

**Town of  
Reading  
Massachusetts**



**2021 Annual Town Meeting  
Report on the Warrant  
April 26, 2021**



**Annual Town Meeting - April 2021**

**Monday April 26th  
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# COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss. Officer's Return, Town of Reading:

By virtue of this Warrant, I Laura A Gemme, on March 24, 2021 notified and warned the inhabitants of the Town of Reading, qualified to vote on Town affairs, to meet at the place and at the time specified by posting attested copies of this Town Meeting Warrant, along with the written request of Town Moderator Alan Foulds dated February 17, 2021 asking that this Town Meeting be held by remote participation pursuant to St. 2020, c. 92, §8, in the following public places within the Town of Reading:

- Precinct 1 J. Warren Killam School, 333 Charles Street
- Precinct 2 Reading Police Station, 15 Union Street
- Precinct 3 Reading Municipal Light Department, 230 Ash Street
- Precinct 4 Joshua Eaton School, 365 Summer Avenue
- Precinct 5 Reading Public Library, 64 Middlesex Avenue
- Precinct 6 Barrows School, 16 Edgemont Avenue
- Precinct 7 Birch Meadow School, 27 Arthur B Lord Drive
- Precinct 8 Wood End School, 85 Sunset Rock Lane
- Town Hall, 16 Lowell Street

The date of posting being not less than fourteen (14) days prior to April 6, 2021, the date set for Town Meeting in this Warrant.

I also caused a posting of this Warrant, and the Town Moderator's request for a remote Town Meeting, to be published on the Town of Reading website on March 24, 2021.

  
\_\_\_\_\_  
~~Constable~~ Town Clerk

A true copy Attest:  
  
\_\_\_\_\_

# TOWN WARRANT



## COMMONWEALTH OF MASSACHUSETTS

Middlesex, ss.

To any of the Constables of the Town of Reading, Greetings:

In the name of the Commonwealth of Massachusetts, you are hereby required to notify and warn the inhabitants of the Town of Reading, qualified to vote in the Local Elections and Town affairs, to meet in the following place designated for the eight precincts in said Town, namely:

**Precincts 1, 2, 3, 4, 5, 6, 7 and 8**  
**Reading Memorial High School, Hawkes Field House, Oakland Road**

TUESDAY, the SIXTH DAY OF APRIL, A.D., 2021  
from 7:00 a.m. to 8:00 p.m. to act on the following Articles, viz:

**ARTICLE 1** To elect by ballot the following Town Officers:

A Moderator for one year;  
One member of the Select Board for three years;  
Two members of the Board of Library Trustees for three years;  
Two members of the Municipal Light Board for three years;  
Two members of the School Committee for three years;

Sixty-Six Town Meeting Members shall be elected to represent each of the following precincts:

Precinct 1 Eight members for three years;  
Precinct 2 Eight members for three years;  
Precinct 3 Eight members for three years; one member for two years; and one member for one year;  
Precinct 4 Eight members for three years;  
Precinct 5 Eight members for three years;  
Precinct 6 Eight members for three years;  
Precinct 7 Eight members for three years; and  
Precinct 8 Eight members for three years

and to meet in accordance with Chapter 92 of the Acts of 2020 and through the Zoom platform on

MONDAY, the TWENTY-SIXTH DAY of APRIL A.D., 2021

at seven-thirty o'clock in the evening, at which time and place the following Articles are to be acted upon and determined exclusively by Town Meeting Members in accordance with the provisions of the Reading Home Rule Charter.

Members of the public may access and witness the deliberations and actions taken at the Annual Town Meeting in the following manner: RCTV Facebook or on local public access television. Town Meeting members and Town officials shall receive a link to join the Zoom video conferencing platform to participate in the Annual Town Meeting. Non-Town Meeting Members who are registered voters residing in the Town who wish to participate in the Annual Town Meeting must submit a request to participate to the Town Clerk not less than 48 hours in advance of the Annual Town Meeting, and when submitting this request, non-Town Meeting Members who wish to make a comment, ask a question, or otherwise address Town Meeting, should contact Town Clerk Laura Gemme ([lgemme@ci.reading.ma.us](mailto:lgemme@ci.reading.ma.us) or 781-942-6647) with the following information: (a) First and Last Name, (b) Street Address, (c) Phone Number, (d) Email Address, and (e) Article(s) he or she would like to speak to, and once verified, shall receive follow up information with specific participation instructions for the meeting.

If, on April 26, 2021, the Town Meeting elects not to hold the Annual Town Meeting remotely, then the Town Meeting shall adjourn to Reading Memorial High School Performing Arts Center, 62 Oakland Road, Reading on Thursday April 29, 2021 at seven-thirty o'clock in the evening.

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**ARTICLE 2** To hear and act on the reports of the Select Board, School Committee, Library Trustees, Municipal Light Board, Finance Committee, Bylaw Committee, Town Manager, Town Accountant and any other Town Official, Board or Committee.

Select Board

**Background:** This article appears on the Warrant for all Town Meetings. At this Annual Town Meeting, the Moderator has requested that reports be submitted in writing in advance for the following:

- Financial Update (Finance Committee Chair Edward Ross – please see page 39)
- State of the Town (Select Board Chair Mark Dockser – please see page 41)

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**ARTICLE 3** To choose all other necessary Town Officers and Boards or Committees and determine what instructions shall be given to Town Officers and Boards or Committees, and to see what sum the Town will vote to appropriate by borrowing or transfer from available funds, or otherwise, for the purpose of funding Town Officers and Boards or Committees to carry out the instructions given to them, or take any other action with respect thereto.

Select Board

**Background:** This Article appears on the Warrant of all Town Meetings. There are no known Instructional Motions at this time. The Town Moderator requires that all proposed Instructional Motions be submitted to the Town Clerk prior to Town Meeting so that Town Meeting Members may be “warned” as to the subject of an Instructional Motion in advance of the motion being made. Instructional Motions are normally held until the end of all other business at Town Meeting.

**ARTICLE 4** To see if the Town will vote to amend the FY 2021-31 Capital Improvements Program as provided for in Section 7-7 of the Reading Home Rule Charter and as previously amended, or take any other action with respect thereto.

Select Board

**Background:** This Article is included in every Town Meeting Warrant. The Reading General Bylaw (section 6.1.3) states "... No funds may be appropriated for any capital item unless such item is included in the Capital Improvements Program, and is scheduled for funding in the Fiscal Year in which the appropriation is to be made." Bond ratings agencies also want to ensure that changes to a long-term Capital Improvements Program (CIP) are adequately described.

The following changes are proposed to the FY2021 – FY2031 CIP (current year plus ten years):

### General Fund

**FY21: +\$0 net change**

\$0 Police Station OPM/Design (funded with Facilities Core surplus)

**FY22: +\$375,000 net changes**

\$250,000 OPM/Design for RMHS Stadium Track & Turf Field project (debt in FY23)

\$250,000 OPM/Design for Parker MS Roof project (debt in FY23)

\$ 50,000 Downtown Energy Efficient projects

-\$ 50,000 Facilities Bob Cat skid steer (use FY21 Facilities Core surplus)

-\$125,000 Town Hall generator (Health moving to Police Station)

**FY23: +\$10,000 net changes**

\$ 60,000 Adm Svc: GIS Flyover - planimetrics

-\$50,000 DPW Ford Pickup (2006) moved out one year to FY24

**FY24+**

Various other changes made

### Enterprise Funds – Water

**FY21: No changes**

**FY22: No changes**

*Note debt -\$121,481 MWRA Lead Removal (startup delayed by one year)*

**FY23: No changes**

**FY24+**

Various changes made

### Enterprise Funds – Sewer

**FY21: No changes**

**FY22: No changes**

*Note debt -\$114,025*

**FY23: No changes**

**FY24+**

Various changes made

## **Enterprise Funds – Storm Water**

**FY21: no changes**

**FY22: +\$100,000**

+\$100,000 additional funding for drainage projects

*Note debt -\$103,372*

**FY23: no changes**

**FY24+**

Various changes made

**Finance Committee Report:** The Finance Committee recommends the proposed amendments to the FY 2021 – FY 2031 Capital Improvements Program by a vote of 8-0 at their meeting on March 17, 2021. Placing items in the Capital Improvement Program is a prerequisite first step but in itself does not authorize spending funds towards these items

**Bylaw Committee Report:** No report.

**ARTICLE 5** To see if the Town will vote to amend the Town's Operating Budget for the Fiscal Year commencing July 1, 2020, as adopted under Article 17 of the Annual Town Meeting of June 15, 2020 and amended under Article 4 of the Subsequent Town Meeting of November 9, 2020; and to see if the Town will vote to raise and appropriate, borrow or transfer from available funds, or otherwise provide a sum or sums of money to be added to the amounts appropriated under said Article, as amended, for the operation of the Town and its government, or take any other action with respect thereto.

Finance Committee

### **Background:**

#### **General Fund – Wages and Expenses**

<b><u>Account Line</u></b>	<b><u>Description</u></b>	<b><u>Decrease</u></b>	<b><u>Increase</u></b>
B99 – Benefits wages & expenses	111F Pending Retirement \$150,000 (Fire \$93k) and (Police \$57k) Health Insurance Premiums -\$500,000	\$350,000	
E99 – Regional Vocational Education	Essex North Voke \$25,000 Minuteman Voke \$10,000		\$35,000
G91 – Administrative Services Wages	Elections \$10,000		\$10,000

G92 – Administrative Services Expenses	Legal \$45,000 Postage (elections) \$20,000		\$65,000
H92 – Public Services Expenses	Veteran’s Benefits -\$40,000	\$40,000	
I91 – Finance Wages	Accounting OT \$3,000		\$3,000
I92 – Finance Expenses	Assessors revaluation \$70,000 (now every five years)		\$70,000
J91 – Public Safety Wages	Fire buyback \$53,000 (retirements) Dispatcher OT \$50,000 Police buyback \$54,000 (retirements)		\$157,000
K93 – Public Works Snow & Ice	<i>estimate as of 3/15/21</i>		\$50,000
	<b>Subtotals</b>	<b>\$390,000</b>	<b>\$390,000</b>
	<b>Net Operating Expenses</b>		<b>\$0</b>
	<b>From Free Cash</b>		<b>\$0</b>

**Finance Committee Report:** At their meeting on March 17, 2021 the Finance Committee voted 8-0 to recommend this Article to Town Meeting.

**Bylaw Committee Report:** No report.

**ARTICLE 6** To see if the Town will vote to raise and appropriate, transfer from available funds, borrow or otherwise provide a sum or sums of money to pay bills remaining unpaid from prior fiscal years for goods and services actually rendered to the Town, or take any other action with respect thereto.

Select Board

**Background:** There are no prior years’ bills, and this Article is expected to be tabled.

**Finance Committee Report:** No report.

**Bylaw Committee Report:** No report.

**ARTICLE 7** To see if the Town will vote to raise and appropriate, transfer from available funds, borrow or otherwise provide a sum or sums of money for the purpose of funding the irrevocable trust for “Other Post-Employment Benefits Liabilities” or take any other action with respect thereto.

Select Board

**Background:** Each year at Annual Town Meeting we ask to transfer funds budgeted for OPEB from that line to the actual OPEB Trust in this Article. Sometimes due to budget surpluses in health insurance premiums we have increased the budgeted contribution figures; we are prepared but have not yet needed to ask to lower the budgeted contribution figures to cover health insurance premium deficits. Recent contributions to the Trust on behalf of the General Fund have been \$800,000 (FY19) and \$700,000 (FY20) – each a bit higher than budgeted.

Actuarially the eventual required annual contribution for the General Fund is between \$1.5 to \$2.0 million. It is understood that once our Pension Fund is actuarially fully funded (by about 2029), a large shift away from funding annual pension contributions and towards funding OPEB will occur, and on balance the total funding needed should be lower than the current combined totals. In the meanwhile, targeted annual OPEB contributions are about \$0.5 million.

Due to the uncertainty caused by the pandemic, June 2020 Town Meeting approved a reduced annual FY21 contribution of \$100,000. The Town Manager's FY22 budget proposes a similar \$100,000 figure in recognition of ongoing revenue uncertainty.

This spring, the Public Employee's Committee (PEC), a group of all Town, School and Light department unions, plus representation for Retirees, will be negotiating health insurance renewals with town management. We intend to discuss the OPEB situation, and try to find a way to address the two-year (FY21 and FY22) contribution shortfall. Historically the PEC has been an outstanding partner in keeping our annual health insurance premium expenses (including enrollment increases) below 3% over a ten-year period.

Town Meeting is therefore requested to make the following annual transfers of funds for the OPEB Trust Fund: General Fund \$100,000; Water Fund \$60,000; Sewer Fund \$22,000; Storm Water Fund \$10,000 for a total of \$192,000 of all these OPEB contributions to the trust for Other Post Employment Benefit liabilities. Any changes made possible through negotiations with the PEC will be seen as an amendment to these amounts on Town Meeting floor.

The most recent OPEB valuation shows the Town's OPEB liability at \$73.8 million and 8.1% funded as of June 30, 2020. The three Enterprise Funds and the Light Department are on a full funding schedule, and the General Fund is on a partial funding schedule. As noted, the General Fund will transition to a full funding schedule as soon as possible, as is required by law or immediately after the Pension Fund is fully funded.

**Finance Committee Report:** At their meeting on March 17, 2021 the Finance Committee voted 8-0 to recommend this Article to Town Meeting.

**Bylaw Committee Report:** No report.

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**ARTICLE 8** To see if the Town will vote to amend the Zoning Bylaw as follows, with additions being shown in bold italics and deletions being struck through, except for Part 5 below:

1. By modifying, in Section 2.0, Definitions, the following definition:

~~Open Storage~~***Outdoor Commerce, Dining, Programming, or Storage: An*** accessory use involving ~~the~~ ***relocation or extension of indoor*** commerce, dining, programming, or storage ~~outdoors~~***to outdoor areas,*** as an accessory use, on the same lot as a lawful principal use ~~storage~~ or display of retail goods for sale.

2. By adding a new trigger for Minor Site Plan Review, in Section 4.6.2.3:

## 4.6.2 Applicability

**4.6.2.3** Except as otherwise specified in Section 4.6.2.1 or Section 4.6.2.2, Minor Site Plan Review is required if the proposed construction, **modification to use**, or site alteration involves any of the following:

- a Exterior alteration of 500 square feet or more of horizontal or vertical area that is limited to doors, paint, awnings, railings, step replacement, handicapped ramps or building code compliance measures, for a site within the Business B Zoning District;
- b Redevelopment or alteration of a site, or the interior of a building, in such a manner that the proposed site or building function is anticipated to generate unreasonable visual or auditory impacts to abutters;-
- c An existing site that becomes a nuisance to public health, safety or welfare (i.e. due to routine traffic spillover, excessive noise, site illumination beyond the hours of operation, etc.) as evidenced by substantiated complaints to the Police Department and/or Public Services Office; **or-**
- d **Outdoor Commerce, Dining, Programming, or Storage.**

3. By modifying, in Section 4.6.3.2, Minor Site Plan Review Procedures:

### 4.6.3 Minor Site Plan Review

**4.6.3.1** The CPDC, through regulation, may authorize the Community Development Director to grant Administrative Approval for a Minor Site Plan Review, with or without conditions, provided the proposed construction, expansion or alteration is not anticipated to result in any adverse impact on surrounding areas.

#### 4.6.3.2 Minor Site Plan Review Procedures

The Applicant shall submit to the CPDC through the Community Development Director, one electronic copy and ~~six~~ **two (2)** **printed** sets of plans ~~documents~~ **showing including** the following:

- 1 A complete application, including authorization from the property owner;**
- 2 4** A written narrative explaining the proposed changes;
- 3 2** Photographs of the existing site or area to be altered; and
- 4 3** A rendering, site plan, plot plan or sketch.

For Minor Site Plan Review by the CPDC, the Applicant shall also submit one (1) set of **postage** stamped addressed envelopes in order for the Community Development Director to mail notification of the Minor Site Plan Review to abutters. **For applications under Outdoor Commerce, Dining, Programming, or Storage, notification will also be provided to businesses and tenants located on the site and within a 300' radius of the site, at a minimum.**

The Minor Site Plan Review shall not be considered complete, and a building permit shall not be issued, until a written approval is issued by the CPDC.

***Minor Modifications to an approved Minor Site Plan Review shall be subject to the provisions of Section 4.6.9.2.***

4. By combining Sections 4.6.3.3 and 4.6.3.4 into a new Section 4.6.3.3, Waiver of Parking, Loading and Related Design Requirements:

~~4.6.3.3 **Waiver of Loading Zone Space Requirements**~~

~~Upon the applicant's request and submission of supporting documentation, the Community Planning and Development Commission may waive the requirements of Section 9.1 of the Zoning Bylaw as to the number of loading zone spaces upon a finding that there will be no adverse impact on surrounding areas.~~

~~4.6.3.3 **4.6.3.4 Waiver of Parking, Loading Space and Related Design Requirements in the Business Districts**~~

~~Upon the Applicant's request and submission of supporting documentation, the Community Planning and Development Commission may waive or reduce the requirements of Section 9.1 for a site located in the Business Districts upon a finding that there will be no adverse impact on surrounding areas.~~

5. By adding a new Section 4.6.3.4, Criteria for Approval – Outdoor Commerce, Dining, Programming, or Storage, as follows and as shown in bold and regular text as it will appear in the Zoning Bylaw, if adopted:

**4.6.3.4 Criteria for Approval – Outdoor Commerce, Dining, Programming, or Storage**

When reviewing an application for Outdoor Commerce, Dining, Programming, or Storage, the CPDC will consider and may impose limitations and/or conditions related to the following criteria:

**a** Duration of Use- hours of operation, seasonality, and recurrence of the use;

**b** Site Circulation & Access- adequacy of pedestrian, vehicular, and emergency access to and movement through the site;

**c** Parking- availability of and impact to parking;

**d** Intensification of Use – whether the proposal will expand or intensify the principal use;

**e** Structures & Furnishings- dimensions, methods for securing/storing, and specifications for all proposed structures and furnishings to be used;

**f** Materials & Products- materials and products displayed or stored shall be for sale on-site, and not for distribution, and shall not generate dust, noise or other objectionable effects, or create a hazard to the community on account of fire, explosion or any other cause;

**g** Lighting, Heating & Sound- details regarding any proposed outdoor lighting, heating, or sound-generating devices, as well as specifications regarding any utility extensions for such;

**h** Setbacks- proximity of structures and activities to property lines;

**i** Visual Impact- measures to address the effect of the use (such as plantings, fencing, sculptures, trellises, artwork, etc.) on neighbors;

- j Signage-justification for any desired temporary signage;
- k Competing Uses & Neighborhood Coordination- consideration for how the area is used throughout the day, and at night, and accommodations for the needs of neighboring uses.

**Compliance with Decision of Approval**

Should an applicant fail to comply with the limitations or conditions contained in a minor site plan decision of approval issued for Outdoor Commerce, Dining, Programming, or Storage, in addition to any and all other methods of zoning enforcement available to the Town, the applicant may be required to propose solutions to staff and may be required to return to the CPDC to amend the decision of approval. Ongoing failure to comply with conditions contained in a decision of approval issued hereunder shall result in rescission of the decision of approval.

- 6. By modifying Section 5.2, General Requirements, to include an acronym for Minor Site Plan Review (MSPR):

**5.2 General Requirements**

- 5.2.1 Use regulations for all uses shall be as specified in Section 5.3.1, the "Table of Uses for Business and Industrial Districts," and Section 5.3.2, the "Table of Uses for Residence Districts." In these tables, "Yes" denotes a use permitted by right in a particular district; the letters "SPA" denote a use permitted in a particular district only by Special Permit from the Zoning Board of Appeals; the letters "SPS" denote a use permitted in a particular district only by Special Permit from the Board of Selectmen; the letters "SPP" denote a use permitted in a particular district only by Special Permit from the Community Planning and Development Commission (CPDC); ***the letters "MSPR" denote a use permitted in a particular district only by Minor Site Plan Review from the CPDC, unless approved as part of a full Site Plan Review application;*** "No" denotes a use prohibited in a particular district.

- 7. By modifying the row for Open Storage in Section 5.3.1 Table of Uses for Business and Industrial Districts – Accessory Uses, and by adding Note 6, as follows:

**5.3 Table of Uses**

**5.3.1 Table of Uses for Business and Industrial Districts**

<b>ACCESSORY USES</b>	<b>BU S A</b>	<b>BUS B</b>	<b>BU S C</b>	<b>IND</b>	<b>PUD-B Overlay</b>	<b>PUD-I Overlay</b>
<b>Open Storage</b> <b>Outdoor Commerce, Dining, Programming, or Storage<sup>6</sup></b>	<b>SPPMSPR</b>	<b>NoMSPR</b>	<b>NoMSPR</b>	<b>SPPMSP R</b>	<b>SPPMSPR</b>	<b>SPPMS R</b>

Notes:

- 1 Townhouse style Multi-Family Dwelling only in Business C Planning Subdistrict A.
- 2 Permitted only in Business C Planning Subdistricts B and D.
- 3 Requires on-site garage for all vehicles and enclosed storage for all materials.

- 4 The total number of children under age sixteen (16) in a family child care home shall not exceed ten (10), including participating children living in the residence.
- 5 Except by a contractor performing construction work on the premises.
- 6 **Also allowed by MSPR in the Downtown Smart Growth District (40R Overlay). Not applicable to Home Occupation or Special Home Occupation uses in any district.**

8. By inserting a new row to Section 5.3.2 Table of Uses for Residence Districts – Accessory Uses, immediately following the existing row for “Animal Kennel,” and by adding Note 4, as follows:

**5.3.2 Table of Uses for Residence Districts**

<b>ACCESSORY USES</b>	<b>RES S-15 S-20 S-40</b>	<b>RES A-40</b>	<b>RES A-80</b>	<b>PRD-G PRD-M</b>	<b>PUD-R</b>
<i>Outdoor Commerce, Dining, Programming, or Storage<sup>4</sup></i>	<i>MSPR</i>	<i>MSPR</i>	<i>MSPR</i>	<i>No</i>	<i>No</i>

Notes:

<sup>1</sup> In a Residence District, a single-family dwelling existing prior to April 1942, which at that time had at least eight (8) finished and habitable principal rooms, upon receipt of a Special Permit from the Zoning Board of Appeals, may be converted into a two-family dwelling, provided that the conversion does not increase the gross floor area of the structure by the lesser of 1000 square feet or one-third of the gross floor area of the dwelling existing on the date of application for conversion or on January 1, 2020, whichever is earlier, and that the external appearance as a single-family dwelling is retained. However, if no increase in gross floor area is proposed to the existing single-family structure as part of conversion, then the Special Permit shall not be required.

After a structure is converted to a two-family under this Footnote, no future additions to the structure will be allowed. At such time that the original April 1942 single-family dwelling is voluntarily demolished, rights to a two-family under this Footnote – whether granted by-right or by Special Permit – shall be discontinued.

<sup>2</sup> The total number of children under age sixteen (16) in a family child care home shall not exceed ten (10), including participating children living in the residence.

<sup>3</sup> Except by a contractor performing construction work on the premises.

<sup>4</sup> **Applicable to legally existing businesses in residence districts, where the principal use of the site is commercial. Not applicable to Home Occupation or Special Home Occupation uses in any district.**

9. By deleting Section 5.6.1, Open Storage, in its entirety, from Section 5.6, Uses by Special Permit, and by renumbering remaining sections accordingly:

## **5.6 Uses by Special Permit**

### **5.6.1 Open Storage**

~~Open Storage may be authorized as specified in the Table of Uses for Business and Industrial Districts set forth in Section 5.3.1 of the Zoning Bylaw by Special Permit from the CPDC, based upon the criteria set forth in Section 5.6.1.1.~~

#### **5.6.1.1 Criteria for Approval**

- ~~a Products shall be stored only for the purpose of merchandise display or stock for sale on site, and not for distribution.~~
- ~~b Open storage area shall occupy no more than ten percent (10%) of a lot's total area.~~
- ~~c Products stored shall not impede pedestrian movement or vehicular circulation.~~
- ~~d Products stored shall neither encroach upon required parking spaces nor impede access thereto~~
- ~~e Products stored may be required to be screened from any abutting residential properties.~~
- ~~f No products may be stored in any public right of way nor impede access thereto.~~
- ~~g In issuing a Special Permit, the CPDC may restrict the hours during which products may be displayed.~~
- ~~h No products shall be stored so as to create dust, noise or other objectionable effects, or to create a hazard to the community on account of fire, explosion or any other cause.~~

#### **5.6.1.2 Process**

~~Applications for a Special Permit for open storage shall be made in accordance with the procedures for Site Plan Review set forth in Section 4.6.4 of the Zoning Bylaw.~~

or take any other action with respect thereto.

Community Planning and Development Commission

### **Background: Outdoor Commerce, Dining, Programming, or Storage (Zoning Bylaw Sections 2.0, 4.0 and 5.0)**

Article 8 is an amendment to Section 2.0, *Definitions*, Section 4.0, *Administration*, and Section 5.0, *Use Regulations*, of the Zoning Bylaw. Article 8 modifies and expands the current definition of Open Storage in Section 2.0 into a definition of Outdoor Commerce, Dining, Programming, or Storage; and adds it to Table 5.3.1 (in place of Open Storage by Special Permit) and Table 5.3.2 as an Accessory Use allowed in business, industrial, and certain residence and overlay zoning districts by Minor Site Plan Review from the Community Planning & Development Commission (CPDC). In Section 4.6.2.3, Article 8 adds Outdoor Commerce, Dining, Programming, or Storage

to the list of site alterations and use modifications that require a Minor Site Plan Review; then Section 4.6.3 specifies procedural requirements for notification of abutting property owners and tenants, expands the applicability of waivers for parking and loading, outlines criteria for approval for Outdoor Commerce, Dining, Programming, or Storage applications, and provides for a remedy in the instance of ongoing non-compliance. Finally, Article 8 removes Open Storage under Section 5.6, *Uses by Special Permit*, because Storage will be accounted for via the new definition and process.

Though the pandemic brought to light the fact that the current Zoning Bylaw does not have a clear or consistent process for allowing businesses to use private outdoor spaces to continue the operations that take place inside, providing flexibility for the use of outdoor space has the potential to contribute to the vitality of Town even beyond the pandemic. Article 8 strives to ensure that all applications for Outdoor Commerce, Dining, Programming, or Storage are appropriate within their context and are carried out with consideration for neighboring uses.

The bold and cross out version illustrates the changes under Article 8.

**Finance Committee Report:** No report.

**Bylaw Committee Report:** No report.

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**ARTICLE 9** To see if the Town will vote to (1) establish the limit on the total amount that may be expended from each revolving fund established by Article 9 of the Town of Reading General Bylaw pursuant to Section 53E½ of Chapter 44 of the *Massachusetts General Laws* for the fiscal year beginning July 1, 2021; and (2) amend Section 6.6.2 of the General Bylaw, establishing the Inspection Revolving Fund, as shown below, with the additions being shown in bold and deletions being struck through:

#### 6.5.2 Inspection Revolving Fund

Funds held in the Inspection Revolving Fund shall be used for legal costs, oversight and inspection, plan review, property appraisals and appeals, public services general management, pedestrian safety improvements, records archiving, and other costs related to building, plumbing, wiring, gas and other permits required for large construction projects and shall be expended by the Town Manager. Receipts credited to this fund shall include building, plumbing, wiring, gas and other permit fees for the Schoolhouse Commons, The Metropolitan at Reading Station, Postmark Square, 20-24 Gould Street, 467 Main Street, Oaktree, Addison-Wesley/Pearson, and Johnson Woods, **Eaton Lakeview (23-25 Lakeview Avenue and 128 Eaton Street), 258 Main Street, 267 Main Street, 531 Main Street, 25 Haven Street, and 18-20 Woburn Street** developments.

or take any other action with respect thereto.

Select Board

**Background:** No changes are suggested from last year (library text clarified).

Revolving Account	Spending Authority	Revenue Source	Allowed Expenses	Expenditure Limits	Year End Balance
Conservation Commission Consulting Fees	Conservation Commission	Fees as provided for in Reading General Bylaws Section 5.7, Wetlands Protection	Consulting and engineering services for the review of designs and engineering work for the protection of wetlands.	\$25,000	Available for expenditure next year
Inspection Revolving Fund	Town Manager	Building, Plumbing, Wiring, Gas and other permits for the projects listed in the Article.	Legal, oversight and inspection, plan review, initial property appraisals and appeals, Public Services planning and general management, curb, sidewalks and pedestrian safety improvements, records archiving and other project related costs.	\$250,000	Available for expenditure next year
Public Health Clinics and Services	Board of Health	Clinic fees, charges and third-party reimbursements	Materials and costs associated with clinics and public health programs	\$25,000	Available for expenditure next year
Library Fines and Fees	Library Director and Trustees	Charges for lost or damaged Library materials and fees from printing, faxing or similar supplementary fee-based services.	Acquire Library materials to replace lost or damaged items, and for the maintenance, upkeep and supplies for supplementary fee-based services	\$15,000	Available for expenditure next year
Mattera Cabin Operating	Facilities Director	Rental Fees	Utilities and all other maintenance and operating expenses	\$10,000	Available for expenditure next year
Town Forest	Director of Public Works upon the recommendation of the Town Forest Committee	Sale of timber; fees for use of the Town Forest	Planning and Improvements to the Town Forest	\$10,000	Available for expenditure next year

- **Conservation Consulting Revolving Fund** - These funds are used to receive payments from applicants, hire expert consultants where required, and return the balance to the applicant. The balance in this Fund as of March 2021 is \$13,326.
- **Inspections Revolving Fund** – The balance available as of March 2021 in this fund is \$790,417 and of that total \$190,000 is proposed by the Town Manager as part of the FY22 budget {\$140,000 to support Economic Development wages and expenses; and \$50,000 to offset Building Inspections division wages}.
- **Health Clinic Revolving Fund** - The Reading Health Division contracts for third party payments for a number of immunizations. The funds are used to augment the influenza vaccine supply from the State Department of Public Health to insure vaccine for the homebound clients and first responders. The Division also uses these funds for materials for other screening clinics. Clinic client fees are also deposited into this fund to offset vaccine and clinical supply costs. The balance available as of March 2021 in this fund is \$25,676. The State has been cutting back on the free flu and other vaccines to be distributed to cities and towns, and the Town therefore needs to purchase extra doses. The necessary amounts used for clinic vaccine, supplies and staff salaries related to the clinics each year directly from the revolving fund is therefore approximately \$25,000.
- **Library Fines and Fees Fund** – The balance available as of March 2021 in this fund is \$8,764. The added flexibility in use of this fund approved by Annual Town Meeting one year ago has been helpful.
- **Mattera Cabin Operating Fund** – Some of the use of the Cabin is revenue generating, and this Article allows those revenues to be used directly for the operating expenses of the cabin. The balance available as of March 2021 in this fund is \$0. In response to a previous instructional motion by Town Meeting, the Town Manager moved the responsibility for both the Mattera Cabin and Cemetery garage to the Facilities department.
- **Town Forest Revolving Fund** was created in 2011. The purpose is to allow revenues from controlled timber harvesting and permit fees to then be spent by the DPW Director upon the recommendation of the Town Forest Committee, on improvements to the Town Forest. The Town Forest Committee has had a forest stewardship plan created (through a grant) to make recommendations on forest management including controlled timber harvesting. The balance available as of March 2021 in this fund is \$0.

**Finance Committee Report:** At their meeting on March 17, 2021 the Finance Committee voted 8-0 to recommend this Article to Town Meeting.

**Bylaw Committee Report:** No report.

**ARTICLE 10** To see if the Town will vote to approve an Affordable Housing Trust Fund Allocation Plan pursuant to Chapter 140 of the Acts of 2001 entitled “AN ACT AUTHORIZING THE TOWN OF READING TO ESTABLISH AN AFFORDABLE HOUSING TRUST FUND,” or take any other action with respect thereto.

Select Board

**Background:** The State has a strong and bipartisan goal of building more affordable housing, and considers Reading a model community in this area. Town staff has been invited to speak at housing symposiums and the Town has received numerous related planning grants. The Town has achieved the 10% affordable benchmark set by statute. Reading is the lead community and is joined by North Reading, Wilmington and Saugus in sharing a Regional Housing Services Office (RHSO). The RHSO monitors and administers affordable housing requirements including tracking and updating the Subsidized Housing Inventory (SHI) and maintaining ready buyer and ready renter lists, among other responsibilities.

Chapter 140 of the Acts of 2001 authorized the Town of Reading to establish a separate fund known as the Affordable Housing Trust Fund (AHTF). The AHTF requires Town Meeting approval of an annual allocation plan submitted by the Select Board. AHTF expenditures require approval by a majority vote of the full combined membership of the Select Board and the Reading Housing Authority. AHTF uses of funds include:

- ◆ Create or preserve affordable housing;
- ◆ Maintain or operate affordable housing;
- ◆ Develop new or rehabilitate existing housing as affordable homeownership or rental units;

**Affordable Housing Trust Fund Allocation Plan  
FY 2022**

Pursuant to Article 10 of the 2022 Annual Town Meeting, an Affordable Housing Trust Fund Allocation Plan for the Fiscal Year 2022 in accordance with the provisions of Chapter 140 of the Acts of 2001 is as follows:

Available Balance – <u>Unrestricted Funds</u> :	\$387,252
Available Balance – <u>Restricted Funds</u>	\$ 0

Unrestricted funds shall be used for the following purposes:

5% up to a maximum of \$10,000	for administration of Affordable Housing
Remainder	for constructing affordable housing (including loan and grant programs); or for maintaining and improving affordability of existing housing stock; or for the purchase of existing housing stock to add it to or maintain it as a part of the existing affordable housing inventory

The purpose of the Affordable Housing Allocation Plan is to provide a framework for the Town to expend funds on affordable housing. The current AHTF balance of \$387,252 reflects revenue generated through the actions of the CPDC, as well as proceeds from the loss of an affordable unit. There are no Town tax generated funds in the AHTF. The only expenditure to date from the AHTF, in the amount of \$200,000, was to assist Oaktree development with financing affordable housing at 30 Haven Street.

**Finance Committee Report:** At their meeting on March 17, 2021 the Finance Committee voted 8-0 to recommend this Article to Town Meeting.

**Bylaw Committee Report:** No report.

**ARTICLE 11** To see if the Town will vote to accept Clause Twenty-second G of M.G.L. c.59, §5 for real estate that is the domicile of a person but is owned by a trustee, conservator or other fiduciary for the person's benefit if the real estate would be eligible for exemption under clause Twenty-second, Twenty-second A, Twenty-second B, Twenty-second C, Twenty-second D, Twenty-second E or Twenty-second F of M.G.L. c.59, §5 if the person were the owner of the real estate, or take any other action with respect thereto.

Select Board *at the recommendation of the Board of Assessors*

**Background:** Adoption of Clause 22G will enable veterans who own property in a trust that is not a life estate to apply for their earned Veteran's Disability Exemption which is reimbursed by the state. Reading has about 150 veterans who qualify yearly for a disabled veteran's exemption. Assessing staff do not expect a significant number of new applicants. In fact, over the last several years, only one veteran could have qualified, but instead they changed the family trust.

**Finance Committee Report:** At their meeting on March 17, 2021 the Finance Committee voted 8-0 to recommend this Article to Town Meeting.

**Bylaw Committee Report:** At their meeting on March 10, 2021 the Bylaw Committee voted 4-0 to recommend the content of this Article to Town Meeting.

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**ARTICLE 12** To see if the Town will vote to accept Clause Twenty-second H of M.G.L. c. 59, § 5 to exempt from taxation certain real property of and occupied by parents or guardians of military personnel who were killed in action or injured in action that subsequently caused their death, or military personnel missing in action and presumed dead, subject to residency requirements, or take any other action with respect thereto.

Select Board *at the recommendation of the Board of Assessors*

**Background:** Adoption of Clause 22H will provide tax relief for Gold Star parents, who have suffered the loss of an immediate family member who died while serving in a time of conflict. Assessing staff are unaware of any Gold Star parents living in Reading today, and hope to never utilize this clause.

**Finance Committee Report:** At their meeting on March 17, 2021 the Finance Committee voted 8-0 to recommend this Article to Town Meeting.

**Bylaw Committee Report:** At their meeting on March 10, 2021 the Bylaw Committee voted 4-0 to recommend the content of this Article to Town Meeting.

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**ARTICLE 13** To see if the Town will vote to raise and appropriate, borrow, transfer from available funds or otherwise provide a sum or sums of money to pay the costs of making improvements including full replacement of the Reading Memorial High School Stadium Track and Turf Field, including the payment of any and all other costs incidental and related thereto, or take any other action with respect thereto.

**Background:** In the fall 2020 a series of three Financial Forums resulted in the Finance Committee allocating more Free Cash to support the FY22 budgets specifically to increase the amount of capital spending for the next few years. Town and School management examined five possible projects in order to include in the capital plan, or to request funding sooner than scheduled, along with updated cost estimates. The prioritized results included (1) \$3.2 million for the RMHS Stadium Turf Field replacement and Track resurfacing; (2) \$2.9 million for the Parker Middle School roof replacement; (3) \$1.5 million for the RMHS Fieldhouse Flooring and Bleacher replacement; (4) \$0.3 million for the RMHS Ropes Course; and (5) \$2.8 million for the Coolidge Middle School roof replacement.

The RMHS Stadium Turf Field and Track project includes a \$250,000 capital request in the FY22 budget, plus this debt approval for \$3.0 million to complete the entire project. The capital request would fund the design work and securing an Owner's Project Management, a requirement under procurement laws for this scope of work. Preliminary design work would proceed from July to November 2021, then the project would be bid out for expected construction to be between June and August 2022. The Field and Track would be expected to be ready for the Fall 2022 sports season. Note that this project was previously listed on the Capital Plan on page 27 of the November 2020 Subsequent Town Meeting, but no specific funding date or strategy had been identified.

Specific estimates for the Turf Field replacement (\$1.9 million) include \$1.5 million of direct costs plus \$0.4 million for contingency and an allowance for inflation escalation through 2022.

Specific estimates for the Track replacement (\$1.1 million) include \$0.8 million of direct costs plus \$0.3 million in contingency and an allowance for inflation escalation through 2022.

The upcoming design process would spec out further details, but typically a project includes additional items that could be included, also known as 'add-alternates', if the bid prices are favorable. Two examples for this project could include a scoreboard replacement (\$35-40k) and a new sound system (\$45-50k).

FINCOM's insistence that replacement of RMHS Turf II field happen more quickly than planned has resulted in a completed project that came in on time and on budget, and improved field playability as well as player safety. A similar outcome would be anticipated for the Stadium Turf and Track project.

**Finance Committee Report:** At their meeting on March 17, 2021 the Finance Committee voted 8-0 to recommend this Article to Town Meeting.

**Bylaw Committee Report:** No report.

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**ARTICLE 14** To see if the Town will vote to raise and appropriate, borrow, transfer from available funds or otherwise provide a sum or sums of money to pay the costs of making improvements including repairs to and replacement of the Parker Middle School Roof, including the payment of any and all other costs incidental and related thereto, or take any other action with respect thereto.

**Background:** As shown under the Background for Article 13, the second ranked priority by Town and School management was replacement of the Parker Middle School roof.

The Parker Middle School roof replacement project also includes a \$250,000 capital request in the FY22 budget, plus this debt approval for \$2.7 million to complete the entire project. The capital request would fund the design work and securing an Owner's Project Management, also a requirement under procurement laws for this scope of work. Design, bidding and construction would be similar to the Turf and Track project to minimize interference with the typical school year. This project would also be expected to be completed in time for September 2022 school opening. The roof includes about 105,000 square feet to be replaced, at an estimated cost of \$25/sq. ft.

Preliminary design work would proceed from July to November 2021, then the project would be bid out for expected construction to be between June and August 2022. The Field and Track would be expected to be ready for the Fall 2022 sports season. Note that this project was previously listed on the Capital Plan on page 28 of the November 2020 Subsequent Town Meeting and funded for \$1.6 million to begin in FY25. The scope has changed to include the entire roof, to consider so-called green communities' options for energy efficiency, and to move to project up to be funded sooner.

**Finance Committee Report:** At their meeting on March 17, 2021 the Finance Committee voted 8-0 to recommend this Article to Town Meeting.

**Bylaw Committee Report:** No report.

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**ARTICLE 15** To see if the Town will vote to raise and appropriate, transfer from available funds, borrow or otherwise provide a sum or sums of money for highway projects in accordance with Chapter 90 of the *Massachusetts General Laws*, or take any other action with respect thereto.

Select Board

**Background:** This is an annual article whereby Town Meeting is asked to grant permission for the Town to accept additional roadway maintenance from the State, called Chapter 90 funding. Annual funding has been at the \$600,000 area for many years, with exceptions when the state has surplus funds to allocate to this purpose. Proposed preliminary funding for FY22 is \$594,643.

**Finance Committee Report:** At their meeting on March 17, 2021 the Finance Committee voted 8-0 to recommend this Article to Town Meeting.

**Bylaw Committee Report:** No report.

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**ARTICLE 16** To see if the Town will vote to raise and appropriate, transfer from available funds, borrow or otherwise provide a sum or sums of money for the operation of the Town and its government for Fiscal Year 2022 - beginning July 1, 2021, or take any other action with respect thereto.

Finance Committee

**Background:** Please see the Budget pages after this Warrant Report, which includes full details of the FY22 Finance Committee budget.

**Finance Committee report:** Please see the FY22 Spending Scorecard for the votes of the Finance Committee on line items in the FY22 budget. The Finance Committee recommends the subject matter of Article 16 as explained by these votes at their meeting on March 17, 2021.

**Bylaw Committee Report:** No report.

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**ARTICLE 17** To see if the Town will vote to transfer the care, custody, management and control of the properties off Lowell Street and Willow Street, shown on Assessors' Map 26 as Lots 50 & 32 (previously referred to as Plat 99, lots 2 and 21) which properties together contains 5.82 acres, more or less, to the Reading Conservation Commission, for the sole purpose of open space management; provided, however, that the Reading Department of Public Works shall have the right to replace, repair, maintain, and make necessary improvements to the existing sewer drains on the properties as shown on the following plans on file with the Town Clerk:

1. A plan of land entitled "Plan Showing Taking for Proposed Sanitary Sewer and Force Main from Mineral Street to New Senior High School, Town of Reading, Board of Public Works," prepared by Whitman & Howard, Engineers, Boston, Mass., dated June 1953, Sheet 2 of 5 Sheets;
2. A plan of land entitled "Record Sewer Plan Interceptor Pumping Station to High School, Board of Public Works," prepared by Philip Welch, Superintendent, dated May 1959;
3. A plan of land entitled "Town of Reading Massachusetts, Board of Public Works, Easement Through Private Property For Drainage And Sewerage Purposes, Hunt Street," prepared by the Engineering Division, Phillip Welsh, Superintendent, dated September 1963, and recorded with the Middlesex South Registry of Deeds on March 23, 1964, as Plan 266 of 1964; and
4. A plan of land entitled "Town of Reading Massachusetts, Board of Public Works, Record Sewer Plan Hunt St. and Interceptor No.1," prepared by the Engineering Division, Phillip Welsh, Superintendent, dated April 1965,

such plans on file with the Town Clerk; and provided further that such transfer of care, custody, management and control shall be subject to such right of the Department of Public Works; or take any other action with respect thereto.

Select Board

**Background:** The open space land bisected by the Aberjona River and bordered by Hunt Street, Lowell Street and Willow Street is referred to as the Maillet, Morgan, and Somes land, and is comprised of four (4) parcels.

The Morgan and Somes parcels were successfully transferred to the Conservation Commission by deed. Unfortunately attempts to transfer these Maillet parcels to the Conservation Commission

were unsuccessful. The Conservation Commission is requesting that the transfer of the Maillet land to the Conservation Commission be completed at 2021 Annual Town Meeting.

Some related background follows:

January 10, 1986: Letter from Camille Anthony, Chair of Conservation Commission, to Paul Dustin, Chair of Board of Selectmen requesting that the Maillet Property, which has “recently been taken by the Town as tax-possession land,” be given to Conservation Commission. She also states that Article 17 of 1937 Annual Town Meeting could be used to convey the property to Conservation.

February 7, 1986: Letter from John Agnew, Executive Secretary to Board of Selectmen, in response to the letter from Ms. Anthony above. He states that the Board of Selectmen “voted that this land be given to the jurisdiction of the Conservation Commission.” The land was transferred under the authority of Article 17 of the 1937 Annual Town Meeting.

September 13, 1999: Memo from Karen DeFrancesco, Conservation Administrator, to Peter Hechenbleikner, Town Manager. She states that the two Maillet parcels are still on the Tax Possession List of August 30, 1999 despite having been transferred to Conservation in 1986. She encloses the above letters to support the transfer.

December 24, 2018: Town Manager Bob LeLacheur states in an email that Town Counsel could find no legal transfer of the land in Town or land court records. He further states that “Town Meeting took the issue up in the 1930s but never completed any action”.

January 8, 2019: The Select Board vote to ratify the Conservation Commission’s management of the two Maillet parcels and to authorize the Conservation Commission to continue managing the land.

March 2, 2021: The Select Board voted to declare these properties as surplus and that they were no longer needed for general municipal purposes, and recommended to Town Meeting that the care, custody, management and control of said properties be transferred from the Select Board to the Conservation Commission, for the sole purpose of open space management; provided, however, that the Department of Public Works shall have the right to replace, repair, maintain and make necessary improvement to existing sewer drains on these properties.

**Finance Committee Report:** No report.

**Bylaw Committee Report:** No report.

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**ARTICLE 18** – To see if the Town will vote to amend Section 7.9, Stormwater Management and Erosion Control, of the General Bylaw as follows:

1. By revising Section 7.9.2, Definitions, as shown below, with additions being shown in bold and deletions being struck through:

7.9.2        **Definitions**  
Unless the context clearly indicates otherwise, the following words and terms, as used in Section 7.9, shall have the following meanings:

- 7.9.2.1      Applicant  
Any person requesting a Stormwater Permit.
- 7.9.2.2      Best Management Practice (BMP)  
An activity, procedure, restraint, or structural improvement that helps to reduce the quantity or improve the quality of stormwater runoff.
- 7.9.2.3      Common Plan of Development or Sale  
Any plan reflected in an announcement, documentation or physical demarcation indicating ~~that one (1) or more~~ **multiple** distinct construction activities are or may be undertaken on a Site or on contiguous Sites, either simultaneously or at different times or on different schedules, **that are shown under one (1) plan. For example, if a developer buys a 20-acre lot and builds roads, installs pipes, and runs electricity with the intention of constructing homes or other structures sometimes in the future, this would be considered a larger common plan of development or sale. If the land is parceled off or sold, and construction occurs on plots that are less than one acre by separate, independent builders, this activity still would be subject to stormwater permitting requirements if the smaller plots were included on the original site plan.**
- 7.9.2.4      Construction and Waste Materials  
Excess or discarded building or site materials at a construction site, including concrete truck washout, chemicals, litter and sanitary waste, that may adversely impact water quality.
- 7.9.2.5      **Critical Area**  
**Any of the following: An Outstanding Resource Water or Special Resource Water as designated in 314 CMR 4.00, a recharge area for a public water supply as defined in 310 CMR 22.02 (a Zone I, Zone II, or Interim Wellhead Protection Area for a groundwater source or a Zone A for a surface water source), a bathing beach as defined in 105 CMR 445.000, or a cold-water fishery as defined in 310 CMR 10.04.**
- 7.9.2.56      Erosion  
The wearing away of the land surface by natural or artificial forces such as wind, water, ice, gravity, or vehicle traffic and the subsequent detachment and transportation of soil particles.
- 7.9.2.67      Erosion and Sedimentation Control Plan  
A document prepared by a qualified professional engineer or a Certified Professional in Erosion and Sedimentation Control, that specifies best management practices designed to control surface runoff, erosion and sedimentation during land-disturbing activities prior to or during construction.
- 7.9.2.78      Grading  
Changing the level or shape of the ground surface.

- 7.9.2.89 **Impervious Surface**  
Any artificial material or structure on or above the ground that prevents water from infiltrating the underlying soil. Impervious Surfaces may include roads, paved parking lots, sidewalks, and rooftops.
- 7.9.2.10 **Impaired Water**  
A water is impaired if it does not meet one or more of its designated use(s). For purposes of this Bylaw, Impaired Waters are those classified as categories 4 and 5 of the five-part categorization approach used for classifying the water quality standards attainment status for water segments under the U.S. EPA Total Maximum Daily Load (TMDL) program. This classification is done by the Massachusetts Department of Environmental Protection in its "Integrated List of Waters," pursuant to Clean Water Act Section 303(d) (33 USC Section 1313(d)) and 40 CFR Section 130.7(b)(4).
- 7.9.2.911 **Land-Disturbing Activity (or Disturbance of Land)**  
Any activity that causes a change in the position or location of soil, sand, rock, gravel, or similar earth material.
- 7.9.2.12 **Low Impact Development (LID)**  
Systems and practices that use or mimic natural processes resulting in the infiltration, evapotranspiration or use of stormwater. LID includes, but is not limited to, the following:
- Site Design:** Environmentally sensitive site design approaches such as minimizing impervious surfaces, fitting the development to the terrain, preserving and capitalizing on natural drainage systems, and reproducing pre-development hydrologic conditions; and
- Systems:** Stormwater management systems modeled after natural hydrologic features to manage rainfall at the source using decentralized micro-scale controls, such as bioretention facilities, rain gardens, vegetated rooftops, rain barrels, and permeable pavements.
- 7.9.2.4013 **Massachusetts Stormwater Management Standards**  
The Stormwater Management Standards issued by the Massachusetts Department of Environmental Protection, aimed at encouraging recharge and preventing stormwater discharges from causing or contributing to the pollution of the surface waters or groundwater of the Commonwealth.
- 7.9.2.4414 **Municipal Storm Drain System (or Storm Drain System)**

The system of conveyances owned by the Town (including roads, catch basins, curbs, gutters, ditches, constructed channels, pipes, and outfalls) by which stormwater is collected or conveyed.

- 7.9.2.1215**    **New Development**  
Any construction activities or land alteration that disturbs one or more acres of land, on an area that does not contain Impervious Surfaces.
- 7.9.2.1316**    **Operation and Maintenance Plan (O&M Plan)**  
A plan establishing the functional, financial and organizational mechanisms for the ongoing operation and maintenance of a ~~S~~stormwater ~~M~~management ~~S~~system.
- 7.9.2.1417**    **Owner**  
A Person with a legal or equitable interest in property.
- 7.9.2.1518**    **Pollutant**  
Dredged spoil, solid waste, incinerator residue, filter backwash, sewage, garbage, sewage sludge, munitions, chemical wastes, biological materials, radioactive materials (except those regulated under the Atomic Energy Act of 1954, as amended (42 U.S.C. 2011 et seq.)), heat, wrecked or discarded equipment, rock, sand, cellar dirt, industrial, municipal, and agricultural waste, and any other material that may cause or contribute to exceedance of water quality standards in the waters to which the Storm Drain System discharges.
- 7.9.2.1619**    **Redevelopment**  
Any construction, land alteration or improvement of Impervious Surfaces that disturbs one or more acres of land, on an area that already contains Impervious Surfaces.
- 7.9.2.1720**    **Runoff**  
Rainfall, snowmelt, or irrigation water flowing over the ground surface.
- 7.9.2.1821**    **Sediment**  
Mineral or organic soil material that is transported, by wind or water, from its origin to another location.
- 7.9.2.1922**    **Sedimentation**  
The process or act of deposition of sediment.
- 7.9.2.2023**    **Site**  
Any parcel of land or area of property where land-disturbing activities are, were, or will be performed.
- 7.9.2.2124**    **Soil**  
Any earth, sand, loam, clay, rock, gravel, or similar material.
- 7.9.2.2225**    **Stabilization**  
The use, singly or in combination, of mechanical, structural, or vegetative methods, to prevent, reduce or slow erosion.

7.9.2.2326 Stormwater  
Any surface flow, runoff or drainage resulting entirely from any form of natural precipitation.

7.9.2.2427 Stormwater Management Plan  
A document containing sufficient information for the **Community Planning and Development Commission (CPDC)** to evaluate the environmental impact, effectiveness and acceptability of the measures proposed by the applicant for reducing adverse post-construction impacts from stormwater, including controlling stormwater runoff and promoting infiltration.

2. By revising Section 7.9.3, Responsibility for Administration, as shown below, with additions being shown in bold and deletions being struck through.

7.9.3 Responsibility for Administration  
The ~~Community Planning and Development Commission (CPDC)~~ shall administer, implement and enforce Section 7.9, with assistance from the Building Inspector, **except as provided in Section 7.9.3.3 for projects within the jurisdiction of the Conservation Commission.** Any powers granted to or duties imposed upon the CPDC, except the power to hear appeals, may be delegated in writing by the CPDC to other employees or agents of the Town.

7.9.3.1 Rules and Regulations  
The CPDC may adopt, and periodically amend, rules and regulations to effectuate the purposes of Section 7.9 or to implement any post-construction design requirements of the Town's NPDES stormwater discharge permit. **The rules and regulations may specify the precipitation estimates to be used when calculating stormwater runoff for drainage system design.** Failure by the CPDC to promulgate such rules and regulations shall not have the effect of suspending or invalidating the requirements of Section 7.9.

7.9.3.2 Waiver  
The CPDC may waive strict compliance with any requirement of Section 7.9 or the rules and regulations promulgated hereunder, where such action is in the public interest and is not inconsistent with the purpose and intent of Section 7.9. In making this determination, the CPDC shall consider whether:

- The public health, safety, and the environment will be protected;
- Strict application of the requirement to be waived would undermine the public interest;
- Specific substitute requirements can be adopted that will result in the substantial protection of the Municipal Storm Drain System, and the rights of persons affected by the waiver; and
- The action made possible by the waiver will not violate the provisions of federal or state law, other applicable provisions of local bylaws or regulations, or the Town's NPDES stormwater discharge permit.

### 7.9.3.3

#### Projects Within Conservation Commission Jurisdiction

In order to avoid duplicative permitting proceedings, for activities regulated under Section 7.9 that will be undertaken wholly or partly within the jurisdiction of the Reading Conservation Commission and require stormwater review under 310 CMR 10.00 or the Reading Wetlands Bylaw, the Conservation Commission shall serve as the permitting authority for the stormwater permit required by Section 7.9.4.1. For those projects, the Conservation Commission shall have the role, powers and duties assigned to the CPDC in this Section 7.9, except the power to adopt regulations. The CPDC's Stormwater Regulations shall apply to those projects, with the Conservation Commission substituting for the CPDC in carrying out the permitting as specified in this Section 7.9 and the CPDC's Stormwater Regulations. The Conservation Commission may adopt its own Stormwater Management and Erosion Control Procedures to govern the mechanics of submission and review of permit applications.

3. By revising Section 7.9.4, Applicability, as shown below, with additions being shown in bold and deletions being struck through.

#### 7.9.4 Applicability

##### 7.9.4.1 Regulated Activities

Any activity that results in disturbance of one (1) or more acres of land and any land-disturbing activity that is part of a Common Plan of Development or Sale that will ultimately result in the disturbance of one (1) or more acres of land, shall be subject to the requirements of Section 7.9. No person shall undertake any such activity unless it is authorized by a stormwater permit issued by the CPDC, or exempt pursuant to Section 7.9.4.2.

##### 7.9.4.2 Exempt Activities

The following activities are exempt from the requirements of Section 7.9:

- Normal maintenance and improvement of land in agricultural or aquacultural use, as defined by MGL Chapter 131 Section 40 and 310 CMR 10.04; **and**
- Normal maintenance of lawns and landscaping.; ~~and~~
- ~~Activities that are subject to the jurisdiction of the Conservation Commission under Section 7.1 or MGL Chapter 131 Section 40 and its implementing regulations; demonstrate compliance with the Massachusetts Stormwater Management Standards, as reflected in an Order of Conditions; and are in compliance with the requirements of that Order of Conditions.~~

4. By revising Section 7.9.5, Permits and Procedure, as shown below, with additions being shown in bold and deletions being struck through.

#### 7.9.5 Permits and Procedure

7.9.5.1

Stormwater Permit Application

Prior to the commencement of any activity regulated by Section 7.9, a stormwater permit application shall be filed with the CPDC, including:

- A completed stormwater permit application Form with original signatures of all owners;
- **A narrative describing the incorporation of LID strategies as defined in Section 7.9.2.12;**
- An Erosion and Sediment Control Plan satisfying the requirements of Section 7.9.6;
- A Stormwater Management Plan satisfying the requirements of Section 7.9.7;
- An Operation and Maintenance Plan satisfying the requirements of Section 7.9.8; and
- Payment of any application fee established by the CPDC pursuant to Section 7.9.5.6.

5. By revising Section 7.9.7, Stormwater Management Plan, as shown below, with additions being shown in bold and deletions being struck through.

7.9.7

Stormwater Management Plan

The Stormwater Management Plan shall contain sufficient information for the CPDC to evaluate the environmental impact, effectiveness, and acceptability of the measures proposed by the applicant for reducing adverse post-construction impacts from stormwater. The Stormwater Management Plan shall fully describe the proposed activity in drawings and narrative.

7.9.7.1

Design Standards

The stormwater management measures set forth in the Stormwater Management Plan shall be designed to meet Standards 1-6 (for New Development) or Standard 7 (for Redevelopment) of the Massachusetts Stormwater Management Standards, as well as any post-construction design requirements adopted under Section 7.9.3.1. **In addition, LID site planning and design strategies shall be incorporated unless infeasible in order to reduce the discharge of stormwater.**

7.9.7.2

Site Plan

The Stormwater Management Plan shall include a site plan, stamped and certified by a qualified Professional Engineer registered in Massachusetts, containing the following information:

- The names, addresses, and telephone numbers of the owner, the applicant, and the persons or firms who prepared the plan;
- Title, date, north arrow, scale, legend, and locus map;
- The site's existing and proposed topography with contours at 2-foot intervals;
- Existing site hydrology, including any existing stormwater conveyances or impoundments;

- Estimated seasonal high groundwater elevation (November to April) in areas to be used for stormwater retention, detention, or infiltration;
- The existing and proposed vegetation and ground surfaces with runoff coefficient for each;
- A drainage area map showing pre- and post-construction watershed boundaries, drainage area and stormwater flow paths;
- **Identification of all critical areas and tributaries to critical areas within the geographic area shown on the plan;**
- **Identification of all impaired waters to which stormwater from the site will discharge directly or indirectly;**
- Drawings of all components of the proposed drainage system; and Such other information as is required by the CPDC.

Or take any other action with respect thereto.

Community Planning and Development Commission

**Background:** The revisions shown above are intended to comply with heightened requirements imposed by a recent update to the joint federal/state permit that governs discharges from Reading's storm drain system to rivers and streams. Comments from Town Counsel, the Bylaw Review Committee, the Community Planning and Development Commission, and Town staff have been reviewed and addressed

Reading's current Stormwater Management and Erosion Control Bylaw requires that a project that will disturb an acre or more of land receive review of its stormwater management and erosion control measures before, during, and after construction. This review ensures that stormwater discharges from larger construction projects do not adversely impact the Town's storm drain system or the Town's lakes, ponds, streams, and rivers. The requirements of this Bylaw are administered by the Community Planning and Development Commission, which has adopted Stormwater Management and Erosion Control Regulations.

This Bylaw was originally adopted to comply with requirements of a permit issued in 2003 by the U.S. Environmental Protection Agency and the Massachusetts Department of Environmental Protection, applicable to most municipalities in eastern Massachusetts, containing conditions and requirements for operators of small municipal separate storm sewer systems ("MS4s") pursuant to the federal Clean Water Act and the Massachusetts Clean Waters Act. As referenced above, a new MS4 Permit with more stringent requirements was issued in 2016, but was immediately challenged in litigation. Permit revisions resulting from that litigation were finalized in December 2020. The permit and additional information are available on the USEPA website at:

<https://www.epa.gov/npdes-permits/massachusetts-small-ms4-general-permit>

Among other things, the final new MS4 Permit requires that the Town impose additional requirements on the new development and redevelopment activities covered by its Stormwater Management and Erosion Control Bylaw. Revisions to both the Bylaw and the CPDC Stormwater Management and Erosion Control Regulations will be necessary to impose these additional requirements. Although the changes to the Regulations cannot take place until after the Bylaw

revisions have been adopted by Town Meeting and approved by the Attorney General, we are providing both sets of proposed revisions together to provide a full picture of the changes necessary to implement the new permit requirements. However, at this time, we are seeking review only of the Bylaw revisions.

The Bylaw revisions proposed in the attached draft are as follows:

- Remove the exemption for projects permitted under the Wetlands Protection Act, because those projects are only required to meet the Massachusetts Stormwater Standards, which are not currently sufficiently stringent to meet the requirements of the new MS4 Permit.
- Add a requirement to incorporate Low Impact Development measures unless infeasible (and define “Low Impact Development”); this is a concept featured in the new MS4 Permit that is not addressed in the current Bylaw.
- Add authorization for the CPDC to specify what precipitation dataset applicants must use for their runoff calculations (because the one currently specified by MassDEP is woefully outdated). This is not required by the new MS4 Permit, but using a more updated dataset is a best practice that many engineers have adopted and many municipalities are requiring.
- Add a requirement to show critical areas and impaired waters on site plans (and define “Critical Areas” and “Impaired Waters”). The new requirements for discharges to those waters can be detailed in the Regulations.
- Add to the definition of “Common Plan of Development or Sale,” using the definition included in the new MS4 Permit, which provides helpful clarification.
- Make a handful of minor corrections.

The Regulations revisions proposed in the attached draft incorporate the specific detailed requirements for new development and redevelopment activities set forth in the new MS4 Permit.

**Finance Committee Report:** No report.

**Bylaw Committee Report:** At their meeting on March 10, 2021 the Bylaw Committee voted 4-0 to recommend the content of this Article to Town Meeting.

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**ARTICLE 19** To see if the Town will vote to authorize the Select Board to settle all claims relative to *59 Middlesex Ave, LLC. v. Town of Reading* filed in Federal District Court for the District of Massachusetts (Civil Action No. 20-11101) and a Complaint filed with the Department of Housing and Urban Development (Case #01-21-7269-8) by 59 Middlesex Ave, LLC, and to raise and appropriate, transfer from available funds, or borrow a sum of money, to be expended under the direction of the Select Board, for the purpose of paying expenses related to the settlement of such claims, actions, and proceedings against the Town, or take any other action with respect thereto.

Select Board

**Background:** This Article is under discussion in Executive Session by the Select Board. Further information will be provided to Town Meeting if this Article is needed.

**Finance Committee Report:** No report.

**Bylaw Committee Report:** No report.

**ARTICLE 20** To see if the Town will vote, pursuant to Section 2-6 of the Reading Home Rule Charter, to declare the seats of certain Town Meeting Members to be vacant and remove certain described persons from their position as Town Meeting Members for failure to take the oath of office within 30 days following the notice of election or for failure to attend one-half or more of the Town Meeting sessions during the previous year, or take any other action with respect thereto.

Select Board

**Background:**

Town Meeting Members Attendance  
2021 Annual Town Meeting - Article

Total of 2 Town Meetings resulting in 3 evenings of attendance

Listed below are those who attended 1 evening or less

Precinct	First Name	Middle	Last Name	Term	Total	Precinct Vote	Remove Keep in TM	Remain Remove TM
2	Mark	Salvatore	Ventura	2022	1			
7	Nicholas	M	Boivin	2023	1			
7	Charles	V	Donnelly-Moran	2023	1			
8	Peter	McNeill	Kramer	2022	0			

157 Town Meeting Members had perfect attendance in 2020

**Finance Committee Report:** No report.

**Bylaw Committee Report:** No report.

and you are directed to serve this Warrant by posting an attested copy thereof in at least one (1) public place in each precinct of the Town not less than fourteen (14) days prior to April 6, 2021, or providing in a manner such as electronic submission, holding for pickup or mailing, an attested copy of said Warrant to each Town Meeting Member.

Hereof fail not and make due return of this Warrant with your doings thereon to the Town Clerk at or before the time appointed for said meeting.

Given under our hands this 2<sup>nd</sup> day of March, 2021.



Mark L Dockser, Chair



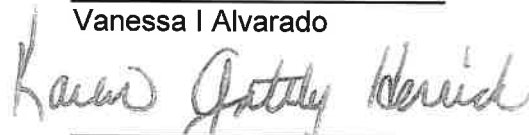
Anne DJ Landry, Vice Chair



Carlo Bacci, Secretary



Vanessa I Alvarado



Karen Gately Herrick



Town Clerk, ~~Constable~~

SELECT BOARD OF READING



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**Town of Reading**

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**Fiscal Year 2022**

# **Finance Committee's Recommended Budget**

**July 1, 2021 to June 30, 2022**

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**Finance Committee**

[Finance@ci.reading.ma.us](mailto:Finance@ci.reading.ma.us)

Edward Ross, Chair (June 2019)

Daniel Dewar, Vice Chair (July 2018)

Nicholas Boivin (July 2020)

Jeanne Borawski (July 2020)

Eric Burkhart (July 2016)

Andrew Mclauchlan (June 2019)

Marianne McLaughlin-Downing (July 2020)

Mark Zarrow (July 2020)



# Town of Reading

Fiscal Year 2022

July 1, 2021 – June 30, 2022

## Town Manager's Recommended Budget

### **Select Board**

Mark Dockser, Chair  
Anne Landry, Vice Chair  
Carlo Bacci, Secretary  
Vanessa Alvarado  
Karen Gately Herrick  
[selectboard@ci.reading.ma.us](mailto:selectboard@ci.reading.ma.us)

### **Town Management Team**

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**Assistant Town Manager**  
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**Town Accountant & Finance Director**  
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Gregory Burns  
**Fire Chief**  
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Joseph Huggins  
**Director of Facilities**  
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### **Town Manager**

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Matthew Kraunelis, Esq.  
**Administrative Services Director**  
[mkraunelis@c.reading.ma.us](mailto:mkraunelis@c.reading.ma.us)

Amy Lannon, MLIS  
**Library Director**  
[Lannon@noblenet.org](mailto:Lannon@noblenet.org)

David Clark  
**Police Chief**  
[dclark@ci.reading.ma.us](mailto:dclark@ci.reading.ma.us)

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# TOWN MANAGER'S FY22 BUDGET MESSAGE

The following document constitutes the Town Manager's recommended Fiscal Year 2022 Budget for the Town of Reading, beginning July 1, 2021.

## Overview: The Budget Process

Following state law and the Town Charter, the budget authorities are listed below in chronological order:

- Superintendent of Schools (School budget – early January)
- School Committee Budget (School budget – late January)
- Town Manager (balanced School and Town budgets – late February)
- Finance Committee (balanced School and Town budgets – late March)
- Town Meeting (final approval of balanced School and Town budgets – early May)

Note that the Board of Library Trustees and the Select Board are advisory to the Town Manager.

There is one bottom line budget for the School department. Only the School Committee or Superintendent may decide how funds are spent. Other budget authorities listed above may only change (up or down) the bottom line figure for the Schools.

There are over 20 individual lines for the Town budget. All budget authorities listed above (aside from the Superintendent/School Committee) may change these lines, for example almost every Town department has one line for wages and another for expenses. Only the Town Manager has the authority to determine how the components of each voted wage and expense line are spent.

## The Budget Calendar

Both the Town and Schools begin the annual budget process by September each year, for the fiscal year that begins in the following July. Due to the impact of the pandemic, this year FINCOM sponsored three Financial Forums in September and October where the three elected boards (School Committee, Library Trustees and Select Board), staff and the public joined. The theme from FINCOM was to support staff and budgets with increased use of Free Cash as may be needed for FY22, much as they had done in June 2020 for the FY21 budget. Certainly, we appreciate especially FINCOM's focus on attracting and retaining staff in order to provide services to the community during these difficult times.

Once Revenues are established by the Town Accountant, and FINCOM decides Free Cash usage, the two are combined as Estimated Revenues. Previously agreed to shared or volatile costs such as Benefits, Capital, Debt and Out of District Special Education – otherwise known as Accommodated Costs – are subtracted from these Estimated Revenues as follows:

### **“Estimated Revenues – Accommodated Costs = Operating Budget Funding”**

From these remaining funds, both the town departments (currently a 36% share) and the school department (64% share) get the same percentage year-over-year increase. In FY22 the Operating budgets are increasing by +3.2%, a figure certainly helped out by FINCOM's increased use of Free Cash to battle the financial impacts of the pandemic.

The three elected boards then hold public meetings to discuss their budgets in December and in January.

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FY22 Town Manager's Budget Message

By Charter, the School Committee must present a budget to the Town Manager by February 1<sup>st</sup>, and the Town Manager must present a balanced budget to FINCOM by March 1<sup>st</sup>. In some years the School Committee votes a budget higher than the balanced Operating budget figure and the Town Manager must cut any surplus to match FINCOM guidance, but has no authority as to specific cost reductions within the budget. The balanced budget target has been clearly identified to the School Committee, and they often cite how they plan to balance their budget when it is too high.

In March (late February as is possible) the Finance Committee holds public meetings, and must vote a balanced budget in advance of April Town Meeting. They may increase or decrease any budget line submitted by the Town Manager. If they increase in total, they must also provide Free Cash as a source of revenues, since only the Town Accountant may determine other revenue projections.

### FY22 Revenues

The total FY22 estimated revenues for general government will be \$106.8 million, which is a 3% increase from the FY21 figures, which had been reduced last June because of the pandemic. State Aid is assumed to be unchanged at \$14.4 million. The RMLD dividend is estimated to be about flat, although sales are up so that may increase.

In the fall 2020, FINCOM approved about \$3 million in FY22 Free Cash budget funding, but this Town Manager's budget reduces that amount to \$2.87 million. The difference was from trimming some planned capital spending that could be done with FY21 surplus this spring, as well as a reduction in estimated Health Insurance premiums. Note this does honor FINCOM's request to bump up capital spending above their 5% policy for a couple of years to make sure our infrastructure and equipment are maintained.

### FY22 Accommodated Costs

An increase of 3.2% is forecast, but this figure is greatly influenced by the covid-19 funding that was part of the FY21 budget and eliminated in FY22. So in reality the 3.2% increase understates the changes. In fact, the traditional Shared Costs, which make up \$28 million of the \$40 million in Accommodated costs, are up 6.0% in FY22. The section on Shared Costs herein goes into more detail.

By formula there is therefore \$109.7 million - \$40.3 million = \$69.3 million of remaining revenues to be shared by the Town and School Operating budgets, or an increase of +3.2%.

**Under the budget model, when combining accommodated costs with this +3.2% operating budget figure, Town departments total \$30.74 million (+2.2%) and Schools total \$49.7 million (+2.1%) for FY22.**

There has been some recent discussion about adjusting the so-called town/school budget split. The current budget model has been in place for 15 years, and was designed after as a FINCOM member I watched arguments between special education (SPED) and regular day parents about school funding priorities. Allowing the schools to place out of district SPED costs, which are very difficult to forecast, into the accommodated costs section has largely removed that horrible argument among parents from the budget process. Both the town and schools have used a mechanism within that model to request additional funds in a given year. In fact, a new Library position in FY22 is funded using this method. The current model has encouraged ongoing dialogue from all departments, and as a result Reading may have the most collaborative budget process in the state.

## Public Service During a Pandemic

The past year has been exceptionally difficult for all of us. Sadly, we have lost almost 50 residents to the Covid-19 pandemic, and many, many more have been impacted in a wide variety of ways, including struggles with physical and mental health, income, food security, and at times a loss of hope. At the same time, the country struggles with Equity and Social Justice issues, and we have seen that further the divide in our community that I began writing about five years ago.

Reading residents should regain hope in the coming year as together we make progress on all of these fronts locally. The strongest tool the community has is that of neighbors helping neighbors. Stories abound from the past year where that has happened, but many are simply too exhausted to tell those stories. They will be told in the future.

I am especially proud of our Town staff during these times. Our organization has suffered both sickness and death in our immediate families. Our emergency response staffing plans had not imagined requiring continuous planning for over a year – nor the decimation to our available staffing at times. Many job descriptions were discarded as we recreated ourselves and provided new services to the community – while continuing almost all of the old services. I know that our quick actions in March and April 2020 saved lives – there is no greater reward in public service than that knowledge. Our continued care for the most vulnerable and fragile in the community – even at an increased health risk to ourselves and our families – is remarkable ... and yet expected, as it should be.

The word ‘pivot’ has been overused by now – but I offer my thanks to staff that have pivoted and done things to help the community that none of us could have ever imagined, or planned. A special thanks to the School department for their continued partnership, one that I simply assumed would be there during the pandemic but nevertheless I do also appreciate. Reading is fortunate to have an organization that works so well together, focusing on the objectives and not the rewards.

The FY22 Town Manager budget does try to address some of these issues laid bare in recent months.

The creation of a new Town department and adding a ninth Town Department Head is proposed, with Public Health being tucked into the Public Safety budget. Exact staffing depends on the new Public Health Director, but funds are allocated to grow this by 60% compared to a year ago.

Funding is added to the Coalition for Prevention and Support to provide additional mental health resources, as calls for related services have doubled thus far during the pandemic – and we fear that increase will continue even after the public health crisis abates. This funding will likely not be enough for a 24/7 crisis, and we will look for creative solutions and also ask you to help.

A new division is created in the Public Library and funding of a new Director for Equity and Social Justice position is included. Many solutions were proposed over the past few years, and this one modelled after the Coalition (formerly RCASA) was the one I have advocated for. Like RCASA over a decade ago, the success will require a community effort, and not just a funded position. Expectations should be moderated at first to let a new Director organize and harness resources, and point this division towards success and begin to grow, just as it did for RCASA.

The increased pandemic-induced needs of the community, juxtaposed against even less financial resources, was a challenge during the past year. But so was some constant criticism from a very small segment of the community, seemingly interested in dividing us.

Every one of us has been impacted, unequally to be sure. If we could place the nearly 27,000 residents on one zoom meeting that would last for weeks, we would eventually learn that as a community we could agree on many aspects of what a good life in Reading means. We could agree on many of our shared hopes for the future, and much of our sorrows for the past.

Reading has many positive attributes. A major international bond rating agency has just completed their review and cited our efforts at economic development and financial diligence as positioning us well to withstand the pandemic and prosper in the years ahead. We have a well-educated work force, are fortunate to enjoy strong community wealth. We have good levels of service from our schools and municipal government, and a strong sense of community volunteerism. We have done an excellent job in caring for our infrastructure at a time when many municipalities have not.

Working together, there is very little we cannot accomplish in the days and years ahead.

Working alone, or in conflict, there is very little we will accomplish.

In closing, this is the time to acknowledge our differences, focus on our shared hopes and dreams, and care for our community - especially those members that are less able to do so for themselves. Rather than take to social media to complain after a hard day, call your neighbor instead to ask how they are. We live in a time where actions still speak louder than words, and kindness still overcomes despair.

Proposition 2½ is still in force, and will require the Town and Schools to continue to 'do more with less' every year. We believe that our close-knit organization and thorough planning process will continue to offer the community both high quality and volume of services given the available funding – in other words, good taxpayer value.

As always, we will all strive to meet the community's expectations with whatever level of resources made available. On behalf of the entire Town government, thank you for the opportunity to help make the Town of Reading a very special place to work – and to live.

*Robert W. LeLacheur, Jr. CFA*  
Town Manager  
February 22, 2021



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# TOWN MEETING BUDGET SUMMARY

## March 2021

### Ed Ross – Chair, Finance Committee

Town Meeting Members,

In preparation for my first budget summary as Chair of the Finance Committee, I reviewed previous Chair Eric Burkhardt's 2020 summary. It reminded me that just 10 months ago, with the pandemic in its relatively early stages, how the town and schools were forced to substantially revise the FY21 budget in a few short months. It struck me in that review how key assumptions and expectations were suddenly uncertain and what the town and school leadership needed was flexibility to continue to deliver services to the town. Flexibility was requested and approved, and with capable and resourceful management, Reading delivered its critical services this past year. Flexibility is not a word often used in municipal budgets, in any year, but especially during a pandemic challenging sources of town revenue.

For the town and school staff, the FY22 budget review process started early and never stopped. It continued throughout the summer, through the September financial forums, and into the February/March budget presentations. Throughout that time, we (as a Finance Committee) constantly learned something new, whether new Covid-19 expenses or impacts to revenue, to CARES Act funding and its deadline for use. Personally, I came away with a great appreciation for the services provided and the level of commitment and care in which it is delivered.

Everyone has been impacted by the pandemic. It has introduced exceptional stress into our lives and stressed the importance of the services the town provides. The vulnerable have been more vulnerable, the isolated more isolated, those in need requiring more assistance. The town and schools continued to deliver upon those core values and their commitment has remained focused throughout the pandemic. In the end, it has also stressed the value of community.

Looking forward is where we find ourselves today. Looking forward to the warmer weather. Looking forward to how we recover as a community. Looking forward to how we finance the town and school budgets to deliver the level of services to which we expect. Looking forward to addressing the next set of challenges. Most importantly, looking forward to better days ahead.

The FY22 budget represents a revenue increase of 3% from FY21 and a 3.2% increase in spending. \$2.87M is being used from Free Cash to balance the FY22 budget. This is a larger sum than previous years, but we are comfortable with its use given the pandemic impacts to near term costs and revenues and the strong Free Cash balance. We repeatedly stated during the Financial Forum that is the very definition of use of "rainy-day" funds.

In the 2020 Financial Forums, the Finance Committee allocated more Free Cash to support the FY22 budgets specifically to increase the amount of capital spending for the next few years. The FY22 budget increases the annual allocation from capital/debt from 5% to approximately 5.5% of annual revenues. In the Forum, we set broad

parameters for the capital priorities discussing safety concerns, future cost savings, or areas of replacement. The low financing environment and our preferable bond rating allowed us the flexibility to accelerate unfunded projects. The projects identified for FY22 by school and town leadership were as follows:

1. RMHS stadium turf and track replacement
2. Roof replacement at Parker Middle School (moved up from FY25)

Like the capital spending discussion, we learned throughout the school and town budget discussions of key initiatives to improve the services to the community and reminded of areas of investment that end up saving costs to the town. During FY21, the Benefits Coordinator position was preserved, and immediate benefits were recognized during the pandemic. In FY22 within Public Safety, the creation of new Public Health department will be established and increased funding to the Coalition for Prevention and Support to provide additional mental health resources. Within the Library budget, the Division of Equity and Social Justice will be established with a new Director position. This new municipal division will foster and support a Reading culture that promotes and celebrates diversity. In the schools, the addition of a Special Education Literacy Coach will look to achieve both goals of improving literacy practices within the district and the hope of saving out of district tuition and transportation costs. Each of these investments deliver much needed services to the community and ensure much better days are ahead of us.

I would like to thank the Town Manager, the Superintendent, the Town Accountant, the School CFO, and all the other department heads and staff involved in developing this budget. They continue to successfully manage the town and schools through an unprecedented time. The time we have spent together was educational and extremely thorough, and it is the Finance Committee's opinion that this FY22 budget is aligned with the overall financial objectives of the town.

I would also like to acknowledge and thank my fellow Finance Committee members: Nick Boivin, Jeanne Borawski, Eric Burkhart, Dan Dewar, Andrew Mclauchlan, Marianne McLaughlin-Downing, and Mark Zarrow. They have provided exceptional thoughtfulness to the budget discussions and its recommendations.

In closing, and as you will hear throughout Town Meeting on each of the relevant Articles, the Finance Committee supports and unanimously recommends the FY22 budget items to Town Meeting for its consideration and vote.

Thank you.



# STATE OF THE TOWN OF READING

## March 2021

### Mark Dockser – Chair, Select Board

Greetings Fellow Reading Residents,

A year like no other in most of our memories has just passed. It challenged our community in new ways that none of us could have envisioned. Covid-19 stole our social interactions, the ways that we conduct our lives at work, school and home, and in many cases impacted our loved ones and friends who were harmed by this pandemic or lost their lives. Our very successful neighborhood events that usually bring us together as a community like Town Day and Friends and Family Day had to be cancelled.

We as Reading residents found out a lot about local heroes who kept and still keep us safe, fed, focused, and educated. Town and School Staff leaders working through the Command Incident team under the guidance of Fire Chief Greg Burns, public safety, public health, and all of our town government has been the backbone taking care of regular business and education, AND Covid related issues ranging from keeping people safe to vaccinations for our most vulnerable residents to providing up to date information and communicating regularly and clearly with all residents.

Essential workers in our community ranging from nurses to supermarket and pharmacy workers to restaurant owners and workers, to our educators and many, many more all showed their strength and willingness to pitch in to support the Reading community. I offer them my profound thanks. They embodied what it means to be a village with people who care and who make a difference. And residents and local businesses chipped in to help each other as well. Donations to the Reading Food Pantry, food provided to seniors, volunteers who offered to help out in food distribution to those in need, getting up at 4 am to help people get vaccination appointments, residents patronizing local businesses and many other pay it forward acts all go to the character of this community.

Though not yet time to let our guard down, being vigilant about wearing masks, keeping our behavior consistent with CDC guidelines, and now the slow expansion of vaccinations are all highlighting that the light at the end of the tunnel is appearing. Thank goodness!

The world, our country and the town of Reading faced many other challenges in 2020. We faced into not just a pandemic but also major concerns and movements in our society. Dissatisfaction about the status quo found a voice through Black Lives Matter to the Capital Insurrection to an increase in hate crimes and violence, most recently and severely targeting Asian-Americans.

The politics of divisiveness raged nationally and found its way into local politics in some cases as well. We worked our way through a first ever recall election that was defeated, and we have been and continue to deal with disagreements that sometimes boil over into loud voices, hateful acts and even anonymous and not so anonymous threats. And yet our community, powered by our similarities in loving our town and our neighbors, is working things

through. Calm discussion still seems to be something of a lost art, but it is so, so critical to our ability to be friends and neighbors. This is an area that would be great to double down on.

Reading residents have spoken out about racial and social justice in the community and beyond. In this year's budget to Town Meeting, there is a request for a new Division for Equity and Social Justice at the Reading Public Library. This division will be led by a proposed new hire, a Director of Equity and Social Justice for the community and under the direction of the Library. It was developed over a two-year period by an Ad Hoc Committee on Human Rights and has been endorsed by that committee, the Library Board of Trustees, the Town Manager, and the Select Board.

Through all of this, we continue to operate as a government powered by Zoom in many cases with little personal contact possible. New systems and creative approaches at town hall have allowed all core functions to keep running. And even with these constraints, we have remained engaged as a community of neighbors, taking care of one another through these challenges.

Boards and Committees found ways to engage residents for public discussions that allowed us to conduct business in a Covid-safe manner, from the comfort of our own homes. The Select Board met 33 times between April 2020 and March 2021 and other groups were called upon as well to have many meetings to carry on the towns business. The Board of Health, past and present, should be recognized for their engagement, guidance and staying on top of constantly changing rules and guidelines to keep us safe.

Though our agenda for some of the potential new, large projects that we hoped to tackle in 2020-2021 had to be pared back, things like exploring the potential for a community center/senior center and other potential uses of town owned land, there are numerous important activities that did move ahead:

1. **Support for local businesses**—The Town assisted local businesses obtain PPP loans and other federal support; the Select Board provided reduced liquor license fees for local restaurants.
2. **Support for local residents**—The Town Manager working closely with Reading Cooperative Bank was able to offer a mortgage relief program to some local residents facing severe hardship, using Covid-targeted federal funds.
3. **Downtown Mixed-Use Development Projects**-- Many projects moved toward completion including The Met, Rise 475, and Postmark Square along with progress at many other projects.
4. **Crisis Intervention Team** --The Reading Coalition working with the Reading Police Department and the Schools created and managed a critical team and programs to help residents deal with mental health challenges.
5. **Birch Meadow Complex Planning**—Public input and the hiring of a consultant led to proposals for a variety of improvement options to meet the needs of residents of all ages and abilities.
6. **New Water Tower Plan**—An RFP is due to take place later this spring to address the replacement of the old tower assuring no loss of cell service for public safety, residents and businesses, and being sensitive to local resident needs.
7. **Capital Projects**—Additional capital resources are proposed to this town meeting to bring forward the timing of funding for needed field improvements and school roof repairs. Kudos to the Finance Committee and the Town Manager for their guidance on moving key projects forward.
8. **Walkers Brook Complex**—Plans to improve safety for pedestrians, bicycles and vehicle traffic have been proposed including connection between the downtown, Walkers Brook and Lake Quannapowitt.
9. **Downtown Parking**—Helping our local businesses to thrive post-pandemic is a critical goal of our economic development plans. A committee has been established to bring together residents, businesses and the planning department to improve access to parking for shoppers as well as employees while being sensitive to neighborhood needs.
10. **Route 28 Road Diet**—A road diet on both the North end of Route 28 as well as the South end have been in place over several months. Recommendations and discussions about the final plan have and will continue to take place in early 2021.

In closing, I want to thank the Town Manager, the Superintendent of Schools, and their staff for keeping us safe, secure and able to move forward during the pandemic and its continuing aftermath. Creativity and caring were abundant. I also want to thank all of the volunteers in town who donate their time and talents and are an integral part of how and why the town works so well. And lastly, I want to thank all of our residents. Thanks for helping and for persevering.

The Town of Reading is a strong, resilient, friendly and great place to live, work, and learn. Though 2020 will go down as one of the most challenging for most of us, the most important and lasting issue should be to appreciate that we are in fact all neighbors. Neighbors connected by more things that bring us together than those that drive us apart. As we work through this virtual Town Meeting #3, I encourage us all to take a deep breath and focus ourselves on working and being together as friends and neighbors, able to have calm discussions in which we can learn from one another and enjoy each other's company.

Thank you!

# TOWN ACCOUNTANT'S RECOMMENDED

## FY22 REVENUES

**Summary of Revenues** – The total FY22 estimated revenues for the general government will be \$106.8 million, plus the use of \$2.87 million of Free Cash - a 37.8% increase from FY21.

	FY22	Change	Share
Property Taxes	\$ 80.7	3.4%	74%
Local Revenues	\$ 7.7	6.6%	7%
State Aid	\$ 14.4	0.0%	13%
Transfers	\$ 4.0	-0.9%	4%
Free Cash	\$ 2.8	33.3%	3%
	<b>\$ 109.6</b>	<b>3.6%</b>	<b>100%</b>

**Property Taxes (\$80.7 million or 74% of revenues)** – The forecasted 3.4% increase in FY22 includes a 2.5% increase over the FY21 tax levy plus New Growth. As the next table shows, recent New Growth has trended higher than projections (5yr average \$792,000 and 10yr average \$736,000). The Town has made significant progress on Economic Development; New Growth projections for FY22 are \$800,000, with more New Growth to follow.

Actual New Growth (000)s									
FY21	FY20	FY19	FY18	FY17	FY16	FY15	FY14	FY13	FY12
\$ 967	\$ 593	\$ 840	842	717	912	844	741	579	325

The Assessor's overlay account has increased to \$768,051 in FY22. This amount is set aside for the Board of Assessors to handle abatements and exemptions. The actual amount may vary from the budgeted amount when the Town Accountant makes the final calculation of the tax rate in November 2021. If the overlay account is not used for abatements, it is released to Free Cash. (See "Operating transfers/Available Funds" below.)

**Local Revenues (\$7.7 million or 7% of revenues)** – Local revenues are forecasted as an increase of 6.6% over the prior year. There is an expectation that some reduced revenues during the pandemic will start to recover in FY22. Below are the largest components of these revenues.

**Motor Vehicle Excise (\$3.85 million)** – This revenue source is challenging to forecast, as we have been both over and under budget by \$300,000 in recent years, although the longer-term average has been in line. Next year, we forecast a 4.1% increase to \$3.85 million, which is \$150,00 less than the pre-pandemic revenue projection for motor vehicle excise.

**Charges for Services (\$2.1 million)** – A forecast of +5.0%.

**Meals Tax (\$0.35 million)** – This local option tax has modestly added revenues in recent years. Due to the pandemic, meals tax projections for FY21 were reduced by \$150,000 to \$250,000. In FY22, the meals tax projection is increased by 46% to 365,000, which is still \$35,000 less than pre-pandemic meals tax projections.

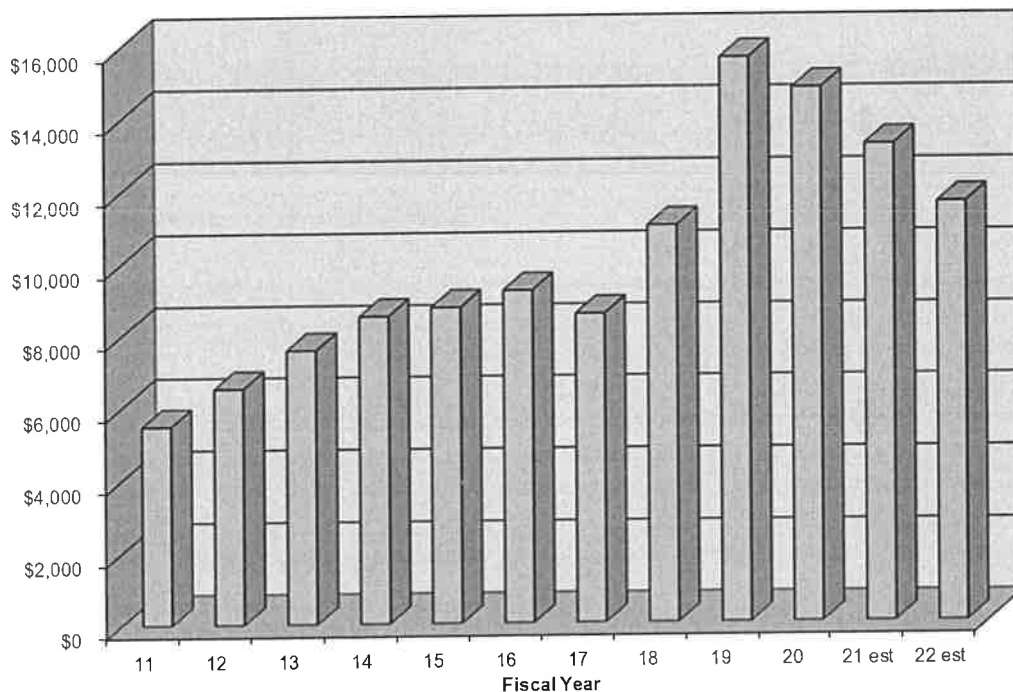
**Interest Earnings** – Interest rates have decreased significantly over the last year. Next year's forecast is increased by 6.7% to \$400,000, a \$25,000 increase over the prior year's projections.

**Intergovernmental Revenue (\$14.4 million or 13% of revenues)** – The final figure for State Aid for FY22 is still unknown at this point. We used an assumption of a 0% increase as recent guidance suggests that FY22 State Aid will not be reduced.

**Operating Transfers/Available Funds (\$4.0 million or 4% of revenues)** – The amount of money available from the cemetery sale of lots has remained constant. The Board of Assessors released \$350,000 from the overlay surplus last year and is planning on releasing \$300,000 for use in FY22; this figure is expected to continue to decline in future years. The RMLD annual payment is projected at \$2.4 million, a 3% reduction from prior year projections.

A figure of \$2.87 million is being used from Free Cash to balance the FY22 budget. The Chart below shows Free Cash history and a projection for FY21 and forward using a conservative \$1.5 million regeneration estimate for both FY21 and FY22:

Town of Reading, Massachusetts  
 Certified "Free Cash"  
 Last Ten Fiscal Years  
 (Amounts Expressed in Thousands)



**Town Accountant's  
Financial Forecast**

	3.25%		3.15%		3.20%		3.00%		3.00%		3.00%	
<b>Town of Reading Budget Summary</b>												
3/19/21 11:03 AM	Projected FY20	One Yr Chng FY20	Projected FY21	One Yr Chng FY21	Projected FY22	One Yr Chng FY22	Projected FY23	One Yr Chng FY23	Projected FY24	One Yr Chng FY24	Projected FY25	One Yr Chng FY25
<b>Revenues</b>												
Total Property Taxes	75,353,353	3.2%	78,077,627	3.6%	80,702,064	3.4%	83,390,518	3.3%	86,260,497	3.4%	87,943,444	2.0%
Total Other Local Revenues	7,825,000	4.6%	7,250,000	-7.3%	7,730,000	6.6%	8,310,000	7.5%	8,665,000	4.3%	9,070,000	4.7%
Total Intergov't Revenues	14,539,446	1.4%	14,400,000	-1.0%	14,400,000	0.0%	14,976,000	4.0%	15,575,040	4.0%	16,198,042	4.0%
Total Transfers & Available	4,060,243	0.5%	4,017,513	-1.1%	3,982,684	-0.9%	4,040,424	1.4%	4,099,214	1.5%	4,133,712	0.8%
<b>Revs before Free Cash</b>	<b>\$101,778,042</b>	<b>2.90%</b>	<b>\$103,745,140</b>	<b>1.93%</b>	<b>\$106,814,748</b>	<b>2.96%</b>	<b>\$110,716,942</b>	<b>3.65%</b>	<b>\$114,599,750</b>	<b>3.51%</b>	<b>\$117,345,198</b>	<b>2.40%</b>
Free Cash	1,000,000	-16.7%	2,082,000	108.2%	2,870,000	37.8%	2,775,000	-3%	2,615,000	-5.8%	1,776,500	-32.1%
<b>Net Available Revenues</b>	<b>\$102,778,042</b>	<b>2.66%</b>	<b>\$105,827,140</b>	<b>2.97%</b>	<b>\$109,684,748</b>	<b>3.65%</b>	<b>\$113,491,942</b>	<b>3.47%</b>	<b>\$117,214,750</b>	<b>3.28%</b>	<b>\$119,121,698</b>	<b>1.63%</b>
<b>Accommodated Costs</b>												
Benefits	18,139,050	-0.3%	18,416,670	1.5%	19,108,534	3.8%	20,084,338	5.1%	21,102,905	5.1%	22,294,159	5.6%
Capital	3,606,500	10.1%	2,304,500	-36.1%	3,570,000	54.9%	2,750,000	-23.0%	2,990,000	8.7%	2,776,500	-7.1%
Debt (inside levy)	1,533,324	0.4%	2,145,415	39.9%	1,970,801	-8.1%	3,229,126	63.8%	3,136,251	-2.9%	2,647,181	-15.6%
Debt (excluded)	2,902,462	-1.4%	2,848,182	-1.9%	2,792,043	-2.0%	2,732,582	-2.1%	2,686,112	-1.7%	1,279,700	-52.4%
Energy	2,094,600	3.9%	2,000,000	-4.5%	2,015,000	0.8%	2,080,000	3.2%	2,150,000	3.4%	2,225,000	3.5%
Financial	905,600	6.3%	1,030,000	13.7%	945,000	-8.3%	962,850	1.9%	981,236	1.9%	1,000,173	1.9%
Education - Out of district	5,046,875	11.6%	5,325,000	5.5%	5,446,250	2.3%	5,718,563	5.0%	6,004,491	5.0%	6,304,715	5.0%
Education - Vocational	452,400	4.0%	550,000	21.6%	788,000	43.3%	819,520	4.0%	852,301	4.0%	886,393	4.0%
Miscellaneous	3,360,740	2.5%	3,539,927	5.3%	3,628,587	2.5%	3,713,393	2.3%	3,825,649	3.0%	3,940,426	3.0%
Community Priorities	220,000	0.0%	931,803	0.0%	70,000	0.0%	0	0.0%	0	0.0%	0	0.0%
<b>Accommodated Costs</b>	<b>\$ 38,261,572</b>	<b>3.30%</b>	<b>\$ 39,091,497</b>	<b>2.17%</b>	<b>\$ 40,334,214</b>	<b>3.18%</b>	<b>\$ 42,090,372</b>	<b>4.35%</b>	<b>\$ 43,728,945</b>	<b>3.89%</b>	<b>\$ 43,354,246</b>	<b>-0.86%</b>
<b>Net Accommodated Costs</b>	<b>\$ 38,261,572</b>	<b>3.30%</b>	<b>\$ 39,091,497</b>	<b>2.17%</b>	<b>\$ 40,334,214</b>	<b>3.18%</b>	<b>\$ 42,090,372</b>	<b>4.35%</b>	<b>\$ 43,728,945</b>	<b>3.89%</b>	<b>\$ 43,354,246</b>	<b>-0.86%</b>
					\$ 63,285		\$ (34,296)		\$ (93,137)		\$ (18,859)	
<b>Operating Costs</b>												
Municipal Gov't Operating	22,161,344	3.25%	22,928,427	3.46%	23,836,774	3.20%	24,603,377	3.00%	25,413,578	3.00%	26,175,985	3.00%
adjustments			169,222		50,000		70,000					
adjustments (EF+RF)	1,080,995	3.25%	1,115,046	3.15%	1,150,727	3.20%	1,185,249	3.00%	1,220,807	3.00%	1,257,431	3.00%
<b>TOTAL Muni Gov't OPER</b>	<b>23,242,339</b>	<b>3.25%</b>	<b>24,212,695</b>	<b>4.17%</b>	<b>25,037,501</b>	<b>3.41%</b>	<b>25,858,626</b>	<b>3.28%</b>	<b>26,634,385</b>	<b>3.00%</b>	<b>27,433,416</b>	<b>3.00%</b>
School Operating	41,650,473	3.25%	42,805,463	2.77%	44,249,748	3.20%	45,577,240	3.00%	46,944,557	3.00%	48,352,894	3.00%
adjustments			72,200									
<b>TOTAL School OPER</b>	<b>41,650,473</b>	<b>3.25%</b>	<b>42,877,663</b>	<b>2.95%</b>	<b>44,249,748</b>	<b>3.20%</b>	<b>45,577,240</b>	<b>3.00%</b>	<b>46,944,557</b>	<b>3.00%</b>	<b>48,352,894</b>	<b>3.00%</b>
<b>Operating Budgets</b>	<b>\$ 64,892,812</b>	<b>3.25%</b>	<b>\$ 67,090,357</b>	<b>3.39%</b>	<b>\$ 69,287,249</b>	<b>3.27%</b>	<b>\$ 71,435,866</b>	<b>3.10%</b>	<b>\$ 73,578,942</b>	<b>3.00%</b>	<b>\$ 75,786,311</b>	<b>3.00%</b>
<b>Municipal Gov't Operating</b>	<b>35.8%</b>		<b>36.1%</b>		<b>36.1%</b>		<b>36.2%</b>		<b>36.2%</b>		<b>36.2%</b>	
<b>School Operating</b>	<b>64.2%</b>		<b>63.9%</b>		<b>63.9%</b>		<b>63.8%</b>		<b>63.8%</b>		<b>63.8%</b>	
<b>TOTAL SPENDING</b>	<b>\$103,154,384</b>	<b>3.27%</b>	<b>\$106,181,854</b>	<b>2.93%</b>	<b>\$109,621,463</b>	<b>3.24%</b>	<b>\$113,526,238</b>	<b>3.56%</b>	<b>\$117,307,887</b>	<b>3.33%</b>	<b>\$119,140,557</b>	<b>1.56%</b>
Muni Gov't OPER	\$ 23,242,339	3.25%	\$ 24,212,695	4.17%	\$ 25,037,501	3.41%	\$ 25,858,626	3.28%	\$ 26,634,385	3.00%	\$ 27,433,416	3.00%
Muni Gov't ACCOM	\$ 5,587,500	6.04%	\$ 5,534,550	-0.95%	\$ 5,628,437	1.70%	\$ 5,777,090	2.64%	\$ 5,958,252	3.14%	\$ 6,147,000	3.17%
Muni Gov't TOTAL	\$ 28,829,839	3.59%	\$ 29,747,245	3.18%	\$ 30,665,938	3.09%	\$ 31,635,716	3.16%	\$ 32,592,637	3.02%	\$ 33,580,416	3.03%
School OPER	\$ 41,650,473	3.25%	\$ 42,877,663	2.95%	\$ 44,249,748	3.20%	\$ 45,577,240	3.00%	\$ 46,944,557	3.00%	\$ 48,352,894	3.00%
School ACCOM	\$ 5,116,875	13.2%	\$ 5,325,000	4.07%	\$ 5,446,250	2.28%	\$ 5,718,563	5.00%	\$ 6,004,491	5.00%	\$ 6,304,715	5.00%
School TOTAL	\$ 46,767,348	4.25%	\$ 48,202,663	3.07%	\$ 49,695,998	3.10%	\$ 51,295,803	3.22%	\$ 52,949,048	3.22%	\$ 54,657,609	3.23%
<b>Town of Reading Revenues - Details</b>												
3/19/21 11:03 AM	Projected FY20	One Yr Chng FY20	Projected FY21	One Yr Chng FY21	Projected FY22	One Yr Chng FY22	Projected FY23	One Yr Chng FY23	Projected FY24	One Yr Chng FY24	Projected FY25	One Yr Chng FY25
<b>Property Taxes</b>												
Tax levy (within levy limit)	72,589,077	3.7%	75,011,460	3.3%	77,878,232	3.8%	80,645,188	3.6%	83,481,318	3.5%	86,490,851	3.6%
New Growth	592,835	-29%	967,303	63.2%	800,000	-17.3%	800,000	0.0%	900,000	12.5%	1,000,000	11.1%
Tax levy (debt exclusion)	2,902,482	-1.4%	2,848,182	-1.9%	2,791,882	-2.0%	2,732,582	-2.1%	2,686,112	-1.7%	1,279,700	-52.4%
Abatements and exemptions	(731,042)	2.5%	(749,318)	2.5%	(768,051)	2.5%	(787,252)	2.5%	(806,933)	2.5%	(827,107)	2.5%
<b>Total Property Taxes</b>	<b>75,353,353</b>	<b>3.2%</b>	<b>78,077,627</b>	<b>3.6%</b>	<b>80,702,064</b>	<b>3.4%</b>	<b>83,390,518</b>	<b>3.3%</b>	<b>86,260,497</b>	<b>3.4%</b>	<b>87,943,444</b>	<b>2.0%</b>
<b>Other Local Revenues</b>												
Motor Vehicle Excise	4,000,000	2.6%	3,700,000	-7.5%	3,850,000	4.1%	4,175,000	8.4%	4,325,000	3.6%	4,475,000	3.5%
Meals Tax	400,000	3.9%	250,000	-37.5%	365,000	46.0%	385,000	5.5%	405,000	5.2%	425,000	4.9%
Penalties/interest on taxes	205,000	2.5%	205,000	0.0%	215,000	4.9%	215,000	0.0%	220,000	2.3%	225,000	2.3%
Payments in lieu of taxes	375,000	1.4%	385,000	2.7%	385,000	0.0%	395,000	2.6%	405,000	2.5%	415,000	2.5%
Charges for services	1,950,000	2.6%	2,000,000	2.6%	2,100,000	5.0%	2,250,000	7.1%	2,350,000	4.4%	2,450,000	4.3%
Licenses & permits	170,000	0.0%	160,000	-5.9%	165,000	3.1%	170,000	3.0%	175,000	2.9%	180,000	2.9%
Fines	100,000	5.3%	75,000	-25.0%	100,000	33.3%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Interest Earnings	450,000	50.0%	375,000	-16.7%	400,000	6.7%	450,000	12.5%	500,000	11.1%	600,000	20.0%
Medicaid Reimbursement	175,000	9.4%	100,000	-42.9%	150,000	50.0%	170,000	13.3%	185,000	8.8%	200,000	8.1%
<b>Total Other Local Revenues</b>	<b>7,825,000</b>	<b>4.6%</b>	<b>7,250,000</b>	<b>-7.3%</b>	<b>7,730,000</b>	<b>6.6%</b>	<b>8,310,000</b>	<b>7.5%</b>	<b>8,665,000</b>	<b>4.3%</b>	<b>9,070,000</b>	<b>4.7%</b>
<b>Intergovernmental Revenue</b>												
State Aid	14,539,446	1.4%	14,400,000	-1.0%	14,400,000	0.0%	14,976,000	4.0%	15,575,040	4.0%	16,198,042	4.0%
<b>Total Intergov't Revenues</b>	<b>14,539,446</b>	<b>1.4%</b>	<b>14,400,000</b>	<b>-1.0%</b>	<b>14,400,000</b>	<b>0.0%</b>	<b>14,976,000</b>	<b>4.0%</b>	<b>15,575,040</b>	<b>4.0%</b>	<b>16,198,042</b>	<b>4.0%</b>
<b>Operating Transfers and Available Funds</b>												
Cemetery sale of lots	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%
RMLD payment	2,468,728	0.0%	2,468,728	0.0%	2,400,000	-3%	2,400,000	0.0%	2,400,000	0.0%	2,400,000	0.0%
Enterprise Fund Support	1,080,995	3.3%	1,115,046	3.2%	1,150,727	3.2%	1,185,249	3.0%	1,220,807	3.0%	1,257,431	3.0%
School Revolving Funds	100,000	0.0%	50,000	-50.0%	100,000	100%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Premiums Reserve for Debt	10,521		8,739	-17%	6,957	-20%	5,175	-26%	3,407	-34%	1,281	-62%
Overlay surplus	375,000	-5.3%	350,000	-6.7%	300,000	-14.3%	325,000	8.3%	350,000	7.7%	350,000	0.0%
<b>Total Transfers &amp; Available</b>	<b>4,060,243</b>	<b>0.5%</b>	<b>4,017,513</b>	<b>-1.1%</b>	<b>3,982,684</b>	<b>-0.9%</b>	<b>4,040,424</b>	<b>1.4%</b>	<b>4,099,214</b>	<b>1.5%</b>	<b>4,133,712</b>	<b>0.8%</b>
<b>OPERATING REVENUES</b>	<b>101,778,042</b>	<b>2.90%</b>	<b>103,745,140</b>	<b>1.93%</b>	<b>106,814,748</b>	<b>2.96%</b>	<b>110,716,942</b>	<b>3.65%</b>	<b>114,599,750</b>	<b>3.51%</b>	<b>117,345,198</b>	<b>2.40%</b>
Free Cash	1,000,000	-16.7%	2,082,000	108.2%	2,870,000	37.8%	2,775,000	-3.3%	2,615,000	-5.8%	1,776,500	-32.1%
<b>TOTAL REVENUES</b>	<b>102,778,042</b>	<b>2.66%</b>	<b>105,827,140</b>	<b>2.97%</b>	<b>109,684,748</b>	<b>3.65%</b>	<b>113,491,942</b>	<b>3.47%</b>	<b>117,214,750</b>	<b>3.28%</b>	<b>119,121,698</b>	<b>1.63%</b>

Town Accountant's  
Financial Forecast

Town of Reading												
Acc. Costs - Summary												
3/19/21 11:03 AM	One Yr		One Yr		One Yr		One Yr		One Yr		One Yr	
	Projected FY20	Chng FY20	Projected FY21	Chng FY21	Projected FY22	Chng FY22	Projected FY23	Chng FY23	Projected FY24	Chng FY24	Projected FY25	Chng FY25
Benefits	18,139,050	-0.3%	18,416,670	1.5%	19,108,534	3.8%	20,084,338	5.1%	21,102,905	5.1%	22,294,159	5.6%
Capital	3,606,500		2,304,500		3,570,000		2,750,000		2,990,000		2,776,500	
Debt (inside levy)	1,533,324	7.0%	2,145,415	-13.4%	1,970,801	24.5%	3,229,126	7.9%	3,136,251	2.5%	2,647,181	-11.5%
Debt (excluded)	2,902,482		2,848,182		2,791,882		2,732,582		2,686,112		1,279,700	
Energy	2,094,600	3.9%	2,000,000	-4.5%	2,015,000	0.8%	2,080,000	3.2%	2,150,000	3.4%	2,225,000	3.5%
Financial	905,600	6.3%	1,030,000	13.7%	945,000	-8.3%	962,850	1.9%	981,236	1.9%	1,000,173	1.9%
Education - Out of district	5,046,875	11.6%	5,325,000	5.5%	5,446,250	2.3%	5,718,563	5.0%	6,004,491	5.0%	6,304,715	5.0%
Education - Vocational	452,400	4.0%	550,000	21.6%	788,000	43.3%	819,520	4.0%	852,301	4.0%	886,393	4.0%
Miscellaneous	3,360,740	2.5%	3,539,927	5.3%	3,628,587	2.5%	3,713,393	2.3%	3,825,649	3.0%	3,940,426	3.0%
Community Priorities	220,000		931,803		\$ 70,000							
<b>TOTAL Accomm. COSTS</b>	<b>\$ 38,261,572</b>	<b>3.3%</b>	<b>\$ 39,091,497</b>	<b>2.2%</b>	<b>\$ 40,334,053</b>	<b>3.2%</b>	<b>\$ 42,090,372</b>	<b>4.4%</b>	<b>\$ 43,728,945</b>	<b>3.9%</b>	<b>\$ 43,354,246</b>	<b>-0.9%</b>
Town of Reading												
Acc. Costs - Details												
	One Yr		One Yr		One Yr		One Yr		One Yr		One Yr	
	Projected FY20	Chng FY20	Projected FY21	Chng FY21	Projected FY22	Chng FY22	Projected FY23	Chng FY23	Projected FY24	Chng FY24	Projected FY25	Chng FY25
Contributory Retirement	4,183,050	5.3%	5,228,670	25.0%	5,568,534	6.5%	5,930,488	6.5%	6,315,970	6.5%	6,726,508	6.5%
OBRA fees & OPEB study	50,000	0.0%	40,000	-20.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%
OPEB contribution	575,000	9.5%	100,000	-82.6%	100,000	0%	200,000	100.0%	300,000	50.0%	400,000	33.3%
Workers Compensation	350,000	3.9%	352,000	0.6%	395,000	12.2%	406,850	3.0%	419,056	3.0%	431,627	3.0%
Unemployment Benefits	75,000	-46.4%	95,000	26.7%	75,000	-21.1%	75,000	0.0%	75,000	0.0%	75,000	0.0%
Group Health / Life Ins.	11,786,000	-2.2%	11,486,000	-2.5%	11,800,000	2.7%	12,272,000	4.0%	12,762,880	4.0%	13,401,024	5.0%
Medicare / Social Security	1,000,000	0.0%	987,000	-1.3%	1,000,000	1.3%	1,025,000	2.5%	1,050,000	2.4%	1,075,000	2.4%
Police / Fire Indemnification	120,000	9.1%	128,000	6.7%	130,000	1.6%	135,000	3.8%	140,000	3.7%	145,000	3.6%
<b>Acc. Costs - Benefits</b>	<b>\$ 18,139,050</b>	<b>-0.3%</b>	<b>\$ 18,416,670</b>	<b>1.5%</b>	<b>\$ 19,108,534</b>	<b>3.8%</b>	<b>\$ 20,084,338</b>	<b>5.1%</b>	<b>\$ 21,102,905</b>	<b>5.1%</b>	<b>\$ 22,294,159</b>	<b>5.6%</b>
5% of net available revs	4,943,778		5,044,848		5,212,373	5.0%	5,404,814	5.0%	5,595,682		5,803,275	
less debt (net, inside levy)	(1,522,803)		(2,136,676)		(1,963,844)		(3,223,951)		(3,132,844)		(2,645,900)	
Available for cash capital	3,420,975		2,908,172		3,248,529		2,180,863		2,462,838		3,157,375	
Temp shift to OPERATING	(185,525)		603,672		(321,471)							
<b>Acc. Costs - Capital</b>	<b>3,606,500</b>	<b>10.1%</b>	<b>2,304,500</b>	<b>-36.1%</b>	<b>3,570,000</b>	<b>54.9%</b>	<b>2,750,000</b>	<b>-23.0%</b>	<b>2,990,000</b>	<b>8.7%</b>	<b>2,776,500</b>	<b>-7.1%</b>
Debt Service - Principal	3,600,000	1.4%	4,155,000	15.4%	4,085,000	-1.7%	5,089,000	24.6%	5,130,000	0.8%	3,850,000	-25.0%
Debt Service - Interest	825,285	-9.2%	829,858	0.6%	670,726	-19.2%	877,533	30.8%	688,956	-21.5%	618,088	-10.3%
Excluded debt	(2,902,482)	-1.4%	(2,848,182)	-1.9%	(2,791,882)	-2.0%	(2,732,582)	-2.1%	(2,686,112)	-1.7%	(1,279,700)	-52.4%
Total Included Debt	\$ 1,522,803	0.5%	\$ 2,136,676	40.3%	\$ 1,963,844	-8.1%	\$ 3,223,951	64.2%	\$ 3,132,844	-2.8%	\$ 2,645,900	-15.5%
Premiums for general fund	\$ 10,521	-15%	\$ 8,739	-17%	\$ 6,957	-20%	\$ 5,175	-26%	\$ 3,407	-34%	\$ 1,281	-62%
<b>Acc. Costs - Debt</b>	<b>\$ 4,435,806</b>	<b>-0.8%</b>	<b>\$ 4,993,597</b>	<b>12.6%</b>	<b>\$ 4,762,683</b>	<b>-4.6%</b>	<b>\$ 5,971,708</b>	<b>25.4%</b>	<b>\$ 5,822,363</b>	<b>-2.5%</b>	<b>\$ 4,469,369</b>	<b>-23.2%</b>
Street Lighting (DPW)	164,800	3.0%	145,000	-12.0%	150,000	3.4%	155,000	3.3%	160,000	3.2%	165,000	3.1%
Electricity (FacCORE)	899,200	2.3%	875,000	-2.7%	875,000	0.0%	900,000	2.9%	930,000	3.3%	960,000	3.2%
Nat Gas (FacCORE)	668,925	2.5%	635,000	-5.1%	635,000	0.0%	655,000	3.1%	675,000	3.1%	700,000	3.7%
Water/Sewer (FacCORE)	171,675	23.0%	180,000	4.8%	190,000	5.6%	200,000	5.3%	210,000	5.0%	220,000	4.8%
Fuel - vehicles (DPW)	190,000	2.7%	165,000	-13.2%	165,000	0.0%	170,000	3.0%	175,000	2.9%	180,000	2.9%
<b>Acc. Costs - Energy</b>	<b>\$ 2,094,600</b>	<b>3.9%</b>	<b>\$ 2,000,000</b>	<b>-4.5%</b>	<b>\$ 2,015,000</b>	<b>0.8%</b>	<b>\$ 2,080,000</b>	<b>3.2%</b>	<b>\$ 2,150,000</b>	<b>3.4%</b>	<b>\$ 2,225,000</b>	<b>3.5%</b>
Casualty Ins (AD SVC)	490,500	5.0%	560,000	14.1%	595,000	6.3%	612,850	3.0%	631,236	3.0%	650,173	3.0%
Vet's Assistance (PUB SVC)	215,000	-8.5%	170,000	-20.9%	150,000	-11.8%	150,000	0.0%	150,000	0.0%	150,000	0.0%
FINCOM Reserve Fund	200,000	33.3%	300,000	50.0%	200,000	-33.3%	200,000	0.0%	200,000	0.0%	200,000	0.0%
<b>Acc. Costs - Financial</b>	<b>\$ 905,600</b>	<b>6.3%</b>	<b>\$ 1,030,000</b>	<b>13.7%</b>	<b>\$ 945,000</b>	<b>-8.3%</b>	<b>\$ 962,850</b>	<b>1.9%</b>	<b>\$ 981,236</b>	<b>1.9%</b>	<b>\$ 1,000,173</b>	<b>1.9%</b>
SPED transp OOD (Sch)	1,199,993	5.0%	1,325,000	10.4%	1,391,250	5.0%	1,460,813	5.0%	1,533,853	5.0%	1,610,546	5.0%
SPED tuition OOD (Sch)	4,749,883	12.1%	5,100,000	7.4%	5,355,000	5.0%	5,622,750	5.0%	5,903,888	5.0%	6,199,082	5.0%
SPED offsets OOD (Sch)	(903,000)	5.0%	(1,100,000)	21.8%	(1,300,000)	18.2%	(1,365,000)	5.0%	(1,433,250)	5.0%	(1,504,913)	5.0%
<b>Acc. Costs - OOD SPED</b>	<b>\$ 5,046,875</b>	<b>11.6%</b>	<b>\$ 5,325,000</b>	<b>5.5%</b>	<b>\$ 5,446,250</b>	<b>2.3%</b>	<b>\$ 5,718,563</b>	<b>5.0%</b>	<b>\$ 6,004,491</b>	<b>5.0%</b>	<b>\$ 6,304,715</b>	<b>5.0%</b>
Voc School - NERMVS	343,200	4.0%	455,000	32.6%	572,000	25.7%	594,880	4.0%	618,675	4.0%	643,422	4.0%
Voc School - Minute Man	44,720	4.0%	35,000	-21.7%	46,000	31.4%	47,840	4.0%	49,754	4.0%	51,744	4.0%
Voc School - Essex North	64,480	4.0%	60,000	-6.9%	170,000	183.3%	176,800	4.0%	183,872	4.0%	191,227	4.0%
<b>Acc. Costs - Vocational</b>	<b>\$ 452,400</b>	<b>4.0%</b>	<b>\$ 550,000</b>	<b>21.6%</b>	<b>\$ 788,000</b>	<b>43.3%</b>	<b>\$ 819,520</b>	<b>4.0%</b>	<b>\$ 852,301</b>	<b>4.0%</b>	<b>\$ 886,393</b>	<b>4.0%</b>
Rubbish (DPW)	1,693,725	3.0%	1,850,000	9.2%	1,905,500	3.0%	1,962,665	3.0%	2,021,545	3.0%	2,082,191	3.0%
Snow and Ice Control (DPW)	675,000	3.8%	675,000	0.0%	675,000	0.0%	675,000	0.0%	700,000	3.7%	725,000	3.6%
State Assessments	723,440	-0.6%	735,377	1.7%	760,150	3.4%	779,154	2.5%	798,633	2.5%	818,598	2.5%
Cemetery (DPW)	268,575	4.8%	279,550	4.1%	287,937	3.0%	296,575	3.0%	305,472	3.0%	314,636	3.0%
<b>Acc. Costs - Misc.</b>	<b>\$ 3,360,740</b>	<b>2.5%</b>	<b>\$ 3,539,927</b>	<b>5.3%</b>	<b>\$ 3,628,587</b>	<b>2.5%</b>	<b>\$ 3,713,393</b>	<b>2.3%</b>	<b>\$ 3,825,649</b>	<b>3.0%</b>	<b>\$ 3,940,426</b>	<b>3.0%</b>

## FY22 Spending Scorecard

Line	Category	FY21 Revised Budget	FY22 Town Manager Budget	FY22 FINCOM Budget	TM yoy%	TM % Grand Total
B99	Benefits	\$18,416,670	\$19,108,534	8-0	3.8%	15.2%
C99	Capital	\$ 2,551,997	\$3,570,000	8-0	39.9%	2.1%
D99	Debt service	\$ 4,993,600	\$4,762,844	8-0	-4.6%	4.1%
E99	Education - Vocational	\$550,000	\$788,000	8-0	43.3%	0.5%
F99	Finance Committee Reserves	\$300,000	\$200,000	8-0	-33.3%	0.2%
Total Shared Costs		\$ 26,812,267	\$ 28,429,378		6.0%	22.1%
G91	Administrative Svcs wages	\$1,563,775	\$1,551,400	8-0	-0.8%	1.3%
G92	Admin Svcs expenses	\$1,683,600	\$1,751,100	8-0	4.0%	1.4%
H91	Public Services wages	\$1,342,625	\$1,393,300	8-0	3.8%	1.1%
H92	Public Services expenses	\$250,000	\$234,500	8-0	-6.2%	0.2%
I91	Finance wages	\$775,625	\$801,350	8-0	3.3%	0.6%
I92	Finance expenses	\$150,550	\$152,250	8-0	1.1%	0.1%
J91	Public Safety wages	\$11,816,900	\$12,274,475	8-0	3.9%	9.8%
J92	Public Safety expenses	\$640,903	\$658,350	8-0	2.7%	0.5%
K91	Public Works wages	\$2,789,700	\$2,881,475	8-0	3.3%	2.3%
K92	Public Works expenses	\$845,025	\$843,500	8-0	-0.2%	0.7%
K93	Public Works Snow & Ice	\$675,000	\$675,000	8-0	0.0%	0.6%
K94	Public Works Street Lights	\$145,000	\$150,000	8-0	3.4%	0.1%
K95	Public Works Rubbish	\$1,850,000	\$1,905,500	8-0	3.0%	1.5%
L91	Library wages	\$1,432,295	\$1,544,550	8-0	7.8%	1.2%
L92	Library expenses	\$372,100	\$387,400	8-0	4.1%	0.3%
M91	Core Facilities	\$3,369,300	\$3,184,100	8-0	-5.5%	2.8%
M92	Town Buildings	\$358,650	\$348,150	8-0	-2.9%	0.3%
Total Municipal Gov't		\$ 30,061,048	\$ 30,736,400		2.2%	24.8%
U99	School Department	\$48,657,663	\$49,695,998	8-0	2.1%	40.2%
<b>VOTED GENERAL FUND</b>		\$ 105,530,978	\$ 108,861,776		3.2%	
State Assessments		\$ 735,377	\$760,150		3.4%	0.6%
TOTAL		\$ 106,266,355	\$ 109,621,926		3.2%	
W99	Water Enterprise Fund	\$6,892,200	\$7,698,275	8-0	11.7%	5.7%
X99	Sewer Enterprise Fund	\$6,741,450	\$7,417,700	8-0	10.0%	5.6%
Y99	Storm Water Enterprise Fund	\$538,380	\$538,750	8-0	0.1%	0.4%
Z99	PEG Access	\$612,500	\$612,500	8-0	0.0%	
TOTAL ENTERPRISE FUNDS		\$14,784,530	\$16,267,225		10.0%	12.2%
<b>GRAND TOTAL VOTED</b>		\$ 120,315,508	\$ 125,129,001		4.0%	99.4%

# SHARED COSTS

## FY22 BUDGETS

Shared costs are spent on behalf of the general community or both school and town departments. The two largest components are Benefits (for school, town and retired employees) and Infrastructure (capital projects in the community, sometimes financed by debt payments). Some of these shared costs are subject to long term financial planning, and their annual increases can be managed. However, some of these costs fluctuate without pattern and are challenging to manage.

Shared costs are shown below as a +6.0% increase in FY22. It should be noted that a year ago the FY21 costs here were projected as \$27.8 million but were reduced significantly by May '20 Covid related budget cuts to \$26.8 million. In that sense, the \$28.4 million shown for FY22 is only 2.1% higher than the original pre-pandemic figure from one year-ago.

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 Change
Benefits	\$ 16,967,755	\$ 16,885,731	\$ 18,416,670	\$ 19,108,534	3.8%
Capital & Debt	\$ 7,402,067	\$ 7,425,284	\$ 7,545,597	\$ 8,332,844	10.4%
FINCOM Reserves	\$ -	\$ -	\$ 300,000	\$ 200,000	-33.3%
Vocational Schools	\$ 383,864	\$ 485,775	\$ 550,000	\$ 788,000	43.3%
<b>Total Shared Costs</b>	<b>\$ 24,753,686</b>	<b>\$ 24,796,790</b>	<b>\$ 26,812,267</b>	<b>\$ 28,429,378</b>	<b>6.0%</b>

State Assessments\* \$ 759,218 \$ 712,157 \$ 735,377 \$ 760,150 3.4%

\*not voted by Town Meeting (FY22 estimated)

Note that State Assessments are shown, but they are not voted by Town Meeting. Instead, they are deducted from State Aid received by the Town. Typically they are not finalized until after Reading's Annual Town Meeting.

### **Benefits (\$19.1 million; +3.8%)**

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 Change
Retirement	\$ 4,794,649	\$ 4,898,263	\$ 5,368,670	\$ 5,708,534	6.3%
Medicare	\$ 815,836	\$ 857,472	\$ 987,000	\$ 1,000,000	1.3%
Health & Life Insurance	\$ 10,910,329	\$ 10,442,131	\$ 11,486,000	\$ 11,800,000	2.7%
Worker Compensation	\$ 319,278	\$ 321,867	\$ 352,000	\$ 395,000	12.2%
111F Indemnification	\$ 26,183	\$ 192,812	\$ 128,000	\$ 130,000	1.6%
Unemployment	\$ 101,481	\$ 173,187	\$ 95,000	\$ 75,000	-21.1%
<b>Total Benefits</b>	<b>\$ 16,967,755</b>	<b>\$ 16,885,731</b>	<b>\$ 18,416,670</b>	<b>\$ 19,108,534</b>	<b>3.8%</b>

**Retirement (\$5,708,534; +6.3%):** The Retirement Board voted a large increase one year ago in order to speed up the full funding date to 2029. Annual changes thereafter are not as steep but at +6.5% annually are well above expected annual revenue growth. To help fund this increase, annual budgeted OPEB contributions are reduced – even lower in response to the pandemic. However annual health insurance savings (see below) will be available mid-year in FY21 and probably in FY22 to restore the total annual

contributions closer to the FY20 levels. Once the pension obligation is fully funded, a shift to funding OPEB is planned.

	FY19 Actual	FY20 Actual	FY21 BUDGET		FY22 BUDGET		FY21-22 Change
			Town Meeting	Town Manager	Town Meeting	Town Manager	
Retirement Assessment	\$ 3,970,938	\$ 4,182,630	\$ 5,228,670	\$ 5,228,670	\$ 5,568,534	\$ 5,568,534	6.5%
OPEB Contributions	\$ 800,000	\$ 700,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	0.0%
OBRA fees & Actuarial	\$ 23,711	\$ 15,633	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	0.0%
<b>Total Retirement</b>	<b>\$ 4,794,649</b>	<b>\$ 4,898,263</b>	<b>\$ 5,368,670</b>	<b>\$ 5,368,670</b>	<b>\$ 5,708,534</b>	<b>\$ 5,708,534</b>	<b>6.3%</b>

**Medicare (\$1,00,000; +1.3%):** The increase is modest for FY22 as shown below.

	FY19 Actual	FY20 Actual	FY21 BUDGET		FY22 BUDGET		FY21-22 Change
			Town Meeting	Town Manager	Town Meeting	Town Manager	
<b>Total Medicare</b>	<b>\$ 815,836</b>	<b>\$ 857,472</b>	<b>\$ 987,000</b>	<b>\$ 987,000</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>1.3%</b>

**Health & Life Insurance (\$11,800,000; +2.7%):** This budget continues to perform well as a result of successful teamwork among management and labor, and we are proud that MIIA uses the Town as the model community in this sector. Over the past ten years for which data is available, our average annual increase spending is **below +3%** for the town and school departments. These figures include increases in premiums plus increases in enrollment.

The FY22 budget reflects an expected modest 2% increase in health insurance premiums, which is the fourth consecutive year of very low changes to this budget. It also leaves some room for enrollment increases, which have been historically higher in tough economic times, but of course nobody knows what to expect during a pandemic. One-time premium credits in FY21 (4%) and expected in FY22 (8%) are not reflected in these budgets, but that surplus will be available to fund OPEB contributions back up to desired levels.

	FY19 Actual	FY20 Actual	FY21 BUDGET		FY22 BUDGET		FY21-22 Change
			Town Meeting	Town Manager	Town Meeting	Town Manager	
Benefits Coordinator	\$ -	\$ -	\$ 60,000	\$ 60,000	\$ 65,000	\$ 65,000	8.3%
Health Insurance	\$ 10,755,770	\$ 10,304,269	\$ 11,200,000	\$ 11,200,000	\$ 11,510,000	\$ 11,510,000	2.8%
Opt Out Payments	\$ 122,167	\$ 108,625	\$ 150,000	\$ 150,000	\$ 150,000	\$ 150,000	0.0%
Payments to Other Towns	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	0.0%
Professional Services	\$ -	\$ -	\$ 25,000	\$ 25,000	\$ 25,000	\$ 25,000	0.0%
Life Insurance	\$ 32,393	\$ 29,236	\$ 36,000	\$ 36,000	\$ 35,000	\$ 35,000	-2.8%
<b>Total Health &amp; Life Ins.</b>	<b>\$ 10,910,329</b>	<b>\$ 10,442,131</b>	<b>\$ 11,486,000</b>	<b>\$ 11,486,000</b>	<b>\$ 11,800,000</b>	<b>\$ 11,800,000</b>	<b>2.7%</b>

Overlooking our recent successes, the national experience with health insurance costs remains troubling, as we see +7.5% national run rates in this sector. The Benefits Coordinator position was filled in late 2020 and has been helpful to make sure the bills we receive are accurate.

**Worker Compensation (\$395,000; +12.2%):** The town had received acclaim at the federal level for safety policies and practices, which have kept budget increases modest. However, in FY21 the actual cost increased significantly and another more modest increase is expected next year. Once the pandemic is further behind us, we will have a better idea about this sector. Insurance costs have notably risen in classrooms due to a variety of incidents outside the community.

**Indemnification (\$130,000; +1.6%):** Police & Fire on duty injury related expenses can vary widely.

**Unemployment Compensation (\$75,000; -21.1%):** Yikes!! Volatility in this sector during the pandemic – plagued by severe fraud nationally- has caused enormous workloads for staff. Paperwork from the state for FY20 stopped in March '20 and did not appear until last fall. The year-to-date actuals for the current

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FY22 Shared Costs

fiscal year are almost -\$100,000 reflecting the many credits for fraudulent claims done during the March-June '20 period. This FY22 budget is \$10,000 higher than the original \$55,000 FY21 request, but at this point it is a best guess. As neither the schools nor towns anticipate layoffs, this sector should settle down.

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 Change
<b>Worker Compensation</b>	\$ 319,278	\$ 321,867	\$ 352,000	\$ 395,000	12.2%
111f Retire. Pending Wage	\$ -	\$ 73,000	\$ -	\$ -	0.0%
111f Expenses	\$ 26,183	\$ 119,812	\$ 128,000	\$ 130,000	1.6%
<b>Total 111f Indemnification</b>	\$ 26,183	\$ 192,812	\$ 128,000	\$ 130,000	1.6%
Unemployment - Schools	\$ 95,426	\$ 139,451	\$ 65,000	\$ 55,000	-15.4%
Unemployment - Town	\$ 3,489	\$ 30,315	\$ 25,000	\$ 15,000	-40.0%
Professional Services	\$ 2,565	\$ 3,420	\$ 5,000	\$ 5,000	0.0%
<b>Total Unemployment</b>	\$ 101,481	\$ 173,187	\$ 95,000	\$ 75,000	-21.1%

## **Capital & Debt (\$8.33 million; +10.4%)**

Town Meeting in June 2020 reduced planned capital spending by \$880,000 in response to the revenue uncertainty caused by the pandemic. Some clarity was restored in subsequent months and \$247,500 in spending was restored at November 2020 Town Meeting.

During three Financial Forums held during the Fall 2020, the Finance Committee urged the Town to increase the annual capital spending for a couple of years to make up this pandemic spending shortfall, and to use additional Free Cash to offset those costs. The FY22 Town Manager's Budget increases the annual allocation from capital/debt from 5% to 5.5% of annual revenues to accomplish FICOM's request, and plans for this approach to continue through FY24.

Almost twenty years ago, the failure to pass an Override led to a decision to severely cut back on capital spending. Coupled with the choice to fund two elementary school projects inside the tax levy with debt, this meant that annual capital spending dropped to below \$100,000. This proved to be a decision with several long term serious negative consequences. About 15 years ago Town finance staff created a budget framework, and one portion included the notion of setting aside 5% of revenues for capital & debt, and it was endorsed by FINCOM as a policy. This approach improved the condition of buildings and equipment, important both from a safety and financial standpoint as repair and maintenance costs have since dropped by \$100,000's annually.

It is important for the reader to understand that this 5% set aside (5.5% in FY22) is therefore not available to fund school or town annual operational costs, although certainly that 5% FINCOM policy could change in the future. The 5% allocation happens at Annual Town Meeting. Quite often at Subsequent or Special Town Meetings, additional funds for capital are appropriated. When reviewing year-over-year historic capital spending, it is important to note that the 5% allocation at Annual Town Meeting may therefore look relatively small compared to past total actual spending.

### **Changes Approved at November 2020 Town Meeting**

As a reminder, the following capital items (+\$247,500) were approved at the 2020 Subsequent Town Meeting:

- \$90,000 Fire dept ALS defibrillators
- \$57,500 DPW Hotbox (winter pothole repairs)
- \$50,000 Public Services land use planning (Camp Curtis & Symonds Way)
- \$50,000 DPW skim coat/crack seal (restore to full year funding)

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FY22 Shared Costs

School and Town leadership met after the three Financial Forums in order to determine their highest capital priorities that were not otherwise planned for the FY22 budget. Three projects resulted:

- 1) the RMHS Stadium Turf and Track replacement (not funded in the capital plan);
- 2) roof replacement at Parker Middle School (listed for FY25 funding);
- 3) work in the Police station to develop some underutilized expansion space into offices.

This FY22 Town Manger budget follows through by requesting \$500,000 in design/Owner's Project Management funding (\$250,000 apiece) for the first two items above. The capital plan was also rearranged to support expected debt payments from these two projects.

However, operational savings in the Facilities FY21 budget allowed the School and Town leadership to agree to fund that third item as the highest priority with those surplus funds. This expansion space is deep in a secure section of the building and will be improved to move existing Police staff. The real project objective is to utilize that space left behind in such a move to allow the Coalition for Prevention and Support and the new Public Health Department to have office space accessible by the general public.

Following are proposed changes (+\$375,000) to the general fund capital plan for FY22 since the vote by November Town Meeting:

- \$250,000 design/OPM RMHS Stadium Turf and Track (ensuing project estimated as \$3 mil.)
- \$250,000 design/OPM Parker MS Roof replacement (ensuing project estimated as \$2.7 mil.)
- \$ 50,000 Downtown Energy Efficient projects
- \$ 50,000 Bob Cat skid steer (purchase in FY21 with Facilities surplus)
- \$125,000 generator at Town Hall (not needed since Public Health moving to Police building)

Please see the text below and the Capital Plan and the Debt Schedule in the Appendix for further details, as well as a more complete discussion of Public Health in the Town Manager's Budget Overview.

### **Capital (\$3,570,000; +155%)**

**\$550,000** for Core Facilities: \$250,000 for OPM/design for the RMHS Turf/Track project; \$250,000 for OPM/design for the Parker roof project; \$50,000 for use by the Permanent Building Committee.

**\$365,000** for Schools: \$200,000 for district-wide wiring projects; \$100,000 for large scale technology projects; \$65,000 as the final portion of a four-year phone upgrade project.

**\$100,000** for Administrative Services: \$100,000 for large scale Town technology projects.

**\$10,000** for the Public Library for shelving and equipment.

**\$115,000** for Public Services: \$50,000 for energy efficient improvements in the downtown area (add to grants and RMLD funding); \$40,000 Senior/Community Center planning (delayed one year); \$25,000 for playground improvements at the Tot Lot.

**\$1,410,000** for Public Safety Fire/Police: \$1.3 million to replace ladder truck #1 (2008); \$110,000 for Police tasers.

**\$1,020,000** for Public Works: \$400,000 for road repairs (an additional ~ \$600,000 of Chapter 90 grant funds will supplement the road repair budget); \$100,000 for skim coating & seal crack road repairs; \$100,000 in

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FY22 Shared Costs

general curb and sidewalk repairs for pedestrian safety; \$50,000 for general parking lot improvements; \$50,000 for general fence improvements; \$275,000 for a Bucket Truck (2009); \$35,000 for a Trailer (1996); \$10,000 for 61" lawn mowers (2008)

**Debt (\$4,755,726; -4.6%)**

All debt spending for FY22 has already been approved by prior Town Meetings and issued. The FY22 debt schedule includes \$1.96 million of debt inside the tax levy, and \$2.79 million excluded from the tax levy (additional taxes previously approved by voters). The table below summarizes the debt financed projects, and shows the changes from FY21:

FY22	PRIN	INT	TOTAL	FY21-FY22
				Change
Energy Improvements	430,000	46,456	476,456	(15,932)
Building Security	355,000	119,500	474,500	(17,260)
Barrows/Wood End	285,000	27,988	312,988	(13,700)
RMHS Turf II	165,000	54,300	219,300	(8,640)
RMHS litigation	135,000	32,400	167,400	(5,400)
Modular Classrooms	150,000	15,000	165,000	(6,000)
West Street Project	130,000	18,200	148,200	(3,900)
RMHS Retaining Wall	0	0	0	(102,000)
<b>INSIDE THE LEVY</b>	<b>1,650,000</b>	<b>313,844</b>	<b>1,963,844</b>	<b>(172,832)</b>

It is important to note that the debt exclusion for the High School (which includes lesser amounts for Barrows and Wood End) will be fully repaid in FY24. The Library was repaid on an aggressive schedule and will be fully repaid in FY25.

	PRIN	INT	TOTAL	FY20-FY21
				Change
RMHS	1,145,000	179,000	1,324,000	(15,250)
Barrows/Wood End	55,000	4,982	59,982	(1,650)
Library	1,235,000	172,900	1,407,900	(39,400)
<b>EXCLUDED FROM LEVY</b>	<b>2,435,000</b>	<b>356,882</b>	<b>2,791,882</b>	<b>(56,300)</b>
<b>TOTAL DEBT SERVICE</b>	<b>4,085,000</b>	<b>670,726</b>	<b>4,755,726</b>	<b>(229,132)</b>
Premiums			6,957	(1,782)
<b>TOTAL DEBT BUDGET</b>	<b>4,085,000</b>	<b>670,726</b>	<b>4,762,683</b>	<b>(230,914)</b>

**FINCOM Reserves (\$200,000; -33%):**

The Finance Committee has an emergency reserve fund for unforeseen expenses. Town Meeting increased this amount to \$300,000 during the pandemic, although as yet these funds have not been required.

Typically funding requests during the fiscal year are brought to Town Meeting. However, there are occasions when the matter is sufficiently small that FINCOM can resolve the issue, without needing to resort to calling a Special Town Meeting. If the Reserves balance is too small to fund an unforeseen expense, state law does allow a joint meeting of FINCOM and the Select Board to authorize a transfer from another line with a surplus. That approach has only been used once in Reading, when in June many years ago the Board of Assessors had such a request.

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FY22 Shared Costs

**Regional Vocational Schools (\$693,000; +26%):**

Tuition for the primary vocational school Northeast Metropolitan Regional Vocation High School in Wakefield is established by prior year’s enrollment, although we do not know their final budget at Town Meeting. Students may enroll in two other vocational schools, Minuteman and Essex North Vocational schools, through school choice. Those tuitions are set by actual attendance, which by state law is not confirmed until late fall during the school year. The estimates for those costs are therefore much more variable – in fact we rarely know what our current year costs are until later in the spring, despite our many inquiries.

Enrollment increased significantly in the past year during the pandemic and we estimate those levels will stabilize. A budget transfer will be needed for FY21 at April '21 Town Meeting to cover a shortfall predicted last fall.

Note that the Wakefield school has received MSBA approval for funding a new building. Within the next few years this will be taken to the local voters in all twelve communities, and if approved Reading will be assessed a cost in addition to tuition, determined by its comparatively modest 2% enrollment at the school.

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 Change
North East Regional	\$ 329,675	\$ 342,028	\$ 455,000	\$ 572,000	25.7%
Essex North	\$ 54,189	\$ 109,164	\$ 60,000	\$ 170,000	183.3%
Minuteman	\$ -	\$ 34,583	\$ 35,000	\$ 46,000	31.4%
<b>Total Vocational School</b>	<b>\$ 383,864</b>	<b>\$ 485,775</b>	<b>\$ 550,000</b>	<b>\$ 788,000</b>	<b>43.3%</b>

**State Assessments (\$760,150; +3.4% estimate):** Town Meeting does not vote on these charges, they are deducted from any State Aid payments the Town receives. Payments to the MBTA for our train station are estimated at \$600,000 for next year and dominate these expenses.

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 Change
MBTA	\$ 566,445	\$ 582,206	\$ 596,761	\$ 600,000	0.5%
School Choice	\$ 91,233	\$ 55,401	\$ 42,393	\$ 69,000	62.8%
Charter School	\$ 35,085	\$ 20,456	\$ 42,029	\$ 34,000	-19.1%
SPED Assessment	\$ 27,809	\$ 14,947	\$ 14,457	\$ 18,000	24.5%
RMV, MAPC, Air Polltin	\$ 38,646	\$ 39,147	\$ 39,737	\$ 39,150	-1.5%
<b>TOTAL</b>	<b>\$ 759,218</b>	<b>\$ 712,157</b>	<b>\$ 735,377</b>	<b>\$ 760,150</b>	<b>3.4%</b>

# TOWN DEPARTMENTS

## FY22 BUDGETS

As seen in the next table, the Town Manager's FY22 budget for Town departments shows a 2.2% increase when compared to FY21.

Department	FY19 Actual	FY20 Actual	Town Meeting FY21 BUDGET	Town Manager FY22 Budget	Change
Administrative Services	\$ 2,774,014	\$ 2,965,316	\$ 3,247,375	\$ 3,302,500	1.7%
Public Services*	\$ 1,293,541	\$ 1,359,667	\$ 1,592,625	\$ 1,627,800	2.2%
Finance	\$ 801,906	\$ 832,910	\$ 926,175	\$ 953,600	3.0%
Public Safety*	\$ 11,290,735	\$ 11,289,511	\$ 12,457,803	\$ 12,932,825	3.8%
Public Works	\$ 5,509,024	\$ 5,638,660	\$ 6,304,725	\$ 6,455,475	2.4%
Library	\$ 1,668,432	\$ 1,750,001	\$ 1,804,395	\$ 1,931,950	7.1%
Facilities	\$ 3,019,325	\$ 3,111,798	\$ 3,727,950	\$ 3,532,250	-5.2%
<b>Town Departments Total</b>	<b>\$ 26,356,977</b>	<b>\$ 26,947,863</b>	<b>\$ 30,061,048</b>	<b>\$ 30,736,400</b>	<b>2.2%</b>

*\*Figures hereafter (except for historic FTEs) reflect proposed Public Health Division under Public Services moves and becomes the independent Public Health Department under Public Safety*

Town departments are projected to spend +3.4% on wages costs for FY22, as shown in the table below. All town unions are negotiating contracts for FY22-FY24, and the estimated costs of those collective bargaining agreements are included in these figures. Town non-union personnel have a +2.0% steps +0.75% COLA budgeted for FY22.

### Wages

Department	FY19 Actual	FY20 Actual	Town Meeting FY21 BUDGET	Town Manager FY22 Budget	Change
Administrative Services	\$ 1,379,485	\$ 1,471,047	\$ 1,563,775	\$ 1,551,400	-0.8%
Public Services*	\$ 1,109,826	\$ 1,195,090	\$ 1,342,625	\$ 1,393,300	3.8%
Finance	\$ 678,321	\$ 725,395	\$ 775,625	\$ 801,350	3.3%
Public Safety*	\$ 10,727,550	\$ 10,768,623	\$ 11,816,900	\$ 12,274,475	3.9%
Public Works	\$ 2,679,166	\$ 2,801,112	\$ 2,919,700	\$ 3,011,475	3.1%
Library	\$ 1,323,671	\$ 1,379,101	\$ 1,432,295	\$ 1,544,550	7.8%
Facilities	\$ 811,465	\$ 852,298	\$ 911,750	\$ 899,525	-1.3%
<b>Town Department Wages</b>	<b>\$ 18,709,483</b>	<b>\$ 19,192,666</b>	<b>\$ 20,762,670</b>	<b>\$ 21,476,075</b>	<b>3.4%</b>

Some factors that influence the 3.4% overall increase are as follows:

- Reduced planned elections in FY22 save about \$45,000.
- Small increases in hours to part-time staff in Public Services and Finance.
- Increases in Health staffing as part of a new department under Public Safety.
- Added Director of Equity and Social Justice in the Library, funded by the town & school budgets.

Below is a table of full-time equivalent (FTE) staffing levels. It is important to recognize that this does not capture employment in a way perfectly related to the net wage costs. For example, the shared regional Assessor is shown in the town budget as an expense line item; the shared regional Housing Administrator

FY22 Town Departments

is shown as a full-time employee with the associated total salary but this excludes the 80% offsetting revenue that other communities pay to the town each year; elections staffing are not included; full time could be between 35 and 40 hours/week; and estimates are used for part-time and especially seasonal staffing. None-the-less, the trends below are helpful in general.

**Full Time Equivalents (FTEs)**

Department	FY19 Budget	FY20 Budget	FY21 Budget	Town Manager	
				FY22 Budget	Change
Administrative Services	16.8	17.3	17.6	17.6	0.0%
Public Services*	24.2	25.2	24.8	22.2	-10.5%
Finance	11.5	11.8	11.8	11.9	0.8%
Public Safety*	114.8	115.2	115.2	119.0	3.3%
Public Works	44.0	43.2	43.6	44.2	1.4%
Library	22.3	23.4	23.4	24.9	6.4%
Facilities	11.0	11.0	11.0	11.0	0.0%
<b>Town Departments Total</b>	<b>244.6</b>	<b>247.1</b>	<b>247.4</b>	<b>250.8</b>	<b>1.4%</b>

Public Services – shows FY22 removal of Health staff and a very small increase in part-time support staff.

Finance – very small increase in part-time support staff position.

Public Safety – Health department adds 4.0 FTEs (final part-time mix of inspectors and nurses to be determined by new Health Director).

Public Works – additional seasonal hours added

Library – positions rearranged to add 0.5 FTEs; new Director of Equity and Social Justice added.

**Expenses**

Department	FY19 Actual	FY20 Actual	Town Meeting FY21 BUDGET	Town Manager	
				FY22 Budget	Change
Administrative Services	\$ 1,394,529	\$ 1,494,269	\$ 1,683,600	\$ 1,751,100	4.0%
Public Services*	\$ 183,715	\$ 164,576	\$ 250,000	\$ 234,500	-6.2%
Finance	\$ 123,585	\$ 107,515	\$ 150,550	\$ 152,250	1.1%
Public Safety*	\$ 563,185	\$ 520,889	\$ 640,903	\$ 658,350	2.7%
Public Works	\$ 2,829,858	\$ 2,837,547	\$ 3,385,025	\$ 3,444,000	1.7%
Library	\$ 344,762	\$ 370,900	\$ 372,100	\$ 387,400	4.1%
Facilities	\$ 2,207,860	\$ 2,259,500	\$ 2,816,200	\$ 2,632,725	-6.5%
<b>Town Department Expenses</b>	<b>\$ 7,647,494</b>	<b>\$ 7,755,197</b>	<b>\$ 9,298,378</b>	<b>\$ 9,260,325</b>	<b>-0.4%</b>

Some factors that influence the 0.4% decrease in expenses include:

- Elimination of Covid-19 funding in many departments, notably Facilities;
- Increase in legal and insurance;
- Some increases to fund Training in HR and Police;
- Increased Library materials funding accompany staff increase.

## Administrative Services Department

### Department Overview

The Administrative Services Department is designed to promote organizational efficiency and communication. The Administrative Services Director serves as the department head and also as the role of Ombudsman – an advocate for the public defined in the Town Charter.

The Administrative Services has six divisions as shown below. The first four work collaboratively with all departments. Some organizational costs such as Law and Property/Casualty Insurance are centralized in the Town Manager’s Office.

### FY22 Budget Summary

As shown below, the Administrative Services FY22 budget increased by \$55,125, consisting of an underlying 1.7% increase.

There are no changes in staffing levels proposed for FY22. Wage and Expense lines are shown separately both for informational purposes and because those lines are voted by Town Meeting.

Divisions	FY19 Actual	FY20 Actual	FY21 BUDGET		FY22 BUDGET	
			Town Meeting	Town Manager	Town Meeting	Town Manager
Operations	\$ 659,521	\$ 672,398	\$ 722,925	\$ 740,550	\$ 740,550	2.4%
Technology	\$ 760,305	\$ 881,095	\$ 914,750	\$ 947,000	\$ 947,000	3.5%
Human Resources	\$ 200,229	\$ 169,704	\$ 182,000	\$ 187,800	\$ 187,800	3.2%
Town Manager Office	\$ 931,885	\$ 1,032,976	\$ 1,165,300	\$ 1,204,100	\$ 1,204,100	3.3%
Town Clerk Office	\$ 150,189	\$ 143,360	\$ 152,900	\$ 160,050	\$ 160,050	4.7%
Elections	\$ 70,067	\$ 65,402	\$ 109,500	\$ 63,000	\$ 63,000	-42.5%
<b>DEPARTMENT TOTALS</b>	<b>\$ 2,772,197</b>	<b>\$ 2,964,935</b>	<b>\$ 3,247,375</b>	<b>\$ 3,302,500</b>	<b>\$ 3,302,500</b>	<b>1.7%</b>

### Line G91 – FY22 Administrative Services Wages

Divisions	FY19 Actual	FY20 Actual	FY21 BUDGET		FY22 BUDGET	
			Town Meeting	Town Manager	Town Meeting	Town Manager
Operations	\$ 516,291	\$ 528,818	\$ 570,425	\$ 582,550	\$ 582,550	2.1%
Technology	\$ 352,775	\$ 421,481	\$ 424,350	\$ 434,700	\$ 434,700	2.4%
Human Resources	\$ 148,912	\$ 146,062	\$ 151,000	\$ 151,200	\$ 151,200	0.1%
Town Manager Office	\$ 175,244	\$ 188,383	\$ 194,100	\$ 199,900	\$ 199,900	3.0%
Town Clerk Office	\$ 140,514	\$ 146,501	\$ 149,900	\$ 154,050	\$ 154,050	2.8%
Elections	\$ 43,932	\$ 39,421	\$ 74,000	\$ 29,000	\$ 29,000	-60.8%
<b>DEPARTMENT WAGES</b>	<b>\$ 1,377,668</b>	<b>\$ 1,470,666</b>	<b>\$ 1,563,775</b>	<b>\$ 1,551,400</b>	<b>\$ 1,551,400</b>	<b>-0.8%</b>

**Line G92 – FY22 Administrative Services Expenses**

Divisions	FY19 Actual	FY20 Actual	FY21 BUDGET		FY21-22 % Change
			Town Meeting	Town Manager	
Operations	\$ 143,230	\$ 143,580	\$ 152,500	\$ 158,000	3.6%
Technology	\$ 407,530	\$ 459,614	\$ 490,400	\$ 512,300	4.5%
Human Resources	\$ 51,317	\$ 23,642	\$ 31,000	\$ 36,600	18.1%
Town Manager Office	\$ 756,641	\$ 844,593	\$ 971,200	\$ 1,004,200	3.4%
Town Clerk Office	\$ 9,676	\$ (3,141)	\$ 3,000	\$ 6,000	100.0%
Elections	\$ 26,135	\$ 25,981	\$ 35,500	\$ 34,000	-4.2%
<b>DEPARTMENT EXPENSES</b>	<b>\$ 1,394,529</b>	<b>\$ 1,494,269</b>	<b>\$ 1,683,600</b>	<b>\$ 1,751,100</b>	<b>4.0%</b>

**Department Highlights**

- 4,535 Census forms received and processed for 2020
- 12,364 Census forms sent for 2021
- 2,007 Dog Licenses issued
- 6,310 Certified signatures for nomination and petition papers
- 459 Town Records Request processed
- 983 New Vital Records processed
- Held 2 Virtual Town Meetings in 2020
- Held 5 Historical Elections in 2020
- Procurement converted to all online bidding service in response to COVID-19
- All town employees photographed and IDs issued as part of phase 1 of security project
- 511 Service requests through SeeClickFix, down from 588 last year. Potholes, Sidewalks, and Trees/branches were most popular requests
- 200K website page views last year, alone 81K on COVID-19 Urgent Alert
- Ops/Comms pivoted to pushing out pandemic related data, building webpages, volunteer lists, phone lines, managing public health info campaigns around elections and mask wearing
- 851 Registered email addresses on SeeClickFix up from 731 last year
- 19,948 Contacts in CodeRED, up from 15,000 last year
- 2,334 calls sent through CodeRED last year; most internal police department calls
- 1,628 Help Desk IT tickets successfully resolved
- HR Division orchestrated policy changes related to COVID-19
- Hired multiple positions including Public Safety roles
- Held a special open enrollment for retirees to obtain dental insurance

## Operations Overview

This division includes the department head, Business Administrator, Procurement Officer (shared by town & schools), part-time Operations Specialists (financial software and special projects) and support staff shared with the department. This division is the centralized location for procurement, communications and constituent services. Postage is centralized in this division, as well as equipment maintenance.

## Division Activities

Operations and Procurement pivoted during the pandemic to provide all online bidding services, ramp up public communications across all channels, and support the ICS Command staff as Public Information Officer, while maintaining all other routine job duties.

- Public Records requests
- Award-winning Safety Committee and Risk Management
- Special Projects

## FY22 Budget Summary

Support staff for the Town Clerk and Human Resources as well as overtime for evening meetings are contained in this budget. Multifunction devices (copiers) across all town departments are supported by this division and costs increased this year.

Operations	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Admin. Services Director	\$ 106,383	\$ 110,921	\$ 113,500	\$ 116,625	2.8%
Business Administrator	\$ 82,855	\$ 86,379	\$ 88,400	\$ 90,825	2.7%
Procurement Officer	\$ 75,329	\$ 78,533	\$ 80,400	\$ 82,600	2.7%
Operations Specialist	\$ 9,191	\$ -	\$ 15,000	\$ 15,000	0.0%
Support Staff	\$ 218,571	\$ 227,718	\$ 260,125	\$ 262,500	0.9%
Overtime	\$ 9,952	\$ 9,925	\$ 13,000	\$ 15,000	15.4%
Buyback	\$ 14,011	\$ 15,341	\$ -	\$ -	0.0%
<b>DIVISION WAGES</b>	<b>\$ 516,291</b>	<b>\$ 528,818</b>	<b>\$ 570,425</b>	<b>\$ 582,550</b>	<b>2.1%</b>
Postage	\$ 81,410	\$ 85,914	\$ 85,000	\$ 87,500	2.9%
Copier Leases & Supplies	\$ 40,352	\$ 38,278	\$ 45,000	\$ 45,000	0.0%
Professional Development	\$ 12,620	\$ 10,482	\$ 15,500	\$ 17,000	9.7%
Supplies, Repairs, Other	\$ 8,849	\$ 8,906	\$ 7,000	\$ 8,500	21.4%
<b>DIVISION EXPENSES</b>	<b>\$ 143,230</b>	<b>\$ 143,580</b>	<b>\$ 152,500</b>	<b>\$ 158,000</b>	<b>3.6%</b>

## Technology Overview

This division provides centralized computer network and telecommunications services as well as distributed internet, audio/video, software, and personal computer support and geographic information systems (GIS) mapping. This division also coordinates many technology activities with both the School and Light Departments, as well as with other communities in order to support regionalization agreements.

## Division Activities

Priorities shifted dramatically for the year towards making more resources available to the public online, & supporting a larger remote workforce. Including a migration to an online interface to our permitting system for the community, especially related to inspectional services. Increase in remote licensing, the purchase of software solutions, & an increase on bandwidth to accommodate our remote workforce. Assisted with virtual meetings across all town departments, including two Town Meetings, Precinct Meetings, & a Board of Registrars meeting. Assisted the Facilities Department with the implementation of the town wide security project, involving all town buildings and departments, & has been a welcome enhancement to the town's infrastructure.

## FY22 Budget Summary

The Department remains fully staffed and expenses are staying level in this year's budget.

Technology	FY19 Actual	FY20 Actual	FY21 BUDGET		FY22 BUDGET	FY21-22
			Town Meeting	Town Manager		% Change
Technology Director	\$ 106,809	\$ 115,706	\$ 119,125	\$ 122,400		2.7%
GIS Administrator	\$ 83,172	\$ 86,714	\$ 88,725	\$ 91,150		2.7%
Software Training Coord.	\$ 54,863	\$ 69,998	\$ 71,625	\$ 73,600		2.8%
Computer Technicians	\$ 88,997	\$ 129,485	\$ 132,875	\$ 136,550		2.8%
Tech. Overtime	\$ 10,101	\$ 16,951	\$ 12,000	\$ 11,000		-8.3%
Buyback	\$ 8,833	\$ 2,626	\$ -	\$ -		0.0%
<b>DIVISION WAGES</b>	<b>\$ 352,775</b>	<b>\$ 421,481</b>	<b>\$ 424,350</b>	<b>\$ 434,700</b>		<b>2.4%</b>
Landlines&Wireless Phones	\$ 105,221	\$ 108,486	\$ 100,000	\$ 112,000		12.0%
Professional Services	\$ 16,054	\$ 12,666	\$ 13,000	\$ 19,000		46.2%
Technical Licenses/Support	\$ 35,235	\$ 34,542	\$ 22,500	\$ 27,500		22.2%
Parts & Supplies & Other	\$ 26,399	\$ 18,379	\$ 39,500	\$ 42,000		6.3%
PC Hardware	\$ 9,068	\$ 2,217	\$ 32,500	\$ 32,500		0.0%
Network Hardware	\$ 7,458	\$ 1,734	\$ 15,000	\$ 15,000		0.0%
<b>PARTS &amp; EQUIPMENT</b>	<b>\$ 199,435</b>	<b>\$ 178,024</b>	<b>\$ 222,500</b>	<b>\$ 248,000</b>		<b>11.5%</b>
Financial Software	\$ 82,124	\$ 88,974	\$ 90,500	\$ 98,000		8.3%
Public Safety Software	\$ 30,132	\$ 47,854	\$ 62,000	\$ 54,000		-12.9%
Permits & Lic. Software	\$ 30,216	\$ 83,354	\$ 34,000	\$ 34,000		0.0%
GIS Mapping Software	\$ 15,348	\$ 16,033	\$ 25,000	\$ 17,000		-32.0%
Document Storage	\$ 13,611	\$ 13,611	\$ 15,000	\$ 15,000		0.0%
Facilities Work Order System	\$ 15,160	\$ 9,102	\$ 15,500	\$ 20,000		29.0%
Website & Communication	\$ 9,299	\$ 10,057	\$ 11,500	\$ 11,800		2.6%
Assessor Software	\$ 8,425	\$ 8,825	\$ 10,000	\$ 10,000		0.0%
Other Software	\$ 3,780	\$ 3,780	\$ 4,400	\$ 4,500		2.3%
<b>SOFTWARE LICENSES</b>	<b>\$ 208,095</b>	<b>\$ 281,590</b>	<b>\$ 267,900</b>	<b>\$ 264,300</b>		<b>-1.3%</b>
<b>DIVISION EXPENSES</b>	<b>\$ 407,530</b>	<b>\$ 459,614</b>	<b>\$ 490,400</b>	<b>\$ 512,300</b>		<b>4.5%</b>

## Human Resources Overview

This division provides support to the Town (under the direction of the Town Manager & Administrative Services Director); to the Schools (under the direction of the Superintendent); to the Light Department (under the direction of the RMLD General Manager) and to all Retirees (in conjunction with the independent Reading Retirement Board and the Massachusetts Teachers' Retirement System). Collaboration with the Finance Department occurs on a daily basis. As of February 2021, each staff member in the Division has been in their role for less than two (2) years.

## Division Activities

Since the COVID-19 pandemic began the Human Resources Division experienced a major shift in responsibilities, working to process ongoing changes from both state & federal guidance on the pandemic while also continuing to process the increased workload during these trying times. Ongoing Projects: Organized committee to review personnel policy (last updated in 2009). Assisting with collective bargaining for all eight unions. Training new HR and Finance staff on benefits administration. Remote customer service.

## FY22 Budget Summary

The Division's overall expense budget has been increased to reflect historic trends. Line items were based upon spending over the past few fiscal years including increases to advertising and employee physicals.

Regarding operations, like many employers, Reading has had to make unprecedented changes throughout the COVID-19 pandemic. The Division has worked hard to provide remote customer service, a feat we never imagined: from countless emails to Zoom-based interviews. Even so, the Division stands willing and able to assist all employee, retiree and general inquires with the utmost professionalism during these trying times.

Human Resources	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
HR Director	\$ 82,855	\$ 84,690	\$ 88,400	\$ 85,600	-3.2%
HR Generalist	\$ 66,057	\$ 59,134	\$ 62,600	\$ 65,600	4.8%
Buyback	\$ -	\$ 2,237	\$ -	\$ -	0.0%
<b>DIVISION WAGES</b>	<b>\$ 148,912</b>	<b>\$ 146,062</b>	<b>\$ 151,000</b>	<b>\$ 151,200</b>	<b>0.1%</b>
HR Prof/Tech Sv	\$ 2,500	\$ 6,631	\$ 5,000	\$ 5,000	0.0%
HR Advertising	\$ 4,861	\$ 906	\$ 4,000	\$ 5,000	25.0%
HR Employee Physicals	\$ 18,155	\$ 8,615	\$ 15,000	\$ 18,000	20.0%
DOT Certifications	\$ 2,219	\$ 3,544	\$ 3,000	\$ 3,600	20.0%
HR Training Initiatives	\$ 23,582	\$ 3,946	\$ 4,000	\$ 5,000	25.0%
<b>DIVISION EXPENSES</b>	<b>\$ 51,317</b>	<b>\$ 23,642</b>	<b>\$ 31,000</b>	<b>\$ 36,600</b>	<b>18.1%</b>

## Town Manager's Office Overview

Under the Reading Home Rule Charter, the Town Manager is appointed by the Select Board and serves as the Chief Administrative Officer to be responsible for the efficient administration of all functions placed under his control. The Town Manager serves as the Chief Procurement Officer and has certain fiduciary responsibilities over the Town, School, and Light Departments.

Town Manager's Office includes centralized costs such as Legal and Property/Casualty Insurance, as well as some costs associated with the elected Select Board and appointed Finance Committee.

## Division Activities

-As part of Incident Command Structure leadership, respond to Covid-19 pandemic with regards to the health of the Reading community as well as the Town/School organizations

-Maintain steady hand on all typical annual Town operational activities, including ongoing private economic development projects

-Maintain capital projects, change schedules for Building Security project

-Oversee budget and financial long-term planning, adding pandemic uncertainty to the forecast

## FY22 Budget Summary

Town Manager wages set by final year of contract. Expected legal and property/casualty insurance expenses driven higher by complexities brought on by the pandemic and will remain at those levels for a while. Town Manager Reserves reduced to area of pre-pandemic levels as Federal funding obviated the need to plan continued higher funding levels.

Town Manager's Office	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Town Mgr. Wages	\$ 175,244	\$ 188,383	\$ 194,100	\$ 199,900	3.0%
<b>DIVISION WAGES</b>	<b>\$ 175,244</b>	<b>\$ 188,383</b>	<b>\$ 194,100</b>	<b>\$ 199,900</b>	<b>3.0%</b>
P&C Insurance	\$ 460,340	\$ 485,140	\$ 560,000	\$ 595,000	6.3%
Town Counsel	\$ 193,509	\$ 269,381	\$ 245,000	\$ 270,000	10.2%
Other Legal	\$ 38,267	\$ 8,553	\$ 35,000	\$ 40,000	14.3%
Town Mgr Res Fund/Covid	\$ 682	\$ 33,767	\$ 55,000	\$ 20,000	-63.6%
Cultural Council Support	\$ -	\$ 5,000	\$ 8,000	\$ 8,000	0.0%
Select Board	\$ 2,063	\$ 2,972	\$ 2,600	\$ 2,600	0.0%
Finance Committee	\$ 61,780	\$ 39,780	\$ 65,600	\$ 68,600	4.6%
<b>DIVISION EXPENSES</b>	<b>\$ 756,641</b>	<b>\$ 844,593</b>	<b>\$ 971,200</b>	<b>\$ 1,004,200</b>	<b>3.4%</b>

## Town Clerk Office/Elections

### Overview

The Town Clerk is guided by Federal, State, and local laws and policies in overseeing Elections, voter registration, the census process, Town Meeting, and local licenses as well as historic and legal documents for the Town. The Office is responsible for providing reliable and efficient service to the public, and to keep and preserve all public records and historic documents, for current and future residents.

## Division Activities

- Town Clerk is the Primary Public Records Access Officer for Town, School and Light departments
- Run efficient Elections and Town Meetings
- Centralized Document Storage for Town and Schools

### FY22 Budget Summary

There is a significant decrease in the elections line items this year due to only one election in the fiscal year. There is an increase in Elections professional services in support of Election equipment.

### FY22 Budget Town Clerk Office Wages and Expenses

Town Clerk's Office	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Town Clerk	\$ 84,821	\$ 88,448	\$ 90,500	\$ 93,000	2.8%
Asst. Town Clerk	\$ 55,693	\$ 58,053	\$ 59,400	\$ 61,050	2.8%
Buyback	\$ 1,817	\$ 381	\$ -	\$ -	0.0%
<b>DIVISION WAGES</b>	<b>\$ 140,514</b>	<b>\$ 146,501</b>	<b>\$ 149,900</b>	<b>\$ 154,050</b>	<b>2.8%</b>
Prof./Tech Services	\$ 9,676	\$ (3,141)	\$ 3,000	\$ 6,000	100.0%
<b>DIVISION EXPENSES</b>	<b>\$ 9,676</b>	<b>\$ (3,141)</b>	<b>\$ 3,000</b>	<b>\$ 6,000</b>	<b>100.0%</b>

### FY22 Budget Elections Wages and Expenses

Elections	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Elect Registrar Salary	\$ 2,131	\$ 2,365	\$ 2,500	\$ 2,500	0.0%
Election Workers	\$ 53,200	\$ 39,306	\$ 80,000	\$ 25,000	-68.8%
Town Meeting Monitor	\$ -	\$ 806	\$ 1,500	\$ 1,500	0.0%
State Grant Support	\$ (11,399)	\$ (3,056)	\$ (10,000)	\$ -	-100.0%
<b>DIVISION WAGES</b>	<b>\$ 43,932</b>	<b>\$ 39,421</b>	<b>\$ 74,000</b>	<b>\$ 29,000</b>	<b>-60.8%</b>
Census Expenses	\$ 7,939	\$ 3,652	\$ 10,000	\$ 10,000	0.0%
Town Meeting Expenses	\$ 1,265	\$ 1,609	\$ 2,000	\$ 2,000	0.0%
Elections Expenses	\$ 16,931	\$ 20,719	\$ 23,500	\$ 22,000	-6.4%
<b>DIVISION EXPENSES</b>	<b>\$ 26,135</b>	<b>\$ 25,981</b>	<b>\$ 35,500</b>	<b>\$ 34,000</b>	<b>-4.2%</b>

## Public Services Department

### Department Overview

The Public Services Department (PSD) provides a wide range of services to the community including Community (Human) Services (CS) Community Development (CD) and Economic Development (Econ Dev). CS includes: Public Health; Veterans Services; Elder/Human Services and Recreation. CD is comprised of: Building; Planning; Conservation and Historical. Economic Development works closely with Community Development as well as community partners.

The COVID-19 Pandemic overshadowed the past year and forced PSD to pivot sharply. Services shifted to virtual or on-line. Thousands of phone calls were made to our vulnerable and senior citizen populations. Public Health resources were stretched to capacity but added staffing and work by the Board of Health helped us meet community needs during this unprecedented time. Kevin Bohmiller, who served as the Veterans Services Officer for many years, was promoted to the Community Services Director just before COVID-19 hit. A new public health nurse, Kristine Harris, was hired around the same time. In December another public health nurse was hired, Shuang Shen. These hires were critical to keeping up with demands.

### FY22 Budget Summary

As shown below, the PSD FY22 budget is increased by 2.2%. Note that all totals shown below and herein depict the Town Manager's request to amend the Executive Organizational Chart as defined in the Town Charter by moving the Health Division from this department and establishing a new Health Department within the Public Safety budget.

The new Public Health Department will be led by a Health Director as a new ninth Town Department Head. The Town was fortunate to secure the services of Peter Mirandi, a recent retired and long-serving Health Director from Danvers, to fill an interim Health Director position during FY21 which is planned to continue part-time into FY22.

The following summary tables provide an overview of the FY22 budget changes.

Divisions	FY19 Actual	FY20 Actual	FY21 BUDGET	FY22 BUDGET	FY21-22
			Town Meeting	Town Manager	% Change
Administration	\$ 345,720	\$ 300,666	\$ 349,650	\$ 364,050	4.1%
Community Services	\$ 509,572	\$ 535,343	\$ 645,325	\$ 640,600	-0.7%
Community Development	\$ 438,249	\$ 516,438	\$ 597,650	\$ 623,150	4.3%
<b>Public Services</b>	<b>\$ 1,293,541</b>	<b>\$ 1,352,447</b>	<b>\$ 1,592,625</b>	<b>\$ 1,627,800</b>	<b>2.2%</b>

### Line H91 - FY22 Public Services Wages

Divisions	FY18 Actual	FY19 Actual	FY20 BUDGET	FY21 BUDGET	FY20-21
			Town Meeting	Town Manager	% Change
Administration	\$ 319,003	\$ 294,702	\$ 314,150	\$ 324,050	3.2%
Community Services	\$ 353,539	\$ 369,823	\$ 444,825	\$ 460,100	3.4%
Community Development	\$ 437,283	\$ 523,346	\$ 583,650	\$ 609,150	4.4%
<b>Public Services Wages</b>	<b>\$ 1,109,826</b>	<b>\$ 1,187,870</b>	<b>\$ 1,342,625</b>	<b>\$ 1,393,300</b>	<b>3.8%</b>

## **Line H92 - FY22 Public Services Expenses**

<b>Divisions</b>	<b>FY18 Actual</b>	<b>FY19 Actual</b>	<b>FY20 BUDGET Town Meeting</b>	<b>FY21 BUDGET Town Manager</b>	<b>FY20-21 % Change</b>
Administration	\$ 26,716	\$ 5,964	\$ 35,500	\$ 40,000	12.7%
Community Services	\$ 156,033	\$ 165,520	\$ 200,500	\$ 180,500	-10.0%
Community Development	\$ 966	\$ (6,908)	\$ 14,000	\$ 14,000	0.0%
<b>Public Services Expenses</b>	<b>\$ 183,715</b>	<b>\$ 164,577</b>	<b>\$ 250,000</b>	<b>\$ 234,500</b>	<b>-6.2%</b>

### **Administration Overview**

This division includes the department head and the support staff for the entire department. Some expenses (Professional Development, Office Supplies) are centralized in this division. This division also is responsible for financial transactions ranging from payroll to invoices and receipts.

### **FY22 Budget Summary**

Support staff includes two full-time and two part-time employees, and the FY22 budget also includes some additional administrative hours. Support from the Town Manager's administrative assistant was provided for on-going demands related to public health and was especially helpful to the Board of Health.

<b>Administration</b>	<b>FY19 Actual</b>	<b>FY20 Actual</b>	<b>FY21 BUDGET Town Meeting</b>	<b>FY22 BUDGET Town Manager</b>	<b>FY21-22 % Change</b>
Assistant Town Manager	\$ 129,233	\$ 134,635	\$ 135,150	\$ 139,000	2.8%
Support Staff	\$ 177,722	\$ 153,009	\$ 166,500	\$ 172,550	3.6%
Overtime	\$ 7,324	\$ 5,769	\$ 12,500	\$ 12,500	0.0%
Revolving Fund Support	\$ -	\$ -	\$ -	\$ -	0.0%
Sick/Vac. Buyback	\$ 4,725	\$ 1,288	\$ -	\$ -	0.0%
<b>DIVISION WAGES</b>	<b>\$ 319,003</b>	<b>\$ 294,702</b>	<b>\$ 314,150</b>	<b>\$ 324,050</b>	<b>3.2%</b>
PS Admin Prof Dev/Training	\$ 5,696	\$ 7,442	\$ 10,000	\$ 10,000	0.0%
PS Admin Mileage	\$ 8,595	\$ 7,828	\$ 9,000	\$ 10,000	11.1%
PS Admin Office Supplies	\$ 8,138	\$ 5,391	\$ 9,000	\$ 9,000	0.0%
PS Admin Advertising/Utilities	\$ 1,215	\$ 607	\$ 2,500	\$ 6,000	140.0%
PS Outsrcd Prof Svc/COVID	\$ 3,073	\$ (15,303)	\$ 5,000	\$ 5,000	0.0%
<b>DIVISION EXPENSES</b>	<b>\$ 26,716</b>	<b>\$ 5,964</b>	<b>\$ 35,500</b>	<b>\$ 40,000</b>	<b>12.7%</b>

## Community Services

### Overview

Community Services includes:

- Elder/Human Services (EHS)
- Public Health Services (PHS)
- Recreation (REC)
- Veterans Services Office (VSO)

## FY22 Budget Summary

Community Services were provided in a different way due to COVID-19 – we pivoted to use mostly virtual tools to deliver services. EHS provided over 8,000 calls to our seniors to offer a friendly voice and lend an ear. The Board of Health met more times than anyone could have ever imagined due to the need to keep up with the changing COVID-19 rules.

Community Services	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Community Svc Director	\$ -	\$ 28,707	\$ 83,300	\$ 87,325	4.8%
Elder/Human Services	\$ 196,153	\$ 190,365	\$ 221,875	\$ 227,900	2.7%
Recreation	\$ 97,325	\$ 110,257	\$ 108,075	\$ 112,425	4.0%
Veterans Services	\$ 60,061	\$ 40,494	\$ 31,575	\$ 32,450	2.8%
<b>Comm Services Wages</b>	<b>\$ 353,539</b>	<b>\$ 369,823</b>	<b>\$ 444,825</b>	<b>\$ 460,100</b>	<b>3.4%</b>

Community Services	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Elder/Human Svc Administrator	\$ 69,025	\$ 38,808	\$ 67,725	\$ 68,700	1.4%
Senior Center Coordinator	\$ 21,948	\$ 31,090	\$ 25,600	\$ 26,300	2.7%
Van Drivers	\$ 49,408	\$ 51,553	\$ 68,100	\$ 70,000	2.8%
Nurse Advocate	\$ 64,485	\$ 67,375	\$ 69,100	\$ 71,000	2.7%
Senior Case Manager	\$ 52,289	\$ 54,902	\$ 56,350	\$ 57,900	2.8%
E/H Overtime	\$ 1,446	\$ 4,304	\$ -	\$ 1,000	0.0%
E/H Buyback	\$ -	\$ 7,781	\$ -	\$ -	0.0%
E/H Grants/Offsets	\$ (62,448)	\$ (65,448)	\$ (65,000)	\$ (67,000)	3.1%
<b>Elder/Human Services Wages</b>	<b>\$ 196,153</b>	<b>\$ 190,365</b>	<b>\$ 221,875</b>	<b>\$ 227,900</b>	<b>2.7%</b>
Recreation Administrator	\$ 70,841	\$ 72,817	\$ 74,500	\$ 76,600	2.8%
Recreation Coordinator	\$ 26,485	\$ 35,891	\$ 31,575	\$ 33,825	7.1%
Recreation Overtime	\$ -	\$ -	\$ 2,000	\$ 2,000	0.0%
Recreation Buyback	\$ -	\$ 1,549	\$ -	\$ -	0.0%
<b>Recreation Wages</b>	<b>\$ 97,325</b>	<b>\$ 110,257</b>	<b>\$ 108,075</b>	<b>\$ 112,425</b>	<b>4.0%</b>
Veteran's Service Officer	\$ 60,061	\$ 40,494	\$ 31,575	\$ 32,450	2.8%
<b>Veterans Services Wages</b>	<b>\$ 60,061</b>	<b>\$ 40,494</b>	<b>\$ 31,575</b>	<b>\$ 32,450</b>	<b>2.8%</b>

<b>Community Services</b>	<b>FY19 Actual</b>	<b>FY20 Actual</b>	<b>FY21 BUDGET Town Meeting</b>	<b>FY22 BUDGET Town Manager</b>	<b>FY21-22 % Change</b>
Elder/Human Services	\$ 20,153	\$ 23,491	\$ 29,500	\$ 29,500	0.0%
Recreation (Revolving Fund)	\$ -	\$ -	\$ -	\$ -	0.0%
Veterans Services	\$ 1,063	\$ 928	\$ 1,000	\$ 1,000	0.0%
Veteran's Benefits	\$ 134,817	\$ 141,101	\$ 170,000	\$ 150,000	-11.8%
<b>Comm Services Expenses</b>	<b>\$ 156,033</b>	<b>\$ 165,520</b>	<b>\$ 200,500</b>	<b>\$ 180,500</b>	<b>-10.0%</b>

<b>Community Services</b>	<b>FY19 Actual</b>	<b>FY20 Actual</b>	<b>FY21 BUDGET Town Meeting</b>	<b>FY22 BUDGET Town Manager</b>	<b>FY21-22 % Change</b>
E/H Community Organizations	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	0.0%
E/H Meal Delivery	\$ 5,771	\$ 5,593	\$ 11,000	\$ 11,000	0.0%
E/H Programs	\$ 1,908	\$ 7,505	\$ 3,000	\$ 3,000	0.0%
E/H Volunteer Support	\$ 891	\$ 161	\$ 1,000	\$ 1,000	0.0%
E/H Other	\$ 4,582	\$ 3,232	\$ 7,500	\$ 7,500	0.0%
<b>Elder/Human Svc Expenses</b>	<b>\$ 20,153</b>	<b>\$ 23,491</b>	<b>\$ 29,500</b>	<b>\$ 29,500</b>	<b>0.0%</b>

### **Elder & Human Services**

Elder and Human Services (EHS) provides programs and services to Reading residents of all ages. EHS makes referrals, connects residents to regional support programs, provides transportation, coordinates volunteer services and operates The Pleasant Street Center (PSC), "Reading's gathering place for seniors." On March 18, 2020 (per order of the Reading Board of Health) the PSC closed to the public due to COVID-19 and the need to protect the safety of our most vulnerable population. The EHS staff immediately started making wellness calls to bridge the gap and reassure seniors that assistance was just a phone call away. Art, exercise, French classes ... all went virtual by way of ZOOM. The calls continue to this day to help seniors battle social isolation during the pandemic.

### **Division Activities**

- Staff diligently reinforced and enhanced existing connections with seniors as the world entered the unknowns of the pandemic.
- Outreach work included over 8,000 wellness calls.
- Converted the closed PSC into a mini food pantry to provide emergency food bags to those in need; delivered if needed.
- Referred over 150 residents to the food pantry.
- Worked with Dementia Friendly Reading on a Neighborly Notes program. Provided Memory Café programs via ZOOM
- Transported over 300 residents to medical appointments starting last June (Reading Response funded transportation along with PSC Van) that were postponed in the early days of the pandemic.
- Created Chromebook Loaner program (with training) to help those who were previously hesitant about using technology.
- Organized give away events (via drive-up at the PSC) were one way to engage with Seniors. This included distributing Harrows chicken pies, poinsettia's, masks and other treats.
- Coordinated donation and delivery of 130 hot Thanksgiving meals and 30 Christmas meals to frail and homebound seniors
- Hillview Thanksgiving drive up meal program, hosted by State Reps, provided all the fixings for a Holiday meal.
- Nurse advocate worked closely with the Health Department to track COVID cases and perform important contact tracing.
- Assisted with AARP tax preparation sessions and flu clinics.

## **Recreation Overview**

Recreation programs are broad-based to meet the recreational needs of all segments of the population. The division must continually update its programming to meet the changing current needs of the community. COVID impacted the ability to run a summer camp and many in-person programs. Staff worked closely with the Board of Health to modify programs and still allow organizations to rent field space with appropriate waivers and protocols when the Governor started to allow activities again. Safety for all was priority one.

## **Division Activities**

- Turned back proceeds from revenue generated by Rec Revolving Fund.
- Completed Wood End Capital Improvement along with yearly inspections and repairs to several playgrounds.
- Completed renovation of softball field at Birch Meadow to correct noted safety issues.
- Birch Meadow Working Group developed a Master Plan Conceptual design which was well received at public presentation in November.
- Collaborated with the School Athletic Department and managed the field schedule and permitting for over 20 fields before and during COVID.

## **Veterans Services Overview**

The Veterans Services Officer identifies Reading veterans and their families in need of service and provides information and access to the services for which they are eligible under the law. The VSO utilizes the MA Department of Veterans Services, with medical assistance, financial aid, assistance with state applications for benefits, and administration of veteran's benefits provided by the U.S. Department of Veterans Affairs.

## **Division Activities**

- Memorial Day and Veterans Day Ceremonies went virtual. RCTV broadcasted and live streamed live the ceremonies.
- Hosted popular monthly Scuttlebutt program at PSC; went virtual in March and continued socially distanced at Memorial Park in the Fall.
- Processed over \$4.2 million in Federal VA compensation and pension benefits.
- Continued management of CH 115 assistance program. The caseload and expenditures decreased slightly due to deaths and recipients moving out of town.
- All services continued electronically or by socially distanced meetings to exchange documentation.

## Community Development Overview

Community Development includes:

- Planning & Economic Development
- Inspections
- Conservation
- Historic

## FY22 Budget Summary

There are no significant budget changes for FY22. Community Development staff are very busy working with many community partners and the State on a wide-range of projects. For example, a downtown organization independent of the Town government is being discussed with many downtown stakeholders.

Community Development	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Community Dev. Director	\$ 52,163	\$ 79,233	\$ 93,800	\$ 96,425	2.8%
Planning & Econ Dev.	\$ 133,611	\$ 151,245	\$ 184,975	\$ 190,850	3.2%
Inspections	\$ 186,104	\$ 224,614	\$ 235,000	\$ 250,000	6.4%
Conservation	\$ 65,405	\$ 68,255	\$ 69,875	\$ 71,875	2.9%
Historic	\$ -	\$ -	\$ -	\$ -	0.0%
<b>Comm Development Wages</b>	<b>\$ 437,283</b>	<b>\$ 523,346</b>	<b>\$ 583,650</b>	<b>\$ 609,150</b>	<b>4.4%</b>

Community Development	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Planning Staff	\$ 55,815	\$ 58,999	\$ 60,375	\$ 62,050	2.8%
Permits Coordinator	\$ 60,125	\$ 65,940	\$ 67,500	\$ 71,000	5.2%
Reg'l Afford. Housing Coord.	\$ 53,542	\$ 47,814	\$ 57,100	\$ 58,650	2.7%
Economic Development Staff	\$ 10,484	\$ 97,369	\$ 117,000	\$ 119,150	1.8%
Plan/Ed Dev Offsets	\$ (50,000)	\$ (120,000)	\$ (117,000)	\$ (120,000)	2.6%
Planning/Ec Dev OT	\$ 155	\$ -	\$ -	\$ -	0.0%
Planning/Ec Dev Buybacks	\$ 3,490	\$ 1,122	\$ -	\$ -	0.0%
<b>Planning/Econ. Devel. Wages</b>	<b>\$ 133,611</b>	<b>\$ 151,245</b>	<b>\$ 184,975</b>	<b>\$ 190,850</b>	<b>3.2%</b>
Building Inspectors	\$ 158,291	\$ 196,401	\$ 209,800	\$ 220,000	4.9%
Elec/Plumb Inspectors	\$ 77,576	\$ 73,213	\$ 73,200	\$ 80,000	0.0%
Inspector OT	\$ 237	\$ -	\$ -	\$ -	0.0%
Inspections Offsets	\$ (50,000)	\$ (45,000)	\$ (48,000)	\$ (50,000)	4.2%
Inspections Buybacks	\$ -	\$ 4,547	\$ -	\$ -	0.0%
<b>Inspections Wages</b>	<b>\$ 186,104</b>	<b>\$ 224,614</b>	<b>\$ 235,000</b>	<b>\$ 250,000</b>	<b>6.4%</b>
Conservation Administrator	\$ 67,405	\$ 70,255	\$ 71,875	\$ 73,875	2.8%
Conservation Offsets	\$ (2,000)	\$ (2,000)	\$ (2,000)	\$ (2,000)	0.0%
Conservation Buybacks	\$ -	\$ 2,673	\$ -	\$ -	0.0%
<b>Conservation Wages</b>	<b>\$ 65,405</b>	<b>\$ 68,255</b>	<b>\$ 69,875</b>	<b>\$ 71,875</b>	<b>2.9%</b>

Community Development	FY19 Actual	FY20 Actual	FY21 BUDGET	FY22 BUDGET	FY21-22
			Town Meeting	Town Manager	% Change
Planning & Econ Dev.	\$ 171	\$ (7,098)	\$ 12,500	\$ 12,500	0.0%
Inspections	\$ -	\$ -	\$ -	\$ -	0.0%
Conservation	\$ -	\$ -	\$ -	\$ -	0.0%
Historic	\$ 795	\$ 190	\$ 1,500	\$ 1,500	0.0%
<b>Comm Development Expenses</b>	<b>\$ 966</b>	<b>\$ (6,908)</b>	<b>\$ 14,000</b>	<b>\$ 14,000</b>	<b>0.0%</b>
Regional Housing expenses	\$ 5,141	\$ (653)	\$ 12,500	\$ 12,500	0.0%
Econ. Development expenses	\$ 5,030	\$ 3,555	\$ 13,500	\$ 20,000	48.1%
Econ. Development offsets	\$ (10,000)	\$ (10,000)	\$ (13,500)	\$ (20,000)	48.1%
<b>Planning/Ec Dev Expenses</b>	<b>\$ 171</b>	<b>\$ (7,098)</b>	<b>\$ 12,500</b>	<b>\$ 12,500</b>	<b>0.0%</b>

## Planning Division Overview & Activities

The Planning Division provides technical services to the Town and the relevant land use boards. Several long-range plans regarding economic development, transportation, housing, and other aspects of land use serve as a guide for planning staff in helping to achieve stated goals for the Town. Planning processes aid civic leaders, businesses, and citizens in envisioning and implementing possibilities for the future. In addition to long-range planning, planning staff also develop action plans aimed at providing solutions to current community problems and at addressing daily needs.

- Development Administration: Downtown: The Postmark, Ace Flats, Rise 475, 14 Chapin Ave, The Chronicle; South Main St: 24-unit housing redevelopment at former Smith Oil site, Bagel World; North Main St: Reading Animal Clinic; Subdivisions: Coakley Way (Lyle Estates), Lenetta Lane (Barton Estates), Veterans Way, 116 West St, 40 Grove St, Grandview Road, Small Lane; Other: Eaton Lakeview 40B, Meadowbrook Golf Club, Johnson Woods.
- Zoning Bylaw Amendments: Staff working with CPDC on Zoning Bylaw Amendments to allow for Outdoor Commerce, Dining, Programming, or Storage by Minor Site Plan Review; to revisit the Downtown Smart Growth District 40R Overlay; to modernize the Use Table and Use Definitions; to align the Floodplain Overlay District with NFIP and the State's Model Bylaw; and are considering potential future changes to the Sign Bylaw and Parking requirements.
- Subsidized Housing Inventory: Staff working with DHCD to ensure that permitted units stay on SHI and that Town maintains 10.48% at least until the 2020 Census denominator is determined.
- MNRHSO: The MetroNorth Regional Housing Services Office added the City of Woburn in 2020.
- ReImagine Reading: Grant-funded effort to establish downtown district management organization; after a year of outreach, a Steering Committee has been formed to take lead on potential creation of Business Improvement District (BID) in 2021.
- Downtown Parking: Ongoing interdepartmental staff effort to redesign the downtown parking system to expand access, level the permit playing field, and empower users.
- Bicycle Parking: Staff working on procurement of bike racks/shelters for downtown.
- Eastern Gateway: Ongoing analysis of redevelopment potential, infrastructure needs, and constraints, with some conceptual design work by consultants (i.e., Gamble Associates).
- Walkers Brook Drive Corridor Study: Staff working with Green International Associates on analysis and potential redesign concepts for the corridor and key feeder streets and intersections.
- Annual Economic Development Forum in October 2020: staff hosted event with a focus on demographic and real estate market shifts since March 2020 (COVID-19 pandemic stay-at-home began), and recommendations for the future of Econ Dev in Reading.
- Green Communities Designation: November 2020 Town Meeting adopted the Stretch Code; work on other criteria ongoing.
- Municipal Vulnerability Preparedness (MVP): Staff worked with consultant to be designated an MVP community in fall 2020, which unlocks grant opportunities in 2021.
- ArtBox Program: Staff worked with local artists to develop a place-making initiative that highlights the importance of public art.

## **Economic Development Overview**

The Economic Development Division provides professional, technical work advancing the Town's economic development activities, strategies, and goals to help build and sustain wealth in the community. This division includes an Economic Development Director and part-time Economic Development Liaison. The approach to Economic Development in Reading is to 1) keep downtown vital, 2) preserve what is important, 3) be queued up for opportunities. The Economic Development Division consistently collaborates with interdepartmental Town staff, community stakeholders, and regional and state economic development partners. Reading's Economic Development Action Plan goals and objectives are outlined in the 2016 Economic Development Action Plan.

### **Division Activities**

#### Grants

- DHCD Massachusetts Downtown Initiative- Technical Assistance (ED + Planning)  
Applied/received grant funding to the amount of \$15,000 to support district management initiative (Jan – Feb)
- COVID-19 CDBG-CV Microenterprise Grant (Regional Partnership)  
Applied/received grant funding to the amount of \$210,000 to support small business COVID-19 relief (July)
- MassDevelopment Real Estate Services Technical Assistance (ED+ Planning)  
Applied/received grant funding to the amount of \$25,000 to support district management initiative (Aug-Nov)

#### COVID-19 Business Support and Resources

- Over 300 personalized phone calls to existing businesses to offer support and resources (March-December)
- Over 20 business support letters with the latest information about MA business guidelines, federal small business resources, state and local assistance and programs prior to the rollout of COVID-19 informational website development (March-April)
- Development of Reading Back to Business Toolkit in partnership with Reading North Reading Chamber
- Assisted local businesses with navigating available resources (SBA, MSBDC, CWE, MassDevelopment etc.)
- Participation in weekly statewide calls with the latest updates and information from Secretary Kenneally, Secretary Acosta and the SBA (Small Business Administration)
- Participation in weekly regional Economic Development Director calls with peer-communities with the latest municipal updates, support and initiatives
- Strengthened local partnerships with the Reading and North Reading Chamber, Reading Rotary, Reading Downtown Retailers Collaborative and local businesses

#### Policy and Planning Initiatives

- Outdoor Dining: Drafted expanded outdoor dining policy (SB policy), application and provided program administration
- Bistro Table Program – Partnered with Reading North Reading Chamber to offer bistro tables on sidewalks downtown to support local businesses and community
- “ReImagine Reading” – Assisted with ongoing grant funded technical assistance to support the development of a business improvement district which property owners initiate, manage, and finance supplemental services for the benefit of everyone who lives, works or visits the district.
- Art Box Program- Assisted with development and implementation of this downtown public art program

#### Business Recruitment and Retainment

- As of August 2020, 68.3% of 628 Reading establishments (429 total loans) received PPP loans. Between \$23.7mil. and a maximum of \$37.4 mil. was borrowed from Reading businesses. About \$13.4 million were to small businesses with less than 50 employees.
- Connected one (1) Reading business with MassHire to utilize the Workshare Program, post jobs, and potential partnership with Bunker Hill Community College for workforce training.
- Connected one (1) Reading business with Massachusetts Life Science Center for manufacturing Tax Incentive Program
- Assisted five (5) new prospective businesses with business permitting and property inquiries

## **Inspections Overview**

A full-time Building Commissioner and three part-time building inspectors (each retired as Building Commissioner from another community and collectively bring 60+ years of expertise to Reading), plus two part-time highly-credentialed Plumbing/Gas and Electrical Inspectors round out the team.

## **Division Activities**

All 4 Building Inspectors work collaboratively on projects to assure Town and State requirements are met. The Building Commissioner works closely with the Planning Division and Zoning Board of Appeals admin staff to assure proposals conform to the Zoning Bylaw. During the pandemic, the inspectors created safety protocols to assure that inspections could occur and construction could continue. The Permits Coordinator helped with the migration to the new online permitting software, which also required training staff.

## **Conservation Overview**

The Conservation Division is responsible for protecting Reading's streams and wetlands and providing staff and technical services support to the Reading Conservation Commission. Principal duties include enforcement and administration of Massachusetts Wetland Protection Act M.G.L. Chapter 131, Section 40 and the Reading Wetland Protection General Bylaw Section 7.1. The Commission manages over 989 acres of Town-owned conservation land and monitors conservation easements and restrictions.

## **Division Activities**

Conservation Division Activities include: leading the update on the Open Space and Recreation Plan; overseeing the DCR Trail grant connecting trails near Willow, Lowell & Hunt streets and opening up inaccessible land; assistance with Town Forest projects and Trail Committee projects; conducting outreach and education regarding the Town's natural resources and watersheds; and working with Girl & Boy Scouts to complete service projects on public land.

## **Historic Overview**

The Historical Division is staffed by volunteers with assistance from department staff as needed. The Historical Commission (RHC) oversees historic preservation including the demolition delay bylaw. The Historic District Commission (HDC) has a regulatory role over properties within the historic districts (West St. & Summer Ave).

## **Division Activities**

The HDC met 9 times (2 with RHC to discuss 186 Summer Avenue). The HDC worked with the owner of 116 West Street and CPDC to approve a 2-lot low impact subdivision. The RHC met 9 times (2 with HDC to discuss 186 Summer Avenue). The Commission met with developers for the developments at Postmark Square, Schoolhouse Commons, Ace Flats, and The Chronicle, and had 3 demolition delay applications.

# Finance Department

## Department Overview

The Finance Department maintains timely and accurate financial records on all financial activities of the Town; administers internal financial controls; facilitates the evaluation of the Town's financial condition; ensures that the delivery of Town services is done in compliance with Massachusetts General Laws that govern municipal finance; and safeguards the financial assets of the Town. The Town Accountant also serves as the Finance Director and department head.

## FY22 Budget Summary

The Finance Department's budget is increased by 3.0% when compared to the previous year. Wages are +3.3% staffing remains consistent with prior years with the exception of five additional hours per week being added to the Administrative Assistant position within the Accounting Division. Expenses are +1.1% due to modest increases in professional development and office supplies.

Divisions	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Accounting	\$ 236,557	\$ 259,979	\$ 300,750	\$ 314,750	4.7%
Assessor	\$ 146,513	\$ 145,264	\$ 163,675	\$ 166,450	1.7%
General Finance	\$ 418,836	\$ 427,668	\$ 461,750	\$ 472,400	2.3%
<b>DEPARTMENT TOTAL</b>	<b>\$ 801,906</b>	<b>\$ 832,910</b>	<b>\$ 926,175</b>	<b>\$ 953,600</b>	<b>3.0%</b>

## Line I91 – FY21 Finance Wages

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Accounting	\$ 233,384	\$ 258,777	\$ 295,500	\$ 309,300	4.7%
Assessor	\$ 64,061	\$ 66,646	\$ 68,075	\$ 69,850	2.6%
General Finance	\$ 380,875	\$ 399,972	\$ 412,050	\$ 422,200	2.5%
<b>DEPARTMENT WAGES</b>	<b>\$ 678,321</b>	<b>\$ 725,395</b>	<b>\$ 775,625</b>	<b>\$ 801,350</b>	<b>3.3%</b>

## Line I92 – FY21 Finance Expenses

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Accounting	\$ 3,173	\$ 1,201	\$ 5,250	\$ 5,450	3.8%
Assessor	\$ 82,452	\$ 78,618	\$ 95,600	\$ 96,600	1.0%
General Finance	\$ 37,961	\$ 27,696	\$ 49,700	\$ 50,200	1.0%
<b>DEPARTMENT EXPENSES</b>	<b>\$ 123,585</b>	<b>\$ 107,515</b>	<b>\$ 150,550</b>	<b>\$ 152,250</b>	<b>1.1%</b>

## Department Highlights

- Provides support to Town, School and Light departments
- 1,300 employees on payroll – biweekly; 9,000 quarterly property tax billing; 26,000 yearly bills - motor vehicle excise billing; 26,000 invoices processed and paid per year; 125,000 cash receipts processed per year

## Accounting Overview

This division is under the direction of the Town Accountant and is responsible for maintaining financial records for the Town, Schools and Light Department. Accounting ensures that all financial transactions are in compliance with legal requirements and are properly recorded on a timely basis. The Accounting Division oversee bills paid by the Town; provides timely and accurate financial reporting services to Town Departments and other key stakeholders, and manages the Town's accounting system so that it conforms to GAAP and complies with Massachusetts General Laws and Regulations.

## Division Activities

- Met all reporting requirements {for Massachusetts DLS and Massachusetts DOR}
- Collaborated with the Chief Assessor on the setting of the annual tax rate set by the DOR
- Prepared audit deliverables; maintained 'clean' audit opinion from auditors
- Provided budget oversight and assistance
- Quarterly updates provided to the Select Board
- 26,000 payments for Town, School, and RMLD
- Review and update department policies
- Assist with the implementation of a new Human Resources module in Munis

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Town Accountant	\$ 117,845	\$ 122,400	\$ 122,900	\$ 126,300	2.8%
Asst Town Accountant	\$ 36,327	\$ 45,233	\$ 71,900	\$ 73,900	2.8%
Support Staff	\$ 76,269	\$ 90,047	\$ 98,200	\$ 106,600	8.6%
Overtime	\$ 1,319	\$ 376	\$ 2,500	\$ 2,500	0.0%
Buyback	\$ 1,624	\$ 721	\$ -	\$ -	0.0%
<b>DIVISION WAGES</b>	<b>\$ 233,384</b>	<b>\$ 258,777</b>	<b>\$ 295,500</b>	<b>\$ 309,300</b>	<b>4.7%</b>
Prof. Development	\$ 3,083	\$ 1,201	\$ 4,500	\$ 4,700	4.4%
Office Supplies	\$ 90	\$ -	\$ 750	\$ 750	0.0%
<b>DIVISION EXPENSES</b>	<b>\$ 3,173</b>	<b>\$ 1,201</b>	<b>\$ 5,250</b>	<b>\$ 5,450</b>	<b>3.8%</b>

## Assessing Overview

The Assessment Division is obligated under law to assess all property at its full and fair market value as of January 1 of each year for the purpose of taxation. This is accomplished through the maintenance and administration of all property tax data records.

In addition, the department also administers motor vehicle excise tax, real, personal and motor vehicle excise tax abatements, and all statutory tax exemptions as allowed by law. Assessment of property is the first step in the process of tax revenue collection for the Town of Reading.

The Assessment Division's function is to provide for the fair and equitable assessment of all taxable real and personal property. A three-member Board of Assessors sets policy for this division.

**Mission Statement:** The mission of the Reading Assessment Division is to provide fiscal stability by promptly, fairly and equitably determining the valuation of all real and personal property located in the Town of Reading.

## Division Activities

- Advertised and administered the Senior Tax Relief program without additional staffing
- Collaborated with the Town Accountant on the certification and setting of the annual tax rate
- Administration of Statutory and Local Property Tax Exemptions
- Provided online access to our property record database
- Conducted a state-mandated interim revaluation of all properties
- Reviewed and adjusted properties to reflect updated market conditions
- Completed a revaluation of all personal property accounts and canvassed town for new accounts
- Maintained and updated all real estate and personal property tax records
- Increase public awareness of exemptions through public meetings
- updated existing tax maps
- conducted ongoing sales verification
- Implemented new and efficient office policies and procedures as required

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Assistant Assessor	\$ 64,061	\$ 66,646	\$ 68,075	\$ 69,850	2.6%
<b>DIVISION WAGES</b>	<b>\$ 64,061</b>	<b>\$ 66,646</b>	<b>\$ 68,075</b>	<b>\$ 69,850</b>	<b>2.6%</b>
Regional Assessor	\$ 65,945	\$ 67,237	\$ 75,000	\$ 76,000	1.3%
Assessors Revaluation	\$ 12,900	\$ 9,740	\$ 8,000	\$ 8,000	0.0%
Appraisals/Inspections	\$ -	\$ -	\$ 5,000	\$ 5,000	0.0%
Professional Devel.	\$ 3,607	\$ 1,375	\$ 6,000	\$ 6,000	0.0%
Office Supplies	\$ -	\$ 75	\$ 600	\$ 600	0.0%
Mileage	\$ -	\$ 191	\$ 1,000	\$ 1,000	0.0%
<b>DIVISION EXPENSES</b>	<b>\$ 82,452</b>	<b>\$ 78,618</b>	<b>\$ 95,600</b>	<b>\$ 96,600</b>	<b>1.0%</b>

## General Finance Overview

**Collections:** is responsible for collecting all taxes and other charges (including water/sewer/storm water bills). They also receive and process all deposits (such as schools and recreation).

**Treasury** is responsible for providing the cash for the operation of all Town, School and Light Department functions on a timely basis. In addition, it conducts all borrowing and investing activities.

**Payroll** for the Town, School and RMLD departments are all processed 'in-house' through this division.

## Division Activities

- AAA bond rating
- Cash management for Town/School, RMLD and Retirement
- Processed biweekly payroll for approximately 1,300 employees
- 125,000 payments received and processed
- Implement new Cash Management module; Assisted with implementation of HR module
- Compilation of Treasury Procedure Manual
- Debt management and issuance

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Treasurer	\$ 88,456	\$ 91,681	\$ 93,800	\$ 96,400	2.8%
Assistant Treasurer	\$ 63,546	\$ 66,194	\$ 67,750	\$ 69,600	2.7%
Collector	\$ 71,769	\$ 74,000	\$ 75,725	\$ 77,800	2.7%
Support Staff	\$ 130,115	\$ 163,388	\$ 170,775	\$ 175,400	2.7%
Overtime	\$ 2,550	\$ -	\$ 4,000	\$ 3,000	-25.0%
Buyback	\$ 24,438	\$ 4,708	\$ -	\$ -	0.0%
<b>DIVISION WAGES</b>	<b>\$ 380,875</b>	<b>\$ 399,972</b>	<b>\$ 412,050</b>	<b>\$ 422,200</b>	<b>2.5%</b>
Printing Services	\$ 19,536	\$ 13,965	\$ 17,500	\$ 17,500	0.0%
Banking Services	\$ 3,905	\$ 4,680	\$ 12,000	\$ 12,000	0.0%
Tax Title Services	\$ 5,340	\$ 6,293	\$ 8,000	\$ 8,000	0.0%
Professional Development	\$ 3,922	\$ 2,075	\$ 6,200	\$ 6,400	3.2%
Office Supplies	\$ 5,257	\$ 684	\$ 6,000	\$ 6,300	5.0%
<b>DIVISION EXPENSES</b>	<b>\$ 37,961</b>	<b>\$ 27,696</b>	<b>\$ 49,700</b>	<b>\$ 50,200</b>	<b>1.0%</b>

## Public Safety

### Department Overview

Public Safety is comprised of three separate departments:

- Public Health (proposed)
- Fire and Emergency Management
- Police
  - Coalition for Prevention & Support
  - Dispatch

Town Meeting votes these budgets as one bottom line each for wages and for expenses.

### FY22 Budget

Combined FY22 budgets show a 3.8% increase, led by increases in the Coalition and Public Health, each in response to the Covid-19 pandemic as direct public health and related mental health needs in the community have soared. The Police budget also shows increases in response to Police Reform legislation. The only proposed increase in staffing is in Public Health.

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Public Health	\$ 195,058	\$ 217,881	\$ 346,300	\$ 375,400	8.4%
Fire/EMS	\$ 5,062,529	\$ 5,038,215	\$ 5,520,178	\$ 5,674,850	2.8%
Police	\$ 5,405,423	\$ 5,276,552	\$ 5,780,250	\$ 6,014,400	4.1%
Coalition	\$ -	\$ 110,832	\$ 154,875	\$ 191,175	23.4%
Dispatch	\$ 627,725	\$ 646,031	\$ 656,200	\$ 677,000	3.2%
<b>DEPARTMENT TOTAL</b>	<b>\$ 11,290,735</b>	<b>\$ 11,289,511</b>	<b>\$ 12,457,803</b>	<b>\$ 12,932,825</b>	<b>3.8%</b>

### Line J91 – FY22 Budget Public Safety Wages

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Public Health	\$ 144,494	\$ 165,126	\$ 262,800	\$ 303,900	15.6%
Fire/EMS	\$ 4,860,661	\$ 4,872,141	\$ 5,307,875	\$ 5,467,850	3.0%
Police	\$ 5,118,185	\$ 4,997,664	\$ 5,480,650	\$ 5,714,300	4.3%
Coalition	\$ -	\$ 102,768	\$ 145,375	\$ 149,425	2.8%
Dispatch	\$ 604,211	\$ 630,924	\$ 620,200	\$ 639,000	3.0%
<b>DEPARTMENT WAGES</b>	<b>\$ 10,727,550</b>	<b>\$ 10,768,623</b>	<b>\$ 11,816,900</b>	<b>\$ 12,274,475</b>	<b>3.9%</b>

### Line J92 – FY22 Budget Public Safety Expenses

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Public Health	\$ 50,564	\$ 52,755	\$ 83,500	\$ 71,500	-14.4%
Fire/EMS	\$ 201,868	\$ 166,074	\$ 212,303	\$ 207,000	-2.5%
Police	\$ 287,238	\$ 278,888	\$ 299,600	\$ 300,100	0.2%
Coalition	\$ -	\$ 8,064	\$ 9,500	\$ 41,750	339.5%
Dispatch	\$ 23,514	\$ 15,108	\$ 36,000	\$ 38,000	5.6%
<b>DEPARTMENT EXPENSES</b>	<b>\$ 563,185</b>	<b>\$ 520,889</b>	<b>\$ 640,903</b>	<b>\$ 658,350</b>	<b>2.7%</b>

## Public Health Department

### Overview

This budget proposes that the Public Health division of Public Services become a new independent department under Public Safety, with a near term aspiration to move staff into empty space at the Police station, as the need for flexible staff availability is better suited for a '24/7 building'. This organizational approach is not yet seen in the Commonwealth, but could become more common in future years as the pandemic brought strong daily linkage between Public Health and Public Safety. This new department is likely to work more closely with the Coalition as well as Fire/EMS and Police.

## FY22 Budget Summary

The department's FY22 budget is increased 8.4% compared to last year, and that is on top of significant increases in FY21. A new department head Public Health Director position is supplemented by additional hours to continue our current Interim Health Director, both of which replace the Health Agent position. Additional hours are added to Public Health Nurses and Health Inspectors. FY21 funding for outsourced review of this area has gone unused and the need with this new structure is reduced in FY22.

Public Health	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Health Director	\$ -	\$ -	\$ 60,000	\$ 141,000	135.0%
Health Agent	\$ 78,367	\$ 81,729	\$ 83,600	\$ -	-100.0%
Health Inspectors	\$ 49,369	\$ 66,521	\$ 81,275	\$ 85,000	4.6%
Health Nurse	\$ 17,812	\$ 18,976	\$ 40,025	\$ 80,000	99.9%
Health Buyback	\$ 1,046	\$ -	\$ -	\$ -	0.0%
Health Grants/Offsets	\$ (2,100)	\$ (2,100)	\$ (2,100)	\$ (2,100)	0.0%
<b>Health Services Wages</b>	<b>\$ 144,494</b>	<b>\$ 165,126</b>	<b>\$ 262,800</b>	<b>\$ 303,900</b>	<b>15.6%</b>
Mosquito Control	\$ 41,000	\$ 42,722	\$ 43,000	\$ 45,000	4.7%
Animal Disposal	\$ 2,129	\$ 2,351	\$ 10,000	\$ 10,000	0.0%
Professional Services	\$ 5,150	\$ 5,230	\$ 26,000	\$ 11,000	-57.7%
Health Other	\$ 2,285	\$ 2,452	\$ 4,500	\$ 5,500	22.2%
<b>Health Expenses</b>	<b>\$ 50,564</b>	<b>\$ 52,755</b>	<b>\$ 83,500</b>	<b>\$ 71,500</b>	<b>-14.4%</b>

## Public Health Overview

COVID-19 placed unprecedented demands on Public Health. Staff together with the BOH and community partners persevered. The Division kept up with non-pandemic work as well and enforced Public Health laws, codes, regulations, environmental programs, and State environmental and sanitary codes; conducted inspections as needed regarding nuisance complaints, housing, camps, food establishments, tobacco, swimming pools, septic systems, and all other permitted establishments. The BOH mission is to protect and promote the health and well-being of the citizens of Reading and the quality of the environment.

## FY21 Division Activities as part of Public Services Department

- Led Public Health responsibilities related to COVID-19
- Managed annual permit renewals.
- Completed Routine Food Establishment Inspections.
- Managed housing, nuisance, and food complaints.
- Oversaw compliance checks/inspections related to tobacco control (performed by regional partner).
- Ran multiple flu clinics; administered over 500 Flu Vaccines
- Collaborated with Human/Elder Services and Public Safety on housing and nuisance violations.
- Hired additional staff to provide more resources.

## Fire/EMS Department Overview

The Reading Fire Department is responsible for: fire suppression, fire prevention, the emergency medical system, and emergency management. The Fire Department is also responsible for coordinating and applying for all reimbursements for State and Federal disaster declarations. The department offers Advanced Life Support (ALS) as a benefit to the residents of the community.

The department is organized into four groups that each work two 24hr shifts every eight days. Each day the on-duty shift staffs two engines, a ladder truck and an ambulance. Each group is supervised by a Captain who is the shift commander. Captains are responsible for responding to emergencies, delivering services, training, scheduling, equipment maintenance, and routine fire prevention duties. The Lieutenants are responsible for supervision of the West Side Fire Station and the Firefighters who are assigned there. The Lieutenants provide supervision, respond to emergencies, deliver services and training, and oversee equipment maintenance and routine fire prevention duties.

## FY22 Budget Summary

The department's FY22 budget is increased 2.8% compared to last year. There are no changes in staffing, which leads to a 3.0% increase in wages. The department has 52 full time positions consisting of the Chief, Assistant Chief, one support staff, five Captains, four Lieutenants, and forty Privates and one support staff position shared with the Police department. Two firefighters also work after hours as part-time Fire Alarm Technicians. Overtime has been pressured by injured staff combined with new hires going through a long initial academy process.

Overall Expenses are down -2.5%. ALS Medical Supplies increased \$3,000, Uniform and Clothing increased \$11,500 due to the need to outfit three new personnel as a result of retirements. Supplies and Equipment line was reduced \$9,803 as these funds were transferred in 2020 to provide 10% match funds for an Assistance to Firefighters grant.

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Fire Chief	\$ 161,036	\$ 167,390	\$ 172,375	\$ 177,000	2.7%
Assistant Fire Chief	\$ 122,133	\$ 127,054	\$ 136,300	\$ 140,200	2.9%
EMS Director	\$ 7,500	\$ 7,558	\$ 7,500	\$ 12,500	66.7%
Support Staff	\$ 65,988	\$ 78,384	\$ 86,200	\$ 88,650	2.8%
Fire Alarm	\$ 10,991	\$ 13,202	\$ 20,000	\$ 20,000	0.0%
Captains	\$ 591,512	\$ 624,886	\$ 640,500	\$ 660,000	3.0%
Lieutenants	\$ 381,868	\$ 439,715	\$ 405,000	\$ 417,000	3.0%
Firefighters	\$ 3,007,957	\$ 3,001,131	\$ 3,330,000	\$ 3,430,000	3.0%
Grant Offset	\$ -	\$ (218,929)	\$ -	\$ -	0.0%
Overtime	\$ 510,255	\$ 631,750	\$ 510,000	\$ 522,500	2.5%
Buyback	\$ 1,421	\$ -	\$ -	\$ -	0.0%
<b>FIRE / EMS WAGES</b>	<b>\$ 4,860,661</b>	<b>\$ 4,872,141</b>	<b>\$ 5,307,875</b>	<b>\$ 5,467,850</b>	<b>3.0%</b>

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
ALS Medical Supplies	\$ 51,258	\$ 35,968	\$ 57,000	\$ 60,000	5.3%
Ambulance Services	\$ 22,297	\$ 16,473	\$ 20,000	\$ 20,000	0.0%
Billing Services	\$ 36,872	\$ 32,148	\$ 37,000	\$ 37,000	0.0%
Supplies and Equipment	\$ 355	\$ 8,025	\$ 13,303	\$ 3,500	-73.7%
Equipment Maintenance	\$ 13,281	\$ 9,766	\$ 17,000	\$ 17,000	0.0%
Miscellaneous/Covid	\$ 7,001	\$ 11,992	\$ 12,000	\$ 2,000	-83.3%
Office Supplies and Equipme	\$ 419	\$ 288	\$ 1,000	\$ 1,000	0.0%
Professional Development	\$ 8,884	\$ 12,593	\$ 12,500	\$ 12,500	0.0%
Uniforms and Clothing	\$ 61,501	\$ 38,821	\$ 42,500	\$ 54,000	27.1%
<b>FIRE /EMS EXPENSES</b>	<b>\$ 201,868</b>	<b>\$ 166,074</b>	<b>\$ 212,303</b>	<b>\$ 207,000</b>	<b>-2.5%</b>

## Department Highlights

### Key Performance Data

	2018	2019	2020
Total Emergency Responses	4,025	4,094	3889
Emergency Medical Responses	2,368	2,332	1915
Fire and Emergency Responses	1,657	1,762	1974
Mutual Aid Provided	136	193	285*
Mutual Aid Received	294	278	196
Fire Inspections	1,084	1,106	849
Permits Issued	873	873	843
Training Hours	1,567	1,150	711
Permit Fees Received (Fiscal Year)	\$23,700	\$25,195	\$18,281
Ambulance Revenue Received (Fiscal Year)	\$766,543	\$865,762	\$820,212

\*Vehicle responses

- Fire Chief/EMS Director in charge of Covid-19 pandemic response for organization
- **\$604,839: SAFER Grant:** This pays a portion of the salary and benefits of four Firefighters over a 3 year period: \$604,839.
- **\$32,800: Assistance to Firefighter's Grant:** For turnout gear dryers and washer/extractors for each Fire Station: \$32,800. This equipment has been installed and is working well.
- **\$88,555: Assistance to Firefighter's Grant:** For a power stretcher and two loading systems for our two ambulances. The 10% match was recently approved by Town Meeting the equipment has been ordererd.
- **\$6,500: Emergency Management Planning Grant** Police and Fire Training.
- **\$4,100 SAFE.** This is a State program to provide fire safety instruction to children.
- **\$2,000 Senior SAFE.** This is a State program to provide fire safety instruction to our elderly population.

## Police Department Overview

The Reading Police Department is committed to providing the highest level of public safety and service to the residents, businesses, and visitors within the community. The department is empowered to enforce the laws of the Commonwealth of Massachusetts and Bylaws of the Town of Reading to ensure that the peace and tranquility of our neighborhoods are maintained and that crime and the fear of crime are reduced.

The department emphasizes and values integrity, honesty, impartiality, and professionalism from our members in order to create an environment that values differences and fosters fairness and flexibility in our approach to achieving our mission of safety. The department encourages citizen input and interaction that will assist us in developing sound and sustainable partnerships between the community and the police force. Working together we can enhance the quality of life for everyone within the town.

## FY22 Budget Summary

The department's FY22 budget is increased 4.1% compared to last year. There are no increases in staffing, although one Sergeant is added from the Patrol ranks in response to Police Reform requirements. There are funds added to both Parking Enforcement and Animal Control. The department has 46 sworn uniformed officers; and 2.5 FTE civilian staff plus 19 per-diem school crossing guards.

Last year the department envisioned adding mental health staff resources to the 2.0 FTE Coalition staff, but the pandemic has seen that need soar and the Coalition budget will instead focus on adding outsourced services while looking at different options.

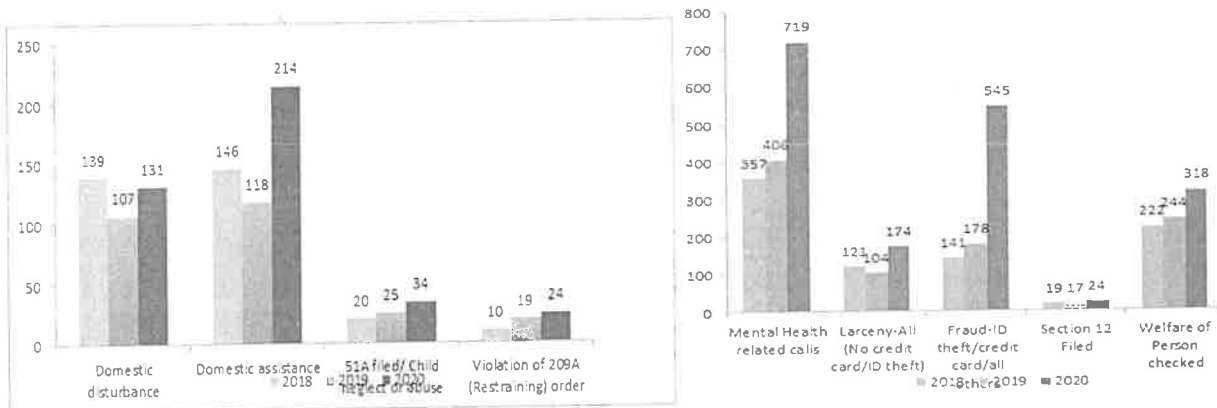
	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Police Chief	\$ 182,628	\$ 60,977	\$ 187,000	\$ 193,000	3.2%
Deputy Police Chief	\$ 164,740	\$ 121,584	\$ 154,500	\$ 152,000	-1.6%
Police Support Staff	\$ 133,317	\$ 129,914	\$ 151,000	\$ 155,200	2.8%
Parking Enforcement	\$ 21,234	\$ 17,527	\$ 27,700	\$ 30,000	8.3%
Animal Control	\$ 18,998	\$ 16,200	\$ 24,450	\$ 30,000	22.7%
Crossing Guards	\$ 143,605	\$ 148,227	\$ 175,000	\$ 175,100	0.1%
Lieutenants	\$ 509,913	\$ 529,943	\$ 543,000	\$ 563,500	3.8%
Sergeants	\$ 776,524	\$ 812,894	\$ 830,000	\$ 980,000	18.1%
Patrol Officers	\$ 1,930,525	\$ 1,861,818	\$ 2,250,000	\$ 2,265,000	0.7%
Detectives	\$ 604,983	\$ 771,842	\$ 695,000	\$ 718,000	3.3%
Training	\$ 38,181	\$ 13,256	\$ 25,000	\$ 30,000	20.0%
Overtime	\$ 516,599	\$ 491,752	\$ 408,000	\$ 412,500	1.1%
Fitness Stipend	\$ 8,250	\$ -	\$ 7,500	\$ 7,500	0.0%
Cell Monitors	\$ 528	\$ 495	\$ 2,500	\$ 2,500	0.0%
Buyback	\$ 68,162	\$ 21,234	\$ -	\$ -	0.0%
<b>POLICE WAGES</b>	<b>\$ 5,118,185</b>	<b>\$ 4,997,664</b>	<b>\$ 5,480,650</b>	<b>\$ 5,714,300</b>	<b>4.3%</b>

## FY22 Budget Police Expenses

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Police Cruisers	\$ 119,925	\$ 143,162	\$ 125,000	\$ 125,000	0.0%
Supplies and Equipment	\$ 30,568	\$ 21,237	\$ 46,000	\$ 41,000	-10.9%
Equipment Maintenance	\$ 31,267	\$ 21,303	\$ 35,500	\$ 35,500	0.0%
Miscellaneous	\$ 7,195	\$ 8,755	\$ 7,100	\$ 7,100	0.0%
Office Supplies, Equipment	\$ 31,499	\$ 29,650	\$ 21,000	\$ 21,000	0.0%
Professional Development	\$ 42,578	\$ 41,519	\$ 45,000	\$ 48,500	7.8%
Uniforms and Clothing	\$ 24,206	\$ 13,261	\$ 20,000	\$ 22,000	10.0%
<b>POLICE EXPENSES</b>	<b>\$ 287,238</b>	<b>\$ 278,888</b>	<b>\$ 299,600</b>	<b>\$ 300,100</b>	<b>0.2%</b>

### Department Highlights

- Daily participation in Incident Command related to Covid-19 pandemic
- Increased our social media presence: currently 7,300+ followers on Facebook, 1,275+ on Instagram, and 11,000+ on Twitter.
- We are posting more events and programs and road closures for accidents and during storms, sending out more press releases to keep the community better informed of incidents in town.
- Covid has significantly impacted (reduced) our community outreach
- We have participated in about 200 birthday drive-by parades
- Reduction in overall calls, but significant increases in mental health and domestic calls



## Coalition Overview

The Reading Coalition for Prevention and Support (formerly RCASA) mobilizes community partners and residents to build collaborative approaches and to reduce youth substance abuse. RCASA was dissolved after expiration of the Federal grant, and the Director appointed interested parties to continue the work. An independent community non-profit may form in the next year or two. The Coalition promotes a healthy community environment using a strategic prevention framework to ensure that everyone who lives, works, or goes to school in Reading can enjoy an optimum quality of life.

## FY22 Budget Summary

The Coalition budget is +23.4% for FY22, driven by additional outsourced mental health services, consisting of increase to INTERFACE and funding set aside for other options.

Staff includes a Director and an Outreach Coordinator, who maintain an office and close working relationship with the Reading Police department.

The Director oversees fiscal management, public relations, community planning, training, coalition communication, data collection, dissemination, reports, and program evaluation. The Outreach Coordinator disseminates educational information to individuals and groups.

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Coalition Director	\$ 81,821	\$ 86,546	\$ 90,500	\$ 93,025	2.8%
Community Coordinator Staff	\$ 24,293	\$ 38,500	\$ 54,875	\$ 56,400	2.8%
Federal Grant Offset	\$ (106,114)	\$ (22,278)	\$ -	\$ -	0.0%
<b>COALITION WAGES</b>	<b>\$ -</b>	<b>\$ 102,768</b>	<b>\$ 145,375</b>	<b>\$ 149,425</b>	<b>2.8%</b>
Mental Health Services	\$ -	\$ -	\$ -	\$ 30,000	100.0%
Programs	\$ 13,300	\$ 6,400	\$ 6,000	\$ 8,000	33.3%
Supplies	\$ 1,490	\$ 2,500	\$ 2,500	\$ 2,500	0.0%
Professional Development	\$ 1,162	\$ 999	\$ 1,000	\$ 1,250	25.0%
Federal Grant Offset	\$ (15,952)	\$ (1,835)	\$ -	\$ -	0.0%
<b>COALITION EXPENSES</b>	<b>\$ -</b>	<b>\$ 8,064</b>	<b>\$ 9,500</b>	<b>\$ 41,750</b>	<b>339.5%</b>

## Department Highlights

- The Rx Round Up program was temporarily suspended from March 2020-December 2020 due to the pandemic. Covanta, the facility responsible for medication disposal was unable to accept medications. The program will resume in February of 2021. The Reading Coalition procured medication dissolving packets for residents to self-dispose of medications as well as promoted the state program. Through the MA Med Project, residents can easily request a free, pre-paid mail-back envelope sent directly to their home for safe and secure disposal of unwanted medications.
- 240 Crisis Intervention Team Follow-ups provided by Outreach Coordinator related to Mental Health/Substance Use.
- 74 residents used the Interface Referral Service from January through November of 2020 which confidentially matched Reading callers with licensed mental health providers from an extensive database.
- 27 new Reading Public School teachers trained in Youth Mental Health First Aid.
- 3130 individuals reached through outreach programming (in person and virtual).

## Dispatch Overview

Dispatch provides outstanding Emergency Medical Dispatch, communications, and coordination for the community and first responders, 24 hours a day, 365 days a year.

Dispatch is located in the Police department but provides 911 Call Management for both Police and Fire/EMS, and as needed for regional emergencies. The Building Security project involves a complete overhaul to the space and equipment, so staff will move temporarily within the Police station for about six months as work is completed.

## FY22 Budget Summary

The Dispatch budget is up by 3.2% compared to FY21. The Dispatch Center is staffed with ten civilian Telecommunicators and one civilian Head Dispatcher who oversees the administration of the division and also works several shifts per week as a Telecommunicator. In addition to Town funding, \$57,000 in 911 grant funds are used to offset existing. This grant is not guaranteed and can be discontinued at any time.

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Head Public Safety Dispatcher	\$ 75,508	\$ 78,669	\$ 82,200	\$ 83,000	1.0%
Public Safety Dispatchers	\$ 475,523	\$ 489,061	\$ 545,000	\$ 563,000	3.3%
Overtime	\$ 100,973	\$ 118,194	\$ 50,000	\$ 50,000	0.0%
Buyback	\$ 9,004	\$ -	\$ -	\$ -	0.0%
E911 Grant Support	\$ (56,798)	\$ (55,000)	\$ (57,000)	\$ (57,000)	0.0%
<b>DISPATCHER WAGES</b>	<b>\$ 604,211</b>	<b>\$ 630,924</b>	<b>\$ 620,200</b>	<b>\$ 639,000</b>	<b>3.0%</b>
Supplies and Equipment	\$ 4,742	\$ 1,704	\$ 5,000	\$ 5,000	0.0%
Equipment Maintenance	\$ 9,858	\$ 3,982	\$ 13,500	\$ 13,500	0.0%
Technology	\$ 3,575	\$ 6,881	\$ 6,500	\$ 6,500	0.0%
Professional Development	\$ 3,507	\$ 2,440	\$ 9,500	\$ 11,000	15.8%
Uniforms and Clothing	\$ 1,831	\$ 100	\$ 1,500	\$ 2,000	33.3%
<b>DISPATCHER EXPENSES</b>	<b>\$ 23,514</b>	<b>\$ 15,108</b>	<b>\$ 36,000</b>	<b>\$ 38,000</b>	<b>5.6%</b>

## Dispatch Activities

- New work schedule to allow more overlap during busy call volume times
- Increased training for all dispatchers
- Professional development in Emergency Medical Dispatch and technology needs

## Department of Public Works

### Department Overview

The Public Works Department is responsible for all endeavors relating to planning, designing, operating, maintaining, and managing public ways, parklands, open space, public grounds, town cemeteries, water distribution systems, sewer collection systems, and the collection and disposal of solid waste. The Department also provides engineering support services and motor equipment maintenance services to all town and school departments.

The Department of Public Works consists of several divisions: administration, engineering, highway and equipment maintenance, stormwater (not the enterprise fund), parks and forestry and cemetery. The Department also includes three Enterprise Funds (Water, Sewer and Storm Water).

### FY22 Budget Summary

The Department of Public Works FY22 budget increased by +2.4%. Full-time staffing remains unchanged. As with all Departments, FY-21 posed an increased challenge due to the COVID-19 pandemic. However, during this unprecedented time, the Public Works Department was able to maintain all services, while managing through increased COVID-19 guidelines and restrictions.

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Administration	\$ 400,658	\$ 451,098	\$ 430,425	\$ 438,800	1.9%
Engineering	\$ 409,076	\$ 476,160	\$ 491,350	\$ 507,325	3.3%
Highway & Equipment	\$ 1,469,116	\$ 1,472,113	\$ 1,591,350	\$ 1,611,550	1.3%
Storm Water (Genl Fund)	\$ 152,268	\$ 124,601	\$ 155,275	\$ 153,600	-1.1%
Parks & Forestry	\$ 559,443	\$ 598,692	\$ 693,775	\$ 726,700	4.7%
Cemetery	\$ 183,869	\$ 231,074	\$ 272,550	\$ 287,000	5.3%
<b>DPW OPERATIONS TOTALS</b>	<b>\$ 3,174,430</b>	<b>\$ 3,353,738</b>	<b>\$ 3,634,725</b>	<b>\$ 3,724,975</b>	<b>2.5%</b>
Snow/Ice	\$ 687,616	\$ 604,556	\$ 675,000	\$ 675,000	0.0%
Traffic/Street Lighting	\$ 120,103	\$ 107,660	\$ 145,000	\$ 150,000	3.4%
Rubbish & Recycling	\$ 1,508,457	\$ 1,554,949	\$ 1,850,000	\$ 1,905,500	3.0%
<b>SNOW/LIGHT/RUBBISH TOTALS</b>	<b>\$ 2,316,177</b>	<b>\$ 2,267,165</b>	<b>\$ 2,670,000</b>	<b>\$ 2,730,500</b>	<b>2.3%</b>
<b>DEPARTMENT TOTALS</b>	<b>\$ 5,490,607</b>	<b>\$ 5,620,903</b>	<b>\$ 6,304,725</b>	<b>\$ 6,455,475</b>	<b>2.4%</b>

### Line K91 – FY22 Public Works Wages

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Administration	\$ 380,835	\$ 420,865	\$ 404,825	\$ 417,800	3.2%
Engineering	\$ 377,198	\$ 432,188	\$ 449,850	\$ 465,325	3.4%
Highway & Equipment	\$ 839,261	\$ 910,997	\$ 919,850	\$ 938,550	2.0%
Storm Water (GenlFd)	\$ 151,622	\$ 120,553	\$ 152,275	\$ 150,600	-1.1%
Parks & Forestry	\$ 519,495	\$ 525,136	\$ 642,275	\$ 667,200	3.9%
Cemetery	\$ 135,450	\$ 185,318	\$ 220,625	\$ 242,000	9.7%
<b>DPW OPERATIONS WAGES</b>	<b>\$ 2,403,861</b>	<b>\$ 2,595,057</b>	<b>\$ 2,789,700</b>	<b>\$ 2,881,475</b>	<b>3.3%</b>
Snow/Ice	\$ 256,888	\$ 188,299	\$ 130,000	\$ 130,000	0.0%
Traffic/Street Lighting	\$ -	\$ -	\$ -	\$ -	0.0%
Rubbish & Recycling	\$ -	\$ -	\$ -	\$ -	0.0%
<b>SNOW/LIGHT/RUBBISH WAGES</b>	<b>\$ 256,888</b>	<b>\$ 188,299</b>	<b>\$ 130,000</b>	<b>\$ 130,000</b>	<b>0.0%</b>
<b>DEPARTMENT WAGES</b>	<b>\$ 2,660,749</b>	<b>\$ 2,783,356</b>	<b>\$ 2,919,700</b>	<b>\$ 3,011,475</b>	<b>3.1%</b>

### Line K92 – FY22 Public Works Expenses

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Administration	\$ 19,822	\$ 30,233	\$ 25,600	\$ 21,000	-18.0%
Engineering	\$ 31,878	\$ 43,972	\$ 41,500	\$ 42,000	1.2%
Highway & Equipment	\$ 629,855	\$ 561,116	\$ 671,500	\$ 673,000	0.2%
Storm Water (GenlFd)	\$ 647	\$ 4,047	\$ 3,000	\$ 3,000	0.0%
Parks & Forestry	\$ 39,948	\$ 73,556	\$ 51,500	\$ 59,500	15.5%
Cemetery	\$ 48,419	\$ 45,756	\$ 51,925	\$ 45,000	-13.3%
<b>DPW OPERATIONS EXPENSES</b>	<b>\$ 770,570</b>	<b>\$ 758,681</b>	<b>\$ 845,025</b>	<b>\$ 843,500</b>	<b>-0.2%</b>
Snow/Ice	\$ 430,728	\$ 416,258	\$ 545,000	\$ 545,000	0.0%
Traffic/Street Lighting	\$ 120,103	\$ 107,660	\$ 145,000	\$ 150,000	3.4%
Rubbish & Recycling	\$ 1,508,457	\$ 1,554,949	\$ 1,850,000	\$ 1,905,500	3.0%
<b>SNOW/LIGHT/RUBBISH EXP.</b>	<b>\$ 2,059,289</b>	<b>\$ 2,078,866</b>	<b>\$ 2,540,000</b>	<b>\$ 2,600,500</b>	<b>2.4%</b>
<b>DEPARTMENT EXPENSES</b>	<b>\$ 2,829,858</b>	<b>\$ 2,837,547</b>	<b>\$ 3,385,025</b>	<b>\$ 3,444,000</b>	<b>1.7%</b>

#### Department Highlights

Received \$1250 in grants; Awards for Safety; "Tree City USA" for the 35th consecutive year  
 Maintained: 111 miles of water main; 7,717 residential, 248 commercial and 70 municipal water connections; 75 miles of traffic markings; 80 acres of grass and 16 tennis/basketball courts; 3,000 catch basins; 70 miles of the Town's drainage pipes; 12 sewer pump stations.

Provided: 129 shade trees planted; 273 trees trimmed; 29,455 cars visited to the Compost Center; 20,000 Holiday Lighting bulbs; 3.2 miles of roads resurfaced; Over 200 Dig Safe markouts; 200+ repairs/services for Town/School vehicles; Cleaned over 6 miles of sewer mains; managed the water main cleaning and lining projects on Main St, Mill St, and Grove St; replaced the water booster station on Emerald Drive; and replaced a bridge on Track Road.

### DPW Administration Overview

The Administration Division is responsible for DPW Payroll, invoice payment, cemetery administration, water conservation rebate program, quarterly newsletters to residents, spring and fall mailer for recycling events.

### FY22 Budget Summary

Staffing remains unchanged. Safety equipment and training required to meet OSHA regulations continue to impact Administration expenses.

DPW Administration	FY19 Actual	FY20 Actual	FY21 BUDGET		FY21-22 % Change
			Town Meeting	Town Manager	
DPW Director	\$ 134,699	\$ 127,559	\$ 130,550	\$ 134,200	2.8%
Assistant DPW Director	\$ 76,039	\$ 101,328	\$ 103,700	\$ 106,600	2.8%
Support Staff	\$ 139,976	\$ 181,816	\$ 168,575	\$ 175,000	3.8%
Overtime	\$ 1,353	\$ 148	\$ 2,000	\$ 2,000	0.0%
Buyback	\$ 28,769	\$ 10,015	\$ -	\$ -	0.0%
<b>DIVISION WAGES</b>	<b>\$ 380,835</b>	<b>\$ 420,865</b>	<b>\$ 404,825</b>	<b>\$ 417,800</b>	<b>3.2%</b>
Advertising	\$ 1,723	\$ 2,215	\$ 2,500	\$ 2,500	0.0%
Supplies/Covid and Equipment	\$ 14,796	\$ 23,772	\$ 15,500	\$ 10,500	-32.3%
Professional Development	\$ 3,304	\$ 4,246	\$ 7,600	\$ 8,000	5.3%
<b>DIVISION EXPENSES</b>	<b>\$ 19,822</b>	<b>\$ 30,233</b>	<b>\$ 25,600</b>	<b>\$ 21,000</b>	<b>-18.0%</b>

### Division Activities

- Two Household Hazardous Waste collection days
- Three events for paper shredding
- Rigid plastic & metals pickup
- Five Town-wide leaf pickups
- Styrofoam and electronics
- Water Conservation Program
- WasteZero (Simple Recycling Program)

## Engineering Overview

The Engineering division is responsible for: the preparation of plans, specifications, estimates, survey layout, inspection and supervision of town construction projects; review of site plans for accuracy/conformance with subdivision regulations; review Conservation submittals; upkeep of all traffic markings/signals; issuance/compliance of utility, street opening and Jackie's law permits and Dig Safe mark outs.

## FY22 Budget Summary

Staffing remains unchanged. Increases in Wages follow contractual obligations.

## Division Activities

- Lowell Street Pedestrian Flashers: Installed on Lowell at Bancroft and Lowell at Barrows
- Mosquito Control Ditch Cleaning: Cleaned approximately 300 feet of ditch off Willow Street
- NPDES Annual Permitting: Completed annual permit assessment, Notice of Intent, and Stormwater Management Plan
- Roadway Inventory and Pavement Management Study

Planned projects include:

- Gazebo Circle Water Booster Station
- Phase 12 Sewer I/I Improvements
- Sturges Park Sewer Pump Station Replacement
- Auburn Street Water Tank Replacement
- Downtown Phase I Water Main Improvements

Engineering	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Town Engineer	\$ 104,095	\$ 110,617	\$ 111,300	\$ 115,500	3.8%
Senior/Civil Engineers	\$ 195,646	\$ 241,675	\$ 250,500	\$ 259,225	3.5%
Field Tech/Surveyor	\$ 69,971	\$ 75,369	\$ 77,550	\$ 80,100	3.3%
Overtime	\$ 7,486	\$ 4,528	\$ 10,500	\$ 10,500	0.0%
Buyback	\$ 18,417	\$ 277	\$ -	\$ -	0.0%
<b>DIVISION WAGES</b>	<b>\$ 377,198</b>	<b>\$ 432,188</b>	<b>\$ 449,850</b>	<b>\$ 465,325</b>	<b>3.4%</b>
Traffic Control Repairs	\$ 16,014	\$ 18,475	\$ 18,000	\$ 18,000	0.0%
Professional Services	\$ -	\$ 8,641	\$ 3,000	\$ 3,000	0.0%
Supplies and Equipment	\$ 8,940	\$ 10,840	\$ 10,500	\$ 11,000	4.8%
Police Details	\$ 6,924	\$ 6,016	\$ 10,000	\$ 10,000	0.0%
<b>DIVISION EXPENSES</b>	<b>\$ 31,878</b>	<b>\$ 43,972</b>	<b>\$ 41,500</b>	<b>\$ 42,000</b>	<b>1.2%</b>

## Highway Overview

The Highway Division is responsible for street maintenance, catch basin repair, roadside cutting, sidewalks, street signs and potholes. This Division also repairs and services over 200 pieces of equipment for Town and School departments.

## FY22 Budget Summary

Staffing remains unchanged. Line painting has been increased to include the entire town with certain high-traffic areas being painted twice.

Highway & Equipment	FY19 Actual	FY20 Actual	FY21 BUDGET		FY21-22
			Town Meeting	Town Manager	% Change
Highway/St. Water Supervisor	\$ 71,404	\$ 77,533	\$ 76,050	\$ 72,800	-4.3%
Managing/Working Foreman	\$ 170,579	\$ 195,281	\$ 194,500	\$ 195,000	0.3%
Senior/Junior Operators	\$ 219,463	\$ 178,914	\$ 314,000	\$ 281,250	-10.4%
Laborers	\$ 69,178	\$ 134,084	\$ -	\$ 42,500	100.0%
Mechanics	\$ 223,093	\$ 244,770	\$ 254,300	\$ 266,000	4.6%
Seasonal Staff	\$ 7,905	\$ 4,323	\$ -	\$ -	0.0%
Overtime/On Call	\$ 68,116	\$ 69,461	\$ 81,000	\$ 81,000	0.0%
Buyback	\$ 9,522	\$ 6,632	\$ -	\$ -	0.0%
<b>DIVISION WAGES</b>	<b>\$ 839,261</b>	<b>\$ 910,997</b>	<b>\$ 919,850</b>	<b>\$ 938,550</b>	<b>2.0%</b>

Highway & Equipment	FY19 Actual	FY20 Actual	FY21 BUDGET		FY21-22
			Town Meeting	Town Manager	% Change
Equipment Parts & Maint.	\$ 210,250	\$ 219,555	\$ 215,000	\$ 215,000	0.0%
Outsourced Repairs	\$ 150,714	\$ 142,372	\$ 137,500	\$ 137,500	0.0%
Fuel	\$ 142,226	\$ 99,892	\$ 165,000	\$ 165,000	0.0%
Line Painting	\$ 44,011	\$ 41,569	\$ 60,000	\$ 63,000	5.0%
Road and Sidewalk Repairs	\$ 21,537	\$ 16,404	\$ 35,000	\$ 35,000	0.0%
Supplies and Equipment	\$ 20,820	\$ 14,118	\$ 20,500	\$ 22,000	7.3%
Outsourced Services	\$ 14,736	\$ 4,620	\$ 20,000	\$ 15,000	-25.0%
Police Details	\$ 21,856	\$ 18,170	\$ 14,000	\$ 16,000	14.3%
Utilities/Licenses	\$ 3,706	\$ 4,417	\$ 4,500	\$ 4,500	0.0%
<b>DIVISION EXPENSES</b>	<b>\$ 629,855</b>	<b>\$ 561,116</b>	<b>\$ 671,500</b>	<b>\$ 673,000</b>	<b>0.2%</b>

## Division Activities

- Annual springtime street sweeping, signage, and tree lawn repair
- Repairs and cleaning of over 3000 catch basins
- Repairs and services for over 200 pieces of equipment town-wide

### Storm Water Overview

This division contains all of the storm water related work that the Town was doing before the creation of the Enterprise Fund.

### FY22 Budget Summary

Note the Supervisor position, a Foreman position and a Mechanics position are shared with the Highway division.

Storm Water (GF)	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Highway/St. Water Supervisor	\$ 17,310	\$ 16,955	\$ 19,025	\$ 18,200	-4.3%
Managing/Working Foreman	\$ 13,870	\$ 13,155	\$ 14,525	\$ 15,000	3.3%
Senior/Junior Operators	\$ 53,274	\$ 73,500	\$ 57,150	\$ 60,000	5.0%
Laborers	\$ 49,640	\$ -	\$ 46,500	\$ 42,000	0.0%
Mechanics	\$ 5,516	\$ 4,869	\$ 6,575	\$ 6,900	4.9%
On Call	\$ 2,028	\$ 2,460	\$ -	\$ -	0.0%
Overtime	\$ 9,984	\$ 8,679	\$ 8,500	\$ 8,500	0.0%
Buyback	\$ -	\$ 936	\$ -	\$ -	0.0%
<b>DIVISION WAGES</b>	<b>\$ 151,622</b>	<b>\$ 120,553</b>	<b>\$ 152,275</b>	<b>\$ 150,600</b>	<b>-1.1%</b>
Supplies and Equipment	\$ 647	\$ 4,047	\$ 3,000	\$ 3,000	0.0%
<b>DIVISION EXPENSES</b>	<b>\$ 647</b>	<b>\$ 4,047</b>	<b>\$ 3,000</b>	<b>\$ 3,000</b>	<b>0.0%</b>

### Division Activities

Please see the Storm Water Enterprise Fund for a complete summary of work done in this area.

### Parks and Forestry Overview

The division is responsible for maintaining the grounds of all Schools, Municipal buildings, parks, athletic fields (except RMHS turf fields), conservation lands and other open space in Town; maintaining all trees on public grounds and within the public right-of-way along streets and easements.

### FY22 Budget Summary

The Supervisor position is shared with Cemetery. There is an increase in expenses for additional funding for shade trees.

Parks & Forestry	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Pks./Frst. Cem. Supervisor	\$ 44,212	\$ 48,375	\$ 44,825	\$ 46,500	3.7%
Managing/Working Foreman	\$ 136,097	\$ 143,188	\$ 208,475	\$ 214,700	3.0%
Senior/Junior Opers/Tr. Clmbr.	\$ 157,878	\$ 168,571	\$ 216,875	\$ 272,250	25.5%
Laborers	\$ 71,777	\$ 92,448	\$ 82,100	\$ 42,250	-48.5%
Seasonal Staff	\$ 59,015	\$ 25,632	\$ 47,500	\$ 47,500	0.0%
Overtime/On Call	\$ 50,514	\$ 41,758	\$ 42,500	\$ 44,000	3.5%
Buyback	\$ -	\$ 5,164	\$ -	\$ -	0.0%
<b>DIVISION WAGES</b>	<b>\$ 519,495</b>	<b>\$ 525,136</b>	<b>\$ 642,275</b>	<b>\$ 667,200</b>	<b>3.9%</b>

Parks & Forestry	FY19 Actual	FY20 Actual	FY21 BUDGET	FY22 BUDGET	FY21-22
			Town Meeting	Town Manager	% Change
Supplies and Equipment	\$ 16,025	\$ 12,767	\$ 18,000	\$ 18,000	0.0%
Prof. Svc. and Repairs	\$ 17,680	\$ 44,830	\$ 25,500	\$ 30,500	19.6%
Shade Trees	\$ 5,000	\$ 6,166	\$ 10,000	\$ 13,000	30.0%
Stump/Brush Disposal	\$ 13,250	\$ 20,060	\$ 7,500	\$ 7,500	0.0%
Police Details	\$ 4,965	\$ 7,216	\$ 7,000	\$ 7,000	0.0%
Utilities/Licenses	\$ 3,029	\$ 2,517	\$ 3,500	\$ 3,500	0.0%
Revolving Fund Support	\$ (20,000)	\$ (20,000)	\$ (20,000)	\$ (20,000)	0.0%
<b>DIVISION EXPENSES</b>	<b>\$ 39,948</b>	<b>\$ 73,556</b>	<b>\$ 51,500</b>	<b>\$ 59,500</b>	<b>15.5%</b>

### Division Activities

Annual tree planting, trimming and removal; Remove hazardous trees when necessary; planted 129 trees as street trees and in parks, schools, and cemeteries; Maintain Compost Center on Strout Avenue; Holiday Lighting, over 20,000 bulbs on the Common

### Cemetery Overview

Operates four town-owned cemeteries. The Board of Cemetery Trustees sets policy for this division. Laurel Hill Cemetery, established in 1737, is the Town's oldest cemetery and is on the National Register of Historic Places.

### FY22 Budget Summary

The Supervisor position is shared with Parks/Forestry. Trust fund support pays a portion of wages. A Veteran's Trust Fund supports annual flowers for Memorial Day.

Cemetery	FY19 Actual	FY20 Actual	FY21 BUDGET	FY22 BUDGET	FY21-22
			Town Meeting	Town Manager	% Change
Pks./Frst. Cem. Supervisor	\$ 38,733	\$ 40,664	\$ 44,825	\$ 46,500	3.7%
Managing/Working Foreman	\$ 64,709	\$ 69,108	\$ 70,200	\$ 74,000	5.4%
Senior/Junior Opers/Tr. Clmbr.	\$ 48,580	\$ 94,253	\$ 159,100	\$ 153,250	-3.7%
Laborers	\$ 42,432	\$ 39,875	\$ 41,500	\$ 42,250	1.8%
Seasonal Staff	\$ 46,914	\$ 49,762	\$ 7,000	\$ 28,000	300.0%
Overtime	\$ 14,083	\$ 10,915	\$ 18,000	\$ 18,000	0.0%
Buyback	\$ -	\$ 741	\$ -	\$ -	0.0%
Revolving Fund Support	\$ (120,000)	\$ (120,000)	\$ (120,000)	\$ (120,000)	0.0%
<b>DIVISION WAGES</b>	<b>\$ 135,450</b>	<b>\$ 185,318</b>	<b>\$ 220,625</b>	<b>\$ 242,000</b>	<b>9.7%</b>
Supplies and Equipment	\$ 21,650	\$ 22,114	\$ 24,925	\$ 18,000	-27.8%
Repairs	\$ 8,680	\$ 1,616	\$ 6,500	\$ 6,500	0.0%
Lot Repurchase	\$ 1,770	\$ 9,600	\$ 2,000	\$ 2,000	0.0%
Fuel	\$ 10,109	\$ 6,764	\$ 12,500	\$ 12,500	0.0%
Utilities/Licenses	\$ 6,211	\$ 5,662	\$ 6,000	\$ 6,000	0.0%
Veterans Flowers	\$ -	\$ -	\$ 4,700	\$ 4,700	0.0%
Trust Fund Support	\$ -	\$ -	\$ (4,700)	\$ (4,700)	0.0%
<b>DIVISION EXPENSES</b>	<b>\$ 48,419</b>	<b>\$ 45,756</b>	<b>\$ 51,925</b>	<b>\$ 45,000</b>	<b>-13.3%</b>

### Division Activities

Funeral Arrangements (15,605 total burials); Interments; Lot sales; Grounds maintenance (51 acres); Set Markers/Set foundations for headstones; Record keeping; Assist with Memorial Day preparations.

## FY22 Budget Summary

### Line K93 – Snow & Ice; Line K94 – Traffic/Street Lighting; Line K95 – Rubbish & Recycling

Snow and Ice Funding is increased each year, but is meant to fund below the average year. This is because funding can never be reduced in future years and this is the only budget line where deficit spending is allowed by law during difficult years.

Traffic and Street Lighting costs are below previous levels as the Town has worked with RMLD on improvements in efficiency.

Rubbish Disposal costs increased significantly in FY21 due to market conditions. The town signed a five-year contract with Covanta that expires June 30, 2025. In FY22, there is a +3% annual charge.

Rubbish and Recycling collection continues to enjoy a ten-year contract (approved by Town Meeting) at a +3% annual charge. This topic is causing serious harm in other communities as the industry consolidates in the face of economic upheaval. The town meets with the vendor regularly to keep current with industry trends. Leaf collections are part of the contract, and significantly reduce resident trips to the compost center.

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Snow and Ice Regular Wages	\$ 28,408	\$ 31,744	\$ 30,000	\$ 30,000	0.0%
Snow and Ice Overtime	\$ 228,480	\$ 156,555	\$ 100,000	\$ 100,000	0.0%
<b>SNOW AND ICE WAGES</b>	<b>\$ 256,888</b>	<b>\$ 188,299</b>	<b>\$ 130,000</b>	<b>\$ 130,000</b>	<b>0.0%</b>
Snow / Ice Plowing & Hauling	\$ 162,833	\$ 115,297	\$ 215,000	\$ 215,000	0.0%
Snow / Ice Supplies/Equip.	\$ 208,306	\$ 231,292	\$ 250,000	\$ 250,000	0.0%
Snow / Ice Fuel	\$ 30,000	\$ 49,280	\$ 45,000	\$ 45,000	0.0%
Snow & Ice Meal Tickets	\$ 8,998	\$ 8,523	\$ 10,000	\$ 10,000	0.0%
Snow / Ice Police Details	\$ 5,591	\$ 1,891	\$ 10,000	\$ 10,000	0.0%
Street Sweeping	\$ 14,999	\$ 9,975	\$ 15,000	\$ 15,000	0.0%
<b>SNOW AND ICE EXPENSES</b>	<b>\$ 430,728</b>	<b>\$ 416,258</b>	<b>\$ 545,000</b>	<b>\$ 545,000</b>	<b>0.0%</b>
<b>SNOW AND ICE</b>	<b>\$ 687,616</b>	<b>\$ 604,556</b>	<b>\$ 675,000</b>	<b>\$ 675,000</b>	<b>0.0%</b>

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Traffic Light Electricity	\$ 10,244	\$ 5,436	\$ 12,500	\$ 15,000	20.0%
Streetlight Electricity	\$ 105,997	\$ 101,175	\$ 120,000	\$ 120,000	0.0%
Street Light Maint. & Repair	\$ 3,863	\$ 1,050	\$ 12,500	\$ 15,000	20.0%
<b>TRAFFIC/STR LIGHT</b>	<b>\$ 120,103</b>	<b>\$ 107,660</b>	<b>\$ 145,000</b>	<b>\$ 150,000</b>	<b>3.4%</b>

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Rubbish Collection	\$ 705,923	\$ 699,502	\$ 875,000	\$ 890,000	1.7%
Solid Waste Disposal	\$ 473,304	\$ 502,874	\$ 600,000	\$ 615,000	2.5%
Curbside Recycling	\$ 307,224	\$ 313,609	\$ 325,000	\$ 335,000	3.1%
Misc. Recycling	\$ 22,006	\$ 38,963	\$ 50,000	\$ 65,500	31.0%
<b>RUBBISH/RECYCLING</b>	<b>\$ 1,508,457</b>	<b>\$ 1,554,949</b>	<b>\$ 1,850,000</b>	<b>\$ 1,905,500</b>	<b>3.0%</b>

## Reading Public Library

### Department Overview

The Reading Public Library is a center and resource for learning and civic engagement. We provide a place and platform of, by, and for the people who can benefit as individuals as well as contribute to the well-being of the community.

This mission is based on the following Core Values that guide our daily work and future planning:

**EDUCATION & EQUITY**  
**ACCOUNTABILITY & ACCESS**

### FY 22 Budget Summary

The Board of Trustees recommends an overall increase of 7.1% in existing salaries and expenses.

The primary drivers for this budget:

- Optimized existing staffing
- New Equity & Social Justice Division
- Controlled expenses

The new Director of Equity and Social Justice will educate, empower, and connect community members to support a Reading culture that promotes and celebrates diversity.

Divisions	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Administration	\$ 630,827	\$ 688,076	\$ 679,200	\$ 710,500	4.6%
Equity and Social Justice	\$ -	\$ -	\$ -	\$ 70,000	100.0%
Public Services	\$ 590,338	\$ 625,631	\$ 662,235	\$ 659,250	-0.5%
Collection Services	\$ 393,084	\$ 411,975	\$ 462,960	\$ 492,200	6.3%
<b>LIBRARY TOTALS</b>	<b>\$ 1,614,249</b>	<b>\$ 1,725,682</b>	<b>\$ 1,804,395</b>	<b>\$ 1,931,950</b>	<b>7.1%</b>

### Department Highlights

#### COMMUNITY PARTNERSHIPS

In addition to virtual, physical, and limited in-person programs and services, the Library responded to COVID-19 by partnering with town departments and community groups on the following projects and initiatives:

- Census 2020
- Local and Federal Elections
- Mask Up Reading!
- Neighborly Notes with Dementia Friendly Reading
- New Resident Open House COVID-19

#### SELECTED PROFESSIONAL DEVELOPMENT

- A Trauma-Informed Approach to Library Services
- Health and Wellness Services for your Community
- Impact of COVID-19 on Early Childhood Development
- Mitigating COVID-19 When Managing Paper-Based, Circulating, and Other Types of Collections
- Protecting Privacy in a Pandemic
- Racism and Implicit Bias in Early Childhood Programs

## **Lines L1 – Library Wages and L2 – Library Expenses**

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Administration	\$ 286,065	\$ 320,201	\$ 307,100	\$ 323,100	5.2%
Equity and Social Justice	\$ -	\$ -	\$ -	\$ 70,000	100.0%
Public Services	\$ 625,631	\$ 649,965	\$ 662,235	\$ 659,250	-0.5%
Collection Services	\$ 411,975	\$ 408,934	\$ 462,960	\$ 492,200	6.3%
<b>LIBRARY WAGES</b>	<b>\$ 1,323,671</b>	<b>\$ 1,379,101</b>	<b>\$ 1,432,295</b>	<b>\$ 1,544,550</b>	<b>7.8%</b>
Administration	\$ 344,762	\$ 367,875	\$ 372,100	\$ 387,400	4.1%
Equity and Social Justice	\$ -	\$ -	\$ -	\$ -	0.0%
Public Services	\$ -	\$ -	\$ -	\$ -	0.0%
Collection Services	\$ -	\$ -	\$ -	\$ -	0.0%
<b>LIBRARY EXPENSES</b>	<b>\$ 344,762</b>	<b>\$ 367,875</b>	<b>\$ 372,100</b>	<b>\$ 387,400</b>	<b>4.1%</b>

### **Administration Division**

The Administration Division is responsible for the overall management, finance, communications, and strategic planning functions of the library.

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Library Director	\$ 102,253	\$ 106,373	\$ 109,100	\$ 112,050	2.7%
Library Assistant Director	\$ 63,988	\$ 73,788	\$ 77,245	\$ 79,300	2.7%
Communications Specialist	\$ 7,914	\$ 25,963	\$ 31,000	\$ 39,750	28.2%
Senior Library Associate	\$ 395	\$ 30,540	\$ 30,250	\$ 31,100	2.8%
Support Staff	\$ 68,494	\$ 53,503	\$ 59,505	\$ 60,900	2.3%
Library Substitutes	\$ 307	\$ 67	\$ -	\$ -	0.0%
Library Overtime	\$ 42,714	\$ 29,967	\$ -	\$ -	0.0%
Sick/Vacation Buyback	\$ -	\$ -	\$ -	\$ -	0.0%
<b>ADMINISTRATION WAGES</b>	<b>\$ 286,065</b>	<b>\$ 320,201</b>	<b>\$ 307,100</b>	<b>\$ 323,100</b>	<b>5.2%</b>

The materials expenditure requirement for certification and state aid eligibility is 13%. Based on the community size and needs, the Trustees recommend 14%. For FY22, the materials expenses will increase 6.9% which is a compromise at 13.5% of the overall budget. Professional Development travel expenses have been reduced with the increased availability of online and virtual continuing education.

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Library Materials	\$ 227,117	\$ 240,359	\$ 244,100	\$ 261,000	6.9%
Equipment Contract/Repair	\$ 26,624	\$ 25,374	\$ 29,500	\$ 29,500	0.0%
Software License & Support	\$ 59,230	\$ 60,524	\$ 65,400	\$ 65,400	0.0%
Technology Supplies	\$ 8,006	\$ 18,299	\$ 10,000	\$ 10,000	0.0%
General Supplies	\$ 4,249	\$ 7,697	\$ 4,250	\$ 4,000	-5.9%
Professional Development	\$ 14,851	\$ 14,297	\$ 16,350	\$ 15,000	-8.3%
Library Programs	\$ 4,684	\$ 1,324	\$ 2,500	\$ 2,500	0.0%
<b>LIBRARY EXPENSES</b>	<b>\$ 344,762</b>	<b>\$ 367,875</b>	<b>\$ 372,100</b>	<b>\$ 387,400</b>	<b>4.1%</b>

### Equity and Social Justice Division

The Director for Equity and Social Justice will work to foster and support a Reading culture of diversity, belonging, and inclusion. The purpose of the position is to educate, empower, and connect community. As such, the Director will work collaboratively within the town on programs, projects, and initiatives that focus on our shared humanity, and also confront and respond to discrimination, racism, and bias.

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Dir. of Equity and Social Justice	\$ -	\$ -	\$ -	\$ 70,000	100.0%
<b>EQUITY AND SOCIAL JUSTICE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 70,000</b>	<b>100.0%</b>

### Public Services Division

The Public Services Division is responsible for all library programs and services. Programs include budgeting, planning and implementation of classes, lectures, meetups and special events for all ages. Services include research, readers' advisory, one-to-one instruction, technology assistance, home bound services, and support for Reading Public Schools. A review of workflow calls for small shift in hours and responsibilities from Public Services to Collection Services reflected in this salary structure.

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Public Services Division Head	\$ 102,362	\$ 81,446	\$ 81,960	\$ 79,300	-3.2%
Librarian II	\$ -	\$ 151,237	\$ 133,000	\$ 136,700	2.8%
Librarian	\$ 459,815	\$ 398,101	\$ 414,000	\$ 410,750	-0.8%
Support Staff	\$ 38,169	\$ -	\$ -	\$ -	
Sunday Hours	\$ 25,285	\$ 19,181	\$ 33,275	\$ 32,500	-2.3%
<b>PUBLIC SERVICES WAGES</b>	<b>\$ 625,631</b>	<b>\$ 649,965</b>	<b>\$ 662,235</b>	<b>\$ 659,250</b>	<b>-0.5%</b>

### Collection Services Division

The Collection Services Division is responsible for acquisition of and access to all library materials. Materials include all forms of physical and digital items that are borrowed, streamed or downloaded. Acquisitions include budgeting, purchasing, licensing, and payment for all materials. Access includes processing, cataloging, patron account management, interlibrary loan services, and all aspects circulation control. This budget reflects one support staff that has been reworked to a Librarian I position needed to manage growing digital and virtual collections.

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Collection Services Division Head	\$ 139,676	\$ 81,446	\$ 81,960	\$ 84,150	2.7%
Librarian II	\$ -	\$ 32,934	\$ 65,150	\$ 67,100	3.0%
Librarian I	\$ -	\$ -	\$ -	\$ 64,500	
Support Staff	\$ 261,808	\$ 286,388	\$ 301,350	\$ 263,450	-12.6%
Sunday Hours	\$ 10,492	\$ 8,166	\$ 14,500	\$ 13,000	-10.3%
<b>COLLECTION SERVICES WAGES</b>	<b>\$ 411,975</b>	<b>\$ 408,934</b>	<b>\$ 462,960</b>	<b>\$ 492,200</b>	<b>6.3%</b>

# Facilities Department

## Department Overview

The Facilities Department supports the Town's Educational and Municipal Government functions through the quality-driven delivery of Facilities Services in a timely and cost-effective manner, along with exceptional customer service.

Facilities staff members strive to maintain an efficient, safe, clean, attractive, and inviting environment for all public buildings. The Facilities Department also provides the necessary services to facilitate building use for internal and external users.

The Core budget includes all systems, equipment, and large-scale operational needs common to all buildings; the Town and School Buildings budgets contain items unique to those facilities.

## FY22 Budget Summary

### Line M91 Core Facilities

### Line M92 Town Buildings

Town Meeting votes on two lines directly: M91 for the total of Core Facilities and M92 for the total of Town Buildings. The School Building costs are part of the School Committee budget which is voted as one bottom line figure by Town Meeting.

In FY22, Core Facilities budgets are showing a 5.5% decrease, and Town Buildings a 2.9% decrease.

Each of those decreases is influenced by FY21 Covid-19 response funding, which is not repeated in FY22. Further details may be found in each respective section that follows.

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Core Facilities (M91)	\$ 2,682,643	\$ 2,747,547	\$ 3,369,300	\$ 3,184,100	-5.5%
Town Buildings (M92)	\$ 331,314	\$ 328,006	\$ 358,650	\$ 348,150	-2.9%
School Buildings	<i>see School Budget</i>				
<b>FACILITIES DEPT. TOTALS</b>	<b>\$ 3,013,957</b>	<b>\$ 3,075,552</b>	<b>\$ 3,727,950</b>	<b>\$ 3,532,250</b>	<b>-5.2%</b>

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Core Facilities	\$ 568,481	\$ 623,538	\$ 653,750	\$ 652,025	-0.3%
Town Buildings	\$ 242,984	\$ 228,760	\$ 258,000	\$ 247,500	-4.1%
School Buildings	<i>see School Budget</i>				
<b>FACILITIES DEPT. WAGES TOTAL</b>	<b>\$ 811,465</b>	<b>\$ 852,298</b>	<b>\$ 911,750</b>	<b>\$ 899,525</b>	<b>-1.3%</b>

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Core Facilities	\$ 2,114,162	\$ 2,124,009	\$ 2,715,550	\$ 2,532,075	-6.8%
Town Buildings	\$ 88,330	\$ 99,245	\$ 100,650	\$ 100,650	0.0%
School Buildings	<i>see School Budget</i>				
<b>FACILITIES DEPT. EXPENSES TOTALS</b>	<b>\$ 2,202,492</b>	<b>\$ 2,223,254</b>	<b>\$ 2,816,200</b>	<b>\$ 2,632,725</b>	<b>-6.5%</b>

## M91: Core Facilities

### FY22 Facilities Budget: Core Wages

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Facilities Director	\$ 132,472	\$ 137,797	\$ 141,300	\$ 145,300	2.8%
Facilities Assistant Director	\$ 97,570	\$ 101,507	\$ 104,100	\$ 107,000	2.8%
Facilities Support Staff	\$ 61,440	\$ 69,121	\$ 68,350	\$ 70,225	2.7%
Maintenance Staff	\$ 245,602	\$ 282,819	\$ 295,000	\$ 304,500	3.2%
Overtime	\$ 31,396	\$ 27,252	\$ 45,000	\$ 25,000	-44.4%
Buyback	\$ -	\$ 5,042	\$ -	\$ -	0.0%
<b>CORE FACILITIES WAGES</b>	<b>\$ 568,481</b>	<b>\$ 623,538</b>	<b>\$ 653,750</b>	<b>\$ 652,025</b>	<b>-0.3%</b>

The salaries for administrative staff include steps and 0.75% COLA. An increase in the maintenance staff budget reflects contractual step and COLA increases under a collective bargaining agreement. Overtime is reduced from Covid-19 response levels.

### FY22 Facilities Budget: Core Expenses

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Core Misc/Covid Expenses	\$ 64,774	\$ 297,203	\$ 326,550	\$ 49,550	-84.8%
Core Energy Expenses	\$ 1,443,709	\$ 1,214,288	\$ 1,690,000	\$ 1,695,550	0.3%
Core Maint. & Repairs	\$ 378,655	\$ 345,398	\$ 350,000	\$ 370,925	6.0%
Core HVAC Expenses	\$ 101,787	\$ 107,015	\$ 152,000	\$ 216,050	42.1%
Core Plumbing Expenses	\$ 20,104	\$ 41,412	\$ 28,000	\$ 30,200	7.9%
Core Electrical Expenses	\$ 23,029	\$ 18,208	\$ 43,000	\$ 43,000	0.0%
Core Elevator Expenses	\$ 33,007	\$ 44,118	\$ 49,500	\$ 49,500	0.0%
Core Alarm Expenses	\$ 32,438	\$ 43,240	\$ 32,000	\$ 32,800	2.5%
Core Fire Equip. Expenses	\$ 8,515	\$ 4,575	\$ 35,000	\$ 35,000	0.0%
Core Pest Mgmt. Expenses	\$ 8,145	\$ 8,552	\$ 9,500	\$ 9,500	0.0%
<b>CORE FACILITIES EXPENSES</b>	<b>\$ 2,114,162</b>	<b>\$ 2,124,009</b>	<b>\$ 2,715,550</b>	<b>\$ 2,532,075</b>	<b>-6.8%</b>

We are requesting an increase for maintenance & repairs in all schools and a few town buildings to cover repairs on aging roofs. HVAC expenses are showing an increase - MERV 13 filters are now being used because of COVID-19. Plumbing expenses has a small increase we are experiencing chronic stoppages at several locations. Alarm expenses have increased, and we are now monitoring two additional buildings. Some Covid-19 response expenses are not repeated in FY22.

More detail on the energy budgets are shown on the next page and include a very small increase in water and sewer. Electricity and natural gas costs are level funded this is related to the continued success of the Performance Contracting I project.

The remainder of Core expenses are level funded.

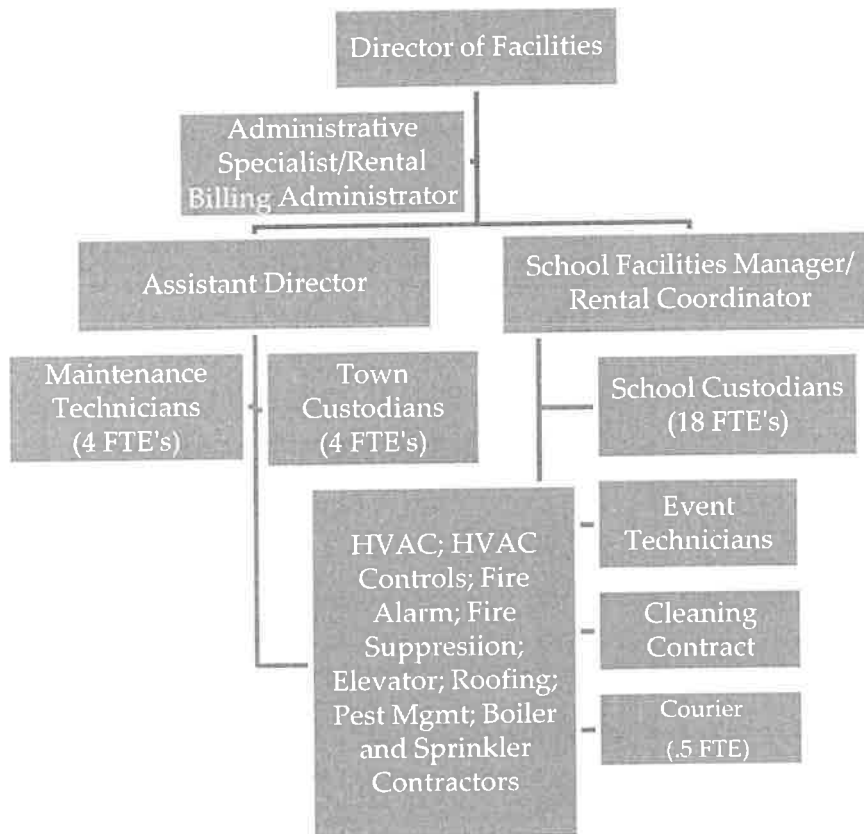
## Energy Budgets

	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
School Bldg. Electricity	\$ 554,228	\$ 456,957	\$ 646,500	\$ 646,500	0.0%
Town Bldg. Electricity	\$ 193,789	\$ 166,789	\$ 216,500	\$ 216,500	0.0%
Conservation-Electric	\$ 8,340	\$ 8,783	\$ 12,000	\$ 10,000	-16.7%
<b>ELECTRICITY EXPENSES</b>	<b>\$ 756,357</b>	<b>\$ 632,529</b>	<b>\$ 875,000</b>	<b>\$ 873,000</b>	<b>-0.2%</b>
School Bldg. Natural Gas	\$ 402,231	\$ 325,394	\$ 478,000	\$ 478,000	0.0%
Town Bldg. Natural Gas	\$ 118,306	\$ 93,764	\$ 157,000	\$ 157,000	0.0%
<b>NATURAL GAS EXPENSES</b>	<b>\$ 520,537</b>	<b>\$ 419,158</b>	<b>\$ 635,000</b>	<b>\$ 635,000</b>	<b>0.0%</b>
School Bldg. Water/Sewer/Stwtr.	\$ 145,421	\$ 139,595	\$ 152,250	\$ 156,250	2.6%
Town Bldg. Water/Sewer/Stwtr.	\$ 21,394	\$ 23,007	\$ 27,750	\$ 31,300	12.8%
<b>W/S/SW EXPENSES</b>	<b>\$ 166,815</b>	<b>\$ 162,602</b>	<b>\$ 180,000</b>	<b>\$ 187,550</b>	<b>4.2%</b>
<b>ENERGY EXPENSES TOTALS</b>	<b>\$ 1,443,709</b>	<b>\$ 1,214,288</b>	<b>\$ 1,690,000</b>	<b>\$ 1,695,550</b>	<b>0.3%</b>

## Facilities Energy Initiatives

- LED pilot project
- Phase II Performance Contracting Project – Audit
- Continuous monitoring consumption of utilities through tracking and equipment optimization.

## Facilities Organizational Chart



## Department Highlights

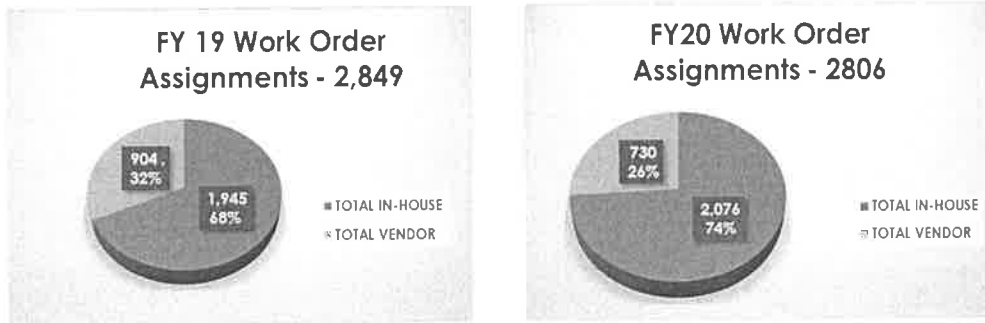
- 17 buildings: service fire extinguisher/suppression systems; exit signs and emergency lighting; provide monthly pest control services
- 336 Exhaust Fans - Serviced annually
- 299 Unit Ventilators - Serviced three times/year
- 55 Roof Top Equipment - Serviced 2-3 times/year
- 41 Boilers - Serviced annually
- 12 Elevator and Lift Service - Serviced monthly
- 11 In and outside Grease Traps - Serviced annually
- 9 Emergency Generators - Serviced twice per year
- 2 Acid Waste Tanks - Serviced annually
- Roof repair multi-locations
- RMHS blackboard, divider curtain, bleacher inspections and repairs
- Completed installation of Lexan shields at all Town and School buildings
- Coolidge Middle School new domestic hot water storage tanks
- Worked closely with Procurement Office, Town and School Officials to procure PPE
- Painted all exterior trim at Joshua Eaton
- Painted Cemetery Garage exterior and new gutters
- Switched over to MERV-13 filters on all air handling equipment
- New RTU at Parker Middle School (serves a computer lab)
- Installation of misting machines
- Town Hall exterior trim painted
- Pleasant St Center repointing project began
- Painted interior of Mattera Cabin
- Completed all School Building Assessments with Permanent Building Committee and finalizing town buildings this winter
- Electrical work (added circuits and cord reals) to accommodate elections for present and future
- All gym floors screened and coated

## Completed Work Orders

The Facilities Department is responsible for the repair, maintenance and capital improvements of eight school buildings and nine municipal buildings totaling approximately 1.1 million square feet of space. Of that, 85% of the square footage is school buildings, and 15% is town buildings. The percent breakdown below shows the work orders are in line with the square footage of our buildings.

	FY18	FY19	FY20	3yr
Town	488	506	513	18%
Schools	1960	2343	2293	82%
<b>Total</b>	<b>2448</b>	<b>2849</b>	<b>2806</b>	

The Facilities Department utilizes a work order system. Below is a comparison of in-house work orders assigned in FY19 and FY20. The percentage of in-house assignments has increased 6% in FY20. This is a result of having the ability especially during the Covid-19 shut down to assign the facilities maintenance employees to projects including Lexan shields where other towns had to outsource.



### Capital Projects

Completed: Barrow Split System (HVAC); School buildings server room (HVAC); Birch Meadow - Modular classroom project; Coolidge – New gas fired condensing boilers; Town-Wide Security Project phase I & II

In Progress: Building Security Project phase III

### M92: Town Buildings

#### FY22 Facilities Budget: Town Buildings Wages

Town Buildings	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Custodians	\$ 215,393	\$ 201,980	\$ 215,000	\$ 220,000	2.3%
Overtime	\$ 27,592	\$ 26,780	\$ 43,000	\$ 27,500	-36.0%
<b>TOWN BLDG. WAGES</b>	<b>\$ 242,984</b>	<b>\$ 228,760</b>	<b>\$ 258,000</b>	<b>\$ 247,500</b>	<b>-4.1%</b>

Custodian salaries have an increase per collective bargaining agreements. There is an increase in overtime expenses due to added MERV 13 filter changes, although a larger mid-year Covid-related FY21 increase is no longer needed.

#### FY22 Facilities Budget: Town Buildings Expenses

Town Buildings	FY19 Actual	FY20 Actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 % Change
Outsourced Cleaning Services	\$ 73,550	\$ 78,783	\$ 86,900	\$ 86,900	0.0%
Building Supplies	\$ 635	\$ -	\$ 3,200	\$ 3,200	0.0%
Other	\$ 14,145	\$ 20,462	\$ 10,550	\$ 10,550	0.0%
<b>TOWN BLDG. EXPENSES</b>	<b>\$ 88,330</b>	<b>\$ 99,245</b>	<b>\$ 100,650</b>	<b>\$ 100,650</b>	<b>0.0%</b>

# READING PUBLIC SCHOOLS

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**Fiscal Year 2022**

## **School Committee**

## **Recommended Budget**

**July 1, 2021 – June 30, 2022**

### **School Committee Members**

Charles Robinson, Chairperson

Thomas Wise, Vice Chairperson

Shawn Brandt

Erin Gaffen

Carla Nazzaro

John Parks

### **Superintendent of Schools**

John F. Doherty, Ed.D.

Reading Public Schools

82 Oakland Road

Reading, Massachusetts

Website <http://reading.k12.ma.us>

Blog <https://readingsuperintendent.wordpress.com/>

Facebook <https://www.facebook.com/Readingpublicschools/>

Twitter <https://twitter.com/ReadingSchools>

**January 25, 2021**

## **District Administrators**

### **Central Office Administrators**

Gail Dowd, C.P.A., Chief Financial Officer  
Christine Kelley, Assistant Superintendent for Learning & Teaching  
Kerry Meisinger, J.D., Human Resources Director  
Jennifer Stys, Ed.D., Director of Student Services

### **Other District Administrators**

Kelley Bostwick, RISE Preschool Director  
Julian Carr, Network Manager  
Danielle Collins, Director of School Nutrition  
Mary Giuliana, Director of Nursing  
Grant Hightower, METCO Director  
Joseph Huggins, Director of Facilities for Town and School Buildings  
Christopher Nelson, Director of Adult and Community Education

## **School Administrators**

### **Reading Memorial High School**

Kathleen Boynton, Principal  
Craig Murray, Assistant Principal  
Jessica Theriault, Assistant Principal  
Thomas Zaya, Assistant Principal, Athletics & Extra-curricular Activities

### **A.W. Coolidge Middle School**

Sarah Marchant, Principal  
Brienne Karow, Assistant Principal

### **W.S. Parker Middle School**

Richele Shankland, Principal  
Brendan Norton, Assistant Principal

### **Alice Barrows Elementary School**

Beth Leavitt, Principal

### **Birch Meadow Elementary School**

Julia Hendrix, Principal

### **Joshua Eaton Elementary School**

LisaMarie Ippolito, Principal

### **J.W. Killam Elementary School**

Sarah Leveque, Principal

### **Wood End Elementary School**

Joanne King, Ed.D., Principal

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# Introductory Section

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## School Committee Message

The Reading School Committee is proud to present the FY22 School Budget in the amount of \$49,695,998 or 2.6% over the FY21 School Budget. This unanimously approved balanced budget follows the Reading Finance Committee guidance discussed with the School Committee at Public Financial Forums.

This budget highlights the district's strong fiscal practices and human resource management that is focused on delivering a high-quality education to all of Reading's students.

The financial drivers of this budget outlined by the Superintendent in the introductory message of his recommended budget were approved unanimously by the School Committee on January 25, 2021 through passage of our budget. There are several drivers with two significant ones being the upcoming renewal of five collective bargaining agreements and the new position of a special education literacy coach.

Our teachers and staff are our assets that walk out the door every night and we recognize their hard work and commitment to our students pre-COVID and even more so through their adaptation during the COVID crisis. As always, the committee tries to recognize this during the collective bargaining process.

The addition of a Special Education Literacy Coach is long overdue, and this position will be focused on improving reading practices in all special education programs and settings and will also be an important link to our regular education literacy practice. The committee was unanimously and enthusiastically in support of this position.

As is always the case, this budget does not include costs associated with spikes in enrollment, special education costs or unknown unfunded mandates. Additionally, the committee was mindful of the possibility of lower revenues due to potential adjustments to the Town's overall revenue stream.

Elementary space continues to become an area of ongoing challenge and as we come out of the COVID crisis we expect this to be a renewed discussion with the committee. Now that the previously commissioned space study has been presented, we will turn our focus on the thoughts of the community before deliberation on direction to be given to the Permanent Building Committee.

We continue to be thankful for the overwhelming community support of our schools. We are also grateful for our ongoing, collaborative relationship with the municipal side of our government, particularly the Town Manager, Select Board, and Finance Committee.

We would also like to publicly thank the central office staff, administrative team, educators and staff who work hard every day to make the Reading Public Schools an outstanding district for our students.

Finally, we would like to sincerely thank Superintendent Dr. John Doherty for proposing what will be his last budget as Superintendent of the Reading Public Schools. There will be many more thank you and tributes before Dr. Doherty's last day but for the purposes of the budget process Dr. Doherty has always been thoughtful, detailed, transparent and collaborative in his many budget presentations. Thank you and best of luck Dr. Doherty.

Chuck Robinson  
Chair, Reading School Committee

## **Superintendent's Message and Budget Summary Overview**

I respectfully present to the School Committee and the Greater Reading Community the FY22 School Committee Recommended Budget of \$49,695,998 representing an increase of \$1,253,335 or 2.6% over the FY21 budget. The budget consists of operating costs (\$44,249,748) combined with accommodated costs related to Special Education (\$5,446,250). This recommended budget is balanced with the budget guidance that we received from the Reading Finance Committee on October 21, 2020 and subsequent discussions with the Town Manager and Town Accountant. The Finance Committee's recommended guidance is based on an analysis of current and future town revenue and expense projections of the Community. As discussed further below, the FY21 Budget reflects \$180,000 of one-time COVID funding that is not part of the FY22 base-line operating budget.

As we navigate through this pandemic with a vaccine available for the general community in the near future, the budget message for this year focuses on sustaining what we currently have for educational and operational programs and building on that foundation as we continue to improve our school district. The FY22 School Committee Recommended budget maintains the pre-COVID level of educational and operational services and emphasizes improvement in some key areas including special education literacy, equity, and diversity hiring. This budget emphasizes strong fiscal practices and human resource management while strengthening our PreK-12 curriculum and instructional practices and continuing to build and develop outstanding in-district special education programs.

The School Committee Recommended FY22 budget includes funding to primarily address the following financial drivers:

- Funding of all contractual step and COLA increases for represented and non-represented employees. All five collective bargaining agreements are ending in the current fiscal year and the School Committee will be negotiating new agreements with each collective bargaining unit.
- Known out of district special education tuition and transportation expenses reflecting known and anticipated increased rates, as well as changes and potential changes in types of placements.
- Funding for Grade 6 math curriculum materials and social studies curriculum materials and initial funding for elementary math curriculum materials.
- Funding to continue some of our remote learning curriculum material and tools that will become a core part of our instructional program.
- Funding for literacy assessment for elementary students.

- Anticipated increases in regular day, athletics and extra-curricular transportation. We are in the final year of our regular day transportation bus contract and will be negotiating a new contract in the spring.
- A special education literacy coach (new position) to support and improve literacy practices in all district special education programs and settings.
- Funding for a 0.3 FTE increase in an elementary specialist position to improve specialist scheduling between schools at the elementary level.
- Funding for a 0.1 FTE increase in a middle school PE/Health position to improve scheduling at the middle school.

In addition, we continue to closely monitor our revolving accounts and are recommending the following adjustments to those account offsets (see Figure 1 below) in the FY22 budget totaling a net overall decrease of \$30,000. Refer to Figure 34 for a more detailed description of these accounts. Due to the impact of COVID on facilities rentals, athletics and extra-curricular participation, and Kindergarten and Preschool enrollment, these amounts may have to be adjusted during the school year. We are particularly concerned with the Use of School Property Revolving account as there have been minimal rentals of school facilities since March 2020. An overall analysis is being conducted by the Chief Financial Officer along with the Director of Facilities, Director of Community and Adult Education, RISE Pre-School Director and the Director of Student Services to review the fee and expense structure of each program, the impact of the current environment to determine if any additional adjustments may be needed in future years.

Based upon a review of the Extended Day revolving account as part of the budget preparation process it came to our attention that the projections initially prepared and submitted for the current year for the Extended Day Revolving Account by Assistant Superintendent Kelley and Director Nelson were not materializing due to COVID impacted enrollment. Based upon revised projections that were presented by Assistant Superintendent Kelley and Director Nelson several decisions were made and implemented immediately in order to maintain the program. As a result of the revised projection, the decision was made to reduce the Adult and Community Education/Extended Day office staffing from four employees to one employee as the enrollment figures did not support the need for four administrative positions. The workload has been redistributed to members of Central Office for payroll, invoicing, and accounts payable. A further review of each program was requested as additional cost saving measures were needed in order to preserve the program and accounts. Based upon this review, the decision was made that the before school program across all schools would not be offered for the remainder of Fiscal 2021 due to decreased enrollment figures. In addition, the RISE after school program was discontinued due to low enrollment figures. It is our intention to offer the before and after school programs in Fiscal 2022. Due to uncertainty around Fiscal 2022, we are not in a position to determine enrollment figures related to the before and after school programs for Fiscal 2022. In order to address the decreased enrollment and the resulting impact on the budgeted offsets, we are recommending a decrease of \$125,000 to the Extended Day Offset.

**Figure 1: Revolving Account Offset Changes to Budget**

Revolving Account	Change to Offset
Full Day Kindergarten	\$ 50,000
Athletics	-
Extended Day	(125,000)
RISE Pre-School	30,000
Use of School Property	-
Special Education Tuition	-
Extra-Curricular	15,000
Coolidge Extra-Curricular	-
Parker Extra-Curricular	-
<b>Total Decrease in Offsets</b>	<b>(\$ 30,000)</b>

A summary of the Fiscal 2022 Offsets within each cost center by source of the offset is presented below.

**Figure 1A: Revolving Account Offset Changes to Budget**

	FY22	Administration	Regular Education	Special Education	District Wide Programs	School Facilities	Town
Athletic Activities	366,900				366,900		
Drama Activities RMHS	34,000				34,000		
Drama Activities Coolidge	15,000				15,000		
Drama Activities Parker	15,000				15,000		
Extended Day Program	50,000	25,000				0	25,000
RISE Preschool Program	350,000			350,000			
Use of School Property	105,000					80,000	25,000
Special Education Tuition	50,000			50,000			
Full Day Kindergarten Tuition	1,100,000		1,100,000				
METCO Grant (State Grant)	60,000		60,000				
<b>Total</b>	<b>\$2,145,900</b>	<b>\$25,000</b>	<b>\$1,160,000</b>	<b>\$400,000</b>	<b>\$430,900</b>	<b>\$80,000</b>	<b>\$50,000</b>

Not included in this budget are any unanticipated costs associated with increases in student enrollment, homeless students, English Language Learner students, or extraordinary special education costs related to out of district placement tuition, transportation, or other services as required by a student's individualized education plan. We closely track additional potential cost increases throughout the fiscal year, and we will keep the Committee informed if any unanticipated costs emerge. In addition, we have not budgeted any funding for additional COVID-19 related expenses that may be needed to start the 2021-22 school year. If we need funding for those expenses (i.e. cleaning, disinfecting, PPE, etc.), we will work with town officials to request the necessary funding.

In addition to the above financial drivers, the FY22 budget strives to address our District Improvement Plan and Superintendent Goals. A [new three year plan](#) was approved by the School Committee in November, 2020 and includes the following areas.

- Building a foundation of teaching and learning practices, infrastructure changes, assessment practices, and operations efficiencies to prepare schools for current conditions and future challenges in a post-pandemic world.
- Evaluate and refine standards based instructional systems to meet the needs of all learners.
- Review our equity and social justice practices, analyze student social emotional growth, and refine systems of support to ensure a healthy and successful learning community while meeting the unique needs of students.
- Develop and implement a talent diversification and leadership development strategy.
- Improve our literacy evaluation process, enhance our reading instructional strategies, and structure our progress monitoring more effectively for students who are struggling readers.
- Improve the physical and psychological safety of schools.
- Design a Community Portrait of the Graduate.

This budget also prioritizes maintaining adequate class sizes of 18 to 22 students in kindergarten through Grade 2 and maintaining the middle school interdisciplinary model.

#### Impact of COVID on FY21 Budget

Due to the pandemic, the current FY21 budget was revised several times between the initially approved budget in January 2020 and November 2020 Town Meeting. One-time funding of \$180,000 was added to the FY21 budget for COVID related expenses such as Personal Protective Equipment (PPE), HVAC Filters, and Cleaning/Disinfecting.

The chart below shows the percent increase in the FY22 budget from FY21 with and without COVID related expenses.

**Figure 1B: Impact of COVID on FY21 Budget**

	Final FY21 Budget	FY22 Budget	% Change	Final FY21 Budget - Excluding COVID-19	% Change
<b>Operating</b>	\$43,057,663	<b>\$44,249,748</b>	2.77%	\$ 42,877,663	3.20%
<b>Acc. Cost</b>	<u>5,385,000</u>	<u><b>5,446,250</b></u>	1.14%	<u>5,385,000</u>	1.14%
	\$48,442,663	<b>\$49,695,998</b>	2.59%	\$ 48,262,663	2.97%

For our budget book purposes, we will be using the FY21 budget figures with the \$180,000 COVID expenses included. We will be footnoting in the budget charts where the funding for FY21 is allocated. In addition, any temporary positions that were added during the 2020-2021 school year due to the pandemic and were not carried into the FY22 budget will not be included in this budget book. This includes satellite classroom paraeducators, job share paraeducator positions, and any fully remote teachers created solely to educate students who were fully remote (i.e. remote half day kindergarten). At this time, we are going on the assumption that we will be fully in person for the 2021-2022 school

year. Any necessary adjustments will be addressed with town officials and the School Committee later in the fiscal year.

### **In Closing**

As a district and as a community, we have learned a significant amount during this pandemic and endured through many challenges. These challenges have been addressed through a collaborative approach with the Town. We are very appreciative of this collaborative relationship that exists between the Town Manager, Town Departments, Public Safety, Board of Health, Facilities Department, and the Schools. This relationship, which was already strong, pre-pandemic, has strengthened even more during this time. It is because of this partnership that we have been able to weather this storm and continue to provide the educational programs and services necessary for our students while maintaining a safe and healthy environment for all.

The School Committee Recommended FY22 budget continues the work of the pre-pandemic FY21 budget with an eye toward the future of our district, building upon a foundation that is focused on literacy, equity, and diversity. While we are proud of the fact that we are a district that is on the forefront in many areas, we have challenges that lie ahead, including closing the educational gap for our students during this difficult time, addressing the needs of our students with disabilities, planning for educational space needs and improving the social and emotional well-being of our students, while providing our staff with the support, resources, and professional development they need to encourage their passion for teaching and to provide the best opportunities for the diverse needs of our student body. As evidenced this year with our hybrid learning model, we are proud of the work that our teachers and administrators do every day to improve teaching and learning in our district. In addition, we have enthusiastic and respectful students who are present, either in person or remote every day eager to learn. This is a testament to our parents and our community who value the importance of education and the role that it needs to play in a community. There is no question that a major indicator of the quality of life for everyone in a community can be measured by the quality of its schools and by a community's commitment to its children. In this way, the quality of a school district affects every single person in a community, and the Town of Reading is no exception.

We appreciate the support that we have received from the community in the past and we look forward to working with the School Committee and town officials during this budget process.

### **Budget Process and Timeline**

Based on known and projected needs, district and school administrators developed the FY22 School Committee Recommended Budget using the financial guidance provided by the Finance Committee in October 2020. This process will continue throughout the month of January when budget presentations for each cost center will be given to the School Committee, who will deliberate the Superintendent's Recommended budget. The School Committee approved the Superintendent's Recommended Budget with no changes on January 25, 2021.

The budget process for the next fiscal year begins 11 months in advance with the analysis of enrollment and performance data; the development and refinement of district, school, and educator goals based on the needs of students and performance gaps; and the identification of resources needed to achieve effective progress towards those goals and objectives. This part of the process begins at the start of the school year and is completed by the end of October. What made this more challenging this year is that

we are basing our budget on assumptions that we will be returning to pre-pandemic levels for our enrollment and staffing for the 2021-2022 school year.

In mid-October, as part of the budget process, the town convenes its annual Financial Forum, a joint meeting of the elected and appointed Boards and Committees. At this time, the town establishes its revenue projection as well as its estimate of its “accommodated costs,” which are the fixed costs to which available revenues are first allocated. These costs include employee and retiree health insurance, debt service, energy and utility expenses, and special education tuition and transportation expenses. Included in the school department accommodated costs this year will be the request for a special education literacy coach. In discussions with the Superintendent, Chief Financial Officer and Town Manager, this position is designed as an investment in strengthening our in district special education programs which over time will allow us to reduce the number of out of district placements. The cost of this position is approximately the equivalent of 1.25 out of district tuition placements with transportation. The accommodated cost expenses from both town and schools are then subtracted from available revenues and the remaining revenues are allocated to municipal and school budgets based on a historical ratio of 64 percent of the net revenue allocated to the school department budget and 36 percent to the municipal government.

During the next step of the budget process, which occurs in early to late-November, the Chief Financial Officer distributes budget development guidelines and instructions to district and school administrators. Department and school budget requests are then submitted to the Finance Office by the end of November. Throughout November and December, the Superintendent and the Chief Financial Officer review the budget requests as well as the programmatic and financial implications of these requests taken as a whole. By late December, the Superintendent determines the size and scope of the budget.

In early January, the Superintendent’s Recommended Budget was submitted to the School Committee for consideration. The FY22 Superintendent’s Recommended Budget was presented on the following dates:

- Thursday, January 7 (Administration, District Wide, Facilities Cost Centers, FY22 Capital)
- Thursday, January 14 (Regular Day, Special Education)
- Thursday, January 21 (Public Hearing and Questions)
- Monday, January 25 (School Committee Vote on FY22 Budget)

During the month of January, the Superintendent, Chief Financial Officer, Assistant Superintendent, Director of Student Services, as well as District Administrators present the program budgets to the School Committee for review and deliberation. The School Committee either requests changes to the budget or adopts the budget as proposed.

On January 25th, the School Committee voted and adopted this budget to present to the Town Manager. , The budget is then delivered to the Town Manager who, in accordance with Town Charter, must submit a balanced budget to the Finance Committee in February. The Town Manager then presents a full Town budget to the Finance Committee which is within the available revenues for the Town. During February and March, the Finance Committee reviews the budgets of each municipal department, including the School Department. As part of this process, the School Committee, Superintendent, and Chief Financial Officer present their budget requests to the Finance Committee. The Finance Committee takes a vote on each departmental budget in Mid-March. It is the responsibility of the Finance Committee to make recommendations to Town Meeting on each departmental request.

By statute, Town Meeting can only vote the “bottom line” of the School Committee budget. It may vote to increase or reduce the total dollar value, but it cannot specify the line item to which the increase or decrease is to be made. Annual Town Meeting is scheduled for April 26, 29, and May 3 and 6, 2021. Once approved, the School Department’s FY22 General Fund Appropriation is set and is implemented for the fiscal year beginning on July 1, 2021.

## Overview of FY22 School Committee Recommended Budget by Cost Center

### FY22 Expenses by Cost Center

The FY22 School Committee Recommended Budget is organized into five Cost Centers, representing the high-level program categories that comprise the District Budget. These cost centers align to the MA DESE Program Categories and include Administration, Regular Day, Special Education, Other District Programs (which includes Health Services, Athletics, Extra-curricular Activities, and District-wide Technology), and School Facilities. These cost centers were established as such by a vote of the School Committee. In accordance with that vote, the Administration is authorized to transfer funds within any cost center. The Administration must, however, obtain approval of the School Committee to transfer funds between Cost Centers.

As shown in Figure 2 below, the FY22 School Committee Recommended Budget reflects an increase of 2.6%. The largest dollar increase to the budget is in the Regular Day Cost Center (\$792,799). This increase accounts for 63.3% of the total increase of \$1,253,335. The reasons for these increases are highlighted in the Budget Drivers section of this Executive Summary and described in more detail in the Financial Section of this budget document.

**Figure 2: Expenditures by Cost Center**

	Actual Expended FY18	Actual Expended FY19	Actual Expended FY20	Final Budget FY21	Requested Budget FY22	% Change
Administration	\$ 904,568	\$1,019,370	\$1,099,917	\$1,202,185	\$ 1,278,967	6.4%
Regular Day	23,875,261	25,258,217	25,900,538	27,602,644	28,395,443	2.9%
Special Education	12,589,236	13,759,306	13,481,064	16,012,850	16,329,409	2.0%
School Facilities*	1,155,318	1,306,096	1,511,529	1,598,514	1,578,204	-1.3%
Districtwide Programs	1,711,896	1,880,182	1,929,405	2,026,469	2,113,975	4.3%
<b>Grand Total *</b>	<b>\$ 40,236,279</b>	<b>\$43,223,172</b>	<b>\$43,922,453</b>	<b>\$48,442,663</b>	<b>\$49,695,998</b>	<b>2.6%</b>
<b>* Includes \$180,000 of one-time allocated COVID expenses in the FY21 Final Budget</b>						

Below is a summary, by cost center, that highlights the major financial drivers. Details of each cost center can be found in the Financial Section of this document.

### Administration Cost Center

FY22 School Committee Recommended Budget: \$1,278,967

FY21 Final Budget: \$1,202,185

\$ Increase: \$76,782 (6.4%)

The budget assumes a cost of living adjustment for the central office administrative staff, the Human Resources Director, the Chief Financial Officer, and the Assistant Superintendent of Learning and Teaching. The salary for the Superintendent of Schools represents guidance provided to the Chief Financial Officer from the School Committee as part of the overall budget development process. It should be noted that *all* salaries for non-represented staff represent placeholders in the budget and not actual salaries. The final determination for annual salaries of all non-represented personnel, except for the Superintendent, will be made by the Superintendent in June for the next fiscal year. The School Committee will determine the Superintendent's annual salary for the next fiscal year when they negotiate a contract with the next Superintendent of Schools.

In the FY22 School Committee Recommended Budget, there is a salary adjustment and professional dues increase to upgrade the position of Human Resources Director from Human Resources Administrator. This adjustment to a higher-level position was made in FY21. Labor counsel services was decreased by \$2,500 with the anticipated closure of collective bargaining during FY21. The FY22 School Committee Recommended Budget also reflects a decrease of \$25,000 in the offset from Extended Day due to the factors outlined within the Superintendent's Message and Overview.

### Regular Day Cost Center

FY22 School Committee Recommended Budget: \$28,395,443

FY21 Final Budget: \$27,602,644

\$ Increase: \$792,799 (2.9%)

The largest cost center in the budget includes cost of living adjustments, salary steps, and column increases for regular education teachers, regular education paraeducators and tutors, and school secretaries according to collective bargaining agreements. All five collective bargaining agreements are ending in the current fiscal year and the School Committee will be negotiating new agreements with each collective bargaining unit. There are also cost of living adjustments for non-represented personnel including building level administrators and curriculum coordinators. It should be noted that all salaries for non-represented staff represent placeholders in the budget and not actual salaries. The final determination for annual salaries of all non-represented personnel within the Regular Day Cost Center will be made by the Superintendent in June for the next fiscal year. In addition, there is an increase of a 0.3 Elementary Specialist and a 0.1 Middle School PE/Health teacher and a reduction of a 1.0 Elementary Classroom teacher due to a population bubble leaving Grade 5 at Barrows and going to middle school. There is no additional staffing allocated in this cost center, however, there may be some shifts of elementary teachers between schools to accommodate changes in student enrollment.

Expense increases within the Regular Education Cost Center include an estimated increase in regular day mandatory bus transportation. We will be negotiating a new contract for regular day bus transportation for FY22 as we are in the final year of a five-year contract and the market is very volatile due to COVID. There are also increases in curriculum materials, curriculum software, and professional development for the purchase and training of elementary social studies curriculum implementation, Grade 6 mathematics, one grade at the elementary level for mathematics, and a new elementary literacy assessment. The increases in curriculum software further reflects the change in funding from ESSER Grant funds to operating funds due to the expiration of the ESSER Grant. Per pupil expenditures for building based budgets were maintained at the current FY21 levels due to cuts associated with decreasing the Extended Day Offset as described above in the Superintendents Message. Reflected within the Regular Day Cost Center are decreases totaling \$117,800 associated with the decrease in the

Extended Day Offset as outlined above in the Superintendent's Message and Overview. In addition, there is an increase in the full day kindergarten tuition revolving account offset of \$50,000 that was originally reduced in June due to COVID but is now increased due to a rise in registered full day kindergarten students for the 2021-2022 school year.

### **Special Education Cost Center**

FY22 School Committee Recommended Budget: \$16,329,409

FY21 Adopted Budget: \$16,012,850

\$ Increase: \$316,559 (2.0%)

The increase in this cost center is due to cost of living adjustments, salary steps, and column increases for special education teachers and therapists, pre-school secretary and special education paraeducators according to collective bargaining agreements. All five collective bargaining agreements are ending in the current fiscal year and the School Committee will be negotiating new agreements with each collective bargaining unit. In addition, \$95,000 has been reallocated out of special education accommodated costs for a special education literacy coach (new position). There are also cost of living adjustments for special education administrators and other non-represented special education employees. It should be noted that all salaries for non-represented staff represent placeholders in the budget and not actual salaries. The final determination for annual salaries of all non-represented personnel within the Special Education Cost Center will be made by the Superintendent in June for the next fiscal year.

Expense increases include known increases in special education out of district tuition and transportation. This is being offset by a \$211,360 increase in circuit breaker reimbursement. There is also a \$30,000 increase in the RISE tuition revolving account offset which was decreased last June due to an anticipated decrease in enrollment due to COVID.

Not included in this budget are any unanticipated costs related to out of district placement tuition, transportation, or other services as required by a student's individualized education plan. We closely track additional potential cost increases throughout the fiscal year, and we will keep the Committee informed if any unanticipated costs emerge.

### **School Facilities Cost Center**

FY22 School Committee Recommended Budget: \$1,578,204

FY21 Adopted Budget: \$1,598,514

\$ Decrease: \$20,310 (-1.3%)

This cost center is decreasing overall because of the one-time funding in FY21 of \$180,000 for COVID related expenses. Built into this cost center are cost of living adjustments and salary steps for school custodians according to collective bargaining agreements. All five collective bargaining agreements are ending in the current fiscal year and the School Committee will be negotiating new agreements with each collective bargaining unit. In addition, there is also a cost of living adjustment for the non-represented employee. Expense increases include funding for additional hand sanitizer to refill the dispensers purchased and installed in each classroom and required feminine hygiene dispensers for bathrooms. Also reflected is the known increase in contractual cleaning services. As outlined above in the Superintendent's Message and Overview, the offset from Extended Day has a recommended decrease of \$125,000, of which \$100,000 has been reflected within the Facilities Cost Center.

## **District Wide Programs (Health Services, Athletics, Extra-curricular Activities, District Wide Technology) Cost Center**

FY22 School Committee Recommended Budget: \$2,113,975

FY21 Adopted Budget: \$2,026,469

\$ Increase: \$87,506 (4.3%)

This cost center includes anticipated increases in cost of living adjustments, salary steps, and column increases for nurses, athletic coaches, advisory stipends and the athletic secretary according to collective bargaining agreements. All five collective bargaining agreements are ending in the current fiscal year and the School Committee will be negotiating new agreements with each collective bargaining unit. In addition, there is a cost of living adjustment for the non-represented employees including the assistant principal for athletics and extra-curricular activities, District Network Manager, Technicians, and the Director of Nurses. It should be noted that all salaries for non-represented staff represent placeholders in the budget and not actual salaries. The final determination for annual salaries of all non-represented personnel in the District Wide Program Cost Centers will be made by the Superintendent in June for the next fiscal year. Other increases include additional malware protection for our internet service, funding for extraordinary repairs for our fiber optic network, and contractual increases for software license and maintenance renewals.

At this point, we are recommending level funding athletic revolving fund support in the FY22 budget and increasing the extra-curricular revolving account by \$15,000 related to the two middle school extra-curricular revolving accounts. However, due to the uncertainty of athletic and extra-curricular programs this year, we will closely monitor these revolving accounts and recommended adjustments, if necessary.

### **Contact Information**

Copies of the budget document are available at the Office of the Superintendent and on the Reading Public School's website at [www.reading.k12.ma.us](http://www.reading.k12.ma.us). For additional information or clarification, please feel free to contact the Central Office Administration for assistance at 781-944-5800.

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# Financial Section

The Financial Section of the budget book is designed to provide the reader summary and detailed financial information regarding the Reading Public Schools. Information is provided using a pyramid approach moving from summary information to more detailed information in each subsection. The subsections included in this section include General Budget Summaries and Cost Center Budgets.

## General Budget Summaries

The Reading school budget is divided into five cost centers. These cost centers align to the Massachusetts Department of Elementary and Secondary Education (MA DESE) Program Categories and include Administration, Regular Day, Special Education, Other District Programs (which includes Health Services, Athletics, Extra-curricular Activities, and District-wide Technology), and School Facilities. As Figure 3 below shows, the overall increase to the FY22 School Committee Recommended Budget is 2.6% or an increase of \$1,253,335.

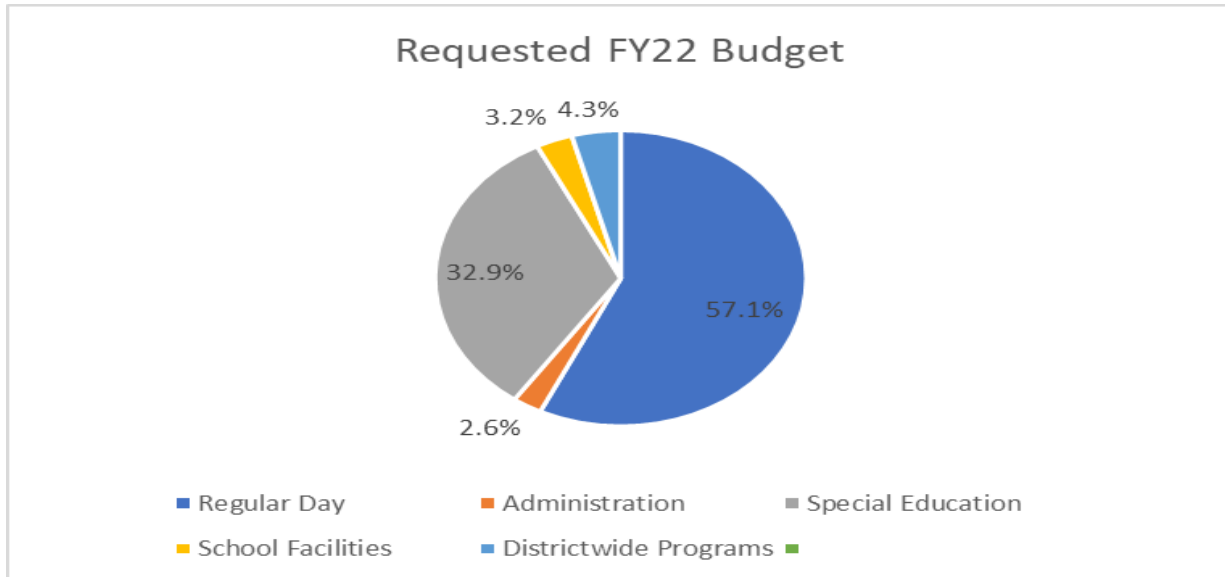
The largest dollar increase is in the Regular Day Cost Center (\$792,799). This cost center accounted for 63.3% of the overall increase. There were also increases in Administration (\$76,782 or 6.1% of the overall increase), Special Education (\$316,559 or 25.3% of the overall increase), and District Wide Programs (\$87,506 or 7.0% of the overall increase). The School Facilities Cost Center has a decrease of \$20,310 due to the reduction of the \$180,000 of the one-time COVID expenses in FY21, offset by a decrease of \$100,000 in the offset from Extended Day as outlined previously.

**Figure 3: General Fund Expenditures by Cost Center**

	Actual Expended FY18	Actual Expended FY19	Actual Expended FY20	Final Budget FY21	Requested Budget FY22	% Change
Administration	\$ 904,568	\$1,019,370	\$1,099,917	\$1,202,185	\$ 1,278,967	6.4%
Regular Day	23,875,261	25,258,217	25,900,538	27,602,644	28,395,443	2.9%
Special Education	12,589,236	13,759,306	13,481,064	16,012,850	16,329,409	2.0%
School Facilities*	1,155,318	1,306,096	1,511,529	1,598,514	1,578,204	-1.3%
Districtwide Programs	1,711,896	1,880,182	1,929,405	2,026,469	2,113,975	4.3%
<b>Grand Total *</b>	<b>\$ 40,236,279</b>	<b>\$43,223,172</b>	<b>\$43,922,453</b>	<b>\$48,442,663</b>	<b>\$49,695,998</b>	<b>2.6%</b>
<b>* Includes \$180,000 of one-time allocated COVID expenses in the FY21 Final Budget</b>						

As Figure 3 shows, the largest cost center for the district budget is Regular Day at 57.1% of total expenditures. The next largest is Special Education which comprises 32.9% of total expenditures. School Facilities make up 3.2% of the budget. The smallest cost center is District Administration which makes up 2.6% of the total FY22 School Committee s Recommended Budget. Districtwide Programs make up 4.3% of the FY22 School Committee Recommended Budget.

**Figure 4: Cost Centers as Percentage of Total FY22 Budget**



As Figure 5 below indicates, there have been modest shifts between costs centers from year to year. Historically, the three smallest cost centers, Administration, District Wide Programs and School Facilities have stayed constant, while the Special Education cost center has increased, and the Regular Day cost center has decreased. However, in the FY22 School Committee Recommended Budget, we have seen a shift where Regular Day has slightly increased and Special Education has slightly increased.

**Figure 5: Cost Center Budget Proportions Year over Year**

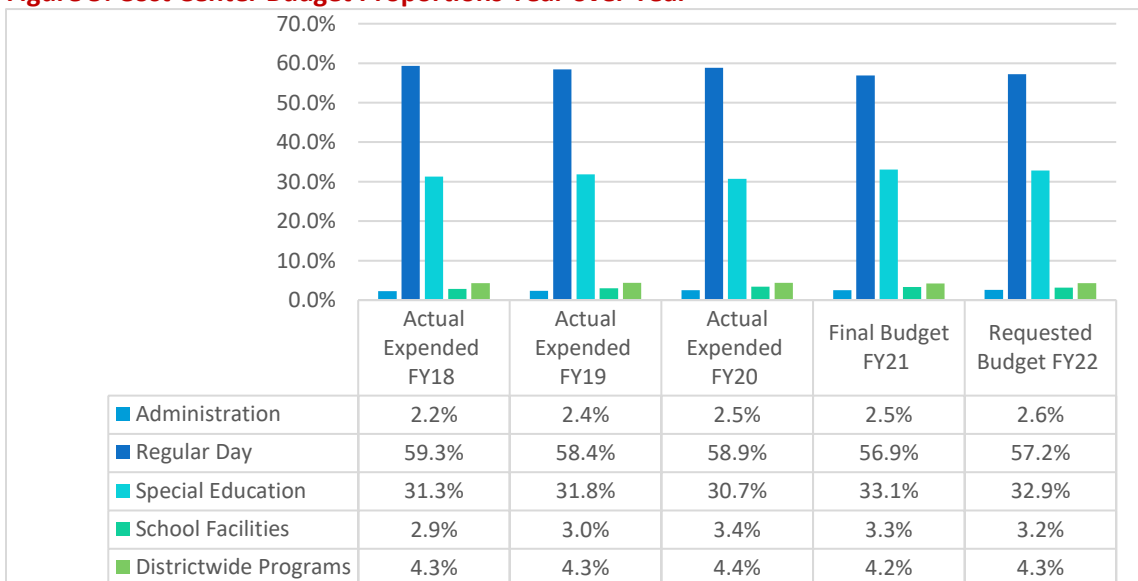


Figure 6 shows the change in each cost center budget year over year for FY14 through the FY22 School Committee Recommended Budget. The average annual increase to the school department budget

between FY14 and the FY22 School Committee Recommended Budget is 3.8% with the FY19 Override Budget being the highest increase at 8.4%.

**Figure 6: Change in Cost Center Budgets Year over Year**

	FY'14	FY'15	FY'16	FY'17	FY'18	FY'19	FY'20	FY'21	FY'22	Annual Average
<b>Administration</b>	1.9%	1.6%	-1.3%	4.1%	-3.8%	14.5%	3.1%	10.2%	6.4%	4.1%
<b>Regular Day</b>	2.7%	3.6%	3.4%	1.9%	2.8%	6.8%	1.4%	2.8%	2.9%	3.1%
<b>Special Education</b>	10.2%	6.5%	2.3%	7.7%	3.0%	10.8%	7.4%	5.1%	2.0%	6.1%
<b>School Facilities*</b>	5.5%	9.7%	1.7%	-1.9%	-50.0%	8.2%	4.8%	2.8%	-1.3%	-2.3%
<b>Districtwide Programs</b>	-0.2%	-0.6%	1.4%	1.6%	7.3%	10.4%	5.9%	-0.9%	4.3%	3.2%
<b>Grand Total*</b>	4.45%	4.18%	2.75%	3.50%	1.40%	8.40%	3.60%	3.5%	2.6%	3.8%
<b>* Includes \$180,000 of one-time allocated COVID expenses in the FY21 Final Budget</b>										

Another view of the budget (Figure 7 below) shows the breakdown by major category of expense: professional salaries, clerical salaries, other salaries, contract services, supplies and materials, and other expenses. Professional salaries are generally salaries of licensed administrators (e.g., central office administrators, building principals), department directors (e.g., facilities, school health), teachers and specialists. Clerical salaries include central office administrative assistants, as well as building and department secretaries. Other salaries are those of our support staff such as paraprofessionals, tutors, custodians, and substitutes. Contract services are payments for services rendered by personnel who are not on the payroll and are not regular employees, including all related expenses covered by the contract. Examples include services of legal counsel, transportation services provided under a bus contract, or cleaning contracts. Supplies and materials include curriculum materials, technology, classroom supplies, technology, and software. Examples of other expenses include special education tuition, postage, dues and memberships, professional development, and translation services. Figure 7 below shows the General Fund expenses and budget by category.

**Figure 7: General Fund Expenses and Budget by Category**

	Actual Expended FY18	Actual Expended FY19	Actual Expended FY20	Final Budget FY21	Requested Budget FY22	% Change
<b>Professional Salaries</b>	\$28,383,449	\$30,497,801	\$32,380,249	\$33,451,373	\$ 34,510,313	3.2%
<b>Clerical Salaries</b>	824,608	864,481	917,050	967,105	983,843	1.7%
<b>Other Salaries</b>	4,088,443	4,332,189	4,273,723	5,147,276	5,312,046	3.2%
<b>Contract Services</b>	2,568,848	2,574,463	2,186,412	2,903,530	2,979,255	2.6%
<b>Supplies &amp; Materials *</b>	648,795	791,567	695,001	1,066,880	935,473	-12.3%
<b>Other Expenses</b>	3,722,135	4,162,671	3,470,018	4,906,499	4,975,067	1.4%
<b>Grand Total *</b>	<b>\$ 40,236,279</b>	<b>\$43,223,172</b>	<b>\$43,922,453</b>	<b>\$48,442,663</b>	<b>\$49,695,998</b>	<b>2.6%</b>
<b>* Includes \$180,000 of one-time allocated COVID expenses in the FY21 Final Budget</b>						

Professional salaries comprise the largest percentage of the budget. This is not surprising since, as stated earlier, education is a staffing intensive enterprise. Professional salaries make up 69.4% of our district budget while salaries comprise 82.1% of our district budget. The increase in salaries reflects step and cost of living increases and column changes for represented employees and cost of living increases for non-represented staff. All five collective bargaining agreements are ending in the current fiscal year and the School Committee will be negotiating new agreements with each collective bargaining unit. In addition, it should be noted that all salaries for non-represented staff represent placeholders in the budget and not actual salaries. The final determination for annual salaries of all non-represented personnel, except for the Superintendent will be made by the Superintendent in June for the next fiscal year. The School Committee will determine the Superintendent’s annual salary for the next fiscal year when a contract is negotiated with the next Superintendent.

The decrease in Supplies & Materials is primarily due to a one-time amount of \$180,000 that was allocated in FY21 for COVID-related expenses along with decreased related to the proposed decrease in the Extended Day Offset as described previously. Other changes in other categories are within the nominal increases from year to year.

Figure 8 below shows the General Fund expenses and budget by cost center and category. Changes in cost centers budgets are discussed in greater detail in the Cost Center Budget section of this document.

**Figure 8: General Fund Expenses and Budget by Cost Center and Object**

	Actual Expended FY18	Actual Expended FY19	Actual Expended FY20	Final Budget FY21	Requested Budget FY22	% Change
<b>Administration</b>						
Professional Salaries	\$523,489	\$579,127	\$627,466	\$628,246	\$ 683,370	8.77%
Clerical Salaries	178,311	246,010	278,807	324,081	340,182	4.97%
Contract Services	82,394	74,625	80,100	102,750	91,600	-10.85%
Supplies & Materials	8,327	5,584	2,724	7,795	7,795	0.00%
Other Expenses	112,047	114,024	110,820	139,314	156,020	11.99%
<b>Administration Total</b>	<b>\$904,568</b>	<b>\$1,019,370</b>	<b>\$1,099,917</b>	<b>\$1,202,185</b>	<b>\$ 1,278,967</b>	<b>6.39%</b>
<b>Regular Day</b>						
Professional Salaries	\$21,408,117	\$22,738,560	\$23,711,443	\$24,469,914	\$ 25,243,777	3.16%
Clerical Salaries	477,229	449,330	470,796	472,194	473,088	0.19%
Other Salaries	992,414	968,500	860,284	1,264,470	1,255,645	-0.70%
Contract Services	120,228	143,189	103,129	178,000	189,000	6.18%
Supplies & Materials	437,483	553,094	364,492	679,906	699,795	2.93%
Other Expenses	439,790	405,544	390,393	538,161	534,137	-0.75%
<b>Regular Day Total</b>	<b>\$23,875,261</b>	<b>\$25,258,217</b>	<b>\$25,900,538</b>	<b>\$27,602,644</b>	<b>\$ 28,395,442</b>	<b>2.87%</b>
<b>Special Education</b>						
Professional Salaries	\$5,578,769	\$6,299,857	\$7,100,261	\$7,398,445	\$7,634,461	3.19%
Clerical Salaries	92,917	94,561	100,400	102,510	100,718	-1.75%
Other Salaries	2,019,939	2,174,602	2,117,487	2,555,046	2,600,676	1.79%
Contract Services	1,753,122	1,633,523	1,328,918	1,809,250	1,797,250	-0.66%

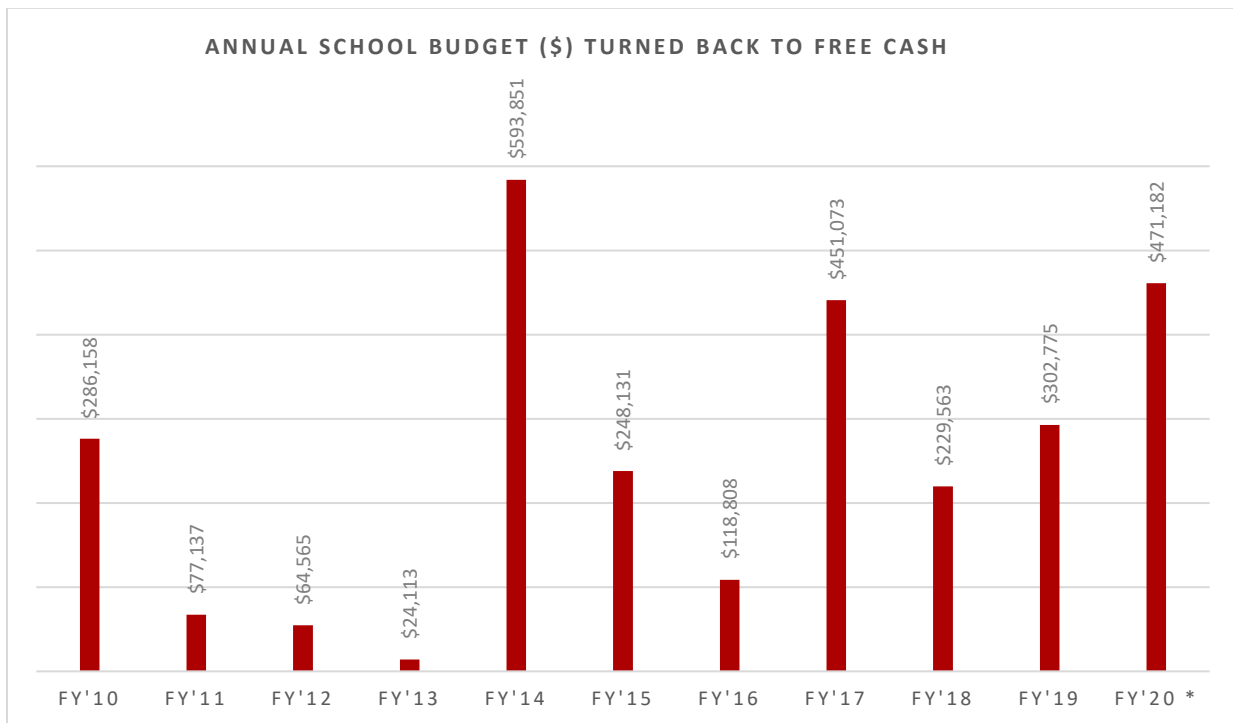
Supplies & Materials	43,855	44,454	61,180	53,239	53,244	0.01%
Other Expenses	3,100,633	3,512,309	2,772,819	4,094,360	4,143,060	1.19%
<b>Special Education Total</b>	<b>\$12,589,236</b>	<b>\$13,759,306</b>	<b>\$13,481,064</b>	<b>\$16,012,850</b>	<b>\$16,329,409</b>	<b>1.98%</b>
<b>Health Services</b>						
Professional Salaries	\$581,369	\$607,814	\$625,493	\$654,574	\$650,877	-0.56%
Clerical Salaries	12,835	13,156	13,589	13,883	14,208	2.34%
Other Salaries	10,929	13,453	7,902	20,000	22,000	10.00%
Contract Services	9,150	9,090	8,060	9,000	9,000	0.00%
Supplies & Materials	4,483	5,094	36,024	8,900	9,500	6.74%
Other Expenses	4,069	3,990	5,289	4,000	4,800	20.00%
<b>Health Services Total</b>	<b>\$622,834</b>	<b>\$652,597</b>	<b>\$696,358</b>	<b>\$710,357</b>	<b>\$710,385</b>	<b>0.00%</b>
<b>Athletics</b>						
Professional Salaries	\$56,672	\$57,872	\$62,539	\$60,770	\$62,200	2.35%
Clerical Salaries	49,991	51,552	53,458	54,438	55,647	2.22%
Other Salaries	52,333	115,731	100,287	109,602	108,560	-0.95%
Contract Services	297,966	311,610	255,953	340,180	371,955	9.34%
Supplies & Materials	33,515	31,389	30,646	33,500	33,500	0.00%
Other Expenses	45,380	41,643	37,983	59,713	56,800	-4.88%
<b>Athletics Total</b>	<b>\$535,857</b>	<b>\$609,796</b>	<b>\$540,866</b>	<b>\$658,204</b>	<b>\$688,662</b>	<b>4.63%</b>
<b>Extra-Curricular</b>						
Professional Salaries	\$64,443	\$42,962	\$79,329	\$65,333	\$56,838	-13.00%
Contract Services	11,985	12,921	8,089	16,900	16,650	-1.48%
Supplies & Materials	1,113	455	-	1,900	1,900	0.00%
Other Expenses	4,337	3,246	8,689	7,450	9,000	20.81%
<b>Extra-Curricular Total</b>	<b>\$81,878</b>	<b>\$59,584</b>	<b>\$96,108</b>	<b>\$91,583</b>	<b>\$84,388</b>	<b>-7.86%</b>
<b>Technology</b>						
Professional Salaries	\$93,982	\$93,610	\$82,726	\$83,167	\$85,090	2.31%
Other Salaries	266,797	294,573	315,912	323,132	331,150	2.48%
Contract Services	93,252	93,921	72,798	101,150	146,200	44.54%
Supplies & Materials	5,508	32,985	5,220	4,000	4,000	0.00%
Other Expenses	11,787	43,118	119,417	54,876	64,100	16.81%
<b>Technology Total</b>	<b>\$471,327</b>	<b>\$558,206</b>	<b>\$596,073</b>	<b>\$566,325</b>	<b>\$630,540</b>	<b>11.34%</b>
<b>School Facilities</b>						
Professional Salaries	\$76,608	\$78,000	\$90,991	\$90,923	\$ 93,700	3.05%
Clerical Salaries	13,325	9,871	-	-	-	-
Other Salaries	746,032	765,331	871,850	875,025	994,015	13.60%
Contract Services	200,750	295,584	329,365	346,300	357,600	3.26%
Supplies & Materials*	114,512	118,513	194,714	277,640	125,739	-54.71%
Other Expenses	4,091	38,797	24,608	8,625	7,150	-17.10%

<b>School Facilities Total</b>	<b>\$1,155,318</b>	<b>\$1,306,096</b>	<b>\$1,511,529</b>	<b>\$1,598,514</b>	<b>\$ 1,578,204</b>	<b>-1.27%</b>
<b>Grand Total</b>	<b>\$40,236,279</b>	<b>\$43,223,172</b>	<b>\$43,922,453</b>	<b>\$48,442,663</b>	<b>\$49,695,998</b>	<b>2.59%</b>
<b>* Includes \$180,000 of one-time allocated COVID expenses in the FY21 Final Budget</b>						

### Historical Budget versus Actual Spending

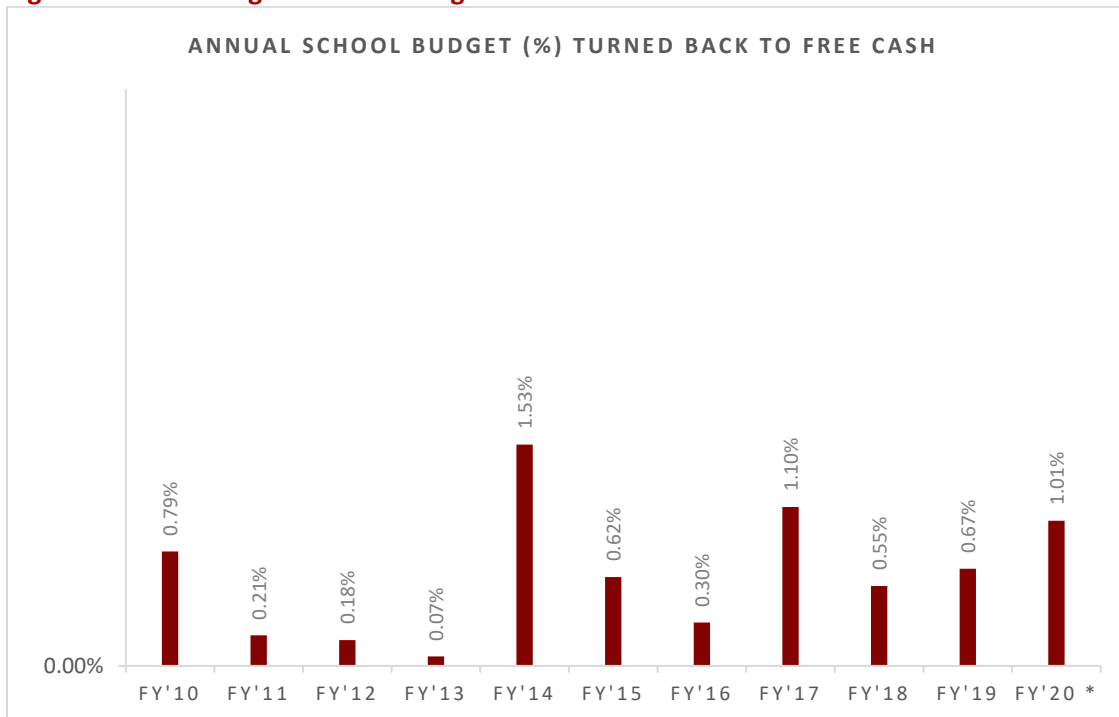
As a school district, we pride ourselves on responsible fiscal management, spending our resources as requested and returning funds that are not utilized during a fiscal year. As part of our efforts to ensure accountability, we report on the amount of the school budget that we have returned to the Town’s general fund at the end of the fiscal year in Figures 9 and 10 below. As indicated, the school department has returned funds each of the prior eleven fiscal years and has not required or requested additional funds for school department operations. On average, the school department has returned 0.6% of its total budget back to the town each year. In FY20, the amount returned was 1.01% or \$471,182 out of a \$46,777,348 budget. However, it should be noted that in the \$471,182 turned back in FY20 there was a one-time amount of \$300,000 of special education funding initially requested during the budget process due to uncertainty in transportation and Out of District (OOD) costs. This funding was not needed for transportation and tuition and was ultimately returned to free cash. If that amount is deducted from the \$471,182 turned back, the adjusted amount returned was \$171,182, which reflects 0.37% of the total FY20 budget.

**Figure 9: Amount of School Budget Funds Returned to Free Cash Each Year**



\* FY20 turn back includes \$300,000 of special education funding initially requested during the budget process due to uncertainty in transportation and OOD costs - due to the changing landscape funds were not ultimately needed for transportation and tuition and was returned to free cash.

**Figure 10: Percentage of School Budget Funds Returned to Free Cash Each Year**



\* FY20 turn back includes \$300,000 of special education funding initially requested during the budget process due to uncertainty in transportation and OOD costs - due to the changing landscape funds were not ultimately needed for transportation and tuition and was returned to free cash.

### Allocation of Personnel Resources

Education is, by its very nature, a very staff dependent operation. The total number of staff as well as the allocation of staff resources is determined annually based on enrollment projections and student needs and services required to meet those needs. As a result, 82.1% of our district operating budget is used for employee compensation which is not atypical of school districts in the state or across the country. Staffing is measured in Full Time Equivalent, or FTE's, which is arrived at by dividing the number of hours that an individual works by the base number of hours for the position. For example, paraprofessionals and teachers' base hours are 35 per week (70 hours biweekly), secretaries work 37.5 hours per week (75 hours biweekly), and custodians work 40 hours per week (80 hours biweekly).

Staffing is driven primarily by enrollment changes and student program needs. Figure 11 below shows staffing resources for the prior year, current year budget, and requested SY21-22 FTE by position type, and cost center.

The following positions were added to the School Committee FY22 Recommended Budget due to additional student service and program needs in regular education and special education. Some of these positions were hired in FY21 due to immediate student driven needs and scheduling during COVID and will continue for next year. Other positions are anticipated in FY22.

**Positions Added in FY22 Budget**

The net reduction of 0.6 FTE Regular Education Teacher and net increase of 1.0 FTE Special Education Literacy Coach (from accommodated costs) reflect the change in positions in the FY22 School Committee Recommended Budget. The breakdown is as follows:

- 0.1 FTE Middle School Health/PE Teacher (increase occurred in FY21)
- 0.3 FTE Elementary Specialist Teacher (increase occurred in FY21)
- 1.0 FTE Special Education Literacy Coach (anticipated FY22)
- 2.0 FTE Tutors (Title 1 Grant Funded -not operating budget – increase occurred in FY21)

**Reductions in FY22 FTE**

- 1.0 FTE Elementary Teacher (5<sup>th</sup> grade bubble)

**Figure 11: Staffing by Cost Center and Position**

	FY18 FTE	FY19 FTE	FY20 FTE	Budgeted FY21 FTE	Budgeted FY22 FTE
<b>Administration</b>	8.1	9.1	10.1	10.1	10.1
Administrative Assistant	3.8	4.8	5.8	5.8	5.8
District Administrator	4.3	4.3	4.3	4.3	4.3
<b>Regular Education</b>	332.8	340.9	341.1	341.1	340.5
Assistant Principal	4.3	4.3	4.3	4.3	4.3
Curriculum Coordinators	-	2.0	2.0	2.0	2.0
Elementary Teacher	100.4	100.2	101.4	101.4	100.7
ELL Teacher	2.5	2.5	2.5	2.5	2.5
Guidance Counselor	5.6	5.6	5.6	5.6	5.6
High School Dept Chair	3.3	3.3	3.3	3.3	3.3
High School Teacher	70.3	75.1	74.6	74.6	74.6
Instructional Coach	0.2	1.0	0.6	0.6	0.6
Library/Media Specialist	7.9	7.9	7.9	7.9	7.9
Middle School Teacher	65.8	66.3	66.3	66.3	66.4
Paraprofessional	21.5	23.9	23.0	23.0	23.0
Principal	8.0	8.0	8.0	8.0	8.0
Reading Specialist	7.0	7.0	7.0	7.0	7.0
School Adjustment Counselor	1.0	1.0	1.0	1.0	1.0
School Psychologist	10.0	10.6	11.4	11.4	11.4
Secretary	11.0	10.0	10.0	10.0	10.0
Technology Specialist	3.4	3.1	3.1	3.1	3.1
Tutor	10.5	9.1	9.1	9.1	9.1
<b>Special Education</b>	167.4	175.9	177.4	178.5	179.6
Behavior Analyst (BCBA)	1.6	1.0	1.0	1.0	1.0
District Administrator	1.0	1.0	1.0	1.0	1.0
Assistant Special Education Director	-	0.6	0.6	0.6	0.6

District Administrator of Support Services	0.4	0.4	1.0	1.0	1.0
Special Education Literacy Coach	-	-	-	-	1.0
District Evaluator	1.0	1.0	1.0	1.0	1.0
Elementary Teacher	24.0	25.0	26.5	25.5	25.5
High School Teacher	11.0	11.0	11.0	12.0	12.0
Middle School Teacher	15.5	17.0	17.0	17.0	17.0
Occupational Therapist	3.1	3.1	3.1	3.5	3.5
Occupational Therapy Assistant	0.6	0.6	0.9	0.9	0.9
Paraprofessional	78.0	84.2	82.1	82.2	82.2
Physical Therapist	1.5	1.5	1.6	1.6	1.6
Pre-School Teacher	7.3	7.3	7.5	7.5	7.5
School Adjustment Counselor	1.0	1.0	1.0	1.0	1.0
Secretary	2.0	2.0	2.0	2.0	2.0
Social Worker	3.0	3.0	3.0	3.0	3.0
Speech/Language Pathologist	9.8	9.8	9.8	9.8	10.0
Speech/Language Pathologist Assistant	-	-	-	0.6	0.4
Team Chair	6.6	6.4	7.4	7.4	7.4
Athletics	1.5	1.5	1.5	1.5	1.5
Assistant Principal	0.5	0.5	0.5	0.5	0.5
Secretary	1.0	1.0	1.0	1.0	1.0
Extracurricular	0.3	0.3	0.3	0.3	0.3
Assistant Principal	0.3	0.3	0.3	0.3	0.3
Health Services	9.3	9.3	9.3	9.3	9.3
District Administrator	0.2	0.2	0.2	0.2	0.2
School Nurse	8.8	8.8	8.8	8.8	8.8
Secretary	0.3	0.3	0.3	0.3	0.3
District Technology	5.4	6.4	6.2	6.2	6.2
Computer Technician	4.5	5.5	5.5	5.5	5.5
District Administrator	0.7	0.7	0.7	0.7	0.7
Info Systems Specialist	0.2	0.2	-	-	-
Facilities	19.9	19.9	19.5	19.5	19.5
Custodian	18.5	18.5	18.5	18.5	18.5
District Administrator	1.0	1.0	1.0	1.0	1.0
Secretary	0.4	0.4	-	-	-
Grant Funded	16.2	16.1	15.7	15.7	17.7
Data Analyst	0.8	-	-	-	-
District Administrator of Support Services	0.5	0.6	-	-	-
Metco Coordinator	1.0	1.0	1.0	1.0	1.0
Elementary Teacher	3.6	5.0	5.0	5.0	5.0
High School Teacher	3.0	2.0	2.0	2.0	2.0

<b>Middle School Teacher</b>	2.5	2.0	2.0	2.0	2.0
<b>Pre-School Teacher</b>	1.6	1.0	1.0	1.0	1.0
<b>Team Chair</b>	2.0	1.0	1.0	1.0	1.0
<b>Behavior Analyst (BCBA)</b>		1.0	1.0	1.0	1.0
<b>Paraprofessional</b>	-	0.7	0.7	0.7	0.7
<b>Tutor</b>	1.2	1.8	2.0	2.0	4.0
<b>Grand Total</b>	<b>560.7</b>	<b>579.3</b>	<b>581.1</b>	<b>582.1</b>	<b>584.7</b>

## Cost Center Budgets

### Administration

The Administration cost center includes the salaries and expenses for Central Office administration which includes the following primary functions: School Committee, Superintendent, Assistant Superintendent, Business and Finance, Human Resources, and District-wide Data and Information Management.

The Administration cost center currently accounts for 2.6% of the total district budget. For FY22, the district administration cost center has increased by \$76,782 or 6.4%. As shown in Figure 12, the major changes in this cost center are as follows:

- Cost of living adjustments for the Central Office Administrators and Staff. It should be noted that all salaries for non-represented staff represent placeholders in the budget and not actual salaries. The final determination for annual salaries of all non-represented personnel, except for the Superintendent will be made by the Superintendent in June for the next fiscal year. The School Committee will determine the Superintendent’s annual salary for the next fiscal year once a new Superintendent is selected. (Professional Salaries)
- A salary adjustment of \$45,660 and professional dues increases to upgrade the position of Human Resources Director from Human Resources Administrator. This adjustment to a higher-level position was made in FY21.
- A decrease of \$2,500 in labor counsel services with the anticipated closure of collective bargaining in FY21.
- A decrease of \$25,000 in the offset from Extended Day as described above within the Superintendents Message and Overview

The largest expenditure in this cost center is for the salaries of the four district administrators (Superintendent, Assistant Superintendent for Learning & Teaching, Chief Financial Officer, Human Resources Director), a portion (1/3<sup>rd</sup>) of the Network Administrator’s salary representing the responsibilities of the role that contributes to district data and information management, and the 5.8 FTE administrative assistants that support the district and school administration.

Figure 12 below shows the District Administration Budget by detailed expense category. This information provides the reader with a line by line analysis of the changes in the district administration budget.

**Figure 12: District Administration Budget by Detail**

	Actual Expended FY18	Actual Expended FY19	Actual Expended FY20	Final Budget FY21	Requested Budget FY22	% Change
<b>Professional Salaries</b>						
Administrator	\$ 416,770	\$ 465,356	\$ 507,971	\$507,283	\$ 515,800	1.68%
Director	67,321	72,500	78,693	80,000	125,660	57.08%
Employee Benefits	2,481	3,419	-	-	-	
Manager	36,917	37,852	40,802	40,963	41,910	2.31%
<b>Professional Salaries Total</b>	<b>\$ 523,489</b>	<b>\$ 579,127</b>	<b>\$ 627,466</b>	<b>\$ 628,246</b>	<b>\$ 683,370</b>	<b>8.77%</b>
<b>Clerical Salaries</b>						
Administrative Assistant	\$ 218,311	\$ 286,010	\$ 290,401	\$ 374,081	\$ 365,182	-2.38%
Employee Benefits	-	-	3,407	-	-	
Revolving Fund Support	(40,000)	(40,000)	(15,000)	(50,000)	(25,000)	-50.00%
<b>Clerical Salaries Total</b>	<b>\$ 178,311</b>	<b>\$ 246,010</b>	<b>\$278,807</b>	<b>\$ 324,081</b>	<b>\$ 340,182</b>	<b>4.97%</b>
<b>Contract Services</b>						
Consulting Services	\$8,000	\$ 8,000	\$1,500	\$ 20,400	\$ 12,000	-41.18%
Labor Counsel	26,304	18,342	32,647	30,000	27,500	-8.33%
Telecommunications	48,090	48,283	45,953	52,350	52,100	-0.48%
<b>Contract Services Total</b>	<b>\$82,394</b>	<b>\$ 74,625</b>	<b>\$ 80,100</b>	<b>\$ 102,750</b>	<b>\$ 91,600</b>	<b>-10.85%</b>
<b>Supplies &amp; Materials</b>						
Office	\$ 8,327	\$ 5,584	\$ 2,724	\$ 7,795	\$ 7,795	0.00%
<b>Supplies &amp; Materials Total</b>	<b>\$ 8,327</b>	<b>\$ 5,584</b>	<b>\$ 2,724</b>	<b>\$ 7,795</b>	<b>\$ 7,795</b>	<b>0.00%</b>
<b>Other Expenses</b>						
Advertising	\$1,701	\$ 942	\$ 505	\$ 5,550	\$ 5,550	0.00%
Awards	428	-	836	600	600	0.00%
Dues & Memberships	14,782	15,373	16,184	16,529	19,060	15.31%
Employee Benefits	23,800	25,900	26,250	30,000	30,000	0.00%
Equipment	7,704	4,104	5,379	8,000	8,000	0.00%
Hiring and Recruiting	28,300	28,759	32,318	36,600	37,000	1.09%
Postage	3,975	4,993	4,201	5,360	5,010	-6.53%
Professional Development	16,683	15,159	6,728	15,625	25,600	63.84%
Software Licensing & Support	14,674	17,214	18,419	19,350	23,500	21.45%
Travel	-	1,580	-	1,700	1,700	0.00%
<b>Other Expenses Total</b>	<b>\$ 112,047</b>	<b>\$114,024</b>	<b>\$ 110,820</b>	<b>\$139,314</b>	<b>\$ 156,020</b>	<b>11.99%</b>
<b>Administration Total</b>	<b>\$ 904,568</b>	<b>\$1,019,370</b>	<b>\$ 1,099,917</b>	<b>\$1,202,185</b>	<b>\$1,278,967</b>	<b>6.39%</b>

**Figure 13: District Administration Staffing**

	FY17 FTE	FY18 FTE	FY19 FTE	FY20 FTE	Budgeted FY21 FTE	Budgeted FY22 FTE
<b>Administration</b>	8.1	8.1	9.1	10.1	10.1	10.1
<b>Administrative Assistant</b>	3.8	3.8	4.8	5.8	5.8	5.8
<b>District Administrator</b>	4.3	4.3	4.3	4.3	4.3	4.3

### **School Committee**

The role of the School Committee is to recruit, hire, evaluate, and make employment decisions on the Superintendent; review and approve budgets for public education in the district; and establish educational goals and policies for the schools in the district consistent with the requirements of law and statewide goals and standards established by the Massachusetts Board of Education. This District Administration Budget includes any expenses incurred by the School Committee, most notably, the district’s membership to the Massachusetts Association of School Committees. Also funded here are incidental expenses related to printing and copying of school committee packets, postage and awards. The increases related to the School Committee within the Administration Budget fund an anticipated increase in dues and memberships and conference expenses for Massachusetts Association of School Committee (MASC) annual dues and conference registration for the annual MASC Conference.

### **Superintendent**

The Superintendent of Schools serves as the chief educational leader for the school district. This position works with the School Committee as well as with building administrators and Central Office administrators to develop the district’s improvement plan strategic goals and objectives, to recommend a budget necessary to fund the district’s and schools’ strategic initiatives, and to ensure that funding is used to ensure the success of all students. The Superintendent supervises and evaluates all Central Office Administrators and Building Principals. In addition, the Superintendent co-supervises the Director of Facilities with the Town Manager. During FY22, the Superintendent will lead the district and schools in achieving the goals as outlined in the Superintendent’s Annual Goals and the District Improvement Plan. The district has developed a new three-year District Improvement Plan for the 2020-23 School Years.

This District Administration Budget includes the salaries of the Superintendent and the Executive Assistant to the Superintendent. As determined by the School Committee, compensation is budgeted for the Superintendent. A new Superintendent will be selected by the School Committee for the 2021-2022 school year. In addition, it includes expenses related to the operations of the Superintendent’s office including the district’s membership to the Massachusetts Association of School Superintendents, printing, copying and copier leases, postage, and professional development expenses including tuition reimbursement.

### **Assistant Superintendent**

The role of the Assistant Superintendent for Learning and Teaching is to provide leadership to district administrators, teacher leaders, teachers, and support staff in the area of curriculum, instruction and assessment. The Assistant Superintendent for Learning and Teaching also supervises the Director of Adult and Community Education, the Director of METCO, K-6 Curriculum Coordinators, Data Coach, Behavioral Health Coach, Elementary Art and Music Teachers, and the Elementary Technology

Integration Specialist. The position is also responsible for coordinating the district's professional development and curriculum planning activities. During FY22, the primary focus of this position will be the continued implementation of the teaching and learning focus areas of the District Improvement Plan, continued implementation of the Social Studies state curriculum frameworks, reviewing and purchasing new Grade 6 and a grade of elementary mathematics curriculum, identifying and implementing an early literacy screener for early childhood students, overseeing the district's professional learning communities, as well as the development of common assessments to inform instructional practices and curriculum alignment.

The District Administration Budget includes the salaries of the Assistant Superintendent for Learning and Teaching as well as a 0.5 FTE Administrative Assistant. Also funded are the incidental expenses such as printing, copying and copier leases, postage, and office supplies, as well as a membership to the Massachusetts Association of School Superintendents. Most of the increase is due to compensation increases.

### **Business and Finance**

The role of the Chief Financial Officer is to lead the school finance and operations, including budget, financial reporting, payroll, accounts payable, accounts receivable, transportation, grants management, Medicaid reimbursement, capital planning, and purchasing/procurement. The Chief Financial Officer also oversees school facilities, network technology, school nutrition, and use of school property. This current year, the Chief Financial Officer has played a critical leadership role in all COVID operations activities. In addition, the Chief Financial Officer supervises and evaluates the School Nutrition Director and Network Manager. In FY22, some of the key areas of focus for this position will be to work with Town and School Officials on capital projects regarding elementary space planning and building safety and security and field upgrades. Another area of focus will be to continue to analyze resource allocation to ensure that funds are invested and expended to maximize student success, in addition to assisting in the contract negotiations for all five collective bargaining units. As always, we continue to work to enhance transparency around how funds are allocated and expended and to develop a system that helps us to measure our performance and connects expenditures to those performance measures. The Chief Financial Officer will also continue to report to the School Committee any potential financial risk to the school district.

The District Administration Budget includes the salaries of the Chief Financial Officer and Operations as well as 3.0 FTE administrative support staff who are responsible for the day to day tasks associated with payroll, accounts payable, accounts receivable, cash management, collections, reporting, grants management and procurement. It is critical that we provide ongoing training for support staff to be able to provide multiple skill sets that allow for redundancy and backup in the department. Also included within the District Administration Budget are expenses including annual audit fees, membership to the Massachusetts Association of School Business Officials, professional development, printing, copying and copier leases, postage, advertising, and office supplies.

### **Human Resources**

The Human Resources function is responsible for overseeing the recruitment and hiring of staff; monitoring compliance with personnel laws, regulations, policies, and procedures; ensuring compliance with collective bargaining terms and conditions; managing all Federal, State, and contractual leaves and personnel accommodations and complying with federal and state reporting requirements. During the current year, a key function of this department has been the oversight and monitoring of all the COVID

related leaves of absence as defined by Federal law and collective bargaining agreements. In FY22, some of the key areas of focus for this position will be to review and revise our personnel policies and procedures, strengthen our processes to better support staff, and improve the hiring process for substitute teachers and paraprofessionals, and assist with the continued implementation of the educator evaluation and induction systems. Moving forward, the Human Resources Director will be focusing on developing and implementing a talent diversification and leadership development strategy, as outlined in the 2020-2023 District Improvement Plan and Superintendent's Goals.

The District Administration Budget includes the salaries of the Human Resources Director as well as a 1.0 FTE administrative support staff. Also included are expenses including membership to the Massachusetts Association for School Personnel Administrators, recruiting and advertising expenses (including the district license for our applicant tracking and on-line application system, School Spring/Talent Ed), employee physical examinations, as well as printing, copying and copier leases, postage, and office supplies. Software licensing expenses in this function increased reflecting annual license and maintenance contracts as well as the addition of new software system to automate functions within the department.

### **Legal Services**

This function is for labor counsel employed by the School Committee to offer counsel and guidance in the area of labor law compliance and collective bargaining. The Reading School Committee employs the legal services of the firm of Stoneman, Chandler and Miller. We are decreasing funding in this area by \$2,500 due to the anticipated completion of negotiations with all five collective bargaining units in the current fiscal year.

### **Information Management and Technology**

The primary responsibility for this function is to comply with the data management and reporting requirements of the MA DESE which includes SIMS and EPIMS reporting which is done three times per year. Additional tasks include maintaining the district's student information management system as well as other district databases and systems including Blackboard Connect communication system.

The District Administration Budget includes a 0.25 FTE district data support administrative assistant as well as 0.34 FTE district level technology and network management staff (manager). The increase to this functional area funds salary increases.

### **Utility Services**

This function is where expenses for all telecommunication services are charged, including telephone charges and wireless services for the district (not including equipment repairs which are charged to the district-wide technology budget).

### **Retirement Contributions**

This budget line includes funding for the district's contractual obligation to match \$175 of contributions for teachers' tax-sheltered annuity plans for those teachers hired after the 1998-99 school year. Each year for the past several years, additional staff have qualified and taken advantage of this benefit. The FY22 budget allocation is based on this historical trend.

## Regular Day

The Regular Day budget funds all the salaries and expenses related to delivering core instructional programs to our general education students. This includes the salaries for building principals, professional staff, and support staff supporting the regular education program. Expenses included in the regular day budget include transportation for general education students and homeless students; curriculum materials; professional development; instructional materials, supplies, and equipment; instructional technology; library materials and technology; and other instructional services. The Regular Day Cost Center budget accounts for 57.1% of the total School Committee FY22 Recommended Budget.

As Figure 14 indicates, the School Committee FY22 Recommended Budget includes a 2.9% increase or \$792,798 for the Regular Day Cost Center. The major changes in this cost center are as follows:

- Funding of all contractual step, column and COLA increases for represented and non-represented employees in this cost center. This includes regular education teachers and specialists, secretaries, regular education paraeducators, tutors, building principals and assistant principals, and curriculum coordinators. All five collective bargaining agreements are ending in the current fiscal year and the School Committee will be negotiating new agreements with each collective bargaining unit. It should be noted that all salaries for non-represented staff represent placeholders in the budget and not actual salaries. The final determination for annual salaries of all non-represented personnel within Regular Day will be made by the Superintendent in June for the next fiscal year.
- An increase in funding for curriculum materials, curriculum software and professional development for the following areas:
  - Elementary social studies implementation. We will be enhancing our current elementary social studies curriculum to align with the state standards.
  - Grade 6 mathematics at the middle school and one grade at the elementary school – This material is to align with state standards and the Grade 7 and 8 mathematics curriculum material that was purchased over the last two years.
  - Elementary Literacy Assessment- the Legislature approved [Chapter 272 of the Acts of 2018](#) on October 19, 2018. The new law requires the Department of Elementary and Secondary Education (DESE), in consultation with the Department of Early Education and Care (EEC) to "issue guidelines to assist districts in developing screening procedures or protocols for students that demonstrate one or more potential indicators of a neurological learning disability, including, but not limited to, dyslexia.
  - Curriculum software increase reflect items previously funded through the ESSER Grant in the current fiscal year that will be funded out of the operating budgeted in subsequent years.
- An anticipated increase in costs for regular day mandatory transportation which also includes homeless transportation. We will be going out to bid for a new regular day transportation contract for FY22 as we are in the final year of a five-year contract. Currently, the transportation market is very volatile due to COVID.
- Per pupil expenditures for building based budgets were kept at FY21 levels due to cuts associated with decreasing the Extended Day Offset as described above in the Superintendent's Message.
- An increase in the full day kindergarten tuition revolving account offset of \$50,000 that was originally reduced in June due to COVID resulting in declined full-day enrollment, but is now

increased due to a rise in preliminary registered full day kindergarten students back to historic levels for the 2021-2022 school year. The offset reflects amounts for the average salaries for the teachers and paraprofessionals assigned to the full-day kindergarten classes, as well as an allocation of a portion of the principal salaries, secretary salaries and nursing salaries as well as an allocation for incidental expenses (materials and supplies). We continue to review and refine the offset each year as enrollment figures fluctuate.

- Funding of technology replenishment at \$56,783, reflecting a reduction of \$25,000 from historical levels as well as an additional reduction of \$18,217 for the reduction in the offset from Extended Day as outlined above. The reductions can be attributed to the purchasing completed over the last fiscal year. Technology also reflects the continuation of the districts ZOOM license.
- An increase of a 0.3 Elementary Specialist and a 0.1 Middle School PE/Health teacher.
- A reduction of a 1.0 Elementary Classroom teacher due to a population bubble leaving Grade 5 at Barrows and going to middle school. This position is not needed at the middle school. The net staffing is a reduction of 0.6 FTE in this cost center.
- Spread throughout the various line items is a total reduction of \$117,500 within Regular Day to fund the proposed decrease in the Extended Day offset described above.

Professional salaries in the Regular Day budget reflects a 3.16% increase in the FY22 School Committee Recommended Budget. It should be noted that line items with the Professional Salaries category may fluctuate year to year due to step, column, and COLA increases, and staff turnover. The FY22 budget assumes funding for all salary and benefit obligations to employees per the collective bargaining agreements and non-union COLA. All five collective bargaining agreements are ending in the current fiscal year and the School Committee will be negotiating new agreements with each collective bargaining unit. All salaries for non-represented staff represent placeholders in the budget and not actual salaries. The final determination for annual salaries of all non-represented personnel within Regular Day will be made by the Superintendent in June for the next fiscal year.

Salaries in the regular day budget are also offset by revenues from full day kindergarten (\$1,100,000) and the state’s METCO grant (\$60,000). The METCO grant offset is an estimate and maybe adjusted once final funding figures for FY22 are known as the amount is based upon prior year grant levels.

Figure 14 below shows the School Committee FY22 Recommended Budget for regular day by detailed expenditure category. This information is intended to provide more specific information on regular day expenditures. Figure 15 shows the FTE allocated to the Regular Day Cost Center.

**Figure 14: Regular Day Budget by Detail**

	Actual Expended FY18	Actual Expended FY19	Actual Expended FY20	Final Budget FY21	Requested Budget FY22	% Change
<b>Professional Salaries</b>						
Assistant Principal	\$ 439,545	\$ 448,724	\$ 488,479	\$ 482,322	\$ 493,484	2.31%
Department Head Stipend	332,023	337,332	346,219	348,354	352,284	1.13%
Employee Benefits	45,128	58,714	10,500	48,250	42,150	-12.64%
Guidance	414,512	436,142	388,492	416,990	437,993	5.04%
Instructional Specialist	14,952	262,651	238,428	247,026	252,800	2.34%

Library	592,946	614,162	638,574	661,075	655,081	-0.91%
Principal	930,731	940,914	995,729	1,015,393	1,040,905	2.51%
Psychologist	743,298	822,691	921,954	981,692	1,033,283	5.26%
Reading	586,407	541,433	611,771	626,599	641,703	2.41%
Revolving Fund Support	(900,000)	(949,000)	(800,000)	(1,050,000)	(1,100,000)	4.76%
State Grant Support	(80,000)	(70,044)	(70,000)	(60,000)	(60,000)	0.00%
Stipends	224,377	223,784	232,719	264,933	252,730	-4.61%
Substitutes	83,621	77,143	92,323	-	-	
Teacher	17,687,591	18,701,590	19,310,787	20,165,985	20,875,441	3.52%
Technology Integration	292,986	292,324	305,467	321,297	325,923	1.44%
<b>Professional Salaries Total</b>	<b>\$21,408,117</b>	<b>\$22,738,560</b>	<b>\$23,711,443</b>	<b>\$24,469,914</b>	<b>\$25,243,777</b>	<b>3.16%</b>
Clerical Salaries						
Employee Benefits	\$5,864	\$ -	\$ 14,348	\$ 4,500	\$ 4,500	0.00%
Secretary	471,365	449,330	456,448	467,694	468,588	0.19%
<b>Clerical Salaries Total</b>	<b>\$ 477,229</b>	<b>\$ 449,330</b>	<b>\$470,796</b>	<b>\$472,194</b>	<b>\$473,088</b>	<b>0.19%</b>
Other Salaries						
Employee Benefits	\$ 785	\$ 750	\$ -	\$ -	\$ -	
Paraprofessional	727,407	741,885	718,403	867,270	858,445	-1.02%
Substitutes	264,223	225,865	141,881	397,200	397,200	0.00%
<b>Other Salaries Total</b>	<b>\$ 992,414</b>	<b>\$968,500</b>	<b>\$860,284</b>	<b>\$ 1,264,470</b>	<b>\$1,255,645</b>	<b>-0.70%</b>
Contract Services						
Instructional Services	\$ -	\$ 1,250	\$391	\$10,000	\$10,000	0.00%
Transportation	120,228	141,939	102,738	168,000	179,000	6.55%
<b>Contract Services Total</b>	<b>\$120,228</b>	<b>\$143,189</b>	<b>\$103,129</b>	<b>\$178,000</b>	<b>\$189,000</b>	<b>6.18%</b>
Supplies & Materials						
Art	\$15,898	\$22,801	\$29,888	\$17,892	\$25,300	41.40%
Business	-	-	(13)	1,500	1,500	0.00%
Curriculum, Elementary	143,977	49,446	38,970	57,500	63,000	9.57%
Curriculum, High School	17,771	109,514	-	9,615	2,000	-79.20%
Curriculum, Middle School	3,509	7,677	-	63,950	65,400	2.27%
English Language Arts	32,481	21,512	14,429	24,500	23,714	-3.21%
Equipment	-	-	927	-	-	
Foreign Language	6,974	5,279	732	11,300	9,561	-15.39%
Furnishings	3,663	16,103	13,853	18,972	9,250	-51.24%
Guidance	282	957	408	1,000	1,000	0.00%
Kindergarten	505	881	1,277	300	300	0.00%
Library	6,734	7,468	6,123	13,300	10,650	-19.92%
Library Technology	-	-	-	1,000	1,000	0.00%
Math	15,007	13,406	15,055	36,546	30,650	-16.13%
Office	9,284	9,182	11,569	14,732	13,845	-6.02%

Other	27,355	49,235	29,143	45,920	38,649	-15.83%
Paper	15,613	54,700	24,347	38,343	34,475	-10.09%
Performing Arts	4,920	13,354	5,227	12,950	12,050	-6.95%
Peripherals	70	-	-	-	-	
Physical Education	7,681	10,095	7,886	11,650	9,250	-20.60%
Printer	13,437	21,220	12,607	21,350	19,744	-7.52%
Professional Development	1,743	1,594	1,085	4,450	2,450	-44.94%
Psychology	108	140	-	450	450	0.00%
Reading	12,747	21,384	15,988	13,075	16,500	26.19%
Science	12,701	22,687	20,852	92,304	69,197	-25.03%
Social Studies	7,200	5,945	3,112	16,600	8,400	-49.40%
Software	48,517	46,062	67,663	89,605	155,010	72.99%
Teacher Resources	4,378	5,032	3,327	5,200	5,200	0.00%
Teacher Supplies	11,669	14,913	23,137	16,000	18,500	15.63%
Technology	4,259	11,732	8,183	23,950	41,100	71.61%
Testing	725	1,203	393	2,152	1,850	-14.03%
Workbooks & Consumables	8,277	9,574	8,323	13,800	11,800	-14.49%
<b>Supplies &amp; Materials Total</b>	<b>\$437,483</b>	<b>\$553,094</b>	<b>\$364,492</b>	<b>\$679,906</b>	<b>\$ 699,795</b>	<b>2.93%</b>
<b>Other Expenses</b>						
Dues & Memberships	\$8,596	\$9,114	\$9,765	\$18,823	\$13,000	-30.94%
Equipment	79,185	54,289	68,318	85,993	79,524	-7.52%
Field Trip Travel	488	385	-	500	500	0.00%
Graduation	8,281	8,972	9,428	8,000	8,000	0.00%
Instructional Services	-	-	1,389	5,000	4,500	-10.00%
Other	98	884	524	800	1,200	50.00%
Professional Development	168,918	190,018	171,274	203,720	203,991	0.13%
Software Licensing & Support	69,813	66,594	69,011	83,325	86,239	3.50%
Technology	104,412	74,334	46,650	131,000	136,183	3.96%
Technology - COVID	-	-	12,688	-	-	
Travel	-	954	1,347	1,000	1,000	0.00%
<b>Other Expenses Total</b>	<b>\$439,790</b>	<b>\$405,544</b>	<b>\$390,393</b>	<b>\$538,161</b>	<b>\$ 534,137</b>	<b>-0.75%</b>
<b>Regular Day Total</b>	<b>\$23,875,261</b>	<b>\$25,258,217</b>	<b>\$25,900,538</b>	<b>\$27,602,644</b>	<b>\$28,395,442</b>	<b>2.87%</b>

**Figure 15: Regular Day Staffing**

	FY17 FTE	FY18 FTE	FY19 FTE	FY20 FTE	Budgeted FY21 FTE	Budgeted FY22 FTE
Regular Education	341.8	332.8	340.9	341.1	341.1	340.5
Assistant Principal	4.5	4.3	4.3	4.3	4.3	4.3
Curriculum Coordinators	-	-	2.0	2.0	2.0	2.0
Elementary Teacher	103.6	100.4	100.2	101.4	101.4	100.7
ELL Teacher	2.5	2.5	2.5	2.5	2.5	2.5
Guidance Counselor	5.2	5.6	5.6	5.6	5.6	5.6
High School Dept Chair	3.3	3.3	3.3	3.3	3.3	3.3
High School Teacher	74.7	70.3	75.1	74.6	74.6	74.6
Instructional Coach	2.0	0.2	1.0	0.6	0.6	0.6
Library/Media Specialist	7.9	7.9	7.9	7.9	7.9	7.9
Middle School Teacher	65.7	65.8	66.3	66.3	66.3	66.4
Paraprofessional	22.0	21.5	23.9	23.0	23.0	23.0
Principal	8.0	8.0	8.0	8.0	8.0	8.0
Reading Specialist	7.3	7.0	7.0	7.0	7.0	7.0
School Adjustment Counselor	1.0	1.0	1.0	1.0	1.0	1.0
School Psychologist	9.6	10.0	10.6	11.4	11.4	11.4
Secretary	11.0	11.0	10.0	10.0	10.0	10.0
Supervisor of Students	1.0	-	-		-	
Technology Specialist	3.6	3.4	3.1	3.1	3.1	3.1
Tutor	8.9	10.5	9.1	9.1	9.1	9.1

**Figure 16: Per Pupil Building Based Budget Allocations**

	Fiscal 21 Per Pupil Analysis		Fiscal 22 Per Pupil Analysis			
	10/1/2019 Enrollment	FY21 Per Pupil*	10/1/2019 ** Enrollment	FY22 Per Pupil	FY22 Reduction	FY22 Adjusted
Barrows	386	\$64,173	386	\$67,550	(3,378)	64,173
Birch Meadow	384	63,840	384	67,200	(3,360)	63,840
Eaton	404	67,165	404	70,700	(3,535)	67,165
Killam	416	69,160	416	72,800	(3,640)	69,160
Wood End	304	50,540	304	53,200	(2,660)	50,540
Coolidge	424	64,851	424	68,264	(3,413)	64,851
Parker	500	76,475	500	80,500	(4,025)	76,475
RMHS	<u>1,232</u>	<u>191,946</u>	1,232	<u>202,048</u>	<u>(10,102)</u>	<u>191,946</u>
Total	4,050	\$648,150	4,050	\$682,262	\$34,113	\$648,149
* FY21 Per Pupil was reduced by 5% as part of the final budget						
** FY22 Per Pupil was based upon 10/1/2019 enrollment and reflects continued 5% reduction						

As part of the Regular Day cost center budget, each school is allocated an amount of funds to operate the day to day activities of the school. In FY21, we reduced this funding by 5% to address the budget reductions due to COVID. In addition, because enrollment fluctuated due to COVID in the 2020-2021 school year, especially at the elementary level, we used the October 1, 2019 enrollment information to determine the FY22 Per Pupil Building Based Budget instead of the October 1, 2020 information. We are anticipating that enrollment will go back up to pre-COVID levels which will allow each school to have the necessary resources for their schools. We are already seeing this trend with next year's kindergarten registration. Figure 16 above shows the FY21 per pupil with the 5% reduction and the FY22 recommended per pupil allocations reflecting full funding at historical levels less the 5% reduction to reflect budget reductions to fund the decreased offset for Extended Day.

This building budget spending line items for all eight schools are distributed throughout Figure 16 above and are primarily located the in the *Supplies and Materials* section and in the *Other Expenses* section. The total per pupil spending at each building is used for the following expenses:

- Building supplies for office and classrooms
- Text and materials and consumables
- Classroom furniture
- Classroom equipment/technology
- Art and physical education materials and supplies
- Paper
- Copier leases
- Memberships/dues
- Instructional software and ongoing software license and maintenance fees
- Testing supplies
- Conferences/workshops/professional development
- Graduation expenses (High School)

### **Special Education**

The Special Education cost center includes the salaries and expenses necessary to provide special education and related services to the children in our community. The goal of the Student Services Department is to provide high quality programs and services within the district and to identify and place children in out-of-district programs only when the programs or services that are offered within the district are not adequate or appropriate to address a child's particular needs. As mandated by the Individuals with Disabilities Education Act (IDEA) and Section 504 of the Americans with Disabilities Act, we strive to provide programs and services to allow our students with disabilities to be educated in the least restrictive environment that enables them to make effective progress. The School Committee FY22 Recommended Budget allocates a 2.0%, or \$316,559, increase to this cost center. In FY22, in-district expenditures make up 67% of the special education budget while out-of-district expenditures comprise the other 33% of the School Committee FY22 Recommended Special Education budget.

The major financial changes in the cost center are as follows:

- Cost of living adjustments and step and column increases for special education teachers, therapists, and special education paraeducators as projected in the next collective bargaining agreements. All five collective bargaining agreements are ending in the current fiscal year and the School Committee will be negotiating new agreements with each collective bargaining unit.

- Cost of living adjustments for non-represented personnel, including the Director of Student Services, Assistant Director of Student Services, Team Chairs, and Board-Certified Behavior Analysts. It should be noted that all salaries for non-represented staff represent placeholders in the budget and not actual salaries. The final determination for annual salaries of all non-represented personnel within the Special Education Cost Center will be made by the Superintendent in June for the next fiscal year.
- The addition of a Special Education Literacy Coach position (new position) that has been reallocated within the special education accommodated costs (\$95,000) given the nature of the position.
- Known increases in special education out of district tuition and transportation costs due to tuition and contractual transportation increases. The Director of Student Services and Chief Financial Officer closely monitor these costs on a monthly basis. Increases in the budget may be due to several factors including change in public collaborative tuition rates, students who changed placements to a more restrictive environment resulting in a higher cost, and some private placements increasing tuition at a higher rate than budgeted. We also must account for increases in tuition rates for private school placements that some of our students attend. These tuition rates for approved special education private school programs are regulated by the Operational Services Division (OSD) of the Commonwealth of Massachusetts. The annual tuition and services increase, which for next year is certified at 2.26%, may be renegotiated every six years by each approved private school program. In addition, tuition increases can be requested outside of the six-year cycle if due to extenuating circumstances or financial hardships. If either of these requests are approved by OSD, these increases for that year can be significantly higher and have an impact on a district's special education budget if they have students who attend that program.
- An increase in circuit breaker reimbursement for next year (\$211,000) which is reflective of the current year circuit breaker reimbursement which will be utilized in the next fiscal year.
- A \$30,000 increase in the RISE tuition revolving account offset to appropriately reflect the amount of the offset with the tuition revenue that is being collected and associated expenses. This has been readjusted from last year's reduction due to COVID. The offset reflects a portion of the RISE preschool director, RISE secretary, teacher and paraprofessional salaries.

Not included in this budget are any unanticipated costs related to out of district placement tuition, transportation, or other services as required by a student's individualized education plan. We closely track additional potential cost increases throughout the fiscal year, and we will keep the Committee informed if any unanticipated costs emerge.

### **Special Education Literacy Coach**

In the School Committee FY22 Recommended Budget there is a position allocated for a Special Education Literacy Coach which will be focused on improving reading practices in all special education programs and settings and to be a link to regular education literacy practices. This position is being funded through a reallocation of accommodated costs with the purpose of investing in our in district special education reading work to reduce our out of district placements in this critical area. Through our analysis, by preventing one out of district placement in this area or bringing back one student from a program that focuses on this area, we are essentially offsetting the salary of this position.

Through the reading work completed this past year, the District has uncovered an urgent need for a Special Education Literacy Coach to address the following areas of need:

- Developing a standard battery of sensitive reading assessments for Special Education initial evaluations and reevaluations to target all areas of reading (i.e., phonological awareness, decoding/phonics/word recognition, reading fluency, reading comprehension, & vocabulary, plus spelling)
- Interpreting sensitive reading assessment data
- Using that data to drive targeted reading and writing instructional plans, practice, and interventions for individual students of all learning profiles
- Direct explicit, multisensory, systematic, specialized reading and writing instructional practices
- Consistent programming across buildings and across grade levels with vertical alignment
- Implementing and overseeing progress monitoring practices for all targeted reading skills
  - Charting that progress
  - Sharing that progress with colleagues and families
- Intermittent checks using targeted reading benchmark assessments
- Coaching Special Education Teachers teaching reading and writing
- Collaborating with General Education Teachers and carrying over specific skills into the general education classroom
- Coordinating with General Education Teachers and Administrators through the SST/MTSS Process
- Supporting our youngest learners beginning at the PK level: Identifying who is at risk upon registration and addressing those needs immediately to prevent future reading and writing struggles
- Integrating and increasing Speech-Language Pathologists' involvement with reading work, especially in the areas of vocabulary and phonological awareness, due to spoken language abilities being the precursor to written language abilities
- Improving reading practices in ALL special education settings
- Oversight of students in Out of District Placements with primary areas of need in reading & writing
- Collaborating with outside professional development consultants in this critical area and continuing their work after the PD sessions. These areas include, but are not limited to:
  - Background on the Reading Brain and the Skills that Contribute to Literacy Achievement
  - Developing an Assessment Battery: Levels of Ability and Domains, Glossary of Assessments, & Introduce Graphic Organizer
  - Subtypes of Reading: Phonological Deficit and Impact of Working Memory, Characteristics of Deficits, Planning Instruction, Appropriate Curricula
  - Subtypes of Reading: RAN Deficit and Oral Language Weaknesses, Characteristics of Deficits, Planning Instruction, Appropriate Curricula

### **Learning Center and Updated In District Program Descriptions**

Most of the in-district portion of the budget funds the salaries of the teaching and support staff, as well as related services, in our different in-district special education programs and learning centers as

determined by Individual Education Plans (IEPs). Each school has a learning center where students identified with any of the ten disability eligibility categories not in special education in district programs receive services. In addition, we currently have six different types of in-district special education programs, described below, as well as, a continuum of special education and related services at each school. This past year, the Student Services Department, with feedback from staff, SEPAC, and the community, developed program descriptions and renamed our special education programs. Below are those descriptions and new names.

- **R.I.S.E. Preschool Program-Reading, Integrated School Experience (No Change in Name):** The R.I.S.E. program serves children ages three and four, including those turning five during the school year, who have mild, moderate as well as intensive special education needs. Educators support students early learning by conducting required diagnostics and providing education and/or specialized services to support individual learning needs. The Reading Public Schools seeks to educate early learning in the least restrictive environment, which typically includes placement with typical peers. Children with and without disabilities are provided early learning opportunities to support early language, literacy, social/emotional, and physical development, while exploring rich content to develop children's natural curiosity in mathematics and science. Rich content and hands on learning experiences are aligned to the Massachusetts Curriculum Frameworks and Early Learning Standards. Currently located at Wood End and RMHS.
- **S.A.I.L.-Strategies to Support Academics, Independence, and Life Skills (Formerly Crossroads/Compass):** The Crossroads classrooms provide identified students with specialized and skills-based instruction through a modified curriculum primarily in English Language Arts and math, as identified by individual student IEPs. Students are provided with inclusive opportunities often within the general education classroom for social studies, science and electives/specials. Students can have academic support blocks built into their schedule which support academic, social and communication skill development. Program specific paraprofessionals may also provide academic, social and behavioral support and accommodations in both the Crossroads and general education classrooms. Located at Wood End, Coolidge, and RMHS.
- **S.O.A.R.-Social Skills Organizational Skills Academics in Real World Situations (Formerly Compass and Connections):** The students within the S.O.A.R. program present with needs relative to social skill acquisition and application, as well as, the use of social language. In the classroom this may impact a student's independence engaging in group work, conveying thoughts and opinions, understanding nonverbal communication and engaging in play and reciprocal conversations. Students may present with language needs that require the use of alternative and augmentative communication. Students may also present with restrictive interests or behaviors which impact the ability to independently access the curriculum. Academically students may present with grade level skills or may require modifications of the academic curriculum to entry points or access skills. Students in the S.O.A.R. program may be diagnosed with Autism Spectrum Disorder or a similar social, communication or executive functioning disability. Located at Birch Meadow, Coolidge, and RMHS.
- **R.E.A.C.H.-Resiliency, Executive Functioning, Academics, Coping Strategies, Habits of Mind (Formerly Therapeutic Support Program):** The R.E.A.C.H. is a comprehensive educational program for students with significant emotional, behavioral challenges and for some students, co-existing learning disabilities. While there are common needs amongst the students, namely deficits in emotional and behavioral development that have impacted cognitive and academic skills acquisition, each student will have characteristics unique to that individual. Trust can be a

common issue for students in this program, thus forming a relationship with these students that is built on empathy, trust, and mutual respect is a core principle essential to their emotional development. R.E.A.C.H. is designed to meet both the shared and unique needs of the students targeting age-appropriate academic, behavioral, and social development through a foundational approach grounded in a positive behavioral support philosophy. Students require intensive, direct, specialized instruction throughout the school day. Students' 'teams' have identified the need for an environment that is highly structured and predictable with clear and simply stated expectations. The students typically require established and 'earned' breaks from demands throughout their day, varied opportunities to demonstrate talents so as to build upon strengths and foster a sense of competence, and embedded robust clinical, behavioral and therapeutic supports. Located at Killam, Coolidge, and RMHS.

- **L.E.A.D.-Language, Executive Functioning, Academics, Determination (Formerly Bridge):** The Language Based Program in Reading is now known as the L.E.A.D. program. L.E.A.D. is a comprehensive educational program for students with dyslexia and/or significant language-based learning disabilities. The students who may attend this program have average to above average reasoning skills and require a multi-sensory approach to support their reading, writing, listening, speaking and organizational skills. L.E.A.D. is crafted to meet both the shared and unique needs of the students targeting age-appropriate academic, language, executive functioning and social needs through a foundational approach grounded in language-based methodologies. Students who attend require intensive, direct, specialized instruction throughout the school day. Students' 'teams' have identified the need for an environment that is highly structured and predictable with clear routines and expectations. Students in the L.E.A.D. program have a profile that typically includes average to superior cognitive abilities with difficulty with organizing language, specifically with verbal tasks. They might have memory deficits in working memory and struggle with efficiency of storage and retrieval. Additionally, students might have exhibit low processing speed and low auditory discrimination/speech perception deficits (e.g. particularly fricative devoicing and place of articulation). The student typically has a history of phonological processing weaknesses. The profile of a student in this program typically includes a higher receptive language ability than expressive language which often results in students having listening comprehension skills that are average or above average. Students receiving services in the L.E.A.D. program may struggle with reading and writing efficiency. This is demonstrated by a developmental lag in phonemic awareness, difficulty decoding words and difficulty mastering and/or efficiently retrieving sight words. Often the students exhibit poor reading fluency, which includes automaticity, accuracy and prosody. The student might have comprehension challenges due to inaccurate and/or inefficient decoding/dysfluency. Persistent spelling deficits and challenges with applied syntax and written composition (i.e., structure and organization, not content) can be noted in the students written language. Sequencing challenges can impact reading, writing and math skills. Additionally, the students may have difficulty memorizing and efficiently using math facts and applying sequences in multi-step math problems. Often older students may experience vocabulary deficits. Located at Joshua Eaton, Parker, and RMHS.
- **POST:** A collaborative post-secondary program that provides experiential and educational opportunities in the areas of daily living, employment, community inclusion, recreation, leisure and real-world academic skills in order to promote successful transition to adulthood. The main goal for the program is for young adults to gain the skills to become integrated members in our community. A collaboration between the Wakefield Public Schools and the Reading Public

Schools through an Inter-Municipal Agreement which runs through June 2021. This program services students who are ages 18-22 and is in Wakefield.

- **Learning Center (Not a Program)-** Students who receive Learning Center services have cognitive profiles with a variable range of strengths and weaknesses. The students require specialized skills instruction to be able to access the general education curriculum with modifications and/or accommodations. The students can participate in instruction and access the curriculum either independently or with moderate support/intervention. There might be a need for support to ensure the students have appropriate social emotional responses/behaviors throughout the school day. The staff works with students to ensure that they can participate in daily school life and activities while having access to general education and/or special education supports. In the classroom, students’ unique profiles and abilities might impact their ability to be independent, engage in group work, convey thoughts and opinions, understand nonverbal communication and engage in play and reciprocal conversations. Students may require direct instruction and/or support with executive functioning and organization. Located at all schools.

As you can see from Figure 17 below, we have seen a decrease in the number of students on IEPs and a decrease in the number of students requiring out of district placements. Although we have seen a percentage increase in the number of students on IEP compared to 2019-2020, the increase at the state level is greater (0.5% versus 0.9%).

**Figure 17: Special Education Enrollment (2020-21 as of October 1, 2020)**

Academic Year	Total Enrollment	# of Students on IEP	% of Students	% of Students Statewide	# of Students Out of District
2009-10	4,392	758	17.3%	17.0	59
2010-11	4,459	734	16.5%	17.0	51
2011-12	4,447	768	17.3%	17.0	64
2012-13	4,483	737	16.4%	17.0	64
2013-14	4,432	767	17.3%	17.0	50
2014-15	4,407	809	18.4%	17.1	61
2015-16	4,394	791	18.0%	17.2	64
2016-17	4,377	727	16.6%	17.4	53
2017-18	4,275	724	16.9%	17.7	69
2018-19	4,270	752	17.6%	18.1	62
2019-20	4,202	727	17.3%	17.8	51
2020-21	4,000	711	17.8%	18.7	49

Special education expenses present a unique challenge to school districts due to their variability and lack of predictability. Our goal is always to provide the highest quality services to students and to provide those within the district. Over the years, our district has increased its in-district special education programs from one program to six different programs across the district.

Figure 18 below shows the enrollment by school, RISE Preschool, and POST for our students who receive services via an IEP through our learning centers, services, and programs and the number of students who attend out of district placements to receive their services. Descriptions of each program can be found above.

**Figure 18: SY'2019-20 Special Education Program and Learning Center Enrollment (As of 10/1/2019)**

	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	PG	Total
<b>RISE (1)</b>	40															40
<b>Birch Meadow (2,6)</b>		10	13	8	11	14	9									65
<b>Wood End (1,3,6)</b>		3	6	4	6	8	8									35
<b>Killam (4,6)</b>		2	13	5	11	11	19									61
<b>Joshua Eaton (5,6)</b>		1	4	7	9	11	7									39
<b>Barrows (6)</b>		6	8	7	8	8	11									48
<b>Coolidge (2,3,4,6)</b>								30	33	35						98
<b>Parker (5,6)</b>								30	27	21						78
<b>RMHS (2,3,4,5,6)</b>											50	40	48	60		198
<b>POST (7)</b>															2	2
<b>TOTAL</b>																
<b>OOD</b>				1	2	1	2	4	5	1	5	5	6	8	9	49
<b>TOTAL</b>	40	22	44	32	47	53	56	64	65	57	55	45	54	68	11	713

**Legend of Programs at Each School**

- RISE 1
- SOAR 2
- SAIL 3
- REACH 4
- LEAD 5
- Learning Center 6
- POST 7

The Special Education budget comprises 32.9% of the total FY22 School Committee Recommended Budget. Figure 19 below shows the School Committee FY22 budget for Special Education by detailed expenditure category. This information is intended to provide more specific information on Special Education expenditures.

**Figure 19: Special Education Budget by Detailed Expense Category**

	Actual Expended FY18	Actual Expended FY19	Actual Expended FY20	Final Budget FY21	Requested Budget FY22	% Change
<b>Professional Salaries</b>						
<b>Administrator</b>	\$ -	\$ 61,154	\$ 61,954	\$ 63,345	\$ 65,280	3.05%
<b>Director</b>	228,002	202,575	251,791	250,228	257,300	2.83%
<b>Employee Benefits</b>	30,238	2,847	1,950	1,950	1,950	0.00%
<b>Extended Year Services</b>	73,974	110,879	122,864	121,580	127,000	4.46%
<b>Manager</b>	24,853	25,386	26,099	26,680	36,372	36.33%
<b>Nurse</b>	3,811	3,539	1,934	3,600	4,000	11.11%
<b>Occupational Therapist</b>	254,659	259,995	287,203	328,403	327,815	-0.18%
<b>Physical Therapist</b>	122,316	126,160	133,624	150,457	154,186	2.48%
<b>Psychologist</b>	382,285	403,188	461,160	490,277	511,757	4.38%
<b>Physical Therapist</b>	6,067	6,448	(0)	-	-	
<b>Revolving Fund Support</b>	(628,000)	(528,000)	(280,000)	(370,000)	(400,000)	8.11%

Special Education Teacher	3,709,566	4,231,715	4,486,205	4,801,634	4,890,604	1.85%
Speech Therapist	779,723	777,543	800,981	865,297	877,227	1.38%
Substitutes	66,442	17,153	61,067	-	-	
Team Chair	524,833	599,274	683,428	664,994	780,970	17.44%
<b>Professional Salaries Total</b>	<b>\$5,578,769</b>	<b>\$6,299,857</b>	<b>\$7,100,261</b>	<b>\$7,398,445</b>	<b>\$7,634,461</b>	<b>3.19%</b>
<b>Clerical Salaries</b>						
Secretary	\$ 92,917	\$ 94,561	\$ 100,400	\$ 102,510	\$ 100,718	-1.75%
<b>Clerical Salaries Total</b>	<b>\$ 92,917</b>	<b>\$ 94,561</b>	<b>\$ 100,400</b>	<b>\$ 102,510</b>	<b>\$ 100,718</b>	<b>-1.75%</b>
<b>Other Salaries</b>						
Employee Benefits	\$ 1,605	\$ 1,211	\$ 339	\$ -	\$ -	0.00%
Extended Year Services	49,856	46,618	49,807	50,000	50,000	0.00%
Paraprofessional	1,965,018	2,122,685	2,064,737	2,505,046	2,550,676	1.82%
Substitutes	3,460	4,088	2,604	-	-	0.00%
<b>Other Salaries Total</b>	<b>\$2,019,939</b>	<b>\$2,174,602</b>	<b>\$2,117,487</b>	<b>\$2,555,046</b>	<b>\$2,600,676</b>	<b>1.79%</b>
<b>Contract Services</b>						
Districtwide Leadership	\$ 57,023	\$ 60,822	\$ 53,354	\$ 68,250	\$ 68,250	0.00%
Field Trip Travel	1,970	1,723	-	1,500	1,500	0.00%
Legal Services	127,003	143,408	80,998	130,000	130,000	0.00%
Other Instructional Services	6,847	2,630	4,688	5,500	5,500	0.00%
Psychological Services	34,200	27,375	1,500	8,500	8,500	0.00%
Pupil Transportation	1,181,391	1,187,774	998,965	1,325,000	1,313,000	-0.91%
Testing & Assessment	7,053	6,517	12,332	6,500	6,500	0.00%
Therapeutic Services	337,635	203,274	177,081	264,000	264,000	0.00%
<b>Contract Services Total</b>	<b>\$1,753,122</b>	<b>\$1,633,523</b>	<b>\$1,328,918</b>	<b>\$1,809,250</b>	<b>\$1,797,250</b>	<b>-0.66%</b>
<b>Supplies &amp; Materials</b>						
Furnishings	\$ -	\$ -	\$ 100	\$ -	\$ -	0.00%
General Supplies	2,109	286	2,582	2,450	2,450	0.00%
Instructional Equipment	209	80	-	-	200	
Office	272	309	(127)	1,000	1,000	0.00%
Other	167	2,590	(487)	190	1,500	689.47%
Postage	4,087	3,738	1,844	2,050	2,050	0.00%
Psychology	-	512	-	-	-	
Software	249	249	307	2,660	200	-92.48%
Special Education	14,200	10,194	17,412	16,151	17,090	5.82%
Testing	22,561	26,496	39,547	28,738	28,754	0.05%
<b>Supplies &amp; Materials Total</b>	<b>\$ 43,855</b>	<b>\$ 44,454</b>	<b>\$ 61,180</b>	<b>\$ 53,239</b>	<b>\$ 53,244</b>	<b>0.01%</b>
<b>Other Expenses</b>						
Advertising	\$ 313	\$ 184	\$ 256	\$ 210	\$ 210	0.00%

<b>Districtwide Leadership</b>	383	91	-	1,000	1,000	0.00%
<b>Dues &amp; Memberships</b>	2,245	2,145	2,145	2,300	2,500	8.70%
<b>Equipment</b>	3,063	3,280	(1,282)	4,100	4,100	0.00%
<b>Instructional Equipment</b>	497	-	2,493	-	-	
<b>Instructional Technology</b>	376	4,890	479	5,000	5,000	0.00%
<b>Other Fixed Charges</b>	23,841	20,808	13,807	25,500	25,500	0.00%
<b>Postage</b>	1,621	614	318	2,000	2,000	0.00%
<b>Professional Development</b>	-	368	9,677	11,000	11,000	0.00%
<b>Pupil Transportation</b>	16,513	19,229	991	800	100	-87.50%
<b>Software Licensing &amp; Support</b>	18,004	24,448	31,942	27,950	39,000	39.53%
<b>Therapeutic &amp; Adaptive Equipment</b>	5,430	9,774	15,484	12,000	12,000	0.00%
<b>Travel</b>	3,054	3,586	1,224	2,500	2,500	0.00%
<b>Tuition - Out of District</b>	3,025,294	3,422,893	2,695,285	4,000,000	4,038,150	0.95%
<b>Other Expenses Total</b>	<b>\$3,100,633</b>	<b>\$3,512,309</b>	<b>\$2,772,819</b>	<b>\$4,094,360</b>	<b>\$4,143,060</b>	<b>1.19%</b>
<b>Special Education Total</b>	<b>\$12,589,236</b>	<b>\$13,759,306</b>	<b>\$13,481,064</b>	<b>\$16,012,850</b>	<b>\$16,329,409</b>	<b>1.98%</b>

As described in Figure 19 above, salaries make up the largest share of the special education budget at 63.3% of the total for this cost center. The next largest category is other expenses which includes the tuition for students who are placed out-of-district in specialized programs. Contract services follows and this is where the transportation for both in-district and out-of-district students is budgeted. Supplies and materials are the smallest percentage of this cost center budget.

The percentage of increase in professional salaries is driven by several factors, including, step, column change, and cost of living increases, as well as the requested new position. Figure 20 below gives a breakdown of the special education staffing that is funded out of the operating budget.

**Figure 20: Special Education Staffing**

	<b>FY17 FTE</b>	<b>FY18 FTE</b>	<b>FY19 FTE</b>	<b>FY20 FTE</b>	<b>Budgeted FY21 FTE</b>	<b>Budgeted FY22 FTE</b>
<b>Special Education</b>	163.6	167.4	175.9	177.4	178.5	179.6
<b>Behavior Analyst (BCBA)</b>	1.0	1.6	1.0	1.0	1.0	1.0
<b>District Administrator</b>	1.0	1.0	1.0	1.0	1.0	1.0
<b>Assistant Special Education Director</b>	-	-	0.6	0.6	0.6	0.6
<b>Special Education Literacy Coach</b>	-	-	-	-	-	1.0
<b>District Administrator of Support Services</b>	0.6	0.4	0.4	1.0	1.0	1.0

District Evaluator	1.0	1.0	1.0	1.0	1.0	1.0
Elementary Teacher	23.8	24.0	25.0	26.5	25.5	25.5
High School Teacher	10.0	11.0	11.0	11.0	12.0	12.0
Middle School Teacher	15.5	15.5	17.0	17.0	17.0	17.0
Occupational Therapist	3.1	3.1	3.1	3.1	3.5	3.5
Occupational Therapy Assistant	0.6	0.6	0.6	0.9	0.9	0.9
Paraprofessional	76.8	78.0	84.2	82.1	82.2	82.2
Physical Therapist	1.5	1.5	1.5	1.6	1.6	1.6
Pre-School Teacher	5.9	7.3	7.3	7.5	7.5	7.5
School Adjustment Counselor	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	2.0	2.0	2.0	2.0	2.0	2.0
Social Worker	4.0	3.0	3.0	3.0	3.0	3.0
Speech/Language Pathologist	9.6	9.8	9.8	9.8	9.8	10.0
Speech/Language Pathologist Assistant	-	-	-	-	0.6	0.4
Team Chair	6.2	6.6	6.4	7.4	7.4	7.4

**Districtwide Programs**

This cost center includes the budgets for Health Services, Athletic Programs, Extra-curricular Programs, and Districtwide Networking and Technology Maintenance. These programs are grouped into the Districtwide Programs cost center since none of the expenses can be allocated to either regular day or special education. In other words, these expenses are for the benefit of both general education and special education students.

The major changes to this cost center are as follows:

- Funding for cost of living adjustments, salary steps, and column increases for nurses, athletic coaches, advisory stipends and the athletic secretary according to collective bargaining agreements. All five collective bargaining agreements are ending in the current fiscal year and the School Committee will be negotiating new agreements with each collective bargaining unit. In addition, there is a cost of living adjustment for the non-represented employees including the assistant principal for athletics and extra-curricular activities, District Network Manager, Technicians, and the Director of Nurses.
- Anticipated increases in athletic and extra-curricular transportation. We will be negotiating a new bus contract for athletic and extra-curricular transportation which will be effective for the 2021-2022 school year. Currently, the transportation market is volatile due to COVID.
- Anticipated increases in facilities rentals costs associated with Athletics for Ice Hockey and Swimming as actual rates are not yet set by either entity.
- Funding for added malware protection for our Verizon Fios Internet service (\$28,800). This is critical for increased network security and protection of student privacy.
- Funding for Extra-ordinary repairs for fiber optics (\$10,000). Over the last year, we have had two major network outages due to damage to the external fiber optic network caused by natural environmental phenomena.

- An overall increase in Network Technology software licensing and support due to licenses and maintenance agreements up for renewal in FY22 (\$14,774). These line items fluctuate from year to year based on when renewals come due.
- There are annual adjustments in offsets to the extra-curricular revolving account (\$15,000 increase) to reflect the assumption of increased user fees and ticket sales across the middle school and high school programs. Due to the impact of COVID, we will be monitoring both this revolving account and the athletic account carefully and will adjust accordingly.

Overall, this cost center budget is projected to increase by 4.3%. This cost center accounts for just 4.3% of the total budget and has remained between 4.0% and 4.5% for the last several years. While the proportion overall has not changed significantly, there have been shifts between various programs within this cost center. The Districtwide budget by individual program is shown in Figure 21 below. The largest program budget is for Health Services (33.6%), followed by Athletics (32.5%), District Technology (29.8%); Extra-curricular is the smallest program budget at 3.9% of the total District-wide programs budget. In total, there is an overall increase of \$87,506 within this cost center.

**Figure 21: District-wide Budget by Program**

	Actual Expended FY18	Actual Expended FY19	Actual Expended FY20	Final Budget FY21	Requested Budget FY22	% Change
Health Services	\$622,834	\$652,597	\$696,358	\$710,357	\$710,385	0.00%
Athletics	535,857	609,796	540,866	658,204	688,662	4.63%
Extra-Curricular	81,878	59,584	96,108	91,583	84,388	-7.86%
Technology	471,327	558,206	596,073	566,325	630,540	11.34%
<b>Grand Total</b>	<b>\$1,711,896</b>	<b>\$1,880,182</b>	<b>\$1,929,405</b>	<b>\$2,026,469</b>	<b>\$2,113,975</b>	<b>4.32%</b>

**Figure 22: District-wide Program Staffing**

	FY18 FTE	FY19 FTE	Actual FY20 FTE	Budgeted FY21 FTE	Budgeted FY22 FTE
<b>Athletics</b>	1.5	1.5	1.5	1.5	1.5
Assistant Principal	0.5	0.5	0.5	0.5	0.5
Secretary	1.0	1.0	1.0	1.0	1.0
<b>Extracurricular</b>	0.3	0.3	0.3	0.3	0.3
Assistant Principal	0.3	0.3	0.3	0.3	0.3
<b>Health Services</b>	9.3	9.3	9.3	9.3	9.3
District Administrator	0.2	0.2	0.2	0.2	0.2
School Nurse	8.8	8.8	8.8	8.8	8.8
Secretary	0.3	0.3	0.3	0.3	0.3
<b>District Technology</b>	5.4	6.4	6.2	6.2	6.2
Computer Technician	4.5	5.5	5.5	5.5	5.5
District Administrator	0.7	0.7	0.7	0.7	0.7
Info Systems Specialist	0.2	0.2	-	-	-

## Health Services

The Health Services program budget funds the salaries and expenses for servicing the medical needs of the district's student population. Currently, each building has at least one full-time nurse, with the High School/RISE having 1.8 FTE. The Director of Nursing is housed at the high school and provides additional support to its larger student population, as well as, the RISE Preschool at RMHS. The Director receives clerical support from one of the central office Administrative Assistants who spends 25% of her time supporting Health Services. Ninety-seven percent of the health services budget funds salaries.

The Health Services budget is level funded in the School Committee FY22 Recommended Budget primarily due to turnover in the nurse staff from this year to last year. The Nurse substitutes line item has increased \$2,000 (10%) due to anticipated need for additional nurse coverage for both field trips and for other in school duties such as screening, testing and possible COVID vaccinations next fall for students.

Figure 23 below breaks down the Health Services Program budget by detail. The district contracts with a physician as required under MGL, c. 71, §53-55 who provides medical examinations to students as needed. We do not anticipate an increase to this contracted amount in FY22. The funds allocated for medical supplies will be used to support the safety-centered activities such as replacing expired items in each emergency medical bags and adding equipment, as needed.

**Figure 23: Health Services Program Budget by Detail**

	Actual Expended FY18	Actual Expended FY19	Actual Expended FY20	Final Budget FY21	Requested Budget FY22	% Change
<b>Professional Salaries</b>						
Director	\$ 85,611	\$ 85,231	\$ 83,700	\$ 83,430	\$ 86,000	3.08%
Nurse	495,758	522,582	541,793	571,144	564,877	-1.10%
<b>Professional Salaries Total</b>	<b>\$ 581,369</b>	<b>\$ 607,814</b>	<b>\$ 625,493</b>	<b>\$ 654,574</b>	<b>\$ 650,877</b>	<b>-0.56%</b>
<b>Clerical Salaries</b>						
Secretary	\$ 12,835	\$ 13,156	\$ 13,589	\$ 13,883	\$ 14,208	2.34%
<b>Clerical Salaries Total</b>	<b>\$ 12,835</b>	<b>\$ 13,156</b>	<b>\$ 13,589</b>	<b>\$ 13,883</b>	<b>\$ 14,208</b>	<b>2.34%</b>
<b>Other Salaries</b>						
Substitutes	\$ 10,929	\$ 13,453	\$ 7,902	\$ 20,000	\$ 22,000	10.00%
<b>Other Salaries Total</b>	<b>\$ 10,929</b>	<b>\$ 13,453</b>	<b>\$ 7,902</b>	<b>\$ 20,000</b>	<b>\$ 22,000</b>	<b>10.00%</b>
<b>Contract Services</b>						
Professional Development	\$ 1,150	\$ 1,090	\$ 60	\$ 1,000	\$ 1,000	0.00%
School Physician	8,000	8,000	8,000	8,000	8,000	0.00%
<b>Contract Services Total</b>	<b>\$ 9,150</b>	<b>\$ 9,090</b>	<b>\$ 8,060</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>0.00%</b>
<b>Supplies &amp; Materials</b>						
COVID19 Expenses	\$ -	\$ -	\$ 28,647	\$ -	\$ -	
Medical	4,364	4,931	7,037	8,400	9,000	7.14%

<b>Office</b>	119	163	340	500	500	0.00%
<b>Supplies &amp; Materials Total</b>	<b>\$ 4,483</b>	<b>\$ 5,094</b>	<b>\$ 36,024</b>	<b>\$ 8,900</b>	<b>\$ 9,500</b>	<b>6.74%</b>
<b>Other Expenses</b>						
<b>Medical</b>	\$ 4,069	\$ 3,990	\$ 5,282	\$ 4,000	\$ 4,800	20.00%
<b>Postage</b>	-	-	7	-	-	
<b>Other Expenses Total</b>	<b>\$ 4,069</b>	<b>\$ 3,990</b>	<b>\$ 5,289</b>	<b>\$ 4,000</b>	<b>\$4,800</b>	<b>20.00%</b>
<b>Health Services Total</b>	<b>\$ 622,834</b>	<b>\$ 652,597</b>	<b>\$ 696,358</b>	<b>\$ 710,357</b>	<b>\$ 710,385</b>	<b>0.00%</b>

### Athletics

The Athletics program budget funds the salaries and expenses necessary to operate the High School athletics program. The largest single line of the budget is for the salaries of the athletic coaches that comprise 68% of the athletics budget.

The major changes in the athletic budget are as follows:

- Funding for cost of living adjustments, salary steps, and column increases for athletic coaches, and the athletic secretary according to the projected collective bargaining agreements. Athletic coaches' stipends are in the teacher collective bargaining agreement. All five collective bargaining agreements are ending in the current fiscal year and the School Committee will be negotiating new agreements with each collective bargaining unit. In addition, there is a cost of living adjustment for the non-represented employee who is the assistant principal for athletics and extra-curricular activities.
- Anticipated increases in facilities rentals associated with Athletics for Ice Hockey and Swimming as actual rates are not yet set by either entity.
- Anticipated increases in athletic transportation. We will be negotiating a new bus contract for athletic and extra-curricular transportation for the 2021-2022 school year as we are currently in the final year of a five-year contract. Currently, the transportation market is volatile due to COVID.

The athletics budget is offset by user fee and gate receipt revenue that is used as a direct offset to coaches' salaries. We will be monitoring this athletic revolving account to see the impact that COVID has had on this year's participation and gate receipt revenue. For FY22, we are currently recommending level funding the offset.

As Figure 24 below shows, the Athletics Program budget is projected to increase by 4.63% in the FY22 School Committee Recommended Budget

**Figure 24: Athletics Program Budget by Detail**

	Actual Expended FY18	Actual Expended FY19	Actual Expended FY20	Final Budget FY21	Requested Budget FY22	% Change
<b>Professional Salaries</b>						
<b>Director</b>	\$56,672	\$57,872	\$62,539	\$ 60,770	\$62,200	2.35%
<b>Professional Salaries Total</b>	<b>\$56,672</b>	<b>\$57,872</b>	<b>\$62,539</b>	<b>\$60,770</b>	<b>\$62,200</b>	<b>2.35%</b>
<b>Clerical Salaries</b>						

Secretary	\$49,991	\$51,552	\$53,458	\$54,438	\$55,647	2.22%
<b>Clerical Salaries Total</b>	<b>\$49,991</b>	<b>\$51,552</b>	<b>\$53,458</b>	<b>\$54,438</b>	<b>\$55,647</b>	<b>2.22%</b>
Other Salaries						
Coach	\$415,510	\$428,817	\$342,284	\$471,002	\$469,460	-0.33%
Event Detail	3,723	3,814	4,903	5,500	6,000	9.09%
Revolving Fund Support	(366,900)	(316,900)	(246,900)	(366,900)	(366,900)	0.00%
<b>Other Salaries Total</b>	<b>\$52,333</b>	<b>\$115,731</b>	<b>\$100,287</b>	<b>\$109,602</b>	<b>\$108,560</b>	<b>-0.95%</b>
Contract Services						
Athletic Services	\$297,966	\$311,610	\$255,953	\$340,180	\$371,955	9.34%
<b>Contract Services Total</b>	<b>\$297,966</b>	<b>\$311,610</b>	<b>\$255,953</b>	<b>\$340,180</b>	<b>\$371,955</b>	<b>9.34%</b>
Supplies & Materials						
Athletic Services	\$11,613	\$7,125	\$4,747	\$9,000	\$9,000	0.00%
Office	959	724	1,035	1,500	1,500	0.00%
Team	16,892	23,023	23,344	15,000	15,000	0.00%
Uniforms	4,052	517	1,520	8,000	8,000	0.00%
<b>Supplies &amp; Materials Total</b>	<b>\$33,515</b>	<b>\$31,389</b>	<b>\$30,646</b>	<b>\$33,500</b>	<b>\$33,500</b>	<b>0.00%</b>
Other Expenses						
Athletic Services	\$4,489	\$6,649	\$3,645	\$7,300	\$7,300	0.00%
Awards	1,751	1,897	328	2,500	2,500	0.00%
Dues & Memberships	12,136	11,100	13,515	14,348	14,500	1.06%
Equipment	19,311	13,602	9,643	16,000	16,000	0.00%
Software Licensing & Support	7,694	8,394	10,851	19,565	16,500	-15.67%
<b>Other Expenses Total</b>	<b>\$45,380</b>	<b>\$41,643</b>	<b>\$37,983</b>	<b>\$59,713</b>	<b>\$56,800</b>	<b>-4.88%</b>
<b>Athletics Total</b>	<b>\$535,857</b>	<b>\$609,796</b>	<b>\$540,866</b>	<b>\$658,204</b>	<b>\$688,662</b>	<b>4.63%</b>

Figure 25 shows the participation level in High School Athletics since 2013-14 school year. There were not any spring sports in the 2019-2020 school year due to COVID and there were limited sports available in the Fall and Winter of the 2020-2021 school year due to COVID. These figures will be monitored for any impact to the recommended offset.

**Figure 25: Participation in High School Athletic Programs (SY2013-14 to SY2020-21)**

SCHOOL YEAR	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
BASEBALL	54	51	50	51	47	48	*	**
BASKETBALL (B)	47	44	35	38	36	41	45	45
BASKETBALL (G)	42	38	37	34	30	29	30	45
CHEERLEADING	26	21	22	22	24	24	30	**
CROSS COUNTRY	69	71	58	52	53	58	71	58
FIELD HOCKEY	49	31	41	55	58	59	54	53
FOOTBALL	100	89	109	103	102	89	84	**

<b>GOLF</b>	19	14	15	13	14	15	11	15
<b>GYMNASTICS</b>	29	17	17	20	22	20	25	23
<b>ICE HOCKEY (B)</b>	51	54	49	53	54	57	52	50
<b>ICE HOCKEY (G)</b>	23	18	17	22	21	20	17	14
<b>INDOOR TRACK (B)</b>	74	72	71	79	88	91	94	**
<b>INDOOR TRACK (G)</b>	51	36	46	69	76	84	73	**
<b>LACROSSE (B)</b>	66	71	66	65	61	50	*	**
<b>LACROSSE (G)</b>	77	60	61	77	70	67	*	**
<b>OUTDOOR TRACK (B)</b>	108	101	92	99	111	103	*	**
<b>OUTDOOR TRACK (G)</b>	53	73	69	58	78	76	*	**
<b>SOCCER (B)</b>	69	64	67	70	67	66	64	72
<b>SOCCER (G)</b>	65	66	62	59	59	62	55	53
<b>SOFTBALL</b>	41	42	39	37	42	39	*	**
<b>SWIMMING (B)</b>	27	34	24	14	21	20	17	**
<b>SWIMMING (G)</b>	30	28	27	29	31	29	22	**
<b>TENNIS (B)</b>	20	18	15	18	17	15	*	**
<b>TENNIS (G)</b>	17	16	14	17	13	16	*	**
<b>VOLLEYBALL</b>	43	42	44	44	37	42	40	**
<b>WRESTLING</b>	34	34	37	31	23	21	23	**
<b>TOTAL</b>	<b>1284</b>	<b>1205</b>	<b>1184</b>	<b>1229</b>	<b>1255</b>	<b>1241</b>	<b>807</b>	<b>428</b>

**\*Note: There were no spring sports in the 2019-2020 due to COVID and there were limited sports in the fall and winter of the 2020-21 school year due to COVID.**

**\*\*Note: Fall II and Spring Sports do not begin until late February and April, respectively.**

### **Extra-curricular Activities**

The Extra-curricular Activities Program budget funds the salaries, stipends, and a small portion of the expenses necessary to offer extra-curricular activities at the high school. These activities include the high school drama, band, and choral program; and the operations of the high school after school fitness center program. As with athletics, these programs are critical to the education of the whole child and provide opportunities for students to grow, learn, and excel in activities that generate enthusiasm and passion outside of the classroom. They also offer students the chance to develop confidence, character, relationships, and leadership abilities.

Sixty-seven percent of the extra-curricular program budget funds salaries and stipends including 25% of the salary of the Assistant Principal for Athletics and Extra-curricular Activities (representing the effort required to manage this department), as well as the stipends for the various program advisors and the wages for the fitness center monitors. This program budget is partially offset by user fee and ticket revenues. This revolving fund revenue offsets 53% of the professional stipends. This year, the revolving support is overall \$15,000 higher to offset the increase of stipends now including the Coolidge and Parker shows and drama offsets.

As shown in Figure 26 below, the Extra-curricular Activities Program budget is projected to decrease 7.86% in the FY22 School Committee Recommended Budget. This decrease is due primarily to the increase of the offset by \$15,000 combined with the anticipated increase for extra-curricular transportation.

All other increases/decreases, which may be large in percentage terms, are not significant in absolute dollar figures and are used to support the goals and initiatives of the extra-curricular programs.

**Figure 26: Extra-curricular Activities Program Budget by Detail**

	Actual Expended FY18	Actual Expended FY19	Actual Expended FY20	Final Budget FY21	Requested Budget FY22	% Change
<b>Professional Salaries</b>						
Coordinator	\$ 28,365	\$28,936	\$31,270	\$30,385	\$31,100	2.35%
Revolving Fund Support	(30,000)	(50,000)	(15,000)	(49,000)	(64,000)	30.61%
Stipends	66,078	64,026	63,060	83,948	89,738	6.90%
<b>Professional Salaries Total</b>	<b>\$64,443</b>	<b>\$42,962</b>	<b>\$79,329</b>	<b>\$65,333</b>	<b>\$56,838</b>	<b>-13.00%</b>
<b>Contract Services</b>						
Other Student Activities	\$11,985	\$12,921	\$8,089	\$16,900	\$16,650	-1.48%
<b>Contract Services Total</b>	<b>\$11,985</b>	<b>\$12,921</b>	<b>\$8,089</b>	<b>\$16,900</b>	<b>\$16,650</b>	<b>-1.48%</b>
<b>Supplies &amp; Materials</b>						
Other Student Activities	\$268	\$100	\$-	\$400	\$400	0.00%
Performing Arts	845	355	-	1,500	1,500	0.00%
<b>Supplies &amp; Materials Total</b>	<b>\$1,113</b>	<b>\$455</b>	<b>\$-</b>	<b>\$1,900</b>	<b>\$1,900</b>	<b>0.00%</b>
<b>Other Expenses</b>						
Dues & Memberships	\$1,321	\$396	\$860	\$1,000	\$1,000	0.00%
Equipment	557	160	4,952	1,450	3,000	106.90%
Other Student Activities	2,020	1,890	1,590	2,000	2,000	0.00%
Royalties	439	800	1,288	3,000	3,000	0.00%
<b>Other Expenses Total</b>	<b>\$4,337</b>	<b>\$3,246</b>	<b>\$8,689</b>	<b>\$7,450</b>	<b>\$ 9,000</b>	<b>20.81%</b>
<b>Extra-Curricular Total</b>	<b>\$81,878</b>	<b>\$59,584</b>	<b>\$96,108</b>	<b>\$91,583</b>	<b>\$84,388</b>	<b>-7.86%</b>

Figure 27 below shows the participation level in High School Extra-Curricular since 2015-2016 school year. As with athletics, participation levels for last spring and this school year have been impacted by COVID.

**Figure 27: Participation in High School Extra-Curricular (SY2015-16 to SY2019-20)**

SCHOOL YEAR	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
FALL DRAMA CAST/HEAD TECH	89	100	78	79	60	38
FALL DRAMA CREW	47	41	48	49	32	20
WINTER DRAMA CAST/HEAD TECH	58	83	47	49	29	23
WINTER DRAMA CREW	55	45	59	53	34	8
SPRING DRAMA CAST/HEAD TECH	81	46	55	42	*	**
SPRING DRAMA CREW	46	48	34	48	*	**
MARCHING BAND	35	42	38	56	53	56
JAZZ BAND	18	17	19	18	19	19
STAGE BAND	14	11	17	24	21	21
FALL GUARD	15	19	12	7	13	10
WINTER GUARD	12	17	13	13	14	**
<b>TOTAL</b>	<b>470</b>	<b>469</b>	<b>420</b>	<b>438</b>	<b>275</b>	<b>195</b>
*2019-20 No Spring Drama due to Covid.						
**2020-2021 Spring data not yet available						

### Districtwide Networking and Technology Maintenance

The Districtwide Networking and Technology Maintenance budget funds the salaries and expenses required to operate and maintain our technology infrastructure including our wide area network, wireless networks, servers, computer hardware and peripheral devices, clocks and bells systems and telecommunications equipment. The majority of this budget funds the salaries of the network administrator (one-third of this salary is charged to district administration), and 5.5 FTE computer technicians.

As shown in Figure 28, the Districtwide Networking and Technology Maintenance Budget for FY22 is increasing by 11.34%. The major changes in this budget are as follows:

- Cost of living adjustments for computer technicians and network manager.
- Funding for added malware protection for our Verizon Fios Internet service (\$28,800). This is critical for increased network security and protection of student privacy.
- Funding for extra-ordinary repairs for fiber optics (\$10,000). Over the last year, we have had two major network outages due to damage to the external fiber optic network due to natural environmental causes.
- An overall increase in Network Technology software licensing and support due to licenses and maintenance agreements up for renewal in FY22 (\$14,774). These line items fluctuate from year to year based on when renewals come due as well as any increase in the number of devices/users being covered. The FY22 increase reflects the renewal of our firewall software.

**Figure 28: Districtwide Networking and Technology Maintenance Budget by Detail**

	Actual Expended FY18	Actual Expended FY19	Actual Expended FY20	Final Budget FY21	Requested Budget FY22	% Change
<b>Professional Salaries</b>						
<b>Manager</b>	\$74,952	\$76,798	\$82,726	\$83,167	\$85,090	2.31%
<b>Technology Integration</b>	19,030	16,812	-	-	-	
<b>Professional Salaries Total</b>	<b>\$93,982</b>	<b>\$93,610</b>	<b>\$82,726</b>	<b>\$83,167</b>	<b>\$85,090</b>	<b>2.31%</b>
<b>Other Salaries</b>						
<b>Employee Benefits</b>	\$ -	\$4,339	\$-	\$-	\$-	
<b>Technician</b>	266,797	290,234	315,912	323,132	331,150	2.48%
<b>Other Salaries Total</b>	<b>\$266,797</b>	<b>\$294,573</b>	<b>\$315,912</b>	<b>\$323,132</b>	<b>\$331,150</b>	<b>2.48%</b>
<b>Contract Services</b>						
<b>Consulting Services</b>	\$-	\$5,449	\$12,168	\$25,200	\$35,200	39.68%
<b>Networking &amp; Telecomm</b>	5,980	6,240	6,680	7,200	36,000	400.00%
<b>Software Licensing &amp; Support</b>	87,273	82,232	53,950	68,750	75,000	9.09%
<b>Contract Services Total</b>	<b>\$93,252</b>	<b>\$93,921</b>	<b>\$72,798</b>	<b>\$101,150</b>	<b>\$146,200</b>	<b>44.54%</b>
<b>Supplies &amp; Materials</b>						
<b>Information Management</b>	\$5,508	\$32,985	\$5,220	\$4,000	\$4,000	0.00%
<b>Supplies &amp; Materials Total</b>	<b>\$5,508</b>	<b>\$32,985</b>	<b>\$5,220</b>	<b>\$4,000</b>	<b>\$4,000</b>	<b>0.00%</b>
<b>Other Expenses</b>						
<b>Networking &amp; Telecomm</b>	\$-	\$4,088	\$-	\$11,700	\$12,400	5.98%
<b>Postage</b>	-	-	33	200	200	0.00%
<b>Software</b>	11,663	38,426	119,311	41,476	50,000	20.55%
<b>Software Licensing &amp; Support</b>	124	604	73	1,500	1,500	0.00%
<b>Other Expenses Total</b>	<b>\$11,787</b>	<b>\$43,118</b>	<b>\$119,417</b>	<b>\$54,876</b>	<b>\$64,100</b>	<b>16.81%</b>
<b>Technology Total</b>	<b>\$471,327</b>	<b>\$558,206</b>	<b>\$596,073</b>	<b>\$566,325</b>	<b>\$630,540</b>	<b>11.34%</b>

Figure 29 below shows the current inventory of technology devices (computer workstations and laptops) deployed throughout the district by the year that they were deployed. This chart changes annually as the older computers are replaced with new computers. Figure 29A shows the same inventory only by funding source. This past year, due to COVID, several additional laptops were purchased for student remote learning use and staff remote use. It should be noted that the inventory below includes all computers that have been funded by both the operating budget and PTO/Donations/Grants.

**Figure 29: SY20-21 Technology Inventory**

School	2013	2014	2015	2016	2017	2018	2019	2020	Grand Total
<b>District</b>								1046	1046
<b>Admin</b>	1	1	4	3	3	2	20	2	36
<b>Barrows</b>					2	43	181	42	268

<b>Birch Meadow</b>			1		45	36	85	1	168
<b>Coolidge</b>		1	3	31	263	140	119	69	626
<b>Eaton</b>				39	18	92	75	25	249
<b>Killam</b>				20	19	85	72	25	221
<b>Parker</b>	29	2	30	133	71	284	108	30	687
<b>RISE</b>			3			2	8		13
<b>RMHS</b>		30	36	5	88	125	413	61	758
<b>Wood End</b>		3			41	62	59	15	180
<b>Grand Total</b>	<b>30</b>	<b>37</b>	<b>77</b>	<b>231</b>	<b>550</b>	<b>871</b>	<b>1140</b>	<b>1316</b>	<b>4252</b>

**Figure 29A: 2020-2021 Technology Inventory**

<b>School</b>	<b>As of May-20</b>	<b>Added Using School Funds</b>	<b>Replaced Using District Funds</b>	<b>Covid</b>	<b>Total</b>
<b>District</b>	-	-	-	1,046	1,046
<b>Admin</b>	35	-	-	-	35
<b>Barrows</b>	230	39	33	-	269
<b>Birch Meadow</b>	168		7	-	168
<b>Coolidge</b>	560	66	88	-	626
<b>Eaton</b>	224	25	4	-	249
<b>Killam</b>	197	24	7	-	221
<b>Parker</b>	657	30	89	-	687
<b>RISE</b>	13	-	3	-	13
<b>RMHS</b>	713	45	185	-	758
<b>Wood End</b>	165	15	30	-	180
<b>Grand Total</b>	<b>2,962</b>	<b>244</b>	<b>446</b>	<b>1,046</b>	<b>4,252</b>

### **School Building Facilities**

The School Building Facilities budget funds the salaries and expenses necessary to clean our eight school buildings. As shown in Figure 30 below, the School Building Facilities budget is projected to decrease 1.3% in the FY22 School Committee Recommended Budget.

The major changes in the FY22 School Building Facilities Budget are as follows:

- A decrease of \$180,000 of one-time COVID expenses budgeted within FY21. The COVID funding was approved in two allocations at June (\$60,000) and November (\$120,000) Town Meetings.
- Cost of living adjustments, salary steps, and column increases for school custodians according to projected collective bargaining agreements. All five collective bargaining agreements are ending in the current fiscal year and the School Committee will be negotiating new agreements with each collective bargaining unit. In addition, there is also cost of living adjustments for the non-represented employee in this cost center, the Facilities Manager.

- Funding for additional hand sanitizer to refill the dispensers purchased and installed in each classroom and required feminine hygiene dispensers for bathrooms.
- Known increase in contractual cleaning services at Coolidge and RMHS as part of the three-year service contract.
- Decrease of \$100,000 in the Offset from Extended Day as outlined above.

The School Building Facilities department includes the salaries of the facilities manager and custodial staff. Salaries account for the largest share of the School Building Facilities budget at 69% of the total (net of offsets). Revenue from fees collected by organizations renting our school buildings is used to support the School Building Facilities budget and the Town CORE budget. We have level funded this offset from the Use of School Properties for FY22 and we will be monitoring it closely as we have had minimal rentals since March 2020.

**Figure 30: School Building Facilities Budget by Detail**

	Actual Expended FY18	Actual Expended FY19	Actual Expended FY20	Final Budget FY21	Requested Budget FY22	% Change
<b>Professional Salaries</b>						
Manager	\$76,608	\$78,000	\$90,991	\$90,923	\$93,700	3.05%
<b>Professional Salaries Total</b>	<b>\$76,608</b>	<b>\$78,000</b>	<b>\$90,991</b>	<b>\$90,923</b>	<b>\$93,700</b>	<b>3.05%</b>
<b>Clerical Salaries</b>						
Secretary	\$13,325	\$9,871	\$-	\$-	\$-	
<b>Clerical Salaries Total</b>	<b>\$13,325</b>	<b>\$9,871</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	
<b>Other Salaries</b>						
Custodian	\$813,027	\$810,407	\$844,469	\$895,585	\$909,901	1.60%
Employee Benefits	573	571	9,178	3,600	3,600	0.00%
Overtime	36,082	45,185	28,359	69,140	71,214	3.00%
Revolving Fund Support	(180,000)	(180,000)	(80,000)	(180,000)	(80,000)	0.00%
Substitutes	76,349	89,168	69,844	86,700	89,300	3.00%
<b>Other Salaries Total</b>	<b>\$746,032</b>	<b>\$765,331</b>	<b>\$871,850</b>	<b>\$875,025</b>	<b>\$894,015</b>	<b>2.17%</b>
<b>Contract Services</b>						
Cleaning Services	\$200,750	\$295,584	\$329,365	\$346,300	\$357,600	3.26%
<b>Contract Services Total</b>	<b>\$200,750</b>	<b>\$295,584</b>	<b>\$329,365</b>	<b>\$346,300</b>	<b>\$357,600</b>	<b>3.26%</b>
<b>Supplies &amp; Materials</b>						
COVID19 Expenses	\$-	\$-	\$127,678	\$180,000	\$-	100.00%
Equipment	4,385	6,523	202	1,320	5,000	278.79%
Supplies	110,126	111,990	66,834	96,320	120,739	25.35%
<b>Supplies &amp; Materials Total</b>	<b>\$114,512</b>	<b>\$118,513</b>	<b>\$194,714</b>	<b>\$277,640</b>	<b>\$125,739</b>	<b>-54.71%</b>
<b>Other Expenses</b>						
COVID19 Expenses	\$-	\$-	\$16,000	\$-	\$-	
Equipment	2,458	38,083	8,043	5,665	5,950	5.03%

Software Licensing & Support	960	-	-	960	-	-100.00%
Uniforms	674	714	566	2,000	1,200	-40.00%
Other Expenses Total	\$4,091	\$38,797	\$24,608	\$8,625	\$7,150	-17.10%
School Facilities Total	\$1,155,318	\$1,306,096	\$1,511,529	\$1,598,514	\$1,478,204	-7.53%

**Figure 31: School Building Facilities Staffing**

	FY17 FTE	FY18 FTE	FY19 FTE	Actual FY20 FTE	Budgeted FY21 FTE	Budgeted FY22 FTE
Facilities	19.9	19.9	19.9	19.5	19.5	19.5
Custodian	18.5	18.5	18.5	18.5	18.5	18.5
District Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Secretary	0.4	0.4	0.4	-	-	-

## Special Revenue Funds

### Federal, State, and Private Grants

As outlined in Figure 32, in the current fiscal year, our district is supported by \$4.1 million in federal, state, and private grant funding. A complete list is below which shows the type of grant (Entitlement, Competitive, Programmatic), the purpose of the grant funding, and the amounts. Each of these grants has been presented to, and approved by, the School Committee as funding becomes available. The members of Administration will continue to keep the Committee apprised as additional funding opportunities become available.

There can be timing differences in the spending of the SPED IDEA, Title I, Title IIA, and Title IV grants. Federal grants typically run from October 1<sup>st</sup> to September 30<sup>th</sup> each year, while state grants follow the traditional state fiscal year (July 1<sup>st</sup>-June 30<sup>th</sup>). Under current regulations we are allowed to carryover funds into the next fiscal year on the majority of the Federal Grants. We carried forward a significant portion of our FY20 Title 1, Title IIA, Title IV and IDEA grants into FY21 as spending did not occur as planned due to the school closures occurring in March. The members of Central Office Administration meet regularly to review the grants and the associated spending plans.

**Figure 32: Summary of Federal, State, and Private Grants**

Grant Funding/Program Name	Type of Grant	Primary Grant Use	FY20 Grant Award	FY21 Grant Award	Change in Funding
<b>FEDERAL GRANTS</b>					
FY20 Title I, Part A	E	Interventionists, Materials, Stipend for Curriculum Coordinator to assist with Grant Administration on 3 small title grants	\$119,517	\$ 117,669	\$(1,848)

<b>FY20 Title II, Part A</b>	E	PD		58,027	57,112	(915)
<b>FY20 Title IV, Part A</b>	E	PD		10,000	10,000	-
<b>Individuals with Disabilities Education (IDEA)</b>	E	Teacher Salaries, Proportionate Share		1,040,162	1,075,163	35,001
<b>Early Childhood Special Education (IDEA)</b>	E	Teacher Salaries		18,842	19,008	166
<b>SPED Improvement Grant</b>	C	PD		-	26,152	26,152
<b>Early Ed SPED Improvement and Safety Grant</b>	C	Stipends		10,000	2,666	(7,334)
<b>Coronavirus Relief Fund (CvRF) School Reopening Grants</b>		COVID19		-	894,150	894,150
<b>Coronavirus Relief Fund (CvRF) School Meal Program</b>		COVID19		-	9,652	9,652
<b>CARES Act: Elementary and Secondary Education Emergency Relief Fund (ESSER; Fund Code 113)</b>	E	COVID19		-	98,311	98,311
<b>FEDERAL GRANTS TOTAL</b>				<b>\$1,256,548</b>	<b>\$2,309,883</b>	<b>\$ 1,053,335</b>
<b>STATE GRANTS AND CIRCUIT BREAKER</b>						
<b>Circuit Breaker - using FY20 in FY21</b>		OOD Tuition		\$1,359,731	\$1,311,360	\$(48,371)
<b>Improving Student Access to Behavioral and Mental Health Services</b>	C	PD		63,762	-	(63,762)
<b>Early Literacy Screener, Pilot</b>	C	PD		5,915	-	(5,915)
<b>Racial Imbalance - METCO</b>	P	METCO Director, Transportation, Tutoring		453,509	453,509	-
<b>STATE GRANTS AND CIRCUIT BREAKER TOTAL</b>				<b>\$1,882,917</b>	<b>\$1,764,869</b>	<b>\$(118,048)</b>
<b>FEDERAL AND STATE TOTAL</b>				<b>\$3,139,465</b>	<b>\$4,074,752</b>	<b>\$935,287</b>
<b>E-Entitlement Grant</b>						
<b>C-Competitive Grant</b>						
<b>P-Program Grant</b>						

Grant Funding increased from FY20 to FY21 primarily due to three Coronavirus related grants for School Reopening, School Meal Program, and Emergency Relief. These grants can only be used for specific areas that are directly related to COVID expenses that were not factored into the districts operating budget. The School Reopening and School Meal Programs had initial end dates of December 30, 2020, but with the recent passage of the federal stimulus package that was signed into law on December 27, 2020 the availability of the funds was extended through December 31, 2021.

As shown in Figure 33 below, grant funded positions are projected to remain consistent in FY22 and are dependent on the final funding available under each grant. The additional 2.0 FTE Tutor positions are funded through Title 1 and are used for Parker Middle School.

**Figure 33: Change in Grant Funded Positions**

	FY17 FTE	FY18 FTE	FY19 FTE	FY20 FTE	Budgeted FY21 FTE	Budgeted FY22 FTE
<b>Grant Funded</b>	16.8	16.2	16.1	15.7	15.7	17.7
Data Analyst	1.0	0.8	-	-	-	-
District Administrator of Support Services	0.5	0.5	0.6	-	-	-
Metco Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Elementary Teacher	3.6	3.6	5.0	5.0	5.0	5.0
High School Teacher	3.0	3.0	2.0	2.0	2.0	2.0
Middle School Teacher	2.5	2.5	2.0	2.0	2.0	2.0
Pre-School Teacher	2.0	1.6	1.0	1.0	1.0	1.0
Team Chair	2.0	2.0	1.0	1.0	1.0	1.0
Behavior Analyst (BCBA)			1.0	1.0	1.0	1.0
Paraprofessional	-	-	0.7	0.7	0.7	0.7
Tutor	1.2	1.2	1.8	2.0	2.0	4.0

**Special Revenue Funds (Revolving and Donation Accounts)**

The district maintains thirty-one separate special revenue funds that were created and are maintained in accordance with the state’s municipal finance laws as well as the Department of Revenue and Department of Elementary and Secondary Education regulations.

Revolving funds are established to dedicate a specific source of revenue from fees or charges to pay expenses associated with providing the services for which the payment was made. Massachusetts General Laws govern the fund balances, other accounting procedures, expenditures, and any required reporting.

Figure 34 below shows the revenues, expenses, and change in fund balance between July 1, 2019 and June 30, 2020. It should be noted that the period between March 13<sup>th</sup> and June 30<sup>th</sup> there was very little revenue generated for any of these revolving accounts due to the closure of the schools and other state restrictions related to COVID. Refunds, as approved by the School Committee were issued for RISE and Full Day Kindergarten. Several revolving accounts showed a net loss or smaller net gain than presented in previous end of year balances due to all of these factors.

The source of revenue for the funds vary by the nature of the fund and include; sales of meals, participation fees, user fees, ticket sales, donations and tuition and are detailed in Figure 34A below. The source of expenditures for the funds vary by the nature of the fund and include; salaries, supplies and materials, technology, software licenses and all other expenses. The funds are grouped for ease of explanation.

**Figure 34: Revolving Fund Activity and Status as of June 30, 2020**

Revolving Fund:	Balance 30-Jun-19	FY20 Revenue	FY20 Offsets	FY20 Direct Expenditures	Balance 30-Jun-20	Net Gain/(Loss)
School Lunch Program	\$566,465	\$1,006,168	\$ -	\$1,133,303	\$439,330	\$(127,135)
School Transportation	4,952	30,150	-	35,103	(1)	(4,953)
Guidance Revolving Fund	4,784	56,787	-	56,705	4,866	82
Coolidge Extracurricular	4,738	-	-	-	4,738	-
Parker Extracurricular	3,860	-	-	-	3,860	-
Parker After School Activities	52,628	27,035		17,574	62,089	9,461
Band Extracurricular Activities	15,443	24,275		15,684	24,034	8,591
Adult Education Program	53,306	63,180		38,242	78,244	24,938
Summer School Program	58,141	10,102		30,608	37,635	(20,506)
Lost Books	27,976	468		104	28,340	364
<b>Total</b>	<b>\$792,294</b>	<b>\$1,218,164</b>	<b>\$-</b>	<b>\$1,327,323</b>	<b>\$683,136</b>	<b>\$(109,158)</b>
	<b>Balance 30-Jun-19</b>	<b>FY20 Revenue</b>	<b>FY20 Offsets</b>	<b>FY20 Direct Expenditures</b>	<b>Balance 30-Jun-20</b>	<b>Net Gain/(Loss)</b>
<b>Revolving Fund:</b>						
<b>Donation Revolving Funds:</b>						
Elementary Science Materials	\$1,640	\$ -	\$-	\$-	\$1,640	\$-
Burns Foundation (Coolidge)	163	-	-	-	163	-
District Donation Fund	37,868	1,275	-	35,758	3,385	(34,483)
Barrows Donations Fund	5,261	26,491	-	24,313	7,439	2,178
Birch Meadow Donation Fund	7,362	6,634	-	5,339	8,657	1,295
Joshua Eaton Donation Fund	10,946	1,027	-	9,481	2,492	(8,454)
JW Killam Donation Fund	20,711	3,101	-	1,956	21,856	1,145
Wood End Donation Fund	2,289	8,835	-	1,833	9,291	7,002
Coolidge Donation Fund	11,113	8,187	-	8,200	11,100	(14)
Parker Donation Fund	10,593	3,635	-	5,273	8,955	(1,638)
High School Donation Fund	40,868	8,795	-	16,364	33,299	(7,569)
Special Education Donation Fund	319	-	-	-	319	-
<b>Total</b>	<b>\$149,133</b>	<b>\$67,980</b>	<b>\$-</b>	<b>\$108,517</b>	<b>\$108,596</b>	<b>\$(40,537)</b>
	<b>Balance 30-Jun-19</b>	<b>FY20 Revenue</b>	<b>FY20 Offsets</b>	<b>FY20 Direct Expenditures</b>	<b>Balance 30-Jun-20</b>	<b>Net Gain/(Loss)</b>
<b>Revolving Fund:</b>						
<b>Revolving Funds that Offset the Budget</b>						

<b>Athletic Activities</b>	<b>\$141,908</b>	\$342,027	\$246,900	\$50,766	<b>\$186,268</b>	\$44,360
<b>Drama Activities RMHS</b>	<b>51,903</b>	74,558	15,000	39,158	<b>72,303</b>	20,400
<b>Drama Activities Coolidge</b>	<b>31,120</b>	11,581	-	15,736	26,965	(4,155)
<b>Drama Activities Parker</b>	<b>36,261</b>	21,246		16,435	41,073	4,812
<b>Extended Day Program</b>	<b>915,443</b>	1,161,190	109,444	1,470,049	<b>497,140</b>	(418,303)
<b>RISE Preschool Program</b>	<b>219,485</b>	296,444	200,000	18,938	<b>296,991</b>	77,506
<b>Use of School Property</b>	<b>85,134</b>	208,615	85,556	78,983	<b>129,210</b>	44,076
<b>Special Education Tuition</b>	<b>83,313</b>	79,412	80,000	-	<b>82,725</b>	(588)
<b>Full Day Kindergarten Tuition</b>	<b>832,234</b>	914,310	800,000	-	<b>946,544</b>	114,310
<b>Total</b>	<b>\$2,396,801</b>	<b>\$3,109,383</b>	<b>\$1,536,900</b>	<b>\$1,690,065</b>	<b>\$2,279,219</b>	<b>\$(117,583)</b>
<b>TOTAL ALL FUNDS</b>	<b>\$3,338,229</b>	<b>\$4,395,527</b>	<b>\$1,536,900</b>	<b>\$3,125,905</b>	<b>\$3,070,950</b>	<b>\$(267,279)</b>

\*Revenue figures also include donations received from "Friends of" all of the athletic groups

**Figure 34A: Revolving Fund Revenue Sources**

<b>Revolving Fund:</b>	<b>Specific Revenue Sources</b>
<b>School Lunch Program</b>	Breakfast and lunch sales, catering receipts and state and federal reimbursement for qualifying meals
<b>School Transportation</b>	Transportation fees for students opting in for the fee-based transportation (non-mandatory transportation)
<b>Guidance Revolving Fund</b>	Fees for AP exams, PSAT exam, college fairs, transcripts
<b>Coolidge Extracurricular</b>	No activity since 2016, analysis to be completed on balance and appropriate use of funds.
<b>Parker Extracurricular</b>	No activity since before 2015, analysis to be completed on balance and appropriate use of funds.
<b>Parker After School Activities</b>	Fees collected from Parker for after-school activities such as welcome to Parker, wind ensemble, library activities after school
<b>Band Extracurricular Activities</b>	High School Student User Fees – includes jazz band, stage band, marching band, jazz fee
<b>Adult Education Program</b>	Community education and driver’s education; donations (historically for district wide programs – parent day)
<b>Summer School Program</b>	Kids Club Summer program (run through extended day)
<b>Lost Books</b>	Fees charged to students (school specific – each school has an account) for lost books, includes amounts received from Follett for surplus books
<b>Donation Revolving Funds:</b>	
<b>Elementary Science Materials</b>	Dormant account
<b>Burns Foundation (Coolidge)</b>	Dormant account
<b>District Donation Fund</b>	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee

<b>Barrows Donations Fund</b>	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee; also includes funds from American Textiles for the clothing bin donations located at each school.
<b>Birch Meadow Donation Fund</b>	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee; also includes funds from American Textiles for the clothing bin donations located at each school.
<b>Joshua Eaton Donation Fund</b>	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee; also includes funds from American Textiles for the clothing bin donations located at each school.
<b>JW Killam Donation Fund</b>	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee; also includes funds from American Textiles for the clothing bin donations located at each school.
<b>Wood End Donation Fund</b>	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee; also includes funds from American Textiles for the clothing bin donations located at each school.
<b>Coolidge Donation Fund</b>	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee; also includes funds from American Textiles for the clothing bin donations located at each school.
<b>Parker Donation Fund</b>	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee; also includes funds from American Textiles for the clothing bin donations located at each school.
<b>High School Donation Fund</b>	Donations received that are generally earmarked for a specific purpose, donations are presented and approved by the members of School Committee; also includes funds from American Textiles for the clothing bin donations located at each school.
<b>Special Education Donation Fund</b>	Donations received for expenses earmarked for use by the Special Education Parents Advisory Council (SEPAC) for guest speakers and workshops.
<b>Revolving Fund:</b>	
<b>Athletic Activities</b>	Student User fees, donations (earmarked for specific purpose); gate receipts
<b>Drama Activities RMHS</b>	Student User fees, donations (earmarked for specific purpose); show receipts and ad receipt from playbills
<b>Drama Activities Coolidge</b>	Student User fees, donations (earmarked for specific purpose); show receipts and ad receipt from playbills
<b>Drama Activities Parker</b>	Student User fees, donations (earmarked for specific purpose); show receipts and ad receipt from playbills
<b>Extended Day Program</b>	Student tuition fees for before and after school programs
<b>RISE Preschool Program</b>	Student tuition fees for typical students attending the RISE integrated Pre-School
<b>Use of School Property</b>	Rental fees from inside and outside agencies and organizations to utilize school property
<b>Special Education Tuition</b>	Tuition charged to districts who send students to attend one of our in-district programs
<b>Full Day Kindergarten Tuition</b>	Student tuition fees for full-day kindergarten students

The first group includes the School Lunch Program which accounts for 64.3% of the \$683,136 June 30<sup>th</sup> ending balance. Sources of revenue for this fund are breakfast and lunch sales, catering receipts and state and federal reimbursement for qualifying meals. Sources of expenses for this fund include staff

salaries, food purchases, equipment, supplies and materials and other expense needed to operate the program. The fund balance had a net loss of \$127,135 between June 30, 2019 and June 30, 2020. This loss is due to there being no lunch sales from March 16, 2020 to June 30, 2020 due to school being closed. Expenses, including staff salaries continued during this time as decisions were made to maintain payroll for the food services personnel for the school year. Food distribution funding from the Federal Government, as well as, close fiscal management resulted in the loss to be less than anticipated. This program by law can only carry forward three months of operating expenses. In the current fiscal year, staff have been furloughed due to the decline in school lunch sales. Food distribution reimbursement has helped in maintaining minimal levels of staffing within the program. The Director of School Nutrition continues to monitor the balance closely and is also monitoring all food purchases to ensure commodities and Federal Funds are utilized as effectively as possible.

The School Transportation revolving account shows a net loss of \$4,953 in fund balance due to no transportation fees being deposited during the school closure. There is not any fee-based transportation during the 2020-2021 school year resulting in no prepayments coming in prior to June 30<sup>th</sup>. We anticipate, once restrictions are lifted on transportation capacity, to be able to offer a paid-for bus in the next fiscal year.

The Adult Education Revolving Fund had a net gain of \$24,938 due to the timing of when revenue is received for programs and when the associated expenses are paid out. The increase is due to tuition payments for Driver's Education, which was put on hold for several months during the pandemic and refunds were not given out while the program was suspended. Our Driver's Education program, including driving lessons, has resumed following all safety protocols.

The Summer School Revolving Account had a net decrease of \$20,506 as the result of timing differences between enrollment and pre-payment of tuition prior to the start of the program and the timing of associated expenses. Since there was not a summer school program in 2020, we did not receive any prepayments prior to June 30, 2020 and the expenses reflected are from the 2019 summer program.

The next group of accounts are donation revolving funds. The School Committee officially accepts all donations during their regularly scheduled meetings as part of the consent agenda. Sources of donations include; PTO's, Reading Education Foundation, as well as individuals and various Booster ("friends of") groups. Most donations are directed, for a specific purpose and can only be used for that purpose. Depending upon the purpose and timing of the donation, the funding may span more than one fiscal year resulting in fluctuating balances. These funds are not used to offset the operating budget.

The last grouping of Revolving Funds is those the district utilizes for offsets to the operating budget. Figure 34 provides a rollforward summary of FY20 activity. Due to the uncertainty of these revolving funds during the current fiscal year, we are not currently providing a model forecast for projected ending balances for this group of funds for the current year or for the next fiscal year. We are reviewing each account to determine usage and assess the associated revenue and any direct expenses. We will continue to monitor these closely and adjust where necessary. We will provide the Committee updates at future school committee meetings as to current year activity and impacts to current year offsets. In building the FY22 budget, we assumed a return to normal and built the offsets off of historical figures for all accounts except for Extended Day as has been described previously within this document.

In FY20 the district (including an offset for the Town) took a combined offset of \$1,536,900, which is \$627,000 less from the previous fiscal year. The primary driver for a reduced offset is that there were refunds given for RISE and Full Day Kindergarten, no athletic or extra-curricular fees collected for Spring Sports or Spring Drama Activities, and no fees collected for the Spring Extended Day Program. In addition, all rental activities (including Recreation activities) ceased effective March 13, 2020 and have not yet resumed in the current fiscal year. Overall, the net loss in FY20 for this group was \$117,583. We continue to monitor our revolving accounts closely and have determined based on a review of preliminary enrollment activity for our RISE Pre-School, Full Day Kindergarten and Extra-Curricular activities we are increasing our overall offsets in the FY22 budget by \$95,000. See Figure 3 for more detail.

The Athletic Revolving Fund balance had a net gain of \$44,360 which resulted from the timing difference of expenses and revenue receipts. Also included within the ending balance of the Athletics Revolving Account are donations received that have not yet been expended. Such donations, as mentioned previously, are earmarked for specific purposes. The Chief Financial Officer works closely with the Athletics Director to procure the donations based upon its intended purpose. As noted, participation rates and a reduced user fee due to a shorter season are anticipated in the current year, this will be monitored to determine any impact to future offsets.

The Drama Revolving fund balances for RMHS, Parker, and Coolidge had a net increase of \$21,507 for the year. This is due to the timing of when expenses are paid compared to when revenue is received. This revolving fund is heavily dependent on user fee participation, ticket sales from the shows and the cost of the royalties for the shows. There is a timing difference between when expenses are incurred for a production and when user fee and ticket revenue are received. Because the shows have gone virtual for the foreseeable future, there may be less expenses, but there will also be less revenue. This may impact future offset amounts.

The Extended Day Program was impacted significantly in the spring due to the closure of the Schools on March 13<sup>th</sup>. As a result of refunds issued and the continuation of payroll through May the Revolving Fund had a net decrease in the ending balance of \$418,303. During the current fiscal year, refunds totaling \$155,954 have been processed related to the prior fiscal year have been processed to date with additional amounts anticipated. Taking this into account, the ending balance would be \$341,186. Based upon a review of the Extended Day revolving accounts as part of the budget preparation process it came to our attention that the projections initially prepared and submitted for the current year for the Extended Day Revolving Account by Assistant Superintendent Kelley and Director Nelson were not materializing due to COVID impacted enrollment. Based upon revised projections that were presented by Assistant Superintendent Kelley and Director Nelson several decisions were made and implemented immediately in order to maintain the program. As a result of the revised projection, the decision was made to reduce the Adult and Community Education/Extended Day office staffing from four employees to one employee as the enrollment figures did not support the need for four administrative positions. The workload has been redistributed to members of Central Office for payroll, invoicing, and accounts payable. A further review of each program was requested as additional cost saving measures were needed in order to preserve the program and accounts. Based upon this review, the decision was made that the before school program across all schools would not be offered for the remainder of Fiscal 2021 due to decreased enrollment figures. In addition, the RISE after school program was discontinued due to low enrollment figures. It is our intention to offer the before and after school programs in Fiscal 2022. Due to uncertainty around Fiscal 2022, we are not in a position to determine enrollment figures

related to the before and after school programs for Fiscal 2022. In order to address the decreased enrollment and the resulting impact on the budgeted offsets, we are recommending a decrease of \$125,000 to the Extended Day Offset.

The RISE Preschool program had a net gain of \$77,506 for the year. Included within the ending balance are prepayments of \$32,000 made in one fiscal year related to the next fiscal year. This revolving account has been the least impacted by enrollment decreases, but still reflects refunds issued due to the school closure in March 2020.

The Use of School Property had an \$44,076 increase in the fund balance for FY20. There has been minimal rental activity in the district since March 16,2020. Custodial compensation associated with rentals is expended directly to this fund. We are concerned about offsets from this revolving account for both FY21 and FY22 due to the lack of facilities rentals, including recreation. We will be monitoring this revolving account closely.

The Full Day Kindergarten balance had an increase of \$114,310 from last year. Reflected in the ending balance is the impact on the first payment which is due in the spring of each year of approximately \$85,325. The current year's kindergarten class is 80 students less (as of October 1<sup>st</sup>) than last year's kindergarten class which will have an impact on tuition being collected. We are also monitoring the impact, if any, on the number of students who qualify for free and reduced tuition. The current year offset was based upon a decline in enrollment and based upon preliminary figures the offset should be able to be realized with the ending balance and current year receipts.

Except for increases to the Full Day Kindergarten, RISE Preschool, and Extra-curricular offsets, we are recommending that all other offsets remain level funded in the School Committee FY22 Recommended Budget. We will continue to monitor these revolving accounts carefully and adjust, as needed. For a breakdown of revolving account offset changes for FY22, please refer to Figure 1 on page 5.

# Appendix A: Organizational Section

## Town of Reading



The Town of Reading is in Middlesex County, Massachusetts, United States, some 10 miles (16 km) north of central Boston. Reading was incorporated on June 10, 1644 taking its name from the town of Reading in England. Reading encompasses 9.9 square miles and is located approximately 12 miles North of Boston with easy access to major routes including 125/I-95, I93 and routes 28 and 129. In addition, commuter rail and bus service are available in Reading. The Town of Reading has a Representative Town Meeting form of government. Town Meeting is comprised of 24 members from each of Reading’s eight precincts for a total of 192 members. Reading also has a 5

member Select Board and a Town Manager.

There are eight schools in the Reading Public Schools: Reading Memorial High School (grades 9-12), A.W. Coolidge Middle School (grades 6-8), W.S. Parker Middle School (grades 6-8), and five elementary schools (grades K-5): Alice Barrows, Birch Meadow, Joshua Eaton, J.W. Killam and Wood End. Reading also has the RISE Preschool program, an integrated preschool, with classrooms located at Reading Memorial High School as well as the Wood End Elementary School.

**Figure A1-Reading Public School Enrollment as of October 1, 2020**

School	Enrollment
RISE Pre-School (grades Pre-K)	97
Alice Barrows Elementary School (grades K - 5)	354
Birch Meadow Elementary School (grades K - 5)	345
Joshua Eaton Elementary School (grades K - 5)	395
J. Warren Killam Elementary School (grades K - 5)	395
Wood End Elementary School (grades K - 5)	249
A.W. Coolidge Middle School (grades 6 - 8)	399
Walter S. Parker Middle School (grades 6 - 8)	495
Reading Memorial High School (grades 9 - 12)	1222
<b>Total Enrollment</b>	<b>3951</b>

Reading participates in the Metropolitan Council for educational Opportunity (METCO), a voluntary desegregation program which brings approximately 65 students, grades K-12, from Boston to Reading. Reading is also one of eleven member districts of the SEEM Collaborative and one of twenty member districts of the North Shore Education Consortium. Through these collaboratives, Reading Public Schools

is able to partner with other districts in the area to provide special education as well as professional development and other services to our students and staff at a lower cost than a single district alone could secure the same services. Reading Public Schools is also a member of The Education Collaborative (TEC). To reduce costs, Reading Public Schools utilizes the TEC collaborative bid process for school and custodial supplies. Through this collaborative purchasing arrangement, Reading Public Schools is able to purchase items at a reduced cost.

## Organization Structure

### School Committee

The Reading School Committee consists of six members elected by the voters of Reading for three-year terms. Each year, two members' term of office expires and become open for re-election. The current membership and terms of the Reading School Committee are as follows:

Charles Robinson, Chairperson, Term Expires 2022

Tom Wise, Vice Chairperson, Term Expires 2022

Shawn Brandt, Term Expires 2021

Carla Nazzaro, Term Expires 2023

John Parks, Term Expires, 2021

Erin Gaffen, Term Expires, 2023

Under Massachusetts General Laws, Chapter 70, the School Committee has the power to select and to terminate the Superintendent, review and approve the budget, and establish the educational goals and policies for the schools in the district consistent with the requirements of law and statewide goals and standards established by the Board of Education.

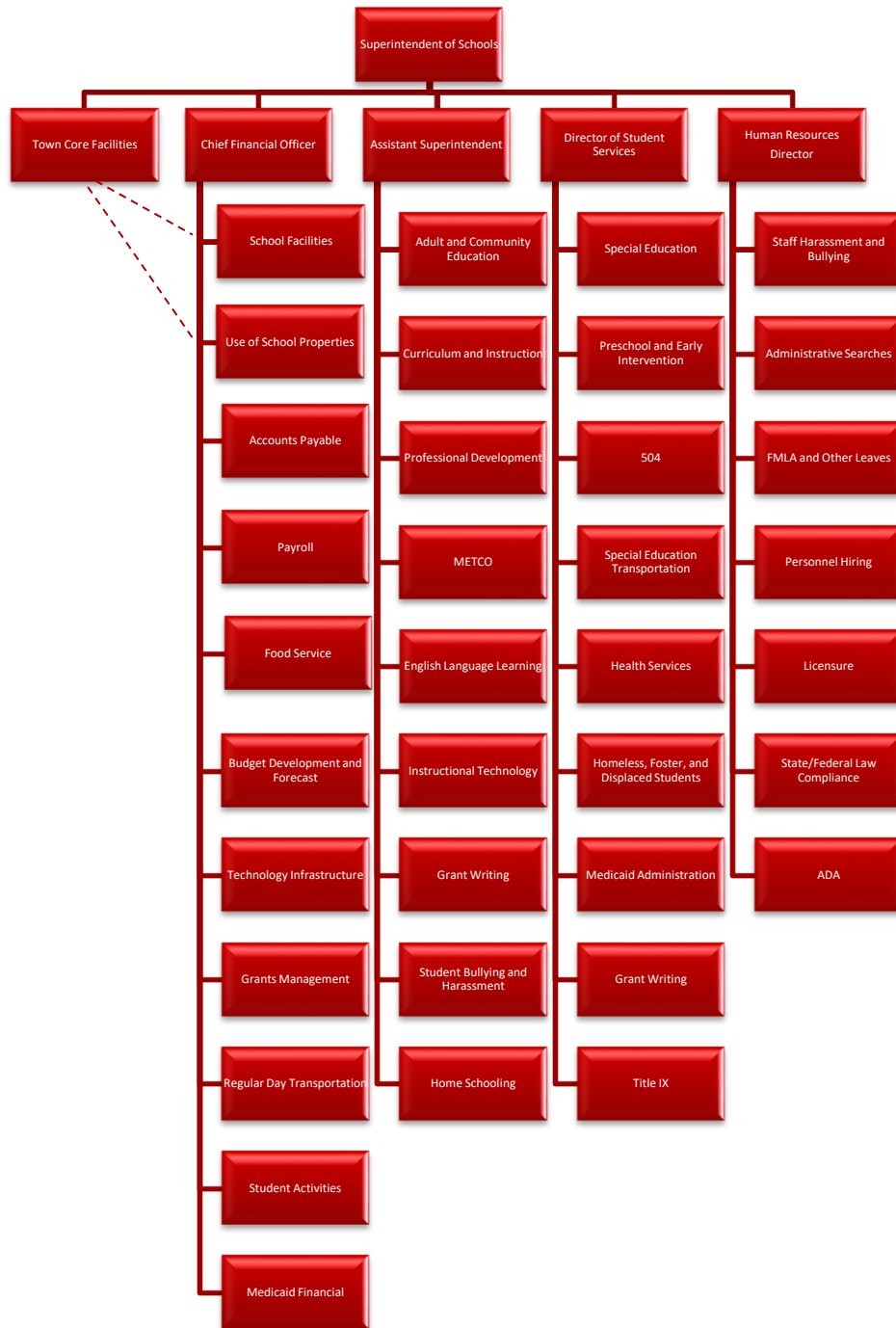
### District Administration

The District is led by the Superintendent of Schools, the Central Office Leadership Team, District Leadership Team, and Administrative Council. The Central Office Leadership Team includes the Superintendent of Schools, Assistant Superintendent for Learning and Teaching, Chief Financial Officer Director of Student Services, and Human Resources Director. The District Leadership Team includes the Central Office Leadership Team, the eight building principals, the RISE Preschool Director, and Assistant Director for Special Education and Department Directors (Facilities, Food Services, Network Manager, METCO and Health Services). The Administrative Council includes the District Leadership Team as well as all Assistant Principals and Special Education Team Chairs.

The Superintendent is the supervisor and evaluator of all District Level Administrators and Building Principals. Each District Level Administrator is responsible for a number of different departments and functional areas of district operations. Principals, under the 1993 Education Reform Act, are the supervisors and evaluators of all building-based staff including professional and support staff (paraprofessionals, clerical, custodial, food services).

Figure A-2 below provides an overview of the organizational structure of the district by function, not FTE.

**Figure A2: District Organizational Chart by Function (Not FTE)**



## District Partnerships

Reading Public Schools are part of a larger community that believes in collaboration for the purpose of benefiting the children of Reading Public Schools. We are fortunate to have many important partners

who enrich the lives of our students through their contributions of resources – both financial and volunteer time.

*Town of Reading*

The municipal government of the Town of Reading is the district's most important partner. We share in the tax revenues that represent the voters' commitment to a quality of life that values education, public service, and community engagement. We also share many resources and collaborate to efficiently manage the operations of the community.

*Reading Education Foundation*

The Reading Education Foundation is a volunteer organization of Reading residents working in partnership with the Superintendent of Schools and Reading Public Schools. Its mission is to support innovation and excellence within the Reading Public Schools by raising and providing private money to fund initiatives that are beyond the reach of public funds.

*Parent-Teacher Organizations*

Each of our schools is fortunate to have a PTO comprised of parent volunteers who support teachers in each building. This support includes parent education, teacher appreciation events, mobilization of classroom and school level volunteers, and funding for technology, enrichment, and other special programs.

*Parent Booster Organizations*

Reading Public Schools are supported by a significant number of parent booster organizations comprised of parent volunteers who raise, contribute, and dispense funds for the benefit of specific extra-curricular activities including athletic teams, academic teams, and fine and performing arts.

# Appendix B: Student Demographics

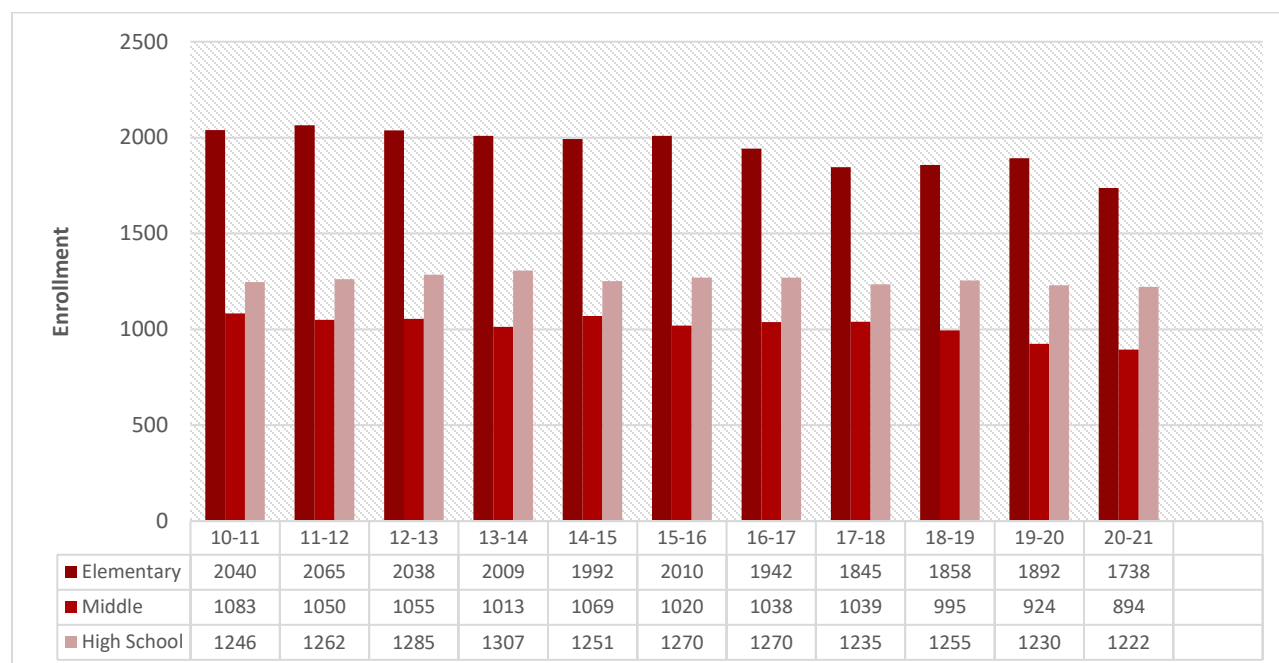
This section provides student demographic information such as enrollment by school, by grade, and by population and class size information.

## District Enrollment and Student Demographics

School districts in Massachusetts are required to report student enrollment and demographic data to the Massachusetts Department of Elementary and Secondary Education (MA DESE) three times per year: October 1, March 1, and Year End. The October 1 figures are used to evaluate staffing needs and patterns for the School Committee Budget each year.

Enrollment in our district has remained relatively stable and while we have declined (6.8%) since our highest enrollment level in SY12-13. Over the last ten years we have decreased our enrollment by 215 students. The three largest increases in enrollment came during SY'2007-08, SY'2010-11, and SY'2006-07.

**Table B1: Historical Enrollment by Level**



PreK-12 Enrollment has been on the slight decline over the past fourteen years, peaking in FY12-13 at 4,483. RISE enrollment has increased as the number of students requiring services has increased which requires an increase in tuition paying students. Current PreK-12 enrollment is 3,951, a decrease of 200 students from October 1, 2019. This decrease is primarily at the elementary level and is due to a lower enrollment at kindergarten than average and students opting for either homeschool or private school due to COVID. This pattern is consistent throughout the state. This year, enrollment decreased at

elementary by 154 students, primarily in Kindergarten. Middle school decreased by 30 students and High School enrollment decreased by 8 students. Historically, anywhere from 4% to 13% of eighth grade students do not move on to Reading Memorial High School. Tables B2 and B3 show the historical enrollment by school and grade level.

**Table B2: Historical Enrollment by School**

	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21
Alice Barrows	390	399	389	388	369	359	385	385	377	374	385	354
Birch Meadow	412	419	412	393	384	387	387	383	370	377	384	345
Joshua Eaton	442	425	446	453	455	471	462	428	388	386	404	395
J. Warren Killam	455	447	451	446	463	440	460	427	420	412	415	395
Wood End	346	350	367	358	338	335	316	319	290	305	304	249
A.W. Coolidge	476	490	466	462	449	476	471	466	476	443	424	399
Walter S. Parker	562	593	584	593	564	593	549	572	563	547	500	495
Reading Memorial	1,242	1,246	1,262	1,285	1,307	1,251	1,270	1,270	1,235	1,251	1,230	1,222
RISE	67	90	100	105	103	95	94	91	94	115	105	97
District	4,392	4,459	4,477	4,483	4,432	4,407	4,394	4,341	4,213	4,210	4,151	3,951
% Change	-0.8%	1.5%	0.4%	0.1%	-1.1%	-0.6%	-0.3%	-1.2%	-2.9%	-0.7%	-0.1%	-4.8%

**Table B3: Historical Enrollment by Grade Level**

	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
2009-10	67	280	345	349	363	318	390	353	341	344	334	298	298	312	4,392
2010-11	90	348	308	351	349	369	315	387	353	343	324	327	301	294	4,459
2011-12	100	319	362	315	356	347	366	311	390	349	312	327	326	297	4,477
2012-13	105	302	342	361	324	356	353	362	309	384	323	314	321	327	4,483
2013-14	103	287	319	351	370	327	355	347	362	304	353	323	308	323	4,432
2014-15	95	322	298	314	362	366	330	356	346	367	270	357	319	305	4,407
2015-16	94	319	337	305	308	375	366	326	357	337	328	273	346	323	4,394
2016-17	91	267	343	342	307	313	370	356	324	358	306	336	276	352	4,341
2017-18	94	293	273	341	334	299	305	360	353	326	325	306	331	273	4,213
2018-19	115	325	296	277	338	324	294	291	355	344	293	329	307	322	4,210
2019-20	105	318	330	297	282	331	334	292	291	341	301	294	331	304	4,151
2020-21	97	238	312	316	290	270	312	319	288	287	299	301	292	330	3,951

The Reading Public Schools provides special education services to eligible students ages three to twenty-two years deemed eligible through the special education team evaluation process. Eligibility is based on a determination that the child has a qualified disability that will limit the child’s ability to achieve effective progress in the regular education program without special accommodations. Instructional or other accommodations are outlined in the child’s Individual Education Program (IEP). Table B4 shows historical data regarding the number of students with IEPs based on October 1 enrollment data. As this table indicates, the total percentage of students receiving special education services has increased

by .5%, but an overall decrease of 16 students between last school year and this school year. In addition, we have seen a decrease in the number of students in out of district placements from last year to this year by 2 students.

**Table B4: Special Education Enrollment (2020-21 data as of 10/1/2020)**

Academic Year	Total Enrollment	# of Students on IEP	% of Students	% of Students Statewide	# of Students Out of District
2005-06	4282	694	16.2%	16.4%	73
2006-07	4332	707	16.3%	16.7%	67
2007-08	4416	753	17.1%	16.9%	73
2008-09	4428	771	17.4%	17.1%	63
2009-10	4392	758	17.3%	17.0%	59
2010-11	4459	734	16.5%	17.0%	51
2011-12	4447	768	17.3%	17.0%	64
2012-13	4483	737	16.4%	17.0%	64
2013-14	4432	767	17.3%	17.0%	50
2014-15	4407	809	18.4%	17.1%	61
2015-16	4394	791	18.0%	17.2%	64
2016-17	4377	727	16.6%	17.4%	53
2017-18	4275	724	16.9%	17.7%	69
2018-19	4270	752	17.6%	18.1%	62
2019-20	4202	727	17.3%	18.4%	51
2020-21	4000	711	17.8%	18.7%	49

Table B5 shows the enrollment for our high needs population, as defined by the Massachusetts Department of Elementary and Secondary Education (DESE). Much of the financial support that the district receives from state and federal grants and reimbursement programs (e.g. Title I, school nutrition reimbursements, or circuit breaker) is driven by enrollments of certain populations of students. These groups often need additional services beyond the general education classroom. These populations include students receiving special education services, students whose first language is not English or who have limited proficiency in English, or low income students. The figures below show enrollment for these subgroups in our district. What is apparent from the table below is that we had an increase in our low income population from the 2019-20 school year. As unemployment rates continue to increase, we will most likely see this number continue to rise. The number of students who qualify has a financial impact in the types of services that we offer and who will qualify for financial assistance in full day kindergarten, bus transportation, athletics, and extra-curricular programs.

**Table B5: Enrollment History for Other High Needs Populations (As of October 1, 2020)**

Academic Year	First Language Not English		Limited English Proficient		Low-Income		Free Lunch		Reduced Lunch		Students on IEP	
	#	%	#	%	#	%	#	%	#	%	#	%
2007-08	85	1.9	17	0.4	158	3.6	114	2.6	44	1.0	753	17.1%
2008-09	78	1.8	14	0.3	172	3.9	125	2.8	47	1.1	771	17.4%
2009-10	83	1.9	16	0.4	204	4.6	152	3.5	52	1.2	758	17.3%
2010-11	75	1.7	14	0.3	231	5.2	176	3.9	55	1.2	734	16.5%
2011-12	72	1.6	15	0.3	254	5.7	204	4.6	50	1.1	768	17.3%

2012-13	81	1.8	20	0.5	261	5.8	213	4.8	48	1.1	737	16.4%
2013-14	79	1.8	26	0.6	294	6.6	239	5.4	55	1.2	767	17.3%
2014-15	75	1.7	26	0.6	398	9.2	340	7.8	58	1.4	809	18.4%
2015-16	89	2.0	46	1.0	390	8.9	342	7.8	48	1.1	791	18.0%
2016-17	94	2.2	46	1.1	380	8.8	333	7.7	47	1.1	727	16.6%
2017-18	100	2.3	43	1.0	437	10.2	345	8.1	92	2.2	713	16.7%
2018-19	90	2.1	42	1.0	409	9.6	322	7.5	87	2.0	735	17.2%
2019-20	101	2.4	47	1.1	377	9.1	281	6.8	96	2.3	727	17.3%
2020-21	98	2.5	43	1.1	436	10.9	316	7.9	120	3.0	711	17.8%

### Class Size

The Reading School Committee and Reading Public Schools do not have a policy that mandates class size. However, at the elementary level, the district uses guidelines that include a recommended class size of 18 to 22 in grades K-2, and 20 to 25 in grades 3-5. As Table B6 shows, the vast majority of the elementary schools are within these ranges. **Please note that current class sizes include both remote, in person, and hybrid students.**

**Table B6: Average Class Size by Grade and School (2020-21 School Year)**

School	Grade K	Grade 1	Grade 2	Grade 3	Grade 4	Grade 5	Grade 6	Grade 7	Grade 8	Grade 9	Grade 10	Grade 11	Grade 12
Barrows	15.0	18.6	20.0	22.0	17.7	19.25							
Birch Meadow	13.6	18.3	20.3	18.0	20.7	19.0							
Joshua Eaton	13.3	22.3	18.8	21.0	22.0	21.3							
Killam	16.6	19.8	22.3	21.0	22.3	23.3							
Wood End	12.5	20	17.3	20.5	22.0	22.5							
Coolidge							24.0	21.0	21.0				
Parker							22.0	20.0	20.0				
High School										20.0	20.1	19.4	22.1
Average	14.2	19.8	19.7	20.5	20.9	21.1	23.0	20.5	20.5	20.0	20.1	19.4	22.1

Middle school class size ideally should be between 20 and 25 students. As Figure B6 shows, middle school class sizes are all essentially within the ideal range at both middle schools with the class sizes slightly higher at Coolidge.

At the High School level, “average” class size is more difficult to determine and assess given the various types of programs and levels of each program offered (college prep, strong college prep, honors, and advanced placement) and the number of courses taught, both required and elective. The average class sizes shown in Table B6 above are for required classes at each grade level for the current school year. The class sizes above are based on the total enrollment for that grade divided by 15 sections of a required class in a grade

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# ENTERPRISE FUNDS

## FY22 BUDGET

### Enterprise Funds Overview

#### Infrastructure Planning

Several years ago, both Water and Sewer engaged in long term master planning, and produced recommendations to replace many of the 100+ year old water mains and both water storage tanks, as well as every one of 12 sewer pump stations.

Over the past year we have been working with National Grid to study the infrastructure of the downtown area to ensure that adequate water, sewer, storm water and natural gas systems will support the economic development growth in the area. Above ground streetscape work (including full repaving) will follow after the underground work is complete.

November 2020 Town Meeting approved several debt authorizations in the Enterprise Funds, including \$6.9 million (water), \$1 million (sewer), and \$1 million (storm water). As mentioned last year, this leaves another \$5.7 million of new water debt within the next ten years, and another \$25 million beyond that time frame. Taking care of our infrastructure will lead to higher budget spending.

Here is a look at three categories of spending in the two larger Enterprise Funds. We have the most control over local costs, then planning control over capital costs, and no real control over MWRA charges except to minimize water usage through conservation efforts.

	Water			Sewer		
	%	FY22 budget	FY23 est.	%	FY22 budget	FY23 est.
Local costs	29%	3.5%	3.0%	15%	1.8%	3.0%
Capital & Debt	37%	10.9%	-3.2%	15%	78.3%	-2.8%
MWRA	34%	18.5%	4.0%	71%	3.0%	4.0%

The huge jump in the MWRA water assessment for FY22 is a direct result of increased FY21 water usage at home due to the pandemic. We will assume a more modest 4% increase in water usage when the Select Board holds Rate Hearings this spring, and some increase in reserves usage will help offset these increased costs. The increase in projected budgets herein will be larger than the need to increase rates, due to this change in water usage assumption.

# WATER ENTERPRISE FUND

## FY22 BUDGET

**Water Supply** is responsible for the administrative management, operation, technical support, maintenance and security of the drinking water supply in accordance with all Federal, State and local regulations. **Water Distribution** is responsible for maintaining and operating the municipal water distribution system in accordance with industry standards and all applicable regulations. In addition, this division oversees water meter installation, repair and meter reading as well as the maintenance of all fire hydrants.

Local costs are projected up 7.5% in FY22, driven by the planned increase in debt as some long-term infrastructure work begins. When combined with expected +18.5% MWRA charges, the gross budget is up 11.0%.

WATER ENTERPRISE FUND			FY21 BUDGET	FY22 BUDGET	FY21-22
	FY19 actual	FY20 actual	Town Meeting	Town Manager	Change
Wages	\$ 699,758	\$ 739,889	\$ 795,700	\$ 809,025	1.7%
Overhead Expenses	\$ 553,673	\$ 549,625	\$ 565,000	\$ 608,750	7.7%
Operational Expenses	\$ 233,014	\$ 281,162	\$ 371,500	\$ 376,500	1.3%
General Fund Support	\$ 574,000	\$ 592,400	\$ 611,075	\$ 630,630	3.2%
<b>Water Operational Costs</b>	<b>\$ 2,060,445</b>	<b>\$ 2,163,076</b>	<b>\$ 2,343,275</b>	<b>\$ 2,424,905</b>	<b>3.5%</b>
Capital	\$ 53,000	\$ (258,426)	\$ 710,000	\$ 50,000	-93.0%
Debt	\$ 1,882,030	\$ 1,849,984	\$ 2,050,000	\$ 2,974,350	45.1%
<b>Water Local Costs</b>	<b>\$ 3,995,475</b>	<b>\$ 3,754,634</b>	<b>\$ 5,103,275</b>	<b>\$ 5,449,255</b>	<b>6.8%</b>
MWRA Expenses	\$ 2,296,922	\$ 2,369,996	\$ 2,400,000	\$ 2,844,000	18.5%
<b>Water Gross Costs</b>	<b>\$ 6,292,397</b>	<b>\$ 6,124,630</b>	<b>\$ 7,503,275</b>	<b>\$ 8,293,255</b>	<b>10.5%</b>
Use of Financial Reserves (FY22 pending Select Board vote)			\$ (800,000)	\$ (1,000,000)	25.0%
<b>Water Net Costs</b>			<b>\$ 6,703,275</b>	<b>\$ 7,293,255</b>	<b>8.8%</b>

### Salaries

There is no change in staffing levels, nor any significant changes in any related costs:

	FY19 actual	FY20 actual	FY21 BUDGET	FY22 BUDGET	FY21-22
			Town Meeting	Town Manager	Change
Water/Sewer Supervisor	\$ 45,797	\$ 52,280	\$ 47,550	\$ 49,500	4.1%
Water Quality & Safety Admin	\$ 77,597	\$ 81,039	\$ 82,700	\$ 84,975	2.8%
Managing/Working Foremen	\$ 197,649	\$ 214,110	\$ 215,300	\$ 216,200	0.4%
Senior/Junior Operators	\$ 250,319	\$ 256,106	\$ 273,150	\$ 326,200	19.4%
Laborers	\$ 1,544	\$ 39,630	\$ 41,500	\$ -	-100.0%
W/S Assistant Collector	\$ 26,518	\$ 27,804	\$ 28,500	\$ 29,250	2.6%
Support Staff	\$ 7,654	\$ 14,751	\$ 25,500	\$ 26,900	5.5%
Seasonal Staff	\$ 22,006	\$ 6,145	\$ 10,000	\$ 7,500	-25.0%
On Call/Out of Grade	\$ 13,883	\$ 8,849	\$ 16,000	\$ 16,000	0.0%
Overtime	\$ 58,554	\$ 42,302	\$ 63,000	\$ 60,000	-4.8%
Buyback	\$ -	\$ 1,334	\$ -	\$ -	0.0%
Snow Removal	\$ (1,763)	\$ (4,459)	\$ (7,500)	\$ (7,500)	0.0%
<b>Water EF Wages</b>	<b>\$ 699,758</b>	<b>\$ 739,889</b>	<b>\$ 795,700</b>	<b>\$ 809,025</b>	<b>1.7%</b>

### Expenses

Local overhead expenses are higher this year because of increases in P/C insurance and OPEB contributions. The latter is especially perplexing, and will rise again in FY23 to \$110,000. This seems caused by changing actuarial assumptions specific to this enterprise fund. Operating expenses are little changed. General Fund

support costs were all increased by about 3.2% according to a methodology developed by the Town Accountant.

	FY19 actual	FY20 actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 Change
Retirement Assessment	\$ 211,515	\$ 223,289	\$ 205,500	\$ 216,250	5.2%
OPEB Contributions	\$ 52,500	\$ 55,000	\$ 60,000	\$ 85,000	41.7%
Health Insurance	\$ 232,155	\$ 214,928	\$ 235,000	\$ 240,000	2.1%
Medicare Payments	\$ 11,233	\$ 11,298	\$ 13,500	\$ 13,500	0.0%
P/C Insurance Premiums	\$ 31,835	\$ 31,105	\$ 35,000	\$ 38,000	8.6%
Worker Comp. Ins. Premiums	\$ 14,435	\$ 14,005	\$ 16,000	\$ 16,000	0.0%
<b>Water EF Overhead Expenses</b>	<b>\$ 553,673</b>	<b>\$ 549,625</b>	<b>\$ 565,000</b>	<b>\$ 608,750</b>	<b>7.7%</b>
Water Parts & Maintenance	\$ 79,791	\$ 138,412	\$ 168,000	\$ 173,000	3.0%
Water Supplies & Equipment	\$ 21,958	\$ 49,014	\$ 51,000	\$ 51,000	0.0%
Water Quality & Safety	\$ 28,587	\$ 23,309	\$ 35,000	\$ 35,000	0.0%
Water Conservation Promotion	\$ 10,952	\$ 7,652	\$ 20,000	\$ 20,000	0.0%
Gas & Utilities	\$ 61,888	\$ 38,936	\$ 52,000	\$ 52,000	0.0%
Office Supplies & Equipment	\$ 8,293	\$ 494	\$ 10,500	\$ 10,500	0.0%
Professional Development	\$ 3,793	\$ 5,590	\$ 11,000	\$ 11,000	0.0%
Police Details	\$ 17,752	\$ 17,755	\$ 24,000	\$ 24,000	0.0%
<b>Water EF Operating Exp.</b>	<b>\$ 233,014</b>	<b>\$ 281,162</b>	<b>\$ 371,500</b>	<b>\$ 376,500</b>	<b>1.3%</b>
Wage Support - Adm Services	\$ 29,625	\$ 30,600	\$ 31,575	\$ 32,585	3.2%
Wage Support - Finance	\$ 19,225	\$ 19,850	\$ 20,475	\$ 21,130	3.2%
Wage Support - DPW	\$ 25,475	\$ 26,300	\$ 27,125	\$ 27,995	3.2%
Expense Support - Adm Services	\$ 5,225	\$ 5,400	\$ 5,575	\$ 5,750	3.1%
Expense Support - Finance	\$ 379,500	\$ 391,825	\$ 404,175	\$ 417,110	3.2%
Expense Support - DPW	\$ 114,950	\$ 118,425	\$ 122,150	\$ 126,060	3.2%
<b>Water EF Genl Fund Support</b>	<b>\$ 574,000</b>	<b>\$ 592,400</b>	<b>\$ 611,075</b>	<b>\$ 630,630</b>	<b>3.2%</b>

### Capital & Debt

The next significant capital expense (financed by debt) is a change to smart-meter technology, scheduled for FY24. Please refer to the capital plan and debt schedule for more details.



**Water Enterprise Fund**  
Capital Debt  
February 2021

Water Ent. Fund Capital & Debt	Approved FY-2021	Request FY-2022	Projected =>					Legend: DEBT (issued); debtfini (Approved, Not Issued) and debfina (not yet approved)					FY37-41 hidden					FY21-41 TOTAL
			FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY-2034	FY-2035	FY-2036		
Water DEBT	2,027,730	2,974,349	2,825,780	2,968,800	2,490,650	2,217,525	2,034,250	2,186,350	1,784,050	1,737,000	1,592,600	1,183,375	1,007,700	819,050	798,350	778,650	31,131,609	
Join MWRA (partial \$3.18m)	195,380	181,780	181,780	175,100	169,900	153,700	149,350										1,216,790	
Join MWRA (full \$7.8m) @	465,450	445,950	431,550	417,150	402,750	388,350	370,825	355,250									3,277,275	
Auburn Tank \$4.5 mill/20yr	350,214	350,214	333,025	322,775	312,525	302,275	292,025	281,775	271,525	261,275	251,025	244,875	239,750	235,650	231,550	227,450	5,229,539	
WM-HvHil&Howard (\$2.05m)	185,000	185,000															370,000	
WM(M):loan to be used	20,000	20,000															40,000	
WM(M) Ph 1 R#1 \$4.012mil/10yr	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	1,604,800	
WM Ph 1 R#2 \$1.165mil/10yr	140,300	135,700	131,100	126,500	121,900	117,300	112,700	108,100	103,500	98,900	94,300	89,700	85,100	80,500	75,900	71,300	772,800	
WM Ph 1 R#2 \$3.106 mil/10yr	396,800	384,400	372,000	359,600	347,200	334,800	322,400										2,517,200	
WM Grove St \$1.0mil/5yrs	223,600	216,000	203,500	196,100	188,700	181,300	173,900	166,500	159,100	151,700	144,300	136,900	129,500	122,100	114,700	107,300	1,027,900	
WM Gazabo \$1.1mil/10yr	141,785	141,785	133,475	128,725	123,975	119,225	114,475	104,850	100,350	95,850	91,350	86,850	82,350	77,850	73,350	68,850	1,154,511	
WM Downtown I \$2.8 mil/10yr	353,519	353,519	338,150	326,150	314,150	297,275	285,525	273,775	262,025	250,275	239,700	229,125	218,550	207,975	197,400	186,825	2,940,544	
WM(M) Downtown I \$1.5mil	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000		
WM(M) Downtown II \$5.2 mil/10yr								676,000	660,400	644,800	629,200	613,600	598,000	582,400	566,800	551,200	6,058,000	
WM Community \$25mil			150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000	
Lead Removal (M) \$1.5mil			214,500	214,500	209,550	204,600	199,650	194,700	189,750	184,800	179,850	174,900	169,950				1,922,250	
DPW Bldg Project/25 yrs TBA																		
Repayment of Principal:	1,746,200	2,428,200	2,367,200	2,531,200	2,130,000	1,930,000	1,810,000	1,865,000	1,515,000	1,515,000	1,515,000	1,040,000	890,000	725,000	725,000	725,000	26,997,800	
Join MWRA (partial \$3.18m)	160,000	160,000	156,000	155,000	150,000	145,000	140,000										1,076,000	
Join MWRA (full \$7.8m) @	365,000	360,000	360,000	360,000	360,000	360,000	360,000	350,000									2,870,000	
Auburn Tank \$4.5 mil/20yr	204,000	204,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	205,000	4,094,000	
WM-HvHil&Howard (\$2.05m)	185,000	185,000															370,000	
WM(M):loan to be used	20,000	20,000															40,000	
WM(M) Ph 1 R#1 \$4.012mil/10yr	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	401,200	1,604,800	
WM Ph 1 R#2 \$1.165mil/10yr	115,000	115,000	115,000	115,000	115,000	115,000	115,000										690,000	
WM Ph 1 R#2 \$3.106 mil/10yr	310,000	310,000	310,000	310,000	310,000	310,000	310,000										2,170,000	
WM Grove St \$1.0mil/5yrs	190,000	190,000	185,000	185,000	185,000	185,000	185,000										935,000	
WM Gazabo \$1.1mil/10yr	96,000	96,000	95,000	95,000	95,000	95,000	95,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	931,000	
WM Downtown I \$2.8 mil/10yr	237,000	237,000	240,000	240,000	240,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000	2,367,000	
WM(M) Downtown I \$1.5mil	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000	
WM(M) Downtown II \$5.2 mil/10yr								520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	520,000	5,200,000	
WM Community \$25mil			150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000	
Lead Removal (M) \$1.5mil			165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	1,650,000	
Replace Meters \$1.65mil/10yr																		
DPW Bldg Project/25 yrs TBA																		
Interest on Long Term Debt:	281,530	546,149	458,580	437,600	360,650	287,525	224,250	321,350	269,050	222,000	177,600	143,375	117,700	93,050	73,350	53,650	4,133,809	
Join MWRA (partial \$3.18m)	35,380	30,580	25,780	21,100	14,900	8,700	4,350										140,790	
Join MWRA (full \$7.8m) @	100,450	85,950	71,550	57,150	42,750	28,350	15,825	5,250									407,275	
Auburn Tank \$4.5 mil/20yr																		
WM-HvHil&Howard (\$2.05m)																		
WM(M):loan to be used																		
WM(M) Ph 1 R#1 \$4.012mil/10yr	146,214	146,214	128,025	117,775	107,525	97,275	87,025	76,775	66,525	56,275	47,025	39,875	34,750	30,650	26,550	22,450	1,135,539	
WM Ph 1 R#2 \$1.165mil/10yr	25,300	20,700	16,100	11,500	6,900	2,300											82,800	
WM Ph 1 R#2 \$3.106 mil/10yr	86,800	74,400	62,000	49,600	37,200	24,800	12,400										347,200	
WM Grove St \$1.0mil/5yrs	33,600	26,000	18,500	11,100	3,700												92,900	
WM Gazabo \$1.1mil/10yr	45,786	45,786	38,475	33,725	28,975	24,225	19,475	14,850	10,350	5,850	1,800						223,511	
WM Downtown I \$2.8 mil/10yr	116,519	116,519	98,150	86,150	74,150	62,275	50,525	38,775	27,025	15,275	4,700						573,544	
WM(M) Downtown I \$1.5mil								156,000	140,400	124,800	109,200	93,600	78,000	62,400	46,800	31,200	858,000	
WM(M) Downtown II \$5.2 mil/10yr																		
WM Community \$25mil																		
Lead Removal (M) \$1.5mil																		
Replace Meters \$1.65mil/10yr																		
DPW Bldg Project/25 yrs TBA																		

# SEWER ENTERPRISE FUND

## FY22 BUDGET

The Sewer Division is responsible for operating the municipal sewer collection systems in accordance with all applicable state, federal and MWRA regulations for the collection and discharge of wastewater. This ranges from maintaining and repairing over 100 miles of sewer mains and 12 pumping stations to responding to customer service needs for individual sewer and drainage problems.

Local costs are projected up 30.1% in FY22 driven by the planned increase in debt as some long-term infrastructure work begins. When combined with expected +3.0% MWRA charges, the gross budget is up 9.8%.

SEWER ENTERPRISE FUND			FY21 BUDGET	FY22 BUDGET	FY21-22
	FY19 actual	FY20 actual	Town Meeting	Town Manager	Change
Wages	\$ 394,560	\$ 428,284	\$ 447,200	\$ 450,700	0.8%
Overhead Expenses	\$ 135,568	\$ 135,413	\$ 165,750	\$ 173,500	4.7%
Operational Expenses	\$ 151,623	\$ 182,144	\$ 228,500	\$ 228,500	0.0%
General Fund Support	\$ 238,810	\$ 246,605	\$ 254,400	\$ 262,550	3.2%
<b>Sewer Operational Costs</b>	<b>\$ 920,562</b>	<b>\$ 992,446</b>	<b>\$ 1,095,850</b>	<b>\$ 1,115,250</b>	<b>1.8%</b>
Capital	\$ 85,589	\$ 171,752	\$ 175,000	\$ 75,000	-57.1%
Debt	\$ 439,710	\$ 416,210	\$ 470,000	\$ 957,375	103.7%
<b>Sewer Local Costs</b>	<b>\$ 1,445,860</b>	<b>\$ 1,580,407</b>	<b>\$ 1,740,850</b>	<b>\$ 2,147,625</b>	<b>23.4%</b>
MWRA Expenses	\$ 5,090,525	\$ 5,369,024	\$ 5,255,000	\$ 5,415,000	3.0%
<b>Sewer Gross Costs</b>	<b>\$ 6,536,385</b>	<b>\$ 6,949,432</b>	<b>\$ 6,995,850</b>	<b>\$ 7,562,625</b>	<b>8.1%</b>
Use of Financial Reserves			\$ (525,000)	\$ (800,000)	52.4%
<b>Sewer Net Costs</b>			<b>\$ 6,470,850</b>	<b>\$ 6,762,625</b>	<b>4.5%</b>

### Salaries

There is no change in staffing levels, nor any significant changes in any related costs:

			FY21 BUDGET	FY22 BUDGET	FY21-22
	FY19 actual	FY20 actual	Town Meeting	Town Manager	Change
Water/Sewer Supervisor	\$ 43,188	\$ 42,208	\$ 47,550	\$ 49,500	4.1%
Managing/Working Foremen	\$ 64,463	\$ 68,703	\$ 69,750	\$ 73,750	5.7%
Senior/Junior Operators	\$ 163,110	\$ 202,378	\$ 217,900	\$ 210,800	-3.3%
Laborers	\$ 32,742	\$ -	\$ -	\$ -	0.0%
W/S Assistant Collector	\$ 26,518	\$ 27,804	\$ 28,500	\$ 29,250	2.6%
Support Staff	\$ 7,654	\$ 14,751	\$ 25,500	\$ 26,900	5.5%
On Call/Out of Grade	\$ 7,435	\$ 6,600	\$ 8,000	\$ 8,000	0.0%
Overtime	\$ 50,444	\$ 62,723	\$ 52,500	\$ 55,000	4.8%
Buyback	\$ -	\$ 5,799	\$ -	\$ -	-
Snow Removal	\$ (994)	\$ (2,683)	\$ (2,500)	\$ (2,500)	0.0%
<b>Sewer EF Wages</b>	<b>\$ 394,560</b>	<b>\$ 428,284</b>	<b>\$ 447,200</b>	<b>\$ 450,700</b>	<b>0.8%</b>

### Expenses

Local overhead expenses are not much changed, and local operational expenses are unchanged. General Fund support costs were all increased by about 3.2% according to a methodology developed by the Town Accountant.

	FY19 actual	FY20 actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 Change
Retirement Assessment	\$ 43,020	\$ 45,439	\$ 52,250	\$ 55,000	5.3%
OPEB Contributions	\$ 21,000	\$ 22,000	\$ 22,000	\$ 23,000	4.5%
Health Insurance	\$ 46,874	\$ 44,515	\$ 65,000	\$ 67,500	3.8%
Medicare Payments	\$ 3,439	\$ 3,502	\$ 3,500	\$ 4,000	14.3%
P/C Insurance Premiums	\$ 3,994	\$ 4,437	\$ 5,000	\$ 5,500	10.0%
Worker Comp. Ins. Premiums	\$ 17,240	\$ 15,520	\$ 18,000	\$ 18,500	2.8%
Sewer EF Overhead Expenses	\$ 135,568	\$ 135,413	\$ 165,750	\$ 173,500	4.7%
Sewer Parts & Maintenance	\$ 21,520	\$ 84,641	\$ 94,500	\$ 94,500	0.0%
Sewer Supplies & Equipment	\$ 37,431	\$ 9,120	\$ 30,000	\$ 30,000	0.0%
Sewer Quality & Safety	\$ 39,543	\$ 44,788	\$ 45,500	\$ 45,500	0.0%
Gas & Utilities	\$ 38,328	\$ 31,391	\$ 39,000	\$ 39,000	0.0%
Office Supplies & Equipment	\$ -	\$ 644	\$ -	\$ -	0.0%
Professional Development	\$ 8,486	\$ 5,463	\$ 11,500	\$ 11,500	0.0%
Police Details	\$ 6,315	\$ 6,098	\$ 8,000	\$ 8,000	0.0%
Sewer EF Operating Exp.	\$ 151,623	\$ 182,144	\$ 228,500	\$ 228,500	0.0%
Wage Support - Adm Services	\$ 12,350	\$ 12,750	\$ 13,150	\$ 13,575	3.2%
Wage Support - Finance	\$ 8,025	\$ 8,300	\$ 8,575	\$ 8,850	3.2%
Wage Support - DPW	\$ 10,610	\$ 10,955	\$ 11,300	\$ 11,665	3.2%
Expense Support - Adm Services	\$ 2,175	\$ 2,250	\$ 2,325	\$ 2,400	3.2%
Expense Support - Finance	\$ 157,850	\$ 163,000	\$ 168,150	\$ 173,530	3.2%
Expense Support - DPW	\$ 47,800	\$ 49,350	\$ 50,900	\$ 52,530	3.2%
Sewer EF Genl Fund Support	\$ 238,810	\$ 246,605	\$ 254,400	\$ 262,550	3.2%

### Capital & Debt

The next significant capital expense (financed by debt) is a change to smart-meter technology, scheduled for FY24. Please refer to the capital plan and debt schedule for more details.

**Sewer Enterprise Fund**

Capital + Debt  
February 2021

	3/15/2021 9:20	Approved		Request		Projected ==>		Legend: DEBT (Issued), debina (Approved, Not Issued) and debina (not yet approved)		FY-2023		FY-2024		FY-2025		FY-2026		FY-2027		FY-2028		FY-2029		FY-2030		FY-2031		FY-2032		FY-2033		FY-2034		FY-2035		FY21-35	
		FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033	FY-2034	FY-2035	TOTAL	FY-2035	FY-2035	TOTAL																	
Sewer Ent. Fund Capital & Debt	175,000	75,000	75,000	75,000	75,000	175,000	950,000	980,000	800,000	980,000	1,375,000	1,225,000	1,025,000	1,175,000	1,500,000	10,660,000	1,500,000	1,500,000	10,660,000																		
Sewer Capital	405,210	957,375	918,800	1,100,125	1,062,125	754,125	370,925	319,525	310,325	275,125	261,450	174,900	169,950	-	-	7,079,960	-	-	7,079,960																		
Sewer Debt	580,210	1,032,375	993,800	1,175,125	1,137,125	929,125	1,320,925	1,299,525	1,110,325	1,255,125	1,636,450	1,399,900	1,194,950	1,175,000	1,500,000	17,739,960	1,500,000	1,500,000	17,739,960																		
<b>Total Capital &amp; Debt</b>																																					
Sewer CAPITAL	175,000	75,000	75,000	75,000	75,000	175,000	950,000	980,000	800,000	980,000	1,375,000	1,225,000	1,025,000	1,175,000	1,500,000	10,660,000	1,500,000	1,500,000	10,660,000																		
Sewer Main projects	75,000	75,000	75,000	75,000	75,000	75,000	100,000	100,000	100,000	100,000	125,000	125,000	125,000	125,000	150,000	1,500,000	150,000	150,000	1,500,000																		
Station: Chas St. \$2.4mil/8yrs	debt	debt	debt	debt	debt	debt										850,000			850,000																		
Station: Sturges \$2 mil/5yrs	4	debt	debt	debt	debt	debt										850,000			850,000																		
Station: Joseph's Way \$850k						100,000	750,000									30,000			30,000																		
Station: Brewer Lane \$850k						100,000	100,000	750,000								30,000			30,000																		
Station: Collins Ave. \$1.5m								100,000	700,000							350,000			350,000																		
Station: Collins Ave. \$1.5m								100,000	700,000							800,000			800,000																		
Station: Small Lane \$400k								30,000								30,000			30,000																		
Station: Grove St. \$900k																100,000			100,000																		
Station: Small Lane \$400k																900,000			900,000																		
Station: Grove St. \$900k																200,000			200,000																		
Station: Longwood Rd. \$2.0mil																900,000			900,000																		
Station: Stout Ave. \$1.0mil																150,000			150,000																		
Station: Pilman Drive \$1.5mil																1,350,000			1,350,000																		
Station: Pilman Drive \$1.5mil																100,000			100,000																		
Downtown Improve II design	100,000																																				
Downtown Improve II \$1.0mil/10y	3	debt	debt	debt	debt	debt										debt			debt																		
Meter Replacements \$1.65mil/10yr	5															debt			debt																		
DPW Bldg Project/25 yrs TBA	6															debt			debt																		
Engineering Vehicle (split w/Wtr)			17,500																																		
<b>Sewer DEBT</b>	405,210	957,375	918,800	1,100,125	1,062,125	754,125	370,925	319,525	310,325	275,125	261,450	174,900	169,950	-	-	7,496,170	-	-	7,496,170																		
MWRA Inflow & Infiltration	1	76,010	68,200	68,200	68,200	68,200	68,200	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	613,220	26,000	26,000	613,220																		
Station: Chas St. \$2.4mil/8yrs	2	329,200	313,200	302,400	291,600	280,800	280,800	111,575	107,325	107,325	107,325	107,325	107,325	107,325	107,325	581,428	107,325	107,325	581,428																		
Downtown Improve II \$1.0mil/10y	3	126,628	126,628	120,075	115,825	111,575	111,575	111,575	111,575	111,575	111,575	111,575	111,575	111,575	111,575	2,053,472	111,575	111,575	2,053,472																		
Station: Sturges \$2 mil/5yrs	4	449,347	449,347	428,125	410,000	392,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	374,000	1,922,250	374,000	374,000	1,922,250																		
Meter Replacements \$1.65mil/10yr	5																																				
DPW Bldg Project/25 yrs TBA	6																																				
<b>Repayment of Principal:</b>	351,010	786,200	788,200	953,200	953,200	683,200	318,200	276,000	276,000	250,000	245,000	165,000	165,000	-	-	6,561,220	-	-	6,561,220																		
MWRA Inflow & Infiltration P7	1a	7,810														15,620			15,620																		
MWRA Inflow & Infiltration P9	1c	42,200	42,200	42,200	42,200	42,200	42,200	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	337,600	26,000	26,000	337,600																		
MWRA Inflow & Infiltration P11	1d	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	26,000	260,000	26,000	26,000	260,000																		
Station: Chas St. \$2.4mil/8yrs	2	275,000	270,000	270,000	270,000	270,000	270,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	1,630,000	85,000	85,000	1,630,000																		
Downtown Improve II \$1.0mil/10y	3	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	845,000	85,000	85,000	845,000																		
Station: Sturges \$2 mil/5yrs	4	363,000	363,000	365,000	365,000	365,000	365,000	365,000	365,000	365,000	365,000	365,000	365,000	365,000	365,000	1,823,000	365,000	365,000	1,823,000																		
Meter Replacements \$1.65mil/10yr	5																																				
DPW Bldg Project/25 yrs TBA	6																																				
<b>Interest on Long Term Debt:</b>	54,200	171,175	130,600	146,925	108,925	70,925	52,725	43,525	34,325	25,125	16,450	9,900	4,950	-	-	934,950	-	-	934,950																		
MWRA Inflow & Infiltration	1																																				
Station: Chas St. \$2.4mil/8yrs	2	54,200	43,200	32,400	21,600	10,800										227,400			227,400																		
Downtown Improve II \$1.0mil/10y	3	41,628	41,628	35,075	30,825	26,575	22,325	18,075	9,575	5,325	1,600					204,828			204,828																		
Station: Sturges \$2 mil/5yrs	4	86,347	86,347	63,125	45,000	27,000	9,000									230,472			230,472																		
Meter Replacements \$1.65mil/10yr	5																																				
DPW Bldg Project/25 yrs TBA	6																																				

# STORM WATER ENTERPRISE FUND

## FY22 BUDGET

The Storm Water Division consists of some activities conducted under the General Fund budget, and some in the Enterprise Fund budget. As a whole, the Division is responsible for the construction, maintenance and repair of all catch basins and storm drainage systems. By agreement with Town Meeting several years ago, the Enterprise Fund contains new activities required by federal law that were not previously done within the General Fund budgets.

STORM WATER ENTERPRISE FUND			FY21 BUDGET	FY22 BUDGET	FY21-22
	FY19 actual	FY20 actual	Town Meeting	Town Manager	Change
Wages	\$ 52,106	\$ 51,707	\$ 107,130	\$ 100,000	-6.7%
Overhead Expenses	\$ 19,033	\$ 18,007	\$ 28,250	\$ 31,750	12.4%
Operational Expenses	\$ 55,420	\$ 8,772	\$ 103,000	\$ 102,000	-1.0%
General Fund Support	\$ 95,500	\$ 98,600	\$ 101,715	\$ 104,970	3.2%
<b>Storm Water Operational Costs</b>	<b>\$ 222,058</b>	<b>\$ 177,086</b>	<b>\$ 340,095</b>	<b>\$ 338,720</b>	<b>-0.4%</b>
Capital	\$ 131,857	\$ 89,878	\$ 300,000	\$ 175,000	-41.7%
Debt	\$ -	\$ -	\$ -	\$ 126,628	100.0%
<b>Storm Water Local Costs</b>	<b>\$ 353,915</b>	<b>\$ 266,964</b>	<b>\$ 640,095</b>	<b>\$ 640,348</b>	<b>0.0%</b>
MWRA Expenses	\$ -	\$ -	\$ -	\$ -	0.0%
<b>Storm Water Gross Costs</b>	<b>\$ 353,915</b>	<b>\$ 266,964</b>	<b>\$ 640,095</b>	<b>\$ 640,348</b>	<b>0.0%</b>
Use of Financial Reserves			\$ (90,000)	\$ (90,000)	0.0%
<b>Storm Water Net Costs</b>			<b>\$ 550,095</b>	<b>\$ 550,348</b>	<b>0.0%</b>

### Salaries

There is no change in staffing levels for FY22. Costs are lower because of staff turnover.

	FY19 actual	FY20 actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 Change
Senior/Junior Operators	\$ 49,215	\$ 48,876	\$ 103,130	\$ 96,000	-6.9%
On Call/Out of Grade	\$ 509	\$ -	\$ 1,000	\$ 1,000	0.0%
Overtime	\$ 2,381	\$ 2,831	\$ 3,000	\$ 3,000	0.0%
<b>Storm Water EF Wages</b>	<b>\$ 52,106</b>	<b>\$ 51,707</b>	<b>\$ 107,130</b>	<b>\$ 100,000</b>	<b>-6.7%</b>

### Expenses

Local overhead expenses and operating expenses are little changed. General Fund support costs were all increased by about 3.2% according to a methodology developed by the Town Accountant.

	FY19 actual	FY20 actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 Change
Retirement Assessment	\$ 2,901	\$ 2,985	\$ -	\$ 2,000	100.0%
OPEB Contributions	\$ 6,500	\$ 7,000	\$ 10,000	\$ 10,500	5.0%
Health Insurance	\$ 8,846	\$ 6,812	\$ 16,000	\$ 17,000	6.3%
Medicare Payments	\$ 786	\$ 1,210	\$ 2,250	\$ 2,250	0.0%
<b>Storm Water Overhead Expenses</b>	<b>\$ 19,033</b>	<b>\$ 18,007</b>	<b>\$ 28,250</b>	<b>\$ 31,750</b>	<b>12.4%</b>
Drainage Maintenance	\$ 14,923	\$ 11,083	\$ 20,000	\$ 20,000	0.0%
St. Water Supplies & Equip.	\$ 31,058	\$ (5,945)	\$ 67,000	\$ 67,000	0.0%
St. Water Quality & Safety	\$ 1,587	\$ -	\$ 5,000	\$ 5,000	0.0%
Gas & Utilities	\$ 5,580	\$ 4,189	\$ 6,000	\$ 6,000	0.0%
Professional Development	\$ 2,273	\$ (555)	\$ 5,000	\$ 4,000	-20.0%
<b>Storm Water EF Operating Exp.</b>	<b>\$ 55,420</b>	<b>\$ 8,772</b>	<b>\$ 103,000</b>	<b>\$ 102,000</b>	<b>-1.0%</b>

	FY19 actual	FY20 actual	FY21 BUDGET Town Meeting	FY22 BUDGET Town Manager	FY21-22 Change
Wage Support - Adm Services	\$ 4,950	\$ 5,110	\$ 5,275	\$ 5,445	3.2%
Wage Support - Finance	\$ 4,250	\$ 4,390	\$ 4,530	\$ 4,675	3.2%
Wage Support - DPW	\$ 63,125	\$ 65,175	\$ 67,230	\$ 69,380	3.2%
Expense Support - Adm Services	\$ 3,200	\$ 3,300	\$ 3,400	\$ 3,510	3.2%
Expense Support - Finance	\$ 875	\$ 900	\$ 930	\$ 960	3.2%
Expense Support - DPW	\$ 19,100	\$ 19,725	\$ 20,350	\$ 21,000	3.2%
Sewer EF Genl Fund Support	\$ 95,500	\$ 98,600	\$ 101,715	\$ 104,970	3.2%

### Capital & Debt

Please refer to the capital plan and debt schedule for more details. Note that the one-time increase in drainage is to cover a project that is required under the MS4 permit to be completed by June 30, 2023.

**Storm Water Enterprise Fund**

Capital + Debt  
February 2021

Storm Water Ent. Fund Capital	Approved FY-2021	Requested FY-2022	Projected =		Legend: DEBT (issued); deb/blank (Approved, Not Issued); and deb/blank (not yet approved)										FY-21-33 TOTAL	
			FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY-2031	FY-2032	FY-2033			
Storm Water Capital	300,000	175,000	75,000	75,000	75,000	75,000	300,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	125,000	1,875,000
Storm Water Debt	-	126,628	120,075	115,825	111,575	107,325	-	460,000	448,000	436,000	424,000	412,000	400,000	388,000	376,000	2,761,428
<b>Total Capital &amp; Debt</b>	<b>300,000</b>	<b>301,628</b>	<b>195,075</b>	<b>190,825</b>	<b>186,575</b>	<b>182,325</b>	<b>300,000</b>	<b>560,000</b>	<b>548,000</b>	<b>536,000</b>	<b>524,000</b>	<b>512,000</b>	<b>500,000</b>	<b>488,000</b>	<b>476,000</b>	<b>4,636,428</b>
<b>Storm Water CAPITAL</b>	<b>300,000</b>	<b>175,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>300,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>125,000</b>	<b>1,875,000</b>
Drainage Improv. (projects)	50,000	175,000	75,000	75,000	75,000	75,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	125,000	1,225,000
Downtown Improve II \$1.0mil/1		debt	debt	debt	debt	debt	debt	debt	debt	debt	debt	debt	debt	debt		
DPW Bldg Project/25 yrs TBA																
Saugus River Design/Permit							200,000									200,000
Aberjona River Design/Permit																200,000
Saugus Rvr Improv. (I) \$2mil																
Saugus Rvr Improv. (II) \$2mil																
Aberjona Rvr Improv. \$2mil																
Sweeper: Elgin Pelican	250,000															250,000
<b>Storm Water DEBT</b>	<b>-</b>	<b>126,628</b>	<b>120,075</b>	<b>115,825</b>	<b>111,575</b>	<b>107,325</b>	<b>-</b>	<b>460,000</b>	<b>448,000</b>	<b>436,000</b>	<b>424,000</b>	<b>412,000</b>	<b>400,000</b>	<b>388,000</b>	<b>376,000</b>	<b>2,761,428</b>
Downtown Improve II \$1.0mil/1		126,628	120,075	115,825	111,575	107,325	-	460,000	448,000	436,000	424,000	412,000	400,000	388,000	376,000	2,761,428
DPW Bldg Project/25 yrs TBA																
Saugus Rvr Improv. (I) \$2mil																
Saugus Rvr Improv. (II) \$2mil																
Aberjona Rvr Improv. \$2mil																
<b>Repayment of Principal:</b>	<b>-</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	<b>845,000</b>
Downtown Improve II \$1.0mil/1		85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	85,000	845,000
DPW Bldg Project/25 yrs TBA																
Saugus Rvr Improv. (I) \$2mil																
Saugus Rvr Improv. (II) \$2mil																
Aberjona Rvr Improv. \$2mil																
<b>Interest on Long Term Debt:</b>	<b>-</b>	<b>41,628</b>	<b>35,075</b>	<b>30,825</b>	<b>26,575</b>	<b>22,325</b>	<b>18,075</b>	<b>13,825</b>	<b>9,575</b>	<b>5,325</b>	<b>1,600</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>384,828</b>
Downtown Improve II \$1.0mil/1		41,628	35,075	30,825	26,575	22,325	18,075	13,825	9,575	5,325	1,600	0	0	0	0	384,828
DPW Bldg Project/25 yrs TBA																
Saugus Rvr Improv. (I) \$2mil																
Saugus Rvr Improv. (II) \$2mil																
Aberjona Rvr Improv. \$2mil																

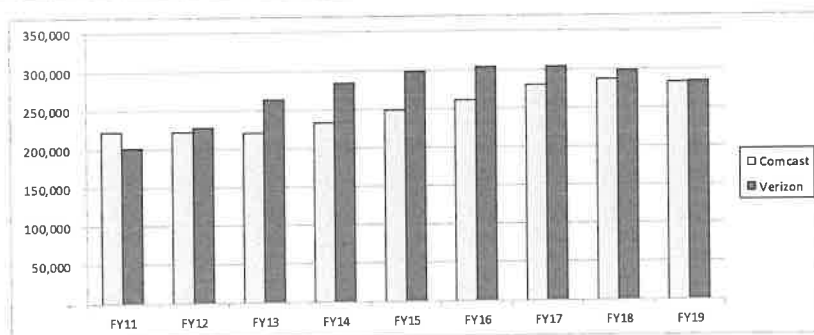
# PEG CABLE ACCESS ENTERPRISE FUND

## FY22 BUDGET

The Public, Educational, and Governmental (PEG) Cable Access enterprise fund receives revenue from Reading's cable providers (Comcast and Verizon) quarterly. These funds are earmarked for PEG cable access. The Town does not have an established department to provide PEG services. Over the last 20+ years the Town has been outsourcing PEG services to RCTV. The appropriation of this fund will allow the Town to use the PEG access fees collected from its cable providers to provide the necessary PEG services.

PEG ACCESS REVENUES RECEIVED

	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	Projected FY21	Projected FY22	5 yr Ave	10 Yr Ave
Comcast	221,812	222,324	220,564	233,001	248,340	261,345	279,553	286,324	282,892	306,204	310,000	310,000	283,264	256,236
Comcast Capital	-	-	-	-	-	-	-	-	97,500	32,500	32,500	32,500	26,000	13,000
Verizon	201,547	226,884	262,959	284,657	298,382	303,624	303,583	297,655	284,055	270,740	270,000	270,000	291,931	273,409
Total	423,359	449,208	483,523	517,658	546,722	564,969	583,136	583,979	664,447	609,443	612,500	612,500	601,195	542,644



In prior years, the PEG Access fees were collected by the Town and paid to RCTV through an Agency fund. MA Department of Revenue now requires these funds to be appropriated by Town Meeting.

	FY18 Actual	FY19 Actual	FY20 Actual	Projected FY21	FY22 BUDGET	FY21-22 Town Manager Change
GENERAL FUND SUPPORT	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	0.0%
PROFESSIONAL SERVICES	\$ 583,979	\$ 664,447	\$ 599,000	\$ 611,500	\$ 611,500	0.0%
<b>PEG EXPENSES</b>	<b>\$ 583,979</b>	<b>\$ 664,447</b>	<b>\$ 599,000</b>	<b>\$ 612,500</b>	<b>\$ 612,500</b>	<b>0.0%</b>

Reading Community Television Inc. (RCTV) was incorporated in 1998 as a non-profit organization in Massachusetts pursuant to cable television renewal license agreements for the Town of Reading. RCTV's purpose is to operate Public, Educational, and Governmental (PEG) access channels, manage the annual funding thereof, conduct training programs in the skills necessary to produce quality PEG access programming, establish rules procedures and guidelines for the use of PEG access channels, provide publicity, fund raising, outreach, and other support services to PEG access users, and produce or assist PEG users in the production of original, noncommercial use video programming of interest to subscribers focusing on town issues, events and activities.



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	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY21-30
Facilities - General/CORE	350,000	550,000	100,000	1,220,000	181,000	100,000	260,000	145,000	100,000	100,000	3,106,000
Facilities - School Buildings	50,000	-	15,000	12,000	-	-	-	-	-	-	77,000
Facilities - Town Buildings	15,000	-	-	-	-	-	-	-	-	-	15,000
Public Schools - General	215,000	365,000	110,000	165,000	177,500	135,000	135,000	160,000	160,000	160,000	1,782,500
Administrative Services	200,000	100,000	160,000	125,000	125,000	125,000	125,000	150,000	150,000	150,000	1,410,000
Finance	-	-	-	-	-	600,000	-	-	-	-	600,000
Public Library	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Public Services	90,000	115,000	25,000	25,000	360,000	470,000	385,000	25,000	25,000	25,000	1,545,000
Public Safety - Fire/EMS	322,000	1,300,000	445,000	88,000	900,000	145,000	215,000	496,000	335,000	1,000,000	5,246,000
Public Safety - Police/Dispatch	-	110,000	-	40,000	-	77,500	25,000	-	45,000	-	297,500
Public Works - Equipment	437,500	320,000	570,000	630,000	298,000	290,000	50,000	-	130,000	-	2,725,500
Public Works - Parks & Cemetery	25,000	100,000	300,000	100,000	100,000	100,000	200,000	200,000	200,000	100,000	1,425,000
Public Works - Roads	600,000	600,000	1,025,000	625,000	625,000	700,000	700,000	725,000	775,000	800,000	7,175,000
<b>TOTAL CAPITAL REQUESTS</b>	<b>2,304,500</b>	<b>3,570,000</b>	<b>2,760,000</b>	<b>3,040,000</b>	<b>2,776,500</b>	<b>2,752,500</b>	<b>2,105,000</b>	<b>1,911,000</b>	<b>1,930,000</b>	<b>2,345,000</b>	<b>25,494,500</b>
FINCOM policy: 5% debt + capital	5,002,983	5,212,373	5,404,814	5,595,803	5,881,763	6,028,807	6,179,527	6,334,015	6,492,366	6,654,675	58,787,127
- Net Included Debt	2,136,676	1,963,844	3,233,951	3,132,844	3,188,388	2,645,900	2,574,800	2,368,700	2,303,000	2,232,400	25,780,503
<b>FINCOM Target Capital Funding</b>	<b>2,866,307</b>	<b>3,248,529</b>	<b>2,170,863</b>	<b>2,462,959</b>	<b>2,693,375</b>	<b>3,382,907</b>	<b>3,604,727</b>	<b>3,965,315</b>	<b>4,189,366</b>	<b>4,422,275</b>	<b>33,006,623</b>
Original Funding Voted or Proposed	2,937,000	3,195,000	2,175,000	2,475,000	2,700,000	3,375,000	3,600,000	3,975,000	4,200,000	4,425,000	33,057,000
Emergency cuts	(880,000)	375,000	585,000	585,000	76,500	-	-	-	-	-	721,500
Additional Funding Nov TM	247,500	-	-	-	-	-	-	-	-	-	247,500
Additional Funding April TM	-	-	-	-	-	-	-	-	-	-	-
<b>TOTAL CAPITAL REQUESTS</b>	<b>2,304,500</b>	<b>3,570,000</b>	<b>2,760,000</b>	<b>3,040,000</b>	<b>2,776,500</b>	<b>2,752,500</b>	<b>2,105,000</b>	<b>1,911,000</b>	<b>1,930,000</b>	<b>2,345,000</b>	<b>25,494,500</b>
Capital & Debt Policy	4.44%	5.31%	5.55%	5.52%	5.07%	4.99%	5.00%	5.01%	5.01%	5.00%	-
Annual Surplus (Deficit)	-	-	-	-	-	622,500	1,495,000	2,054,000	2,270,000	2,080,000	-
Cumulative Surplus (Deficit)	-	-	-	-	-	622,500	2,117,500	4,181,500	6,451,500	8,531,500	-

<b>NOT FUNDED: \$7.1 million identified</b>	
1. RMHS Stadium Turf & Field & Ropes course \$3.24mil	7. Killam Building project TBD Excluded Debt
2. RMHS Ropes Course \$325k	- Killam Field improve, drainage, repaving (\$350k HOLD for ESS project)
3. BM Field lighting \$1.9 mil	- Wood End Field repairs (\$325k HOLD for ESS project)
4. Birch Mdw Complex \$1.0 mil (Rec Comm TBD)	8. Community Center TBA Excluded Debt (if >\$5mil)
5. Artificial Turf@Parker MS (replace) \$0.8 mil	9. DPW Bldg project TBA xDebt or Project Financing
6. Artificial Turf @Coollidge MS (new) \$1.4mil	

Legend: xDebt has been approved by the voters as excluded from the Prop 2-172 levy; debtri has been authorized by Town Meeting but not yet issued; debina has not yet been authorized by Town Meeting

	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY21-30
Facilities - CORE	350,000	550,000	400,000	1,220,000	181,000	100,000	260,000	145,000	100,000	100,000	3,106,000
Energy (Performance Contract) \$4.95mil	Debt	Debt	Debt	Debt	Debt						-
Energy Improvements II OPM/Design	300,000										300,000
Energy Improvements II \$3.6mil	Debt	Debt	Debtina	Debtina	Debtina	Debtina	Debtina	Debtina	Debtina	Debtina	-
Energy (Green Repairs) \$1.05mil	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Bldg Security - \$4.0mil	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
Permanent Bid Committee	50,000	50,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	900,000
RMHS Building project - \$55mil	xDebt	xDebt	xDebt	xDebt							-
RMHS Bldg proj. - \$6 mil Litig. some debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
RMHS Retaining Wall - \$0.5mil debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
RMHS Turf 2 - \$2.225 mil debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
RMHS Stadium OPM/Design	Debt	Debt	Debtina	Debtina	Debtina	Debtina	Debtina	Debtina	Debtina	Debtina	250,000
RMHS Stadium Turf/Track \$3 mil debt	250,000	250,000									-
RMHS Fishhouse floor/teachers \$1.7 mil TBD debt											-
Parker MS roof project OPM/design		250,000									250,000
Parker MS Roofing project \$2.7mil			Debtina	Debtina	Debtina	Debtina	Debtina	Debtina	Debtina	Debtina	-
Coolidge MS roof project design				250,000							250,000
Coolidge MS Roofing project \$2.9mil					Debtina	Debtina	Debtina	Debtina	Debtina	Debtina	-
Birch Meadow ES roof project design				150,000							150,000
Birch Meadow ES Roofing project \$1.5mil					Debtina	Debtina	Debtina	Debtina	Debtina	Debtina	-
Modular Classrooms \$1.2m	Debt	Debt	Debt	Debt							-
Killiam Building project TBD xDebt	Debt	Debt	Debt	Debt							-
Barrows/Wd End Bldg projects \$0.8mil	xDebt	xDebt	xDebt	xDebt							-
Barrows/Wd End Bldg projects	Debt	Debt	Debt	Debt							-
Birch Meadow Roofing project \$1.5 mil	Debt	Debt	Debt	Debt							-
Library Building project \$18.4 mil	xDebt	xDebt	xDebt	xDebt	xDebt	Debtina	Debtina	Debtina	Debtina	Debtina	-
Police Station project OPM/design	w/ surplus										-
Police Station project - TBA \$\$\$											-
Town Hall Roofing project \$450k				450,000							450,000
Main St. Fire Sta Roofing project \$225k				225,000							225,000
Community Center TBA xDebt if ->\$5mil											-
DPW Bldg project TBA xDebt or Project Financing											-
Electrician Van Ford E350 Econoline (2014)				45,000	45,000						45,000
Carpenter's Pickup Ford F-350 (2013)								45,000			45,000
Carpenter's Cut-away Van (2017)									45,000		45,000
Plumber's Cut-away Van (2017)									45,000		45,000
Pickup Truck Chevy 2500HD (2016)									45,000		45,000
Van E350 Econoline (2006)									45,000		45,000
Bob Cat skid steer	w/ surplus										-
Bobcat Skid - snowplow (2008)					36,000						36,000
Bobcat Utility - snowplow (2013)							25,000				25,000

	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY21-30
Buildings - Schools (Total)	50,000	-	15,000	12,000	-	-	-	-	-	-	77,000
Water Heater	50,000	-	-	12,000	-	-	-	-	-	-	62,000
Capel/Flooring	-	-	15,000	-	-	-	-	-	-	-	15,000
TOTAL for School	-	-	-	12,000	-	-	-	-	-	-	12,000
Water Heater	-	-	-	12,000	-	-	-	-	-	-	12,000
TOTAL for School	25,000	-	-	-	-	-	-	-	-	-	25,000
Water Heater	25,000	-	-	-	-	-	-	-	-	-	25,000
TOTAL for School	25,000	-	15,000	-	-	-	-	-	-	-	40,000
Water Heater	25,000	-	-	-	-	-	-	-	-	-	25,000
Capel/Flooring	-	-	15,000	-	-	-	-	-	-	-	15,000
Buildings - Town (Total)	15,000	-	-	-	-	-	-	-	-	-	15,000
Water Heater	15,000	-	-	-	-	-	-	-	-	-	15,000
Generator	-	-	-	-	-	-	-	-	-	-	-
Water Heater	15,000	-	-	-	-	-	-	-	-	-	15,000
Schools - General	215,000	365,000	110,000	165,000	177,500	135,000	135,000	160,000	160,000	160,000	1,782,500
Food Service Van E-250 (2014)	-	-	-	30,000	42,500	-	-	-	-	-	42,500
Driver's Education Vehicle (2014)	-	-	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	30,000
District-wide Telephones systems	65,000	65,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	210,000
Design for Technology wiring projects	50,000	200,000	100,000	125,000	125,000	125,000	125,000	150,000	150,000	150,000	200,000
District-wide Technology Wiring projects	100,000	100,000	100,000	125,000	125,000	125,000	125,000	150,000	150,000	150,000	1,250,000
District-wide Technology projects	100,000	100,000	100,000	125,000	125,000	125,000	125,000	150,000	150,000	150,000	1,250,000
Administrative Services	200,000	100,000	150,000	125,000	125,000	125,000	125,000	150,000	150,000	150,000	1,410,000
Water Tank Town telco equip replacement	100,000	-	60,000	125,000	125,000	125,000	125,000	150,000	150,000	150,000	100,000
GIS flyover - planimetrics	-	-	100,000	125,000	125,000	125,000	125,000	150,000	150,000	150,000	60,000
Technology projects	100,000	100,000	100,000	125,000	125,000	125,000	125,000	150,000	150,000	150,000	1,250,000
Finance	-	-	-	-	600,000	-	-	-	-	-	600,000
Financial System	-	-	-	-	600,000	-	-	-	-	-	600,000
Library	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Equipment	-	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	90,000
Public Services	90,000	115,000	25,000	25,000	360,000	470,000	385,000	25,000	25,000	25,000	1,545,000
Economic Development	75,000	90,000	-	-	-	-	-	-	-	-	165,000
Downtown Improvements II \$2.0mil/5yrs	-	-	Debrina	Debrina	Debrina	Debrina	Debrina	Debrina	Debrina	Debrina	-
Downtown Energy Efficient projects	50,000	50,000	-	-	-	-	-	-	-	-	50,000
Land Use planning (CC & Symonds)	50,000	50,000	-	-	-	-	-	-	-	-	50,000
SrfCommunity Center planning	40,000	40,000	-	-	-	-	-	-	-	-	40,000
Parks & Fields space study	25,000	25,000	-	-	-	-	-	-	-	-	25,000
Recreation	15,000	25,000	25,000	25,000	360,000	470,000	385,000	25,000	25,000	25,000	1,380,000
Rehab Playgrounds Program	15,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	240,000
Wood End	-	-	Mem Pk	B Midw	Killam	Sturges	-	-	-	-	-
BM Field lighting \$1.9m; other \$1.0m; Coolidge lurt \$1.4mil (Rec Comm in progress) all TBD	-	-	-	-	-	-	-	-	-	-	-
Artificial Turf@Parker MS (replace) moved \$800K to TBD	-	-	-	-	125,000	-	-	-	-	-	125,000
Barrows Tennis court repairs	-	-	-	-	85,000	-	-	-	-	-	85,000
Barrows Basketball court repairs	-	-	-	-	125,000	-	-	-	-	-	125,000
Barrows Replace backstop & repair infield	-	-	-	-	125,000	-	-	-	-	-	125,000

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	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY21-30
Killam Field improve, drainage, repaving (\$350k); Wood End (\$325k) awaiting ESS decision											
(*) below indicates \$950k in state bond bill details TBA (\$805k identified below)											
*Wash Pk: Replace backstop & shift field						150,000					150,000
*Wash Pk: Walking Paths						100,000					100,000
*Mem Pk: Replace Band Stand						50,000					50,000
*Mem Pk: Court resurface						20,000					20,000
*Symonds: Replace backstop							150,000				150,000
*Hunt Pk: Replace backstop						125,000					125,000
Sturges Pk: Tennis court repairs							75,000				75,000
Sturges Pk: Basketball court repairs							85,000				85,000
Sturges Pk: Backstop repairs							50,000				50,000
<b>Public Safety - Fire/EMS</b>	<b>322,000</b>	<b>1,300,000</b>	<b>445,000</b>	<b>88,000</b>	<b>900,000</b>	<b>145,000</b>	<b>215,000</b>	<b>496,000</b>	<b>335,000</b>	<b>1,000,000</b>	<b>5,246,000</b>
Ladder Trk #1 (2008: \$800k, next FY22)		1,300,000									1,300,000
Pumper Eng #1 (2010-\$525k; next FY30)					900,000					1,000,000	1,000,000
Pumper Eng #2 (2007-\$410k; next FY25)											900,000
Pumper Eng #3 (2016 \$630k; next FY36)											
Pumper Eng #4 (2020 \$800k; next FY40)											
Ambulance #1 (2017- 10 yrs)								385,000			385,000
Ambulance #2 (2010 - 10yrs)			365,000								365,000
Ambulance equipment			30,000					35,000			65,000
Passenger Car#1 (2005 - 10yrs)			50,000								50,000
Passenger Car#2 (2007 - 10yrs)				53,000							53,000
Passenger Car#3 (2018 - 10yrs)								56,000			56,000
Pickup Truck #2 (2012 - 12yrs)						55,000					55,000
ALS Defibrillator (2019 - 7yrs)	90,000					40,000					130,000
BLS AEDs (2020-8yrs)							25,000				25,000
Breathing Apparatus (2017-12yrs)						20,000			275,000		295,000
Breathing Air Compressor	62,000										62,000
Breathing Air Bottles						30,000					30,000
CPR Compression Device								20,000			20,000
Thermal Imaging (2018 - 10yrs)											60,000
Fire Hose				35,000							35,000
Turnout Gear (2014 - 6yrs)	170,000						190,000				360,000
<b>Public Safety - Police/Dispatch</b>	<b>-</b>	<b>110,000</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>77,500</b>	<b>25,000</b>	<b>-</b>	<b>45,000</b>	<b>-</b>	<b>297,500</b>
Police Admin Vehicle (Detectives)				40,000		42,500			45,000		127,500
Police equipment (lasers)		110,000									110,000
Vehicle Video Integration						35,000					35,000
AEDs							25,000				25,000
<b>Public Works - Equipment</b>	<b>437,500</b>	<b>320,000</b>	<b>570,000</b>	<b>630,000</b>	<b>295,000</b>	<b>290,000</b>	<b>50,000</b>	<b>-</b>	<b>130,000</b>	<b>-</b>	<b>2,725,500</b>
<b>Large Trucks</b>	<b>-</b>	<b>-</b>	<b>400,000</b>	<b>400,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>400,000</b>
Truck #18 - Sander (2006)				200,000							200,000
Truck #19 - Sander (2007)				200,000							200,000
<b>Pick-ups/Cars/Mans</b>	<b>-</b>	<b>-</b>	<b>55,000</b>	<b>95,000</b>	<b>100,000</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>340,000</b>
Pickup for P/F/C Supervisor			55,000								55,000
Pickup Chevy #9 Parks (2011)					50,000						50,000

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	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY21-30
Pickup Ford #2 Parks (2015)				50,000			50,000				50,000
Ford Pickup P/F (replace 2006 eng. vehicle)											50,000
Small Dump Truck #7 (2012)				50,000							50,000
Car#3 Ford Escape HYBRID (2008)				45,000							45,000
Car#4 Ford Sedan (2008)									40,000		40,000
<b>Backhoes/Loaders/Heavy Equipment</b>	275,000										275,000
Backhoe CAT 450 HWY (2008)	190,000										190,000
Ventrac tractor (20+ yrs old)	85,000										85,000
Specialty Equipment - Heavy Duty		275,000			180,000	180,000					1,135,000
Chipper/Loader Truck #23 (2009)			210,000								210,000
Bucket Truck #21 Forestry (2009)		275,000									275,000
Snow Plow #1 SWAS (2016)			180,000	111,000							111,000
Snow Holder #1 c992 (2015)					180,000						180,000
Snow Holder #2 c480 (2013)						180,000					180,000
Snow Trackless (2015)											180,000
<b>Specialty Equipment - Light Duty</b>	162,500	35,000							65,000		262,500
Mobile Compressors (2) (1996)	25,000										25,000
Stump Grinder new P/F	80,000										80,000
Eager beaver Trailer #2 (1996)		35,000									35,000
Ho/Box for Paving	57,500										57,500
Hamm Roller, small (2016)									50,000		50,000
Skag Leaf Vac Cem (2017)									15,000		15,000
<b>Lawnmowers</b>		10,000	125,000	24,000	18,000	110,000			25,000		312,000
Mwr (Cem.) SKAG 48" (2017)									25,000		25,000
Mwr (Pls) TORO 5910N (2014)						110,000					110,000
Mwr (Cem.) SKAG 52" (2012)					18,000						18,000
Mwr (Pls) SKAG 61" (2011)				24,000							24,000
Mower (Parks) SKAG 61" (2008)		10,000									10,000
Mower - TORO Gang (2007)			125,000								125,000
<b>DPW: Parks &amp; Cemetery</b>	25,000	100,000	300,000	100,000	100,000	100,000	200,000	200,000	200,000	100,000	1,425,000
Gen'l Fence Replacement	25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	475,000
School Site Improvements (parking lots, sidewalks, walkways)			200,000								200,000
B Meadow							100,000				
Rock Wall repairs - Laurel Hill								100,000			100,000
Rock Wall repairs - Memorial Park									100,000		100,000
Rock Wall repairs - Joshua Eaton									50,000	50,000	100,000
Gen'l Parking Lot Improvements		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	450,000
<b>DPW: Roads</b>											
Sidewalk/Curb/Ped. Safety	100,000	100,000	100,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	1,175,000
Skim Coating & Crack Seal Patch	100,000	100,000	100,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	1,175,000
West Street - Local shr (\$1.3mil)	Debt	Debt	Debt	Debt	Debt						
Lowell Street \$400k	400,000	400,000	400,000	425,000	425,000	450,000	450,000	475,000	475,000	500,000	4,425,000
General Fund - various roads	600,000	600,000	600,000	625,000	625,000	700,000	700,000	725,000	775,000	800,000	7,175,000
<b>TOTAL GEN'L FUND VOTED - ROADS</b>	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	6,000,000
Grants - various roads	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	6,000,000
<b>TOTAL ROAD CAPITAL</b>	1,200,000	1,200,000	1,200,000	1,225,000	1,225,000	1,300,000	1,300,000	1,325,000	1,375,000	1,400,000	13,175,000

Town of Reading Debt Service Schedule 2/26/21 9:08	Approved FY - 2020	Approved FY - 2021	Requested FY - 2022	Projected FY - 2023	Projected FY - 2024	Projected FY - 2025	Projected FY - 2026	Projected FY - 2027	Projected FY - 2028	Projected FY - 2029	Projected FY - 2030	Projected FY - 2031	Projected FY - 2032	Projected FY - 2033	Projected FY - 2034	Projected FY - 2035	Projected FY - 2036	Projected FY - 2037	Projected FY - 2038
<b>Principal</b>	4,425,285	4,994,836	4,755,726	5,966,533	5,818,956	4,468,083	2,645,900	2,574,800	2,368,700	2,303,000	2,232,400	1,872,000	1,626,700	811,400	789,200	327,000	318,000	309,000	0
Within Levy Limit	3,600,000	4,155,000	4,085,000	5,088,000	5,130,000	3,850,000	2,155,000	2,020,000	2,020,000	2,020,000	2,015,000	1,510,000	1,510,000	740,000	740,000	300,000	300,000	300,000	0
Excluded Debt	1,245,000	1,760,000	1,650,000	2,615,000	2,602,200	2,615,000	2,155,000	2,020,000	2,020,000	2,015,000	2,015,000	1,510,000	1,510,000	740,000	740,000	300,000	300,000	300,000	0
<b>Interest</b>	2,355,000	2,395,000	2,435,000	2,474,000	2,527,800	1,235,000	0	0	0	0	0	0	0	0	0	0	0	0	0
Within Levy Limit	277,803	376,676	313,844	877,533	688,956	618,088	490,900	419,800	348,700	283,000	217,400	162,000	116,700	71,400	49,200	27,000	18,000	9,000	0
Excluded Debt	547,482	453,182	356,882	258,582	158,312	44,700	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Within Levy Limit</b>	<b>1,522,803</b>	<b>2,136,676</b>	<b>1,963,844</b>	<b>3,233,951</b>	<b>3,132,844</b>	<b>3,188,388</b>	<b>2,645,900</b>	<b>2,574,800</b>	<b>2,368,700</b>	<b>2,303,000</b>	<b>2,232,400</b>	<b>1,672,000</b>	<b>1,626,700</b>	<b>811,400</b>	<b>789,200</b>	<b>327,000</b>	<b>318,000</b>	<b>309,000</b>	<b>0</b>
<b>Approved not issued (PAI)</b>	1,522,803	2,136,676	1,963,844	1,797,951	1,728,944	1,621,368	1,115,700	1,081,200	911,700	882,600	848,600	324,800	316,100	307,400	298,700	0	0	0	0
<b>Not yet approved (NVA)</b>	0	0	0	1,436,000	1,403,900	1,566,600	1,530,200	1,493,600	1,457,000	1,420,400	1,383,800	1,347,200	1,310,600	504,000	490,500	327,000	318,000	309,000	0
<b>Net Included Debt</b>	<b>1,522,803</b>	<b>2,136,676</b>	<b>1,963,844</b>	<b>3,233,951</b>	<b>3,132,844</b>	<b>3,188,388</b>	<b>2,645,900</b>	<b>2,574,800</b>	<b>2,368,700</b>	<b>2,303,000</b>	<b>2,232,400</b>	<b>1,672,000</b>	<b>1,626,700</b>	<b>811,400</b>	<b>789,200</b>	<b>327,000</b>	<b>318,000</b>	<b>309,000</b>	<b>0</b>
<b>Excluded Debt</b>	<b>2,902,482</b>	<b>2,848,182</b>	<b>2,791,882</b>	<b>2,732,582</b>	<b>2,686,112</b>	<b>2,791,700</b>	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Issued</b>	2,902,482	2,848,182	2,791,882	2,732,582	2,686,112	2,791,700	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Excluded Debt</b>	<b>2,902,482</b>	<b>2,848,182</b>	<b>2,791,882</b>	<b>2,732,582</b>	<b>2,686,112</b>	<b>2,791,700</b>	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Principal + Interest</b>	<b>1,522,803</b>	<b>2,136,676</b>	<b>1,963,844</b>	<b>3,233,951</b>	<b>3,132,844</b>	<b>3,188,388</b>	<b>2,645,900</b>	<b>2,574,800</b>	<b>2,368,700</b>	<b>2,303,000</b>	<b>2,232,400</b>	<b>1,672,000</b>	<b>1,626,700</b>	<b>811,400</b>	<b>789,200</b>	<b>327,000</b>	<b>318,000</b>	<b>309,000</b>	<b>0</b>
<b>Issued</b>	1,522,803	2,136,676	1,963,844	1,797,951	1,728,944	1,621,368	1,115,700	1,081,200	911,700	882,600	848,600	324,800	316,100	307,400	298,700	0	0	0	0
<b>Approved not issued (PAI)</b>	0	0	0	1,436,000	1,403,900	1,566,600	1,530,200	1,493,600	1,457,000	1,420,400	1,383,800	1,347,200	1,310,600	504,000	490,500	327,000	318,000	309,000	0
<b>Not yet approved (NVA)</b>	0	0	0	1,436,000	1,403,900	1,566,600	1,530,200	1,493,600	1,457,000	1,420,400	1,383,800	1,347,200	1,310,600	504,000	490,500	327,000	318,000	309,000	0
Energy Improv \$5mil/5yr	382,388	371,456	360,113	348,356	336,168	435,000	476,000	477,000	408,000	399,000	390,000	372,000	353,000	345,000	336,000	327,000	318,000	309,000	0
Energy Improv II \$4.5mil/5yr	73,700	70,350	70,350	70,350	70,350	70,350	70,350	70,350	70,350	70,350	70,350	70,350	70,350	70,350	70,350	70,350	70,350	70,350	0
Killam Midw Green Repair	37,950	36,300	34,650	35,100	34,200	34,200	34,200	34,200	34,200	34,200	34,200	34,200	34,200	34,200	34,200	34,200	34,200	34,200	0
Parker MS Roof \$2.7mil/10yr																			
Coolidge MS Roof \$2.9mil/10yr																			
Birch Midw ES roof \$1.5mil/10yr																			
Bligny Security \$4mil/10yr	35,622	491,760	474,500	460,300	446,100	427,000	413,000	399,000	385,000	371,000	357,000	343,000	329,000	315,000	301,000	287,000	273,000	259,000	0
Barrows/Wd End	34,752	33,852	32,952	32,052	29,942	29,942	29,942	29,942	29,942	29,942	29,942	29,942	29,942	29,942	29,942	29,942	29,942	29,942	0
Wood End	167,178	157,828	153,628	149,428	135,938	135,938	135,938	135,938	135,938	135,938	135,938	135,938	135,938	135,938	135,938	135,938	135,938	135,938	0
Barrows	138,608	135,008	128,408	122,958	117,208	117,208	117,208	117,208	117,208	117,208	117,208	117,208	117,208	117,208	117,208	117,208	117,208	117,208	0
ES Mod. class \$1.2 mil/8yr	177,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	171,000	0
RMHS Ret. Wall \$500k/5yr	106,000	172,800	219,300	207,800	201,400	195,000	188,600	182,200	175,800	169,400	163,000	156,600	150,200	143,800	137,400	131,000	124,600	118,200	0
RMHS/TLT \$1.5mil/10yr	178,200	227,940	148,200	144,300	140,400	136,500	132,600	128,700	124,800	120,900	117,000	113,100	109,200	105,300	101,400	97,500	93,600	89,700	0
RMHS Turf II \$2.25mil/10yr	16,249	152,100	148,200	144,300	140,400	136,500	132,600	128,700	124,800	120,900	117,000	113,100	109,200	105,300	101,400	97,500	93,600	89,700	0
RMHS Turf I \$3.0mil/10yr																			
West St. \$1.3 mil	156,000			260,000	255,000	248,000	242,000	236,000	230,000	224,000	218,000	212,000	206,000	200,000	194,000	188,000	182,000	176,000	0
Ec. Dev. Death H. Rest. \$2.0mil/10yr																			
<b>Excluded Debt</b>	<b>2,902,482</b>	<b>2,848,182</b>	<b>2,791,882</b>	<b>2,732,582</b>	<b>2,686,112</b>	<b>2,791,700</b>	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Issued</b>	2,902,482	2,848,182	2,791,882	2,732,582	2,686,112	2,791,700	0	0	0	0	0	0	0	0	0	0	0	0	0
Library Project \$2.115mil	286,700	277,300	267,900	258,500	249,100	239,700	230,300	220,900	211,500	202,100	192,700	183,300	173,900	164,500	155,100	145,700	136,300	126,900	0
Library Project \$10-mil	1,200,000	1,170,000	1,140,000	1,110,000	1,080,000	1,040,000	1,000,000	960,000	920,000	880,000	840,000	800,000	760,000	720,000	680,000	640,000	600,000	560,000	0
RMHS	1,352,500	1,339,250	1,324,000	1,306,750	1,312,500	1,318,250	1,324,000	1,329,750	1,335,500	1,341,250	1,347,000	1,352,750	1,358,500	1,364,250	1,370,000	1,375,750	1,381,500	1,387,250	0
Barrows/Wd End	51,930	50,580	49,230	47,880	46,530	45,180	43,830	42,480	41,130	39,780	38,430	37,080	35,730	34,380	33,030	31,680	30,330	28,980	0
Wood End	11,352	11,052	10,752	10,452	9,952	9,452	8,952	8,452	7,952	7,452	6,952	6,452	5,952	5,452	4,952	4,452	3,952	3,452	0





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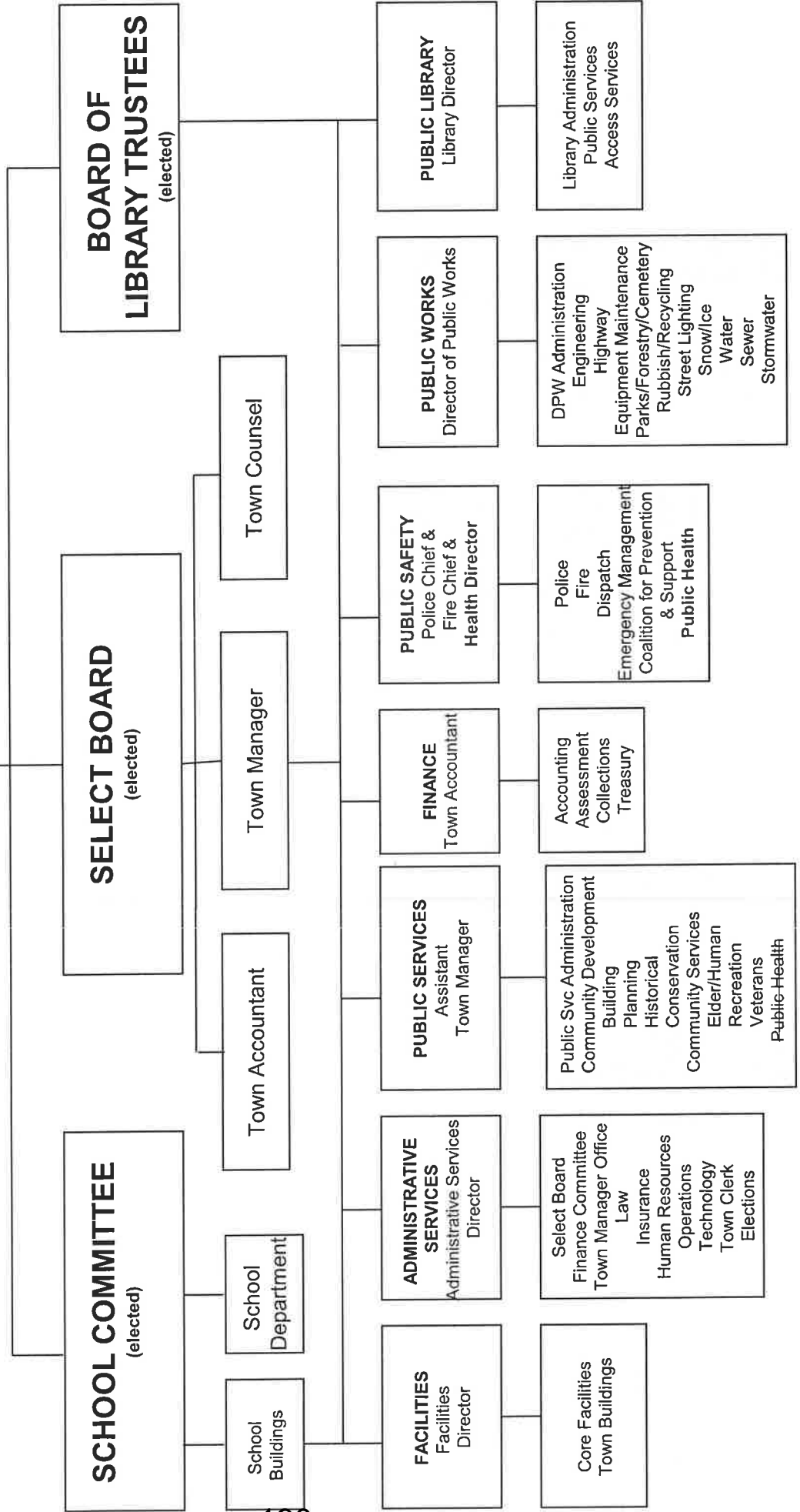
# Town of Reading, MA

## Executive Branch

### Table of Organization

(April 2021 Town Meeting)

**VOTERS**





**Town of Reading**  
**16 Lowell Street**  
**Reading, MA 01867-2685**

**FAX: (781) 942-9070**  
**Website: [www.readingma.gov](http://www.readingma.gov)**

**TOWN CLERK**  
**(781) 942-9050**

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## **Town Meeting Handout Guidelines**

To ensure that all Town Meeting members have access to the same information, distributed in the same manner, please follow the below listed guidelines for handout materials:

Materials that are prepared by a Town Board / Committee / Town Department must include the following:

- Article name and number
- Name of Town Board / Committee / Commission or Town Department
- Date the document was created
- Contact Information
- Approval of Town Clerk's Office

Materials that are prepared by petitioners or other voters must include the following:

- Article name and number
- Contact information of person who created handout
- Date the document was created
- Approval of Town Clerk's Office

All handouts:

- Must contain facts only unless specifically stating "This is the opinion of \_\_\_\_"
- Should be on white paper only
- Should be double-sided copies if more than one page
- May be distributed only by giving adequate copies for all Town Meeting members (192) to the Town Clerk or designee by 6:30 PM on the night in which the subject article will be discussed
- All handouts not approved will be removed and recycled
- All handouts not distributed must be picked up at the end of each night or they will be recycled at the end of each night.

All PowerPoint Presentations:

- Must consult with the Town Clerk before the meeting
- Provide a copy before the meeting
- All presentations will be given using the Town of Reading laptop computer

February of 2010

## CONDUCT OF TOWN MEETING

Reading's Town Meeting is conducted in accordance with the rules set down in Article 2 of the Charter and the General Bylaws. Although Town Meeting Time Third Edition is the basic source, a Town Meeting Member need only be familiar with what is contained in the Charter. These notes are intended to outline the major points all Town Meeting Members should know, and which by knowing will make Town Meeting more understandable.

### Organization

- Town Meeting consists of 192 elected members, of which 97 constitute a quorum.
- There are two required sessions: The Annual Meeting in Spring which is primarily for fiscal matters and acceptance of the annual budget, and the Subsequent Meeting in November. Special Town Meetings may be called at any time that the need arises.
- There are three main committees which review certain Articles and advise Town Meeting of their recommendations:

Finance for all expenditures of funds,

Bylaw for all bylaw changes, and the

Community Planning and Development Commission for all zoning changes.

Their reports are given prior to discussing the motion.

### General Rules Of Procedure

- The Meeting is conducted through the Warrant Articles which are presented (moved) as motions. Only one motion may be on the floor at a time; however, the motion may be amended. Often two or more Articles which address the same subject may be discussed together; however, only one is formally on the floor, and each when moved is acted upon individually. Note that the vote on one may influence the others.
- Members who wish to speak shall rise, state their name and precinct in order to be recognized.
- A Member may speak for ten (10) minutes but permission must be asked to exceed this limit.
- Seven (7) Members can question a vote and call for a standing count, and twenty (20) can ask for a roll call vote; however, a roll call vote is seldom used because of the time it takes.

### Principal Motion Encountered At Town Meeting

The following motions are the principal ones used in most cases by Town Meeting to conduct its business. Experience shows that the Members should be familiar with these.

- **Adjourn:** Ends the sessions, can be moved at any time.
- **Recess:** Stops business for a short time, generally to resolve a procedural question or to obtain information.
- **Lay on the Table:** Stops debate with the intention generally of bringing the subject up again later. May also be used to defer action on an Article for which procedurally a negative vote is undesirable. Note that tabled motions die with adjournment.
- **Move the Previous Question:** Upon acceptance by a two-thirds (2/3) vote, stops all debate and brings the subject to a vote. This is generally the main motion, or the most recent

amendment, unless qualified by the mover. The reason for this as provided in Robert's Rules of Order is to allow for other amendments should they wish to be presented.

- **Amend:** Offers changes to the main motion. Must be in accordance with the motion and may not substantially alter the intent of the motion. In accordance with Robert's Rules of Order, only one primary and one secondary motion will be allowed on the floor at one time, unless specifically accepted by the Moderator.
- **Indefinitely Postpone:** Disposes of the Article without a yes or no vote.
- **Take from the Table:** Brings back a motion which was previously laid on the table.
- **Main Motion:** The means by which a subject is brought before the Meeting.

#### **The Following Motions May Be Used By A Member For The Purpose Noted:**

- **Question of Privilege:** Sometimes used to offer a resolution. Should not be used to "steal" the floor.
- **Point of Order:** To raise a question concerning the conduct of the Meeting.
- **Point of Information:** To ask for information relevant to the business at hand.

#### **Multiple Motions Subsequent (Multiple) Motions**

If the subsequent motion to be offered, as distinct from an amendment made during debate, includes material which has previously been put to a vote and defeated, it will be viewed by the Moderator as reconsideration and will not be accepted. If the subsequent motion contains distinctly new material which is within the scope of the Warrant Article, then it will be accepted. An example of this latter situation is successive line items of an omnibus budget moved as a block.

#### **Subject To The Following Considerations**

- The maker of any proposed multiple motion shall make their intent known, and the content of the motion to be offered shall be conveyed to the Moderator - prior to the initial calling of the Warrant Article.
- Once an affirmative vote has been taken on the motion then on the floor - no further subsequent alternative motions will be accepted. (Obviously does not apply to the budget, for example.)
- Also - There can only be one motion on the floor at any one time. You have the ability to offer amendments to the motion that is on the floor. You also have the ability to move for reconsideration.

#### **Town Of Reading Bylaw - Article 2 Town Meeting**

##### **2.1 General**

##### **2.1.1 Date of Annual Town Election**

The Annual Town Meeting shall be held on the third Tuesday preceding the fourth Monday in April of each year for the election of Town Officers and for such other matters as required by law to be determined by ballot. Notwithstanding the foregoing, the Board of Selectmen may schedule the commencement of the Annual Town Meeting for the same date designated as the date to hold any Federal or State election.

##### **2.1.2 Hours of Election**

The polls for the Annual Town Meeting shall be opened at 7:00 AM and shall remain open until 8:00 PM.

**2.1.3 Annual Town Meeting Business Sessions**

All business of the Annual Town Meeting, except the election of such Town officers and the determination of such matters are required by law to be elected or determined by ballot, shall be considered at an adjournment of such meeting to be held at 7:30 PM on the fourth Monday in April, except if this day shall fall on a legal holiday, in which case the meeting shall be held on the following day or at a further adjournment thereof.

**2.1.4 Subsequent Town Meeting**

A Special Town Meeting called the Subsequent Town Meeting shall be held on the second Monday in November, except if this day shall fall on a legal holiday, in which case the meeting shall be held on the following day. The Subsequent Town Meeting shall consider and act on all business as may properly come before it except the adoption of the annual operating budget.

**2.1.5 Adjourned Town Meeting Sessions**

Adjourned sessions of every Annual Town Meeting after the first such adjourned session provided for in Section 2.1.3 of this Article and all sessions of every Subsequent Town Meeting, shall be held on the following Thursday at 7:30 PM and then on the following Monday at 7:30 PM, and on consecutive Mondays and Thursdays unless a resolution to adjourn to another time is adopted by a majority vote of Town Meeting Members present and voting.

**2.1.6 Posting of the Warrant**

The Board of Selectmen shall give notice of the Annual, Subsequent or any Special Town Meeting at least fourteen (14) days prior to the time of holding said meeting by causing an attested copy of the warrant calling the same to be posted in one (1) or more public places in each precinct of the Town, and either causing such attested copy to be published in a local newspaper or providing in a manner such as electronic submission, holding for pickup, or mailing, an attested copy of said warrant to each Town Meeting Member.

**2.1.7 Closing of the Warrant**

All Articles for the Annual Town Meeting shall be submitted to the Board of Selectmen not later than 8:00 PM on the fifth (5<sup>th</sup>) Tuesday preceding the date of election of Town officers, unless this day is a holiday in which case the following day shall be substituted. All articles for the Subsequent Town Meeting shall be submitted to the Board of Selectmen not later than 8:00 PM on the seventh (7<sup>th</sup>) Tuesday preceding the Subsequent Town Meeting in which action is to be taken, unless this day is a holiday in which case the following day shall be substituted.

**2.1.8 Delivery of the Warrant**

The Board of Selectmen, after drawing a Warrant for a Town Meeting, shall immediately deliver a copy of such Warrant to each member of the Finance Committee, the Community Planning and Development Commission, the Bylaw Committee and the Moderator.

**2.2 Conduct of Town Meeting**

**2.2.1 In the conduct of all Town Meetings, the following rules shall be observed**

**Rule 1** A majority of Town Meeting Members shall constitute a quorum for doing business.

**Rule 2** All articles on the warrant shall be taken up in the order of their arrangement in the warrant unless otherwise decided by a majority vote of the members present and voting.

- Rule 3** Prior to debate on each article in a warrant involving the expenditure of money, the Finance Committee shall advise Town Meeting as to its recommendations and the reasons therefore.
- Rule 4** Prior to a debate on each article in a warrant involving changes in the bylaw or Charter, petitions for a special act, or local acceptance by Town Meeting of a State statute, the Bylaw Committee shall advise Town Meeting as to its recommendations and reasons therefore.
- Rule 5** Every person shall stand when speaking as they are able, shall respectfully address the Moderator, shall not speak until recognized by the Moderator, shall state his name and precinct, shall confine himself to the question under debate and shall avoid all personalities.
- Rule 6** No person shall be privileged to speak or make a motion until after he has been recognized by the Moderator.
- Rule 7** No Town Meeting Member or other person shall speak on any question more than ten (10) minutes without first obtaining the permission of the meeting.
- Rule 8** Any non-Town Meeting Member may speak at a Town Meeting having first identified himself to the Moderator. A proponent of an article may speak on such article only after first identifying himself to the Moderator and obtaining permission of Town Meeting to speak. No non-Town Meeting Member shall speak on any question more than five (5) minutes without first obtaining the permission of the Meeting. Non-Town Meeting Members shall be given the privilege of speaking at Town Meeting only after all Town Meeting Members who desire to speak upon the question under consideration have first been given an opportunity to do so.
- Rule 9** Members of official bodies and Town officials who are not Town Meeting Members shall have the same right to speak, but not to vote, as Town Meeting Members on all matters relating to their official bodies.
- Rule 10** No speaker at a Town Meeting shall be interrupted except by a Member making a point of order or privileged motion or by the Moderator.
- Rule 11** Any person having a monetary or equitable interest in any matter under discussion at a Town Meeting, and any person employed by another having such an interest, shall disclose the fact of his interest or his employer's interest before speaking thereon.
- Rule 12** The Moderator shall decide all questions of order subject to appeal to the meeting, the question on which appeal shall be taken before any other.
- Rule 13** When a question is put, the vote on all matters shall be taken by a show of hands, and the Moderator shall declare the vote as it appears to him. If the Moderator is unable to decide the vote by the show of hands, or if his decision is immediately questioned by seven (7) or more Members, or if the Moderator determines that a counted vote is required such as for a debt issue or Home Rule Petition, he shall determine the question by ordering a standing vote, and he shall appoint tellers to make and return the count directly to him. On request of not less than twenty (20) members, a vote shall be taken by roll call.
- Rule 14** All original main motions having to do with the expenditure of money shall be presented in writing, and all other motions shall be in writing if so directed by the Moderator.

**Rule 15** No motion shall be received and put until it is seconded. No motion made and seconded shall be withdrawn if any Member objects. No amendment not relevant to the subject of the original motion shall be entertained.

**Rule 16** When a question is under debate, no motion shall be in order except:

- to adjourn,
- to lay on the table or pass over,
- to postpone for a certain time,
- to commit,
- to amend,
- to postpone indefinitely, or
- to fix a time for terminating debate and putting the question, and the aforesaid several motions shall have precedence in the order in which they stand arranged in this rule.

**Rule 17** Motions to adjourn (except when balloting for offices and when votes are being taken) shall always be first in order. Motions to adjourn, to move the question, to lay on the table and to take from the table shall be decided without debate.

**Rule 18** The previous question shall be put in the following form or in some other form having the same meaning: "Shall the main question now be put" and until this question is decided all debate on the main question shall be suspended. If the previous question is adopted, the sense of the meeting shall immediately be taken upon any pending amendments in the order inverse to that in which they were moved, except that the largest sum or the longest time shall be put first and finally upon the main question.

**Rule 19** The duties of the Moderator and the conduct and method of proceeding at all Town Meetings, not prescribed by law or by rules set forth in this article, shall be determined by rules of practice set forth in "Town Meeting Time Third Edition" except that to lay on the table shall require a majority vote.

### **2.2.2 Attendance by Officials**

It shall be the duty of every official body, by a member thereof, to be in attendance at all Town Meetings for the information thereof while any subject matter is under consideration affecting such official body.

### **2.2.3 Appointment of Committees**

All committees authorized by Town Meeting shall be appointed by the Moderator unless otherwise ordered by a vote of the Members present and voting. All committees shall report as directed by Town Meeting. If no report is made within a year after the appointment, the committee shall be discharged unless, in the meantime, Town Meeting grants an extension of time. When the final report of a committee is placed in the hands of the Moderator, it shall be deemed to be received, and a vote to accept the same shall discharge the committee but shall not be equivalent to a vote to adopt it.

### **2.2.4 Motion to Reconsider**

#### **2.2.4.1 Notice to Reconsider**

A motion to reconsider any vote must be made before the final adjournment of the meeting at which the vote was passed but such motion to reconsider shall not be made at an adjourned meeting unless the mover has given notice of his intention to make such a motion, either at the session of the meeting at which the vote was passed or by written notice to the Town Clerk within twenty-four (24) hours after the adjournment of such session. When such motion is made at the

session of the meeting at which the vote was passed, said motion shall be accepted by the Moderator but consideration thereof shall be postponed to become the first item to be considered at the next session, unless all remaining articles have been disposed of, in which case reconsideration shall be considered before final adjournment. There can be no reconsideration of a vote once reconsidered or after a vote not to reconsider. Reconsideration may be ordered by a vote of two-thirds (2/3) of the members present. Arguments for or against reconsideration may include discussion of the motion being reconsidered providing such discussion consists only of relevant facts or arguments not previously presented by any speaker.

#### **2.2.4.2 Federal or State Law Affecting Reconsideration**

The foregoing provisions relating to motions to reconsider shall not apply to any such motion made by the Board of Selectmen and authorized by the Moderator as necessary for the reconsideration of actions previously taken by Town Meeting by reason of State or Federal action or inaction or other circumstances not within the control of the Town or Town Meeting. In the event such a motion to reconsider is made and authorized, said motion may be made at any time before the final adjournment of the meeting at which the vote was passed, said motion may be made even if the vote was already reconsidered or was the subject of a vote not to reconsider, and reconsideration may be ordered by a vote of two-thirds (2/3) of the Members present.

#### **2.2.4.3 Posting and Advertising**

Notice of every vote to be reconsidered at an adjourned Town Meeting shall be posted by the Town Clerk in one (1) or more public places in each precinct of the Town as soon as possible after adjournment, and he shall, if practicable, at least one day before the time of the next following session of said adjourned meeting, publish such notice in some newspaper published in the Town. Said notice shall include the vote to be reconsidered and the place and time of the next following session of said adjourned meeting. The foregoing notice provisions shall not apply when a motion to reconsider any Town Meeting action is made publicly at Town Meeting before the adjournment of any session of any adjourned Town Meeting.

#### **2.2.5 State of the Town**

The Selectmen shall, at each Annual Town Meeting, give to the Members information on the "State of the Town."

#### **2.2.6 Annual Precinct Meeting**

Town Meeting Members and Town Meeting Members-elect from each precinct shall hold an annual precinct meeting after the annual Town election but before the convening of the business sessions of the Annual Town Meeting. The purpose of the meeting shall be the election of a Chairman and a Clerk and to conduct whatever business may be appropriate. Chairmen shall serve no more than six (6) consecutive years in that position. Additional precinct meetings may be called by the Chairman or by a petition of six (6) Town Meeting Members of the precinct.

#### **2.2.7 Removal of Town Meeting Members**

##### **2.2.7.1 Notice of Attendance**

The Town Clerk shall mail, within thirty (30) days after the adjournment *sine die* of the Annual Town Meeting, to every Town Meeting Member who has attended less than one-half of Town Meeting sessions since the most recent Annual Town Election, a record of his attendance and a copy of Section 2-6 of the Charter.

**2.2.7.2 Precinct Recommendation**

All Precinct meeting held prior to consideration by Town Meeting of the warrant article pursuant to Section 2-6 of the Charter. Town Meeting Members of each precinct shall adopt a recommendation to Town Meeting on whether each member from the precinct listed in the warrant per Section 2-6 of the Charter should be removed from Town Meeting. The Chairman of each precinct or his designee shall make such recommendations along with supporting evidence and rationale to Town Meeting.

**2.2.7.3 Grouped by Precinct**

The names of the Members subject to removal in accordance with Section 2-6 of the Charter shall be grouped by precinct in the warrant article required by said section.

**2.2.8 Meetings During Town Meeting**

No appointed or elected board, committee, commission or other entity of Town government shall schedule or conduct any hearing, meeting or other function during any hours in which an Annual, Subsequent or Special Town Meeting is in session or is scheduled to be in session. Any such board, committee or commission which schedules or holds a meeting or hearing on the same calendar day, but at a time prior to a session of Town Meeting, shall adjourn or recess not less than five (5) minutes prior to the scheduled session of Town Meeting.

Any board, committee or commission may, at the opening of any session of Town Meeting, present to that Town Meeting an instructional motion requesting an exemption from this bylaw and asking that Town Meeting permit it to meet at a date and hour at which a future session of Town Meeting is scheduled, and may present reasons for Town Meeting to give such permission. Notwithstanding the foregoing, any board, committee or commission which meets the requirements of M.G.L. Chapter 39, Section 23B concerning emergency meetings may, upon meeting such requirements, conduct such a meeting or hearing at a time scheduled for a Town Meeting.

**2.2.9 Rules Committee**

The members of the Rules Committee, established under Section 2-12 of the Charter, shall hold an annual meeting within thirty (30) days after the adjournment of the Annual Town Meeting for the purpose of electing a Chairman and a Clerk and to conduct whatever business may be appropriate. Additional Rules Committee meetings may be called by the Chairman.

In the absence of a Chairman, the Moderator shall convene a meeting of the Rules Committee within sixty (60) days after a vacancy for the purpose of electing a new Chairman.