500	$ 33,300	$ 32,100
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	$ 17,100	$ 14,100	$ 11,100	$ 8,100	$ 5,100

Subtotal	$ 92,100	$ 89,100	$ 86,100	$ 83,100	$ 80,100

FY 18 Bond (January 2018)						
Prin (4,034,800) Street and Sidewalks	$ 80,000	$ -	$ -	$ -	$ -	
L/T Int	$ 3,200	$ -	$ -	$ -	$ -	
Subtotal	$ 83,200	$ -	$ -	$ -	$ -	
FY 19 Bond (June 2019)						
Prin (247,500) Middle School Girls Locker Rooms	$ 25,000	$ 25,000	$ 20,000	$ -	$ -	
L/T Int	$ 3,500	$ 2,250	$ 1,000	$ -	$ -	
Subtotal	$ 28,500	$ 27,250	$ 21,000	$ -	$ -	
FY 19 Bond (June 2019)						
Prin (908,000) Filippello Park	$ 90,000	$ 90,000	$ 90,000	$ -	$ -	
L/T Int	$ 13,500	$ 9,000	$ 4,500	$ -	$ -	
Subtotal	$ 103,500	$ 99,000	$ 94,500	$ -	$ -	
FY 19 Bond (June 2019)						
Prin (1,443,500) Various Equipment & Vehicles	$ 120,000	$ 120,000	$ 105,000	$ -	$ -	
L/T Int	$ 17,250	$ 11,250	$ 5,250	$ -	$ -	
Subtotal	$ 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	$ 69,600	$ 61,600	$ 53,600	$ 45,600	$ 37,600	
Subtotal	$ 229,600	$ 221,600	$ 213,600	$ 205,600	$ 197,600	
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	$ 123,975	$ 109,725	$ 95,475	$ 81,225	$ 66,975	
Subtotal	$ 408,975	$ 394,725	$ 380,475	$ 366,225	$ 351,975	
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	$ 23,925	$ 21,175	$ 18,425	$ 15,675	$ 12,925	
Subtotal	$ 78,925	$ 76,175	$ 73,425	$ 70,675	$ 67,925	
FY 20 Bond (June 2020)						
Prin (245,000) Middle School Men's Locker room	$ 25,000	$ 25,000	$ 20,000	$ 20,000	$ -	
L/T Int	$ 4,500	$ 3,250	$ 2,000	$ 1,000	$ -	
Subtotal	$ 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	$ 70,000	
L/T Int	$ 24,100	$ 20,350	$ 16,600	$ 12,850	$ 9,100	
Subtotal	$ 99,100	$ 95,350	$ 91,600	$ 87,850	$ 79,100	
FY 20 Bond (June 2020)						
Prin (1,175,375) Filippello Lights & Scoreboard	$ 115,000	$ 115,000	$ 115,000	$ 115,000	$ -	
L/T Int	$ 23,000	$ 17,250	$ 11,500	$ 5,750	$ -	

Subtotal	$ 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	$ 2,605,000
L/T Int	$ 1,173,250	$ 1,042,750	$ 912,250	$ 781,750	$ 651,250
Subtotal	$ 3,783,250	$ 3,652,750	$ 3,522,250	$ 3,391,750	$ 3,256,250
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	$ 733,150	$ 647,900	$ 596,750	$ 511,500	$ 426,250
Subtotal	$ 2,438,150	$ 2,352,900	$ 2,301,750	$ 2,216,500	$ 2,131,250
FY 21 Bond (April 2021)					
Prin (1,469,800) Middle Sch. Boilers & HVAC Cafeteria	$ 145,000	$ 145,000	$ 145,000	$ 145,000	$ 140,000
L/T Int	$ 31,700	$ 24,450	$ 20,100	$ 12,850	$ 5,600
Subtotal	$ 176,700	$ 169,450	$ 165,100	$ 157,850	$ 145,600
FY 21 Bond (April 2021)					
Prin (1,771,000) Public Safety Radio Infrastructure	$ 175,000	$ 175,000	$ 175,000	$ 175,000	$ 170,000
L/T Int	$ 38,300	$ 29,550	$ 24,300	$ 15,550	$ 6,800
Subtotal	$ 213,300	$ 204,550	$ 199,300	$ 190,550	$ 176,800
FY 21 Bond (April 2021)					
Prin (355,000) Fire Ambulance	$ -	$ -	$ -	$ -	$ -
L/T Int	$ -	$ -	$ -	$ -	$ -
Subtotal	$ -	$ -	$ -	$ -	$ -
FY 21 Bond (April 2021)					
Prin (188,000) Admin. Bldg. Elevator	$ -	$ -	$ -	$ -	$ -
L/T Int	$ -	$ -	$ -	$ -	$ -
Subtotal	$ -	$ -	$ -	$ -	$ -
FY 21 Bond (April 2021)					
Prin (1,200,000) Streets & Sidewalks	$ -	$ -	$ -	$ -	$ -
L/T Int	$ -	$ -	$ -	$ -	$ -
Subtotal	$ -	$ -	$ -	$ -	$ -
FY 22 Bond (April 2022)					
Prin (243,000) Highway Dump Truck	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 20,000
L/T Int	$ 7,000	$ 5,750	$ 4,500	$ 3,250	$ 2,000
Subtotal	$ 32,000	$ 30,750	$ 29,500	$ 28,250	$ 22,000

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	$ 7,500	$ 6,250	$ 5,000	$ 3,750	$ 2,500
Subtotal	$ 32,500	$ 31,250	$ 30,000	$ 28,750	$ 27,500
FY 22 Bond (April 2022)					
Prin (85,000) Highway Service Flat Bed	$ 10,000	$ 10,000	$ 10,000	$ 5,000	$ 5,000
L/T Int	$ 2,250	$ 1,750	$ 1,250	$ 750	$ 500
Subtotal	$ 12,250	$ 11,750	$ 11,250	$ 5,750	$ 5,500
FY 22 Bond (April 2022)					
Prin (120,000) Prop & Bldg. Sign Truck	$ 20,000	$ -	$ -	$ -	$ -
L/T Int	$ 1,000	$ -	$ -	$ -	$ -
Subtotal	$ 21,000	$ -	$ -	$ -	$ -
FY 22 Bond (April 2022)					
Prin (85,000) Hwy Street Vactor	$ 10,000	$ 10,000	$ 10,000	$ 5,000	$ 5,000
L/T Int	$ 2,250	$ 1,750	$ 1,250	$ 750	$ 500
Subtotal	$ 12,250	$ 11,750	$ 11,250	$ 5,750	$ 5,500
FY 22 Bond (April 2022)					
Prin (280,000) SN &I: Salter 6-wheeler	$ 30,000	$ 30,000	$ 25,000	$ 25,000	$ 25,000
L/T Int	$ 8,000	$ 6,500	$ 5,000	$ 3,750	$ 2,500
Subtotal	$ 38,000	$ 36,500	$ 30,000	$ 28,750	$ 27,500
FY 22 Bond (April 2022)					
Prin (300,000) SNOW &ICE: Loader	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
L/T Int	$ 9,000	$ 7,500	$ 6,000	$ 4,500	$ 3,000
Subtotal	$ 39,000	$ 37,500	$ 36,000	$ 34,500	$ 33,000
FY 22 Bond (April 2022)					
Prin (250,000) Street Sweeper	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
L/T Int	$ 7,500	$ 6,250	$ 5,000	$ 3,750	$ 2,500
Subtotal	$ 32,500	$ 31,250	$ 30,000	$ 28,750	$ 27,500
FY 22 Bond (April 2022)					
Prin (775,674) Hwy Cont./Throughways Waverly	$ 155,000	$ -	$ -	$ -	$ -
L/T Int	$ 7,750	$ -	$ -	$ -	$ -
Subtotal	$ 162,750	$ -	$ -	$ -	$ -
FY 22 Bond (April 2022)					
Prin (423,826) Admin Bldg.: Replace Chiller	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
L/T Int	$ 13,250	$ 12,250	$ 11,250	$ 10,250	$ 9,250
Subtotal	$ 33,250	$ 32,250	$ 31,250	$ 30,250	$ 29,250
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	$ 41,000	$ 36,750	$ 32,500	$ 28,250	$ 24,000
Subtotal	$ 126,000	$ 121,750	$ 117,500	$ 113,250	$ 109,000

FY 22 Bond (April 2022)					
Prin (2,376,00)Public Safety Ph 2 Radio Infrast.	$ 240,000	$ 235,000	$ 235,000	$ 235,000	$ 235,000
L/T Int	$ 70,750	$ 58,750	$ 47,000	$ 35,250	$ 23,500
Subtotal	$ 310,750	$ 293,750	$ 282,000	$ 270,250	$ 258,500
FY 22 Bond (April 2022)					
Prin (110,000)DPW Bldg. Sidewalks & Pkg Lot	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 10,000
L/T Int	$ 3,000	$ 2,500	$ 2,000	$ 1,500	$ 1,000
Subtotal	$ 13,000	$ 12,500	$ 12,000	$ 11,500	$ 11,000
FY 22 Bond (April 2022)					
Prin (300,000)Prop & Bldg: Underground Ducts	$ 60,000	$ -	$ -	$ -	$ -
L/T Int	$ 3,000	$ -	$ -	$ -	$ -
Subtotal	$ 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	$ 105,600	$ 98,350	$ 91,100	$ 83,850	$ 76,600
Subtotal	$ 250,600	$ 243,350	$ 236,100	$ 228,850	$ 221,600
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	$ 21,000	$ 19,500	$ 18,000	$ 16,500	$ 15,000
Subtotal	$ 51,000	$ 49,500	$ 48,000	$ 46,500	$ 45,000
FY 22 Bond (June 2022)					
Prin (1,144,277 3 Elem School Projects OPM Services,	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 55,000
L/T Int	$ 41,700	$ 38,700	$ 35,700	$ 32,700	$ 29,700
Subtotal	$ 101,700	$ 98,700	$ 95,700	$ 92,700	$ 84,700
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	$ 821,400	$ 765,900	$ 710,400	$ 654,900	$ 599,400
Subtotal	$ 1,931,400	$ 1,875,900	$ 1,820,400	$ 1,764,900	$ 1,709,400
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	$ 2,016,400	$ 1,932,900	$ 1,849,400	$ 1,765,900	$ 1,682,400
Subtotal	$ 3,686,400	$ 3,602,900	$ 3,519,400	$ 3,435,900	$ 3,352,400
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	$ 967,750	$ 908,000	$ 848,250	$ 788,500	$ 728,750
Subtotal	$ 2,162,750	$ 2,103,000	$ 2,043,250	$ 1,983,500	$ 1,923,750

FY 23 Bond (June 2023)					
Prin (835,000) Elem Schools (Lowell, Hosmer & Cunniff	$ 165,000	$ 165,000	$ -	$ -	$ -
L/T Int	$ 16,500	$ 8,250	$ -	$ -	$ -
Subtotal	$ 181,500	$ 173,250	$ -	$ -	$ -
FY 23 Bond (June 2023)					
Prin (1,700,000) Streets & Sidewalks	$ 340,000	$ 340,000	$ -	$ -	$ -
L/T Int	$ 34,000	$ 17,000	$ -	$ -	$ -
Subtotal	$ 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	$ 7,000	$ 6,000	$ 5,000	$ 4,000	$ 3,000
Subtotal	$ 27,000	$ 26,000	$ 25,000	$ 24,000	$ 23,000
FY 23 Bond (June 2023)					
Prin (300,000) Handicap Ramp (Ryan Skating Arena)	$ 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 23 Bond (June 2023)					
Prin (1,500,000) Victory Field Turf Replace	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000
L/T Int	$ 52,500	$ 45,000	$ 37,500	$ 30,000	$ 22,500
Subtotal	$ 202,500	$ 195,000	$ 187,500	$ 180,000	$ 172,500
FY 23 Bond (June 2023)					
Prin (1,180,000) Moxley Field/Court Renovation	$ 120,000	$ 120,000	$ 120,000	$ 115,000	$ 115,000
L/T Int	$ 41,000	$ 35,000	$ 29,000	$ 23,000	$ 17,250
Subtotal	$ 161,000	$ 155,000	$ 149,000	$ 138,000	$ 132,250
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	$ 24,500	$ 21,000	$ 17,500	$ 14,000	$ 10,500
Subtotal	$ 94,500	$ 91,000	$ 87,500	$ 84,000	$ 80,500

FY 23 Bond (June 2024)					
Prin (8,708,000)Arsenal Park Renovation	$ 580,000	$ 580,000	$ 580,000	$ 580,000	$ 580,000
L/T Int	$ 371,200	$ 342,200	$ 313,200	$ 284,200	$ 255,200
Subtotal	$ 951,200	$ 922,200	$ 893,200	$ 864,200	$ 835,200
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	$ 112,000	$ 103,250	$ 94,500	$ 85,750	$ 77,000
Subtotal	$ 287,000	$ 278,250	$ 269,500	$ 260,750	$ 252,000
FY 24 Bond (June 2024)					
Prin (1,620,000)High School Construction #2	$ 1,620,000	$ 1,620,000	$ 1,620,000	$ 1,620,000	$ 1,620,000
L/T Int	$ 2,007,200	$ 1,926,200	$ 1,845,200	$ 1,764,200	$ 1,683,200
Subtotal	$ 3,627,200	$ 3,546,200	$ 3,465,200	$ 3,384,200	$ 3,303,200
FY 24 Bond (June 2024)					
Prin (2,000,000) Morse Street Long Road & Connectors	$ 400,000	$ 400,000	$ 400,000	$ 400,000	$ -
L/T Int	$ 80,000	$ 60,000	$ 40,000	$ 20,000	$ -
Subtotal	$ 480,000	$ 460,000	$ 440,000	$ 420,000	$ -
FY 25 Bond (June 2025)					
Prin (54,000) Fire Ambulance FY25	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ -
L/T Int	$ 2,000	$ 1,500	$ 1,000	$ 500	$ -
Subtotal	$ 12,000	$ 11,500	$ 11,000	$ 10,500	$ -
FY 25 Bond (June 2025)					
Prin (885,000) Engine Truck 1 FY25	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000
L/T Int	$ 40,700	$ 37,700	$ 34,700	$ 31,700	$ 28,700
Subtotal	$ 100,700	$ 97,700	$ 94,700	$ 91,700	$ 88,700
FY 25 Bond (June 2025)					
Prin (300,000) Underground Ducts for Utilities FY24	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ -
L/T Int	$ 12,000	$ 9,000	$ 6,000	$ 3,000	$ -
Subtotal	$ 72,000	$ 69,000	$ 66,000	$ 63,000	$ -
FY 25 Bond (June 2025)					
Prin (870,000) Various DPW Vehicles FY25	$ 95,000	$ 95,000	$ 90,000	$ 90,000	$ 85,000
L/T Int	$ 38,750	$ 34,000	$ 29,250	$ 24,750	$ 20,250
Subtotal	$ 133,750	$ 129,000	$ 119,250	$ 114,750	$ 105,250
FY 25 Bond (June 2025)					
Prin (50,000,000)New HS Construction	$ 1,670,000	$ 1,665,000	$ 1,665,000	$ 1,665,000	$ 1,665,000
L/T Int	$ 2,247,550	$ 2,164,050	$ 2,080,800	$ 1,997,550	$ 1,914,300
Subtotal	$ 3,917,550	$ 3,829,050	$ 3,745,800	$ 3,662,550	$ 3,579,300
	17,725,000	17,205,000	16,585,000	15,750,000	14,910,000
	11,752,000	10,887,763	10,081,818	9,278,708	8,500,050
Subtotal	**$ 29,477,000**	**$ 28,092,763**	**$ 26,666,818**	**$ 25,028,708**	**$ 23,410,050**
PROOF LINE	**$ 29,477,000**	**$ 28,092,763**	**$ 26,666,818**	**$ 25,028,708**	**$ 23,410,050**
	$ -	**$ -**	**$ -**	**$ -**	**$ -**

TOTAL AUTHORIZED UNISSUED DEBT

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 24 Bond (May 2024)					
Prin (250,000) IT Infrastructure Buildout	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
L/T Int (4.5%)	$ 11,250	$ 9,000	$ 6,750	$ 4,500	$ 2,250
Subtotal	$ 61,250	$ 59,000	$ 56,750	$ 54,500	$ 52,250
FY 24 Bond (May 2024)					
Prin (125,000) Parker: Point/Repair Ext Masonry Façade	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000
L/T Int (4.5%)	$ 5,625	$ 4,500	$ 3,375	$ 2,250	$ 1,125
Subtotal	$ 30,625	$ 29,500	$ 28,375	$ 27,250	$ 26,125
FY 24 Bond (May 2024)					
Prin (750,000) Parker: Install Fire Suppression System	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
L/T Int (4.5%)	$ 33,750	$ 31,500	$ 29,250	$ 27,000	$ 24,750
Subtotal	$ 83,750	$ 81,500	$ 79,250	$ 77,000	$ 74,750
FY 25 Bond (May 2025)					
Prin (1,350,000) Bemis Install Playground Equipment & Spray Pad	$ 135,000	$ 135,000	$ 135,000	$ 135,000	$ 135,000
L/T Int (4.5%)	$ 60,750	$ 54,675	$ 48,600	$ 42,525	$ 36,450
Subtotal	$ 195,750	$ 189,675	$ 183,600	$ 177,525	$ 171,450
FY 25 Bond (May 2025)					
Prin (2,217,000) Parker 2nd Floor Renovations	$ 110,850	$ 110,850	$ 110,850	$ 110,850	$ 110,850
L/T Int (4.5%)	$ 99,765	$ 94,777	$ 89,789	$ 84,800	$ 79,812
Subtotal	$ 210,615	$ 205,627	$ 200,639	$ 195,650	$ 190,662
FY 25 Bond (May 2025)					
Prin (65,000) DPW Highway: Skid Steer	$ 13,000	$ 13,000	$ 13,000	$ 13,000	$ 13,000
L/T Int (4.5%)	$ 2,925	$ 2,340	$ 1,755	$ 1,170	$ 585
Subtotal	$ 15,925	$ 15,340	$ 14,755	$ 14,170	$ 13,585
FY 25 Bond (May 2025)					
Prin (107,000) DPW Snow & Ice Loader 3/4 Yard	$ 10,700	$ 10,700	$ 10,700	$ 10,700	$ 10,700
L/T Int (4.5%)	$ 4,815	$ 4,334	$ 3,852	$ 3,371	$ 2,889
Subtotal	$ 15,515	$ 15,034	$ 14,552	$ 14,071	$ 13,589

FY 25 Bond (May 2025)					
Prin (30,000) DPW Cemetery Off Road Utility Veh (4x4) (2)	$ 6,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000
L/T Int (4.5%)	$ 1,350	$ 1,080	$ 810	$ 540	$ 270
Subtotal	$ 7,350	$ 7,080	$ 6,810	$ 6,540	$ 6,270
FY 25 Bond (May 2025)					
Prin (140,000) DPW Cemetery Backhoe	$ 14,000	$ 14,000	$ 14,000	$ 14,000	$ 14,000
L/T Int (4.5%)	$ 6,300	$ 5,670	$ 5,040	$ 4,410	$ 3,780
Subtotal	$ 20,300	$ 19,670	$ 19,040	$ 18,410	$ 17,780
FY 25 Bond (May 2025)					
Prin (75,000) DPW Parks & Forestry Tree Chipper	$ 7,500	$ 7,500	$ 7,500	$ 7,500	$ 7,500
L/T Int (4.5%)	$ 3,375	$ 3,038	$ 2,700	$ 2,363	$ 2,025
Subtotal	$ 10,875	$ 10,538	$ 10,200	$ 9,863	$ 9,525
FY 25 Bond (May 2025)					
Prin (2,200,000) Highway Reconstruction Bonds	$ 440,000	$ 440,000	$ 440,000	$ 440,000	$ 440,000
L/T Int (4.5%)	$ 99,000	$ 79,200	$ 59,400	$ 39,600	$ 19,800
Subtotal	$ 539,000	$ 519,200	$ 499,400	$ 479,600	$ 459,800
FY 25 Bond (May 2025)					
Prin (550,000) Sidewalk Reconstruction Bonds	$ 110,000	$ 110,000	$ 110,000	$ 110,000	$ 110,000
L/T Int (4.5%)	$ 24,750	$ 19,800	$ 14,850	$ 9,900	$ 4,950
Subtotal	$ 134,750	$ 129,800	$ 124,850	$ 119,900	$ 114,950
FY 25 Bond (May 2025)					
Prin (2,200,000) Highway (Connector/Longer Streets) Fifth Ave	$ 440,000	$ 440,000	$ 440,000	$ 440,000	$ 440,000
L/T Int (4.5%)	$ 99,000	$ 79,200	$ 59,400	$ 39,600	$ 19,800
Subtotal	$ 539,000	$ 519,200	$ 499,400	$ 479,600	$ 459,800
FY 26 Bond (May 2026)					
Prin (230,000) Parker 2nd Floor Renovations	$ 23,000	$ 23,000	$ 23,000	$ 23,000	$ 23,000
L/T Int (4.5%)	$ 10,350	$ 9,315	$ 8,280	$ 7,245	$ 6,210
Subtotal	$ 33,350	$ 32,315	$ 31,280	$ 30,245	$ 29,210
FY 26 Bond (May 2026)					
Prin (2,106,000) Parker ADA/Code Update Requirements	$ 140,400	$ 140,400	$ 140,400	$ 140,400	$ 140,400
L/T Int (4.5%)	$ 94,770	$ 88,452	$ 82,134	$ 75,816	$ 69,498
Subtotal	$ 235,170	$ 228,852	$ 222,534	$ 216,216	$ 209,898

FY 26 Bond (May 2026)					
Prin (350,000) Parker Building: Masonry Additional Costs	$ 35,000	$ 35,000	$ 35,000	$ 35,000	$ 35,000
L/T Int (4.5%)	$ 15,750	$ 14,175	$ 12,600	$ 11,025	$ 9,450
Subtotal	$ 50,750	$ 49,175	$ 47,600	$ 46,025	$ 44,450
FY 26 Bond (May 2026)					
Prin (60,000) Public Buildings Sidewalk Snowblower	$ 12,000	$ 12,000	$ 12,000	$ 12,000	$ 12,000
L/T Int (4.5%)	$ 2,700	$ 2,160	$ 1,620	$ 1,080	$ 540
Subtotal	$ 14,700	$ 14,160	$ 13,620	$ 13,080	$ 12,540
FY 26 Bond (May 2026)					
Prin (1,886,000) Roof Replace/Solar & Solar Canopy DPW Parking Lot	$ 125,733	$ 125,733	$ 125,733	$ 125,733	$ 125,733
L/T Int (4.5%)	$ 84,870	$ 79,212	$ 73,554	$ 67,896	$ 62,238
Subtotal	$ 210,603	$ 204,945	$ 199,287	$ 193,629	$ 187,971
FY 26 Bond (May 2026)					
Prin (8,932,206) Victory Track, Field & CRT Reno Phase 2	$ 595,480	$ 595,480	$ 595,480	$ 595,480	$ 595,480
L/T Int (4.5%)	$ 401,949	$ 375,153	$ 348,356	$ 321,559	$ 294,763
Subtotal	$ 997,429	$ 970,633	$ 943,836	$ 917,039	$ 890,243
FY 26 Bond (May 2026)					
Prin (911,900) How Park Phase 1	$ 91,190	$ 91,190	$ 91,190	$ 91,190	$ 91,190
L/T Int (4.5%)	$ 41,036	$ 36,932	$ 32,828	$ 28,725	$ 24,621
Subtotal	$ 132,226	$ 128,122	$ 124,018	$ 119,915	$ 115,811
FY 26 Bond (May 2026)					
Prin (80,000) DPW Traffic Supervisor Vehicle (#C10)	$ 16,000	$ 16,000	$ 16,000	$ 16,000	$ 16,000
L/T Int (4.5%)	$ 3,600	$ 2,880	$ 2,160	$ 1,440	$ 720
Subtotal	$ 19,600	$ 18,880	$ 18,160	$ 17,440	$ 16,720
FY 26 Bond (May 2026)					
Prin (300,000) DPW Highway Hotbox #49	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
L/T Int (4.5%)	$ 13,500	$ 12,150	$ 10,800	$ 9,450	$ 8,100
Subtotal	$ 43,500	$ 42,150	$ 40,800	$ 39,450	$ 38,100
FY 26 Bond (May 2026)					
Prin (320,000) DPW Snow & Ice Sander (#37)	$ 32,000	$ 32,000	$ 32,000	$ 32,000	$ 32,000
L/T Int (4.5%)	$ 14,400	$ 12,960	$ 11,520	$ 10,080	$ 8,640
Subtotal	$ 46,400	$ 44,960	$ 43,520	$ 42,080	$ 40,640
FY 26 Bond (May 2026)					
Prin (100,000) DPW Cemetery Dump Truck (#202)	$ 20,000	$ 20,000	$ 20,000	$ 20,000	$ 20,000
L/T Int (4.5%)	$ 4,500	$ 3,600	$ 2,700	$ 1,800	$ 900
Subtotal	$ 24,500	$ 23,600	$ 22,700	$ 21,800	$ 20,900

FY 26 Bond (May 2026)					
Prin (200,000) DPW Parks & Forestry Chipper Body #74	$ 40,000	$ 40,000	$ 40,000	$ 40,000	$ 40,000
L/T Int (4.5%)	$ 9,000	$ 7,200	$ 5,400	$ 3,600	$ 1,800
Subtotal	$ 49,000	$ 47,200	$ 45,400	$ 43,600	$ 41,800
FY 26 Bond (May 2026)					
Prin (1,156,000) Parker Envelope & Mechanical Energy Upgrades	$ 115,600	$ 115,600	$ 115,600	$ 115,600	$ 115,600
L/T Int (4.5%)	$ 52,020	$ 46,818	$ 41,616	$ 36,414	$ 31,212
Subtotal	$ 167,620	$ 162,418	$ 157,216	$ 152,014	$ 146,812
Prin	$ 2,707,453	$ 2,707,453	$ 2,707,453	$ 2,707,453	$ 2,707,453
L/T Int	$ 1,205,375	$ 1,083,541	$ 961,704	$ 839,869	$ 718,033
Total Authorized Unissued	**$ 3,912,828**	**$ 3,790,994**	**$ 3,669,157**	**$ 3,547,322**	**$ 3,425,486**

PLANNED BOND DEBT

FY 23 Bond (May 2023)					
Prin (400,000) See Schedule	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000
L/T Int (4.5%)	$ 18,000	$ 14,400	$ 10,800	$ 7,200	$ 3,600
Subtotal	$ 98,000	$ 94,400	$ 90,800	$ 87,200	$ 83,600
FY 24 Bond (May 2024)					
Prin (478,432) See Schedule	$ 95,686	$ 95,686	$ 95,686	$ 95,686	$ 95,686
L/T Int (4.5%)	$ 21,529	$ 17,224	$ 12,918	$ 8,612	$ 4,306
Subtotal	$ 117,215	$ 112,910	$ 108,604	$ 104,298	$ 99,992
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 25 Bond (May 2025)					
Prin (1,390,000) See Schedule	$ 209,000	$ 209,000	$ 209,000	$ 209,000	$ 209,000
L/T Int (4.5%)	$ 62,550	$ 53,145	$ 43,740	$ 34,335	$ 24,930
Subtotal	$ 271,550	$ 262,145	$ 252,740	$ 243,335	$ 233,930
FY 25 Bond (May 2025)					
Prin (500,000) Str, Walk, & Conn/Thrwys	$ 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

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 (3,337,000) See Schedule	$ 457,400	$ 457,400	$ 457,400	$ 457,400	$ 457,400
L/T Int (4.5%)	$ 150,165	$ 129,582	$ 108,999	$ 88,416	$ 67,833
Subtotal	$ 607,565	$ 586,982	$ 566,399	$ 545,816	$ 525,233
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	$ 1,255,000
L/T Int (4.5%)	$ 282,375	$ 225,900	$ 169,425	$ 112,950	$ 56,475
Subtotal	$ 1,537,375	$ 1,480,900	$ 1,424,425	$ 1,367,950	$ 1,311,475
FY 26 Bond (May 2026)					
Prin (317,000)School Items	$ 63,400	$ 63,400	$ 63,400	$ 63,400	$ 63,400
L/T Int (4.5%)	$ 14,265	$ 11,412	$ 8,559	$ 5,706	$ 2,853
Subtotal	$ 77,665	$ 74,812	$ 71,959	$ 69,106	$ 66,253
FY 27 Bond)					
Prin (8,176,200) See Schedule	$ -	$ 1,018,607	$ 1,018,607	$ 1,018,607	$ 1,018,607
L/T Int (4.5%)	$ -	$ 367,929	$ 322,092	$ 276,254	$ 230,417
Subtotal	$ -	$ 1,386,536	$ 1,340,699	$ 1,294,861	$ 1,249,024
FY 27 Bond)					
Prin (10,000,000) New Middle School Project Borrowing #1	$ -	$ 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 27 Bond					
Prin (95,000) School Items	$ -	$ 19,000	$ 19,000	$ 19,000	$ 19,000
L/T Int (4.5%)	$ -	$ 4,275	$ 3,420	$ 2,565	$ 1,710
Subtotal	$ -	$ 23,275	$ 22,420	$ 21,565	$ 20,710
FY 27 Bond					
Prin (5,900,000)Str, Walk, Conn/Thrwy Light	$ -	$ 1,180,000	$ 1,180,000	$ 1,180,000	$ 1,180,000
L/T Int (4.5%)	$ -	$ 265,500	$ 212,400	$ 159,300	$ 106,200
Subtotal	$ -	$ 1,445,500	$ 1,392,400	$ 1,339,300	$ 1,286,200
FY 28 Bond					
Prin (17,653,000) See Schedule	$ -	$ -	$ 2,159,300	$ 2,159,300	$ 2,159,300
L/T Int (4.5%)	$ -	$ -	$ 794,385	$ 697,217	$ 600,048
Subtotal	$ -	$ -	$ 2,953,685	$ 2,856,517	$ 2,759,348

FY 28 Bond)					
Prin (44,000,000) New Middle School Project Borrowing #2	$ -	$ -	$ 1,466,667	$ 1,466,667	$ 1,466,667
L/T Int (4.5%)	$ -	$ -	$ 1,980,000	$ 1,914,000	$ 1,848,000
Subtotal	$ -	$ -	$ 3,446,667	$ 3,380,667	$ 3,314,667
FY 28 Bond					
Prin (495,000) School Items	$ -	$ -	$ 59,000	$ 59,000	$ 59,000
L/T Int (4.5%)	$ -	$ -	$ 22,275	$ 19,620	$ 16,965
Subtotal	$ -	$ -	$ 81,275	$ 78,620	$ 75,965
FY 28 Bond					
Prin (6,125,000)Str, Walk, Conn/Thrwy Light	$ -	$ -	$ 1,225,000	$ 1,225,000	$ 1,225,000
L/T Int (4.5%)	$ -	$ -	$ 275,625	$ 220,500	$ 165,375
Subtotal	$ -	$ -	$ 1,500,625	$ 1,445,500	$ 1,390,375
FY 29 Bond					
Prin (33,008,000) See Schedule	$ -	$ -	$ -	$ 2,296,700	$ 2,296,700
L/T Int (4.5%)	$ -	$ -	$ -	$ 1,485,360	$ 1,382,009
Subtotal	$ -	$ -	$ -	$ 3,782,060	$ 3,678,709
FY 29 Bond)					
Prin (44,000,000) New Middle School Project Borrowing #3	$ -	$ -	$ -	$ 1,466,667	$ 1,466,667
L/T Int (4.5%)	$ -	$ -	$ -	$ 1,980,000	$ 1,914,000
Subtotal	$ -	$ -	$ -	$ 3,446,667	$ 3,380,667
FY 29 Bond					
Prin (845,000) School Items	$ -	$ -	$ -	$ 119,000	$ 119,000
L/T Int (4.5%)	$ -	$ -	$ -	$ 38,025	$ 32,670
Subtotal	$ -	$ -	$ -	$ 157,025	$ 151,670
FY 29 Bond					
Prin (5,850,000)Str, Walk, Conn/Thrwy Light	$ -	$ -	$ -	$ 1,170,000	$ 1,170,000
L/T Int (4.5%)	$ -	$ -	$ -	$ 263,250	$ 210,600
Subtotal	$ -	$ -	$ -	$ 1,433,250	$ 1,380,600
FY 30 Bond					
Prin (16,057,000) See Schedule	$ -	$ -	$ -	$ -	$ 1,661,667
L/T Int (4.5%)	$ -	$ -	$ -	$ -	$ 722,565
Subtotal	$ -	$ -	$ -	$ -	$ 2,384,232
FY 30 Bond					
Prin (1,845,000) School Items	$ -	$ -	$ -	$ -	$ 319,000
L/T Int (4.5%)	$ -	$ -	$ -	$ -	$ 83,025
Subtotal	$ -	$ -	$ -	$ -	$ 402,025

FY 30 Bond					
Prin (6,075,000)Str, Walk, Conn/Thrwy Light	$ -	$ -	$ -	$ -	$ 1,215,000
L/T Int (4.5%)	$ -	$ -	$ -	$ -	$ 273,375
Subtotal	$ -	$ -	$ -	$ -	$ 1,488,375
TOTAL PLANNED BOND DEBT					
Principal	$ 2,699,486	$ 5,250,426	$ 10,160,393	$ 15,212,760	$ 18,408,427
Long Term Interest	$ 670,159	$ 1,636,387	$ 4,472,403	$ 7,781,820	$ 8,176,211
TOTAL PLANNED DEBT	**$ 3,369,645**	**$ 6,886,813**	**$ 14,632,796**	**$ 22,994,580**	**$ 26,584,638**
Total Permanent, Authorized/Unissued, & Planned					
Principal	$ 23,131,939	$ 25,162,879	$ 29,452,846	$ 33,670,213	$ 36,025,880
Long Term Interest	$ 13,627,534	$ 13,607,691	$ 15,515,925	$ 17,900,397	$ 17,394,294
Grand Total	**$ 36,759,473**	**$ 38,770,570**	**$ 44,968,771**	**$ 51,570,610**	**$ 53,420,174**

CITY OF WATERTOWN

WATER AND SEWER ENTERPRISE FUNDS CAPITAL IMPROVEMENT PROGRAM

FY 2027 - FY 2031 CIP WATER/SEWER FUNDS

	A	B	C	D	E	F	G	H	I	J	K	L	M
1			**TOTALS**	**FY 27**		**FY 28**		**FY 29**		**FY30**		**FY31**	
2		**WATER/SEWER ENTERPRISE FUNDS**											
3													
4		SEWER											
5		Additional Equipment	**875.0**	175.0	SR	175.0	SR	175.0	SR	175.0	SR	175.0	SR
6		Repalcement of Equipment	**400.0**	80.0	SR	80.0	SR	80.0	SR	80.0	SR	80.0	SR
7		Sewer/Drain System Maintenance	**5,250.0**	950.0	SR	1,000.0	SR	1,050.0	SR	1,100.0	SR	1,150.0	SR
8		Stormwater & Drainage On-going Improve	**1,500.0**	300.0	SR	300.0	SR	300.0	SR	300.0	SR	300.0	SR
9	5	MWRA I & I LOAN (25%)	**1,650.0**	330.0	MWRAB	330.0	MWRAB	330.0	MWRAB	330.0	MWRAB	330.0	MWRAB
10		MWRA I & I GRANT (75%)	**4,950.0**	990.0	MWRAG	990.0	MWRAG	990.0	MWRAG	990.0	MWRAG	990.0	MWRAG
11	10	MWRA I & I ONE TIME LOAN (100%)	**1,290.0**	1,290.0	MWRAB								
12	10	Sewer System Improvements	**4,200.0**	780.0	SEB	810.0	SEB	840.0	SEB	870.0	SEB	900.0	SEB
13		Sewer/Drain System Projects	**6,250.0**	1,250.0	TBD	1,250.0	TBD	1,250.0	TBD	1,250.0	TBD	1,250.0	TBD
14	10	Electric Street Sweeper	**475.0**							475.0	SEB		
15	10	Crew Truck (Sewer #53 & 54)	**470.0**			220.0	SEB					250.0	SEB
16	10	Siphon Rehabilitation: Design & Construction	**600.0**	100.0	SEB	500.0	SEB						
17	10	Haz Mat Truck	**240.0**									240.0	SEB
18		SEWER SUBTOTAL	**28,150.0**	**6,245.0**		**5,655.0**		**5,015.0**		**5,570.0**		**5,665.0**	
19													
20		WATER											
21		Water System Maintenance	**2,250.0**	350.0	WR	400.0	WR	450.0	WR	500.0	WR	550.0	WR
22		Replacement of Equipment	**180.0**	36.0	WR	36.0	WR	36.0	WR	36.0	WR	36.0	WR
23	10	MWRA LWSAP (100% loan)	**2,500.0**	500.0	MWRAB	500.0	MWRAB	500.0	MWRAB	500.0	MWRAB	500.0	MWRAB
24	10	MWRA LLP (100% loan)	**1,500.0**	300.0	MWRAL	300.0	MWRAL	300.0	MWRAL	300.0	MWRAL	300.0	MWRAL
25		Water System Projects	**6,250.0**	1,250.0	TBD	1,250.0	TBD	1,250.0	TBD	1,250.0	TBD	1,250.0	TBD
26	10	Backhoe (Water #67)	**170.0**					170.0	WEB				
27	10	Hook Lift (Water #59)	**255.0**	255.0	WEB								
28	10	Water Vactor	**925.0**									925.0	WEB
29		WATER SUBTOTAL	**14,030.0**	**2,691.0**		**2,486.0**		**2,706.0**		**2,586.0**		**3,561.0**	
30													
31		**TOTAL WATER & SEWER**	**42,180.0**	**8,936.0**		**8,141.0**		**7,721.0**		**8,156.0**		**9,226.0**	
32													
33		STORMWATER											
34		Phase 2 MS4 Construction/Improvements	**500.0**	100.0	TBD	100.0	TBD	100.0	TBD	100.0	TBD	100.0	TBD
35		STORMWATER SUBTOTAL	**500.0**	**100.0**		**100.0**		**100.0**		**100.0**		**100.0**	
36													
37		**TOT. WATER, SEWER & STORMWATER**	**42,680.0**	**9,036.0**		**8,241.0**		**7,821.0**		**8,256.0**		**9,326.0**	

FY 2027 - FY 2031 CIP WATER/SEWER FUNDS

	A	B	C	D	E	F	G	H	I	J	K	L	M
1			**TOTALS**	**FY 27**		**FY 28**		**FY 29**		**FY30**		**FY31**	
38													
39		**COSTS BY SOURCE OF FUNDS**											
40	SR	SEWER REVENUE	**8,025.0**	1,505.0	SR	1,555.0	SR	1,605.0	SR	1,655.0	SR	1,705.0	SR
41	SEB	SEWER EQUIPMENT BONDS	**5,985.0**	880.0	SEB	1,530.0	SEB	840.0	SEB	1,345.0	SEB	1,390.0	SEB
42	TBD	TO BE DETERMINED	**13,000.0**	2,600.0	TBD	2,600.0	TBD	2,600.0	TBD	2,600.0	TBD	2,600.0	TBD
43	MWRAB	MWRA Bond - Interest Free	**5,440.0**	2,120.0	MWRAB	830.0	MWRAB	830.0	MWRAB	830.0	MWRAB	830.0	MWRAB
44	MWRAG	MWRA GRANT	**4,950.0**	990.0	MWRAG	990.0	MWRAG	990.0	MWRAG	990.0	MWRAG	990.0	MWRAG
45	MWRAL	MWRA LLP	**1,500.0**	300.0	MWRAL	300.0	MWRAL	300.0	MWRAL	300.0	MWRAL	300.0	MWRAL
46	WR	WATER REVENUE	**2,430.0**	386.0	WR	436.0	WR	486.0	WR	536.0	WR	586.0	WR
47	WEB	WATER EQUIPMENT BONDS	**1,350.0**	255.0	WEB	0.0	WEB	170.0	WEB	0.0	WEB	925.0	WEB
48		**GRAND TOTAL - ENTERPRISE FUNDS**	**42,680.0**	**9,036.0**		**8,241.0**		**7,821.0**		**8,256.0**		**9,326.0**	

FY 2027-2031
CIP ENTERPRISE FUND DEBT PROJECTION

	FY'27	FY'28	FY'29	FY'30	FY'31
SEWER PERMANENT DEBT					
FY 18 Bond (January 18)					
Prin (565,550) - Various Equipment	$ 45,000	$ 45,000	$ -	$ -	$ -
L/T Int	$ 3,600	$ 1,800	$ -	$ -	$ -
Subtotal	$ 48,600	$ 46,800	$ -	$ -	$ -
FY18 Bond (March 19)					
Prin (262,500) - MWRA	$ 26,250	$ 26,250	$ 26,250	$ -	$ -
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 26,250	$ 26,250	$ 26,250	$ -	$ -
FY 19 Bond (June 19)					
Prin (139,000) - Various Equipment	$ 15,000	$ 10,000	$ 5,000	$ -	$ -
L/T Int	$ 1,500	$ 750	$ 250	$ -	$ -
Subtotal	$ 16,500	$ 10,750	$ 5,250	$ -	$ -
FY19 Bond (December 19)					
Prin (262,500) - MWRA	$ 26,250	$ 26,250	$ 26,250	$ 26,250	$ -
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 26,250	$ 26,250	$ 26,250	$ 26,250	$ -
FY20 Bond (June 21)					
Prin (262,500) - MWRA	$ 26,250	$ 26,250	$ 26,250	$ 26,250	$ -
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 26,250	$ 26,250	$ 26,250	$ 26,250	$ -
FY22 Bond (October 22)					
Prin (382,500) - MWRA	$ 38,250	$ 38,250	$ 38,250	$ 38,250	$ 38,250
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 38,250	$ 38,250	$ 38,250	$ 38,250	$ 38,250
`					
FY22 Bond (June 24)					
Prin (440,000)	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ 45,000
L/T Int (4.5%)	$ 17,500	$ 15,250	$ 13,000	$ 10,750	$ 8,500
Subtotal	62,500	60,250	58,000	55,750	53,500
FY23 Bond (June 24)					
Prin (750,000) - See Schedule	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000
L/T Int (4.5%)	$ 30,000	$ 26,250	$ 22,500	$ 18,750	$ 15,000
Subtotal	105,000	101,250	97,500	93,750	90,000

FY 2027-2031
CIP ENTERPRISE FUND DEBT PROJECTION

	FY'27	FY'28	FY'29	FY'30	FY'31
FY24 Bond (Feb 25)					
Prin (330,000) - See Schedule	$ 33,000	$ 33,000	$ 33,000	$ 33,000	$ 33,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	33,000	33,000	33,000	33,000	33,000
FY25 Bond (June 25)					
Prin (330,000) - See Schedule	$ 140,000	$ 140,000	$ 140,000	$ 140,000	$ 135,000
L/T Int (0%)	$ 61,750	$ 54,750	$ 47,752	$ 33,750	$ 27,000
Subtotal	201,750	194,750	187,752	173,750	162,000
SEWER PERMANENT DEBT					
Prin	$ 470,000	$ 465,000	$ 415,000	$ 383,750	$ 326,250
L/T Int	$ 114,350	$ 98,800	$ 83,502	$ 63,250	$ 50,500
TOTAL SEWER PERMANENT DEBT	**$ 584,350**	**$ 563,800**	**$ 498,502**	**$ 447,000**	**$ 376,750**
SEWER AUTHORIZED UNISSUED DEBT					
FY18 Bond (June 18)					
Prin (160,000) See schedule	$ 16,000	$ 16,000	$ 16,000	$ 16,000	$ 16,000
L/T Int (4.5%)	$ 7,200	$ 6,480	$ 5,760	$ 5,040	$ 4,320
Subtotal	$ 23,200	$ 22,480	$ 21,760	$ 21,040	$ 20,320
FY25 Bond (June 25)					
Prin (418,000) - MWRA	$ 41,800	$ 41,800	$ 41,800	$ 41,800	$ 41,800
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 41,800	$ 41,800	$ 41,800	$ 41,800	$ 41,800
FY24 Bond (June 24)					
Prin (879,000) - See Schedule	$ 87,900	$ 87,900	$ 87,900	$ 87,900	$ 87,900
L/T Int (4.5%)	$ 39,555	$ 31,644	$ 27,689	$ 23,733	$ 19,778
Subtotal	$ 127,455	$ 119,544	$ 115,589	$ 111,633	$ 107,678
FY25 Bond (June 25)					
Prin (510,000) - See Schedule	$ 51,000	$ 51,000	$ 51,000	$ 51,000	$ 51,000
L/T Int (4.5%)	$ 22,950	$ 18,360	$ 16,065	$ 13,770	$ 11,475
Subtotal	$ 73,950	$ 69,360	$ 67,065	$ 64,770	$ 62,475
Prin	$ 196,700	$ 196,700	$ 196,700	$ 196,700	$ 196,700
L/T Int	$ 69,705	$ 56,484	$ 49,514	$ 42,543	$ 35,573
TOTAL SEWER AUTHORIZED UNISSUED DEBT	**$ 266,405**	**$ 253,184**	**$ 246,214**	**$ 239,243**	**$ 232,273**

FY 2027-2031
CIP ENTERPRISE FUND DEBT PROJECTION

	FY'27	FY'28	FY'29	FY'30	FY'31
SEWER PLANNED DEBT					
FY19 Bond (June 21)					
Prin (394,000) - Heavy Crane	$ 39,400	$ 39,400	$ 39,400	$ 39,400	$ 39,400
L/T Int (4.5%)	$ 17,730	$ 14,184	$ 12,411	$ 10,638	$ 8,865
Subtotal	57,130	53,584	51,811	50,038	48,265
FY26 Bond (June 26)					
Prin (750,000) - See Schedule	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000
L/T Int (4.5%)	$ 33,750	$ 30,375	$ 27,000	$ 23,625	$ 16,875
Subtotal	$ 108,750	$ 105,375	$ 102,000	$ 98,625	$ 91,875
FY26 Bond (June 26)					
Prin (330,000) - See Schedule	$ 33,000	$ 33,000	$ 33,000	$ 33,000	$ 33,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 33,000	$ 33,000	$ 33,000	$ 33,000	$ 33,000
FY27 Bond (June 27)					
Prin (880,000) - See Schedule	$ -	$ 88,000	$ 88,000	$ 88,000	$ 88,000
L/T Int (4.5%)	$ -	$ 39,600	$ 35,640	$ 31,680	$ 27,720
Subtotal	$ -	$ 127,600	$ 123,640	$ 119,680	$ 115,720
FY27 Bond (June 27)					
Prin (1,620,000) - MWRA	$ -	$ 162,000	$ 162,000	$ 162,000	$ 162,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ -	$ 162,000	$ 162,000	$ 162,000	$ 162,000
FY28 Bond (June 28)					
Prin (1,530,000) - See Schedule	$ -	$ -	$ 153,000	$ 153,000	$ 153,000
L/T Int (4.5%)	$ -	$ -	$ 68,850	$ 61,965	$ 48,195
Subtotal	$ -	$ -	$ 221,850	$ 214,965	$ 201,195
FY28 Bond (June 28)					
Prin (330,000) - MWRA	$ -	$ -	$ 33,000	$ 33,000	$ 33,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ -	$ -	$ 33,000	$ 33,000	$ 33,000
FY29 Bond (June 29)					
Prin (840,000) - See Schedule	$ -	$ -	$ -	$ 84,000	$ 84,000
L/T Int (4.5%)	$ -	$ -	$ -	$ 37,800	$ 34,020
Subtotal	$ -	$ -	$ -	$ 121,800	$ 118,020

FY 2027-2031
CIP ENTERPRISE FUND DEBT PROJECTION

	FY'27	FY'28	FY'29	FY'30	FY'31
FY29 Bond (June 29)					
Prin (330,000) - MWRA	$ -	$ -	$ -	$ 33,000	$ 33,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ -	$ -	$ -	$ 33,000	$ 33,000
FY30 Bond (June 30)					
Prin (1,345,000) - See Schedule	$ -	$ -	$ -	$ -	$ 134,500
L/T Int (4.5%)	$ -	$ -	$ -	$ -	$ 60,525
Subtotal	$ -	$ -	$ -	$ -	$ 195,025
FY29 Bond (June 29)					
Prin (330,000) - MWRA	$ -	$ -	$ -	$ -	$ 33,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ -	$ -	$ -	$ -	$ 33,000
Prin	$ 147,400	$ 397,400	$ 583,400	$ 700,400	$ 867,900
L/T Int	$ 51,480	$ 84,159	$ 143,901	$ 165,708	$ 196,200
TOTAL SEWER PLANNED DEBT	**$ 198,880**	**$ 481,559**	**$ 727,301**	**$ 866,108**	**$ 1,064,100**
SEWER PERMANENT, AUTH. UNISSUED AND PLANNED DEBT					
Prin	$ 814,100	$ 1,059,100	$ 1,195,100	$ 1,280,850	$ 1,390,850
L/T Int	$ 235,535	$ 239,443	$ 276,917	$ 271,501	$ 282,273
TOTAL SEWER PERMANENT, AUTH. UNISSUED AND PLANNED DEBT	**$ 1,049,635**	**$ 1,298,543**	**$ 1,472,017**	**$ 1,552,351**	**$ 1,673,123**
WATER PERMANENT DEBT					
FY 16 Bond (November 16)					
Prin (500,000) MWRA LWSAP	$ 50,000	$ -	$ -	$ -	$ -
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 50,000	$ -	$ -	$ -	$ -
FY 18 Bond (January 18)					
Prin (164,450) - Backhoe	$ 15,000	$ 15,000	$ -	$ -	$ -
L/T Int	$ 1,200	$ 600	$ -	$ -	$ -
Subtotal	$ 16,200	$ 15,600	$ -	$ -	$ -
FY 18 Bond (February 18)					
Prin (478,000) - MWRA	$ 47,800	$ 47,800	$ -	$ -	$ -
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 47,800	$ 47,800	$ -	$ -	$ -

FY 2027-2031
CIP ENTERPRISE FUND DEBT PROJECTION

	FY'27	FY'28	FY'29	FY'30	FY'31
FY18 Bond (March 19)					
Prin (500,000) MWRA LWSAP	$ 50,000	$ 50,000	$ 50,000	$ -	$ -
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 50,000	$ 50,000	$ 50,000	$ -	$ -
FY 19 Bond (June 19)					
Prin (181,500) - Various Equipment	$ 15,000	$ 15,000	$ 10,000	$ -	$ -
L/T Int	$ 2,000	$ 1,250	$ 500	$ -	$ -
Subtotal	$ 17,000	$ 16,250	$ 10,500	$ -	$ -
FY20 Bond (February 20)					
Prin (500,000) - MWRA	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ -
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ -
FY21 Bond (June 21)					
Prin (500,000) - MWRA	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 50,000	$ 50,000	$ 50,000	$ 50,000	$ 50,000
FY21 Bond (June 21)					
Prin (600,000) - MWRA	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 60,000	$ 60,000	$ 60,000	$ 60,000	$ 60,000
FY22 Bond (October 21)					
Prin (4,216,500) See Schedule	$ 420,000	$ 420,000	$ 420,000	$ 420,000	$ 420,000
L/T Int (4.5%)	$ 126,000	$ 105,000	$ 84,000	$ 63,000	$ 42,000
Subtotal	$ 546,000	$ 525,000	$ 504,000	$ 483,000	$ 462,000
FY22 Bond (August 22)					
Prin (300,000) MWRA LLP	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
FY22 Bond (August 22)					
Prin (183,000) MWRA LLP	$ 18,300	$ 18,300	$ 18,300	$ 18,300	$ 18,300
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 18,300	$ 18,300	$ 18,300	$ 18,300	$ 18,300

FY 2027-2031
CIP ENTERPRISE FUND DEBT PROJECTION

	FY'27	FY'28	FY'29	FY'30	FY'31
FY22 Bond (October 22)					
Prin (1,000,000) MWRA LWSAP	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
FY22 Bond (February 23)					
Prin (300,000) MWRA LLP	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
FY23 Bond (August 23)					
Prin (300,000) MWRA LLP	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
FY24 Bond (June 24)					
Prin (300,000) MWRA LLP	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
FY24 Bond (Feb 25)					
Prin (1,000,000) MWRA LWSAP	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ 100,000
FY25 Bond (Feb 25)					
Prin (300,000) see schedule	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 30,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
WATER PERMANENT DEBT					
Prin	$ 1,126,100	$ 1,076,100	$ 1,008,300	$ 948,300	$ 898,300
L/T Int	$ 129,200	$ 106,850	$ 84,500	$ 63,000	$ 42,000
TOTAL WATER PERMANENT DEBT	**$ 1,255,300**	**$ 1,182,950**	**$ 1,092,800**	**$ 1,011,300**	**$ 940,300**
WATER AUTHORIZED UNISSUED DEBT					
FY18 Bond (June 18)					
Prin (210,000) See Schedule	$ 21,000	$ 21,000	$ 21,000	$ 21,000	$ 21,000
L/T Int (4.5%)	$ 9,450	$ 7,560	$ 6,615	$ 5,670	$ 4,725
Subtotal	245 $ 30,450	$ 28,560	$ 27,615	$ 26,670	$ 25,725

FY 2027-2031
CIP ENTERPRISE FUND DEBT PROJECTION

	FY'27	FY'28	FY'29	FY'30	FY'31
FY22 Bond (May 22)					
Prin (317,000) LLP	$ 31,700	$ 31,700	$ 31,700	$ 31,700	$ 31,700
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 31,700	$ 31,700	$ 31,700	$ 31,700	$ 31,700
FY25 Bond (June 25)					
Prin (80,000) see schedule	$ 8,000	$ 8,000	$ 8,000	$ 8,000	$ 8,000
L/T Int (4.5%)	$ 3,600	$ 3,240	$ 2,520	$ 2,160	$ 1,800
Subtotal	$ 11,600	$ 11,240	$ 10,520	$ 10,160	$ 9,800
WATER AUTHORIZED UNISSUED DEBT					
Prin	$ 60,700	$ 60,700	$ 60,700	$ 60,700	$ 60,700
L/T Int	$ 13,050	$ 10,800	$ 9,135	$ 7,830	$ 6,525
TOTAL WATER AUTHORIZED UNISSUED DEBT	**$ 73,750**	**$ 71,500**	**$ 69,835**	**$ 68,530**	**$ 67,225**
WATER PLANNED BOND DEBT					
FY26 Bond (June 26)					
Prin (800,000) MWRA LWSAP & LLP	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ 80,000	$ 80,000	$ 80,000	$ 80,000	$ 80,000
FY27 Bond (June 27)					
Prin (800,000) MWRA LWSAP & LLP	$ -	$ 80,000	$ 80,000	$ 80,000	$ 80,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ -	80,000	80,000	80,000	80,000
FY27 Bond (June 27)					
Prin (255,000) see schedule	$ -	$ 25,500	$ 25,500	$ 25,500	$ 25,500
L/T Int (4.5.%)	$ -	$ 11,475	$ 10,328	$ 9,180	$ 8,033
Subtotal	$ -	$ 36,975	$ 35,828	$ 34,680	$ 33,533
FY28 Bond (June 28)					
Prin (800,000) MWRA LWSAP & LLP	$ -	$ -	$ 80,000	$ 80,000	$ 80,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ -	$ -	80,000	80,000	80,000
FY29 Bond (June 29)					
Prin (800,000) MWRA LWSAP & LLP	$ -	$ -	$ -	$ 80,000	$ 80,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ -	$ -	$ -	80,000	80,000

FY 2027-2031
CIP ENTERPRISE FUND DEBT PROJECTION

	FY'27	FY'28	FY'29	FY'30	FY'31
FY29 Bond (June 29)					
Prin (170,000) see schedule	$ -	$ -	$ -	$ 17,000	$ 17,000
L/T Int (4.5.%)	$ -	$ -	$ -	$ 7,650	$ 6,885
Subtotal	$ -	$ -	$ -	$ 24,650	$ 23,885
FY30 Bond (June 30)					
Prin (800,000) MWRA LWSAP & LLP	$ -	$ -	$ -	$ -	$ 80,000
L/T Int (0%)	$ -	$ -	$ -	$ -	$ -
Subtotal	$ -	$ -	$ -	0	80,000
WATER PLANNED DEBT					
Prin	$ 88,000	$ 185,500	$ 265,500	$ 362,500	$ 442,500
L/T Int	$ -	$ 11,475	$ 10,328	$ 16,830	$ 14,918
TOTAL WATER PLANNED DEBT	**$ 88,000**	**$ 196,975**	**$ 275,828**	**$ 379,330**	**$ 457,418**
WATER PERMANENT, AUTH. UNISSUED AND PLANNED DEBT					
Prin	$ 1,274,800	$ 1,322,300	$ 1,334,500	$ 1,371,500	$ 1,401,500
L/T Int	$ 142,250	$ 129,125	$ 103,963	$ 87,660	$ 63,443
TOTAL WATER PERMANENT, AUTH. UNISSUED AND PLANNED DEBT	**$ 1,417,050**	**$ 1,451,425**	**$ 1,438,463**	**$ 1,459,160**	**$ 1,464,943**
TOTAL WATER AND SEWER DEBT					
Long Term Principal	$ 2,088,900	$ 2,381,400	$ 2,529,600	$ 2,652,350	$ 2,792,350
Long Term Interest	$ 377,785	$ 368,568	$ 380,879	$ 359,161	$ 345,715
TOTAL WATER AND SEWER DEBT	**$ 2,466,685**	**$ 2,749,968**	**$ 2,910,479**	**$ 3,011,511**	**$ 3,138,065**

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CITY OF WATERTOWN

BONDED DEBT SCHEDULE

Annual	Bonded	Purpose	Int	YRS	FY27		FY28		FY29	
Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
		GENERAL FUND DEBT	NIC							
Jul 08	10,000,000	Police Building	4.19	20	500,000	57,500	500,000	34,688	500,000	11,563
Feb 10	4,221,000	Police Building	3.31	20	210,000	33,600	210,000	25,200	210,000	16,800
	881,000	Equipment	3.31	15						
	350,000	Library Construction	3.31	14						
Jun 12	1,069,000	Equipment	1.80	15	25,000	750				
	1,500,000	Athletic Field Renov	1.80	15	100,000	3,000				
	525,000	School Improvement	1.80	10						
Nov 13	6,000,000	ESCO	2.87	20	310,000	79,650	320,000	70,350	335,000	59,630
May 14	1,088,000	Victory Field	2.00	13	80,000	800				
	1,350,000	ESCO	2.00	15	90,000	6,300	90,000	4,050	90,000	1,350
	207,000	School Improvement	2.00	15	10,000	550	10,000	300	5,000	75
	370,000	Casey Park	2.00	15	25,000	1,600	25,000	975	20,000	300
May 14	8,733,000	Refunding 03,04 Bonds	2.00	11						
April 16	1,206,400	Various Equip & Vehicles	1.12	9						
	913,600	Various Municipal Buildings	1.12	9						
Jan 18	1,793,000	Various Equip & Vehicles	2.02	14	115,000	13,700	115,000	9,100	30,000	4,500
	1,327,200	Various Municipal Buildings-MS WIN	2.02	14	75,000	17,100	75,000	14,100	75,000	11,100
	4,034,800	Street & Sidewalk	2.02	9	80,000	3,200				
Jun 19	1,325,500	School Improvement-G locker rm	1.53	10	25,000	3,500	25,000	2,250	20,000	1,000
	837,500	Street & Sidewalk	1.53	5						
	908,000	Filippello Park Improvements	1.53	10	90,000	13,500	90,000	9,000	90,000	4,500
	1,403,500	DPW Equipment	1.53	10	120,000	17,250	120,000	11,250	105,000	5,250
	40,000	Police Equipment	1.53	5						
Jun 20	3,223,467	Cunniff Elementary Design	1.38	20	160,000	69,600	160,000	61,600	160,000	53,600
	5,729,088	Hosmer Elementary Design	1.38	20	285,000	123,975	285,000	109,725	285,000	95,475
	1,122,445	Hosmer Elementary OPM	1.38	20	55,000	23,925	55,000	21,175	55,000	18,425
	245,000	Mid. Sch. Men's Lockeroom	1.38	10	25,000	4,500	25,000	3,250	20,000	2,000
	3,029,625	Street & Sidewalk	1.38	5						
	1,100,000	Fire Ladder Truck	1.38	15	75,000	24,100	75,000	20,350	75,000	16,600
	1,175,375	Filippello Lights & Scorebrd	1.38	10	115,000	23,000	115,000	17,250	115,000	11,500
Feb 21	52,145,000	Hosmer & Cunniff Schools	1.34	20	2,610,000	1,173,250	2,610,000	1,042,750	2,610,000	912,250
April 21	34,106,200	Hosmer & Cunniff Schools	1.46	20	1,705,000	733,150	1,705,000	647,900	1,705,000	596,750
	921,800	Middle Sch. Boilers	1.46	10	90,000	19,800	90,000	15,300	90,000	12,600
	548,000	Mid. Sch. AC for Cafeteria	1.46	10	55,000	11,900	55,000	9,150	55,000	7,500
	355,000	Fire Ambulance	1.46	5						
	188,000	Town Hall Elevator	1.46	5						
	1,771,000	Public Safety Radio Infrastr.	1.46	10	175,000	38,300	175,000	29,550	175,000	24,300
	1,200,000	Street & Sidewalk	1.46	5						
April 22	243,000	Highway Dump Truck 55,000 GVW	2.59	10	25,000	7,000	25,000	5,750	25,000	4,500
	265,000	S &I:Combo Body 6-Wheeler	2.60	10	25,000	7,500	25,000	6,250	25,000	5,000
	85,000	Highway Service Flat Bed	2.60	10	10,000	2,250	10,000	1,750	10,000	1,250
	120,000	Prop & Bld Sign Truck	2.32	5	20,000	1,000				
	85,000	Highway Street Vactor	2.55	10	10,000	2,250	10,000	1,750	10,000	1,250
	280,000	S & I Salter 6-wheeler	2.59	10	30,000	8,000	30,000	6,500	25,000	5,000
	300,000	S & I: Loader	2.61	10	30,000	9,000	30,000	7,500	30,000	6,000
	250,000	Street Sweeper	2.61	10	25,000	7,500	25,000	6,250	25,000	5,000
	775,674	Hwy Connet/Throughways	2.33	5	155,000	7,750				
	423,826	Adim Bld: Replace Chiller	3.19	20	20,000	13,250	20,000	12,250	20,000	11,250
	1,250,000	Fire Ladder Truck	3.01	15	85,000	41,000	85,000	36,750	85,000	32,500
	2,376,000	Pub. Safety Radio Infrastr.P2	2.61	10	240,000	70,750	235,000	58,750	235,000	47,000
	110,000	DPW Bld, Sidewlks,Pkg Lot	2.60	10	10,000	3,000	10,000	2,500	10,000	2,000
	300,000	Prop&Bld: Underground Duct	2.33	5	60,000	3,000				
June 22	2,862,150	Elem School Design 1	3.45	20	145,000	105,600	145,000	98,350	145,000	91,100
	572,301	Elem School Design 2	3.43	20	30,000	21,000	30,000	19,500	30,000	18,000
	1,144,277	Elem School Project OPM Services	3.45	20	60,000	41,700	60,000	38,700	60,000	35,700
	22,211,272	3 Elementary Schools	3.46	20	1,110,000	821,400	1,110,000	765,900	1,110,000	710,400
June 23	50,000,000	High School Construction	3.61	30	1,670,000	2,016,400	1,670,000	1,932,900	1,670,000	1,849,400
	23,895,000	Elementary School (Lowell, Hosmer,Cunfiff)	3.61	20	1,195,000	967,750	1,195,000	908,000	1,195,000	848,250
	835,000	Street & Sidewalks (FY22 L.O.)	2.93	5	165,000	16,500	165,000	8,250		
	1,700,000	Street & Sindewalks (FY23 LO)	2.92	5	340,000	34,000	340,000	17,000		
	200,000	Swap Loader Trash Compactor	2.87	10	20,000	7,000	20,000	6,000	20,000	5,000
	300,000	Handicap Ramp (Ryan Skating Rink)	2.87	10	30,000	10,500	30,000	9,000	30,000	7,500
	1,500,000	Victory Field Turf Replacement	2.87	10	150,000	52,500	150,000	45,000	150,000	37,500
	1,180,000	Moxely Field/Court Renovations	2.87	10	120,000	41,000	120,000	35,000	120,000	29,000
	700,000	Filippello Spray Park Renovations	2.87	10	70,000	24,500	70,000	21,000	70,000	17,500
June 24	8,708,000	Arsenal Park Improvemems-Phase B3.5484	3.55	15	580,000	371,200	580,000	342,200	580,000	313,200
	2,625,000	Streets & Side Walk Improvements	3.55	15	175,000	112,000	175,000	103,250	175,000	94,500
	48,557,000	High School Construction #2	3.97	30	1,620,000	2,007,200	1,620,000	1,926,200	1,620,000	1,845,200
June 25	2,000,000	Morrse St Reconstruction	3.10	5	400,000	80,000	400,000	60,000	400,000	40,000
	54,000	Ambulance	3.11	5	10,000	2,000	10,000	1,500	10,000	1,000
	885,000	Fire Engine	3.76	15	60,000	40,700	60,000	37,700	60,000	34,700
	300,000	Underground Ducts	3.10	5	60,000	12,000	60,000	9,000	60,000	6,000
	300,000	Snow & Ice Salter-6-wheel snow fighter	3.33	10	30,000	13,500	30,000	12,000	30,000	10,500
	180,000	HW Crew Truck	3.31	10	20,000	8,000	20,000	7,000	20,000	6,000
	150,000	HW Rack Truck	3.33	10	15,000	6,750	15,000	6,000	15,000	5,250
	100,000	Heavy Duty 4X4 Forklift	3.33	10	10,000	4,500	10,000	4,000	10,000	3,500
	75,000	Parks & Foresty Tree Chipper	3.28	10	10,000	3,250	10,000	2,750	10,000	2,250
	65,000	Parks & Foresty Utility Truck	3.31	10	10,000	2,750	10,000	2,250	5,000	1,750
	49,951,500	High School Consturction #3	4.39	30	1,670,000	2,247,550	1,665,000	2,164,050	1,665,000	2,080,800
	331,237,000	SUBTOTAL GF Debt			17,725,000	11,752,000	17,205,000	10,887,763	16,585,000	10,081,818
		SUBTOTAL GF Debt			29,477,000		28,092,763		26,666,818	

Annual	Bonded	Purpose	Int	YRS	FY30		FY31		FY32		FY33		FY34	
Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
		GENERAL FUND DEBT	NIC											
Jul 08	10,000,000	Police Building	4.19	20										
Feb 10	4,221,000	Police Building	3.31	20	210,000	8,400								
	881,000	Equipment	3.31	15										
	350,000	Library Construction	3.31	14										
Jun 12	1,069,000	Equipment	1.80	15										
	1,500,000	Athletic Field Renov	1.80	15										
	525,000	School Improvement	1.80	10										
Nov 13	6,000,000	ESCO	2.87	20	345,000	48,408	355,000	36,850	365,000	24,958	380,000	12,730		
May 14	1,088,000	Victory Field	2.00	13										
	1,350,000	ESCO	2.00	15										
	207,000	School Improvement	2.00	15										
	370,000	Casey Park	2.00	15										
May 14	8,733,000	Refunding 03,04 Bonds	2.00	11										
April 16	1,206,400	Various Equip & Vehicles	1.12	9										
	913,600	Various Municipal Buildings	1.12	9										
Jan 18	1,793,000	Various Equip & Vehicles	2.02	14	30,000	3,300	30,000	2,100	30,000	900				
	1,327,200	Various Municipal Buildings-MS WIN	2.02	14	75,000	8,100	75,000	5,100	70,000	2,100				
	4,034,800	Street & Sidewalk	2.02	9										
Jun 19	1,325,500	School Improvement-G locker rm	1.53	10										
	837,500	Street & Sidewalk	1.53	5										
	908,000	Filippello Park Improvements	1.53	10										
	1,403,500	DPW Equipment	1.53	10										
	40,000	Police Equipment	1.53	5										
Jun 20	3,223,467	Cunniff Elementary Design	1.38	20	160,000	45,600	160,000	37,600	160,000	32,800	160,000	28,000	160,000	23,200
	5,729,088	Hosmer Elementary Design	1.38	20	285,000	81,225	285,000	66,975	285,000	58,425	285,000	49,875	285,000	41,325
	1,122,445	Hosmer Elementary OPM	1.38	20	55,000	15,675	55,000	12,925	55,000	11,275	55,000	9,625	55,000	7,975
	245,000	Mid. Sch. Men's Lockeroom	1.38	10	20,000	1,000								
	3,029,625	Street & Sidewalk	1.38	5										
	1,100,000	Fire Ladder Truck	1.38	15	75,000	12,850	70,000	9,100	70,000	7,000	70,000	4,900	70,000	2,800
	1,175,375	Filippello Lights & Scorebrd	1.38	10	115,000	5,750								
Feb 21	52,145,000	Hosmer & Cunniff Schools	1.34	20	2,610,000	781,750	2,605,000	651,250	2,605,000	547,050	2,605,000	468,900	2,605,000	416,800
April 21	34,106,200	Hosmer & Cunniff Schools	1.46	20	1,705,000	511,500	1,705,000	426,250	1,705,000	358,050	1,705,000	306,900	1,705,000	272,800
	921,800	Middle Sch. Boilers	1.46	10	90,000	8,100	90,000	3,600						
	548,000	Mid. Sch. AC for Cafeteria	1.46	10	55,000	4,750	50,000	2,000						
	355,000	Fire Ambulance	1.46	5										
	188,000	Town Hall Elevator	1.46	5										
	1,771,000	Public Safety Radio Infrastr.	1.46	10	175,000	15,550	170,000	6,800						
	1,200,000	Street & Sidewalk	1.46	5										
April 22	243,000	Highway Dump Truck 55,000 GVW	2.59	10	25,000	3,250	20,000	2,000	20,000	1,000				
	265,000	S &I:Combo Body 6-Wheeler	2.60	10	25,000	3,750	25,000	2,500	25,000	1,250				
	85,000	Highway Service Flat Bed	2.60	10	5,000	750	5,000	500	5,000	250				
	120,000	Prop & Bld Sign Truck	2.32	5										
	85,000	Highway Street Vactor	2.55	10	5,000	750	5,000	500	5,000	250				
	280,000	S & I Salter 6-wheeler	2.59	10	25,000	3,750	25,000	2,500	25,000	1,250				
	300,000	S & I: Loader	2.61	10	30,000	4,500	30,000	3,000	30,000	1,500				
	250,000	Street Sweeper	2.61	10	25,000	3,750	25,000	2,500	25,000	1,250				
	775,674	Hwy Connet/Throughways	2.33	5										
	423,826	Adim Bld: Replace Chiller	3.19	20	20,000	10,250	20,000	9,250	20,000	8,250	20,000	7,250	20,000	6,450
	1,250,000	Fire Ladder Truck	3.01	15	85,000	28,250	85,000	24,000	85,000	19,750	80,000	15,500	80,000	12,300
	2,376,000	Pub. Safety Radio Infrastr.P2	2.61	10	235,000	35,250	235,000	23,500	235,000	11,750				
	110,000	DPW Bld, Sidewlks,Pkg Lot	2.60	10	10,000	1,500	10,000	1,000	10,000	500				
	300,000	Prop&Bld: Underground Duct	2.33	5										
June 22	2,862,150	Elem School Design 1	3.45	20	145,000	83,850	145,000	76,600	145,000	69,350	145,000	62,100	145,000	54,850
	572,301	Elem School Design 2	3.43	20	30,000	16,500	30,000	15,000	30,000	13,500	30,000	12,000	30,000	10,500
	1,144,277	Elem School Project OPM Services	3.45	20	60,000	32,700	55,000	29,700	55,000	26,950	55,000	24,200	55,000	21,450
	22,211,272	3 Elementary Schools	3.46	20	1,110,000	654,900	1,110,000	599,400	1,110,000	543,900	1,110,000	488,400	1,110,000	432,900
June 23	50,000,000	High School Construction	3.61	30	1,670,000	1,765,900	1,670,000	1,682,400	1,670,000	1,598,900	1,670,000	1,515,400	1,665,000	1,431,900
	23,895,000	Elementary School (Lowell, Hosmer,Cunfiff)	3.61	20	1,195,000	788,500	1,195,000	728,750	1,195,000	669,000	1,195,000	609,250	1,195,000	549,500
	835,000	Street & Sidewalks (Fy22 L.O.)	2.93	5										
	1,700,000	Street & Sindewalks (FY23 LO)	2.92	5										
	200,000	Swap Loader Trash Compactor	2.87	10	20,000	4,000	20,000	3,000	20,000	2,000	20,000	1,000		
	300,000	Handicap Ramp (Ryan Skating Rink)	2.87	10	30,000	6,000	30,000	4,500	30,000	3,000	30,000	1,500		
	1,500,000	Victory Field Turf Replacement	2.87	10	150,000	30,000	150,000	22,500	150,000	15,000	150,000	7,500		
	1,180,000	Moxely Field/Court Renovations	2.87	10	115,000	23,000	115,000	17,250	115,000	11,500	115,000	5,750		
	700,000	Filippello Spray Park Renovations	2.87	10	70,000	14,000	70,000	10,500	70,000	7,000	70,000	3,500		
June 24	8,708,000	Arsenal Park Improvememts-Phase B3.5484	3.55	15	580,000	284,200	580,000	255,200	580,000	226,200	580,000	197,200	580,000	168,200
	2,625,000	Streets & Side Walk Improvements	3.55	15	175,000	85,750	175,000	77,000	175,000	68,250	175,000	59,500	175,000	50,750
	48,557,000	High School Construction #2	3.97	30	1,620,000	1,764,200	1,620,000	1,683,200	1,620,000	1,602,200	1,620,000	1,521,200	1,620,000	1,440,200
June 25	2,000,000	Morrse St Reconstruction	3.10	5	400,000	20,000								
	54,000	Ambulance	3.11	5	10,000	500								
	885,000	Fire Engine	3.76	15	60,000	31,700	60,000	28,700	60,000	25,700	60,000	22,700	60,000	19,700
	300,000	Underground Ducts	3.10	5	60,000	3,000								
	300,000	Snow & Ice Salter-6-wheel snow fighter	3.33	10	30,000	9,000	30,000	7,500	30,000	6,000	30,000	4,500	30,000	3,000
	180,000	HW Crew Truck	3.31	10	20,000	5,000	20,000	4,000	15,000	3,000	15,000	2,250	15,000	1,500
	150,000	HW Rack Truck	3.33	10	15,000	4,500	15,000	3,750	15,000	3,000	15,000	2,250	15,000	1,500
	100,000	Heavy Duty 4X4 Forklift	3.33	10	10,000	3,000	10,000	2,500	10,000	2,000	10,000	1,500	10,000	1,000
	75,000	Parks & Foresty Tree Chipper	3.28	10	10,000	1,750	5,000	1,250	5,000	1,000	5,000	750	5,000	500
	65,000	Parks & Foresty Utility Truck	3.31	10	5,000	1,500	5,000	1,250	5,000	1,000	5,000	750	5,000	500
	49,951,500	High School Consturction #3	4.39	30	1,665,000	1,997,550	1,665,000	1,914,300	1,665,000	1,831,050	1,665,000	1,747,800	1,665,000	1,664,550
	331,237,000	SUBTOTAL GF Debt			15,750,000	9,278,708	14,910,000	8,500,050	14,600,000	7,819,058	14,130,000	7,194,680	13,360,000	6,636,150
		SUBTOTAL GF Debt			25,028,708		23,410,050		22,419,058		21,324,680		19,996,150	

Annual	Bonded	Purpose	Int	YRS	FY35		FY36		FY37		FY38		FY39	
Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
		GENERAL FUND DEBT	NIC											
Jul 08	10,000,000	Police Building	4.19	20										
Feb 10	4,221,000	Police Building	3.31	20										
	881,000	Equipment	3.31	15										
	350,000	Library Construction	3.31	14										
Jun 12	1,069,000	Equipment	1.80	15										
	1,500,000	Athletic Field Renov	1.80	15										
	525,000	School Improvement	1.80	10										
Nov 13	6,000,000	ESCO	2.87	20										
May 14	1,088,000	Victory Field	2.00	13										
	1,350,000	ESCO	2.00	15										
	207,000	School Improvement	2.00	15										
	370,000	Casey Park	2.00	15										
May 14	8,733,000	Refunding 03,04 Bonds	2.00	11										
April 16	1,206,400	Various Equip & Vehicles	1.12	9										
	913,600	Various Municipal Buildings	1.12	9										
Jan 18	1,793,000	Various Equip & Vehicles	2.02	14										
	1,327,200	Various Municipal Buildings-MS WIN	2.02	14										
	4,034,800	Street & Sidewalk	2.02	9										
Jun 19	1,325,500	School Improvement-G locker rm	1.53	10										
	837,500	Street & Sidewalk	1.53	5										
	908,000	Filippello Park Improvements	1.53	10										
	1,403,500	DPW Equipment	1.53	10										
	40,000	Police Equipment	1.53	5										
Jun 20	3,223,467	Cunniff Elementary Design	1.38	20	160,000	20,000	160,000	16,800	160,000	13,600	160,000	10,400	160,000	7,040
	5,729,088	Hosmer Elementary Design	1.38	20	285,000	35,625	285,000	29,925	285,000	24,225	285,000	18,525	285,000	12,540
	1,122,445	Hosmer Elementary OPM	1.38	20	55,000	6,875	55,000	5,775	55,000	4,675	55,000	3,575	55,000	2,420
	245,000	Mid. Sch. Men's Lockeroom	1.38	10										
	3,029,625	Street & Sidewalk	1.38	5										
	1,100,000	Fire Ladder Truck	1.38	15	70,000	1,400								
	1,175,375	Filippello Lights & Scorebrd	1.38	10										
Feb 21	52,145,000	Hosmer & Cunniff Schools	1.34	20	2,605,000	364,700	2,605,000	312,600	2,605,000	260,500	2,605,000	208,400	2,605,000	156,300
April 21	34,106,200	Hosmer & Cunniff Schools	1.46	20	1,705,000	238,700	1,705,000	204,600	1,705,000	170,500	1,705,000	136,400	1,705,000	102,300
	921,800	Middle Sch. Boilers	1.46	10										
	548,000	Mid. Sch. AC for Cafeteria	1.46	10										
	355,000	Fire Ambulance	1.46	5										
	188,000	Town Hall Elevator	1.46	5										
	1,771,000	Public Safety Radio Infrastr.	1.46	10										
	1,200,000	Street & Sidewalk	1.46	5										
April 22	243,000	Highway Dump Truck 55,000 GVW	2.59	10										
	265,000	S &I:Combo Body 6-Wheeler	2.60	10										
	85,000	Highway Service Flat Bed	2.60	10										
	120,000	Prop & Bld Sign Truck	2.32	5										
	85,000	Highway Street Vactor	2.55	10										
	280,000	S & I Salter 6-wheeler	2.59	10										
	300,000	S & I: Loader	2.61	10										
	250,000	Street Sweeper	2.61	10										
	775,674	Hwy Connet/Throughways	2.33	5										
	423,826	Adim Bld: Replace Chiller	3.19	20	20,000	5,650	20,000	4,850	20,000	4,050	20,000	3,375	20,000	2,700
	1,250,000	Fire Ladder Truck	3.01	15	80,000	9,100	80,000	5,900	80,000	2,700				
	2,376,000	Pub. Safety Radio Infrastr.P2	2.61	10										
	110,000	DPW Bld, Sidewlks,Pkg Lot	2.60	10										
	300,000	Prop&Bld: Underground Duct	2.33	5										
June 22	2,862,150	Elem School Design 1	3.45	20	140,000	47,600	140,000	40,600	140,000	33,600	140,000	28,000	140,000	22,400
	572,301	Elem School Design 2	3.43	20	30,000	9,000	30,000	7,500	25,000	6,000	25,000	5,000	25,000	4,000
	1,144,277	Elem School Project OPM Services	3.45	20	55,000	18,700	55,000	15,950	55,000	13,200	55,000	11,000	55,000	8,800
	22,211,272	3 Elementary Schools	3.46	20	1,110,000	377,400	1,110,000	321,900	1,110,000	266,400	1,110,000	222,000	1,110,000	177,600
June 23	50,000,000	High School Construction	3.61	30	1,665,000	1,348,650	1,665,000	1,265,400	1,665,000	1,182,150	1,665,000	1,098,900	1,665,000	1,015,650
	23,895,000	Elementary School (Lowell, Hosmer,Cunfiff)	3.61	20	1,195,000	489,750	1,195,000	430,000	1,195,000	370,250	1,195,000	310,500	1,195,000	250,750
	835,000	Street & Sidewalks (Fy22 L.O.)	2.93	5										
	1,700,000	Street & Sindewalks (FY23 LO)	2.92	5										
	200,000	Swap Loader Trash Compactor	2.87	10										
	300,000	Handicap Ramp (Ryan Skating Rink)	2.87	10										
	1,500,000	Victory Field Turf Replacement	2.87	10										
	1,180,000	Moxely Field/Court Renovations	2.87	10										
	700,000	Filippello Spray Park Renovations	2.87	10										
June 24	8,708,000	Arsenal Park Improvememts-Phase B3.5484	3.55	15	580,000	139,200	580,000	110,200	580,000	81,200	580,000	52,200	580,000	23,200
	2,625,000	Streets & Side Walk Improvements	3.55	15	175,000	42,000	175,000	33,250	175,000	24,500	175,000	15,750	175,000	7,000
	48,557,000	High School Construction #2	3.97	30	1,620,000	1,359,200	1,620,000	1,278,200	1,620,000	1,197,200	1,620,000	1,116,200	1,620,000	1,035,200
June 25	2,000,000	Morrse St Reconstruction	3.10	5										
	54,000	Ambulance	3.11	5										
	885,000	Fire Engine	3.76	15	60,000	16,700	60,000	13,700	60,000	10,700	55,000	7,700	55,000	4,950
	300,000	Underground Ducts	3.10	5										
	300,000	Snow & Ice Salter-6-wheel snow fighter	3.33	10	30,000	1,500								
	180,000	HW Crew Truck	3.31	10	15,000	750								
	150,000	HW Rack Truck	3.33	10	15,000	750								
	100,000	Heavy Duty 4X4 Forklift	3.33	10	10,000	500								
	75,000	Parks & Foresty Tree Chipper	3.28	10	5,000	250								
	65,000	Parks & Foresty Utility Truck	3.31	10	5,000	250								
	49,951,500	High School Consturction #3	4.39	30	1,665,000	1,581,300	1,665,000	1,498,050	1,665,000	1,414,800	1,665,000	1,331,550	1,665,000	1,248,300
	331,237,000	SUBTOTAL GF Debt			13,355,000	6,115,550	13,205,000	5,595,200	13,200,000	5,080,250	13,115,000	4,579,475	13,115,000	4,081,150
		SUBTOTAL GF Debt			19,470,550		18,800,200		18,280,250		17,694,475		17,196,150	

Annual	Bonded	Purpose	Int	YRS	FY40		FY41		FY42		FY43		FY44		FY45	
Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
		GENERAL FUND DEBT	NIC													
Jul 08	10,000,000	Police Building	4.19	20												
Feb 10	4,221,000	Police Building	3.31	20												
	881,000	Equipment	3.31	15												
	350,000	Library Construction	3.31	14												
Jun 12	1,069,000	Equipment	1.80	15												
	1,500,000	Athletic Field Renov	1.80	15												
	525,000	School Improvement	1.80	10												
Nov 13	6,000,000	ESCO	2.87	20												
May 14	1,088,000	Victory Field	2.00	13												
	1,350,000	ESCO	2.00	15												
	207,000	School Improvement	2.00	15												
	370,000	Casey Park	2.00	15												
May 14	8,733,000	Refunding 03.04 Bonds	2.00	11												
April 16	1,206,400	Various Equip & Vehicles	1.12	9												
	913,600	Various Municipal Buildings	1.12	9												
Jan 18	1,793,000	Various Equip & Vehicles	2.02	14												
	1,327,200	Various Municipal Buildings-MS WIN	2.02	14												
	4,034,800	Street & Sidewalk	2.02	9												
Jun 19	1,325,500	School Improvement-G locker rm	1.53	10												
	837,500	Street & Sidewalk	1.53	5												
	908,000	Filippello Park Improvements	1.53	10												
	1,403,500	DPW Equipment	1.53	10												
	40,000	Police Equipment	1.53	5												
Jun 20	3,223,467	Cunniff Elementary Design	1.38	20	160,000	3,600										
	5,729,088	Hosmer Elementary Design	1.38	20	285,000	6,413										
	1,122,445	Hosmer Elementary OPM	1.38	20	55,000	1,238										
	245,000	Mid. Sch. Men's Lockeroom	1.38	10												
	3,029,625	Street & Sidewalk	1.38	5												
	1,100,000	Fire Ladder Truck	1.38	15												
	1,175,375	Filippello Lights & Scorebrd	1.38	10												
Feb 21	52,145,000	Hosmer & Cunniff Schools	1.34	20	2,605,000	104,200	2,605,000	52,100								
April 21	34,106,200	Hosmer & Cunniff Schools	1.46	20	1,705,000	68,200	1,705,000	34,100								
	921,800	Middle Sch. Boilers	1.46	10												
	548,000	Mid. Sch. AC for Cafeteria	1.46	10												
	355,000	Fire Ambulance	1.46	5												
	188,000	Town Hall Elevator	1.46	5												
	1,771,000	Public Safety Radio Infrastr.	1.46	10												
	1,200,000	Street & Sidewalk	1.46	5												
April 22	243,000	Highway Dump Truck 55,000 GVW	2.59	10												
	265,000	S &I:Combo Body 6-Wheeler	2.60	10												
	85,000	Highway Service Flat Bed	2.60	10												
	120,000	Prop & Bld Sign Truck	2.32	5												
	85,000	Highway Street Vactor	2.55	10												
	280,000	S & I Salter 6-wheeler	2.59	10												
	300,000	S & I: Loader	2.61	10												
	250,000	Street Sweeper	2.61	10												
	775,674	Hwy Connet/Throughways	2.33	5												
	423,826	Adim Bld: Replace Chiller	3.19	20	20,000	2,025	20,000	1,350	20,000	675						
	1,250,000	Fire Ladder Truck	3.01	15												
	2,376,000	Pub. Safety Radio Infrastr.P2	2.61	10												
	110,000	DPW Bld, Sidewlks,Pkg Lot	2.60	10												
	300,000	Prop&Bld: Underground Duct	2.33	5												
June 22	2,862,150	Elem School Design 1	3.45	20	140,000	16,800	140,000	11,200	140,000	5,600						
	572,301	Elem School Design 2	3.43	20	25,000	3,000	25,000	2,000	25,000	1,000						
	1,144,277	Elem School Project OPM Services	3.45	20	55,000	6,600	55,000	4,400	55,000	2,200						
	22,211,272	3 Elementary Schools	3.46	20	1,110,000	133,200	1,110,000	88,800	1,110,000	44,400						
June 23	50,000,000	High School Construction	3.61	30	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	1,665,000	599,400
	23,895,000	Elementary School (Lowell, Hosmer,Cunfiff)	3.61	20	1,195,000	191,000	1,195,000	143,200	1,195,000	95,400	1,190,000	47,600				
	835,000	Street & Sidewalks (Fy22 L.O.)	2.93	5												
	1,700,000	Street & Sindewalks (FY23 LO)	2.92	5												
	200,000	Swap Loader Trash Compactor	2.87	10												
	300,000	Handicap Ramp (Ryan Skating Rink)	2.87	10												
	1,500,000	Victory Field Turf Replacement	2.87	10												
	1,180,000	Moxely Field/Court Renovations	2.87	10												
	700,000	Filippello Spray Park Renovations	2.87	10												
June 24	8,708,000	Arsenal Park Improvements-Phase B3.5484	3.55	15												
	2,625,000	Streets & Side Walk Improvements	3.55	15												
	48,557,000	High School Construction #2	3.97	30	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	1,620,000	646,400
June 25	2,000,000	Morrse St Reconstruction	3.10	5												
	54,000	Ambulance	3.11	5												
	885,000	Fire Engine	3.76	15	55,000	2,200										
	300,000	Underground Ducts	3.10	5												
	300,000	Snow & Ice Salter-6-wheel snow fighter	3.33	10												
	180,000	HW Crew Truck	3.31	10												
	150,000	HW Rack Truck	3.33	10												
	100,000	Heavy Duty 4X4 Forklift	3.33	10												
	75,000	Parks & Foresty Tree Chipper	3.28	10												
	65,000	Parks & Foresty Utility Truck	3.31	10												
	49,951,500	High School Consturction #3	4.39	30	1,665,000	1,165,050	1,665,000	1,098,450	1,665,000	1,029,769	1,665,000	961,088	1,665,000	890,325	1,665,000	819,563
	331,237,000	SUBTOTAL GF Debt			12,360,000	3,606,325	11,805,000	3,207,000	7,495,000	2,819,044	6,140,000	2,517,288	4,950,000	2,267,525	4,950,000	2,065,363
		SUBTOTAL GF Debt			15,966,325		15,012,000		10,314,044		8,657,288		7,217,525		7,015,363	

Annual	Bonded	Purpose	Int	YRS	FY46		FY47		FY48		FY49		FY50	
Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
		GENERAL FUND DEBT	NIC											
Jul 08	10,000,000	Police Building	4.19	20										
Feb 10	4,221,000	Police Building	3.31	20										
	881,000	Equipment	3.31	15										
	350,000	Library Construction	3.31	14										
Jun 12	1,069,000	Equipment	1.80	15										
	1,500,000	Athletic Field Renov	1.80	15										
	525,000	School Improvement	1.80	10										
Nov 13	6,000,000	ESCO	2.87	20										
May 14	1,088,000	Victory Field	2.00	13										
	1,350,000	ESCO	2.00	15										
	207,000	School Improvement	2.00	15										
	370,000	Casey Park	2.00	15										
May 14	8,733,000	Refunding 03,04 Bonds	2.00	11										
April 16	1,206,400	Various Equip & Vehicles	1.12	9										
	913,600	Various Municipal Buildings	1.12	9										
Jan 18	1,793,000	Various Equip & Vehicles	2.02	14										
	1,327,200	Various Municipal Buildings-MS WIN	2.02	14										
	4,034,800	Street & Sidewalk	2.02	9										
Jun 19	1,325,500	School Improvement-G locker rm	1.53	10										
	837,500	Street & Sidewalk	1.53	5										
	908,000	Filippello Park Improvements	1.53	10										
	1,403,500	DPW Equipment	1.53	10										
	40,000	Police Equipment	1.53	5										
Jun 20	3,223,467	Cunniff Elementary Design	1.38	20										
	5,729,088	Hosmer Elementary Design	1.38	20										
	1,122,445	Hosmer Elementary OPM	1.38	20										
	245,000	Mid. Sch. Men's Lockeroom	1.38	10										
	3,029,625	Street & Sidewalk	1.38	5										
	1,100,000	Fire Ladder Truck	1.38	15										
	1,175,375	Filippello Lights & Scorebrd	1.38	10										
Feb 21	52,145,000	Hosmer & Cunniff Schools	1.34	20										
April 21	34,106,200	Hosmer & Cunniff Schools	1.46	20										
	921,800	Middle Sch. Boilers	1.46	10										
	548,000	Mid. Sch. AC for Cafeteria	1.46	10										
	355,000	Fire Ambulance	1.46	5										
	188,000	Town Hall Elevator	1.46	5										
	1,771,000	Public Safety Radio Infrastr.	1.46	10										
	1,200,000	Street & Sidewalk	1.46	5										
April 22	243,000	Highway Dump Truck 55,000 GVW	2.59	10										
	265,000	S &I:Combo Body 6-Wheeler	2.60	10										
	85,000	Highway Service Flat Bed	2.60	10										
	120,000	Prop & Bld Sign Truck	2.32	5										
	85,000	Highway Street Vactor	2.55	10										
	280,000	S & I Salter 6-wheeler	2.59	10										
	300,000	S & I: Loader	2.61	10										
	250,000	Street Sweeper	2.61	10										
	775,674	Hwy Connet/Throughways	2.33	5										
	423,826	Adim Bld: Replace Chiller	3.19	20										
	1,250,000	Fire Ladder Truck	3.01	15										
	2,376,000	Pub. Safety Radio Infrastr.P2	2.61	10										
	110,000	DPW Bld, Sidewlks,Pkg Lot	2.60	10										
	300,000	Prop&Bld: Underground Duct	2.33	5										
June 22	2,862,150	Elem School Design 1	3.45	20										
	572,301	Elem School Design 2	3.43	20										
	1,144,277	Elem School Project OPM Services	3.45	20										
	22,211,272	3 Elementary Schools	3.46	20										
June 23	50,000,000	High School Construction	3.61	30	1,665,000	532,800	1,665,000	466,200	1,665,000	399,600	1,665,000	333,000	1,665,000	266,400
	23,895,000	Elementary School (Lowell, Hosmer,Cunfiff)	3.61	20										
	835,000	Street & Sidewalks (Fy22 L.O.)	2.93	5										
	1,700,000	Street & Sindewalks (FY23 LO)	2.92	5										
	200,000	Swap Loader Trash Compactor	2.87	10										
	300,000	Handicap Ramp (Ryan Skating Rink)	2.87	10										
	1,500,000	Victory Field Turf Replacement	2.87	10										
	1,180,000	Moxely Field/Court Renovations	2.87	10										
	700,000	Filippello Spray Park Renovations	2.87	10										
June 24	8,708,000	Arsenal Park Improvememts-Phase B3.5484	3.55	15										
	2,625,000	Streets & Side Walk Improvements	3.55	15										
	48,557,000	High School Construction #2	3.97	30	1,620,000	581,600	1,615,000	516,800	1,615,000	452,200	1,615,000	387,600	1,615,000	323,000
June 25	2,000,000	Morrse St Reconstruction	3.10	5										
	54,000	Ambulance	3.11	5										
	885,000	Fire Engine	3.76	15										
	300,000	Underground Ducts	3.10	5										
	300,000	Snow & Ice Salter-6-wheel snow fighter	3.33	10										
	180,000	HW Crew Truck	3.31	10										
	150,000	HW Rack Truck	3.33	10										
	100,000	Heavy Duty 4X4 Forklift	3.33	10										
	75,000	Parks & Foresty Tree Chipper	3.28	10										
	65,000	Parks & Foresty Utility Truck	3.31	10										
	49,951,500	High School Consturction #3	4.39	30	1,665,000	748,800	1,665,000	673,875	1,665,000	598,950	1,665,000	524,025	1,665,000	449,100
	331,237,000	SUBTOTAL GF Debt			4,950,000	1,863,200	4,945,000	1,656,875	4,945,000	1,450,750	4,945,000	1,244,625	4,945,000	1,038,500
		SUBTOTAL GF Debt			6,813,200		6,601,875		6,395,750		6,189,625		5,983,500	

Annual	Bonded	Purpose	Int	YRS	FY51		FY52		FY53		FY54		FY55		Total		BONDED	LAST
Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRINCIPAL	INTEREST	AMOUNT	PAY
		GENERAL FUND DEBT	NIC															FY
Jul 08	10,000,000	Police Building	4.19	20											4,000,000.00	720,625	10,000,000	29
Feb 10	4,221,000	Police Building	3.31	20											1,890,000.00	365,663	4,221,000	30
	881,000	Equipment	3.31	15											140,000.00	12,600	881,000	25
	350,000	Library Construction	3.31	14											75,000.00	5,250	350,000	24
Jun 12	1,069,000	Equipment	1.80	15											170,000.00	14,806	1,069,000	27
	1,500,000	Athletic Field Renov	1.80	15											600,000.00	57,625	1,500,000	27
	525,000	School Improvement	1.80	10											50,000.00	1,000	525,000	22
Nov 13	6,000,000	ESCO	2.87	20											3,850,000.00	854,988	6,000,000	33
May 14	1,088,000	Victory Field	2.00	13											490,000.00	43,300	1,088,000	27
	1,350,000	ESCO	2.00	15											720,000.00	85,950	1,350,000	29
	207,000	School Improvement	2.00	15											90,000.00	9,550	207,000	29
	370,000	Casey Park	2.00	15											195,000.00	22,750	370,000	29
May 14	8,733,000	Refunding 03,04 Bonds	2.00	11											2,710,000.00	211,625	8,733,000	25
April 16	1,206,400	Various Equip & Vehicles	1.12	9											180,000.00	12,750	1,206,400	25
	913,600	Various Municipal Buildings	1.12	9											400,000.00	30,000	913,600	25
Jan 18	1,793,000	Various Equip & Vehicles	2.02	14											1,115,000.00	184,900	1,793,000	32
	1,327,200	Various Municipal Buildings-MS WIN	2.02	14											895,000.00	191,700	1,327,200	32
	4,034,800	Street & Sidewalk	2.02	9											1,005,000.00	90,200	4,034,800	27
Jun 19	1,325,500	School Improvement-G locker rm	1.53	10											840,000.00	107,500	1,325,500	29
	837,500	Street & Sidewalk	1.53	5											495,000.00	49,500	837,500	24
	908,000	Filippello Park Improvements	1.53	10											720,000.00	162,000	908,000	29
	1,403,500	DPW Equipment	1.53	10											1,035,000.00	219,750	1,403,500	29
	40,000	Police Equipment	1.53	5											20,000.00	1,750	40,000	24
Jun 20	3,223,467	Cunniff Elementary Design	1.38	20											3,055,000.00	892,940	3,223,467	40
	5,729,088	Hosmer Elementary Design	1.38	20											5,435,000.00	1,590,378	5,729,088	40
	1,122,445	Hosmer Elementary OPM	1.38	20											1,060,000.00	307,933	1,122,445	40
	245,000	Mid. Sch. Men's Lockeroom	1.38	10											215,000.00	52,000	245,000	30
	3,029,625	Street & Sidewalk	1.38	5											2,420,000.00	302,500	3,029,625	25
	1,100,000	Fire Ladder Truck	1.38	15											1,025,000.00	275,850	1,100,000	35
	1,175,375	Filippello Lights & Scorebrd	1.38	10											1,055,000.00	261,250	1,175,375	30
Feb 21	52,145,000	Hosmer & Cunniff Schools	1.34	20											52,145,000.00	15,271,478	52,145,000	41
April 21	34,106,200	Hosmer & Cunniff Schools	1.46	20											34,106,200.00	9,714,253	34,106,200	41
	921,800	Middle Sch. Boilers	1.46	10											921,800.00	227,044	921,800	31
	548,000	Mid. Sch. AC for Cafeteria	1.46	10											548,000.00	135,340	548,000	31
	355,000	Fire Ambulance	1.46	5											355,000.00	52,158	355,000	26
	188,000	Town Hall Elevator	1.46	5											188,000.00	26,837	188,000	26
	1,771,000	Public Safety Radio Infrastr.	1.46	10											1,771,000.00	438,272	1,771,000	31
	1,200,000	Street & Sidewalk	1.46	5											1,200,000.00	178,000	1,200,000	26
April 22	243,000	Highway Dump Truck 55,000 GVW	2.59	10											243,000.00	63,745	243,000	32
	265,000	S &I:Combo Body 6-Wheeler	2.60	10											265,000.00	69,808	265,000	32
	85,000	Highway Service Flat Bed	2.60	10											85,000.00	20,608	85,000	32
	120,000	Prop & Bld Sign Truck	2.32	5											120,000.00	17,300	120,000	27
	85,000	Highway Street Vactor	2.55	10											85,000.00	20,608	85,000	32
	280,000	S & I Salter 6-wheeler	2.59	10											280,000.00	73,533	280,000	32
	300,000	S & I: Loader	2.61	10											300,000.00	82,000	300,000	32
	250,000	Street Sweeper	2.61	10											250,000.00	68,333	250,000	32
	775,674	Hwy Connet/Throughways	2.33	5											775,674.00	114,991	775,674	27
	423,826	Adim Bld: Replace Chiller	3.19	20											423,826.00	167,952	423,826	42
	1,250,000	Fire Ladder Truck	3.01	15											1,250,000.00	432,317	1,250,000	37
	2,376,000	Pub. Safety Radio Infrastr.P2	2.61	10											2,376,000.00	646,090	2,376,000	32
	110,000	DPW Bld, Sidewlks,Pkg Lot	2.60	10											110,000.00	28,067	110,000	32
	300,000	Prop&Bld: Underground Duct	2.33	5											300,000.00	44,500	300,000	27
June 22	2,862,150	Elem School Design 1	3.45	20											2,862,150.00	1,339,614	2,862,150	42
	572,301	Elem School Design 2	3.43	20											572,301.00	262,013	572,301	42
	1,144,277	Elem School Project OPM Services	3.45	20											1,144,277.00	527,766	1,144,277	42
	22,211,272	3 Elementary Schools	3.46	20											22,211,272.00	$10,467,114	22,211,272	42
June 23	50,000,000	High School Construction	3.61	30	1,665,000	199,800	1,665,000	133,200	1,665,000	66,600					50,000,000.00	$33,196,774	50,000,000	53
	23,895,000	Elementary School (Lowell, Hosmer,Cunfiff)	3.61	20											23,895,000.00	$11,633,711	23,895,000	43
	835,000	Street & Sidewalks (Fy22 L.O.)	2.93	5											835,000.00	$123,572	835,000	28
	1,700,000	Street & Sindewalks (FY23 LO)	2.92	5											1,700,000.00	$253,111	1,700,000	28
	200,000	Swap Loader Trash Compactor	2.87	10											200,000.00	$54,778	200,000	33
	300,000	Handicap Ramp (Ryan Skating Rink)	2.87	10											300,000.00	$82,167	300,000	33
	1,500,000	Victory Field Turf Replacement	2.87	10											1,500,000.00	$410,833	1,500,000	33
	1,180,000	Moxely Field/Court Renovations	2.87	10											1,180,000.00	$320,189	1,180,000	33
	700,000	Filippello Spray Park Renovations	2.87	10											700,000.00	$191,722	700,000	33
June 24	8,708,000	Arsenal Park Improvemems-Phase B3.5484	3.55	15											8,708,000.00	$3,389,970	8,708,000	33
	2,625,000	Streets & Side Walk Improvements	3.55	15											2,625,000.00	$1,022,671	2,625,000	39
	48,557,000	High School Construction #2	3.97	30	1,615,000	258,400	1,615,000	193,800	1,615,000	129,200	1,615,000	64,600			48,557,000.00	$31,772,225	48,557,000	30
June 25	2,000,000	Morrse St Reconstruction	3.10	5											2,000,000.00	298,889	$ 2,000,000	30
	54,000	Ambulance	3.11	5											54,000.00	7,670	$ 54,000	30
	885,000	Fire Engine	3.76	15											885,000.00	340,764	$ 885,000	40
	300,000	Underground Ducts	3.10	5											300,000.00	44,833	$ 300,000	30
	300,000	Snow & Ice Salter-6-wheel snow fighter	3.33	10											300,000.00	82,333	$ 300,000	35
	180,000	HW Crew Truck	3.31	10											180,000.00	46,400	$ 180,000	35
	150,000	HW Rack Truck	3.33	10											150,000.00	$41,167	150,000	35
	100,000	Heavy Duty 4X4 Forklift	3.33	10											100,000.00	$27,444	100,000	35
	75,000	Parks & Foresty Tree Chipper	3.28	10											75,000.00	$17,458	75,000	35
	65,000	Parks & Foresty Utility Truck	3.31	10											65,000.00	$15,214	65,000	35
	49,951,500	High School Consturction #3	4.39	30	1,665,000	374,175	1,665,000	299,250	1,665,000	224,325	1,660,000	149,400	$ 1,660,000	$74,700	49,951,500.00	35,107,717.41	49,951,500	55
	331,237,000	SUBTOTAL GF Debt			4,945,000	832,375	4,945,000	626,250	4,945,000	420,125	3,275,000	214,000	1,660,000	74,700	301,038,500.00	130,080,095	334,516,000	
		SUBTOTAL GF Debt			5,777,375		5,571,250		5,365,125		3,489,000		1,734,700		431,118,595.49			

Annual	Bonded	Purpose	Int	YRS	FY27		FY28		FY29		FY30	
Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
		ENTERPRISE FUND DEBT										
Jun 13	1,500,000	MWRA Water Bond	0.00	10								
May 14	1,350,000	Refunding 03,04 Bonds	2.00	10								
Aug 15	500,000	MWRA Water Bond	0.00	10								
April 16	140,000	Water Box Truck	1.12	9								
Nov 16	302,500	MWRA Sewer Bond	0.00	5								
Nov 16	500,000	MWRA Water Bond	0.00	10	50,000							
Jan 18	565,550	Sewer Various Equip & Veh	2.02	10	45,000	3,600	45,000	1,800				
	164,450	Water Backhoe	2.02	10	15,000	1,200	15,000	600				
Feb 18	288,200	MWRA Sewer Bond	0.00	5								
	478,000	MWRA Water Bond	0.00	10	47,800		47,800					
Mar 19	262,500	MWRA Sewer Bond	0.00	10	26,250		26,250		26,250			
	500,000	MWRA Water Bond	0.00	10	50,000		50,000		50,000			
Jun 19	139,000	Sewer Equip	1.53	10	15,000	1,500	10,000	750	5,000	250		
	181,500	Water Equip	1.53	10	15,000	2,000	15,000	1,250	10,000	500		
Dec 19	262,500	MWRA Sewer Bond	0.00	10	26,250		26,250		26,250		26,250	
Feb 20	500,000	MWRA Water Bond	0.00	10	50,000		50,000		50,000		50,000	
June 21	262,500	MWRA Sewer Bond	0.00	10	26,250		26,250		26,250		26,250	
	500,000	MWRA Water Bond	0.00	10	50,000		50,000		50,000		50,000	
	600,000	MWRA Water Bond	0.00	10	60,000		60,000		60,000		60,000	
April 22	4,216,500	Replacement of Water Meters	2.61	10	420,000	126,000	420,000	105,000	420,000	84,000	420,000	63,000
Aug 22	183,000	MWRA Water Bond	0.00	10	18,300		18,300		18,300		18,300	
	300,000	MWRA Water Bond	0.00	10	30,000		30,000		30,000		30,000	
Oct 22	382,500	MWRA Sewer Bond	0.00	10	38,250		38,250		38,250		38,250	
	1,000,000	MWRA Water Bond	0.00	10	100,000		100,000		100,000		100,000	
Feb 23	300,000	MWRA Water Bond	0.00	10	30,000		30,000		30,000		30,000	
Aug 23	300,000	MWRA Water Bond LLP	0.00	10	30,000		30,000		30,000		30,000	
June 24	440,000	Sewer System Improvements	3.23	10	45,000	17,500	45,000	15,250	45,000	13,000	45,000	10,750
	750,000	Sewer System Improvements	3.24	10	75,000	30,000	75,000	26,250	75,000	22,500	75,000	18,750
Feb 25	1,000,000	MWRA Water Bond FY24 & FY25	0.00	10	100,000		100,000		100,000		100,000	
	300,000	MWRA Water Bond	0.00	10	30,000		30,000		30,000		30,000	
	330,000	MWRA I & I Sewer Bond	0.00	10	33,000		33,000		33,000		33,000	
June25	1,379,500	Sewer System Improvements		10	140,000	61,750	140,000	54,750	140,000	47,752	140,000	33,750
	15,678,700	SUBTOTAL Enterprise Debt			1,566,100	243,550	1,511,100	205,650	1,393,300	168,002	1,302,050	126,250
		SUBTOTAL Enterprise Debt			1,809,650		1,716,750		1,561,302		1,428,300	
		TOTAL GF/ Enterprise Debt			19,291,100	11,995,550	18,716,100	11,093,413	17,978,300	10,249,819	17,052,050	9,404,958
		TOTAL GF/ Enterprise Debt			31,286,650		29,809,513		28,228,119		26,457,008	
		RECAP BY FUNCTION										
		SCHOOL(NON-EXEMPT)			12,520,000	10,392,750	12,515,000	9,767,000	12,500,000	9,178,525	12,475,000	8,553,700
		SCHOOL			-	-	-	-	-	-	-	-
		SCHOOL (TOTAL)			12,520,000	10,392,750	12,515,000	9,767,000	12,500,000	9,178,525	12,475,000	8,553,700
		FIRE			437,500	162,325	435,000	140,450	435,000	120,450	435,000	98,700
		LIBRARY			-	-	-	-	-	-	-	-
		SEWER			470,000	114,350	465,000	98,800	415,000	83,502	383,750	63,250
		WATER			1,096,100	129,200	1,046,100	106,850	978,300	84,500	918,300	63,000
		DPW			1,875,000	378,400	1,595,000	287,100	980,000	208,500	865,000	159,800
		RECREATION			1,360,000	541,600	1,180,000	479,425	1,175,000	421,000	1,060,000	362,950
		POLICE			917,500	145,625	915,000	104,038	915,000	64,013	415,000	33,800
		OTHER			615,000	131,300	565,000	109,750	580,000	89,330	500,000	69,758
	346,915,700	TOTALS			19,291,100	11,995,550	18,716,100	11,093,413	17,978,300	10,249,819	17,052,050	9,404,958

Annual	Bonded	Purpose	Int	YRS	FY31		FY32		FY33		FY34		FY35	
Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
		ENTERPRISE FUND DEBT												
Jun 13	1,500,000	MWRA Water Bond	0.00	10										
May 14	1,350,000	Refunding 03,04 Bonds	2.00	10										
Aug 15	500,000	MWRA Water Bond	0.00	10										
April 16	140,000	Water Box Truck	1.12	9										
Nov 16	302,500	MWRA Sewer Bond	0.00	5										
Nov 16	500,000	MWRA Water Bond	0.00	10										
Jan 18	565,550	Sewer Various Equip & Veh	2.02	10										
	164,450	Water Backhoe	2.02	10										
Feb 18	288,200	MWRA Sewer Bond	0.00	5										
	478,000	MWRA Water Bond	0.00	10										
Mar 19	262,500	MWRA Sewer Bond	0.00	10										
	500,000	MWRA Water Bond	0.00	10										
Jun 19	139,000	Sewer Equip	1.53	10										
	181,500	Water Equip	1.53	10										
Dec 19	262,500	MWRA Sewer Bond	0.00	10										
Feb 20	500,000	MWRA Water Bond	0.00	10										
June 21	262,500	MWRA Sewer Bond	0.00	10										
	500,000	MWRA Water Bond	0.00	10	50,000									
	600,000	MWRA Water Bond	0.00	10	60,000									
April 22	4,216,500	Replacement of Water Meters	2.61	10	420,000	42,000	420,000	21,000						
Aug 22	183,000	MWRA Water Bond	0.00	10	18,300		18,300							
	300,000	MWRA Water Bond	0.00	10	30,000		30,000							
Oct 22	382,500	MWRA Sewer Bond	0.00	10	38,250		38,250							
	1,000,000	MWRA Water Bond	0.00	10	100,000		100,000							
Feb 23	300,000	MWRA Water Bond	0.00	10	30,000		30,000		30,000					
Aug 23	300,000	MWRA Water Bond LLP	0.00	10	30,000		30,000		30,000		30,000			
June 24	440,000	Sewer System Improvements	3.23	10	45,000	8,500	45,000	6,250	40,000	4,000	40,000	2,000		
	750,000	Sewer System Improvements	3.24	10	75,000	15,000	75,000	11,250	75,000	7,500	75,000	3,750		
Feb 25	1,000,000	MWRA Water Bond FY24 & FY25	0.00	10	100,000		100,000		100,000		100,000		100,000	
	300,000	MWRA Water Bond	0.00	10	30,000		30,000		30,000		30,000		30,000	
	330,000	MWRA I & I Sewer Bond	0.00	10	33,000		33,000		33,000		33,000		33,000	
June25	1,379,500	Sewer System Improvements		10	135,000	27,000	135,000	27,000	135,000		135,000		135,000	
	15,678,700	SUBTOTAL Enterprise Debt			1,194,550	92,500	1,084,550	65,500	473,000	11,500	443,000	5,750	298,000	-
		SUBTOTAL Enterprise Debt			1,287,050		1,150,050		484,500		448,750		298,000	
		TOTAL GF/ Enterprise Debt			16,104,550	8,592,550	15,684,550	7,884,558	14,603,000	7,206,180	13,803,000	6,641,900	13,653,000	6,115,550
		TOTAL GF/ Enterprise Debt			24,697,100		23,569,108		21,809,180		20,444,900		19,768,550	
		RECAP BY FUNCTION												
		SCHOOL(NON-EXEMPT)			12,440,000	7,929,950	12,300,000	7,362,450	12,300,000	6,843,650	12,295,000	6,367,950	12,290,000	5,897,500
		SCHOOL			-	-	-	-	-	-	-	-	-	-
		SCHOOL (TOTAL)			12,440,000	7,929,950	12,300,000	7,362,450	12,300,000	6,843,650	12,295,000	6,367,950	12,290,000	5,897,500
		FIRE			417,500	76,950	332,500	58,325	210,000	43,100	210,000	34,800	210,000	27,200
		LIBRARY			-	-	-	-	-	-	-	-	-	-
		SEWER			326,250	50,500	326,250	44,500	283,000	11,500	283,000	5,750	168,000	-
		WATER			868,300	42,000	758,300	21,000	190,000	-	160,000	-	130,000	-
		DPW			455,000	116,850	450,000	94,400	275,000	72,500	255,000	58,750	255,000	46,000
		RECREATION			945,000	309,950	945,000	262,700	945,000	215,450	580,000	168,200	580,000	139,200
		POLICE			202,500	15,150	117,500	5,875	-	-	-	-	-	-
		OTHER			450,000	51,200	455,000	35,308	400,000	19,980	20,000	6,450	20,000	5,650
	346,915,700	TOTALS			16,104,550	8,592,550	15,684,550	7,884,558	14,603,000	7,206,180	13,803,000	6,641,900	13,653,000	6,115,550

Annual	Bonded	Purpose	Int	YRS	FY36		FY37		FY38		FY39		FY40	
Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
		ENTERPRISE FUND DEBT												
Jun 13	1,500,000	MWRA Water Bond	0.00	10										
May 14	1,350,000	Refunding 03,04 Bonds	2.00	10										
Aug 15	500,000	MWRA Water Bond	0.00	10										
April 16	140,000	Water Box Truck	1.12	9										
Nov 16	302,500	MWRA Sewer Bond	0.00	5										
Nov 16	500,000	MWRA Water Bond	0.00	10										
Jan 18	565,550	Sewer Various Equip & Veh	2.02	10										
	164,450	Water Backhoe	2.02	10										
Feb 18	288,200	MWRA Sewer Bond	0.00	5										
	478,000	MWRA Water Bond	0.00	10										
Mar 19	262,500	MWRA Sewer Bond	0.00	10										
	500,000	MWRA Water Bond	0.00	10										
Jun 19	139,000	Sewer Equip	1.53	10										
	181,500	Water Equip	1.53	10										
Dec 19	262,500	MWRA Sewer Bond	0.00	10										
Feb 20	500,000	MWRA Water Bond	0.00	10										
June 21	262,500	MWRA Sewer Bond	0.00	10										
	500,000	MWRA Water Bond	0.00	10										
	600,000	MWRA Water Bond	0.00	10										
April 22	4,216,500	Replacement of Water Meters	2.61	10										
Aug 22	183,000	MWRA Water Bond	0.00	10										
	300,000	MWRA Water Bond	0.00	10										
Oct 22	382,500	MWRA Sewer Bond	0.00	10										
	1,000,000	MWRA Water Bond	0.00	10										
Feb 23	300,000	MWRA Water Bond	0.00	10										
Aug 23	300,000	MWRA Water Bond LLP	0.00	10										
June 24	440,000	Sewer System Improvements	3.23	10										
	750,000	Sewer System Improvements	3.24	10										
Feb 25	1,000,000	MWRA Water Bond FY24 & FY25	0.00	10										
	300,000	MWRA Water Bond	0.00	10										
	330,000	MWRA I & I Sewer Bond	0.00	10										
June25	1,379,500	Sewer System Improvements		10										
	15,678,700	SUBTOTAL Enterprise Debt			-	-	-	-	-	-	-	-	-	-
		SUBTOTAL Enterprise Debt			-		-		-		-		-	
		TOTAL GF/ Enterprise Debt			13,205,000	5,595,200	13,200,000	5,080,250	13,115,000	4,579,475	13,115,000	4,081,150	12,360,000	3,606,325
		TOTAL GF/ Enterprise Debt			18,800,200		18,280,250		17,694,475		17,196,150		15,966,325	
		RECAP BY FUNCTION												
		SCHOOL(NON-EXEMPT)			12,290,000	5,427,300	12,285,000	4,957,100	12,285,000	4,500,450	12,285,000	4,043,300	12,285,000	3,602,100
		SCHOOL			-	-	-	-	-	-	-	-	-	-
		SCHOOL (TOTAL)			12,290,000	5,427,300	12,285,000	4,957,100	12,285,000	4,500,450	12,285,000	4,043,300	12,285,000	3,602,100
		FIRE			140,000	19,600	140,000	13,400	55,000	7,700	55,000	4,950	55,000	2,200
		LIBRARY			-	-	-	-	-	-	-	-	-	-
		SEWER			-	-	-	-	-	-	-	-	-	-
		WATER			-	-	-	-	-	-	-	-	-	-
		DPW			175,000	33,250	175,000	24,500	175,000	15,750	175,000	7,000	-	-
		RECREATION			580,000	110,200	580,000	81,200	580,000	52,200	580,000	23,200	-	-
		POLICE			-	-	-	-	-	-	-	-	-	-
		OTHER			20,000	4,850	20,000	4,050	20,000	3,375	20,000	2,700	20,000	2,025
	346,915,700	TOTALS			13,205,000	5,595,200	13,200,000	5,080,250	13,115,000	4,579,475	13,115,000	4,081,150	12,360,000	3,606,325

Annual	Bonded	Purpose	Int	YRS	FY41		FY42		FY43		FY44		FY45	
Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
		ENTERPRISE FUND DEBT												
Jun 13	1,500,000	MWRA Water Bond	0.00	10										
May 14	1,350,000	Refunding 03,04 Bonds	2.00	10										
Aug 15	500,000	MWRA Water Bond	0.00	10										
April 16	140,000	Water Box Truck	1.12	9										
Nov 16	302,500	MWRA Sewer Bond	0.00	5										
Nov 16	500,000	MWRA Water Bond	0.00	10										
Jan 18	565,550	Sewer Various Equip & Veh	2.02	10										
	164,450	Water Backhoe	2.02	10										
Feb 18	288,200	MWRA Sewer Bond	0.00	5										
	478,000	MWRA Water Bond	0.00	10										
Mar 19	262,500	MWRA Sewer Bond	0.00	10										
	500,000	MWRA Water Bond	0.00	10										
Jun 19	139,000	Sewer Equip	1.53	10										
	181,500	Water Equip	1.53	10										
Dec 19	262,500	MWRA Sewer Bond	0.00	10										
Feb 20	500,000	MWRA Water Bond	0.00	10										
June 21	262,500	MWRA Sewer Bond	0.00	10										
	500,000	MWRA Water Bond	0.00	10										
	600,000	MWRA Water Bond	0.00	10										
April 22	4,216,500	Replacement of Water Meters	2.61	10										
Aug 22	183,000	MWRA Water Bond	0.00	10										
	300,000	MWRA Water Bond	0.00	10										
Oct 22	382,500	MWRA Sewer Bond	0.00	10										
	1,000,000	MWRA Water Bond	0.00	10										
Feb 23	300,000	MWRA Water Bond	0.00	10										
Aug 23	300,000	MWRA Water Bond LLP	0.00	10										
June 24	440,000	Sewer System Improvements	3.23	10										
	750,000	Sewer System Improvements	3.24	10										
Feb 25	1,000,000	MWRA Water Bond FY24 & FY25	0.00	10										
	300,000	MWRA Water Bond	0.00	10										
	330,000	MWRA I & I Sewer Bond	0.00	10										
June25	1,379,500	Sewer System Improvements		10										
	15,678,700	SUBTOTAL Enterprise Debt			-	-	-	-	-	-	-	-	-	-
		SUBTOTAL Enterprise Debt			-		-							
		TOTAL GF/ Enterprise Debt			11,805,000	3,207,000	7,495,000	2,819,044	6,140,000	2,517,288	4,950,000	2,267,525	4,950,000	2,065,363
		TOTAL GF/ Enterprise Debt			15,012,000		10,314,044							
		RECAP BY FUNCTION												
		SCHOOL(NON-EXEMPT)			11,785,000	3,205,650	7,475,000	2,818,369	6,140,000	2,517,288	4,950,000	2,267,525	4,950,000	2,065,363
		SCHOOL			-	-	-	-	-	-	-	-	-	-
		SCHOOL (TOTAL)			11,785,000	3,205,650	7,475,000	2,818,369	6,140,000	2,517,288	4,950,000	2,267,525	4,950,000	2,065,363
		FIRE			-	-	-	-	-	-	-	-	-	-
		LIBRARY			-	-	-	-	-	-	-	-	-	-
		SEWER			-	-	-	-	-	-	-	-	-	-
		WATER			-	-	-	-	-	-	-	-	-	-
		DPW			-	-	-	-	-	-	-	-	-	-
		RECREATION			-	-	-	-	-	-	-	-	-	-
		POLICE			-	-	-	-	-	-	-	-	-	-
		OTHER			20,000	1,350	20,000	675	-	-	-	-	-	-
	346,915,700	TOTALS			11,805,000	3,207,000	7,495,000	2,819,044	6,140,000	2,517,288	4,950,000	2,267,525	4,950,000	2,065,363

Annual	Bonded	Purpose	Int	YRS	FY46		FY47		FY48		FY49	
Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
		ENTERPRISE FUND DEBT										
Jun 13	1,500,000	MWRA Water Bond	0.00	10								
May 14	1,350,000	Refunding 03,04 Bonds	2.00	10								
Aug 15	500,000	MWRA Water Bond	0.00	10								
April 16	140,000	Water Box Truck	1.12	9								
Nov 16	302,500	MWRA Sewer Bond	0.00	5								
Nov 16	500,000	MWRA Water Bond	0.00	10								
Jan 18	565,550	Sewer Various Equip & Veh	2.02	10								
	164,450	Water Backhoe	2.02	10								
Feb 18	288,200	MWRA Sewer Bond	0.00	5								
	478,000	MWRA Water Bond	0.00	10								
Mar 19	262,500	MWRA Sewer Bond	0.00	10								
	500,000	MWRA Water Bond	0.00	10								
Jun 19	139,000	Sewer Equip	1.53	10								
	181,500	Water Equip	1.53	10								
Dec 19	262,500	MWRA Sewer Bond	0.00	10								
Feb 20	500,000	MWRA Water Bond	0.00	10								
June 21	262,500	MWRA Sewer Bond	0.00	10								
	500,000	MWRA Water Bond	0.00	10								
	600,000	MWRA Water Bond	0.00	10								
April 22	4,216,500	Replacement of Water Meters	2.61	10								
Aug 22	183,000	MWRA Water Bond	0.00	10								
	300,000	MWRA Water Bond	0.00	10								
Oct 22	382,500	MWRA Sewer Bond	0.00	10								
	1,000,000	MWRA Water Bond	0.00	10								
Feb 23	300,000	MWRA Water Bond	0.00	10								
Aug 23	300,000	MWRA Water Bond LLP	0.00	10								
June 24	440,000	Sewer System Improvements	3.23	10								
	750,000	Sewer System Improvements	3.24	10								
Feb 25	1,000,000	MWRA Water Bond FY24 & FY25	0.00	10								
	300,000	MWRA Water Bond	0.00	10								
	330,000	MWRA I & I Sewer Bond	0.00	10								
June25	1,379,500	Sewer System Improvements		10								
	15,678,700	SUBTOTAL Enterprise Debt			-	-	-	-	-	-	-	-
		SUBTOTAL Enterprise Debt										
		TOTAL GF/ Enterprise Debt			4,950,000	1,863,200	4,945,000	1,656,875	4,945,000	1,450,750	4,945,000	1,244,625
		TOTAL GF/ Enterprise Debt										
		RECAP BY FUNCTION										
		SCHOOL(NON-EXEMPT)			4,950,000	1,863,200	4,945,000	1,656,875	4,945,000	1,450,750	4,945,000	1,244,625
		SCHOOL			-	-	-	-	-	-	-	-
		SCHOOL (TOTAL)			4,950,000	1,863,200	4,945,000	1,656,875	4,945,000	1,450,750	4,945,000	1,244,625
		FIRE			-	-	-	-	-	-	-	-
		LIBRARY			-	-	-	-	-	-	-	-
		SEWER			-	-	-	-	-	-	-	-
		WATER			-	-	-	-	-	-	-	-
		DPW			-	-	-	-	-	-	-	-
		RECREATION			-	-	-	-	-	-	-	-
		POLICE			-	-	-	-	-	-	-	-
		OTHER			-	-	-	-	-	-	-	-
	346,915,700	TOTALS			4,950,000	1,863,200	4,945,000	1,656,875	4,945,000	1,450,750	4,945,000	1,244,625

Annual	Bonded	Purpose	Int	YRS	FY50		FY51		FY52		FY53		FY54	
Date	Amount		Rate		PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST	PRIN	INTEREST
		ENTERPRISE FUND DEBT												
Jun 13	1,500,000	MWRA Water Bond	0.00	10										
May 14	1,350,000	Refunding 03,04 Bonds	2.00	10										
Aug 15	500,000	MWRA Water Bond	0.00	10										
April 16	140,000	Water Box Truck	1.12	9										
Nov 16	302,500	MWRA Sewer Bond	0.00	5										
Nov 16	500,000	MWRA Water Bond	0.00	10										
Jan 18	565,550	Sewer Various Equip & Veh	2.02	10										
	164,450	Water Backhoe	2.02	10										
Feb 18	288,200	MWRA Sewer Bond	0.00	5										
	478,000	MWRA Water Bond	0.00	10										
Mar 19	262,500	MWRA Sewer Bond	0.00	10										
	500,000	MWRA Water Bond	0.00	10										
Jun 19	139,000	Sewer Equip	1.53	10										
	181,500	Water Equip	1.53	10										
Dec 19	262,500	MWRA Sewer Bond	0.00	10										
Feb 20	500,000	MWRA Water Bond	0.00	10										
June 21	262,500	MWRA Sewer Bond	0.00	10										
	500,000	MWRA Water Bond	0.00	10										
	600,000	MWRA Water Bond	0.00	10										
April 22	4,216,500	Replacement of Water Meters	2.61	10										
Aug 22	183,000	MWRA Water Bond	0.00	10										
	300,000	MWRA Water Bond	0.00	10										
Oct 22	382,500	MWRA Sewer Bond	0.00	10										
	1,000,000	MWRA Water Bond	0.00	10										
Feb 23	300,000	MWRA Water Bond	0.00	10										
Aug 23	300,000	MWRA Water Bond LLP	0.00	10										
June 24	440,000	Sewer System Improvements	3.23	10										
	750,000	Sewer System Improvements	3.24	10										
Feb 25	1,000,000	MWRA Water Bond FY24 & FY25	0.00	10										
	300,000	MWRA Water Bond	0.00	10										
	330,000	MWRA I & I Sewer Bond	0.00	10										
June25	1,379,500	Sewer System Improvements		10										
	15,678,700	SUBTOTAL Enterprise Debt			-	-	-	-	-	-	-	-	-	-
		SUBTOTAL Enterprise Debt												
		TOTAL GF/ Enterprise Debt			4,945,000	1,038,500	4,945,000	832,375	4,945,000	626,250	4,945,000	420,125	3,275,000	
		TOTAL GF/ Enterprise Debt												
		RECAP BY FUNCTION												
		SCHOOL(NON-EXEMPT)			4,945,000	1,038,500	4,945,000	832,375	4,945,000	626,250	4,945,000	420,125	3,275,000	214,000
		SCHOOL			-	-	-	-	-	-	-	-	-	-
		SCHOOL (TOTAL)			4,945,000	1,038,500	4,945,000	832,375	4,945,000	626,250	4,945,000	420,125	3,275,000	214,000
		FIRE			-	-	-	-	-	-	-	-	-	-
		LIBRARY			-	-	-	-	-	-	-	-	-	-
		SEWER			-	-	-	-	-	-	-	-	-	-
		WATER			-	-	-	-	-	-	-	-	-	-
		DPW			-	-	-	-	-	-	-	-	-	-
		RECREATION			-	-	-	-	-	-	-	-	-	-
		POLICE			-	-	-	-	-	-	-	-	-	-
		OTHER			-	-	-	-	-	-	-	-	-	-
	346,915,700	TOTALS			4,945,000	1,038,500	4,945,000	832,375	4,945,000	626,250	4,945,000	420,125	3,275,000	

Annual	Bonded	Purpose	Int	YRS	FY55		Total		BONDED	LAST
Date	Amount		Rate		PRIN	INTEREST	PRINCIPAL	INTEREST	AMOUNT	PAY
		ENTERPRISE FUND DEBT								
Jun 13	1,500,000	MWRA Water Bond	0.00	10			300,000.00	0	1,500,000	24
May 14	1,350,000	Refunding 03,04 Bonds	2.00	10			405,000.00	30,375	1,350,000	24
Aug 15	500,000	MWRA Water Bond	0.00	10			200,000.00	0	500,000	26
April 16	140,000	Water Box Truck	1.12	9			60,000.00	4,500	140,000	25
Nov 16	302,500	MWRA Sewer Bond	0.00	5			60,500.00	0	302,500	22
Nov 16	500,000	MWRA Water Bond	0.00	10			300,000.00	0	500,000	27
Jan 18	565,550	Sewer Various Equip & Veh	2.02	10			355,000.00	53,600	565,550	28
	164,450	Water Backhoe	2.02	10			105,000.00	16,800	164,450	28
Feb 18	288,200	MWRA Sewer Bond	0.00	5			115,280.00	0	288,200	23
	478,000	MWRA Water Bond	0.00	10			334,600.00	0	478,000	28
Mar 19	262,500	MWRA Sewer Bond	0.00	10			210,000.00	0	262,500	29
	500,000	MWRA Water Bond	0.00	10			400,000.00	0	500,000	29
Jun 19	139,000	Sewer Equip	1.53	10			105,000.00	21,250	139,000	29
	181,500	Water Equip	1.53	10			140,000.00	28,750	181,500	29
Dec 19	262,500	MWRA Sewer Bond	0.00	10			236,250.00	0	262,500	30
Feb 20	500,000	MWRA Water Bond	0.00	10			450,000.00	0	500,000	30
June 21	262,500	MWRA Sewer Bond	0.00	10			236,250.00	0	262,500	30
	500,000	MWRA Water Bond	0.00	10			500,000.00	0	500,000	31
	600,000	MWRA Water Bond	0.00	10			600,000.00	0	600,000	31
April 22	4,216,500	Replacement of Water Meters	2.61	10			4,216,500.00	1,149,548	4,216,500	32
Aug 22	183,000	MWRA Water Bond	0.00	10			183,000.00	0	183,000	32
	300,000	MWRA Water Bond	0.00	10			300,000.00	0	300,000	32
Oct 22	382,500	MWRA Sewer Bond	0.00	10			382,500.00	0	382,500	32
	1,000,000	MWRA Water Bond	0.00	10			1,000,000.00	0	1,000,000	33
Feb 23	300,000	MWRA Water Bond	0.00	10			300,000.00	0	300,000	33
Aug 23	300,000	MWRA Water Bond LLP	0.00	10			300,000.00		300,000	34
June 24	440,000	Sewer System Improvements	3.23	10			440,000.00	$118,817	440,000	34
	750,000	Sewer System Improvements	3.24	10			750,000.00	$205,938	750,000	34
Feb 25	1,000,000	MWRA Water Bond FY24 & FY25	0.00	10					1,000,000	35
	300,000	MWRA Water Bond	0.00	10					300,000	35
	330,000	MWRA I & I Sewer Bond	0.00	10					330,000	35
June25	1,379,500	Sewer System Improvements		10					1,379,500	35
	15,678,700	SUBTOTAL Enterprise Debt			-	-	12,984,880.00	1,629,577	19,878,200	
		SUBTOTAL Enterprise Debt					14,614,456.67			
		TOTAL GF/ Enterprise Debt				74,700	314,023,380.00	131,709,672	354,394,200	
		TOTAL GF/ Enterprise Debt					445,733,052.16			
		RECAP BY FUNCTION								
		SCHOOL(NON-EXEMPT)				-	247,708,000.00	117,508,632	249,340,500	
		SCHOOL					-	0		
		SCHOOL (TOTAL)				-	292,724,500.00	152,327,649	445,052,149	
		FIRE					5,642,500.00	1,650,940	7,293,440	
		LIBRARY					75,000.00	5,250	80,250	
		SEWER				-	3,093,280.00	414,792	4,330,250	
		WATER					11,081,600.00	1,214,785	12,296,385	
		DPW				-	15,633,674.00	3,078,132	23,328,499	
		RECREATION				-	15,448,000.00	4,941,806	17,429,375	
		POLICE					7,983,500.00	1,630,218	9,613,718	
		OTHER				-	9,486,826.00	1,613,551	19,235,626	
	346,915,700	TOTALS				-	366,158,380.00	167,771,077		

CITY OF WATERTOWN

CITY COUNCIL CONCEPTUAL RECOMMENDATIONS FOR FISCAL YEAR 2027-2031 CIP

1. Re-confirm the prior recommendation to proceed with the FY23 $400,000 proposed loan order for Information Technology, consisting of:
    a) Infrastructure Improvements @ 300,000
    b) Permitting and Transparency Dashboards @ 100,000

    Also cancel the prior recommendation to proceed with FY23 proposed loan order for Information Technology, for Document Scanning @$100,000

2. Re-confirm the prior recommendation to proceed with the FY24 $288,432 proposed loan orders for Information Technology, consisting of:
    a) Infrastructure Improvements @ 138,432
    b) Permitting and Transparency Dashboards @ 150,000

    Also cancel the prior recommendation to proceed with the FY24 proposed loan orders for information technology, consisting of:
    - Document Scanning @ 200,000
    - MUNIS System Enhancements @ 150,000
    - Parker Annex Technology @ 500,000
3. Re-confirm the prior recommendation to proceed with the FY24 $190,000 proposed loan orders for the Fire Department, consisting of:
    a) Main Station Interior Repairs @ 100,000
    b) Main Station Emergency Generator Replacement @ 90,000

4. Re-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 summer 2026 to 2028.

5. Re-confirm the prior recommendation to proceed with the FY25 $350,000 proposed loan order for Information Technology, consisting of:
    a) Infrastructure Improvements @ 200,000
    b) Permitting and Transparency Dashboards @ 150,000

    Also cancel the prior recommendation to proceed with the FY25 proposed loan order for Information Technology, consisting of:
    - Document Scanning @ 200,000
    - MUNIS Financial System Enhancements @ 100,000
    - Parker Annex Technology @ 200,000
    - Digital Equity and Broadband @ 250,000

6. Cancel the prior recommendation to proceed with the FY25 $693,000 proposed loan order for the Police Department, consisting of:
    a) Replace Training Simulator Computer System @ 93,000
    b) Firing Range HVAC Upgrade @ 600,000

7. Re-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.

8. Re-confirm the prior recommendation to proceed with the School Department's FY25 $95,000 proposed loan order for District security systems enhancements.

9. Re-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.

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

11. Confirm the prior recommendation to proceed with the FY26 $300,000 proposed loan order for Administration Building Additional Roof/Masonry.

12. Confirm the prior recommendation to proceed with the FY26 $550,000 proposed loan order for Information Technology, consisting of:
    a) Infrastructure Improvements @ 200,000
    b) Permitting and Transparency Dashboards @ 150,000
    c) Document Scanning @ 200,000

13. Confirm the prior recommendation to proceed with the FY26 $747,000 proposed loan orders for the Fire Department, consisting of:
    a) East End Fire Station HVAC/Plumbing @ 126,000
    b) East End Fire Station Painting-Carpet-Lighting @ 121,000
    c) Firefighter Protective Outer Gear @ 500,000

14. Confirm the prior recommendation to proceed with the FY26 $440,000 proposed loan orders for the Public Buildings Department, consisting of:
    a) Inventory Equipment @ 150,000
    b) Add EV Stations @ 90,000
    c) DPW Garage Fan & Doors @ 200,000

15. Confirm the prior recommendation to proceed with the School Department's FY26 $317,000 proposed loan order for School Improvements for consisting of:
    a) Phillips School Masonry Repairs @ 222,000
    b) District security systems enhancements @ 95,000

16. Proceed with the proposed loan orders for local road construction projects, in accordance with the Public Works Committee Report approved by the City Council on December 9, 2025, as follows:
    a) The FY26 $2,875,000 proposed loan order for local road construction in the summer 2027 for Cottage St and other roads.
    b) The FY26 $2,300,000 proposed loan order for connector roads/longer street projects for reconstruction of Forest and Springfield Streets in summer 2026 to 2028.

17. Confirm the prior recommendation to proceed with the FY26 $1,100,000 Streets & Sidewalk proposed loan orders:
    a) Underground Ducts for Utilities for $300,000
    b) Ornamental Street Lighting for $300,000
    c) Mt Auburn Street Non-participatory funds for $500,000

18. Proceed with the FY27 $2,441,000 City Buildings proposed loan orders:
    a) $641,000 for Parker Building ADA/Code Update Requirements
    b) $1,450,000 for Parker Building Roof Design/Replacement
    c) $100,000 for Phillips Building Roof Repairs/Replacement
    d) $250,000 for General ADA Upgrades per KMA Audit

19. Proceed with the FY27 $800,000 Open Space Improvements proposed loan orders:
    a) $675,000 for Sullivan Park construction
    b) $125,000 for Victory Field Phase III- Field House & Elevator Design

20. Proceed with the FY27 $450,000 Information Technology proposed loan order:
    a) $200,000 for Document Scanning
    b) $250,000 for Cybersecurity Enhancements

21. Proceed with the FY27 $1,425,000 Fire Department proposed loan orders:
    a) $1,250,000 for Engine Truck replacement, 2013 Engine 3
    b) $175,000 for Replacement of 2 Cardiac Monitors

22. Proceed with the FY27 $170,200 Police Department proposed loan order for Mobile Data Terminal System Replacement

23. Proceed with the FY27 $230,000 Public Building Department proposed loan orders:
    a) $60,000 for Vehicles & Snow Equipment
    b) $100,000 for EV Stations
    c) $70,000 for DPW Garage MAU Replacement Design

24. Proceed with the FY27 $160,000 Senior Center proposed loan order for the senior center shuttle bus.

25. Proceed with the FY27 $1,600,000 Department of Public Works proposed loan order for Vehicle Replacements:
    a) $100,000 for Animal Control Vehicle #120
    b) $95,000 for Fleet Pick-up Truck #C5
    c) $335,000 for Heavy Duty Dump Truck #40
    d) $675,000 for Electric Street Sweeper #21
    e) $130,000 for Cemetery Dump Truck #70
    f) $95,000 for Cemetery Utility Vehicle #C7
    g) $170,000 for Parks & Forestry 4x4 Landscape Dump Truck #78

26. Proceed with the FY27 $1,400,000 Department of Public Works proposed loan orders for Improvements:
    a) $400,000 for City Hall Parking Lot Repairs & ADA Improvements
    b) $100,000 for Parker Building Parking Lot Expansion
    c) $100,000 for Adaptive Traffic Management
    d) $300,000 for Ornamental Street Lighting
    e) $500,000 Mt Auburn Street Non-participatory funds

27. Refer to the Public Works Committee, for policy guidance, in accordance with Resolution 2013-76 *Watertown's Ongoing Capital Project Budget Guidelines*, the FY27 $3,000,000 proposed loan order for local road construction projects (highway & sidewalk) in the summer of 2027.

28. Proceed with the FY27 $2,400,000 proposed loan order for connector roads/longer street projects for reconstruction of Riverside Street in summer 2027, in accordance with the Public Works Committee Report approved by the City Council on December 9, 2025.

29. Proceed with the School Department's FY27 capital appropriation request for projects as shown in the CIP as follows:
    - $230,000 for various items to be funded with tax revenues, consisting of:
        i. $75,000 Cunniff Retro-commissioning Study/Repairs (years 6-7)
        ii. $30,000 District update food service equipment
        iii. $125,000 District interior painting
    - A FY27 proposed loan order for $95,000 for District security systems enhancements.

30. Revise the prior recommendation for the Watertown Middle School new building project, which is proposed using the most recent cost estimate of $112,239,426, a figure which does not include potential savings from purchasing the modulars at Moxley Field: Continue with the design contract to produce bid documents by the end of 2026 to obtain an actual cost, with periodic cost estimates to be presented to the City Council, and keep the proposed FY27 loan order of $10,000,000 as a placeholder until the City Council reaches a decision to fund the project and proceed with construction.

Water/Sewer Enterprise Fund CIP

31. Re-confirm the prior recommendation to proceed with the FY19 proposed Sewer Enterprise Fund loan order for $394,000 for a Heavy-duty Crane.

32. Confirm the FY26 Water & Sewer Enterprise Funds proposed MWRA loan orders:
    a) 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.
    b) Local Water System Assistance Program (LWSAP) $500,000 interest-free loan to replace outdated unlined cast iron water mains.
    c) Lead Loan Program (LLP) $300,000 interest-free loan to replace lead service lines.

33. Proceed with the FY27 Water & Sewer Enterprise Funds proposed MWRA loan orders:
    a) 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.
    b) Sewer Inflow & Infiltration Local Financial Assistance Program (I&I) one-time interest-free loan for $1,290,000.
    c) Local Water System Assistance Program (LWSAP) $500,000 interest-free loan to replace outdated unlined cast iron water mains.
    d) Lead Loan Program (LLP) $300,000 interest-free loan to replace lead service lines.

34. Proceed with the FY27 Sewer Enterprise Fund proposed loan order for $780,000 for Sewer system improvements.

35. Proceed with the FY27 Sewer Enterprise Fund proposed loan order for $100,000 for Sewer Siphon Rehabilitation Design & Construction.

36. Proceed with the FY27 Water Enterprise Fund proposed loan order for $255,000 for Hook Lift (vehicle #59).

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CITY OF WATERTOWN

BACKGROUND INFORMATION

CITY OF WATERTOWN
FISCAL
YEAR 2026
TOP TEN TAXPAYERS

OWNER NAME	LOCATION	NATURE OF BUSINESS	FY26 ASSESSMENT	FY26 TAXES	PERCENT OF LEVY
ALEXANDRIA REAL ESTATE EQUITIES	311 ARSENAL ST , ET AL	LAB/OFFICE CAMPUS	$871,419,800	$20,420,030	11.6% *1
ARSENAL YARDS / BOYLSTON PROPERTIES	485 ARSENAL ST, ET AL	LIFESTYLE CENTER	$519,443,400	$10,978,989	6.2% *2
SPEAR STREET CAPITAL	705 MT. AUBURN ST, ET AL	LAB/OFFICE	$156,213,500	$3,666,331	2.1% *3
BP3-BOS4 85 WALNUT ST LLC	250 ARSENAL PLACE	LAB/OFFICE	$153,891,200	$3,611,826	2.1%
COLUMBIA MA /ARSENAL OFFICE PROP. LLC	490 ARSENAL WAY	LAB/OFFICE	$131,163,200	$3,078,400	1.8%
GALEN STREET OWNER LLC	66 GALEN STREET	LAB/OFFICE	$135,901,900	$3,189,618	1.8%
NSTAR ELECTRIC COMPANY	VARIOUS	UTILITY	$85,168,380	$1,998,902	1.1%
BOSTON GAS	VARIOUS	UTILITY	$87,762,570	$2,059,788	1.2%
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	$1,524,196	0.9%
			$2,338,866,850	$52,245,697	29.74%

Footnotes

*1 Alexandria Real Estate Equities controls twenty-two properties in Watertown which it owns or partners with others.

*2 Boylston Properties controls sixteen 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
2026	**$ 12,678,599,860**	**$ 435,304,540**	**$ 13,113,904,400**
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

TAX RATES

FISCAL YEAR	COMMERCIAL/ INDUSTRIAL	RESIDENTIAL
2026	**$23.47**	**$12.20**
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

Source: Watertown Assessors' Office

COMMUNITY COMPARISON
For Fiscal Year 2026

FISCAL YEAR 2026

MUNICIPALITY	RES TAX RATE	COMM TAX RATE	Share of Value RES %	Share of Value CIP %	2019 SHIFT	2020 SHIFT	2021 SHIFT	2022 SHIFT	2023 SHIFT	2024 SHIFT	2025 SHIFT	2026 SHIFT	AVE RES VALUE FY2026	RES EXEMPT.	RES EXEMPT. SAVINGS	AVE RES TAX	INCREASE OVER FY25
BELMONT	$11.51	$11.51	94.63	5.37	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.000	$1,386,432	No	$-	$ 15,958	$701
NEWTON	$9.69	$18.06	86.43	13.58	1.75	1.75	1.72	1.75	1.74	1.75	1.75	1.746	$1,527,441	No	$-	$ 14,801	$678
ARLINGTON	$10.67	$10.67	94.78	5.22	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.000	$1,020,297	No	$-	$ 10,887	$314
BOSTON	$12.40	$26.96	46.10	53.90	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.750	$1,003,166	35%	$4,354	$ 8,086	$686
CAMBRIDGE	$6.67	$14.07	33.80	66.20	1.64	1.59	1.51	1.45	1.39	1.38	1.40	1.515	$1,700,694	30%	$3,403	$ 7,941	$543
WATERTOWN	$12.20	$23.47	50.98	49.02	1.75	1.75	1.75	1.59	1.5	1.73	1.75	1.750	$927,756	35%	$3,962	$ 7,357	$471
WALTHAM	$10.32	$22.18	39.08	60.92	1.75	1.75	1.75	1.75	1.75	1.75	1.75	1.748	$907,551	35%	$3,278	$ 6,088	$580

CITY COUNCIL ROLL CALL VOTE
MEETING DATE: APRIL 14, 2026

	YES	NO	PRESENT
CAROLINE BAYS	___X___	_____	_____
LISA J. FELTNER	___X___	_____	_____
JOHN G. GANNON	___X___	_____	_____
NICOLE GARDNER	___X___	_____	_____
EMILY IZZO	___X___	_____	_____
THEOPHILUS OFFEI	___X___	_____	_____
ANTHONY PALOMBA	___X___	_____	_____
VINCENT J. PICCIRILLI JR.	___X___	_____	_____
MARK S. SIDERIS, COUNCIL PRESIDENT	___X___	_____	_____

Motion to adjourn

Watertown City Council

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

AMYOTROPHIC LATERAL SCLEROSIS AWARENESS MONTH

WHEREAS, amyotrophic lateral sclerosis, also commonly known as Lou Gehrig's disease, is a progressive fatal neurodegenerative disease in which a person's brain loses connection with their muscles, slowly reducing a person's ability to walk, talk, eat, and eventually breathe; and
WHEREAS, thousands of new amyotrophic lateral sclerosis (ALS) cases are reported every year, and estimates show that every 90 minutes, someone is diagnosed with ALS and someone passes away from ALS; and
WHEREAS, on average, patients diagnosed with ALS survive only two to five years from the time of diagnosis; and
WHEREAS, the exact causes of ALS are unknown and there is no known cure for ALS; and
WHEREAS, people who have served in the military are more likely to develop ALS and die from the disease than those with no history of military service; and
WHEREAS, securing access to new therapies, durable medical equipment, and communication technologies is of vital importance to people living with ALS; and
WHEREAS, clinical trials play a pivotal role in evaluating new treatments, enhancing quality of life, and fostering assistive technologies for those living with ALS; and
WHEREAS, the ALS Association is the largest philanthropic funder of ALS research globally and has committed more than $154 million to support more than 550 projects across the United States and 18 other countries; and
WHEREAS, the ALS Association is committed to make ALS livable and cure it for everyone, everywhere; and
WHEREAS, Amyotrophic Lateral Sclerosis Awareness Month provides an opportunity to increase public awareness of the dire circumstances of people living with ALS, acknowledge the terrible impact this disease has on those individuals and their families, and support research to eradicate this disease;

NOW THEREFORE BE IT PROCLAIMED: That the City Council of the City of Watertown hereby proclaims the month of May 2026 as ALS Awareness Month and calls upon all Americans to join in supporting ALS research, advocating for increased funding, and standing in solidarity with those affected by this relentless disease.

IN WITNESS WHEREOF,
I hereunto set my hand
and caused the Great Seal of
The City of Watertown on this
28th day of April 2026.

_____
Mark S. Sideris, Council President

WATERTOWN
MASSACHUSETTS
OFFICE OF THE CITY MANAGER

To: Honorable City Council

From: George J. Proakis, City Manager

Date: April 21, 2026

RE: Agenda Item – Informational Presentation

I respectfully request that an Informational Presentation be added to the agenda for the upcoming City Council meeting scheduled for April 28, 2026. The purpose of this presentation is to share the concept designs for the Sullivan Playground renovations, including the design vision, key features, and anticipated community improvements.

Thank you for considering this request.

WATERTOWN
MASSACHUSETTS
COMMUNITY DEVELOPMENT
AND PLANNING DEPARTMENT

TO: Mr. George Proakis - City Manager

FROM: Ms. Kennan Rhyne, Assistant City Manager for CD&P
Ms. Erika Oliver Jerram, Director of Community Design
Ms. Michelle Moon, Open Space Planner

DATE: April 17, 2026

RE: Sullivan Playground Update

In accordance with City's FY2024-2025 Annual Budget section "City Council Conceptual Recommendations for the Fiscal Year 2025-2029 CIP" (p251 and 254), we are sharing the concept designs for Sullivan Playground renovations for review and approval, so that we can proceed to the final design.

As part of the ongoing City-wide park and playground renovation effort, the Department of Community Development and Planning (DCDP) has been collaborating with the Recreation Department and Department of Public Works (DPW) on Sullivan Playground, Bemis Park and How Park designs with CBA Landscape Architects since 2023. Both Bemis and How are under construction, we are preparing for the next park project, Sullivan Playground, to go out to bid. Below is a description of the process and the design for Sullivan Playground.

SULLIVAN PLAYGROUND

The Sullivan Playground redesign includes new playground structures for both 2-5 and for 5–12-year-olds. The basketball courts and field are in good condition and will remain. Please see the Bemis Park Concept Drawing on the second page.

The design process included three community meetings, held between October 2023 and October 2024, where community members met with the design team and City staff to discuss their preferences and ideas. In addition, there was an online survey.

PROPOSED TIMELINE

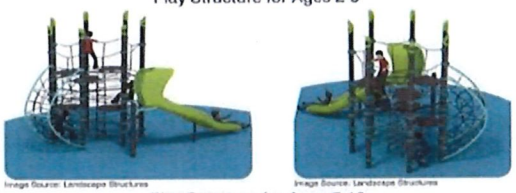
If the project's conceptual design is approved by the City Council, DCDP is ready to put the project out to bid in May 2026 and will return for a loan order request in June. Sullivan Park construction could start after July 1, 2026.

SULLIVAN PLAYGROUND

RENOVATION

PLAYGROUND EQUIPMENT

Play Structure for Ages 2-5



Play Structure for Ages 5-12

SITE FURNITURE

CBA | Landscape Architects LLC landscape architecture | urban design | master planning

WATERTOWN
MASSACHUSETTS
OFFICE OF THE CITY MANAGER

To: Honorable City Council

From: George J. Proakis, City Manager

Date: April 23, 2026

RE: Agenda Item – Public Hearing and Vote on a Proposed Ordinance to Repeal and Amend Sections of the Code of Ordinances

---

At the April 14, 2026 City Council Meeting, the Council held the First Reading of an ordinance to repeal and amend sections of the Code of Ordinances that are now fully superseded by the newly adopted Administrative Code, which consolidates and modernizes the City's administrative framework. The sections proposed for repeal and amendment are:

Sections of Watertown City Code of Ordinances to Repeal:

A. Chapter 30, in its entirety, as follows:

   a. 30.01: Tax Collector

   b. 30.02: Auditor

   c. 30.03: Administration Building Hours of Operation; Closing

   d. 30-15 to 30-32: Personnel Regulations

B. Section 31 in its entirety EXCEPT 31.69-31.74, as follows:

   a. 31.01 to 31.06: General Regulations on Boards and Commissions

   b. 31.15 to 31.17: Legas Services Department

   c. 31.30 to 31.35: Recycling Advisory Board – which was already replaced by the

new Solid Waste Committee

d. 31.50 to 31.53: Timing and Process of Appointments

e. 31.60 to 31.61: Commission on Disabilities

f. 31.62: Board of Assessors

g. 31.63: Board of Health

h. 31.64: Planning Board

i. 31.65: School Committee

j. 31.66: Board of Appeals

k. 31.67: Housing Authority

l. 31.68: Board of Election Commissioners

C. Section 34, in its entirety: Purchasing

D. Section 36, in its entirety, as follows:

a. 36.01 to 36.05: Community Preservation Committee

b. 36.06 and 36.07: Bicycle and Pedestrian Committee

c. 36.08 to 36.10: Public Arts and Culture Committee

d. 36.11 to 36.15: Solid Waste and Recycling Committee

e. 36.16 to 36.21: Memorialization Committee

E. Section 37, in its entirety, as follows:

a. 37.01 to 37.13: Affordable Housing Trust

F. A portion of Section 70, as follows:

a. 70.01 to 70.07: Traffic Commission

G. A portion of Section 152, as follows:

a. 152.30; 152.31; 152.32 (A): Historic District Commission

H. A portion of Section 156, as follows:

a. 156.07: Historical Commission

Sections of City Code of Ordinances to amend:

I. Section 50 as follows:

a. Superintendent of Public Works becomes Director of Public Works

J. Section 51 as follows:

a. Assistant Superintendent for Wires becomes Supervisor of Wiring and Street Lighting

I respectfully request the City Council's favorable approval of the proposed ordinance at the April 28, 2026 City Council Meeting.

WHEREAS, The City of Watertown adopted a new Administrative Code on March 24, 2026; and,

WHEREAS, The Administrative Code is developed to replace certain sections of the Code of Ordinances for the City of Watertown; and,

WHEREAS, The City desires to have codes that are clear and unambiguous and well organized

THEREFORE BE IT RESOLVED THAT,

The following sections of the Code of Ordinances are hereby repealed and deleted:

a. Chapter 30, in its entirety, as follows:
    a. 30.01: Tax Collector
    b. 30.02: Auditor
    c. 30.03: Administration Building Hours of Operation; Closing
    d. 30-15 to 30-32: Personnel Regulations
b. Chapter 31 in its entirety EXCEPT 31.67 and 31.69-31.74, as follows:
    a. 31.01 to 31.06: General Regulations on Boards and Commissions
    b. 31.15 to 31.17: Legal Services Department
    c. 31.30 to 31.35: Recycling Advisory Board
    d. 31.50 to 31.53: Timing and Process of Appointments
    e. 31.60 to 31.61: Commission on Disabilities
    f. 31.62: Board of Assessors
    g. 31.63: Board of Health
    h. 31.64: Planning Board
    i. 31.65: School Committee
    j. 31.66: Board of Appeals
    k. 31.68: Board of Election Commissioners
c. Chapter 34, in its entirety: Purchasing
d. Chapter 36, in its entirety, as follows:
    a. 36.01 to 36.05: Community Preservation Committee
    b. 36.06 and 36.07: Bicycle and Pedestrian Committee
    c. 36.08 to 36.10: Public Arts and Culture Committee
    d. 36.11 to 36.15: Solid Waste and Recycling Committee
    e. 36.16 to 36.21: Memorialization Committee
e. Chapter 37, in its entirety, as follows:
    a. 37.01 to 37.13: Affordable Housing Trust
f. Chapter 50, Section 50.01: Duties of Superintendent of Public Works

g. A portion of Chapter 70, as follows:
    a. 70.01 to 70.07: Traffic Commission
h. A portion of Chapter 152, as follows:
    a. 152.30; 152.31; 152.32 (A): Historic District Commission
i. A portion of Chapter 156, as follows:
    a. 156.07: Historical Commission

AND BE IT FURTHER RESOLVED THAT~~,~~ Chapter 51 is amended as follows:

By replacing "Assistant Superintendent for Wires" with -"Supervisor of Street Lighting and Wiring ~~and Street Lighting~~"

Boston Globe Media

Order Confirmation

Brendan McCarthy
Watertown City Council
149 Main Street
Watertown, MA 02472

Thank you for placing your Legal Notice in The Boston Globe.

Your order information and a preview of your notice are displayed below for your review. If there are any changes or questions, please contact the Classified Department at 617-929-1314 or email legals@globe.com.

Any and all proposed edits, revisions, and/or other changes to the notice must be communicated to us in writing prior to the deadline specified in the Advertising Specs + Deadlines page located at https://www.bostonglobemedia.com/specs-deadlines.

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Publication	**Boston Globe**	Number of dates	**1**
First Run Date	**04/18/2026**	Last Run Date	**04/18/2026**
Payment Type			

AD PREVIEW:

Legal Notice

The City Council of Watertown hereby gives notice of a public hearing and vote to be held on Tuesday, April 28, 2026 at 7:00 PM in the Richard Mastrangelo Chamber Administration Building, 149 Main Street, Watertown, MA and online at the following link https://watertown-ma.zoom.us/j/92991331344 which may be found on the City of Watertown's website, on a proposed ordinance that will repeal sections of the current code of ordinances to align with the recently passed administrative code.
Interested parties are encouraged to participate in this public hearing. A copy of the proposed ordinance is available for inspection at the Administration Building, 149 Main Street, Watertown, MA 02472 in the City Clerk's Office Monday through Thursday 8:30 a.m. through 5:00 p.m., on Tuesday evening up to 7:00 p.m., and Friday 8:30 a.m. through 12:30 p.m., and on the City's website page: www.watertown-ma.gov.

The Boston Globe | Classified Advertising Proof | Printed on:Apr 17 2026

ORDINANCE #_ **2026 – O – _**

WHEREAS, Implementing Watertown's "Resilient Watertown" Climate Plan is a top priority of the City Council and the Community; and,

WHEREAS, a part of the effort to improve the environment is to reduce waste and,

WHEREAS, single use plastics have a significant impact on the environment through their carbon footprint and contribution to excess waste; and,

WHEREAS, the reduction of single use plastics in circumstances where they are not necessary is a valid and effective waste reduction strategy; and,

WHEREAS, substitution of reusable materials for non-recyclable single-use plastics will also reduce waste.

NOW THEREFORE BE IT ORDAINED by the City Council of the City of Watertown that the Watertown Code of Ordinances is hereby amended by adding new Title XI, Chapter 118, entitled "Skip the Stuff", as follows:

Chapter 118

SKIP THE STUFF

118.1 Purpose

The ordinance is to reduce the overall environmental impact of the City of Watertown, its residents, and its businesses. Single use plastic has a significant impact on the environment through its carbon footprint, and impact on waste systems. The provisions of this Ordinance will reduce the amount of single use plastic used throughout the City.

118.2 Definitions

For the purpose of this Section 118, the following definitions apply:

A. **Condiment:** A single-use packet containing relishes, spices, sauces, confections, or seasonings, and similar ingredients, that requires no additional preparation, and that is used on food or beverages, including, but not limited to, ketchup, mustard, mayonnaise, soy sauce, sauerkraut, salsa, syrup, jam, jelly, salad dressings, salt, sugar, sugar substitutes, pepper, and chili pepper.

B. **Food Establishment**: A retail establishment that stores, prepares, services, vends, or otherwise provides food for human consumption, including, but not limited to, any establishment requiring a permit to operate in accordance with the State Sanitary Code Chapter X- Minimum Sanitation Standards for Food Establishments, 105 CMR 590 (the Retail Food Code), as it may be amended from time to time.

C. **Full-Service Food Establishment:** A food establishment where customers are seated at a table and where orders are taken and served by waitstaff at the tables.

D. **Online Food Ordering Platform:** The digital technology provided on a website or mobile application through which a consumer can place an order for pick-up or delivery of Prepared Food. Such

platforms include those operated directly by Food Establishments, by companies that provide delivery of prepared meals to consumers, and by online food ordering systems that connect consumers to Food Establishments directly.

E. **Prepared Food:** Food or beverages serviced, packaged, cooked, chopped, sliced, mixed, brewed, frozen, squeezed, poured, or otherwise prepared (collectively "prepared") for individual customers or consumers. Prepared Food does not include raw eggs or raw, butchered meats, fish, and/or poultry sold from a butcher case, a refrigerator case, or similar retail appliance.

F. **Single-Use:** Items designed to be used once and then discarded and not designed for repeated use and sanitizing.

G. **Single-Use Foodware Accessory**: Single-use items provided alongside Prepared Food served in single-use plates, containers, or cups, including but not limited to utensils as defined herein, tongs, chopsticks, straws, stirrers, splash sticks, cocktail sticks, and toothpicks, cup sleeves, cup trays, and food trays.

H. **Utensil**: Forks, spoons, knives, sporks, chopsticks, or other instruments used to serve food or to eat food.

I. **Reusable Food and Beverage Serviceware**: Containers, bowls, plates, trays, cups, glasses, utensils, takeout containers, and other items used to contain and consume beverages and prepared food that are manufactured and designed to be washed and sanitized and used repeatedly over an extended period of time.

118.3 Prohibited use and distribution of single-use food and beverage serviceware.

Food Establishments are prohibited from providing Single-Use Foodware Accessories, including in takeout and delivery orders, whether orders are placed online, via phone, or in person, except as follows:

A. Single-Use Foodware Accessories may be provided specifically upon the request of the consumer:

- By asking directly;
- By selecting the items in an online food ordering platform; or,
- In response to an inquiry by the food establishment.

B. Single-Use Foodware Accessories, including plastic Utensils, may not be wrapped in plastic or offered as bundled sets.

C. Food Establishments may have Single-Use Foodware Accessories available at self-service stations. The self-service station may include a Single Item Dispenser. These stations must comply with the Massachusetts Retail Food Code (105 CMR 590.00).

118.4 Options with Online Food Ordering Platforms

Online Food Ordering Platforms must provide Food Establishments with a method to list each Single-Use Foodware Accessory and Condiment that is offered by the Food Establishment, such that customers can specifically request the Single-Use Accessories and Condiments that they wish to have included with their order.

118.5 Restrictions on Full Service Food

Full Service Food Establishments must utilize only Reusable Food and Beverage Serviceware for dine-in customers.

118.6 Exemptions

A. Food Establishment may seek an exemption from the requirements of this Ordinance as follows:

- The Food Establishment must file a request for an exemption in writing with the Director of Public Health.
- The request must state specifically which section and products they are seeking an exemption from and state reasons why application of the specific requirement would cause undue hardship.
- The Director may waive any specific requirement of this Ordinance for a period of not more than six months, but, upon subsequent applications, may extend exemptions for an additional six-month period.
- The Director will issue a final decision in writing within 30 days of receipt of a written request for an exemption.

118.7 Enforcement

The Director of Public Health and/or his/her designee shall have the authority to administer and enforce this Ordinance. This Ordinance and any resulting rules and regulations may be enforced through any lawful means in law or in equity, including, but not limited to, non-criminal disposition in accordance with the provisions of G.L. c. 40, §21D pursuant to Chapter 35, § 35.05 of the City Code of Ordinances.

118.8 Effective Date

This Ordinance will take effect six months after passage to allow time for the City Administration to conduct an education campaign focused on food establishments and consumers.

118.9 Penalty

A. Any person who violates any provision of this Ordinance shall be issued a verbal and written warning for the first two offenses, then fined as follows:

- $50 for the third offense
- $100 for the fourth offense
- $200 for the fifth offense and each subsequent offense

B. Each day the violation continues may constitute a separate offense.

C. Nothing in this section shall be deemed to limit the use of other lawful methods of abating violations of this section, including but not limited to application for equitable relief from a court of law.

ORDINANCE #__ **2024 – O – _**

WHEREAS Implementing Watertown's "Resilient Watertown" Climate Plan is a top priority of the City Council and the Community; and,

WHEREAS A part of the effort to improve the environment is to reduce trash; and,

WHEREAS Single use plastics have a significant impact on the environment through their carbon footprint and contribution to excess waste; and,

WHEREAS the reduction of single use plastics in circumstances where they are not necessary is a valid and effective waste reduction strategy; and,

WHEREAS substitution of non-recyclable single-use plastics will also reduce waste.

NOW THEREFORE BE IT ORDAINED by the City Council of Watertown that a new Title X, Chapter 117 be added to the of the Watertown Code of Ordinances, as follows:

Chapter 117

SKIP THE STUFF ORDINANCE

117.01 Purpose

This purpose of this chapter is to reduce the overall environmental impact of the City of Watertown, its residents, and its businesses. Single use plastic has a significant impact on the environment through its carbon footprint, and impact on waste systems. The provisions of this ordinance will reduce the amount of single use plastic used throughout the City.

117.02 Definitions

For the purpose of this Section 117, the following definitions apply:

A. **Condiment**: A single-use packet containing relishes, spices, sauces, confections, or seasonings, that requires no additional preparation, and that is used on food or beverages, including, but not limited to, ketchup, mustard, mayonnaise, soy sauce, sauerkraut, salsa, syrup, jam, jelly, salad dressings, salt, sugar, sugar substitutes, pepper, and chili pepper.

B. **Foam polystyrene**: A non-biodegradable petrochemical thermoplastic made from aerated forms of polystyrene and includes several methods of manufacture. Expanded polystyrene (EPS) or extruded polystyrene (XPS) are forms of polystyrene.

C. **Food Establishment:** A retail establishment that stores, prepares, services, vends, or otherwise provides food for human consumption, as defined by the Watertown Zoning Ordinance, Table of Uses.

D. **Full-Service Food Establishment:** A food establishment where customers are seated at a table ~~either~~ by waitstaff ~~or themselves,~~ and where orders are taken and served by waitstaff at the tables.

E. **Online Food Ordering Platform**: The digital technology provided on a website or mobile application through which a consumer can place an order for pick-up or delivery of Prepared Food. Such platforms include those operated directly by Food Establishments, by companies that provide delivery of prepared meals to consumers, and by online food ordering systems that connect consumers to Food Establishments directly.

F. **Prepared Food:** Food or beverages serviced, packaged, cooked, chopped, sliced, mixed, brewed, frozen, squeezed, poured, or otherwise prepared (collectively "prepared") for individual customers or consumers. Prepared Food does not include raw eggs or raw, butchered meats, fish, and/or poultry sold from a butcher case, a refrigerator case, or similar retail appliance.

G. **Single-Use:** Items designed to be used once and then discarded and not designed for repeated use and sanitizing.

H. **Single-Use Foodware Accessory:** Single-use items provided alongside Prepared Food served in single-use plates, containers, or cups, including but not limited to utensils, tongs, chopsticks, ~~napkins,~~ straws, stirrers, splash sticks, cocktail sticks, and toothpicks, cup lids, cup sleeves, cup trays, and food trays.

I. **Utensil:** Forks, spoons, knives, sporks, chopsticks, or other instruments used to serve food or to eat food.

J. **Reusable Food and Beverage Serviceware:** Containers, bowls, plates, trays, cups, glasses, forks, spoons, knives, takeout containers, and other items used to contain and consume beverages and prepared food that are manufactured and designed to be washed and sanitized and used repeatedly over an extended period of time.

117.03 Prohibited use and distribution of single-use food and beverage serviceware

Food Establishments are prohibited from providing Single-use Accessories, including in takeout and delivery orders, whether orders are placed online, via phone, or in person, except as follows:

A. Single-use Accessories may be provided specifically upon the request of the consumer:
    1. By asking directly;
    2. By selecting the items in an online food ordering platform; or,
    3. In response to an inquiry by the food establishment.
B. Food Establishments may have Single-use Accessories available at self-service stations. The self-service station may include a Single Item Dispenser. These stations must comply with the Massachusetts Retail Food Code (105 CMR 590.00)

117.04 Options with Online Food Ordering Platforms

Online Food Ordering Platforms must provide Food Establishments with a method to list each Single-Use Accessory and Condiment that is offered by the Food Establishment, such that customers can specifically request the Single-Use Accessories and Condiments that they wish to have included with their order.

117.05 Restricted Packaging

A. Single-use Accessories, including plastic forks, spoons and knives, may not be wrapped in plastic or offered as bundled sets.
B. To ensure that single use food containers and packaging materials are recyclable, retail establishments are prohibited from selling or distributing single use food containers and packing materials made in whole or in part from:
    1. Foam polystyrene;
    2. Plastic that is completely or substantially black in color~~; or,~~
    3. ~~Lined with polyethylene or other petroleum based plastics~~.
C. A retail or food establishment may establish if a specific item is allowable under Section 117.05B by providing written documentation to the Director of Public Health that the items is recyclable from their city-permitted waste/recycling hauler and associated MRF, or compostable from their commercial organics hauler and associated compost end site.
D. If the Director of Public Health determines that compliance with Section 117.05B is not feasible due to industry-wide unavailability of compliant items, the Director may suspend enforcement of this provision for all food and retail establishments until the Director determines that the supply of compliant items has been sufficiently restored.

117.06 Restrictions on Full Service Food

Full Service Food Establishments must utilize only Reusable Food and Beverage Serviceware for dine-in customers.

117.07 Exemptions

A food establishment may seek an exemption from the requirements of this ordinance as follows:

A. The food establishment must file a request for an exemption in writing with the Director of Public Health.
B. The request must state specifically which section and products they are seeking an exemption from and state reasons why application of the specific requirement would cause undue hardship.
C. The Director may waive any specific requirement of this ordinance for a period of not more than six months, but, upon subsequent applications, may extend exemptions for additional six-month period.
D. The Director will issue a final decision in writing within 30 days of receipt of a request for an exemption.

117.08 Enforcement

The Director of Public Health and/or his/her designee shall have the authority to administer and enforce this ordinance.

117.09 Effective Date

This ordinance will take effect six months after passage to allow time for the City Administration to conduct an education campaign focused on food establishments and consumers

117.99 Penalty

A. Any person who violates any provision of this chapter shall be issued a verbal warning for the first offense, then fined as follows:
    1. $100 for the second offense
    2. $200 for the third offense
    3. $300 for the fourth offense and each subsequent offense
B. Each day the violation continues may constitute a separate offense.
C. Nothing in this section shall be deemed to limit the use of other lawful methods of abating violations of this section, including but not limited to application for equitable relief from a court of law.

ORDINANCE #__ **2025 – O – _**

WHEREAS Implementing Watertown's "Resilient Watertown" Climate Plan is a top priority of the City Council and the Community; and,

WHEREAS A part of the effort to improve the environment is to reduce trash; and,

WHEREAS Single use plastics have a significant impact on the environment through their carbon footprint and contribution to excess waste; and,

WHEREAS the reduction of single use plastics in circumstances where they are not necessary is a valid and effective waste reduction strategy; and,

WHEREAS elimination of non-recyclable single-use plastics will also reduce waste.

NOW THEREFORE BE IT ORDAINED by the City Council of Watertown that a new Title X, Chapter 117 be added to the of the Watertown Code of Ordinances, as follows:

Chapter 117

SKIP THE STUFF ORDINANCE

117.01 Purpose

This purpose of this chapter is to reduce the overall environmental impact of the City of Watertown, its residents, and its businesses. Single use plastic has a significant impact on the environment through its carbon footprint, and impact on waste systems. The provisions of this ordinance will reduce the amount of single use plastic used throughout the City.

117.02 Definitions

For the purpose of this Section 117, the following definitions apply:

A. **Condiment**: A single-use packet containing relishes, spices, sauces, confections, or seasonings, that requires no additional preparation, and that is used on food or beverages, including, but not limited to, ketchup, mustard, mayonnaise, soy sauce, sauerkraut, salsa, syrup, jam, jelly, salad dressings, salt, sugar, sugar substitutes, pepper, and chili pepper.

B. **Foam polystyrene**: A non-biodegradable petrochemical thermoplastic made from aerated forms of polystyrene and includes several methods of manufacture. Expanded polystyrene (EPS) or extruded polystyrene (XPS) are forms of polystyrene.

C. **Food Establishment:** A retail establishment that stores, prepares, services, vends, or otherwise provides food for human consumption, as defined by the Watertown Zoning Ordinance, Table of Uses.

D. **Full-Service Food Establishment:** A food establishment where customers are seated at a table either by waitstaff or themselves, and where orders are taken and served by waitstaff at the tables.

E. **Online Food Ordering Platform**: The digital technology provided on a website or mobile application through which a consumer can place an order for pick-up or delivery of Prepared Food. Such platforms include those operated directly by Food Establishments, by companies that provide delivery of prepared meals to consumers, and by online food ordering systems that connect consumers to Food Establishments directly.

F. **Prepared Food:** Food or beverages serviced, packaged, cooked, chopped, sliced, mixed, brewed, frozen, squeezed, poured, or otherwise prepared (collectively "prepared") for individual customers or consumers. Prepared Food does not include raw eggs or raw, butchered meats, fish, and/or poultry sold from a butcher case, a refrigerator case, or similar retail appliance.

G. **Single-Use:** Items designed to be used once and then discarded and not designed for repeated use and sanitizing.

H. **Single-Use Foodware Accessory:** Single-use items provided alongside Prepared Food served in single-use plates, containers, or cups, including but not limited to utensils, tongs, chopsticks, napkins, straws, stirrers, splash sticks, cocktail sticks, and toothpicks, cup lids, cup sleeves, cup trays, and food trays.

I. **Utensil:** Forks, spoons, knives, sporks, chopsticks, or other instruments used to serve food or to eat food.

J. **Reusable Food and Beverage Serviceware:** Containers, bowls, plates, trays, cups, glasses, forks, spoons, knives, takeout containers, and other items used to contain and consume beverages and prepared food that are manufactured and designed to be washed and sanitized and used repeatedly over an extended period of time.

117.03 Prohibited use and distribution of single-use food and beverage serviceware

Food Establishments are prohibited from providing Single-use Accessories, including in takeout and delivery orders, whether orders are placed online, via phone, or in person, except as follows:

A. Single-use Accessories may be provided specifically upon the request of the consumer:
    1. By asking directly;
    2. By selecting the items in an online food ordering platform; or,
    3. In response to an inquiry by the food establishment.
B. Food Establishments may have Single-use Accessories available at self-service stations. The self-service station may include a Single Item Dispenser. These stations must comply with the Massachusetts Retail Food Code (105 CMR 590.00)

117.04 Options with Online Food Ordering Platforms

Online Food Ordering Platforms must provide Food Establishments with a method to list each Single-Use Accessory and Condiment that is offered by the Food Establishment, such that customers can specifically request the Single-Use Accessories and Condiments that they wish to have included with their order.

117.05 Restricted Packaging

A. Single-use Accessories, including plastic forks, spoons and knives, may not be wrapped in plastic or offered as bundled sets.
B. To ensure that single use food containers and packaging materials are recyclable, retail establishments are prohibited from selling or distributing
C. single use food containers and packing materials made in whole or in part from:
    1. Foam polystyrene;
    2. Plastic that is completely or substantially black in color; or,
    3. Lined with polyethylene or other petroleum-based plastics.

D. A retail or food establishment may establish if a specific item is allowable under Section 117.05B by providing written documentation to the Director of Public Health that the items is recyclable from their city-permitted waste/recycling hauler and associated MRF, or compostable from their commercial organics hauler and associated compost end site.
E. If the Director of Public Health determines that compliance with Section 117.05B is not feasible due to industry-wide unavailability of compliant items, the Director may suspend enforcement of this provision for all food and retail establishments until the Director determines that the supply of compliant items has been sufficiently restored.

117.06 Restrictions on Full Service Food

Full Service Food Establishments must utilize only Reusable Food and Beverage Serviceware or non-plastic compostable serviceware for dine-in customers.

117.07 Exemptions

A food establishment may seek an exemption from the requirements of this ordinance as follows:

A. The food establishment must file a request for an exemption in writing with the Director of Public Health.
B. The request must state specifically which section and products they are seeking an exemption from and state reasons why application of the specific requirement would cause undue hardship.
C. The Director may waive any specific requirement of this ordinance for a period of not more than six months, but, upon subsequent applications, may extend exemptions for additional six-month period.
D. The Director will issue a final decision in writing within 30 days of receipt of a request for an exemption.

117.08 Enforcement

The Director of Public Health and the Code Enforcement Officer and/or his/her designees shall have the authority to administer and enforce this ordinance.

117.09 Effective Date

This ordinance will take effect six months after passage to allow time for the City Administration to conduct an education campaign focused on food establishments and consumers

117.99 Penalty

A. Any person who violates any provision of this chapter shall be issued a verbal warning for the first offense, then fined as follows:
   1. $100 for the second offense

2. $200 for the third offense
3. $300 for the fourth offense and each subsequent offense

B. Each day the violation continues may constitute a separate offense.

C. Nothing in this section shall be deemed to limit the use of other lawful methods of abating violations of this section, including but not limited to application for equitable relief from a court of law.

ORDINANCE #__ **2024 – O – _**

WHEREAS, i~~I~~mplementing Watertown's "Resilient Watertown" Climate Plan is a top priority of the City Council and the Community; and,

WHEREAS, a~~A~~ part of the effort to improve the environment is to reduce ~~trash~~waste; and,

WHEREAS, s~~S~~ingle use plastics have a significant impact on the environment through their carbon footprint and contribution to excess waste; and,

WHEREAS, the reduction of single use plastics in circumstances where they are not necessary is a valid and effective waste reduction strategy; and,

WHEREAS, substitution of reusable materials for non-recyclable single-use plastics will also reduce waste.

NOW THEREFORE BE IT ORDAINED by the City Council of the City of Watertown that the Watertown Code of Ordinances is hereby amended by adding ~~a~~ new Title X, Chapter 117, entitled "Skip the Stuff"~~be added to the of the Watertown Code of Ordinances~~, as follows:

Chapter 117

SKIP THE STUFF ~~ORDINANCE~~

117.01 Purpose

~~This~~ The purpose of this ~~chapter~~ Ordinance is to reduce the overall environmental impact of the City of Watertown, its residents, and its businesses. Single use plastic has a significant impact on the environment through its carbon footprint, and impact on waste systems. The provisions of this O~~o~~rdinance will reduce the amount of single use plastic used throughout the City.

117.2 Definitions

For the purpose of this Section 117, the following definitions apply:

A. **Condiment**: A single-use packet containing relishes, spices, sauces, confections, or seasonings, and similar ingredients, that requires no additional preparation, and that is used on food or beverages, including, but not limited to, ketchup, mustard, mayonnaise, soy sauce, sauerkraut, salsa, syrup, jam, jelly, salad dressings, salt, sugar, sugar substitutes, pepper, and chili pepper.

B. **Foam polystyrene**: A non-biodegradable petrochemical thermoplastic made from aerated forms of polystyrene and includes several methods of manufacture. Expanded polystyrene (EPS) or extruded polystyrene (XPS) are forms of polystyrene and are included within this definition.

C. **Food Establishment:** A retail establishment that stores, prepares, services, vends, or otherwise provides food for human consumption, as defined by the Watertown Zoning Ordinance, Table of Uses.

D. **Full-Service Food Establishment:** A food establishment where customers are seated at a table ~~either by waitstaff or themselves,~~ and where orders are taken and served by waitstaff at the tables.

E. **Online Food Ordering Platform**: The digital technology provided on a website or mobile application through which a consumer can place an order for pick-up or delivery of Prepared Food. Such platforms include those operated directly by Food Establishments, by companies that provide delivery of prepared meals to consumers, and by online food ordering systems that connect consumers to Food Establishments directly.

F. **Prepared Food:** Food or beverages serviced, packaged, cooked, chopped, sliced, mixed, brewed, frozen, squeezed, poured, or otherwise prepared (collectively "prepared") for individual customers or consumers. Prepared Food does not include raw eggs or raw, butchered meats, fish, and/or poultry sold from a butcher case, a refrigerator case, or similar retail appliance.

G. **Single-Use:** Items designed to be used once and then discarded and not designed for repeated use and sanitizing.

H. **Single-Use Foodware Accessory:** Single-use items provided alongside Prepared Food served in single-use plates, containers, or cups, including but not limited to utensils as defined herein, tongs, chopsticks, ~~napkins,~~ straws, stirrers, splash sticks, cocktail sticks, and toothpicks, cup lids, cup sleeves, cup trays, and food trays.

I. **Utensil:** Forks, spoons, knives, sporks, chopsticks, or other instruments used to serve food or to eat food.

J. **Reusable Food and Beverage Serviceware:** Containers, bowls, plates, trays, cups, glasses, ~~forks, spoons, knives~~Utensils, takeout containers, and other items used to contain and consume beverages and prepared food that are manufactured and designed to be washed and sanitized and used repeatedly over an extended period of time.

117.3 Prohibited use and distribution of single-use food and beverage serviceware

Food Establishments are prohibited from providing Single-U~~u~~se Foodware Accessories, including in takeout and delivery orders, whether orders are placed online, via phone, or in person, except as follows:

A. Single-U~~u~~se Foodware Accessories may be provided specifically upon the request of the consumer:
    1. By asking directly;
    2. By selecting the items in an online food ordering platform; or,
    3. In response to an inquiry by the food establishment.

B. Food Establishments may have Single-U~~u~~se Foodware Accessories available at self-service stations. The self-service station may include a Single Item Dispenser. These stations must comply with the Massachusetts Retail Food Code (105 CMR 590.00)

117.4 Options with Online Food Ordering Platforms

Online Food Ordering Platforms must provide Food Establishments with a method to list each Single-Use Foodware Accessory and Condiment that is offered by the Food Establishment, such that customers can specifically request the Single-Use Accessories and Condiments that they wish to have included with their order.

117.5 Restricted Packaging

A. Single-Uuse Foodware Accessories, including plastic ~~forks, spoons and knives~~Utensils, may not be wrapped in plastic or offered as bundled sets.
B. To ensure that single use food containers and packaging materials are recyclable, retail establishments are prohibited from selling or distributing single use food containers and packing materials made in whole or in part from:
    1. Foam polystyrene;
    2. Plastic that is completely or substantially black in color~~; or,~~
    3. ~~Lined with polyethylene or other petroleum-based plastics~~.
C. A retail or food establishment may establish if a specific item is allowable under Section 117.05B by providing written documentation to the Director of Public Health that the items ~~is~~ are recyclable from ~~their~~ a Ce~~i~~ty-permitted waste/recycling hauler and associated Materials Recovery Facility ("MRF"), or compostable from their commercial organics hauler and associated compost end site.
D. If the Director of Public Health determines that compliance with Section 117.05B is not feasible due to industry-wide unavailability of compliant items, the Director may suspend enforcement of this provision for all food and retail establishments until the Director determines that the supply of compliant items has been sufficiently restored.

117.6 Restrictions on Full Service Food

Full Service Food Establishments must utilize only Reusable Food and Beverage Serviceware for dine-in customers.

117.7 Exemptions

A Ff~~f~~ood Ee~~e~~stablishment may seek an exemption from the requirements of this Oo~~r~~dinance as follows:

A. The Ff~~f~~ood Ee~~e~~stablishment must file a request for an exemption in writing with the Director of Public Health.
B. The request must state specifically which section and products they are seeking an exemption from and state reasons why application of the specific requirement would cause undue hardship.
C. The Director may waive any specific requirement of this Oo~~r~~dinance for a period of not more than six months, but, upon subsequent applications, may extend exemptions for an additional six-month period.
D. The Director will issue a final decision in writing within 30 days of receipt of a written request for an exemption.

117.8 Enforcement

The Director of Public Health and/or his/her designee shall have the authority to administer and enforce this Oordinance. This Ordinance and any resulting rules and regulations may be enforced through any lawful means in law or in equity, including, but not limited to, non-criminal disposition in accordance with the provisions of G.L. c. 40, §21D pursuant to Chapter 35, § 35.05 of the City Code of Ordinances.

117.9 Effective Date

This Oordinance will take effect six months after passage to allow time for the City Administration to conduct an education campaign focused on food establishments and consumers

117.99 Penalty

A. Any person who violates any provision of this chapter Ordinance shall be issued a verbal warning for the first offense, then fined as follows:
    1. $100 for the second offense
    2. $200 for the third offense
    3. $300 for the fourth offense and each subsequent offense
B. Each day the violation continues may constitute a separate offense.
C. Nothing in this section shall be deemed to limit the use of other lawful methods of abating violations of this section, including but not limited to application for equitable relief from a court of law.

Boston Globe Media

Order Confirmation

Brendan McCarthy
Watertown City Council
149 Main Street
Watertown, MA 02472

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First Run Date	**11/27/2025**	Last Run Date	**11/27/2025**
Payment Type			

AD PREVIEW:

Legal Notice

The City Council of Watertown hereby gives notice of a public hearing and vote to be held on Tuesday, December 9, 2025 at 7:00 PM in the Richard Mastrangelo Chamber Administration Building, 149 Main Street, Watertown, MA and online at the following link: https://watertown-ma.zoom.us/j/92991331344 which may be found on the City of Watertown's website, on a proposed ordinance to reduce single use plastics waste.
A copy of the proposed ordinance is available for inspection at the Administration Building, 149 Main Street, Watertown, MA 02472 in the City Clerk's Office Monday through Thursday 8:30 a.m. through 5:00 p.m., on Tuesday evening up to 7:00 p.m., and Friday 8:30 a.m. through 12:30 p.m.; and on the City's website page: www.watertown-ma.gov.

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WATERTOWN
MASSACHUSETTS
OFFICE OF THE CITY MANAGER

To: Honorable City Council

From: George J. Proakis, City Manager

Date: April 21, 2026

RE: Agenda Item – Acceptance of M.G.L. c. 138, § 12D – Authorization for Wine & Malt License Holders to Convert to All-Alcohol Licenses

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I request the City Council's acceptance of Massachusetts General Laws Chapter 138, Section 12D, a newly enacted local-option provision authorizing Local Licensing Boards to allow holders of on-premises wine and malt beverage licenses (M.G.L. c.138, §12) to convert their existing license for a non-transferable on-premises all-alcohol license.

Because Section 12D requires local acceptance, municipal approval is necessary before any wine and malt license holder may apply for conversion. Adoption would give eligible businesses a pathway to expand beverage offerings and better meet customer demand.

Accepting Section 12D would strengthen Watertown's hospitality sector by enabling licensees to broaden service options, enhance competitiveness, and support continued economic vitality.

Upon acceptance of M.G.L. c.138, §12D:

- Wine and malt license holders may apply to the Local Licensing Board for a change of license category.

- Approvals are required from both the Local Licensing Board and the Massachusetts Alcoholic Beverages Control Commission (ABCC).

- Converted licenses issued under Section 12D are non-transferable.

Watertown is currently authorized for 38 All Alcohol and 8 Wine & Malt licenses (quota as of August 11, 2025). This change would apply to the eight Wine & Malt licensees as applicable.

Accordingly, I request that the attached Order accepting the provisions of M.G.L. c.138, §12D be placed on the April 28, 2026 City Council agenda.

Thank you for your consideration and action on this matter

Order No. 2026-

An Order to Accept the Provisions of M.G.L. c. 138, § 12D – Authorization for Wine & Malt License Holders to Convert to All-Alcohol Licenses

WHEREAS, Chapter 138 of the General Laws was amended by Section 51 of Chapter 9 of the Acts of 2025 to include a new Section 12D; and

WHEREAS, said Section 12D is a local acceptance statute allowing the local licensing authority to approve the conversion, at the request of the licensee, of an on-premises license for the sale of wine and malt beverages only to an on-premises license for the sale of all alcoholic beverages; and

WHEREAS, the Watertown Licensing Board, as the local licensing authority of the City, has issued on-premises license for the sale of wine and malt beverages only; and

WHEREAS, the City wishes to make available to local businesses the opportunity to benefit from the license conversion option afforded by this new statute;

NOW, THEREFORE, it is hereby resolved that:
The Watertown City Council accepts the provisions of Section 12D of Chapter 138 of the General Laws, as added by Section 51 of Chapter 9 of the Acts of 2025, to allow the Watertown Licensing Board as the local licensing authority of the City, to approve a request from a licensee to convert an existing license to sell wines and malt beverages only for on-premises consumption to a license to sell all alcoholic beverages for on-site consumption, subject to all other provisions of G.L. c.138, including notice, publication, and certified mailing of, and a public hearing on, such conversion.

_____
Council Member

I hereby certify that at a meeting of the City Council for which a quorum was present, the above Order was adopted by a vote of ____for ____against and ____present on April 28, 2026.

_____ _____
Brendan McCarthy, Council Clerk Mark Sideris, Council President

KP LAW eUpdate

Conversion of On-Premises Wine and Malt Only Licenses to All Alcoholic Beverages Licenses

August 20, 2025

Section 51 of Chapter 9 of the Acts of 2025, the FY2026 State Budget Bill, inserted a new section into G.L. c.138 concerning alcoholic beverage licensing. Subject to local acceptance, this new provision, G.L. c.138, §12D, allows a local licensing authority to approve the conversion of an on-premises license to sell wine and malt beverages only to an on-premises license to sell all alcoholic beverages, even if the municipality does not have any all alcoholic beverages licenses available. As discussed in further detail, below, this is a significant change in local licensing procedures, allowing the conversion to be accomplished without action of the General Court and regardless of whether such a license is available under an otherwise applicable quota. The Alcoholic Beverages Control Commission ("ABCC") has also issued an advisory which can be found here.

Local Acceptance. In order to use the new statutory conversion process, G.L. c.138, §12D must first be accepted by a city or town in accordance with the provisions of G.L. c.4, §4. Thus, in a city, the statute must be accepted by vote of the city council, with the approval of the mayor, as applicable. In a town, the statute must be accepted by vote of town meeting. Subject to any referendum provision that may be imposed by charter or special act, the acceptance vote will take effect immediately and requires no further approvals from the state.

Eligibility. Any holder of an on-premises license to sell wine and malt beverages only is eligible to seek conversion of that license to an on-premises license for sale of all alcoholic beverages. This is significant because, as previously discussed, without this new section, such a conversion could be made only if an on-premises license for sale of all alcoholic beverages was available under an existing quota or pursuant to special legislation. Note, however, that such a conversion will still require approval by both the local licensing authority and the ABCC.

Conversion Process. In order to convert a license under G.L. c.138, §12D, a licensee holding an on-premises license for the sale of wine and malt beverages only may apply using the ABCC form found here. The local licensing authority may establish a reasonable fee for processing the conversion application and may adopt such additional requirements as the licensing authority deems appropriate. Note that the conversion application process must meet all of the notice, publication, certified mailing and public hearing requirements set forth in G.L. c.138, §15A for any other license application. Once a license conversion has been approved by the local licensing authority, it must be submitted to the ABCC for approval, along with a fee of $200.00.

Restrictions. Approval by the local licensing authority of a conversion will not create an additional license – the overall number of licenses for on-premises consumption of alcoholic beverages will remain the same.

Accordingly, if a wine and malt beverage only license is converted, it will still count against the municipality's quota for that type of license. However, a converted license cannot be transferred, and, if it is no longer being used, must be returned to the local licensing authority. The converted license then reverts to its original status and can only be reissued as an on-premises license for the sale of wine and malt beverages only. The new licensee, however, would also be eligible to seek conversion of the license using the G.L. c.138, §12D process.

Sample Votes. Below find a sample town meeting warrant article and city council vote for acceptance of G.L. c.138, §12D; be reminded, however, that the form of article or vote used by a particular municipality must also comply with the provisions of any applicable charter, special act, ordinance or bylaw.

Sample Town Meeting Warrant Article

Article XX: To see if the Town will vote to accept the provisions of G.L. c.138, §12D, which, if accepted, would allow the _____ as the local licensing authority of the Town, to approve a request from a licensee to convert an existing license to sell wines and malt beverages only for on-premises consumption to a license to sell all alcoholic beverages for on-site consumption, subject to all other provisions of G.L. c.138, including notice, publication, and certified mailing of, and a public hearing on, such conversion, [insert closing clause, such as: or take any other action relative thereto].

Sample City Council Vote

WHEREAS, Chapter 138 of the General Laws was amended by Section 51 of Chapter 9 of the Acts of 2025 to include a new Section 12D; and

WHEREAS, said Section 12D is a local acceptance statute allowing the local licensing authority to approve the conversion, at the request of the licensee, of an on-premises license for the sale of wine and malt beverages only to an on-premises license for the sale of all alcoholic beverages; and

WHEREAS, the _____, as the local licensing authority of the City, has issued on-premises license for the sale of wine and malt beverages only; and

WHEREAS, the City wishes to make available to local businesses the opportunity to benefit from the license conversion option afforded by this new statute;

NOW, THEREFORE, it is hereby resolved that:

The _____ City Council accepts the provisions of Section 12D of Chapter 138 of the General Laws, as added by Section 51 of Chapter 9 of the Acts of 2025, to allow the _____ as the local licensing authority of the City, to approve a request from a licensee to convert an existing license to sell wines and malt beverages only for on-premises consumption to a license to sell all alcoholic beverages for on-site consumption, subject to all other

provisions of G.L. c.138, including notice, publication, and certified mailing of, and a public hearing on, such conversion.

If you have further questions about conversion of on-premises licenses for the sale of wine and malt beverages only, or any other alcoholic beverages licensing questions, please contact Attorneys Gregg J. Corbo or Thomas W. McEnaney.

Disclaimer: This information is provided as a service by KP Law, P.C. This information is general in nature and does not, and is not intended to, constitute legal advice. Neither the provision nor receipt of this information creates an attorney-client relationship with KP Law, P.C. Whether to take any action based upon the information contained herein should be determined only after consultation with legal counsel.

COMMONWEALTH OF MASSACHUSETTS

DEPARTMENT OF THE STATE TREASURER

ALCOHOLIC BEVERAGES CONTROL COMMISSION

95 Fourth Street, Suite 3 Chelsea, MA 02150-2358

Jean M. Lorizio, Esq.
Commission Chairman

QUOTA BREAKDOWN

As of: 8/11/2025

Town of: Watertown (1336)

ANNUAL

On Premise Retail

	Allowed	Total Issued	Exemption: Special Leg	Exemption: Vets Clubs	Exemption: Farmer Series PP	Total Available in Quota
AB	38	49	11	1	0	1
WM		9	0	0	1	
WMC	8	0	0	0	0	0
WM TO AB		0				

Off Premise Retail

	Allowed	Total Issued	Exemption: Special Leg	Exemption: Vets Clubs	Exemption: Farmer Series PP	Total Available in Quota
AB	8	8	0	0	0	0
WM	8	8	0	0	0	0

SEASONAL

On Premise Retail

	Allowed	Total Issued	Exemption: Special Leg	Exemption: Vets Clubs	Exemption: Farmer Series PP	Total Available in Quota
AB	0	0	0	0	0	0
WM	0	0	0	0	0	0
WMC		0	0	0	0	

Off Premise Retail

	Allowed	Total Issued	Exemption: Special Leg	Exemption: Vets Clubs	Exemption: Farmer Series PP	Total Available in Quota
AB	0	0	0	0	0	0
WM	0	0	0	0	0	0

Annual	AB	SECTION 12
Club		7
General On-Premises		2
Hotel/Innkeeper		2
Restaurant		37
Veterans Club		1

Annual	WM	SECTION 12
Farmer Brewery Pouring Permit		1
Restaurant		8

This document is for informational purposes only. Consult the local licensing authority regarding availability of licenses or any specific local restrictions imposed by the local licensing authority.

WATERTOWN
MASSACHUSETTS
OFFICE OF THE CITY MANAGER

To: Honorable City Council

From: George J. Proakis, City Manager

Date: April 22, 2026

RE: Agenda Item – Transfer of Funds

Attached is correspondence from City Auditor Megan Langan regarding the requested transfer of funds to support the revised FY2026 City Council salaries based on the Blue Ribbon Committee's final recommendations.

I respectfully request that this transfer be placed on the agenda for the City Council meeting scheduled on April 28, 2026.

Thank you for your attention to this matter.

CITY OF WATERTOWN
Auditor

Administration Building
149 Main Street
Watertown, MA 02472-4410

Megan Langan
City Auditor

Telephone: (617) 972-6460
Facsimile: (617) 972-6563

TO: GEORGE PROAKIS, CITY MANAGER

FROM: MEGAN LANGAN, CITY AUDITOR

DATE: April 22, 2026

RE: AGENDA ITEM – TRANSFER OF FUNDS REQUEST

As you are aware, a Blue Ribbon Committee was established in 2024 to review the salaries of the Honorable City Council. At the June 10, 2025 City Council Meeting, a public hearing and vote on the Committee's final recommendations for the salaries of the Honorable City Council whose term began January 2, 2026 was held.

As the FY26 Budget had already been submitted, it was determined that a transfer request would be brought forward in FY26 to cover the variance between the FY26 budgeted Elected Officials salary line of $83,700 and the revised FY26 salaries of $112,900.

Please find attached a Transfer of Funds request in the amount of $29,200. We are requesting a transfer from Council Reserve to Elected Officials Salaries to cover the cost of the revised FY26 salaries for the Honorable City Council.

I respectfully request the attached transfer be placed on the April 28, 2026, City Council Agenda.

Thank you for your consideration in this matter.

TRANSFER AMOUNT $29,200

FROM:	FY 2026 CITY COUNCIL RESERVE FUND 0111152-570780	$	29,200
TO:	FY 2026 ELECTED OFFICIALS SALARIES 0111151-510113	$	29,200

I hereby certify to the availability, authority of funding source, mathematical accuracy and appropriate fiscal year.

4/22/26
DATE

CITY AUDITOR

WATERTOWN
MASSACHUSETTS
OFFICE OF THE CITY MANAGER

To: Honorable City Council

From: George J. Proakis, City Manager

Date: April 21, 2026

RE: Agenda Item – Approval of Gift Expenditures

I am pleased to inform you that the Ed Walsh Foundation has made a generous contribution in the amount of $2,500 to support the Pequossette Summer Program operated by the Recreation Department.

In accordance with Massachusetts General Laws Chapter 44, Section 53A, the expenditure of gifted funds requires approval by both the City Manager and the City Council.

Therefore, I respectfully request that the attached resolution authorizing the expenditure of this gift be placed on the City Council agenda for April 28, 2026.

Thank you for your consideration and action on this matter

Resolution No. 2026-

Resolution Authorizing the Acceptance and Expenditure of a Gift to the Recreation Department

WHEREAS, the Ed Walsh Foundation has made a generous contribution in the amount of $2,500 to support the Pequossette Summer Program operated by the Recreation Department; and

WHEREAS, the Pequossette Summer Recreation Program is a comprehensive summer camp serving children entering grades K–8, and for the 2026 season is scheduled to operate from June 22 through August 14; and

WHEREAS, the Ed Walsh Foundation's mission is to help Boston area children and families, and the Foundation has expressed that it is honored to support the Pequossette Summer Program; and

WHEREAS, in sharing this gift, the Foundation noted that such support helps keep Ed Walsh's spirit alive and brings great joy to his family, with the hope that the grant will likewise benefit the City's Recreation team and the children they serve; and

WHEREAS, in accordance with Massachusetts General Laws Chapter 44, Section 53A, the acceptance and expenditure of gifted funds requires the approval of both the City Manager and the City Council;

NOW, THEREFORE, BE IT RESOLVED that the City Council hereby accepts the generous gift of $2,500 from the Ed Walsh Foundation and authorizes the expenditure of said funds by the Recreation Department for the purposes stated above.

_____
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 ____for ____against and ____present on April 28, 2026.

_____
Brendan McCarthy, Council Clerk

_____
Mark Sideris, Council President

Ed Walsh Foundation

Spreading smiles to kids in school and sports
EdWalshFoundation.org

March 21, 2026

Watertown Recreation Department
Mr. Jon Kazanjian
149 Main Street
Watertown, MA 02472

Dear Jon;

It is with great pleasure that I forward the enclosed check to you from the Ed Walsh Foundation. As we discussed, this $2,500 donation will go towards funding scholarships for Camp Pequossette. We hope that this grant aids families in need, and helps campers have a fun time this summer.

Our Foundation's mission is to help Boston area children and families and we are honored that you have given us an opportunity to help your camp. By doing so you have helped us keep Ed's spirit alive and have brought great joy to our family. I hope that this grant does the same for you and your team.

We wish you all the best this summer with camp!

Smile-On,

Kristen Walsh

1834 Centre Street #320688
West Roxbury, MA 02132
(617)564-1623

WATERTOWN
MASSACHUSETTS
OFFICE OF THE CITY MANAGER

To: Honorable City Council

From: George J. Proakis, City Manager

Date: April 21, 2026

RE: Agenda Item – First Reading on a Proposed Ordinance Amending the Code of Ordinances

---

I respectfully request that the attached ordinance be placed on the April 28, 2026 City Council agenda for First Reading.

On March 24, 2026, the City Council adopted a new Administrative Code to replace portions of the existing Code of Ordinances and improve clarity and organization. As I noted in my memo of March 24 (attached), the current personnel ordinance needed to be repealed in conjunction with approval of the Administrative Code. During that meeting, a council member requested policy language addressing compensation and leave for non-union employees. If the Council wishes to proceed with a replacement ordinance to address this issue, a proposed draft ordinance is attached for review.

WHEREAS, The City of Watertown adopted a new Administrative Code on March 24, 2026; and,

WHEREAS, The Administrative Code is developed to replace certain sections of the Code of Ordinances for the City of Watertown; and,

WHEREAS, The City desires to have codes that are clear and unambiguous well organized; and,

WHEREAS, The Honorable City Council desires to ensure that non-union personnel continue to have policies in place that regulate their compensation and leave schedules,

THEREFORE BE IT RESOLVED THAT,

The following be added to the Code of Ordinances:

1. The Human Resources Department of the City of Watertown shall maintain employee policies for all employees that are not directly employed by the City Council and that are not otherwise covered by a collective bargaining unit. These policies shall include, but are not be limited to, the following:
    a. A classification and compensation system establishing a grade and salary steps for each position
    b. A policy for accruing vacation leave
    c. A policy for accruing sick leave
    d. A policy for accruing personal leave
    e. A schedule of employee holidays

CITY OF
WATERTOWN
Office of the City Manager

George J. Proakis
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 Proakis, City Manager

Date: March 24, 2026

RE: Administrative Code

As you are aware, the City is in the process of modernizing its ordinances through the development of a comprehensive Administrative Code. As part of this effort, our advisory team at the UMass Collins Center conducted a review of the City's current "Personnel Regulations" to identify provisions appropriate for inclusion in the new code.

Through this review, the Collins Center recommended the removal of Sections 30.15–30.32 of the Code of Ordinances, which collectively comprise the existing Personnel Regulations.

A central goal of this initiative is to make the City's regulatory framework more accessible and coherent. The first step toward achieving this is to consolidate provisions related to City departments, boards, and personnel operations within the Administrative Code, as currently drafted. The second step is to eliminate outdated, redundant, or irrelevant language from the existing ordinances. Following completion of this work, the City Administration would like to continue to work with the City Council on a separate effort to reorganize the remaining sections of the Code. This work would be coordinated in conjunction with the company that currently manages our city codes.

We strongly recommend repealing Sections 30.15–30.32 in their entirety. These provisions are substantially outdated, internally inconsistent, and misaligned with the City's current classification and compensation systems, as well as applicable collective bargaining agreements. They do not provide meaningful benefits or establish relevant rights for City employees. A section-by-section summary is provided below:

Section 30.15
Authorizes the creation of a classification plan by ordinance and references applicable state law. The City has since implemented a modern classification and compensation system through a consultant-led effort funded by the City Council. This system is fully incorporated into collective bargaining agreements for union employees and into Human Resources policies reflected in the annual budget for non-union staff. While non-union pay scales

could be codified, doing so would require frequent updates to reflect cost-of-living adjustments. The current approach—updating compensation alongside Council approval of union contracts and city budgets—is more practical and efficient.

Section 30.16
Provides definitions for the ordinance.

Section 30.17
Establishes a Personnel Board based on a town form of government, including appointments tied to a finance committee and town meeting moderator. This structure is over 45 years outdated and unnecessary in a city government with a professional Human Resources department and a City Council subcommittee overseeing personnel matters.

Sections 30.18–30.21
Outlines a complex administrative process for developing and managing classification and compensation plans. In practice, these functions are governed through collective bargaining agreements for union staff and administered by Human Resources for non-union employees. These provisions have not been used in decades.

Section 30.22
Addresses classification of part-time employees. While the City is developing a part-time compensation framework, codification is not necessary.

Section 30.23
Defines workweeks for various employee groups. The classifications, duties, and schedules are outdated and inconsistent with current contracts and practices.

Section 30.24
Describes procedures for adopting salaries. The language is unclear and inconsistent with current processes, particularly regarding treatment of new hires.

Section 30.25
Governs overtime compensation but conflicts with current federal law and collective bargaining agreements.

Section 30.26
Lists holidays, which are inconsistent with current practice.

Sections 30.27–30.28
Addresses vacation and sick leave but defers to other bylaws. In practice, these benefits are governed by union contracts and Human Resources policies, not ordinance.

Section 30.29
Requires physical examinations and references outdated practices, including sharing medical information with the retirement board, which no longer occurs.

Section 30.30
States that the subchapter does not conflict with civil service law.

Section 30.31
Imposes residency requirements for police and fire personnel that are inconsistent with current contracts and practice.

Section 30.32
Addresses longevity payments but includes schedules that conflict with current agreements. Longevity for union employees is governed by contract, while non-union longevity is limited and managed through Human Resources policy.

In summary, these provisions are outdated, inconsistent, and no longer reflective of current City operations. Repealing Sections 30.15–30.32 is a necessary step in implementing a clear, modern, and functional Administrative Code.

WATERTOWN
MASSACHUSETTS
OFFICE OF THE CITY MANAGER

To: Honorable City Council

From: George J. Proakis, City Manager

Date: April 23, 2026

RE: Agenda Item – Proposed Loan Order

Attached is a request from Thomas D. Brady, Director of Public Works, seeking authorization for the Treasurer to borrow $2,300,000 for the reconstruction of Forest Street and Springfield Street, consistent with Line 289 and Conceptual Recommendation #42 of the FY 2026–2030 Capital Improvement Program. This request is submitted alongside a separate $2,100,000 loan order for the Forest Street connector roads and longer streets project, scheduled for the April 28, 2026 City Council agenda.

I respectfully request the attached proposed Loan Order be placed on the April 28, 2026 City Council Agenda as a First Reading.

Thank you for your attention to this matter.

HINCKLEY ALLEN

28 State Street
Boston, MA 02109-1775
p: 617-345-9000 f: 617-345-9020
hinckleyallen.com

Chelsea A. Tryder
(617) 378-4209
ctryder@hinckleyallen.com

April 23, 2026

George J. Proakis
City Manager
Administration Building
149 Main Street
Watertown, Massachusetts 02472

RE: Draft Loan Order – Street Reconstruction Bonds

Dear George:

As requested, I suggest the following form of loan order in connection with the reconstruction of Forest Street and Springfield Street project:

> ORDERED: That the sum of $2,300,000 is appropriated to pay costs of reconstructing Forest Street and Springfield Street, as more fully described in Line 289 of the City's Fiscal Year 2026 through 2031 Capital Improvement Plan, and the payment of all costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the City Manager, is authorized to borrow said amount under and pursuant to M.G.L. c.44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the City therefor.

The order must be published at least five days prior to the holding of a public hearing with respect to the order and its final passage and requires the affirmative vote of at least two-thirds of all members of the City Council, as in the case of any other loan order for bonds.

Please call me if there are any questions about the suggested proceedings.

Sincerely,

/s/ Chelsea A. Tryder

Chelsea A. Tryder

WATERTOWN
MASSACHUSETTS
DEPARTMENT OF PUBLIC WORKS

TO: Mr. George Proakis, City Manager
FROM: Mr. Thomas Brady, Director of Public Works TB
Mr. Michael Albano, Director of Administration & Finance
Mr. Nathan Chin, PE, Acting City Engineer
DATE: April 14, 2026
RE: Public Works Department – Road Reconstruction Funding Request

---

The Department of Public Works (DPW) respectfully requests that the necessary actions be taken to authorize the Treasurer to borrow $2,100,000 for the construction and oversight of the connector roads and longer streets project at Forest Street, at approximately 1,875 linear feet, and Springfield Street, at approximately 1,050 linear feet. This request corresponds with Conceptual Recommendation #15 of the Fiscal Year 2026 Annual Budget.

In addition, the DPW requests that the necessary actions be taken to authorize the Treasurer to borrow $2,300,000 for the reconstruction of Forest Street and Springfield Street in conjunction with Line 289 of the Fiscal Year 2026-2031 Capital Improvement Program (CIP) and Line 42 of the Fiscal Year 2026 Annual Budget.

The City Council reviewed and approved the above mentioned projects on December 13, 2022, pursuant to the Public Works Committee's report. DPW selected each street by evaluating its pavement condition index, history of utility replacement, traffic impact, and need for safety improvements. Reconstructing each street is necessary to ensure the safe and efficient flow of vehicle and pedestrian traffic.

All goods and services related to these projects will be procured in compliance with Massachusetts law. Thank you in advance for your consideration of this request.

WATERTOWN
MASSACHUSETTS
OFFICE OF THE CITY MANAGER

To: Honorable City Council

From: George J. Proakis, City Manager

Date: April 23, 2026

RE: Agenda Item – Proposed Loan Order

Attached is a request from Thomas D. Brady, Director of Public Works, seeking authorization for the Treasurer to borrow $2,100,000 for the Forest Street connector roads and longer streets project, consistent with Conceptual Recommendation #15 of the FY 2026–2030 Capital Improvement Program. This request is submitted alongside a separate $2,300,000 loan order for the reconstruction of Forest Street and Springfield Street, scheduled for the April 28, 2026 City Council agenda.

I respectfully request the attached proposed Loan Order be placed on the April 28, 2026 City Council Agenda as a First Reading.

Thank you for your attention to this matter.

HINCKLEY ALLEN

28 State Street
Boston, MA 02109-1775
p: 617-345-9000 f: 617-345-9020
hinckleyallen.com

Chelsea A. Tryder
(617) 378-4209
ctryder@hinckleyallen.com

April 23, 2026

George J. Proakis
City Manager
Administration Building
149 Main Street
Watertown, Massachusetts 02472

RE: Draft Loan Order – Street Bonds

Dear George:

As requested, I suggest the following form of loan order in connection with the connector roads and longer streets at Forest Street and Springfield Street project:

> ORDERED: That the sum of $2,100,000 is appropriated to pay costs of constructing and overseeing the connector roads and longer streets project at Forest Street and Springfield Street, as more fully described in Line 318 of the City's Fiscal Year 2024 through 2028 Capital Improvement Plan, and the payment of all costs incidental and related thereto; and that to meet this appropriation, the Treasurer, with the approval of the City Manager, is authorized to borrow said amount under and pursuant to M.G.L. c.44, §7(1), or pursuant to any other enabling authority, and to issue bonds or notes of the City therefor.

The order must be published at least five days prior to the holding of a public hearing with respect to the order and its final passage and requires the affirmative vote of at least two-thirds of all members of the City Council, as in the case of any other loan order for bonds.

Please call me if there are any questions about the suggested proceedings.

Sincerely,

/s/ Chelsea A. Tryder

Chelsea A. Tryder

WATERTOWN
MASSACHUSETTS
DEPARTMENT OF PUBLIC WORKS

TO: Mr. George Proakis, City Manager
FROM: Mr. Thomas Brady, Director of Public Works TB
Mr. Michael Albano, Director of Administration & Finance
Mr. Nathan Chin, PE, Acting City Engineer
DATE: April 14, 2026
RE: Public Works Department – Road Reconstruction Funding Request

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In addition, the DPW requests that the necessary actions be taken to authorize the Treasurer to borrow $2,300,000 for the reconstruction of Forest Street and Springfield Street in conjunction with Line 289 of the Fiscal Year 2026-2031 Capital Improvement Program (CIP) and Line 42 of the Fiscal Year 2026 Annual Budget.

The City Council reviewed and approved the above mentioned projects on December 13, 2022, pursuant to the Public Works Committee's report. DPW selected each street by evaluating its pavement condition index, history of utility replacement, traffic impact, and need for safety improvements. Reconstructing each street is necessary to ensure the safe and efficient flow of vehicle and pedestrian traffic.

All goods and services related to these projects will be procured in compliance with Massachusetts law. Thank you in advance for your consideration of this request.

Watertown City Council

Committee on Rules & Ordinances Meeting Minutes

Thursday, March 12th, 2026

1. Call to Order

Councilor Gardner called the meeting to order at 5:00 PM. Present were Nicole Gardner, Chair, Lisa Feltner, Vice Chair, and John Gannon, Secretary. Also present were City Manager George Proakis and Municipal Policy Analyst Doug Newton. Present in the audience were Councilors Vinnie Piccirilli and Caroline Bays. Resident Rita Colafella was also present in the room, as were Linda Scott and Elodia Thomas by zoom.

2. Discussion

Manager Proakis began the meeting by discussing the proposed noise ordinance. (Attachment A) Mr. Newton then presented slides discussing the current and proposed noise ordinances. (Attachment B) The Committee also received public comment from Rita Colafella in advance of the meeting (Attachment C).

The Committee then began discussion. Councilor Lisa Feltner expressed disappointment that the proposed ordinance does not address the following:

- Caps on total noise levels
- Noise duration
- Definition of various sources of noise
- Vibration

She also said that the statement of purpose describing some fleeting noise as inherent to life in Watertown suggests that noise is being accepted. Councilor Gannon said that construction and demolition has led to vibrations being felt, particularly in dense areas. The Committee asked staff to conduct research into the issue of vibrations and report back at a future meeting.

Councilor Gardner raised the issue of tonal noise. Some other communities restrict this to no more than 5 dbA above ambient level. She asked for additional research to

be conducted with neighboring towns regarding tonal noise limits, since the draft does not include it, and our current ordinance and the ordinances in some neighboring towns do include it.

The Committee then discussed the matter of commercial and residential lawn maintenance, with discussion centering around if the current ordinance exempts commercial lawn maintenance from enforcement. Manager Proakis and Mr. Newton shared that their understanding is that the current ordinance has a gap which does not cover commercial maintenance, and that this is also the understanding of the Health Department. Councilor Gardner said she felt it was important that the new ordinance cover this gap.

On the issue of lawn maintenance, Mr. Proakis said that the Watertown Environment and Energy Efficiency Committee has expressed interest in an ordinance specifically on gas-powered lawn equipment. The Manager views this as a separate issue from the noise ordinance meriting its own referral.

The Committee then begin discussing the definitions in the ordinance. They discussed the necessity of defining both “emergency” and “emergency work” and asked staff to provide revised language at a future meeting. As to the definition of “construction and demolition,” the Committee asked staff to make the language more concise and avoid listing out specific examples.

The Committee asked staff to provide a better definition of “plainly audible.” While it is defined in the draft as “Any sound that can be detected by a person of normal hearing ability using his or her unaided hearing facilities,” the Committee agreed that the word “normal” is not appropriate and asked staff to edit the definition for the next meeting.

Finally, the Committee began discussion of the Section 95.03: Prohibition of Noise Pollution. Councilor Gannon raised the issue of enforcement, as health department staff are not exempt from the state trespassing statute. Manager Proakis noted that he views it as a core responsibility of his to ensure that his staff are properly trained on all applicable laws and regulations and will ensure that this remains the case.

3. Adjournment

Councilor Feltner made a motion, seconded by Councilor Gannon, to continue the meeting. The motion passed three to zero and the meeting concluded at 6:29 PM.

ORDINANCE #__ **2025 – O – _**

WHEREAS noise pollution is a hazard to public health, welfare, safety, and quality of life; and whereas a substantial body of science and technology exists by which noise pollution may be measured and abated; and,

WHEREAS a substantial body of science and technology exists by which noise pollution may be measured and abated; and,

WHEREAS people have a right to and should be ensured an environment free from excessive noise pollution that may jeopardize their health, welfare, or safety.

NOW THEREFORE BE IT ORDAINED by the City Council of Watertown that Title IX, Chapter 95 of the Watertown Code of Ordinances, inclusive of all sections, is hereby repealed and replaced in its entirety with a new Chapter 95 as follows:

95.01 Statement of Purpose

A. Noise pollution is a hazard to public health, welfare, safety, and quality of life. A substantial body of science and technology exists by which noise pollution may be measured and abated, and the people have a right to and should be ensured an environment free from excessive noise pollution that may jeopardize their health, welfare, or safety. This chapter serves to address persistent noise pollution rather than fleeting noise inherent to life in a densely populated community such as Watertown.

95.02 Definitions:

A. Construction and demolition: Any of the following:

   1. excavation, highway construction, land development or land clearing work;
   2. the erection, demolition, alteration, repair, or relocation of any building or structure, which uses powered equipment including, but not limited to, backhoes, trucks, tractors, excavators, earth moving equipment, compressors, motorized or power hand tools, manual tools, or equipment of a similar nature as well as two-way radios or other communication equipment;
   3. the use of any equipment for recycling, screening, separating, or any other processing of soil, rocks, concrete, asphalt or other raw material

B. Emergency: Any occurrence or set of circumstances involving actual or imminent physical hazard or property damage which demands immediate action

C. Emergency work: Any work performed for the purpose of preventing or alleviating the physical hazard or property damage threatened or caused by an emergency

D. Noise pollution: A noise source which increases noise level above ambient to the level prescribed in 95.03 (A)

E. A-weighted decibels (dbA): The A-weighted sound-pressure level expressed in decibels

F. Ambient noise level: The sound level associated with a given environment, being a composite of sounds from all sources excluding the alleged offensive noise, at the location and approximate time at which a comparison with the alleged offensive noise is to be made

G. Plainly audible: Any sound that can be detected by a person of normal hearing ability using his or her unaided hearing facilities

95.03 <u>Prohibition of Noise Pollution</u>

A. Any activity, other than those exempted by 95.03(B) below, which creates or produces sound measured at 10 dbA above ambient noise level at any of the following locations shall be deemed a violation of this section:
    1. The property line of any residential property or of any condominium or apartment house
    2. At least fifty feet away from the source of noise if in a non-residential setting if applicable

B. Noise emanating from the operation of the following is exempt from the application of this section 95.03:
    1. Motor vehicles on a public highway
    2. Equipment used for construction and demolition
    3. Equipment used in domestic or commercial maintenance
    4. Domestic animals on a residential or commercial property
    5. Noncommercial public speaking and public assembly as protected by state and federal constitutions
    6. An emergency or emergency work
    7. City-sponsored events

C. No person owning, leasing or controlling a source of sound shall cause, suffer, allow or permit unnecessary emissions from said source of sound that causes noise pollution via any of the following manners:
    1. Willfully
    2. Negligently
    3. Or through failure to provide necessary equipment, service, or maintenance or to take necessary precautions

95.04 <u>Construction and Demolition</u>

A. All devices employed in construction or demolition which are plainly audible at any of the following locations shall be prohibited from use during the hours of 7:00 PM to 7:00 AM on weekdays, from 7:00 PM to 8:00 AM on Saturdays, and at any time on Sundays and legal holidays:

    1. The property line of any residential property or of any condominium or apartment house
    2. At least fifty feet away from the source of noise if in a non-residential setting, if applicable

B. Nothing in this section shall be construed to prohibit noise emanating from vehicles used in construction or demolition for the purposes of safety such as backup alarms on a vehicle.

95.08 Domestic and Commercial Maintenance

A. All devices employed in domestic or commercial lawn, garden, or grounds maintenance which are plainly audible at any of the following locations shall be prohibited between the hours of 7:00 PM and 7:00 AM on weekdays and from 7:00 PM to 8:00 AM on Saturdays, Sundays and legal holidays:
    1. The property line of any residential property or of any condominium or apartment house
    2. At least fifty feet away from the source of noise if in a non-residential setting, if applicable

95.09 Noise Waiver

A. The Director of Public Health or his or her designee may grant a waiver for any activity otherwise forbidden by the provisions of this chapter upon a determination that compliance in the conduct of such activity would cause undue hardship on the person or persons conducting such activity or on the community, taking into account the extent of noise pollution caused by not requiring such compliance and whether reasonable efforts have been made to abate the noise. The Director of Public Health shall establish appropriate procedures for the processing of requests for such waivers, including such hearings as he or she deems appropriate. The Director of Public Health may seek the input of the Superintendent of Public Works in noise waiver requests related to construction or demolition. In granting any such waiver, the Director of Public Health may impose such appropriate conditions as he or she deems necessary pursuant to this section. Copies of all such waivers shall be filed with the clerk of the city council and to each ward city councilor whose ward is affected by the waiver promptly after issuance.

95.10 Enforcement

A. The provisions of this chapter may be enforced by the Director of Public Health or his or her designee. The provisions of this chapter may also be enforced by the Chief of Police or his or her designee. Each violation shall be deemed as a separate offense.

95.99 Penalty

A. Any person who violates any provision of this chapter shall be issued a verbal warning for the first offense, then fined as follows:
    1. $100 for the second offense
    2. $200 for the third offense
    3. $300 for the fourth offense and each subsequent offense

B. Nothing in this section shall be deemed to limit the use of other lawful methods of abating violations of this section, including but not limited to application for equitable relief from a court of law.

Noise Ordinance

Doug Newton

Clarity on Noise Pollution & How it is Measured

- Noise pollution is noise measuring 10 dbA or more above ambient (background) noise level as measured at:
  - The nearest residential property line
  - At least 50 feet from the source of noise if in a non-residential setting
- Measurement of ambient noise taken from the nearest spot at which the offending noise is inaudible
- This is the procedure the Health Department has been using and can still use with new ordinance.

Current Ordinance

- Prohibits noise "10 db or more above the background noise level. If the noise is judged by ear to have a tonal sound, an increase of 5 db above the background noise level is sufficient to cause noise pollution."
- Exempts emergencies, protected free speech, and domestic lawn equipment from 7AM to 9PM.
- Prohibits construction & demolition outside of 7AM-7PM Monday-Friday, 7PM-8AM on weekends).
- Department of Public Health designated as primary enforcement agency. Police, Fire, and Building Inspector also allowed to enforce.
- $50-$100 fine for first offense, $200-$500 for each succeeding offense.

Goals of New Ordinance

- Clarity, consistency, fairness
- Making noise ordinance consistent with other modern ordinances
- Provide a tool to limit noise pollution while understanding that some level of noise is inherent to life in Watertown
- Use clear standards for enforcement
  - Decibel limits, plainly audible

Key Change: Lawn Maintenance

- Prohibited from 7am-7pm weekdays, 8am-7pm on Saturdays. Currently allowed 7am-9pm in Watertown.
  - "Plainly audible" standard
  - Same hours as construction & demolition but prohibited entirely on Sundays
- Commercial lawn maintenance now prohibited outside of such hours alongside domestic.
  - Current ordinance is silent on commercial lawn maintenance.

Other Key Changes

- "db" to "dbA"
- Language & formatting consistent with other modern ordinances
- Waiver process: Health Department to create a procedure to grant waivers. District Councilor for the event receiving a waiver to be informed.
- City-sponsored events exempted
- Penalties brought in line with other modern ordinances
  - Verbal warning for first offense, then $100 for second, $200 for third, $300 for fourth and each subsequent offense.

Issues NOT addressed in ordinance

- Gas vs. Electric Leaf blowers
  - Also no decibel limits on leaf blowers during permissible hours
  - Ordinance seeks to improve consistency and fairness between domestic and commercial in leaf blower noise regulation
  - Additional leaf blower concerns could be addressed in a separate referral
- Dogs and other animals
  - Covered by Animal Control Ordinance & Keeping of Animals Ordinance

Summary

- Goal is to create a simple, enforceable noise ordinance
- Does not attempt to unreasonably limit noise in a densely packed community
- Does limit untimely lawn noise and clarify enforcement procedure
  - Waiver process for any necessary exemptions

Attachment C: Public Comment from Rita Colafella

SECTION 95.01: STATEMENT OF PURPOSE

The current text damages community health by isolating neighbors and criminalizing the joy of being outside, which does not bode well for physical or mental health. It treats "quiet" as a luxury good and "noise" as a crime, favoring those who can afford large lots and soundproofed homes. Furthermore, this ordinance claims noise is a "hazard to public health", yet it does nothing to lower that high baseline from the highway or industry. It only penalizes the neighbors for adding to it.

- Amend to include: "This chapter shall not be used to change Watertown's vibrancy. Noise inherent to high-density living—including disagreements, moving furniture, music, dancing, or children running—is evidence of a healthy community and shall never be deemed 'Persistent Noise Pollution'."
    - This prevents the law from being used to sanitize or gentrify the city and to ensure differences in cultures, music or kids running around the playground are recognized as the sounds of a vibrant, human community.

SECTION 95.02: DEFINITIONS

"Ambient Noise Level"

- Add to 95.02(F): "In neighborhoods or areas within 500 feet of industrial/highway zones (e.g., The Pike), Ambient Noise shall be calculated as the average daytime noise of the entire block, not the lowest possible quiet moment."
    - Low-income areas are already louder. Without this change, newcomers moving next to a loud highway can report a neighbor for a "10 dBA spike" that is actually quieter than the existing background traffic. We must not penalize neighbors for a baseline created by zoning. Otherwise the law allows the loudest areas to remain loud, while strictly protecting the quietest areas. It fails the very people it claims to protect from "health hazards."

"Persistent Noise"

- Define strictly as: "A continuous, unchanging sound lasting longer than 30 minutes."
    - Anything less than 30-minutes must be "Fleeting." This prevents 311 from becoming a digital neighborhood watch; a 10-minute basketball game, a car with the radio on and the top, a car in a driveway being warmed up during a winter morning
    - The law must explicitly protect "The sounds of a healthy community"as "Fleeting Noise" inherent to the city. It must prioritize community overall health.

"Plainly Audible"

- Delete subjective "unaided hearing" standards. Add: "Audibility must be verified by a calibrated Type 1 Sound Meter at the complainant's property line.

    - Subjective “hearing" is a tool for discrimination. It allows "lifestyle referees" to decide a backyard BBQ or rap music is "offensive" while a private generator hum is ignored.

SECTION 95.03: PROHIBITION OF NOISE POLLUTION

Sub-section A (The 10 dBA Rule):

- A fixed limit (e.g., "nothing over 60 dBA") would make it illegal for someone in a loud area to even mow their lawn. However, 10 dBA is too low for dense areas where a simple radio or loud laughter hits 65–70 dBA.
- We can keep a relative standard but add massive protections and/or increase the threshold for domestic and social activities.

Sub-section A (The 10 dBA / Tonal Clause):

- The 5 dBA "Tonal" rule (hums, whines, buzzes) criminalizes older equipment.
- Exempt residential equipment (ACs, pool pumps) older than 10 years from the tonal clause.
    - A wealthier resident buys a $10,000 "ultra-quiet" system; a working-class resident gets a $100 fine for an old unit with a "hum."

Sub-section B (Mandatory Exemptions) - Add these:

- Childhood & Youth Play: All vocalizations and play (screaming, laughing, playground use) during non-night hours.
    - We need people to be enjoying the outdoors more and those are not always quiet activities.
- Youth Recreation: Sports activities, unamplified yelling, or social gatherings of teens during non-night hours (7:00 AM to 9:00 PM).
- Safety & Help-Seeking: Any yelling/screaming intended to deter crime, signal for assistance, or prevent kidnapping/assault.
    - High-volume screaming or whistles are often used by women and children to prevent or interrupt a crime.
- Cultural Heritage: Traditional unamplified singing, church bells, community festivals and “loud” conversational styles.
    - Protect cultural differences because low volume is a cultural preference, not a universal norm.
- Honest Conflict: Spontaneous arguments or vocal disagreements that don't involve a crime.
    - We shouldn't pressure people to "quietly" voice arguments to avoid a noise fine.

- Small Businesses: Outdoor dining, live music at a local pub, or even a busy storefront can be shut down by a single complaining neighbor.

Sub-section C (Negligent Noise):

- Remove "Negligent Noise" as a violation for tenants; keep it strictly for landlords regarding only structural equipment (elevators, furnaces).
    - Low-income renters shouldn't be evicted because they can't afford to "maintain" a quiet lifestyle or high-end appliances.
    - Similarly, landlords should not be discouraged from alarming a place with smoke alarms and CO2 detectors because tenants Let's not contribute to Watertown's current issues regarding renting.

SECTION 95.04: CONSTRUCTION AND DEMOLITION - Add:

- All noise mitigation requirements for all new construction must be established during the Preliminary Site Plan Review, NOT during the Special Permit or Building Permit phase.The Planning Board must provide a "Noise Impact Specification" upfront. If a developer meets these crystal-clear specs (using muffling tech, acoustic enclosures, or low-noise fans) at the start, the city cannot later deny a permit or change the goalposts based on neighbor complaints during the middle of the process.
    - This removes the "Regulatory Hurdle" that makes housing and labs too expensive to build. Developers need to know the cost of muffling technology before they commit to a project.

SECTION 95.09: NOISE WAIVERS

- Reform the Waiver process to be a Pre-Approved Variance.
    - Currently, waivers are "expensive and difficult" to get after a problem starts. A developer or homeowner should be able to apply for a "Technological Hardship Waiver" upfront if the cost of silencing a specific piece of equipment (like a backup generator) is disproportionate to the benefit.
- Add - Noise complaints may only be filed by a verified resident directly impacted and located within 150 feet of a construction/demolition.
    - To stop opposition to affordable housing and anti-growth reporters from patrolling the whole city via 311 to stall affordable housing projects they aren't even near.
- Create an Automatic Waiver for any residential property owner whose household income is below the area median.
    - Current waivers are "expensive and difficult," favoring large developers over small homeowners. Homeowners shouldn't face "daily $100 fines" because they can't afford a $5,000 muffler for a generator or AC unit.

SECTION 95.10: ENFORCEMENT & SURVEILLANCE - Add:

- The Police Department should not enforce Chapter 95. Enforcement is a civil matter for the Health Department.
    - Certain residents use city services as a private security force to change active neighborhoods. We must not allow lifestyle policing.
    - ALso, the police are trained for other more important things
- The City shall not use permanent noise-monitoring microphones or automated 'shot-spotter' style tech for municipal enforcement.
    - Prevent anymore surveillance
- Establish that a pattern of false or excessive anonymous reporting against a single property will be investigated as a form of neighbor-to-neighbor harassment.

."

SECTION 95.XX: SHIELDS- Add:

- Domestic Violence Safe Harbor: No noise from a domestic dispute or emergency call shall be used as a 'nuisance strike,' a basis for a fine, or as evidence in an eviction.
    - Aligns with the MA Domestic Violence Leave Act. Abusers use the threat of a noise fine/eviction to keep victims silent: This shield stops that psychological control.
- Eviction Shield: Explicitly ban landlords from using municipal noise citations as grounds for eviction.
    - This should prevent discrimination against renting to families with young children.
- Disability and Mental Health Shield: Vocalizations or mechanical sounds (motorized wheelchairs) related to physical/mental handicaps or tics (e.g., Tourette’s, Autism) are 100% exempt
    - We need to protect the involuntary sounds of those with a condition such as being hard of hearing, having dementia or that need equipment to get around.

Minutes of the Committee on Climate and Energy

Meeting Date: March 23, 206

The Committee convened on Monday March 23, 2026, at 5:45 pm in the Richard E. Mastrangelo Council Chamber, as a hybrid meeting with remote participation by zoom. Present were Councilor Anthony Palomba, Chair; Councilor Caroline Bays, Vice Chair; and Councilor Theophilus Offei, Secretary. Also present in chambers were Councilor Vincent Piccirilli, Councilor Lisa Feltner, and Councilor Nicole Gardner. Participating remotely by Zoom was Brian Hebeisen (Watertown Faces Climate Change). Staff present were Mia Kenna, Sustainability Planner; Silas Fyler, Assistant Director for Energy Management; Katie Swan, Environmental Planner and Conservation Agent; and Michelle, Energy Advocate.

Purpose of the Meeting

The purpose of the meeting was to review and discuss the City's three-year metrics report on the 2022 Climate and Energy Plan, and to receive comments and suggestions from Watertown Faces Climate Change (WFC) regarding the metrics, data sources, and recommended methodological improvements.

Opening Remarks

Councilor Offei

Councilor Offei thanked the public for their attendance and characterized the meeting as meaningful climate accountability work — not merely goal-setting, but pausing to measure progress honestly and course-correcting where needed. He thanked city staff for producing the three-year metrics report, acknowledging the difficulty of pulling from dozens of data sources, navigating gaps, and being transparent about what is not yet known. He also recognized WFC for the quality and technical rigor of their written response, noting that their letter raised concrete methodological questions and proposed alternative approaches. He stated his goals for the meeting: clarity on data questions raised, a shared understanding of where the plan needs acceleration, and a path forward on metrics not yet being tracked. He requested his opening remarks be included in the official minutes.

Councilor Palomba (Chair)

Councilor Palomba thanked the sustainability team, WFC, and all attendees. He noted that the 2022 Climate and Energy Plan is subject to a five-year comprehensive review in 2027, making this metrics review a valuable preparatory step. He stated his intention to conclude the meeting no later than 8:00 PM and, if necessary, to schedule a follow-up meeting. He provided an orientation to the plan structure — five elements, each with goals, strategies, and actions, totaling 67 proposed actions — and noted that a column correlating plan actions to specific metrics had been added to the report at his request following the December committee meeting.

Staff Presentation: Three-Year Metrics Review

Mia Kenna, Sustainability Planner, led the presentation on behalf of the sustainability team, joined by Silas Fyler, Katie Swan, and Michelle.

Plan Actions Status Overview

Of the 67 total actions in the Climate and Energy Plan, staff reported the following status breakdown:

- 22% Initiated — preliminary or ground-level work has begun
- 39% In Progress — initial research complete; city staff and partners actively working
- 12% Established and Ongoing — program built and functioning
- 6% Completed — specific end goal achieved (e.g., organics recycling program)
- 21% Not Yet Scheduled — no work or research begun

Context and Purpose of the Metrics Review

Ms. Kenna explained that the metrics were written by consultant KLA in the original 2022 plan and were not designed to correlate directly with specific plan actions — they were proposed as quantitative approximations of progress in each plan section. The metrics review asked three driving questions: Are the proposed metrics still appropriate? Are the data sources still viable? Where are data gaps that need to be addressed before the five-year review?

Staff identified five categories of metric status used throughout the report:

- Data remains consistent with the original source
- Updated to a more precise data source
- No metric was ever created for this action step
- Original source no longer available or not updated; alternative source needed
- No source or proxy available at this time; data cannot be reported

Ms. Kenna noted that overall Watertown is trending toward most goals that could be tracked, while acknowledging real gaps in several areas.

Discussion by Plan Element

1. Buildings and Energy

Staff reported the following status across the eight Buildings and Energy metrics:

- Trending toward goals (4): potential solar capacity on rooftops; installed solar capacity; number of gas/oil-heated residential properties; number of gas/oil-heated commercial properties
- Trending away from goals (1): enrollment in Watertown Electricity Choice

- Data availability issues (3): percent of income spent on energy for households at 0–30% AMI; estimated total solar electricity produced; commercial energy use intensity (EUI) for buildings over 5,000 sq ft

Discussion

Gas/Oil-Heated Residential Properties: Councilor Offei noted that the number of gas-heated homes increased slightly from 9,625 to 9,701 against a 2030 target of 5,775. Silas Fyler explained that the Specialized Stretch Code, effective 2024, now requires any new gas connection to include full electric wiring and panel capacity, effectively preventing further growth. The prior uptick was partly attributable to construction activity during the COVID period. Commercial properties showed improvement, declining from 510 to 347 against a target of 312.

Fossil Fuel Pathway in Stretch Code: Councilor Offei noted that the Specialized Stretch Code contains a fossil fuel pathway — it incentivizes electrification but does not prohibit gas. Homes being fully renovated are still being sold with gas systems. He argued this distinction must be clearly communicated when claiming progress on this metric.

Installed Solar Capacity — Data Jump: Installed solar capacity appeared to jump from 4,521 kW to 811,902 kW. Mr. Fyler clarified this reflects a switch in data source from the Mass. CDC solar tracking program (which had significant missing entries) to DPW tracking of PPS1 and PPS2 — the original baseline was materially understated. The corrected figure is still incomplete, as it excludes installations that did not claim SMART incentives, including the city's own installations at Hosmer School and the new high school. Those facilities are not on SMART because the city elected to retain the RECs for municipal use; the new high school additionally cannot participate in SMART due to LEED Platinum certification requirements.

Solar Goals Already Exceeded: Several members noted that if the corrected data is accurate, Watertown has already surpassed its original solar goals. Staff agreed the 2030 and 2050 targets for this metric will need to be revised upward. Mr. Fyler offered to attempt to reconstruct historical figures, noting that PPS1 records do not include start dates, making this difficult.

Watertown Electricity Choice Enrollment Decline: Councilor Piccirilli asked why enrollment in the 100% renewable option was declining. Staff explained that the standard option has been upgraded to 100% Class 3 renewable energy, causing some residents to perceive the two products as equivalent and drop to the lower tier. Additionally, some residents are opting out of the community choice program entirely to seek individually negotiated rates. Solar panel owners also represent an opt-out segment.

Assessor Database Accuracy: Councilor Picciri noted that the Assessor's database — proposed as a source for several metrics including gas/oil-heated properties — is materially out of date. He cited his own home as an example: a slate roof replaced in 2018 and gas heat replaced with electric heat pumps within the past year are both still recorded incorrectly. He urged the committee to address the reliability of this source before relying on it for plan metrics.

Denominator and Definition Issues: Councilor Piccirilli raised a methodological concern applicable across multiple metrics: as Watertown adds housing, per-property and per-capita denominators change over time, making gross numbers hard to interpret without context. He argued that both gross numbers and percentages should be reported, and that key terms such as "residential property" should be precisely defined (e.g., whether a 100-unit apartment building counts as one property or 100). He noted that Watertown has added approximately 500–600 new housing units since 2019, which could mean the percentage of gas-heated

homes is declining even if the gross count is slightly up.

Graph Presentation — Target Lines: Brian (WFC, by Zoom) raised an overarching presentation concern: while 2030 and 2050 targets are listed in tables, they are not shown graphically within the charts, making it difficult for readers to assess progress visually. He requested that target lines be added to all charts.

Proposed Metric 9 — Total Greenhouse Gas Emissions: WFC member Jolie Taggart proposed the addition of a ninth metric tracking total citywide greenhouse gas emissions. This metric is not currently tracked. There was broad agreement among committee members that this metric is essential to the plan's goals.

2. Transportation and Mobility

Staff reported the following status across the five Transportation and Mobility metrics:

- Trending toward goals (3): total EVs by percentage; total population within half mile of public EV charging; number of publicly accessible EV charging stations
- Trending away from goals (1): residents using sustainable modes to travel to work (bike, walk, transit)
- Data availability issues (1): roads rated 4 or 5 stress level — analysis from the Bike and Pedestrian Plan has not been updated

Discussion

Work-From-Home as a Sustainable Mode: Councilor Offei cited WFC's critique that counting work-from-home (WFH) as a sustainable commute mode inflates the metric while only capturing approximately 20% of total car trips. Staff acknowledged the concern, explaining that WFH was included to show totals with and without it included and to account for pandemic-era shifts. Staff indicated willingness to explore a weighted methodology.

Road Stress Level Data: The data for this metric comes from a stress-level analysis in the Bike and Pedestrian Plan, which has not been updated and has no published update date. WFC representative Deborah Peterson suggested that as an interim measure, the city could assess a smaller subset of key north-south routes and major corridors. Staff indicated they would work with Transportation Planner Zeke Mermell to determine whether an update could be incorporated into an upcoming plan revision.

Process Concern from WFC: Deborah Peterson noted that WFC responded to what they understood to be a finalized published document, but additional work has since been done on the metrics, creating an out-of-sync dynamic. She suggested that some methodological questions would be better resolved through direct conversations between WFC and sustainability staff rather than through formal public meetings. Councilor Palomba acknowledged the suggestion. Ms. Kenna confirmed the metrics document has not been revised since its January 2026 publication.

3. Natural Resources

Katie Swan, Environmental Planner, presented on Natural Resources metrics. Staff reported:

- Trending toward goals (2): open space per person; area (sq ft) of school and community gardens
- Data availability issues (4): tree canopy coverage; impervious surfaces; number of public trees; air quality

Discussion

Open Space Per Capita — Data Discrepancy: The baseline figure of 3.25 acres per 1,000 people appeared to jump to 15.3 acres — well above the 2030 target of 5 and the 2050 target of 10. Ms. Swan explained that the original consultants used a methodology that could not be replicated, as it required access to a proprietary program. Staff instead used census tract data matched with citywide open space data, calculating an average. She acknowledged this is a methodological shift, not simply updated data. Figures also vary significantly by census tract — eastern Watertown shows higher open space per capita in part due to Mount Auburn Cemetery.

Definition of Open Space: WFC noted that the distinction between open space and green space has not been defined in the plan. Artificial turf fields (e.g., BBN fields, Watertown High School athletic fields) should not be counted as natural open space for climate and ecological purposes. The committee agreed that a clear definitional framework is needed before the five-year review.

Tree Canopy Study: A tree canopy study is currently being administered by DPW with a consultant, expected to be delivered by June 30 with results likely available in July. The current baseline figure is from 2016 (20.89%), with a 2030 target of 23% and a 2050 target of 27%.

Stormwater Quality as a Metric: A member speaking on behalf of the Stormwater Advisory Committee noted that the city already collects stormwater quality data from all drains annually as part of its MS4 permit reporting. She proposed that water quality data going from Watertown's drains into the Charles River could serve as a direct and measurable indicator of the combined impact of tree canopy, open space management, and infiltration practices. Staff and the committee received the suggestion positively, noting that the Natural Resources section already includes a goal to minimize stormwater runoff and improve quality.

Open Space Equity Mapping: Councilor Gardner asked whether staff has data showing where open space gaps are greatest within the city. Ms. Swan confirmed this information exists in the raw data and offered to share it. Councilor Gardner indicated strong interest in making this information available to the full council.

4. Infrastructure and Waste

Staff reported the following:

- Trending toward goals (4): tons of trash sent to incineration; household waste generation (lbs/household/year); diversion rate (recycled tons / total tons); number of households signed up for food waste pickup
- Data availability issues (1): critical infrastructure in hazardous areas — pending the

Hazard Mitigation Plan

Discussion

Food Waste Pickup Enrollment: As of March 6, 2026, 3,316 households are enrolled in the food waste pickup program.

Diversion Rate Definition: WFC requested confirmation that the diversion rate metric includes both recycling and composting in the numerator. Staff indicated they would verify with Matthew Bacon, the city recycling coordinator, who provides the data directly from Republic Services and Waste Management.

Coverage Gap for Multi-Family and Commercial Waste: Approximately 70% of Watertown residents use city-contracted trash services; the remaining 30% — primarily large residential buildings and commercial properties with private haulers — are not captured in current data. Staff committed to researching whether other municipalities have developed methods to track waste for this segment.

5. Public Health and Community Preparedness

Staff reported the following:

- Trending toward goals (2): community members signed up for emergency alerts; customer hours of weather-related power outages
- Data availability issues (3): number of census tracts with moderate or high heat vulnerability scores; businesses signed up for emergency alerts; number of residents served by resilience hubs annually

Discussion

Weather-Related Power Outages: The data shows a dramatic improvement from the baseline figure. Staff acknowledged uncertainty about how the original metric was calculated and backtracked the data manually from annual state reports to verify consistency. The large improvement does appear to hold. Staff intends to continue using Eversource and DPW/Department of Public Utilities records as sources.

Relevance of Power Outage Metric: Councilor Bays questioned whether city actions can meaningfully move this metric, since most outage duration is determined by Eversource's infrastructure and maintenance. Staff acknowledged that city tree maintenance does have some impact but that the city is not the primary responsible party.

Heat Vulnerability Score Metric: The original data source was created for a one-time study and has not been updated. Staff has been unable to recreate the methodology and is working to identify an equivalent alternative.

Business Emergency Alert Enrollment: Emergency alert data is collected through the Watertown Police Department, which has no way to distinguish individual from business sign-ups. This metric cannot be tracked under the current system.

Resilience Hubs: The city is actively working to establish resilience hubs but has not yet

finalized locations or programming. Staff noted a related grant application was recently submitted. The metric for residents served cannot be reported until the program is operational.

Next Steps

Councilor Palomba closed the presentation and summarized the path forward:

- The sustainability team will review suggestions from WFC and councilors and incorporate revisions as appropriate in preparation for the five-year plan review.
- The five-year comprehensive review of the Climate and Energy Plan is anticipated for 2027. Laurel Schwab returns from parental leave in approximately three weeks and will lead that process.
- Several data sources and baseline figures require revision before the five-year review, including at minimum: solar capacity data, open space calculation methodology, and gas/oil-heated property definitions.
- A follow-up subcommittee meeting may be needed to continue discussion on unresolved items.
- Staff will work with WFC directly to address open methodological questions, including the work-from-home commute classification and road stress data.
- Staff will consult with Transportation Planner Zeke Mermell on a timeline for updating the road stress analysis.
- Staff will follow up on: accuracy of the Assessor's database as a heating system data source; feasibility of tracking waste for the 30% of residents not on city-contracted collection; and historical solar capacity figures if PPS1 start dates can be obtained.

Meeting Summary

Key Findings

- Watertown is trending toward most trackable goals. Real wins include solar growth, composting enrollment, stretch energy code adoption, and EV charging infrastructure.
- Several goals have already been exceeded — notably installed solar capacity and open space per capita — but this is largely the result of understated baselines and methodology changes, not solely new progress. Targets in these areas must be revised upward before the five-year review.
- The Specialized Stretch Code is an important policy tool but contains a fossil fuel pathway — it does not require all-electric construction. Progress claims on gas/oil-heated properties must reflect this nuance.
- The Assessor’s database is not being reliably updated and should not be used as a primary data source for heating system type until its accuracy is verified.
- Total citywide greenhouse gas emissions are not currently tracked. There was broad agreement that this must be added as a metric (proposed Metric 9) before the five-year review.
- The sustainable commute metric is trending in the wrong direction, and the methodology — including work-from-home as a sustainable mode — requires reassessment.

- Definitions of “open space” and “green space” are not established in the plan. Artificial turf fields should be excluded from natural open space calculations.
- Approximately 30% of resident waste (multi-family and commercial with private haulers) is not captured in current diversion and generation metrics.

Action Items and Next Steps

- **Staff — Solar data:** Attempt to reconstruct a corrected historical baseline for installed solar capacity using PPS1/PPS2 data; report back on what is recoverable.
- **Staff — Solar and open space goals:** Revise 2030 and 2050 targets for solar capacity and open space per capita to reflect corrected baselines.
- **Staff — Assessor database:** Investigate why the Assessor’s database is not being updated with current heating system and roof data, and assess its viability as a data source for plan metrics.
- **Staff — Charts:** Add 2030 and 2050 target lines to all metric charts in the report.
- **Staff — Greenhouse gas metric:** Develop a methodology and data source for tracking total citywide greenhouse gas emissions (proposed Metric 9) for inclusion in the five-year review.
- **Staff — Commute metric:** Explore a weighted methodology for the sustainable commute metric that accounts for the disproportionate share of total trips represented by work-from-home, in consultation with WFC.
- **Staff — Road stress data:** Work with Transportation Planner Zeke Mermell to determine a timeline for updating the road stress analysis in the Bike and Pedestrian Plan, or identify an interim subset of corridors to measure.
- **Staff — Open space definition:** Establish clear definitions of “open space” and “green space” for use in the plan, ensuring artificial turf areas are excluded from natural open space calculations.
- **Staff — Open space equity data:** Share open space gap analysis by census tract with Councilor Gardner and the full council.
- **Staff — Stormwater metric:** Work with the Stormwater Advisory Committee to evaluate incorporating MS4 stormwater quality data into the Natural Resources metrics.
- **Staff — Diversion rate:** Confirm with Matthew Bacon that the diversion rate metric includes both recycling and composting in the numerator.
- **Staff — Waste coverage gap:** Research how other municipalities track waste for residents and commercial properties not on city-contracted collection services.
- **Chair — Follow-up meeting:** Councilor Palomba to schedule a follow-up subcommittee meeting as needed to continue discussion on unresolved items ahead of the 2027 five-year review.

Motions and Votes

No formal motions were made or votes taken at this meeting. The session was a presentation and discussion forum. The committee anticipates further action at a follow-up meeting once outstanding data and methodology questions have been addressed by staff.

The meeting adjourned 7:50 PM

WATERTOWN
MASSACHUSETTS
OFFICE OF THE CITY MANAGER

To: Honorable City Council

From: George J. Proakis, City Manager

Date: April 21, 2026

RE: Request for Confirmation – Reappointments to the Traffic Commission

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Pursuant to the provisions of the Watertown Home Rule Charter and Town Council Ordinance 2007-46, An Ordinance on the Timing and Process of Appointments to Town Boards, Commissions and Committees, I am transmitting herewith a request for reappointments to the Traffic Commission which requires Council confirmation.

- Robert Airasian – Reappointment as a member of the Traffic Commission to a term expiring May 15, 2029

- Daniel Grieneisen – Reappointment as a member of the Traffic Commission to a term expiring May 15, 2029

Thank you for your anticipated cooperation in this matter.

WATERTOWN
MASSACHUSETTS
OFFICE OF THE CITY MANAGER

To: Honorable City Council

From: George J. Proakis, City Manager

Date: April 21, 2026

RE: Request for Confirmation – Reappointments to the Solid Waste & Recycling Committee

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Pursuant to the provisions of the Watertown Home Rule Charter and Town Council Ordinance 2007-46, An Ordinance on the Timing and Process of Appointments to Town Boards, Commissions and Committees, I am transmitting herewith a request for reappointments to the Solid Waste & Recycling Committee which requires Council confirmation.

- Russ Arico – Reappointment as a member of the Solid Waste & Recycling Committee to a term expiring May 15, 2029

- Eileen Ryan – Reappointment as a member of the Solid Waste & Recycling Committee to a term expiring May 15, 2029

Thank you for your anticipated cooperation in this matter.