MEMORANDUM

To: Honorable Chairman and Members of the Watertown Town Council
From: Mark A. Raimo, Town Manager
Date: November 16, 2026
Re: Town Manager – Administrative Update

At a Glance

- Approximately $934,195 in combined electrical supply savings for the Town and Board of Education over February 2022–September 2026, compared with Eversource Standard Service rates.
- Steel Brook Greenway substantially complete; ribbon cutting anticipated, with a larger spring celebration planned.
- Main Street Watertown Road Safety Audit project advanced through design; additional funding and bidding remain ahead of anticipated 2027 construction.
- Crestbrook historical and financial governance review continues, with recommendations to be developed for Council consideration.

Financial Management and Budget

Electrical Supply Savings and Rate Management. An analysis covering February 2022 through September 2026 identified savings under the Town's Constellation electrical supply agreement compared with Eversource Standard Service rates: $283,981 (32%) for municipal operations and $650,214 (33%) for the Board of Education, totaling approximately $934,195. In December, we anticipate providing the Council with additional information on market conditions and potential opportunities to secure future supply rates, with the goal of continued savings and budget predictability.

Fuel Costs. Last year, the Town secured gasoline, diesel, and heating oil at $2.45, $2.47, and $2.60 per gallon, respectively, avoiding significant subsequent price increases. We will continue monitoring market conditions for favorable pricing opportunities.

FY2027–2028 Budget Preparation. The budget development process is underway with updated departmental instructions emphasizing financial accountability, long-term planning, and expenditure justification. Departments have been directed to provide three- to five-year outlooks and identify significant budgetary changes. Tyler budget preparation tools are being implemented to improve consistency, efficiency, and reporting.

Financial Controls and Accountability. The Finance Department and Town Manager's Office continues reviewing administrative procedures involving deposits, accounts receivable, invoice processing, and reconciliation. The objective is to improve documentation, strengthen internal controls, and support consistent financial practices across departments. Additional procedural guidance will be developed as these reviews progress.

Water & Sewer Authority — Financial and Operational Oversight

Water & Sewer Authority Financial Transparency. The Town Manager's Office continues developing public-facing information explaining Water & Sewer Authority operations, enterprise fund accounting, rate structures, and debt obligations related to the Waterbury judgment. These materials are intended to strengthen public understanding of operating costs, financial obligations, and long-term planning, with additional information anticipated in December.

Ratepayer Billing Communication. A public-facing draft communication regarding water and sewer matters has been prepared for distribution with upcoming Water & Sewer Authority bills. The document is intended to provide ratepayers with clear, accessible information and context concerning the Authority's current financial and operational issues.

Continued Intermunicipal Dialogue. The Town Manager's Office is initiating efforts through legal counsel to arrange a meeting with representatives of the City of Waterbury and the Watertown Fire District (WFD). The purpose is to continue dialogue regarding outstanding matters and explore a constructive path forward. No meeting date or outcome has been established.

Public Works, Facilities, and Infrastructure

The Town continues to focus on cost containment, preventative maintenance, infrastructure preservation, and long-term capital planning. Current projects and initiatives include:

- **Town-Owned Building and Infrastructure Inventory.** The Purchasing Agent and Building Maintainer are compiling an inventory of Town-owned buildings and major infrastructure components, including age, condition, and estimated remaining useful life, to inform operating and capital budgets, maintenance planning, and investment priorities.
- **Steel Brook Greenway.** The project is substantially complete. The Town looks forward to a ribbon-cutting ceremony in the near future, followed by a larger community celebration in the spring.
- **Main Street Watertown Road Safety Audit Project.** The project has reached a substantial design phase. The Town is working with its State partners to secure additional funding, complete the design, and move the project out to bid during the winter months, with construction anticipated to begin in 2027.
- **911 Communications Building.** Completed a proactive roof replacement after the existing roof exceeded its useful life, protecting critical communications equipment supporting Police, Fire, and Water & Sewer operations.
- **Thomaston Road Maintenance Building.** Replaced a longstanding leaking roof using a more cost-effective alternative to the original steel roofing.
- **Senior Center.** Completed the accessible emergency exit walkway, which has passed inspection. Additional fencing options are being evaluated due to the adjacent embankment.
- **Munson House.** Continuing coordination with the State to confirm funding and advance the rehabilitation project.
- **Police Department Ammunition Room.** Town maintenance staff are constructing the new ammunition room in-house, avoiding substantial outside contractor costs.

Municipal Governance and Administration

Crestbrook Park – Historical Review and Municipal Governance. The Town Manager's Office is conducting a comprehensive review of Crestbrook Park's original purpose, financial structure, and municipal governance. The review includes Town Council and Parks & Recreation records beginning with the 1974 acquisition discussions, with research currently extending through 2001. Historical decisions concerning Town financial support, recreational operations, and enterprise fund development are being documented. Following meetings with Golf Subcommittee representatives, additional financial reporting has also been implemented to improve transparency and oversight.

A preliminary executive summary has been prepared for the Council describing work completed, initial findings, and next steps. Additional historical research and financial reconciliation are needed before recommendations can be finalized. The objective is a documented framework defining responsibilities, financial obligations, and operating expectations; future Council consideration may include an ordinance formalizing that framework.

Town Attorney – Request for Proposals. The Town received seven proposals: Updike, Kelly & Spellacy, PC; Cramer & Anderson, LLP; Cohen & Wolf, PC; Harris Beach Murtha; Zabel Schellenberg; Matt Grimes Law Firm, LLC; and Carmody Torrance Sandak & Hennessey, LLP. The Town Manager will assess the firms' qualifications and suitability and refer qualified respondents to the Town Council for consideration. The timeline for completing the review has not yet been established.

Personnel and Professional Development

Communications Union Agreement. The Communications Union has ratified its agreement, which was previously briefed in conjunction with the Police Union contract. I anticipate presenting the agreement to the Town Council at its December meeting.

Certified Fraud Examiner (CFE) Credential. I recently earned the CFE credential through the Association of Certified Fraud Examiners. Building upon my law enforcement, financial investigation, and municipal administration experience, this professional development strengthens my focus on fraud prevention and detection, internal controls, financial accountability, and the protection of public resources.

CCM Certified Civic Policy Leader (CCPL). Gerald Lukowski was recognized at the 2026 Connecticut Conference of Municipalities Annual Convention on October 28 for completing the inaugural Certified Civic Policy Leader program, offered in partnership with the University of Connecticut School of Public Policy. The credential recognizes advanced training in municipal leadership, collaboration, and public policy.

Manager Snapshot Series. A new Manager Snapshot reference series is being introduced for department heads and managers, with a planned release of one to two brief guidance documents per month. Topics will include documentation practices, supervisory responsibilities, and consistent municipal management procedures. The materials will be distributed electronically and maintained in a shared archive for future reference.

Community Engagement and Public Communications

The Town Manager's Office is exploring additional opportunities to strengthen public communication and community engagement. Building upon the Town Manager's Administrative Report, the Watertown Works podcast, and previous Did You Know? initiatives, we are considering a Coffee with the Manager series featuring informal discussions with local volunteer and civic organizations about municipal projects, current issues, and community concerns. We also anticipate developing shorter, public-facing social media updates highlighting Town accomplishments, ongoing projects, financial stewardship, and future initiatives. The goal is to increase transparency, improve public awareness of municipal operations, and encourage meaningful two-way communication with residents.

Public Safety and Emergency Preparedness

Emergency Operations and Red Cross Exercise. The Town Manager reviewed and signed off on the Board of Education's 2026 Emergency Operations Plan. The American Red Cross "Thunderbolt" exercise was also successfully completed, demonstrating the ability to deploy personnel and supplies to a regional shelter to support at least 100 people within two hours of a no-notice event. Alexis Zysek of the American Red Cross expressed appreciation for Watertown's response, cooperation, and emergency readiness.

Looking Ahead

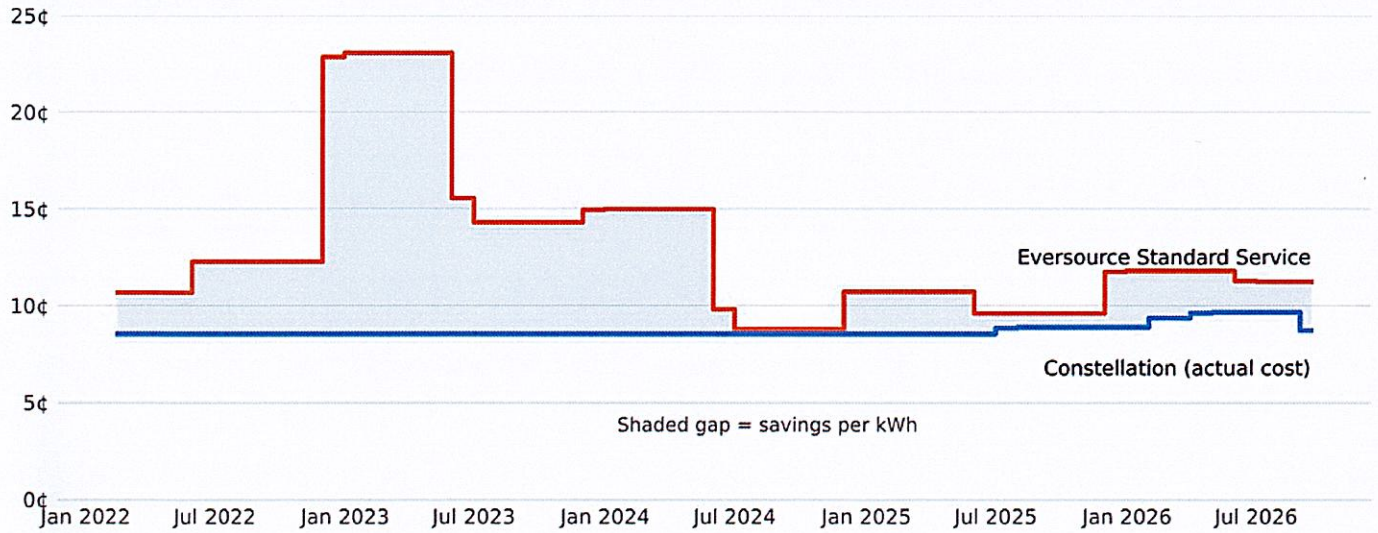
- December Council matters: Additional information on electrical supply market conditions and potential future rates; anticipated presentation of the ratified Communications Union agreement.
- Town Attorney selection: Complete qualifications review and refer qualified firms to the Council; timing remains undetermined.
- Crestbrook governance: Continue historical research and financial reconciliation before presenting a proposed framework for Council consideration.
- Main Street improvements: Work with State partners on funding and final design, with winter bidding targeted and work anticipated in 2027.
- FY2027–2028 budget: Continue departmental submissions, long-term outlook review, and Tyler-based budget development.
- Water & Sewer Authority: Distribute the prepared ratepayer communication with upcoming bills; introduce additional financial information in December; and work through counsel to arrange continued discussions with Waterbury and the WFD.
- Financial controls: Development of updated administrative procedures.

RDA RESOURCE DEVELOPMENT ASSOCIATES
We Power Business

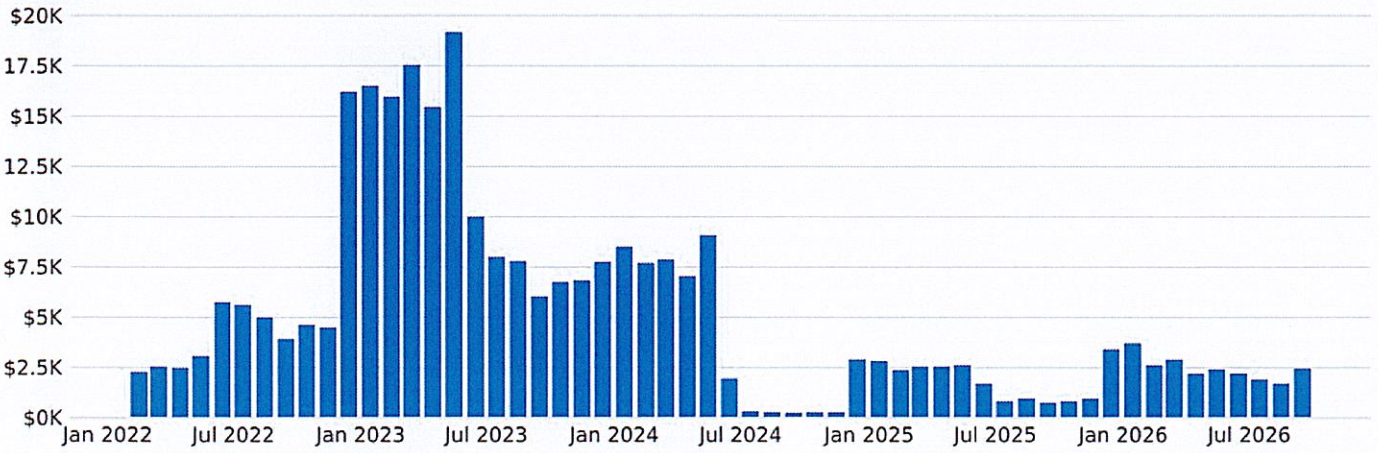
Town of Watertown – Electric Supply Savings
Feb. 2022 - Sept. 2026

$283,981	32%	8.68¢ vs 12.81¢	6.88M kWh
Total supply savings	Below Eversource cost	Avg: Constellation vs. Eversource	Total usage

Supply rate per kWh, by month



Monthly savings vs. Eversource



Savings by year

Year	kWh	Constellation	Eversource	Savings	%
2022*	1,387,245	$118,054	$173,952	$55,898	32%
2023	1,459,985	$124,245	$261,927	$137,682	53%
2024	1,536,860	$130,787	$177,096	$46,309	26%
2025	1,468,744	$127,519	$149,672	$22,153	15%
2026*	1,024,620	$96,224	$118,163	$21,939	19%
Total	**6,877,454**	**$596,829**	**$880,810**	**$283,981**	**32%**

Key takeaways

$283,981 saved over the contract to date: $596,829 paid to Constellation vs. $880,810 at Eversource Standard Service rates.

Price protection paid off in the 2022–23 winter spike. Eversource rose to 23.0¢/kWh while the fixed contract held near 8.5¢; Dec 2022 – May 2023 alone saved $100,792 (35% of the total).

The contract was below Eversource in every month; Jun – Nov 2024 was the narrowest gap (8.5¢ vs 8.7¢).

Since mid-2025, Constellation cost has averaged ~8.8–9.6¢/kWh; savings over the last 12 months were $25,361.

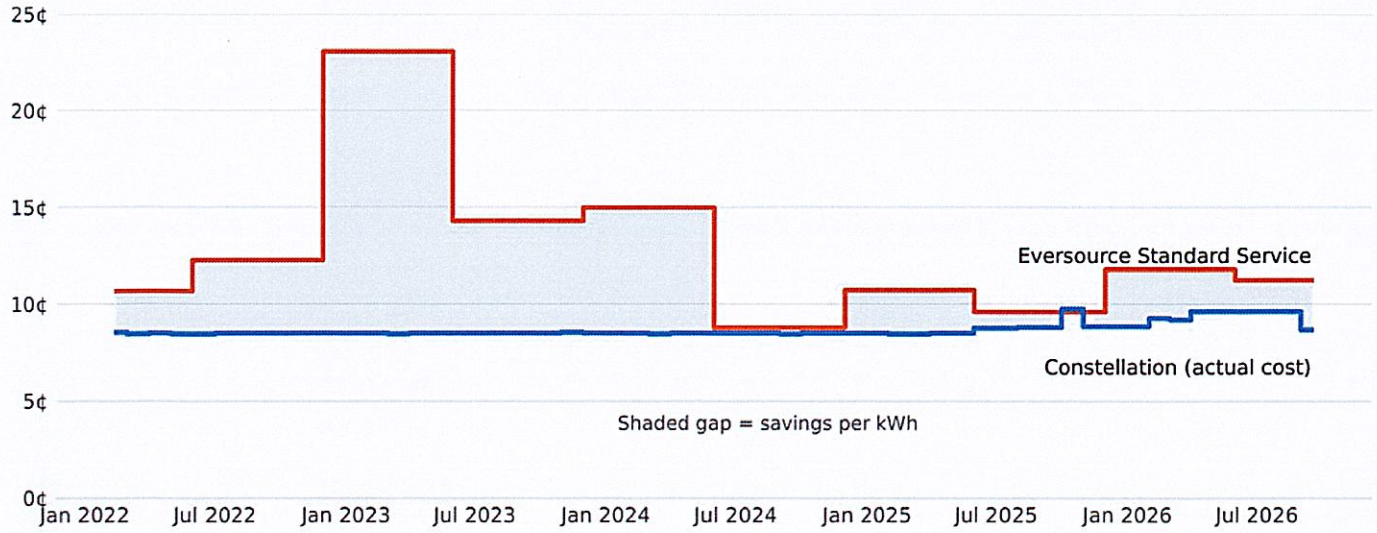
* Partial years: 2022 begins with Feb service; 2026 runs through Sep service (Sep partial). Months grouped by invoice service start date.
Source: Town_of_Watertown_Supply_Savings_Analysis_2022-2026 (Constellation invoice history). Eversource Generation Rate History 2022-2026
Eversource cost = invoice kWh x Eversource Standard Service rate in effect for the period.

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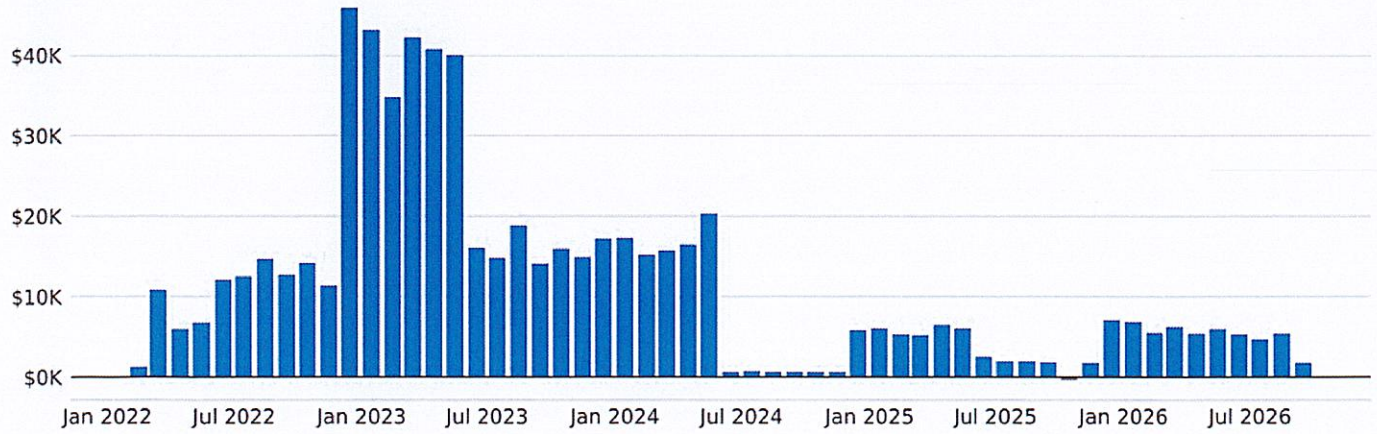
Watertown BOE – Electric Supply Savings
Feb. 2022 - Sept. 2026

$650,214	33%	8.67¢ vs 12.88¢	15.44M kWh
Total supply savings	Below Eversource cost	Avg. Constellation vs Eversource	Total usage

Supply rate per kWh, by month



Monthly savings vs. Eversource



Savings by year

Year	kWh	Constellation	Eversource	Savings	%
2022*	3,529,819	$299,347	$447,825	$148,478	33%
2023	3,288,248	$278,865	$591,960	$313,095	53%
2024	3,249,315	$275,613	$370,663	$95,050	26%
2025	3,127,614	$273,158	$319,344	$46,186	14%
2026*	2,243,923	$211,213	$258,617	$47,404	18%
Total	**15,438,919**	**$1,338,195**	**$1,988,409**	**$650,214**	**33%**

Key takeaways

$650,214 saved over the contract to date: $1,338,195 paid to Constellation vs. $1,988,409 at Eversource Standard Service rates.

Price protection paid off in the 2022–23 winter spike. Eversource rose to 23.0¢/kWh while the fixed contract held near 8.5¢; Dec 2022 – May 2023 alone saved $247,031 (38% of the total).

The contract was below Eversource in every month but one; Jun – Nov 2024 was the narrowest gap (8.5¢ vs 8.7¢).

Since mid-2025, Constellation cost has averaged ~8.8–9.6¢/kWh; savings over the last 12 months were $56,016.

* Partial years: 2022 begins with Feb service; 2026 runs through Sep service (Sep partial). Months grouped by invoice service start date.
Source: Watertown_BOE_Supply_Savings_Analysis_2022-2026 (Constellation invoice history). Eversource Supply History.
Eversource cost = invoice kWh x Eversource Standard Service rate in effect for the period.

🔴 Around Watertown — Coffee with the Manager

What's Happening Around Watertown?

Our Purpose: To strengthen communication between Town government and the community by sharing information about municipal projects, explaining how Town resources are managed, and creating opportunities for open, constructive conversations with residents.

There is a great deal of work happening throughout Watertown, much of it behind the scenes. Through *Coffee with the Manager*, I hope to share some of the work being done, provide insight into the challenges and opportunities facing our community, and encourage conversations about the issues that matter to residents.

Whether it's improving infrastructure, managing taxpayer resources, or planning for the future, my goal is to keep residents informed while creating more opportunities to hear directly from you.

Here's a look at some of the work underway around Watertown.

🚶 **Steel Brook Greenway:** The project is substantially complete! We look forward to a ribbon-cutting ceremony in the near future, followed by a larger community celebration in the spring. This project represents an important investment in recreation, connectivity, and the continued improvement of our community.

🚧 **Main Street Improvements:** The Main Street Watertown Road Safety Audit project has advanced substantially through the design process. We continue working with our State partners to secure additional funding, complete the design, and prepare the project for bidding over the winter months. Construction is anticipated to begin in 2027.

🏛️ **Taking Care of Town Buildings:** Our Purchasing Agent and Building Maintainer are developing a comprehensive inventory of Town-owned buildings and major infrastructure components. By documenting their age, condition, and estimated remaining useful life, we can better anticipate maintenance needs, prioritize improvements, and plan future capital investments rather than simply reacting when something breaks.

💡 **Saving Taxpayer Dollars:** Through competitive electrical supply agreements, the Town and Board of Education have realized approximately **$934,000 in combined savings** from February 2022 through September 2026 compared with Eversource Standard Service rates. We continue evaluating opportunities to manage energy costs and provide greater budget predictability.

🚒 **Emergency Preparedness:** Watertown recently participated in the American Red Cross *Thunderbolt* emergency shelter exercise. During this no-notice exercise, the Red Cross

demonstrated its ability to deploy personnel and supplies to a regional shelter to support at least 100 individuals within two hours. The American Red Cross expressed appreciation for Watertown's response, cooperation, and preparedness.

Let's Talk About Watertown!

In addition to sharing these updates, I'm exploring opportunities to meet with local volunteer organizations, civic groups, and community associations through a new *Coffee with the Manager* series.

The idea is simple: informal conversations about what's happening in Town, the projects we're working on, the challenges we face, and the issues that matter to our residents.

These gatherings would provide an opportunity to ask questions, share ideas, and better understand how municipal decisions and projects come together.

I believe good communication goes both ways. While it's important to share the work being accomplished, it's equally important to listen, understand community concerns, and consider different perspectives.

Watertown benefits from the commitment of its employees, volunteers, community organizations, and residents. I look forward to building upon those relationships and creating more opportunities for meaningful conversations.

Thank you for taking an interest in what's happening around Watertown.

Mark A. Raimo
Town Manager
Town of Watertown

MUNICIPAL DOCUMENTATION & GOVERNANCE — MANAGER QUICK REFERENCE

Town of Watertown | Manager Snapshot | November 12, 2026

MANAGER RULE: A document should explain the decision being considered today and preserve the information necessary to understand that decision in the future.

Why a Municipal Record Matters

- Municipal documents do more than support an immediate action. They preserve the facts, historical context, authority, and reasoning behind public decisions.
- Years later, a different manager, board, auditor, or administrator should be able to understand what was known, what was considered, and why the action was taken.
- Past practice provides useful context, but does not by itself establish legal authority, a formal policy, or a continuing obligation.

Date and Identify Every Document

- Include a preparation or issuance date on formal reports, memoranda, recommendations, and analyses. The date places the document in the chronology of events and shows when the information was current.
- Use a descriptive title and identify the responsible department or author; show revision dates or version numbers when a document changes.
- Date important supporting data and reference prior meeting actions, agreements, or studies so readers can distinguish historical information from current findings.

Tell the Story — Do Not Rely on Attachments Alone

- Start with a brief statement of the issue, relevant background, and why the matter requires attention.
- Review the backup material and bring the important facts, figures, prior actions, and findings into the main narrative. Explain their significance in plain language.
- Use attachments for detail and verification. Identify the source, date, and location of important supporting records rather than making the reader search for the rationale.
- Clearly distinguish established facts, assumptions, unresolved questions, alternatives, and the recommended next step.

Elements of a Useful Decision Record

1. Purpose — what issue is being addressed? 2. Context — what history, policies, prior decisions or practices are relevant?
3. Findings — what does the supporting research establish? 4. Implications — what are the financial, operational, legal or long-term effects?
5. Recommendation — what action is proposed, and why? 6. Final record — what was decided, when, and by which authority?

Build a Consistent Department-Wide Practice

Documentation is a management responsibility and a skill we need to reinforce. Basic practices—including dating documents—have become inconsistent. Managers should educate staff on these expectations, review work for clarity and completeness, and maintain records so the next person can follow the history without reconstructing it from memory.

MANAGER REMINDER: Good documentation is not measured by length. A concise, dated, well-supported document should stand on its own today and remain useful as an institutional record years from now.

Management development reference | Follow applicable Town records-retention, approval, and information-management requirements.