

**Annual Town Meeting
Monday, April 22, 2019
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COMMONWEALTH OF MASSACHUSETTS


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

By virtue of this Warrant, I Thomas Freeman, on March 5, 2019 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 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 2, 2019, the date set for Town Meeting in this Warrant.

I also caused a posting of this Warrant to be published on the Town of Reading website on March 5, 2019.



Constable Thomas Freeman

A true copy Attest:



Laura Gemme, Town Clerk

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 SECOND DAY OF APRIL, A.D., 2019
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;
Two members 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;
One member of the School Committee for two years;

Sixty-Four 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;
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 at the Reading Memorial High School, 62 Oakland Road, in said Reading on

MONDAY, the TWENTY-SECOND DAY of APRIL A.D., 2019

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.

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 following reports are anticipated:

- Update on RMLD Payments Instructional Motion (Select Board member Vanessa Alvarado)
 - Update on Elementary School Space Study (Superintendent Dr. John Doherty)
 - State of the Town (Select Board Chair Andrew Friedmann)
 - Financial Update (Finance Committee Chair Eric Burkhart)
-

ARTICLE 3 To choose all other necessary Town Officers and Boards or Committees and determine what instructions shall be given 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 2019-29 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 FY2019 – FY2029 CIP (current year plus ten years):

General Fund

FY19: no changes

\$0 Track Road Bridge(s) – will receive Small Bridge Grant for \$500,000 – no local match required but project needs to be added to capital plan

FY20: -\$375,000 net changes*

- \$ 25,000 DPW Fences repairs (original request cut in half)
- \$ 25,000 DPW Mobile Compressors (one moved out two years, one retained in FY20)
- \$100,000 DPW School Site work (Birch Meadow – consolidated from FY20 & FY22 to FY21)
- \$225,000 Coolidge MS HVAC/Energy systems (moved back one year to FY21)

**planned capital is reduced to make room for debt service on the RMHS Turf II project; that Turf II project is reduced by \$250,000 to \$2.25 million and the timing is changed from FY21 with 5yr debt service to FY20 with 10yr debt service*

FY21: +\$425,000 net changes

- + \$225,000 Coolidge MS HVAC/Energy systems (moved back one year from FY20)
- + \$200,000 DPW School Site work (Birch Meadow – consolidated from FY20 & FY22 to FY21)

FY22+

Various other changes made

Enterprise Funds – Water

FY19: no changes

FY20: -\$50,000

- + \$100,000 Gazebo Circle design
- + \$ 60,000 Replace pickup #15 (increased by \$18k and moved up from FY22)
- + \$ 50,000 Well abandonment
- + \$ 50,000 Develop lead (rhymes with 'red') program
- \$ 30,000 Unidirectional flushing program

Debt service in FY20: added Grove Street Water Main, subject to the debt authorization request made under Article 18; Debt service in FY21: added Gazebo Circle improvements as placeholder; Auburn Tank subject to the debt authorization request made under Article 17 however repayments are not expected to begin until FY21.

FY21: no changes

Debt service: Smart Meters project deferred past FY21.

FY22+

Various changes made

Enterprise Funds – Sewer

FY19: +\$475,000

+ \$475,000 cost added to the Charles Street Sewer Station project (\$2.4 million already borrowed) – site remediation work done in conjunction with MA DEP for unexpected arsenic discovered deep underground. Contamination has been contained and remediated according to MA DEP guidelines.

FY20: +\$60,000

\$60,000 Pickup truck #10 (2011) moved up from FY23

Note Pickup #6 increased to \$60,000 at November Town Meeting but now deferred until FY20

FY21: no changes

Debt service: Smart Meters project deferred past FY21.

FY22+

Various changes made

Enterprise Funds – Storm Water

FY19: no changes

FY20: no changes

FY21: no changes

FY22+

Various changes made

Finance Committee Report: The Finance Committee recommends the proposed amendments to the FY 2019 – FY 2029 Capital Improvements Program by a vote of 7-0 at their meeting on March 13, 2019. Placing items in the Capital Improvement Program is a prerequisite first step but in itself does not authorize spending funds towards these items. Authorization for FY19 spending is requested in Article 5, and for FY20 in Article 20. Requests beyond FY20 are for planning purposes only.

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, 2018, as adopted under Article 17 of the Annual Town Meeting of April 3, 2018 and amended under Article 4 of the Subsequent Town Meeting of November 15, 2018; 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

<u>Account Line</u>	<u>Description</u>	<u>Decrease</u>	<u>Increase</u>
B99 – Benefits expenses	Health Insurance Premiums - \$412,000 OPEB contribution +\$275,000	\$137,000	
G92 – Administrative Services Expenses	Election equipment trailer \$10,000		\$10,000

H91 - Public Services Wages	*Vacant Ec. Devel. positions -\$70,000 Vacant positions -\$30,000	\$100,000	
H91 - Public Services Expenses	Outsourced professional services: \$60,000 (Eaton/Lakeview traffic study \$50,000; The Met @ Reading Depot sound engineer \$4,000; miscellaneous \$6,000) Veteran's Benefits -\$40,000		\$20,000
J91 - Public Safety Wages	Dispatch Sick/Vacation Buyback \$16,000 Police Sick/Vacation Buyback \$15,000		\$31,000
K91 - Public Works Wages	Vacation/Sick leave buyouts \$56,000		\$56,000
K92 - Public Works Expenses	Memorial Park wall repairs \$30,000 OSHA safety supplies/equipment \$20,000 Fuel -\$20,000		\$30,000
M92 - Town Buildings	Cleaning; Retirement staffing overlap and sick/vacation buyback; OT \$20,000		\$20,000
	Subtotals	\$237,000	\$167,000
	Net Operating Expenses	\$70,000	
	*From Inspections Revolving Fund <i>Reduce the Planning wage offset previously budgeted - \$70,000</i> From Free Cash	\$70,000	none

Enterprise Funds – Wages and Expenses

<u>Account Line</u>	<u>Description</u>	<u>Decrease</u>	<u>Increase</u>
X99 - Sewer Expenses	\$475,000 – mitigation and related costs for Charles Street Sewer Station project		\$475,000
	Subtotals		\$475,000
	Net Operating Expenses		\$475,000
	From Sewer Reserves		\$475,000

Finance Committee Report: At their meeting on March 13, 2019 the Finance Committee voted 7-0 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 as yet 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 authorize the Select Board to sell, exchange, or dispose of, various items of Town tangible property, upon such terms and conditions as they may determine; or take any other action with respect thereto.

Select Board

Background: The following equipment is scheduled for disposal (usually trade-in for higher values):

Dept	Division	Qty	DPW Surplus	Condition	Est. Value
DPW	Hwy	1	2011 International 700SER	Used, Average condition	\$ 16,000
DPW	Cem	1	2006 JOHN DEERE 310 BACKHOE	Used, Functional	\$ 9,000
DPW	Sewer	1	2011 Ford F350	Used, Good Condition	\$ 8,000
DPW	Hwy	1	2008 Ford F550 Pickup, Diesel	Used, Functional	\$ 5,000
DPW	Hwy	1	2009 Ford F350, Diesel	Used, Functional	\$ 4,500
DPW	Hwy	1	1996 INGER Compressor, Model 185, Diesel	Used, Functional	\$ 1,000
DPW	Hwy	1	2009 Big Tex Utility Trailer	Used, Functional	\$ 500
DPW	Water	1	Mueller Tap Machine and associated fittings	Used, Functional	\$ 500
DPW	Hwy	1	1980's Craftsman 12 inch Band Saw	Light Surface rust; fair condition	\$ 300
DPW	Hwy	1	1980's Grizzly Wood Joiner	Light Surface rust; fair condition	\$ 300
DPW	Hwy	1	1980's Grizzly Wood Planer	Light Surface rust; fair condition	\$ 300
DPW	Hwy	1	1980's Grizzly Wood Table Saw	Light Surface rust; fair condition	\$ 300
DPW	Hwy	1	2003 AllTool AllTIRE+ Tire Changer machine	Used, Functional	\$ 300
DPW	Hwy	1	2000 AllTool SBM 200s Tire Balance machine	Used, Functional	\$ 300
Pub Svc	COA	1	2007 Ford E450 W/Aerotec Bus Body	Used, poor condition, rust	\$ 2,000
Police		1	Life Fitness Flex Deck #TR9500	Used, poor condition	nil
Police		1	Life Fitness Flex Deck #TR9100	Used, poor condition	nil
Adm Svc Elections		1	Election equipment trailer 8.5'x28'	Leaks, fair condition degrading	nil
Fire		1	2001 American LaFrance pumper engine	Fair condition	\$ 10,000
Fire		1	Canon Copier/Scanner Image Runner	Fair condition	\$ 500

Finance Committee Report: At their meeting on March 13, 2019 the Finance Committee voted 7-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No report.

ARTICLE 8 To see if the Town will vote to amend the General Bylaw by deleting Section 6.2, Disposal of Surplus Property, in its entirety; and to authorize and direct the Select Board to adopt written procedures for the disposal of tangible surplus supplies, or take any other action with respect thereto.

Select Board

Background: From time to time, the Town finds it necessary to dispose of materials, furniture, and equipment that are no longer needed or useful.

Massachusetts General Law Chapter 30B prescribes procedures for the disposition of tangible surplus supplies with a value of \$10,000 or more. Surplus supplies with a value less than \$10,000 are to be disposed of using written procedures approved by the governmental body. The Town currently has a General Bylaw "6.2 Disposal of Surplus Property". The bylaw outlines our policy for items with a value up to \$5,000.

The shared Town/School Procurement Officer polled 19 surrounding communities in order to determine their practices for surplus disposal under \$10,000. Only one of those towns uses a bylaw; all 18 other towns instead use a policy.

This Article would rescind the Town's bylaw and replace it with a policy approved by the Select Board. This will allow for more flexibility and for faster disposal of a large list of items, many with small-dollar estimated salvage values. In the future, such a list will focus on items that will be nearer or above the new \$10,000 threshold, with other small-dollar items disposed of pursuant to an approved Select Board policy.

Finance Committee Report: At their meeting on March 13, 2019 the Finance Committee voted 7-0 to recommend this Article to Town Meeting. However that vote is conditional on the premise that the Select Board adopts a policy for disposal of surplus property prior to Town Meeting.

Bylaw Committee Report: At their meeting on January 30, 2019 the Bylaw Committee voted 4-0 to recommend this Article to Town Meeting. However that vote is conditional on the premise that the Select Board adopts a policy for disposal of such property (a final version of the policy drafted by the Procurement Officer, assumedly) prior to Town Meeting. The reason for that condition is that M.G.L. Chapter 30B compels the Town to follow "written procedures approved by your governmental body" which currently is Bylaw Section 6.2 but if Town Meeting were to rescind that section without an approved policy ready to take its place, the Town would have no legal mechanism to use to dispose of surplus Town property valued at less than \$10,000. In short, until the Select Board adopts a new policy in writing, the Bylaw Committee wants to keep the Bylaw section in force.

ARTICLE 9 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: Last year, Town Meeting took advantage of recent state legislation and adopted the provisions of Section 20 of Chapter 32B of the *M.G.L.*, as amended by Section 15 of the Chapter 218 of the Acts of 2016, placing the Town's OPEB Trust Fund under this new legal structure.

This year Town Meeting is requested to make the annual transfers of funds previously budgeted and held for the OPEB Trust Fund. This practice is followed each year in case health insurance costs are higher than budgeted, and therefore may be needed to fund a deficit. In FY19, as demonstrated under Article 5, a surplus exists in that account, so as to allow the addition of

\$275,000 to the budgeted annual OPEB transfer for a total of \$800,000 in the general fund. Original annual transfers designed to fully fund OPEB liabilities in the Enterprise Funds should continue: \$52,500 in the water fund, \$21,000 in the sewer fund and \$6,500 in the storm water fund. This Article will therefore move the total \$880,000 of all these OPEB contributions to the trust for Other Post Employment Benefit liabilities.

The most recent OPEB valuation shows the Town's OPEB liability at \$64.4 million (or only 6.2% funded) as of June 30, 2018. The three Enterprise Funds and the Light Department are on an aggressive twenty year funding schedule, and the General Fund is on a partial funding schedule. 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 13, 2019 the Finance Committee voted 7-0 to recommend this Article to Town Meeting. OPEB funding is set aside during the year and may be used to assist with a deficit in Health Insurance premiums before it is voted into a Trust Fund under this annual Article. In the instance of surplus premiums, adding them to a planned contribution is therefore appropriate.

Bylaw Committee Report: No report.

ARTICLE 10 To see if the Town will vote to accept Chapter 44, Section 53F½ of the *Massachusetts General Laws*; and to establish a PEG Access enterprise fund for cable television public access for the fiscal year beginning July 1, 2019, or take any other action with respect thereto.

Select Board

Background: Public, Education and Government Access Television (PEG) funds are funds received by the Town from cable providers to support public access television channels. To increase transparency regarding the use of PEG funds, the Massachusetts Legislature passed Chapter 352 of the Acts of 2014, requiring that municipalities that receive PEG funds from cable providers create a funding mechanism for those funds that is subject to the approval of its governing board. The Massachusetts Department of Revenue (DOR) delayed implementation of this requirement several times due to pending legislation that could have provided additional options for funding mechanisms. When that pending legislation failed to pass in December 2018, however, the DOR notified the Town in February 2019 that a funding mechanism needs to be adopted by July 1, 2019.

Current Practice: The Town's current agreements with its two cable providers (Comcast and Verizon) requires each to pay the Town PEG funds and associated fees. Pursuant to an agreement with RCTV (the Town's public access channel provider) negotiated by the Select Board, those PEG funds are received by the Town Manager's office and are deposited in an agency account. Those funds are then paid by the Town to RCTV. The current agreement with RCTV expires in May 2019 and is the subject of ongoing negotiations.

New Practice: To ensure compliance with this law, the Town Accountant, under the guidance of DOR, has determined that the best course of action is to create an enterprise fund (*source: "Informational Guideline Release (IGR) No. 16-102 Massachusetts Department of Revenue Division of Local Services. January 2016. pg. 2).*

Enterprise funds establish a separate (outside of the general fund) accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services (source: "Enterprise Funds: G.L. c. 44, § 53 F ½" Massachusetts Department of Revenue Division of Local Services. April 2008. pg.2).

Once this enterprise fund is created with approval from Town Meeting, the funding of the account will then be voted on a yearly basis going forward. In the future, the proposed funding will be included in the Town Manager's budget sent to FINCOM, and the FINCOM budget sent to Town Meeting. For this year, funding will happen in Article 20 as line Z99 (see the Spending Scorecard).

The creation and funding of this enterprise fund will have no impact on the Town's general fund budget or the operation of RCTV or its successor. It is merely a mechanism used to ensure the Town's compliance with the new statutory requirements.

Finance Committee Report: At their meeting on March 13, 2019 the Finance Committee voted 7-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No report.

ARTICLE 11 To see if the Town will vote to amend Section 6.6.2 of the General Bylaw, establishing the Inspection Revolving Fund as shown below, with additions being shown in bold and deletions being struck through:

6.6.2 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 Village**, Postmark Square, 20-24 Gould Street, 467 Main Street, Oaktree, Addison-Wesley/Pearson and Johnson Woods developments.

or take any other action with respect thereto.

Select Board

Background: A project being built under Massachusetts Comprehensive Permit Act: Chapter 40B near the train depot has changed its name from Reading Village to The Metropolitan at Reading Station. This Article amends the General Bylaw to reflect that name change. No other changes are made by this Article.

Finance Committee Report: No report.

Bylaw Committee Report: No report.

ARTICLE 12 To see if the Town will vote to 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, 2019, or take any other action with respect thereto.

Select Board

Background: The name change proposed in Article 11 is included in this Article. The Finance Committee voted to increase the annual maximum expenditure limit of the Inspection Revolving Fund from \$200,000 to \$250,000 as shown below, in consideration of the number of active and imminent building projects and the speed with which some unplanned expenses may be required. No other changes are suggested.

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 Schoolhouse Commons, The Metropolitan at Reading Station Reading Village, Postmark Square, 20-24 Gould Street, 467 Main Street, Oaktree, Addison-Wesley/Pearson and Johnson Woods developments	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.	\$200,000 \$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	\$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 the Conservation Consulting Revolving Fund as of February 2019 is \$14.
- **Inspections Revolving Fund** – The balance available as of February 2019 in this fund is \$755,834 and of that total \$175,000 is proposed by the Town Manager as part of the FY20 budget {\$130,000 to support Economic Development wages and expenses; and \$45,000 to offset Building Inspections division wages}. That February 2019 total balance will increase by \$70,000 if Town Meeting approves budget transfers requested under Article 5.
- **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 February 2019 in this fund is \$65,233. 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 February 2019 in this fund is \$15,661. The added flexibility in use of this fund approved by Annual Town Meeting one year ago has been helpful.
- **Mattera Cabin Operating Fund** – The log cabin on the Mattera conservation land was purchased several years ago, and was renovated by the Vocational School. Some of the use is revenue generating, and it is anticipated that over time the site will generate enough funding to pay the operating costs of the cabin – primarily utilities. This Article allows those revenues that are generated to be used directly for the operating expenses of the cabin. The balance available as of February 2019 in this fund is \$753. In response to a previous instructional motion by Town Meeting, the Town Manager moved the responsibility for both the Mattera Cabin and Cemetery garages 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, including planning efforts. 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 February 2019 in this fund is \$0. It is anticipated that timber harvesting on a limited basis could begin at any time, and therefore there will be future proceeds which can be used for the purposes of the revolving fund.

Finance Committee Report: At their meeting on March 13, 2019 the Finance Committee voted 7-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No report.

ARTICLE 13 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 is on the verge of achieving 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 2020**

Pursuant to Article 13 of the 2019 Annual Town Meeting, an Affordable Housing Trust Fund Allocation Plan for the Fiscal Year 2020 in accordance with the provisions of Chapter 140 of the Acts of 2001 is as follows:

Available Balance – <u>Unrestricted Funds</u> :	\$307,379
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 \$307,379 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.

The Select Board currently has a subcommittee that is studying the AHTF and is planning to revisit a 2013 decision by the then Board of Selectmen not to adopt a staff suggested significant restructuring of the Town's AHTF efforts. If the changes are adopted, an independent Board of Directors would be established under a provision of *Massachusetts General Laws* that would then actively seek to grow and use these funds. No such provisions were available when the Town proactively formed the AHTF many years ago. Until any changes are made, this article will appear annually as a request to Town Meeting.

Finance Committee Report: At their meeting on March 13, 2019 the Finance Committee voted 7-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No report.

ARTICLE 14 To see if the Town will vote to authorize the Superintendent of Schools, or a designee thereof, and the Town Manager, or a designee thereof, to enter into a contract or contracts for Technology Backup Systems for a term in excess of three years but not to exceed six years, including any extension or renewal thereof or option under an existing contract, upon such terms and conditions determined by the Superintendent or designee, and the Town Manager or designee, to be in the best interests of the Town; provided, however, that, prior to executing a contract for a term in excess of three years, the Superintendent or designee shall certify in writing to the School Committee that such longer term will enable the Town to secure more favorable terms, considering price, expected useful life of the technology and any other relevant factors, that would otherwise be available under a contract with a three-year term; and provided further that any such contract with a total value in excess of \$25,000 shall require the concurrence of the Town Manager; or take any other action with respect thereto.

Select Board

Background: Chapter 30B of the *Massachusetts General Laws* imposes a default three-year restriction on the length of leases or agreements/contracts that can be entered into by the Town and the School Department. During the School budget presentations, the School Department noted that it is reviewing its current technology contracts to look for opportunities to obtain more advantageous pricing. Based upon discussions with Town and School management and technology staff, our current backup systems will need to be replaced and upgraded in the next

year or two. Current pricing offers very favorable financial terms for agreements beyond three years. Six years seems a reasonable maximum for the type of technology involved.

This Article requests permission from Town Meeting to enter into a contract or contracts with terms longer than the three year default length restriction. A few years ago, Town Meeting voted to grant such permission for a ten-year Rubbish & Recycling contract. Presently that vote is projected to save the Town \$100,000+ over the life of that contract.

This planned work is not explicitly budgeted in the capital plan, but could be funded by the \$100,000 capital item for either District-wide Technology for Schools or the \$100,000 capital item for Administrative Services technology projects. As we work jointly on the building security project, it could also be funded from there as we prepare our infrastructure to handle new and increased security technology.

Finance Committee Report: At their meeting on March 13, 2019 the Finance Committee voted 7-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No report.

ARTICLE 15 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 costs of improvements to Reading Memorial High School's turf field II, including the payment of any and all other costs incidental and related thereto, or take any other action with respect thereto.

Select Board

Background: This background is replicated from the Town Manager's Budget discussion about capital in the Shared Costs section.

RMHS Turf II:

Funding Appropriated	Next Decision Step	Funding Planned
Nov. '18 Town Meeting	April '19 Town Meeting	\$2.25 mil/10yr debt
\$200,000	Debt Authorization & FY20 Budget	in capital plan

Debt changes to balanced Debt/Capital Plan
 \$2.25 mil. Replace Artificial Turf II @RMHS (includes lights) FY20
 reduced by \$250k - no field extension; advanced one year from FY21

November 2018 Town Meeting approved FINCOM's request to fund \$200,000 to fund design services for Turf 2. Working together, we concluded that the procurement timeframe for Turf 2 would not support a Special Town Meeting this winter. As discussed during the School Department's FY20 Budget Presentations we have made it clear that Turf 2 will need to be scheduled as 'down time' for Fall 2019 regardless, due to the need for advance field planning coupled with the uncertainty of completion of construction projects. As also previously discussed the quality of the information will not be complete and available when the Town Manager's balanced budget is submitted to FINCOM. The School Department, working with Facilities and DPW/Engineering is looking to have the information available during the FINCOM

budget review process with the end goal to have it available in time for Town Meeting. The School Department will provide updates as they become available related to this project.

- On December 20, 2018 an update was provided to the School Committee regarding Turf II. A synopsis of the update follows: Town, Facilities, School, and DPW Officials have been meeting regularly to discuss and plan the next steps in the process. Based on preliminary cost estimates of the different options (Turf II replacement only, with no extension and no lighting; Turf II replacement, with extension, and no lighting; Turf II replacement, no extension with lighting; Turf II replacement, with extension and lighting) we are focusing our resources during the design phase on the option which does not include a vertical extension of the field. This would include a Turf II replacement with no extension, with lighting. In consultation with the DPW, there are significant challenges associated with doing a vertical extension of Turf II, which include the relocation of water and sewer lines and walking paths. In addition, there may be some conservation items that would need to be addressed with a vertical extension. All of this could further increase the cost of the replacement. In addition, there are not legal requirements from an athletic participation standpoint where Turf II needs to be extended.
- Based upon these discussions the School Committee directed School Department not to proceed with obtaining pricing to expand Turf II and to continue as outlined in the update.
- The Town's Engineering Department has contracted with Activitas to complete this project. The Engineering Department was utilized in the decision making process in the selection of the consultants given their expertise in this area. Facilities and the School Department will be working along with DPW throughout this design phase.
- Per updates received from Town Engineer Ryan Percival, Activitas has completed the survey and base plan for Turf 2, a draft scope of work has been received and reviewed by Engineering. Town Counsel and Procurement are in the process of reviewing and finalizing the contract language.
- A formal kick-off meeting with DPW/Engineering, Facilities, School Department and Activitas was held on Wednesday, February 6, 2019.

Finance Committee Report: At their meeting on March 13, 2019 the Finance Committee voted 7-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No report.

ARTICLE 16 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 security improvements to various Town and School Department buildings, including the payment of any and all other costs incidental and related thereto, or take any other action with respect thereto.

Select Board

Background: Respectfully, Town Meeting will receive far less information on this project than is typical. The details of the building security improvements are held very tightly among only a handful of employees including the Superintendent, School CFO, Town Manager, Facilities Director/Assistant Director and Police department. At present we have hired two firms, one an

expert in municipal building security and the other an Owner's Project Manager (by good fortune the latter is the same OPM that oversaw the Library Building project). The detailed information is also very tightly held by these two parties.

The documents produced for this project contains sensitive information relating to the security or safety of persons, buildings, and other critical infrastructure within the Town of Reading. Because releasing these documents may significantly jeopardize the safety and security of the public, these documents are exempt from release pursuant to Exemption (n) of the Public Records Law, M.G.L. c.4, s.7(26)(n).

Debt authorization is requested at this time in order to be able to proceed with different aspects of the project as needed. The Town's share of the project is planned to be the already approved \$500,000 and an additional \$4.0 million of debt. These amounts are incorporated in the FY20 budget that is presented to Town Meeting for approval.

However the motion on the floor may be for a larger amount, either in April 2019 or at some future Town Meeting, in order to add state grant funds to the project should they become available.

This background is replicated from the Town Manager's Budget discussion about capital in the Shared Costs section.

Building Security Improvements:

<u>Funding Appropriated</u>	<u>Next Decision Step</u>	<u>Funding Planned</u>
FY19 Budget - November '18 Town Meeting repurpose to design & project mgmt \$500,000	April '19 Town Meeting Debt Authorization & FY20 Budget	\$4 mil/10yr debt in capital plan

This topic will be reviewed in an Executive Session on April 11, 2019. The Select Board, School Committee, Board of Library Trustees and the Finance Committee have been invited to attend. As in the previous Executive Session, full details will not be shared for security reasons, but a lot of progress on process has been accomplished by town and school staff that will be reviewed.

This building security capital project remains the highest priority of both the Superintendent and the Town Manager. November 2018 Town Meeting approved a change in the purpose of \$500,000 already approved in FY19 to be shifted to School & Town building Security design services, instead of starting with a renovation of the Dispatch Center. Allison Jenkins, our Town & School Procurement Officer, described the designer selection law M.G.L. chapter 7C, sections 44-57, to the elected boards, and the Town Manager adopted these on behalf of the Town Departments, and the School Committee has adopted these for the School Department. We are using this process for this project.

- The change approved at November 2018 Town Meeting has allowed for the hiring of an Owners Project Manager and to assist in hiring a designer. As a reminder, projects estimated to over \$1.5 million require public agencies to hire an OPM.

- To date the Town advertised through the RFQ (request for qualifications) process facilitated by Facilities and Town Procurement with representation from the School Department on the selection committee. The contract was awarded to STV of Newton, Massachusetts. The OPM assigned is familiar with the Town of Reading and worked as the OPM on the Reading Public Library building project.
- The Director of Facilities has had preliminary meetings with the OPM to discuss the scope of services as well as to review the prior work and report completed by TRC.
- The next steps in the process are to advertise for design services select a designer and then have a schematic design completed with a cost estimate. The target is to have this information available for November 2019 Town Meeting.

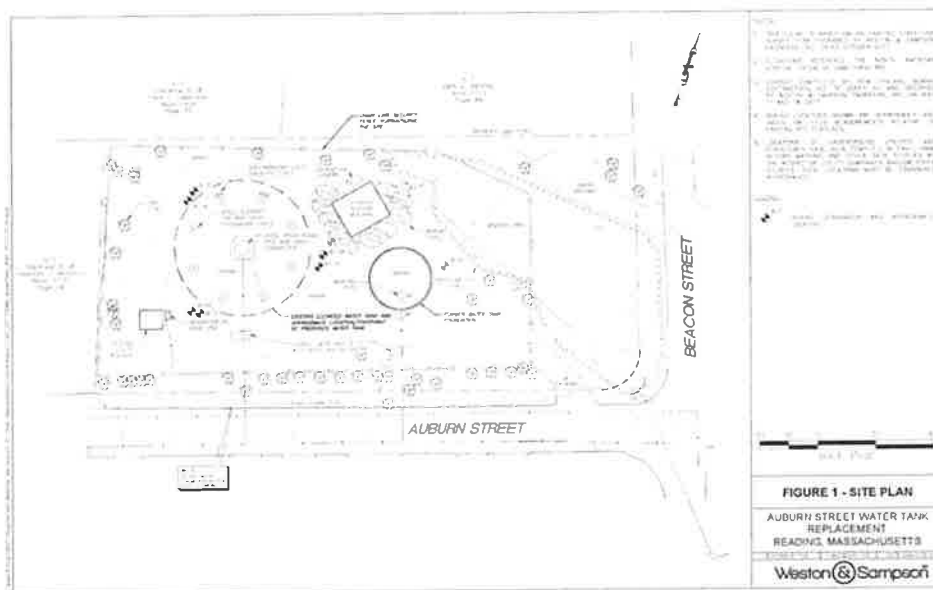
Finance Committee Report: Action pending. The Finance Committee may take up this Article at a meeting on April 11, 2019.

Bylaw Committee Report: No report.

ARTICLE 17 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 costs of replacing the Auburn Water Tank, including the payment of any and all other costs incidental and related thereto, or take any other action with respect thereto.

Select Board

Background: The Town is proposing to replace the existing Auburn Street water tank. The existing 750,000 gallon elevated steel water tank was constructed in 1953 and is approximately 110 feet in height. The tank's exterior was last painted in 1998 (outside) and 1996 (interior). Over the years the tank has showed signs of deterioration and recent inspections have revealed numerous issues including structural problems, overcrowded catwalks, and tank corrosion. A life cycle cost analysis was performed and determined replacement tank that did not need regular painting was more economic when compared to continued tank maintenance.



The tank will be replaced with a new composite elevated tank (CET). The CET is comprised of a glass fused to steel tank atop a concrete column and will be designed to fit four cell carriers in a manner that will not affect the maintenance and integrity of the tank. Composite tanks are manufactured to reduce future maintenance and increase longevity. The new tank will be located in the same location as the existing tank and will be designed to meet the 750,000 gallon capacity required. The total estimated cost of this project is \$ 4,500,000.

Finance Committee Report: At their meeting on March 13, 2019 the Finance Committee voted 7-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No report.

ARTICLE 18 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 costs of making Grove Street water main improvements, including the payment of any and all other costs incidental and related thereto, or take any other action with respect thereto.

Select Board

Background: In 2006 the Town decommissioned its water treatment plant and began purchasing water from the Massachusetts Water Resources Authority (MWRA). This change has effectively shifted the dynamics of the water distribution system which required the Town to conduct a hydraulic study. In 2012, Weston and Sampson Engineering prepared a new Water System Master Plan Report that re-evaluated the town's distribution system based on the current hydraulics. Weston and Sampson found that switching the main source of water from the north to the south altered the flow path of the water and combined with a system comprised of approximately 29% of unlined cast iron pipe, has caused several system deficiencies including inadequate carrying capacity and decreased flow rates. These deficiencies contribute to weaker fire flows, increased water age and minor water quality issues in the northern part of Town.

Over the past year Grove Street has experienced decreased chlorine residuals due to both extended water age and unlined cast iron pipe. The Town is proposing to clean and cement line approximately 1,500 linear feet (LF) of 12-inch cast iron (CI) water main from Meadowbrook Golf Club to Strout Avenue and replace approximately 950 linear feet of 6-inch CI with 8-inch cement lined ductile iron pipe from Strout Avenue to the end of Grove Street. The total estimated cost of this project is \$1,000,000.

Finance Committee Report: At their meeting on March 13, 2019 the Finance Committee voted 7-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No report.

ARTICLE 19 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 funding for FY20 is \$593,159.

Finance Committee Report: At their meeting on March 13, 2019 the Finance Committee voted 7-0 to recommend this Article to Town Meeting.

Bylaw Committee Report: No report.

ARTICLE 20 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 2020 - beginning July 1, 2019, 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 FY20 Finance Committee budget.

Finance Committee report: Please see the FY20 Spending Scorecard of the FY20 Budget document for the votes of the Finance Committee on line items in the FY20 budget. The Finance Committee recommends the subject matter of Article 20 as explained by these votes at their meeting on March 13, 2019.

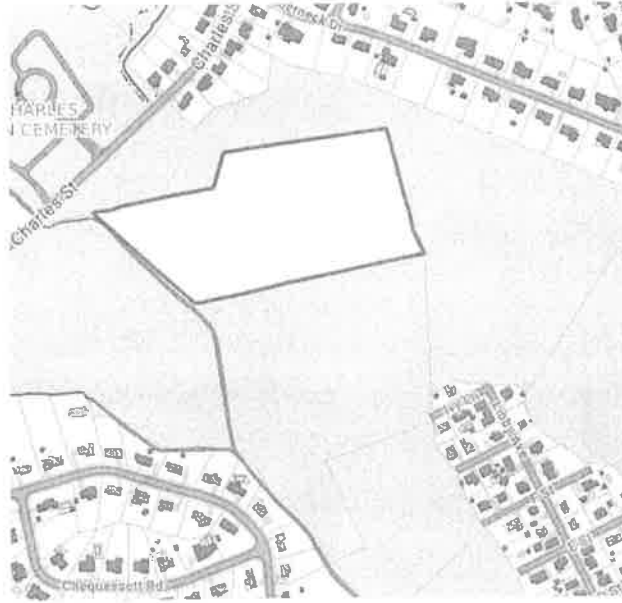
Bylaw Committee Report: No report.

ARTICLE 21 To see if the Town will vote to authorize the Select Board to acquire, by purchase or gift, a parcel of real property, consisting of thirteen acres, more or less, and shown on Reading's Tax Assessor's Map 34 as Parcel 1, for general municipal purposes on such terms as the Select Board shall deem to be in the best interests of the Town; and to raise and appropriate, transfer from available funds, borrow or otherwise provide a sum or sums of money to fund such purchase or acquisition along with all associated legal, engineering and other costs necessary, or take any other action with respect thereto.

Select Board

Background: The Town is in discussions to acquire the parcel described above and shown below. The parcel is surrounded on all sides by Conservation land in Timberneck Swamp, and the Conservation Committee expressed strong interest in adding this parcel to the Town's inventory of land. Further discussion is planned with the Select Board in Executive Session.

The results of this discussion will not be available for the deadline for printing the Annual Town Meeting Warrant Report. Therefore, a supplemental handout created by Town staff for Articles 21, 22, and 23 to provide additional information concerning each of these Articles will be made to Town Meeting members and other interested parties at least two weeks before Town Meeting, to meet all deadlines imposed by the Town Charter.



Finance Committee Report: Action pending. The Finance Committee may take up this Article at a meeting on April 11, 2019.

Bylaw Committee Report: No report.

ARTICLE 22 To see if the Town will vote to authorize the Select Board to acquire, by purchase or gift, a parcel or parcels of real property from the winner of a competitive bid selected pursuant to *M.G.L. c.30B*, for general municipal purposes on such terms as the Select Board shall deem to be in the best interests of the Town; and to raise and appropriate, transfer from available funds, borrow or otherwise provide a sum or sums of money to fund such purchase or acquisition along with all associated legal, engineering and other costs necessary, or take any other action with respect thereto.

Select Board

Background: The Select Board held an Executive Session on February 13th to discuss strategy with respect to interests in real estate and the Town subsequently issued a Request For Proposals (RFP) for the Acquisition of Real Property pursuant to *M.G.L. chapter 30B section 16*. That RFP may be viewed at <https://www.readingma.gov/operations/procurement-office/pages/19-17-acquisition-of-real-property>. Results from the RFP are due just before another Select Board Executive Session scheduled for March 26th.

The results of the RFP and subsequent Select Board Executive Session meeting will not be available for the deadline for printing the Annual Town Meeting Warrant Report. Therefore, a supplemental handout created by Town staff for Articles 21, 22, and 23 to provide additional information concerning each of these Articles will be made available to Town Meeting members and other interested parties at least two weeks before Town Meeting, to meet all Town Charter imposed deadlines.

Finance Committee Report: Action pending. The Finance Committee may take up this Article at a meeting on April 11, 2019.

Bylaw Committee Report: No report.

ARTICLE 23 To see if the Town will vote to authorize the Select Board to acquire, by purchase or gift, the parcel of unique real property, consisting of ten acres, more or less, and shown on Reading's Tax Assessor's Map 41 as Lot 59, for general municipal purposes on such terms as the Select Board shall deem to be in the best interests of the Town; and to raise and appropriate, transfer from available funds, borrow or otherwise provide a sum or sums of money to fund such purchase or acquisition along with all associated legal, engineering and other costs necessary, or take any other action with respect thereto.

Select Board

Background: The Town is in discussion to acquire the parcel described above and shown below. The parcel is in Cedar Swamp and is surrounded on all sides by Conservation land, Town owned land (the Reading Ice Arena on Symonds Way), land owned by the Reading Rifle & Revolver Club, and by Camp Curtis. Further discussion is planned with the Select Board in Executive Session.



The results of this discussion and the Select Board's corresponding Executive Session discussions will not be available for the deadline for printing the Annual Town Meeting Warrant Report. Therefore, a supplemental handout created by Town staff for Articles 21, 22, and 23 to provide additional information concerning each of these Articles will be made available to Town Meeting members and other interested parties at least two weeks before Town Meeting, to meet all Town Charter imposed deadlines.

Finance Committee Report: Action pending. The Finance Committee may take up this Article at a meeting on April 11, 2019.

Bylaw Committee Report: No report.

ARTICLE 24 To see if the Town will vote to amend the General Bylaw as follows:

1. Amend Article 1, General Provisions, as follows:
 - a. By deleting from Section 1.10.16 the term "his" and inserting, in place thereof, the term "that person's."
2. Amend Article 2, Town Meeting, as follows:
 - a. By deleting from Section 2.21, Rule 5 the text "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" and inserting, in place thereof, the text "shall: stand when speaking as able; respectfully address the Moderator; refrain from speaking until recognized by the Moderator; state that person's name and precinct; speak only to the question under debate and."
 - b. By deleting from Section 2.2.1, Rule 6 the text "he has been" and inserting, in place thereof, the text "being."
 - c. By deleting from Section 2.2.1, Rule 8 the text "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" and inserting, in place thereof, the text "Non-Town Meeting Members may speak at a Town Meeting having first identified themselves to the Moderator. Proponents of an article may speak on such article only after first identifying themselves."
 - d. By deleting from Section 2.2.1, Rule 11 the text "the fact of his interest or his employer's interest" and inserting, in place thereof, the text "any such interest."
 - e. By deleting from Section 2.2.1, Rule 13 the text "appears to him. If the Moderator is unable to decide the vote by the show of hands, or if his decision" and inserting, in place thereof, the text "visually appears. If the Moderator is unable to decide the vote by the show of hands, or if the decision about the vote."
 - f. By deleting from Section 2.2.1, Rule 13, the text "he shall determine the question by ordering a standing vote, and he shall appoint tellers to make and return the count directly to him" and inserting, in place thereof, the text "the Moderator shall determine the question by ordering a standing vote, and shall appoint tellers to make and return the count."
 - g. By deleting from Section 2.2.4.1 the text "the mover has given notice of his intention to make such a motion" and inserting, in place thereof, the text "notice of the movant's intention to make such a motion is given."
 - h. By deleting from Section 2.2.4.3 the term "he" and inserting, in place thereof, the term "the Town Clerk."

- i. By deleting from Section 2.2.6 the term "Chairman," wherever it appears, and inserting, in place thereof, the term "Chair."
 - j. By deleting from Section 2.2.6 the term "Chairmen" and inserting, in place thereof, the term "Chairs."
 - k. By deleting from Section 2.2.7.1 the term "his" and inserting, in place thereof, the term "that Member's."
 - l. By deleting from Section 2.2.7.2 the text "Chairman of each precinct or his designee" and inserting, in place thereof, the text "Chair of each precinct or a designee thereof."
 - m. By deleting from Section 2.2.9 the term "Chairman", wherever it appears, and inserting, in place thereof, the term "Chair."
3. Amend Article 3, Town Offices and Town Officers, as follows:
 - a. By deleting from Section 3.3.1.2 the term "Chairman," wherever it appears, and inserting, in place thereof, the term "Chair."
 - b. By deleting from Section 3.3.1.4 the text "his."
 - c. By deleting from Section 3.3.2.3 the term "Chairman" and inserting, in place thereof, the term "Chair."
 - d. By deleting from Section 3.3.2.4 the term "his" and inserting, in place thereof, the term "that member's."
4. Amend Article 5, Conduct of Town Business, as follows:
 - a. By deleting from Section 5.2 the term "he" and inserting, in place thereof, the term "that settlement."
 - b. By deleting from Section 5.4.1.3 the text "his criminal history record from the Police Department. Should the record subject seek to amend or correct his record, he must take appropriate action to correct said record, which action currently includes" and inserting, in place thereof, the text "that record from the Police Department. Should the record subject seek to amend or correct that record, appropriate action may include."
 - c. By deleting from Section 5.4.1.4 the text "his or her" and inserting, in place thereof, the text "the applicant's."
5. Amend Article 6, Financial Procedures, by deleting from Section 6.3.4 the term "his" and inserting, in place thereof, the term "the party's."
6. Amend Article 7, Regulations on the Use of Private Land, as follows:
 - a. By deleting from Section 7.1.3 the term "his" and inserting, in place thereof, the term "that person's."

- b. By deleting from Section 7.2.4 the term "Chairman," wherever it appears, and inserting, in place thereof, the term "Chair."
- c. By deleting from Section 7.2.6.4 the term "Chairman" and inserting, in place thereof, the term "Chair."
- d. By deleting from Section 7.2.7 the text "Chairperson of the Commission of his intent to issue such an order" and inserting, in place thereof, the text "Chair of the Commission that such order will issue."
- e. By deleting from Section 7.3.4.3 the text "his or her" and inserting, in place thereof, the text "that member's."
- f. By deleting from Section 7.3.4.3 the term "Chairman" and inserting, in place thereof, the term "Chair."
- g. By deleting, from Section 7.3.4.4 the text "his or her" and inserting, in place thereof, the text "that member's."
- h. By deleting from Section 7.3.4.5 the term "Chairman" and inserting, in place thereof, the term "Chair."
- i. By deleting from Section 7.3.5.4 the term "Chairman," wherever it appears, and inserting, in place thereof, the term "Chair."
- j. By deleting from Section 7.3.7.12 the term "Chairman" and inserting, in place thereof, the term "Chair."
- k. By deleting from Section 7.6.2.3 the text "Every person licensed under the provisions of this bylaw shall cause his name and the number of his license to be printed or placed" and inserting, in place thereof, the text "All persons licensed under the provisions of this bylaw shall print their name and license number."
- l. By deleting from Section 7.9.2.8 the term "man-made" and inserting, in place thereof, the term "artificial."
- m. By deleting from Section 7.9.2.11 the term "man-made" and inserting, in place thereof, the term "constructed."

7. Amend Article 8, Public Order, as follows:

- a. By deleting from Section 8.1.2 the term "chairman" and inserting, in place thereof, the term "chair."
- b. By deleting from Section 8.5.2.2 the term "him." wherever it appears, and inserting, in place thereof, the term "that person."
- c. By deleting from Section 8.5.4 the text "he has first obtained a permit from the Select Board, and unless he" and inserting, in place thereof, the text "that person has first obtained a permit from the Select Board and."

- d. By deleting from Section 8.5.5.2 the text "No person shall refuse entry to any building owned by him after receipt of written from the Select Board or its designee," and inserting, in place thereof, the text "After receipt of a written request from the Select Board or its designee, no person shall refuse entry into any building owned by that person."
- e. By inserting into Section 8.5.5.2 the word "building" immediately prior to the text "owner may be billed."
- f. By deleting from Section 8.5.7 the term "manhole" and inserting, in place thereof, the term "utility access hole."
- g. By deleting from Section 8.5.8 the text "person, or his designee or agent," and inserting, in place thereof, the text "person or designee or agent thereof."
- h. By deleting from Section 8.6.8 the term "his premises" and inserting, in place thereof, the term "the property."
- i. By deleting from Section 8.7.4.1 the term "his" and inserting, in place thereof, the term "its."
- j. By deleting from Section 8.8.2.1.4 the text "its owner or keeper shall have the tag in his or her possession and available for inspection" and inserting, in place thereof, the text "the dog's owner or keeper shall possess such a tag and make it available for inspection upon request."
- k. By deleting from Section 8.9.2 the term "his" and inserting, in place thereof, the term "official."
- l. By deleting from Section 8.9.4.2 the text "or have in his possession" and inserting, in place thereof, the text "or possess."
- m. By deleting from Section 8.9.4.3 the text "or have in his possession" and inserting, in place thereof, the text "or possess."
- n. By deleting from Section 8.9.8.4 the term "his" and inserting, in place thereof, the term "that person's."
- o. By deleting from Section 8.9.8.5 the text "his designee (the Chief), may in his" and inserting, in place thereof, the text "a designee thereof (the Chief), may in the Chief's."
- p. By deleting from Section 8.9.9.4 the text "his designee" and inserting, in place thereof, the text "a designee thereof."
- q. By deleting from Section 8.9.9.4 the text "The Chief of Police shall cause to be kept in his office accurate records" and inserting, in place thereof, the text "Accurate records shall be kept in the Chief of Police's Office."
- r. By deleting from Section 8.9.9.4 the text "carry upon his person" and insert, in place thereof, the text "carry upon that person."

- s. By deleting from Section 8.9.9.5 the text “his residence address set forth in the” and inserting, in place thereof, the text “the residence address set forth in the Certificate holder’s.”
- t. By deleting from Section 8.10.1.2 the term “he” and inserting, in place thereof, the term “that person.”
- u. By deleting from Section 8.10.7 the text “If the Building Inspector determines the building to be unsafe, he” and inserting, in place thereof, the text “Upon determining that a building is unsafe, the Building Inspector.”
- v. By deleting from Section 8.12.2.4 the term “man-made” and inserting, in place thereof, the term “constructed.”

or take any other action with respect thereto.

Bylaw Committee

Background: Town Meeting passed an Instructional Motion directing the Bylaw Committee in conjunction with the Select Board to remove gendered language from the General Bylaw. The Bylaw Committee has completed its work. This Article proposes to adopt the Bylaw Committee’s suggested changes and to amend the General Bylaw with new gender-inclusive text.

Finance Committee Report: No report

Bylaw Committee Report: On January 30, 2019 the Bylaw Committee voted 4-0 to recommend this Article to Town Meeting.

ARTICLE 25 To see if the Town will vote to amend the General Bylaw as follows:

- 1. By deleting Section 5.4.4, Effective Date, in its entirety.
- 2. By deleting from Section 7.1.11 the text “of of” and inserting, in place thereof, the text “of.”
- 3. By deleting from Sections 8.1.5, 8.1.6 and 8.1.7, wherever it appears, the term “therefore” and inserting, in place thereof, the term “therefor.”

or take any other action with respect thereto.

Bylaw Committee

Background: During its review of the General Bylaw to remove gendered language, the Bylaw Committee identified five Bylaw provisions that had minor errors in language. Those errors did not involve gendered language, so they could not be included in Article 24 of this Warrant. They are included in this separate “cleanup” Article for that purpose.

Finance Committee Report: No report

Bylaw Committee Report: On January 30, 2019 the Bylaw Committee voted 4-0 to recommend this Article to Town Meeting.

ARTICLE 26 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
2019 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
1	John	J	Arena	2021	0	
1	Shella	M	Mulroy	2021	1	
2	Francis		Burke	2020	1	
2	Peter	G	Coumounduros	2021	0	
2	David	Wayne	Decker	2021	1	
2	Gretchen		Latowsky	2020	0	
2	Meagon	N	Putney	2020	0	
3	Danica	L	Medeiros	2020	1	
4	Lynne	H	Cameron	2020	0	
4	Hubert	R	James Jr	2020	1	
4	Daniel	John	McCarthy	2020	1	
5	Erin	K	Calvo-Bacci	2020	1	
5	Patrick	P	O'Sullivan	2021	0	
6	James	E	Bonazoli	2021	1	
6	Robert	L	Mandell	2020	1	
7	Kerry	C	Dunnell	2021	1	
7	Linda	M	Phillips	2021	1	

120 Town Meeting Members had perfect attendance in 2018

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 2, 2019, 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.

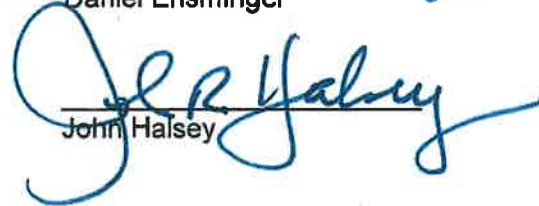
Given under our hands this 13th day of February, 2019.


Andrew Friedmann, Chair


Barry Berman, Vice Chair


Vanessa Alvarado, Secretary


Daniel Ensminger


John Halsey

SELECT BOARD OF READING


Thomas Freeman, Constable

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Town of Reading

Fiscal Year 2020

Finance Committee's Recommended Budget

July 1, 2019 to June 30, 2020

Finance Committee

Finance@ci.reading.ma.us

Eric Burkhart, Chair (July 2016)

Mark Dockser, Vice Chair (July 2010)

Shawn Brandt (July 2018)

Daniel Dewar (July 2018)

Karen Gately Herrick (July 2018)

Anne Johnson Landry (July 2014)

Paula Perry (December 2010)

Paul McNeice (November 2012)

Marc Moll (July 2014)

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TOWN MANAGER'S FY20 BUDGET MESSAGE

The following document constitutes the Town Manager's recommended Fiscal Year 2020 Budget for the Town of Reading, beginning July 1, 2019.

!! Thank you to the voters for approving an Operating Override last Spring !!

For the first time since joining the organization, first as Finance Director in 2005 and then as Town Manager in 2013, assembling an annual budget has NOT been an exercise in cutting staffing, combining positions, regionalizing with other communities – and somehow trying to preserve services. In fact this budget makes some modest additions to both Town and School staffing as we have made significant progress in keeping health insurance premium costs at modest levels, which will add to service levels already improved by that Override funding. We recognize that not every taxpayer supported the request for additional funding, and we pledge to remain vigilant in our spending.

Town Departments – Override Funding Review

We have made good progress in filling the positions requested by the Override, as shown below:

Department	Amount	Purpose	Progress
Administrative Services	\$ 66,000	Software Coordinator	<i>hired</i>
	\$ 40,000	Organizational Training	<i>in progress</i>
Public Services	\$ 30,000	Building Inspections	<i>Building Commissioner</i>
	\$ 22,000	Elder/Human Services	<i>now full-time</i>
Finance	\$ 50,000	Assistant Town Accountant	<i>hired</i>
Public Safety	\$ 440,000	Police Officers(5)+OT	<i>hired</i>
	\$ 366,000	Firefighters(4)+OT	<i>hired</i>
	\$ 39,500	Clothing/Equipment	<i>in progress</i>
	\$ 26,000	Highway Seasonal help	<i>hire spring '19</i>
Public Works	\$ 21,500	Support Staff	<i>hired</i>
	\$ 80,000	Staffing changes, Sunday Hours	<i>change made</i>
Library	\$ 22,500	Materials	<i>in progress</i>
	\$ -		
Facilities	\$ -		
Town departments	\$ 1,203,500		

We were able to assign a Police Officer to be the second School Resource Officer to start the school year last August. Five new Police officers were hired by early fall, and then availability of spots in Training Academies determined their impact on staffing. The department will have all five officers for the full year of FY20. We hired one Firefighter by early fall, and then had to wait for a new Civil Service list last December, and have since hired three more firefighters. The department will have full staffing sometime in early FY20 after the Training Academies assignments are completed. Congratulations to Chief Burns for securing a Federal SAFER grant for just over \$600,000 to assist in these hires – the financial details are to be determined but it expected that these funds will end up as extra revenue over the next three years.

The rest of our hiring schedule first stepped back to allow our shared Human Resources staff to focus on the school positions to ensure the school year was fully staffed. By January 2019 we had filled all positions above. Please see further discussion under each Town department budget for the impact of this Override funding.

The Budget Process

Following state law and the Town Charter, the budget authorities are as follows, in chronological order:

- Superintendent of Schools (School budget)
- School Committee Budget (School budget)
- Town Manager (balanced School and Town budgets)
- Finance Committee (balanced School and Town budgets)
- Town Meeting (final approval of balanced School and Town budgets)

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 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. Typically the three elected boards (School Committee, Library Trustees and Select Board) and staff attend a Finance Committee meeting in October called a Financial Forum in order to have a preliminary budget discussion. At that meeting the Town Accountant projects what revenues will look like for that future budget year, and also gives an estimate of what cash is on hand, called Free Cash. Financial actions expected at the upcoming November Town Meeting are also discussed. Note that while I will focus on the upcoming fiscal year budget, in fact financial forecasts are made for the next five years.

A second Financial Forum is usually held in November, in which the Free Cash position is formalized. School and Town staff present estimates about a set of costs called Accommodated Costs – more on those later. These costs are subtracted from the Revenues that are available, and that remaining amount is available for the so-called Town and School Operating budgets. The FINCOM typically adds a certain amount of Free Cash to help support the Operating budgets.

“Estimated Revenues – Accommodated Costs = Operating Budget Funding”

From these available funds, both the town departments (36% share) and the school department (64% share) get the same percentage year-over-year increase. In FY20 the Operating budgets are increasing by +3.25%, a good figure compared to recent years.

The three elected boards then hold public meetings to discuss their budgets in December and in January. By Charter, the School Committee must present a budget to the Town Manager by February 1st, and the Town Manager must present a balanced budget to FINCOM by March 1st. In some years the School Committee votes a budget higher than the balanced Operating budget figure and the Town Manager must

cut any surplus, but has no authority as to specific costs within the budget. The balanced budget has been clearly identified to the School Committee, and they often cite how they plan to balance their budget if it is too high. **For the FY20 budget, the Town Manager has added \$300,000 to the voted School Committee FY20 Budget.** Please see the attached memo sent to the School Committee on February 5, 2019 for further details.

In March 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.

FY20 Revenues

The total FY20 estimated revenues for general government will be \$101.9 million, plus the use of \$1.0 million of Free Cash, which is a 2.9% increase from FY19. State Aid in the FY20 budget is estimated as +2.5% by FINCOM policy, but it continues to be troublesome as the Governor's budget filed last month had only about +1% for Reading. Any shortfall compared to the +2.5% assumption in the final figures (which are typically not known until June) will be made up by increasing the use of Free Cash, also by FINCOM policy.

Economic development efforts continue to bear fruit as our assumptions for New Growth are increased to \$650,000 for FY20, still cautiously below the recent 5-year average of \$831,000 and seemingly achievable with a handful of large mixed use projects in the downtown area alone.

Please see the next section for details of the Town Accountant's FY20 Revenue projections.

FY20 Accommodated Costs

Another good year of cost control in this sector is forecast, as benefits which constitute 48% of these costs are forecast to decline slightly in FY20. Note that health insurance premiums, which constitute about half of benefit costs, are not yet finalized as the Town Manager and all School, Light and Town department unions must collectively bargain this coming spring. Even before the FY20 rates are finalized, recent spending on health insurance in Reading continues to be well below national trends: FY19 spending year-to-date is up about 1.6% and that includes additional enrollment because of the Override positions. For the past nine years, spending is +4.0% annually (including increased enrollment). That figure, while well below national trends, remains challenging when compared to annual revenue growth of +3%.

Thus by formula there is \$102.9 million - \$38.1 million = \$64.8 million of remaining revenues to be shared by the Town and School Operating budgets, or an increase of +3.25%.

Under the budget model, when combining accommodated costs with this +3.25% operating budget figure, Town departments total \$28.8 million (+3.6%) and Schools total \$46.8 million (+4.3%) for FY20.

Note that a significant Town department accommodated cost for FY20 is the full funding of the Reading Coalition Against Substance Abuse effort in the Public Safety budget at \$150,000. The Town and Schools had agreed prior to the Override that regardless of the outcome, this town funding was crucial, especially for the youth in the community, and it needed to be funded as the federal grants expire next year

Town Department Budgets

As seen in the next table, the Town Manager's FY20 budget for Town departments shows that +3.6% increase from FY19. Note that the FY19 increase of +8.7% when comparing budgeted versus actual spending highlights the general impact of the Override on these departments.

Department	FY17 Actual	FY18 Actual	FY19 BUDGET	FY20 BUDGET	FY19-20
			Town Meeting	Town Manager	% Change
Administrative Services	\$ 2,590,546	\$ 2,764,834	\$ 2,927,075	\$ 2,985,000	2.0%
Public Services	\$ 1,480,784	\$ 1,493,671	\$ 1,773,425	\$ 1,856,025	4.7%
Finance	\$ 769,005	\$ 774,018	\$ 882,200	\$ 917,675	4.0%
Public Safety	\$ 10,081,454	\$ 10,183,993	\$ 11,294,975	\$ 11,740,150	3.9%
Public Works	\$ 5,533,362	\$ 5,562,735	\$ 5,944,345	\$ 6,116,225	2.9%
Library	\$ 1,483,153	\$ 1,543,938	\$ 1,694,515	\$ 1,761,475	4.0%
Facilities	\$ 2,813,939	\$ 3,271,091	\$ 3,313,675	\$ 3,452,245	4.2%
Total Town Departments	\$ 24,752,243	\$ 25,594,280	\$ 27,830,210	\$ 28,828,795	3.6%
<i>year-over-year change</i>		<i>3.4%</i>	<i>8.7%</i>	<i>3.6%</i>	

Town departments are projected to spend +4.2% on wages costs for FY20. Three main factors influence these costs: collective bargaining and non-union cost of living increases; reduced grant funding support (0.8%); and additional staffing (1.0%) requested in FY20.

Department Wages	FY17 Actual	FY18 Actual	FY19 BUDGET	FY20 BUDGET	FY19-20
			Town Meeting	Town Manager	% Change
Administrative Services	\$ 1,312,795	\$ 1,283,498	\$ 1,428,725	\$ 1,472,300	3.0%
Public Services	\$ 1,190,786	\$ 1,172,000	\$ 1,417,725	\$ 1,500,275	5.8%
Finance	\$ 640,930	\$ 659,146	\$ 729,250	\$ 759,625	4.2%
Public Safety	\$ 9,664,754	\$ 9,733,082	\$ 10,724,775	\$ 11,217,400	4.6%
Public Works	\$ 2,594,083	\$ 2,569,385	\$ 2,785,850	\$ 2,850,275	2.3%
Library	\$ 1,173,078	\$ 1,207,738	\$ 1,328,550	\$ 1,390,575	4.7%
Facilities	\$ 725,333	\$ 766,426	\$ 801,000	\$ 833,025	4.0%
Total Town Departments	\$ 17,301,759	\$ 17,391,275	\$ 19,215,875	\$ 20,023,475	4.2%

Additional staffing consists of a lot of small changes. Administrative Services will add one full-time support staff position, but lose two part-time ones. One of those positions lost will be restored to Finance. Public Services slightly increase hours in Human/Elder Services, Health and Recreation. The RCASA staffing increases as one part-time position becomes full time in Public Safety. Both DPW and the Library have some department reorganization described in their budgets resulting in the changes shown below:

Department	FY19 BUDGET	FY20 BUDGET	FY19-20
	Town Meeting	Town Manager	% Change
FTEs			
Administrative Services	16.8	17.3	3.0%
Public Services	24.2	25.2	4.1%
Finance	11.5	11.8	2.6%
Public Safety	114.8	115.2	0.3%
Public Works	44.0	43.2	-1.8%
Library	22.3	23.4	4.9%
Facilities	11	11	0.0%
Total Town Departments	244.6	247.1	1.0%

Town department expenses increase by 2.2% as shown below. Planned reductions in clothing and equipment funding for new Public Safety personnel hired from Override funds and one less scheduled election in Administrative Services help lower these costs. Some additional funding required by OSHA in DPW and to better fund turf field maintenance in Facilities highlight some new expenses.

Department Expenses	FY17 Actual	FY18 Actual	FY19 BUDGET		FY19-20
			Town Meeting	Town Manager	% Change
Administrative Services	\$ 1,277,751	\$ 1,481,336	\$ 1,498,350	\$ 1,512,700	1.0%
Public Services	\$ 289,998	\$ 321,671	\$ 355,700	\$ 355,750	0.0%
Finance	\$ 128,075	\$ 114,872	\$ 152,950	\$ 158,050	3.3%
Public Safety	\$ 416,700	\$ 450,911	\$ 570,200	\$ 522,750	-8.3%
Public Works	\$ 2,939,279	\$ 2,993,350	\$ 3,158,495	\$ 3,265,950	3.4%
Library	\$ 310,075	\$ 336,200	\$ 365,965	\$ 370,900	1.3%
Facilities	\$ 2,088,605	\$ 2,504,664	\$ 2,512,675	\$ 2,619,220	4.2%
Total Town Departments	\$ 7,450,483	\$ 8,203,004	\$ 8,614,335	\$ 8,805,320	2.2%
<i>year-over-year change</i>		<i>10.1%</i>	<i>5.0%</i>	<i>2.2%</i>	

We've redesigned the budget sections for the Town departments to contain more information and less text, and to be easier to read at a glance. Please note especially some fine work done by Library Director Amy Lannon and the Library Trustees in reorganizing their department to adapt to their new space and position themselves for the future.

FY20 – A Look Ahead

It should be noted that 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 a high quality and volume of services given the funding that is available – in other words, good value.

Capital projects loom on the horizon. Rather than recap them here, please refer to the budget section on Capital and Debt for those details. Some of the projects, such as solutions to the Elementary School Space issue, a Senior/Community Center, a DPW Building change, and some athletic/recreational improvements are bound to need to be funded as debt exclusions (a request to taxpayers for additional funding for a defined period of time). Town and School staff will work diligently to help spread information including challenges and opportunities, and look forward to a significant dialogue about community priorities. It is important to remember the lessons of the late 1990s and not crowd out the Town and School annual operating budgets by adding too much debt inside the tax levy for such projects, however.

As always, we will all strive to meet the expectations of the community with whatever level of resources that are 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

TOWN ACCOUNTANT’S RECOMMENDED FY20 REVENUE

Summary of Revenues – The total FY20 estimated revenues for general government will be \$101.9 million, plus the use of \$1.0 million of Free Cash, a 2.87% increase from FY19.

	FY20	Change	Share
Property Taxes	\$ 75.4	3.2%	73%
Local Revenues	\$ 7.8	4.6%	8%
State Aid	\$ 14.7	2.5%	14%
Transfers	\$ 4.0	0.2%	4%
Free Cash	\$ 1.0	-16.7%	1%
	\$ 102.9	2.9%	100%

Property Taxes (\$75.4 million or 73% of revenues) – The forecast 3.2% increase in FY20 includes a 2.5% increase over the FY19 tax levy plus new growth. As the next table shows, recent new growth has trended higher (5yr average \$831k and 10yr average \$672k). The Town has made significant progress on Economic Development so we are increasing future estimates by \$50,000 annually, to \$650,000 in FY20. On the one hand are development projects in the pipeline and recent success, but on the other are rising interest rates and the specter of a top in the overheated construction market.

Actual New Growth (000s)

FY19	FY18	FY17	FY16	FY15	FY14	FY13	FY12	FY11	FY10
\$840	842	717	912	844	741	579	325	363	553

The assessor’s overlay account was increased to \$731,042 in FY20. 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 final calculation of the tax rate is made by the Town Accountant in November 2019. If the overlay account is not used for abatements, it is released to Free Cash. (See “Operating transfers/Available Funds” below.)

Local Revenues (\$7.8 million or 8% of revenues) – Local revenues are forecast at a 4.6% increase, in the middle of a volatile <0% to 8% typical range. Below are the largest components of these revenues

Motor Vehicle Excise (\$4.0 million) – This revenue source is especially difficult to forecast, as we have been both over and under budget by \$100,000+ in recent years, although the longer term average has been in line. For next year we forecast a 2.6% increase to \$4.0 million.

Charges for Services (\$1.95 million) – A forecast of +2.6% to \$1.95 million.

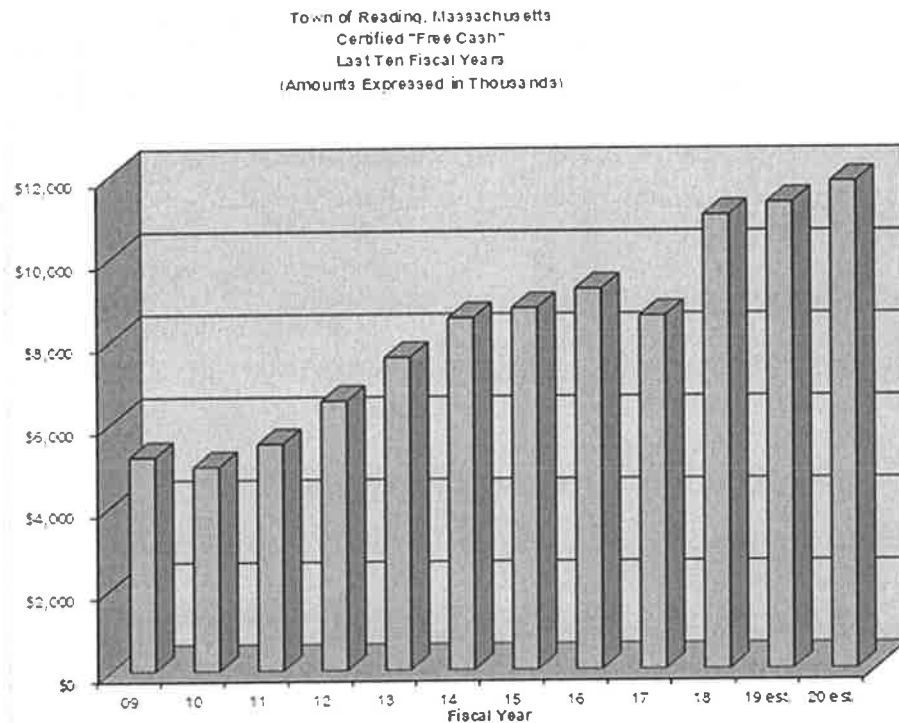
Meals Tax (\$0.4 million) – This local option tax has modestly added to revenues.

Interest Earnings – Interest rates have increased significantly over the last year. The forecast for next year is increased by 50% to \$450,000 as collections are coming in much higher than projected in FY19.

Intergovernmental Revenue (\$14.7 million or 14% of revenues) – The final figure for State Aid for FY20 is still unknown at this point. We use an assumption of +2.5%, which is higher than recent disappointing trends. FINCOM has agreed to make up any shortfall from +2.5% with use of Free Cash – this adjustment would typically happen at a November Town Meeting after the fiscal year begins. In January 2019 the Governor released a budget that would increase state aid by only +1.06%. About 15 years ago, State Aid was over 20% of the annual revenues available for the town.

Operating Transfers/Available Funds (\$4.0 million or 4% of revenues) – The amount of money available from cemetery sale of lots has remained constant. The RMLD dividend payment is assumed to be fixed at prior year levels. Support from Enterprise Funds is again increased by the +3.25% level of operating budget growth. The Board of Assessors released \$400,000 from the overlay surplus last year and is planning on releasing \$375,000 for use in FY20; this figure is expected to continue to decline in future years.

A figure of \$1.0 million is being used from Free Cash in order to balance the FY20 budget. The Chart below shows Free Cash history and a projection for FY19 and FY20:



Sharon Angstrom, CPA

Town Accountant and Finance Director

FY20 Town Accountant's Recommended Revenues

Town Accountant's FY20 Budget Summary

	2.50%		3.25%		2.75%		3.00%	
Town of Reading Budget Summary	One Yr		One Yr		One Yr		One Yr	
3/8/19 11:20 AM	Projected FY19	Changes FY19	Projected FY20	Changes FY20	Projected FY21	Changes FY21	Projected FY22	Changes FY22
Revenues								
Total Property Taxes	73,049,683	9.8%	75,410,518	3.2%	77,868,919	3.3%	80,438,137	3.3%
Total Other Local Revenues	7,480,000	6.4%	7,825,000	4.6%	8,097,500	3.5%	8,370,000	3.4%
Total Intergov't Revenues	14,342,893	1.7%	14,701,465	2.5%	15,069,002	2.5%	15,445,727	2.5%
Total Transfers & Available	4,040,696	2.2%	4,049,722	0.2%	4,054,449	0.1%	4,149,489	2.3%
Revs before Free Cash	\$ 98,913,271	7.98%	\$ 101,986,705	3.11%	\$ 105,089,870	3.04%	\$ 108,403,353	3.15%
Free Cash	1,200,000	0.0%	1,000,000	-16.7%	1,000,000	0.0%	1,000,000	0.0%
Net Available Revenues	\$ 100,113,271	7.87%	\$ 102,986,705	2.87%	\$ 106,089,870	3.01%	\$ 109,403,353	3.12%
Accommodated Costs								
Benefits	18,187,700	10.3%	18,139,050	-0.3%	18,848,977	3.9%	19,647,452	4.2%
Capital	3,276,100	45.0%	2,599,500	-20.7%	2,400,000	-7.7%	2,515,000	4.8%
Debt (inside levy)	1,526,876	-19.0%	2,356,453	54.3%	2,711,715	15.1%	2,524,401	-6.9%
Debt (excluded)	2,944,282	-1.3%	2,902,482	-1.4%	2,848,182	-1.9%	2,791,882	-2.0%
Energy	2,016,575	1.3%	2,094,600	3.9%	2,175,603	3.9%	2,276,238	4.6%
Financial	852,250	1.5%	905,600	6.3%	935,130	3.3%	965,887	3.3%
Fducation - Out of district	4,520,834	12.1%	5,046,875	11.6%	5,299,219	5.0%	5,564,180	5.0%
Education - Vocational	435,000	12.7%	452,400	4.0%	470,496	4.0%	489,316	4.0%
Miscellaneous	3,278,313	3.0%	3,382,160	3.2%	3,484,645	3.0%	3,589,362	3.0%
Community Priorities	0	0.0%	220,000	0.0%	0	0.0%	0	0.0%
Accommodated Costs	\$ 37,037,930	8.8%	\$ 38,099,121	2.87%	\$ 39,173,967	2.82%	\$ 40,363,717	3.04%
Net Accommodated Costs	\$ 37,037,930	8.8%	\$ 38,099,121	2.87%	\$ 39,173,967	2.82%	\$ 40,363,717	3.04%
Operating Costs								
Municipal Gov't Operating	21,455,772	8.59%	22,161,344	3.25%	22,770,781	2.75%	23,608,405	3.00%
adjustments	8,000				150,000	100.00%		
adjustments (EF+RF)	1,046,968	2.50%	1,080,995	3.25%	1,110,722	2.75%	1,144,044	3.00%
TOTAL Muni Govt OPER	22,510,740	8.33%	23,242,339	3.25%	24,031,503	3.40%	24,752,448	3.00%
School Operating	40,339,441	7.95%	41,650,473	3.25%	42,795,861	2.75%	44,151,836	3.00%
adjustments					70,000			
TOTAL School OPER	40,339,441	7.95%	41,650,473	3.25%	42,865,861	2.92%	44,151,836	3.00%
Operating Budgets	\$ 62,850,181	8.09%	\$ 64,892,812	3.25%	\$ 66,897,364	3.09%	\$ 68,904,285	3.00%
Municipal Gov't Operating	35.8%		35.8%		35.9%		35.9%	
School Operating	64.2%		64.2%		64.1%		64.1%	
TOTAL SPENDING	\$ 99,888,110	8.3%	\$ 102,991,933	3.11%	\$ 106,071,331	2.99%	\$ 109,268,002	3.01%
Muni Govt OPER	\$ 22,510,740	8.33%	\$ 23,242,339	3.25%	\$ 24,031,503	3.40%	\$ 24,752,448	3.00%
Muni Govt ACCOM	\$ 5,269,470	2.29%	\$ 5,586,500	6.02%	\$ 5,630,872	0.79%	\$ 5,847,868	3.85%
Muni Govt TOTAL	\$ 27,830,210	7.32%	\$ 28,828,839	3.59%	\$ 29,662,375	2.89%	\$ 30,600,316	3.16%
School OPER	\$ 40,339,441	7.95%	\$ 41,650,473	3.25%	\$ 42,865,861	2.92%	\$ 44,151,836	3.00%
School ACCOM	\$ 4,520,834	12.08%	\$ 5,116,875	13.18%	\$ 5,299,219	3.56%	\$ 5,564,180	5.00%
School TOTAL	\$ 44,860,275	8.35%	\$ 46,767,348	4.25%	\$ 48,165,080	2.99%	\$ 49,716,017	3.22%

Town Accountant's FY20 Budget Summary

Town of Reading Revenues - Details	Projected FY19	One Yr Changes FY19	Projected FY20	One Yr Changes FY20	Projected FY21	One Yr Changes FY21	Projected FY22	One Yr Changes FY22
3/8/19 11:20 AM								
Property Taxes								
Tax levy (within levy limit)	69,978,948	10.4%	72,589,077	3.7%	75,070,054	3.4%	77,664,306	3.5%
New Growth	839,664	-0.3%	650,000	-22.6%	700,000	7.7%	750,000	7.1%
Tax levy (debt exclusion)	2,944,282	-1.3%	2,902,482	-1.4%	2,848,182	-1.9%	2,791,882	-2.0%
Abatements and exemptions	(713,211)	2.5%	(731,042)	2.5%	(749,318)	2.5%	(768,051)	2.5%
Total Property Taxes	73,049,683	9.8%	75,410,518	3.2%	77,868,919	3.3%	80,438,137	3.3%
Other Local Revenues								
Motor Vehicle Excise	3,900,000	6.8%	4,000,000	2.6%	4,150,000	3.8%	4,300,000	3.6%
Meals Tax	385,000	2.7%	400,000	3.9%	415,000	3.8%	430,000	3.6%
Penalties/interest on taxes	200,000	-13.0%	205,000	2.5%	210,000	2.4%	215,000	2.4%
Payments in lieu of taxes	370,000	7.2%	375,000	1.4%	385,000	2.7%	395,000	2.6%
Charges for services	1,900,000	2.7%	1,950,000	2.6%	2,000,000	2.6%	2,050,000	2.5%
Licenses & permits	170,000	3.0%	170,000	0.0%	175,000	2.9%	180,000	2.9%
Fines	95,000	-13.6%	100,000	5.3%	102,500	2.5%	105,000	2.4%
Interest Earnings	300,000	66.7%	450,000	50.0%	475,000	5.6%	500,000	5.3%
Medicaid Reimbursement	160,000	28.0%	175,000	9.4%	185,000	5.7%	195,000	5.4%
Total Other Local Revenues	7,480,000	6.4%	7,825,000	4.6%	8,097,500	3.5%	8,370,000	3.4%
Intergovernmental Revenue								
State Aid	14,342,893	1.7%	14,701,465	2.5%	15,069,002	2.5%	15,445,727	2.5%
Total Intergov't Revenues	14,342,893	1.7%	14,701,465	2.5%	15,069,002	2.5%	15,445,727	2.5%
Operating Transfers and Available Funds								
Cemetery sale of lots	25,000	0.0%	25,000	0.0%	25,000	0.0%	25,000	0.0%
RMLD payment	2,468,728	2.5%	2,468,728	0.0%	2,468,728	0.0%	2,530,446	2.5%
Enterprise Fund Support	1,046,968	2.5%	1,080,995	3.3%	1,110,722	2.8%	1,144,044	3.0%
School Revolving Funds	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Overlay surplus	400,000	0.0%	375,000	-6.3%	350,000	-6.7%	350,000	0.0%
Total Transfers & Available	4,040,696	2.2%	4,049,722	0.2%	4,054,449	0.1%	4,149,489	2.3%
OPERATING REVENUES	98,913,271	7.98%	101,986,705	3.11%	105,089,870	3.04%	108,403,353	3.15%
Free Cash & Savings	1,200,000	0.00%	1,000,000	-16.67%	1,000,000	0.00%	1,000,000	0.00%
TOTAL REVENUES	100,113,271	7.87%	102,986,705	2.87%	106,089,870	3.01%	109,403,353	3.12%

Town Accountant's FY20 Budget Summary

Town of Reading Acc. Costs - Summary	One Yr		One Yr		One Yr		One Yr	
3/8/19 11:20 AM	Projected	Changes	Projected	Changes	Projected	Changes	Projected	Changes
	FY19	FY19	FY20	FY20	FY21	FY21	FY22	FY22
Benefits	18,187,700	10.3%	18,139,050	-0.3%	18,848,977	3.9%	19,647,452	4.2%
Capital	3,276,100		2,599,500		2,400,000		2,515,000	
Debt (inside levy)	1,526,876	15.9%	2,356,453	3.2%	2,711,715	3.1%	2,524,401	-1.4%
Debt (excluded)	2,944,282		2,902,482		2,848,182		2,791,882	
Energy	2,016,575	1.3%	2,094,600	3.9%	2,175,603	3.9%	2,276,238	4.6%
Financial	852,250	1.5%	905,600	6.3%	935,130	3.3%	965,887	3.3%
Education - Out of district	4,520,834	12.1%	5,046,875	11.6%	5,299,219	5.0%	5,564,180	5.0%
Education - Vocational	435,000	12.7%	452,400	4.0%	470,496	4.0%	489,316	4.0%
Miscellaneous	3,278,313	3.0%	3,382,160	3.2%	3,484,645	3.0%	3,589,362	3.0%
Community Priorities			220,000					
TOTAL Accomm. COSTS	\$ 37,037,930	8.8%	\$ 38,099,121	2.9%	\$ 39,173,967	2.8%	\$ 40,363,717	3.0%
Town of Reading Acc. Costs - Details	Projected	One Yr	Projected	One Yr	Projected	One Yr	Projected	One Yr
	FY19	Changes	FY20	Changes	FY21	Changes	FY22	Changes
	FY19	FY19	FY20	FY20	FY21	FY21	FY22	FY22
Contributory Retirement	3,970,950	6.4%	4,183,050	5.3%	4,406,467	5.3%	4,641,816	5.3%
OBRA fees & OPER study	50,000	0.0%	50,000	0.0%	50,000	0.0%	50,000	0.0%
OPEB contribution	525,000	5.0%	575,000	9.5%	600,000	4.3%	625,000	4.2%
Workers Compensation	336,750	9.0%	350,000	3.9%	364,000	4.0%	378,560	4.0%
Unemployment Benefits	140,000	0.0%	75,000	-46.4%	75,000	0.0%	75,000	0.0%
Group Health / Life Ins.	12,055,000	11.5%	11,786,000	-2.2%	12,198,510	3.5%	12,686,450	4.0%
Medicare / Social Security	1,000,000	17.6%	1,000,000	0.0%	1,025,000	2.5%	1,050,625	2.5%
Police / Fire Indemnification	110,000	4.8%	120,000	9.1%	130,000	8.3%	140,000	7.7%
Acc. Costs - Benefits	\$ 18,187,700	10.3%	\$ 18,139,050	-0.3%	\$ 18,848,977	3.9%	\$ 19,647,452	4.2%
5% of net available revs	4,798,449		4,954,211		5,112,084		5,280,574	
less debt (net, inside levy)	(1,514,551)		(2,345,932)		(2,702,976)		(2,517,444)	
Available for cash capital	3,283,898		2,608,279		2,409,108		2,763,130	
Temp shift to OPERATING	(7,798)		8,779		9,108		248,130	
Acc. Costs - Capital	\$ 3,276,100	45.0%	2,599,500	-20.7%	\$ 2,400,000	-7.7%	\$ 2,515,000	4.8%
Debt Service - Principal	3,550,000	-6.6%	4,225,000	19.0%	4,595,000	8.8%	4,530,000	-1.4%
Debt Service - Interest	908,833	-13.8%	1,023,414	12.6%	956,158	-6.6%	779,326	-18.5%
Excluded debt	(2,944,282)	-1.3%	(2,902,482)	-1.4%	(2,848,182)	-1.9%	(2,791,882)	-2.0%
Total Included Debt	\$ 1,514,551	-19.0%	\$ 2,345,932	54.9%	\$ 2,702,976	15.2%	\$ 2,517,444	-6.9%
Premiums for general fund	\$ 12,325	-12.6%	\$ 10,521	-14.6%	\$ 8,739	-16.9%	\$ 6,957	-20.4%
Acc. Costs -Debt	\$ 4,471,158	-8.2%	\$ 5,258,935	17.6%	\$ 5,559,897	5.7%	\$ 5,316,283	-4.4%

Town Accountant's FY20 Budget Summary

Town of Reading Accom Costs - Detail 3/8/2019	One Yr		One Yr		One Yr		One Yr	
	Projected	Changes	Projected	Changes	Projected	Changes	Projected	Changes
	<u>FY19</u>	<u>FY19</u>	<u>FY20</u>	<u>FY20</u>	<u>FY21</u>	<u>FY21</u>	<u>FY22</u>	<u>FY22</u>
Street Lighting (DPW)	160,000	-11.1%	164,800	3.0%	169,744	3.0%	174,836	3.0%
Electricity (FacCORE)	879,250	4.0%	914,200	4.0%	950,768	4.0%	998,306	5.0%
Natl Gas (FacCORE)	652,725	4.1%	678,925	4.0%	706,082	4.0%	741,386	5.0%
Water/Sewer (FacCORE)	139,600	5.1%	146,675	5.1%	154,009	5.0%	161,709	5.0%
Fuel - vehicles (DPW)	185,000	-9.8%	190,000	2.7%	195,000	2.6%	200,000	2.6%
Acc. Costs - Energy	\$ 2,016,575	1.3%	\$ 2,094,600	3.9%	\$ 2,175,603	3.9%	\$ 2,276,238	4.6%
Casualty Ins (AD SVC)	467,250	5.0%	490,600	5.0%	515,130	5.0%	540,887	5.0%
Vet's Assistance (PUB SVC)	235,000	-4.1%	215,000	-8.5%	220,000	2.3%	225,000	2.3%
FINCOM Reserve Fund	150,000	0.0%	200,000	33.3%	200,000	0.0%	200,000	0.0%
Acc. Costs - Financial	\$ 852,250	1.5%	\$ 905,600	6.3%	\$ 935,130	3.3%	\$ 965,887	3.3%
SPED transp OOD (Sch)	1,142,850	12.4%	1,199,993	5.0%	1,259,992	5.0%	1,322,992	5.0%
SPED tuition OOD (Sch)	4,237,984	5.0%	4,749,883	12.1%	4,987,377	5.0%	5,236,746	5.0%
SPED offsets OOD (Sch)	(860,000)	-15.6%	(903,000)	5.0%	(948,150)	5.0%	(995,558)	5.0%
Acc. Costs - OOD SPED	\$ 4,520,834	12.1%	\$ 5,046,875	11.6%	\$ 5,299,219	5.0%	\$ 5,564,180	5.0%
Voc School - NERMVS	330,000	27.1%	343,200	4.0%	356,928	4.0%	371,205	4.0%
Voc School - Minute Man	43,000	-51.1%	44,720	4.0%	46,509	4.0%	48,369	4.0%
Voc School - Essex North	62,000	61.5%	64,480	4.0%	67,059	4.0%	69,742	4.0%
Acc. Costs - Vocational	\$ 435,000	12.7%	\$ 452,400	4.0%	\$ 470,496	4.0%	\$ 489,316	4.0%
Rubbish (DPW)	1,644,395	3.0%	1,693,725	3.0%	1,744,537	3.0%	1,796,873	3.0%
Snow and Ice Control (DPW)	650,000	4.0%	675,000	3.8%	700,000	3.7%	725,000	3.6%
State Assessments	727,668	2.2%	745,860	2.5%	764,506	2.5%	783,619	2.5%
Cemetery (DPW)	256,250	2.5%	267,575	4.4%	275,602	3.0%	283,870	3.0%
Acc. Costs - Misc.	\$ 3,278,313	3.0%	\$ 3,382,160	3.2%	\$ 3,484,645	3.0%	\$ 3,589,362	3.0%

**FY20 Spending Scorecard
Lines Voted by Town Meeting**

Line	Category	FY19 Revised Budget	FY20 Town Manager Budget	FY20 FINCOM Budget	FINCOM vote	% chng	% Grand Total
B99	Benefits	\$18,037,700	\$18,139,050	\$18,139,050	7-0	0.6%	15.5%
C99	Capital	\$3,476,100	\$2,599,500	\$2,599,500	7-0	-25.2%	2.2%
D99	Debt service	\$4,471,158	\$5,248,414	\$5,248,414	7-0	17.4%	4.5%
E99	Education - Vocational	\$435,000	\$452,400	\$452,400	7-0	4.0%	0.4%
F99	Finance Committee Reserves	\$150,000	\$200,000	\$200,000	7-0	33.3%	0.2%
	Total Shared Costs	\$ 26,569,958	\$ 26,639,364	\$ 26,639,364		0.3%	22.7%
G91	Administrative Svcs wages	\$1,428,725	\$1,472,300	\$1,472,300	7-0	3.0%	1.3%
G92	Administrative Svcs expenses	\$1,498,350	\$1,512,700	\$1,512,700	7-0	1.0%	1.3%
H91	Public Services wages	\$1,417,725	\$1,500,275	\$1,500,275	7-0	5.8%	1.3%
H92	Public Services expenses	\$355,700	\$355,750	\$355,750	7-0	0.0%	0.3%
I91	Finance wages	\$729,250	\$759,625	\$759,625	7-0	4.2%	0.6%
I92	Finance expenses	\$152,950	\$158,050	\$158,050	7-0	3.3%	0.1%
J91	Public Safety wages	\$10,724,775	\$11,217,400	\$11,217,400	7-0	4.6%	9.6%
J92	Public Safety expenses	\$570,200	\$522,750	\$522,750	7-0	-8.3%	0.4%
K91	Public Works wages	\$2,660,850	\$2,725,275	\$2,725,275	7-0	2.4%	2.3%
K92	Public Works expenses	\$829,100	\$857,425	\$857,425	7-0	3.4%	0.7%
K93	Public Works Snow & Ice	\$650,000	\$675,000	\$675,000	7-0	3.8%	0.6%
K94	Public Works Street Lights	\$160,000	\$164,800	\$164,800	7-0	3.0%	0.1%
K95	Public Works Rubbish	\$1,644,395	\$1,693,725	\$1,693,725	7-0	3.0%	1.4%
L91	Library wages	\$1,328,550	\$1,390,575	\$1,390,575	7-0	4.7%	1.2%
L92	Library expenses	\$365,965	\$370,900	\$370,900	7-0	1.3%	0.3%
M91	Core Facilities	\$2,999,275	\$3,117,445	\$3,117,445	7-0	3.9%	2.7%
M92	Town Buildings	\$314,400	\$334,800	\$334,800	7-0	6.5%	0.3%
	Total Municipal Gov't	\$ 27,830,210	\$ 28,828,795	\$ 28,828,795		3.6%	24.6%
U99	School Department	\$44,860,275	\$46,767,348	\$46,767,348	7-0	4.3%	39.9%
	VOTED GENERAL FUND	\$ 99,260,443	\$ 102,235,507	\$ 102,235,507		3.0%	
	State Assessments	\$712,314	\$ 781,246	\$ 781,246		9.7%	0.7%
	TOTAL	\$ 99,972,757	\$ 103,016,753	\$ 103,016,753		3.0%	
W99	Water Enterprise Fund	\$6,501,475	\$6,635,925	\$6,635,925	7-0	2.1%	5.7%
X99	Sewer Enterprise Fund	\$6,502,150	\$7,074,575	\$7,074,575	7-0	8.8%	6.0%
Y99	Storm Water Enterprise Fund	\$622,225	\$485,800	\$485,800	7-0	-21.9%	0.4%
Z99	PEG Access			to be determined			
	TOTAL ENTERPRISE FUNDS	\$13,625,850	\$14,196,300	\$14,196,300		4.2%	12.1%
	GRAND TOTAL VOTED	\$112,886,293	\$ 116,431,807	\$ 116,431,807		3.1%	99.3%

SHARED COSTS

FY20 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.

	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Benefits	\$ 18,037,700	\$ 18,139,050	0.6%
Capital & Debt	\$ 7,947,258	\$ 7,847,914	-1.3%
FINCOM Reserves	\$ 150,000	\$ 200,000	33.3%
Vocational Schools	\$ 435,000	\$ 452,400	4.0%
Total Shared Costs	\$ 26,569,958	\$ 26,639,364	0.3%
<i>State Assessments*</i>	<i>\$ 712,314</i>	<i>\$ 781,246</i>	<i>9.7%</i>

**Not voted by Town Meeting; FY20 estimate based on 'House 1' budget*

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 (\$18.1 million; +0.6%)

	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Retirement	\$ 4,545,950	\$ 4,808,050	5.8%
Medicare	\$ 1,000,000	\$ 1,000,000	0.0%
Health & Life Insurance	\$ 11,905,000	\$ 11,786,000	-1.0%
Worker Compensation	\$ 336,750	\$ 350,000	3.9%
111F Indemnification	\$ 110,000	\$ 120,000	9.1%
Unemployment	\$ 140,000	\$ 75,000	-46.4%
Total Benefits	\$ 18,037,700	\$ 18,139,050	0.6%

Retirement (\$4,808,050; +5.8%): The Retirement Board again voted an increase of +5.3% to the annual \$4,183,050 contribution required. A new FINCOM policy makes a one-time \$50,000 increase to a contribution to the Other Post-Employment Benefits (OPEB) liability. This remains well below the needed annual contribution of over \$1.8 million, and a longer term plan to increase this funding will occur as the pension liability becomes fully funded, or sooner if it becomes required by law.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Retirement Assessment	\$ 3,570,858	\$ 3,731,545	\$ 3,970,950	\$ 4,183,050	5.3%
OPEB Contributions	\$ 500,000	\$ 500,000	\$ 525,000	\$ 575,000	9.5%
OBRA fees & Actuarial	\$ 18,491	\$ 18,005	\$ 50,000	\$ 50,000	0.0%
Total Retirement	\$ 4,089,349	\$ 4,249,550	\$ 4,545,950	\$ 4,808,050	5.8%

FY20 Shared Costs

Medicare (\$1,00,000; 0%): The annual rate of increase of this line item is related to employee wage costs for the town and schools, with a slightly higher cost for newer employees due to federal rules. There is no change needed for FY20 because some Override funds were directed towards this budget in FY19.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Total Medicare	\$ 774,840	\$ 765,273	\$ 1,000,000	\$ 1,000,000	0.0%

Health & Life Insurance (\$11,786,000; -1.0%): The Town and all unions ('the PEC') from the Town, School and Light departments have worked collaboratively for many years to reduce premiums and shift costs to users (employees & retirees) of health insurance. The FY20 budget reflects an estimated premium cost as final figures are not yet out, but the Town expects a very modest increase or perhaps even lower.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Health Insurance	\$ 10,010,570	\$ 10,392,238	\$ 11,705,000	\$ 11,550,000	-1.3%
Opt Out Payments	\$ 70,035	\$ 92,473	\$ 120,000	\$ 150,000	25.0%
Payments to Other Towns	\$ -	\$ -	\$ 20,000	\$ 20,000	0.0%
Professional Services	\$ -	\$ -	\$ 25,000	\$ 25,000	0.0%
Life Insurance	\$ 30,234	\$ 29,896	\$ 35,000	\$ 41,000	17.1%
Total Health & Life Insurance	\$ 10,110,839	\$ 10,514,608	\$ 11,905,000	\$ 11,786,000	-1.0%

Together we have made several benefit design changes, many of which have increased out of pocket expenses to employees. Two creative programs allow both employees and the Town to avoid costs: (1) an opt-out program has been very successful, as an employees may opt-out and join a spousal plan, and the savings are split approximately 25% employee/75% Town. Last year a change for retirees caused many of them a visit to their local social security office and diligently hurdle ensuing paperwork. The Town received a significant credit against premium costs that far outweighed Medicare penalty payments made. The national experience with health insurance costs remains troubling, but Reading has done very well because of the collaborative and creative negotiations. Over the past nine years for which data is available, our average annual increase spending is about +3.8% for the town departments and +4.4% for the school department. These figures include increases in premiums plus increases in enrollment.

Worker Compensation (\$350,000; +3.9%): The town has received state-wide acclaim for safety policies and practices which have kept budget increases modest. The figure for FY20 is an estimate.

Indemnification (\$120,000; +9.1%): Police & Fire on duty injury related expenses can vary widely in this line item. A larger estimated cost is used because general benefit costs are very modest in FY20.

Unemployment Compensation (\$75,000; -46.4%): This budget was increased by 40% previously due to proposed layoffs, but the successful Override has reduced expected costs ☺.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Worker Compensation	\$ 294,779	\$ 281,521	\$ 336,750	\$ 350,000	3.9%
111f Retire. Pending Wages	\$ -	\$ 47,472	\$ -	\$ -	0.0%
111f Expenses	\$ 99,417	\$ 74,726	\$ 110,000	\$ 120,000	9.1%
Total 111f Indemnification	\$ 99,417	\$ 122,198	\$ 110,000	\$ 120,000	9.1%
Unemployment - Schools	\$ 28,887	\$ 50,169	\$ 95,000	\$ 50,000	-47.4%
Unemployment - Town	\$ 12,511	\$ 4,359	\$ 40,000	\$ 20,000	-50.0%
Professional Services	\$ 3,030	\$ 3,100	\$ 5,000	\$ 5,000	0.0%
Total Unemployment	\$ 44,428	\$ 57,629	\$ 140,000	\$ 75,000	-46.4%

FY20 Shared Costs

Capital & Debt (\$7.8 million; -1.3%)

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 negative consequences.

About 14 years ago Town finance staff created a budget framework that included the notion of setting aside 5% of revenues for capital & debt, and it was endorsed by FINCOM. 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 is therefore not available to fund school or town annual operational costs, although certainly that 5% 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.

Please see the Capital Plan and the Debt Schedule in the Appendix for further details.

Changes Proposed for FY20 since November 2018 Town Meeting

At a Financial Forum last fall, the FINCOM led efforts to emphasize faster repairs to the RMHS Turf II fields. November Town Meeting then voted to appropriate \$200,000 for design of this project, which otherwise had been tentatively scheduled to begin in FY21.

FINCOM's request to fund the RMHS Turf 2 field repair project immediately in FY20 instead of waiting until the next year means that some capital previously planned for FY20 must be delayed. The Turf 2 project has been reduced by \$250,000 from \$2.5 million to \$2.25 million as the schools have decided that there is no need for a field expansion, but that turf replacement and related Turf 2 field lighting would be part of the scope of the project. There may also be an added alternate to replace field fencing, which will therefore be sensitive to the bids received on the project.

In this budget, there is a proposed net reduction of \$350,000 for previously planned FY20 capital, when compared to the Capital Plan recently approved by November 2018 Town Meeting. Those changes are listed below:

-\$225,000 Coolidge HVAC work: this item was originally requested as FY21 work, but moved up last fall. It is now returned to FY21, as the Facilities department agreed that timing would work fine. Some nominal operating budget savings when this replacement is made is therefore deferred one year, and in any case such improvements are never budgeted until after they are realized.

-\$125,000 net DPW equipment and capital work: a \$200,000 improvement to the Birch Meadow Elementary School parking lot was originally planned in FY21. Recently it was divided into two phases of \$100,000 each in FY20 and FY22 – purely for financial resource availability reasons. Now that is restored to be one project in FY21. In addition there is a \$25,000 increase for a DPW

vehicle; a \$25,000 decrease for a DPW Compressor unit, and a \$25,000 decrease in general fencing repairs.

This net reduction of \$350,000 in FY20 will allow payment of expected debt service on the Turf 2 project to begin in FY20 – one year earlier than previously planned.

Capital (\$2,599,500; -17.0%)

In FY20 the decrease in capital is driven mostly by an increase in debt, to stay under the 5% combined spending target. Planned new debt includes the building security improvements and work on RMHS Turf II field, both of which are described in further detail under the debt section of this budget.

\$190,000 for Core Facilities: \$150,000 funding for the Permanent Building Committee; \$40,000 for a Van to replace one from 2006.

\$56,000 for School Facilities: \$36,000 for minor HVAC work (Barrows \$10,000; Eaton \$14,000; and Wood End \$12,000) and \$20,000 for windows/door work at Killam.

\$0 for Town Facilities: except for the building security project and some future roof work, no significant repairs/renovations to Town building are anticipated.

\$210,000 for Schools: \$100,000 for large scale technology projects; \$65,000 as the second portion of a four year phone upgrade project and \$45,000 to replace the 2007 Courier vehicle.

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

\$75,000 for Public Services: \$60,000 for a second elder/human services van; and \$15,000 for annual playground improvements program - at Wood End. A new elder/human services van was purchased (mostly grant funded) a couple of years ago. The backup second van was anticipated to last a couple more years but had to be taken off the road for safety reasons during the winter 2019. A second van is essential to provide reliable service to seniors.

\$958,000 for Public Safety Fire/Police: \$800,000 to replace Fire pumper engine #4 (2001); \$80,000 to replace the Fire Alarm truck (1994), and \$21,000 to replace Fire AEDs; \$37,000 to replace a Police detectives car and \$20,000 to replace Police AEDs.

\$1,000,000 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 general curb and sidewalk repairs for pedestrian safety; \$50,000 for general parking lot improvements and \$25,000 for general fence improvements; and the following replacement equipment: \$110,000 pickup Chevy Utility (2008); \$65,000 to replace pickup Ford utility #4 (2009); \$125,000 to replace the Cemetery Backhoe Loader (2006); and \$25,000 for one mobile compressor (1996).

Debt (\$5,248,414; +17.7%)

The FY20 debt schedule includes \$2.35 million of debt inside the tax levy, of which \$875,000 is new debt that Town Meeting will be asked to authorize in two separate Articles (\$560,000 for building security and \$315,000 for RMHS Turf II). There is an additional \$2.9 million previously approved by voters as excluded

from (i.e. in addition to) the tax levy as set by Proposition 2½. The table below summarizes the debt financed projects, and shows the changes from FY19:

	PRIN	INT	TOTAL	Change
<i>Building Security</i>	400,000	160,000	560,000	560,000
Energy Improvements	435,000	78,194	513,194	(15,469)
Barrows/Wood End	295,000	45,538	340,538	(8,850)
<i>RMHS Turf II</i>	225,000	90,000	315,000	315,000
RMHS litigation	135,000	43,200	178,200	(5,400)
Modular Classrooms	150,000	27,000	177,000	(6,000)
RMHS Retaining Wall	100,000	6,000	106,000	(4,000)
West Street Project	130,000	26,000	156,000	(3,600)
INSIDE THE LEVY	1,870,000	475,932	2,345,932	831,681
	PRIN	INT	TOTAL	
RMHS	1,065,000	287,500	1,352,500	(750)
Barrows/Wood End	55,000	8,282	63,282	(1,650)
Library	1,235,000	251,700	1,486,700	(39,400)
EXCLUDED FROM LEVY	2,355,000	547,482	2,902,482	(41,800)
TOTAL DEBT SERVICE	4,225,000	1,023,414	5,248,414	789,881
Premiums			10,525	(1,800)
TOTAL DEBT BUDGET	4,225,000	1,023,414	5,258,939	788,081

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.

	FY - 2020	FY - 2021	FY - 2022	FY - 2023	FY - 2024	FY - 2025	FY - 2026
Library	1,486,700	1,447,300	1,407,900	1,368,500	1,329,100	1,279,700	0
Schools	1,415,782	1,400,882	1,383,982	1,364,082	1,357,012	0	0
TOTAL	2,902,482	2,848,182	2,791,882	2,732,582	2,686,112	1,279,700	0

Capital Projects

There are some capital projects underway, and several more that are in a planning stage for the next few years. Some of these projects are larger and therefore likely to fall under the Debt Exclusion section of FINCOM's Policy on Debt & Capital. Funding Planned is therefore 'none' at this time. In a perfect world, future debt exclusions would be planned to complement the excluded debt schedules shown above for the RMHS and Library projects.

First, here is a summary of those projects that are in progress, as of mid-February 2019:

Elementary School Space Needs:

<u>Funding Appropriated</u>	<u>Next Decision Step</u>	<u>Funding Planned</u>
Nov. '18 Town Meeting	April '19 Town Meeting	None
\$227,500	Update under "Reports"	

November 2018 Town Meeting approved the request to redirect \$207,500 set aside from the override for this purpose away from the Permanent Building Committee (at their request) and made available to the schools through the Facilities department. Town Meeting also approved an additional \$20,000 redirected

FY20 Shared Costs

from other school capital projects at the request of the School Committee. The School Department will provide updates as they become available for this project. It is anticipated that the scope of work will focus on the Killam School and how that location factors into possible solutions.

- Following MGL procurement rules, Gienapp Design Architecture was selected from the submissions as the “House Doctor”. The procurement process was facilitated by Facilities (Joe Huggins) and Procurement (Allison Jenkins) with representation from the School department on the selection committee. The contract was awarded to Gienapp in mid-January 2019. Gienapp is familiar with the Town of Reading and has worked on several design projects for the Town of Reading and the Reading Public schools including an early study of the Killam Elementary School in 2011.
- A kick-off meeting was held on January 29, 2019 with Gienapp, the Superintendent of Schools, the Director of Facilities and the School CFO to make introductions and walk through the process and timing of the project. The main purpose of the meeting was information sharing and expectation setting. Upon the conclusion of the meeting, the initial project team was identified and historical enrollment data and building plans/specifications were provided to the consultants. As part of the kick-off meeting, an in-depth discussion was held regarding the expectations on whether a simple set of 10-year enrollment projections or if a demographic study to know what enrollment may look like in ten years.
- Based upon the knowledge sharing at the kick-off meeting Gienapp is currently working on preparing a proposal with NESDEC to outline the scope of services as they pertain to the enrollment/projection study. As part of this process, the scope of services and timing of update meetings and deliverables will be determined. It is the School Departments expectation that the more involved demographic study will be performed rather than a simple set of 10-year enrollment projections.
- At the March 28th School Committee Meeting, the Superintendent, School CFO, Town Manager and Facilities Director will present an update on several ongoing capital projects. A consultant from Gienapp will join School department staff and also present an update to the School Committee on the Elementary School Space needs. Future updates will be scheduled and other elected boards will be invited to attend meetings once dates and updates are available.

RMHS Turf II:

<u>Funding Appropriated</u>	<u>Next Decision Step</u>	<u>Funding Planned</u>
Nov. '18 Town Meeting	April '19 Town Meeting	\$2.25 mil/10yr debt
\$200,000	Debt Authorization & FY20 Budget	in capital plan

Debt changes to balanced Debt/Capital Plan
\$2.25 mil. Replace Artificial Turf II @RMHS (includes lights) FY20
reduced by \$250k - no field extension; advanced one year from FY21

November 2018 Town Meeting approved FINCOM’s request to fund \$200,000 to fund design services for Turf 2. Working together, we concluded that the procurement timeframe for Turf 2 would not support a Special Town Meeting this winter. As discussed during the School Department’s FY20 Budget Presentations we have made it clear that Turf 2 will need to be scheduled as ‘down time’ for Fall 2019 regardless, due to the need for advance field planning coupled with the uncertainty of completion of construction projects. As also previously discussed the quality of the information will not be complete and available when the Town Manager’s balanced budget is submitted to FINCOM. The School Department, working with Facilities and DPW/Engineering is looking to have the information available during the FINCOM budget review process with the end goal to have it available in time for Town Meeting. The School Department will provide updates as they become available related to this project.

- On December 20, 2018 an update was provided to the School Committee regarding Turf II. A synopsis of the update follows: Town, Facilities, School, and DPW Officials have been meeting regularly to discuss and plan the next steps in the process. Based on preliminary cost estimates of the different options (Turf II replacement only, with no extension and no lighting; Turf II replacement, with extension, and no lighting;

FY20 Shared Costs

Turf II replacement, no extension with lighting; Turf II replacement, with extension and lighting) we are focusing our resources during the design phase on the option which does not include a vertical extension of the field. This would include a Turf II replacement with no extension, with lighting. In consultation with the DPW, there are significant challenges associated with doing a vertical extension of Turf II, which include the relocation of water and sewer lines and walking paths. In addition, there may be some conservation items that would need to be addressed with a vertical extension. All of this could further increase the cost of the replacement. In addition, there are not legal requirements from an athletic participation standpoint where Turf II needs to be extended.

- Based upon these discussions the School Committee directed School Department not to proceed with obtaining pricing to expand Turf II and to continue as outlined in the update.
- The Town's Engineering Department has contracted with Activitas to complete this project. The Engineering Department was utilized in the decision making process in the selection of the consultants given their expertise in this area. Facilities and the School Department will be working along with DPW throughout this design phase.
- Per updates received from Town Engineer Ryan Percival, Activitas has completed the survey and base plan for Turf 2, a draft scope of work has been received and reviewed by Engineering. Town Counsel and Procurement are in the process of reviewing and finalizing the contract language.
- A formal kick-off meeting with DPW/Engineering, Facilities, School Department and Activitas was held on Wednesday, February 6, 2019.

Building Security Improvements:

<u>Funding Appropriated</u>	<u>Next Decision Step</u>	<u>Funding Planned</u>
FY19 Budget - November '18 Town Meeting repurpose to design & project mgmt	<i>April '19 Town Meeting</i>	\$4 mil/10yr debt
\$500,000	<i>Debt Authorization & FY20 Budget</i>	in capital plan

This topic will be reviewed in an Executive Session on April 11, 2019. The Select Board, School Committee, Board of Library Trustees and the Finance Committee have been invited to attend. As in the previous Executive Session, full details will not be shared for security reasons, but a lot of progress on process has been accomplished by town and school staff that will be reviewed.

This building security capital project remains the highest priority of both the Superintendent and the Town Manager. November 2018 Town Meeting approved a change in the purpose of \$500,000 already approved in FY19 to be shifted to School & Town building Security design services, instead of starting with a renovation of the Dispatch Center. Allison Jenkins, our Town & School Procurement Officer, described the designer selection law M.G.L. c. 7C, §§ 44-57, to the elected boards, and the Town Manager adopted these on behalf of the Town departments, and the School Committee has adopted these for the school department. We are using this process for this project.

- The change approved at November 2018 Town Meeting has allowed for the hiring of an Owners Project Manager and to assist in hiring a designer. As a reminder, projects estimated to over \$1.5 million require public agencies to hire an OPM.
- To date the Town advertised through the RFQ (request for qualifications) process facilitated by Facilities and Town Procurement with representation from the School Department on the selection committee. The contract was awarded to STV of Newton, Massachusetts. The OPM assigned is familiar with the Town of Reading and worked as the OPM on the Reading Public Library building project.
- The Director of Facilities has had preliminary meetings with the OPM to discuss the scope of services as well as to review the prior work and report completed by TRC.

FY20 Shared Costs

- The next steps in the process are to advertise for design services select a designer and then have a schematic design completed with a cost estimate. The target is to have this information available for November 2019 Town Meeting.

Other future capital projects

<p><u>Debt to Be Discussed</u> RMHS/Birch Meadow \$6.9 mil <i>\$3.0 mil RMHS Stadium (new turf, track & ropes course)</i> <i>\$1.5 mil RMHS Fieldhouse floor/bleachers</i> <i>\$1.4 mil Birch Mdw Field Lighting (shown in CIP)</i> <i>\$1.0 mil Birch Mdw Complex (estimate - Rec Comm working on)</i> Elementary School Space (Killam) project TBD Community/Senior Center TBD DPW Bldg project TBD</p>
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Broadly speaking, in addition to the Elementary School Space discussion above, there are three more groups of future capital projects: \$6.9 million of Athletic and Recreational components (this does not include the RMHS Turf II project which was already pulled out as a priority); a Senior/Community Center; and a DPW Building/Economic Development project.

Staff discussion about Athletics/Recreation improvements has focused on the RMHS Turf II project since November 2018 Town Meeting. Remaining elements of this group of projects include \$3.0 million of RMHS Stadium improvements (new turf, track and ropes course); \$1.5 million RMHS Fieldhouse floors/bleachers; \$1.4 million Birch Meadow field lighting; and \$1.0 million Birch Meadow improvements. The Recreation Committee has been evaluating the Birch Meadow area for a couple of years, recently conducted a survey that drew significant feedback, and is expected to make a decision in upcoming months. That should dictate the path forward for improvements at Birch Meadow, including field lighting. The other projects are generally ready to go should funding become available.

The Senior/Community Center has been discussed by the Select Board as well as one of its subcommittees. A framework for community involvement is being established – for example, recently the Council on Aging discussed the issue at one of their meetings. It would be logical that they are either the lead agency or a key participant in future discussions. There has been some mention of combining this project with the elementary school space issue. While creativity is often a good thing, the rules about security of school students would preclude very much ‘integration’ of these populations. The Human/Elder Services division has created intergenerational programs, so certainly that synergy can and should be achieved without the sharing of physical space.

The DPW Building/Economic Development effort is the furthest away from realization. The Town is advertising to fill a vacant Economic Development Director position, which will lead this project. Dialogue with two other communities and the state is ongoing. At this time there is no project framework, although an update to Town Meeting within the next year should be expected.

FINCOM Reserves (\$200,000; +33.3%)

The Finance Committee has an emergency reserve fund for unforeseen expenses. FINCOM voted to increase the amount held in Reserves for the first time in many years, after the successful Override vote. 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

FY20 Shared Costs

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.

Regional Vocational Schools (\$452,400; +4.0%)

Tuition for the primary vocational school Northeast Metropolitan Regional Vocation High School in Wakefield is established by prior year’s enrollment, so although we do not know their final budget at Town Meeting we usually have a close estimate. Students may enroll in two other two 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.

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.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
North East Regional	\$ 247,286	\$ 285,994	\$ 310,000	\$ 343,200	10.7%
Essex North	\$ 20,631	\$ 76,208	\$ 62,000	\$ 64,480	4.0%
Minuteman	\$ 41,073	\$ 21,228	\$ 63,000	\$ 44,720	-29.0%
Total Vocational School	\$ 308,990	\$ 383,430	\$ 435,000	\$ 452,400	4.0%

State Assessments (\$781,246; +9.7% estimate)

Town Meeting does not vote on these charges, they are deducted from any State Aid payments the Town receives.

	FY17 Actual	FY18 Actual	FY19 BUDGET	FY20 BUDGET	FY19-20 Change
MBTA	\$ 547,755	\$ 551,912	\$ 566,445	\$ 582,206	2.8%
School Choice	\$ 77,847	\$ 63,654	\$ 62,315	\$ 104,566	67.8%
Charter School	\$ 26,312	\$ 40,873	\$ 31,219	\$ 41,223	32.0%
SPED Assessment	\$ 13,163	\$ -	\$ 13,689	\$ 14,104	3.0%
RMV, MAPC, Air Polltin	\$ 37,571	\$ 38,105	\$ 38,646	\$ 39,147	1.3%
	\$ 702,648	\$ 694,544	\$ 712,314	\$ 781,246	9.7%

The governor’s budget figure just released posed a \$781,246 (+9.7% increase). Final figures will probably not be available until well after Town Meeting concludes.



Town of Reading

Fiscal Year 2020

July 1, 2019 - June 30, 2020

Town Departments

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Barry Berman, Vice Chair
Vanessa Alvarado, Secretary
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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. Changes to the Charter approved in January 2015 require the Town Manager to appoint a town employee to that role. This position replaced the former Assistant Town Manager/Finance Director.

The Administrative Services has the following divisions: Operations, Technology, Human Resources, Town Manager’s Office, Town Clerk’s Office and Elections.

Department Highlights

- 12,307 Census forms received and processed
- 2,754 Dog Licenses issued
- 362 Violations issued for unlicensed dogs
- 1,568 Certified signatures for nomination collected
- 226 Town Records Request processed annually
- \$84,127 Receipts collected
- 524 Service requests through SeeClickFix, up from 376 last year. Potholes, trees/branches, & snow and ice most popular requests
- 1,333 Help Desk IT tickets successfully resolved
- 54 Job postings -1006 Job applicants reviewed.
- 355 CORI’s processed
- 410 Health Insurance enrollments and 340 Dental

Override Impact

As a result of last year’s override, Administrative Services has been able to hire a much needed Software Coordinator to assist employees with software needs. The Department has also received override funding to conduct organization-wide employee trainings, which is ongoing.

FY20 Budget Summary

As shown below, the Administrative Services FY20 budget increased by 2.0%. A slight increase in support staff associated with the Town Clerk’s Office is proposed. Note, this change is shown in the Operations division, where department support staff is centralized. Expense increases are seen in technology parts & equipment as well as software licenses; decreases are in HR training expenses and election costs. A new line of support for the Reading Cultural Council is proposed.

Divisions	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Operations	\$ 618,804	\$ 629,935	\$ 658,575	\$ 702,600	6.7%
Technology	\$ 678,785	\$ 881,111	\$ 861,675	\$ 902,175	4.7%
Human Resources	\$ 182,569	\$ 180,743	\$ 217,400	\$ 188,200	-13.4%
Town Manager Office	\$ 877,737	\$ 874,860	\$ 949,950	\$ 993,300	4.6%
Town Clerk Office	\$ 131,471	\$ 153,357	\$ 150,975	\$ 145,525	-3.6%
Elections	\$ 101,180	\$ 44,829	\$ 88,500	\$ 53,200	-39.9%
DEPARTMENT TOTALS	\$ 2,590,546	\$ 2,764,834	\$ 2,927,075	\$ 2,985,000	2.0%

Line G91 – FY20 Administrative Services Wages

Divisions	FY17 Actual	FY18 Actual	FY19 BUDGET		FY19-20 % Change	Full-Time Equivalents	
			Town Meeting	Town Manager		FY19	FY20
Operations	\$ 491,100	\$ 494,909	\$ 509,075	\$ 550,100	8.1%	6.8	7.3
Technology	\$ 318,461	\$ 322,108	\$ 400,275	\$ 408,275	2.0%	5.0	5.0
Human Resources	\$ 140,660	\$ 144,543	\$ 149,400	\$ 154,200	3.2%	2.0	2.0
Town Manager Office	\$ 164,411	\$ 170,184	\$ 176,500	\$ 187,000	5.9%	1.0	1.0
Town Clerk Office	\$ 130,004	\$ 136,405	\$ 140,975	\$ 145,525	3.2%	2.0	2.0
Elections	\$ 68,160	\$ 15,349	\$ 52,500	\$ 27,200	-48.2%		
DEPARTMENT WAGES (G91)	\$ 1,312,795	\$ 1,283,498	\$ 1,428,725	\$ 1,472,300	3.0%	16.8	17.3

election staff not included

The change in staffing is an addition of a 37.5hrs/week support staff position designed to assist in the Town Clerk’s Office. A retirement allowed an 8-hrs/week position to be eliminated from that office, and a position shared with Finance for 9-hrs/week is also eliminated, bringing the net gain to be 20.5 hrs/week or 0.54 FTEs. One less election is planned by the Town Clerk’s Office for next year.

Line G92 – FY20 Administrative Services Expenses

Divisions	FY17 Actual	FY18 Actual	FY19 BUDGET		FY19-20 % Change
			Town Meeting	Town Manager	
Operations	\$ 127,703	\$ 135,026	\$ 149,500	\$ 152,500	2.0%
Technology	\$ 360,325	\$ 559,002	\$ 461,400	\$ 493,900	7.0%
Human Resources	\$ 41,910	\$ 36,200	\$ 68,000	\$ 34,000	-50.0%
Town Manager Office	\$ 713,326	\$ 704,676	\$ 773,450	\$ 806,300	4.2%
Town Clerk Office	\$ 1,467	\$ 16,953	\$ 10,000	\$ -	-100.0%
Elections	\$ 33,020	\$ 29,480	\$ 36,000	\$ 26,000	-27.8%
DEPARTMENT EXPENSES (G92)	\$ 1,277,751	\$ 1,481,336	\$ 1,498,350	\$ 1,512,700	1.0%

Major expenses changes projected include increases to technology expenses, a reduction of organization-wide HR training, an ongoing Town Clerk document archiving project in collaboration with the Public Library will be grant funded, and elections costs are lower.

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

- New cable TV license with Comcast
- Social media, website communication
- Centralized procurement – significant streamlining, process improvements and updated legal compliance framework
- Bylaw Committee support
- Public Records requests
- Award-winning Safety Committee and Risk Management

FY20 Budget Summary

Support staff for the Town Clerk and additional overtime for support staff to attend night meetings are shown as driving the wage budget. Multifunction devices (copiers) across all town departments are supported in this division, and costs are increasing.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Admin. Services Director	\$ 100,425	\$ 103,262	\$ 106,750	\$ 110,175	3.2%
Business Administrator	\$ 78,007	\$ 80,420	\$ 83,125	\$ 85,800	3.2%
Procurement Officer	\$ 70,505	\$ 73,107	\$ 75,575	\$ 78,000	3.2%
Operations Specialist	\$ 6,939	\$ 23,354	\$ 20,000	\$ 20,000	0.0%
Support Staff	\$ 215,474	\$ 198,469	\$ 213,625	\$ 242,125	13.3%
Overtime	\$ 8,068	\$ 11,193	\$ 10,000	\$ 14,000	40.0%
Buyback	\$ 11,681	\$ 5,105	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 491,100	\$ 494,909	\$ 509,075	\$ 550,100	8.1%
Postage	\$ 71,927	\$ 68,506	\$ 85,000	\$ 85,000	0.0%
Copier Leases & Supplies	\$ 34,224	\$ 34,081	\$ 40,000	\$ 43,000	7.5%
Professional Development	\$ 15,289	\$ 23,339	\$ 16,500	\$ 16,500	0.0%
Supplies, Repairs, Other	\$ 6,263	\$ 9,100	\$ 8,000	\$ 8,000	0.0%
DIVISION EXPENSES	\$ 127,703	\$ 135,026	\$ 149,500	\$ 152,500	2.0%

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

- Major server and phone upgrade across all Town departments
- Two significant grants received for MUNIS financial software modules to support HR and Treasury operations
- Hired new Software Coordinator from Override funding
- Significant MS Office upgrade planned
- Maintain ongoing 24/7 security protocols
- Town/School Building Security project

FY20 Budget Summary

Industry trends towards higher annual licenses and lower one-time costs are battled but seen in FY20 projected expenses. An upgrade to Public Safety software is planned.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Technology Director	\$ 106,383	\$ 105,667	\$ 107,125	\$ 110,575	3.2%
GIS Administrator	\$ 78,767	\$ 80,715	\$ 83,425	\$ 86,100	3.2%
Software Training Coord.	\$ -	\$ -	\$ 66,000	\$ 69,500	5.3%
Computer Technicians	\$ 123,996	\$ 126,300	\$ 131,725	\$ 130,100	-1.2%
Tech. Overtime	\$ 9,315	\$ 9,427	\$ 12,000	\$ 12,000	0.0%
DIVISION WAGES	\$ 318,461	\$ 322,108	\$ 400,275	\$ 408,275	2.0%
Landlines&Wireless Phones	\$ 85,495	\$ 96,272	\$ 95,000	\$ 95,000	0.0%
Professional Services	\$ 11,313	\$ 14,131	\$ 11,000	\$ 11,000	0.0%
Technical Licenses/Support	\$ 24,608	\$ 65,861	\$ 17,500	\$ 22,500	28.6%
Parts & Supplies & Other	\$ 17,344	\$ 65,470	\$ 38,500	\$ 41,000	6.5%
PC Hardware	\$ 23,183	\$ 52,559	\$ 32,500	\$ 35,000	7.7%
Network Hardware	\$ 1,010	\$ 37,116	\$ 15,000	\$ 17,500	16.7%
PARTS & EQUIPMENT	\$ 162,952	\$ 331,409	\$ 209,500	\$ 222,000	6.0%
Financial Software	\$ 76,033	\$ 80,075	\$ 85,500	\$ 87,500	2.3%
Public Safety Software	\$ 37,626	\$ 50,020	\$ 47,000	\$ 63,000	34.0%
Permits & Lic. Software	\$ 26,392	\$ 28,239	\$ 32,000	\$ 34,000	6.3%
GIS Mapping Software	\$ 14,240	\$ 22,166	\$ 30,000	\$ 30,000	0.0%
Document Storage	\$ 14,566	\$ 13,611	\$ 16,000	\$ 16,000	0.0%
Facilities Work Order System	\$ 6,341	\$ 10,762	\$ 15,500	\$ 15,500	0.0%
Website & Communication	\$ 9,300	\$ 9,545	\$ 11,500	\$ 11,500	0.0%
Assessor Software	\$ 9,275	\$ 9,575	\$ 10,000	\$ 10,000	0.0%
Other Software	\$ 3,600	\$ 3,600	\$ 4,400	\$ 4,400	0.0%
SOFTWARE LICENSES	\$ 197,373	\$ 227,593	\$ 251,900	\$ 271,900	7.9%
DIVISION EXPENSES	\$ 360,325	\$ 559,002	\$ 461,400	\$ 493,900	7.0%

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).

This division works closely with the Town's Finance department on coordinating payroll and benefits.

Division Activities

- Significant recruitment/interview/hiring workload from a combination of retirements and override staffing gains
- Monitor employee injuries through both worker comp and public safety 111F
- Benefits administration – a key change for some retirees received a \$250,000 health insurance premium reduction
- Oversee Town/School Unemployment
- Manage personnel records
- Personnel Policy upgrade planned

FY20 Budget Summary

The one-time organization-wide training funding is significantly reduced, but some funding is retained. Cost effective online training is planned for FY20 with a focus in areas of technology.

The Town and Schools share the HR Generalist. Override position hiring prioritized school positions first because of the September start date needed. A second position for the Town was proposed but not funded in FY20. While mandates and legal aspects of the HR field continue to grow, the hiring aspect should slow down to more typical turnover rates. The job market is very tight, and the hiring process is more time-consuming and challenging, however.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
HR Director/Asst. Dept Head	\$ 78,215	\$ 80,420	\$ 83,125	\$ 85,800	3.2%
HR Generalist	\$ 62,445	\$ 64,123	\$ 66,275	\$ 68,400	3.2%
DIVISION WAGES	\$ 140,660	\$ 144,543	\$ 149,400	\$ 154,200	3.2%
HR Prof/Tech Sv	\$ 17,991	\$ 1,211	\$ 5,000	\$ 5,000	0.0%
HR Advertising	\$ 5,227	\$ 4,533	\$ 5,000	\$ 5,000	0.0%
HR Employee Physicals	\$ 15,952	\$ 27,018	\$ 15,000	\$ 15,000	0.0%
DOT Certifications	\$ 2,740	\$ 3,439	\$ 3,000	\$ 3,000	0.0%
HR Training Initiatives	\$ -	\$ -	\$ 40,000	\$ 6,000	-85.0%
DIVISION EXPENSES	\$ 41,910	\$ 36,200	\$ 68,000	\$ 34,000	-50.0%

Town Manager 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

- First ever comprehensive legal review and subsequent recodification/negotiation of Town Collective Bargaining contracts
- Significant role in successful override and associated economic development efforts
- Work closely with Schools on Building Security and other budget/capital items
- Department heads (8) is a very small group compared to peers, but the management team is deep, close-knit and efficient
- Regional collaboration = knowledge exchange
- Oversee all hiring for Override positions (thank you! ☺)

FY20 Budget Summary

The Select Board approved compensation that narrowed the gap below peer communities. In FY20 there is proposed funding for the Reading Cultural Council, which is intended to be a permanent budget addition. State funding in FY19 was just over \$7,000 and needed to be allocated to many applicants. From work the town has done studying a downtown cultural district, it is apparent that the community benefits from many great organizations in this space.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Town Mgr. Wages	\$ 164,411	\$ 170,184	\$ 176,500	\$ 187,000	5.9%
DIVISION WAGES	\$ 164,411	\$ 170,184	\$ 176,500	\$ 187,000	5.9%
P&C Insurance	\$ 386,518	\$ 469,235	\$ 474,250	\$ 490,600	3.4%
Town Counsel	\$ 193,465	\$ 136,717	\$ 200,000	\$ 210,000	5.0%
Other Legal	\$ 62,066	\$ 21,672	\$ 25,000	\$ 25,000	0.0%
Town Mgr Reserve Fund	\$ 9,107	\$ 17,627	\$ 10,000	\$ 10,000	0.0%
Cultural Council Support	\$ -	\$ -	\$ -	\$ 5,000	100.0%
Select Board	\$ 1,397	\$ 2,145	\$ 2,600	\$ 2,600	0.0%
Finance Committee	\$ 60,773	\$ 57,280	\$ 61,600	\$ 63,100	2.4%
DIVISION EXPENSES	\$ 713,326	\$ 704,676	\$ 773,450	\$ 806,300	4.2%

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 & Light departments
- Run efficient Elections and Town Meetings
- Centralized Document Storage for Town and Schools
- Grant funded archival project in collaboration with Public Library

FY20 Budget Summary

Increased support staff is shown in the centralized Operations division. A grant has replaced expense funding for an ongoing archival project. One less election is projected for FY20 based on the assumption the Presidential Primary will be combined with the local elections as in recent years.

FY20 Budget Town Clerk Office Wages and Expenses

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Town Clerk	\$ 80,067	\$ 82,346	\$ 85,100	\$ 87,850	3.2%
Asst. Town Clerk	\$ 49,937	\$ 54,059	\$ 55,875	\$ 57,675	3.2%
DIVISION WAGES	\$ 130,004	\$ 136,405	\$ 140,975	\$ 145,525	3.2%
Prof./Tech Services	\$ 1,467	\$ 16,953	\$ 10,000	\$ -	-100.0%
DIVISION EXPENSES	\$ 1,467	\$ 16,953	\$ 10,000	\$ -	-100.0%

FY20 Budget Elections Wages and Expenses

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Elect Registrar Salary	\$ 2,072	\$ 2,309	\$ 2,000	\$ 2,500	25.0%
Election Workers	\$ 71,720	\$ 17,159	\$ 55,000	\$ 26,500	-51.8%
Town Meeting Monitor	\$ 868	\$ -	\$ 2,000	\$ -	-100.0%
Elections State Grant Support	\$ (6,500)	\$ (4,119)	\$ (6,500)	\$ (1,800)	-72.3%
DIVISION WAGES	\$ 68,160	\$ 15,349	\$ 52,500	\$ 27,200	-48.2%
Census Expenses	\$ 8,674	\$ 10,021	\$ 5,000	\$ 5,000	0.0%
Town Meeting Expenses	\$ 2,360	\$ 1,080	\$ 4,500	\$ 4,500	0.0%
Elect Ballot Prgm & Prof Svs	\$ 15,712	\$ 10,112	\$ 13,000	\$ 8,000	-38.5%
Elect Advertising	\$ 1,463	\$ 5,880	\$ 6,000	\$ 3,000	-50.0%
Elect Supplies/Equipment	\$ 41	\$ 997	\$ 3,000	\$ 3,000	0.0%
Elections - Meals For Workers	\$ 4,769	\$ 1,391	\$ 4,500	\$ 2,500	-44.4%
DIVISION EXPENSES	\$ 33,020	\$ 29,480	\$ 36,000	\$ 26,000	-27.8%

Public Services Department

Department Overview

The Public Services Department (PSD) provides a variety of services to both the general public and businesses while also supporting volunteer boards and committees. The department's eight divisions are organized under Community Development or Community Services.

The Assistant Town Manager serves as the Department Head. The PSD is staffed with both full-time and part-time employees. A limited amount of professional services are outsourced, and a number of skilled volunteers round out service delivery from this department.

Department Highlights

- Achieved rare 2-year Safe Harbor from the State, protecting the community from unfriendly 40B developments
- Improved turnaround for permits to 70% in 24hrs
- Hired 1st full-time Health Inspector in recent years
- Ran acclaimed programs for seniors such as Memory Café and Dementia Friendly Reading
- Nurse Advocate services help navigate healthcare
- Guidance for financially challenged residents
- Robust Veterans programs regionally offered
- Recreation activities at all-time highs
- Work closely with Public Safety and Schools on complex family issues

Override Impact

A full-time Building Commissioner position was created partly from Override funds, and provides continuity for both the public and for staff coordination, as well as the ZBA. This position is now supplemented by three experienced part-time Building Inspectors. The Administrator in the Human/Elder Service Division was made full-time, and is quite busy with this segment of the community.

FY20 Budget Summary

As shown below, the Public Services FY20 budget is increased by 4.7%. This is driven by a net increase of 1.0 FTEs composed of several small staffing changes (Human/Elder Services related), reduced reliance on offsets from the Inspections Revolving Fund, and increases to some expenses that will be described below.

Divisions	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Administration	\$ 335,850	\$ 411,613	\$ 347,925	\$ 399,650	14.9%
Planning	\$ 206,892	\$ 184,725	\$ 270,025	\$ 286,525	6.1%
Inspections	\$ 112,875	\$ 130,743	\$ 214,300	\$ 229,650	7.2%
Conservation	\$ 62,102	\$ 63,401	\$ 65,600	\$ 67,775	3.3%
Historical	\$ 518	\$ 864	\$ 1,500	\$ 1,500	0.0%
Health	\$ 219,497	\$ 178,435	\$ 231,700	\$ 243,500	5.1%
Human/Elder Services	\$ 215,423	\$ 227,623	\$ 248,425	\$ 244,250	-1.7%
Veterans Services	\$ 57,689	\$ 59,553	\$ 61,250	\$ 63,200	3.2%
Veterans Benefits	\$ 173,990	\$ 166,136	\$ 235,000	\$ 215,000	-8.5%
Recreation	\$ 95,947	\$ 70,577	\$ 97,700	\$ 104,975	7.4%
DEPARTMENT TOTALS	\$ 1,480,784	\$ 1,493,671	\$ 1,773,425	\$ 1,856,025	4.7%

Line H91 - FY20 Public Services Wages

Divisions	FY17 Actual	FY18 Actual	FY19 BUDGET	FY20 BUDGET	FY19-20	Full-Time Equivalents	
			Town Meeting	Town Manager	% Change	FY19	FY20
Administration	\$ 310,954	\$ 339,898	\$ 319,425	\$ 365,150	14.3%	4.6	5.3
Planning	\$ 199,981	\$ 177,299	\$ 260,025	\$ 269,025	3.5%	5.3	5.3
Inspections	\$ 112,875	\$ 130,743	\$ 214,300	\$ 229,650	7.2%	3.4	3.4
Conservation	\$ 62,102	\$ 63,401	\$ 65,600	\$ 67,775	3.3%	1.0	1.0
Historical	\$ -	\$ -	\$ -	\$ -	0.0%		
Health	\$ 167,439	\$ 127,347	\$ 173,200	\$ 181,000	4.5%	2.6	2.7
Human/Elder Services	\$ 184,737	\$ 204,170	\$ 227,225	\$ 220,500	-3.0%	4.8	4.9
Veterans Services	\$ 56,751	\$ 58,565	\$ 60,250	\$ 62,200	3.2%	1.0	1.0
Veterans Benefits	\$ -	\$ -	\$ -	\$ -	0.0%		
Recreation	\$ 95,947	\$ 70,577	\$ 97,700	\$ 104,975	7.4%	1.5	1.6
DEPARTMENT WAGES (H91)	\$ 1,190,786	\$ 1,172,000	\$ 1,417,725	\$ 1,500,275	5.8%	24.2	25.2

As mentioned, a 1.0 FTE increase consists of five parts: +0.7 FTE in Administration for Human/Elder Services support staff; +0.1 FTE increase in Health Inspector hours; +0.5 FTE for increased Van Driver hours but a -0.4 FTE reduction in hours for the Senior Center Coordinator position; +0.1 FTE for increased hours for a recreation position.

Line H92 - FY20 Public Services Expenses

Divisions	FY17 Actual	FY18 Actual	FY19 BUDGET	FY20 BUDGET	FY19-20
			Town Meeting	Town Manager	% Change
Administration	\$ 24,896	\$ 71,714	\$ 28,500	\$ 34,500	21.1%
Planning	\$ 6,911	\$ 7,427	\$ 10,000	\$ 17,500	75.0%
Inspections	\$ -	\$ -	\$ -	\$ -	0.0%
Conservation	\$ -	\$ -	\$ -	\$ -	0.0%
Historical	\$ 518	\$ 864	\$ 1,500	\$ 1,500	0.0%
Health	\$ 52,058	\$ 51,089	\$ 58,500	\$ 62,500	6.8%
Human/Elder Services	\$ 30,687	\$ 23,453	\$ 21,200	\$ 23,750	12.0%
Veterans Services	\$ 938	\$ 988	\$ 1,000	\$ 1,000	0.0%
Veterans Benefits	\$ 173,990	\$ 166,136	\$ 235,000	\$ 215,000	-8.5%
Recreation	\$ -	\$ -	\$ -	\$ -	0.0%
DEPARTMENT EXPENSES (H92)	\$ 289,998	\$ 321,671	\$ 355,700	\$ 355,750	0.0%

A \$4,000 increase for outsourcing some professional services work for Recreation, a \$5,000 increase to economic development expenses in Planning to support community events (such as the Fall Street Faire), and a \$2,500 increase in Regional Affordable Housing expenses (80% of which will be reimbursed) drive expenses higher in FY20. Decreased need for support of our Veterans is projected for next year.

Administration Overview

This division includes the department head and the support staff for the rest of the 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.

FY20 Budget Summary

The 0.7 FTE increase in support staff consists of some reduced hours in a part-time position plus full-time support for Human/Elder Services. Office supplies have trended higher as some volunteer boards are more active, and an outsourced expense for Recreation is planned.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Assistant Town Manager	\$ 124,410	\$ 127,850	\$ 129,625	\$ 133,800	3.2%
Support Staff	\$ 183,430	\$ 179,382	\$ 177,300	\$ 218,850	23.4%
Overtime	\$ 33,114	\$ 20,171	\$ 12,500	\$ 12,500	0.0%
Revolving Fund Support	\$ (30,000)	\$ (15,000)	\$ -	\$ -	0.0%
Sick/Vac. Buyback	\$ -	\$ 27,495	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 310,954	\$ 339,898	\$ 319,425	\$ 365,150	14.3%
PS Admin Prof Dev/Training	\$ 5,776	\$ 5,714	\$ 11,000	\$ 11,000	0.0%
PS Admin Mileage	\$ 7,254	\$ 6,976	\$ 8,000	\$ 8,000	0.0%
PS Admin Office Supplies	\$ 8,129	\$ 7,346	\$ 7,000	\$ 9,000	28.6%
PS Admin Advertising/Utilities	\$ 1,737	\$ 356	\$ 2,500	\$ 2,500	0.0%
PS Outsourced Prof Services	\$ 2,000	\$ 51,323	\$ -	\$ 4,000	100.0%
DIVISION EXPENSES	\$ 24,896	\$ 71,714	\$ 28,500	\$ 34,500	21.1%

The remainder of the Public Services department is shown below:

Divisions	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Planning	\$ 206,892	\$ 184,725	\$ 270,025	\$ 286,525	6.1%
Inspections	\$ 112,875	\$ 130,743	\$ 214,300	\$ 229,650	7.2%
Conservation	\$ 62,102	\$ 63,401	\$ 65,600	\$ 67,775	3.3%
Historical	\$ 518	\$ 864	\$ 1,500	\$ 1,500	0.0%
Community Development	\$ 382,388	\$ 379,734	\$ 551,425	\$ 585,450	6.2%
Health	\$ 219,497	\$ 178,435	\$ 231,700	\$ 243,500	5.1%
Human/Elder Services	\$ 215,423	\$ 227,623	\$ 248,425	\$ 244,250	-1.7%
Veterans Services	\$ 57,689	\$ 59,553	\$ 61,250	\$ 63,200	3.2%
Veterans Benefits	\$ 173,990	\$ 166,136	\$ 235,000	\$ 215,000	-8.5%
Recreation	\$ 95,947	\$ 70,577	\$ 97,700	\$ 104,975	7.4%
Community Services	\$ 762,546	\$ 702,325	\$ 874,075	\$ 870,925	-0.4%

Community Development – Planning Overview

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.

Division Activities

- Met criteria for development of at least 96 affordable units (1%) in one calendar year and achieved a 2-year Safe Harbor certification from the State.
- Received Award as Housing Choice Community – grant-funded study of New Crossing Road Redevelopment District
- Received Award for Downtown Initiative – grant funded study of best organizational structure
- Drafted Design Guidelines for the Downtown Smart Growth District
- Implemented Wayfinding Phase I and II after 18 months of community input and meetings
- Hosted Economic Development Community meeting to get feedback on goals & future planning
- Followed up on recommendations from recently completed Nygaard Downtown Parking Study for Select Board review

Planning Division Processes

Development Review Team (DRT) meetings are informal opportunities with applicants and town staff from Public Services, Public Safety, Public Works, the Town Manager and sometimes RMLD staff to review guidance on permitting and development in the town. To clarify applicants' expectations during the permitting process, the Community Development Director prepares an annual Permitting Schedule that delineates submission deadlines for various types of projects based on CPDC meeting dates.

Site Plan Review (SPR) is the more formal zoning tool used to evaluate development projects. This is a tool as it allows the Town to influence projects so that they respect the existing fabric of the Town as well as future planning objectives, and are carried out in harmony with the rest of the community. Planning staff works directly with the Community Planning and Development Commission (CPDC) in reviewing development proposals and drafting SPR decisions that reflect and mitigate issues elaborated by the CPDC, staff and the public during the development review process.

FY20 Budget Summary – Planning Division

As shown on the next page, there are no proposed staffing changes, and increases for additional economic development expenses associated with community events as well as increased affordable housing expenses for the Metro North Regional Housing Services Office that will be 80% reimbursed by member communities (North Reading, Wilmington, and Saugus).

FY20 Budget Planning Division Wages and Expenses

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Community Development Dir. Planning Staff	\$ 81,466	\$ 83,683	\$ 86,500	\$ 89,250	3.2%
Economic Devel. Staff	\$ 52,995	\$ 72,316	\$ 119,825	\$ 124,350	3.8%
Affordable Housing Staff	\$ 78,960	\$ 48,775	\$ 120,000	\$ 120,000	0.0%
Overtime	\$ 50,525	\$ 51,955	\$ 53,700	\$ 55,425	3.2%
Revolving Fund Support	\$ 335	\$ 570	\$ -	\$ -	0.0%
Sick Leave Buyback	\$ (65,000)	\$ (80,000)	\$ (120,000)	\$ (120,000)	0.0%
DIVISION WAGES	\$ 199,981	\$ 177,299	\$ 260,025	\$ 269,025	3.5%
Economic Devel. Expenses	\$ 985	\$ -	\$ 10,000	\$ 15,000	50.0%
Affordable Housing Expenses	\$ 5,926	\$ 9,927	\$ 10,000	\$ 12,500	25.0%
Revolving Fund Support	\$ -	\$ (2,500)	\$ (10,000)	\$ (10,000)	0.0%
DIVISION EXPENSES	\$ 6,911	\$ 7,427	\$ 10,000	\$ 17,500	75.0%

Community Development – Inspections Overview

In November 2018 a full-time Building Commissioner was hired using some funds made available by the Override. Remaining staff includes three part-time building inspectors; each retired after decades of experience managing building departments in other communities, plus two part-time highly credentialed Plumbing/Gas and Electrical Inspectors.

Division Activities

- Refined procedures and protocols as well as coverage for ZBA and more counter hours with new full-time Building Commissioner
- Provide strong customer service through the Permits Coordinator who handles scheduling
- Expedited permitting: for example in October/November 173 permit applications were received, with 70% of them issued within 24 hours (59% same day, 11% next day); the remaining 30% were issued after applications were corrected

FY20 Budget Summary – Inspection Division

A reduction in the use of the Permits Revolving Fund as an offset drives wage costs higher.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Building Inspectors	\$ 94,938	\$ 99,504	\$ 195,450	\$ 203,600	4.2%
Plumbing/Wire/Gas Inspectors	\$ 62,938	\$ 71,239	\$ 68,850	\$ 71,050	3.2%
Revolving Fund Support	\$ (45,000)	\$ (40,000)	\$ (50,000)	\$ (45,000)	-10.0%
DIVISION WAGES	\$ 112,875	\$ 130,743	\$ 214,300	\$ 229,650	7.2%

**Community Development –
Conservation Overview**

The Conservation Administrator works closely with Reading Conservation Commission (RCC) members to ensure that all construction and development projects (residential and commercial) that may alter any wetlands, floodplains, rivers or streams, are in compliance with state (Massachusetts Wetlands Protection Act M.G.L. Chapter 131, Section 40) and local (Reading General Bylaw for Wetlands Protection 310 CMR 10.00) regulations.

The RCC also protects and manages the Town’s Conservation Lands and natural resources. Members regularly seek continuing education to keep abreast of frequently changing regulations and to assist applicants through the regulatory process.

Division Activities

-Reviewed Permit applications received by the Planning, Building Inspection, and Public Health divisions on matters within the jurisdiction of the Conservation Commission. In many cases, this “sign-off” process involves a visit to the site to ascertain whether jurisdictional areas are present.

-Implemented a tree replacement policy in an effort to be more consistent in responding to the cutting down of mature trees within the Commission's jurisdiction. This policy offers applicants the flexibility of providing replacement trees or shrubs or contributing to the Reading shade tree planting program.

-Assisted volunteers who participate in the many Friends groups that work to preserve the Town’s natural resources.

FY20 Budget Summary – Conservation Division

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Conservation Administrator	\$ 63,681	\$ 65,401	\$ 67,600	\$ 69,775	3.2%
Revolving Fund Support	\$ (2,000)	\$ (2,000)	\$ (2,000)	\$ (2,000)	0.0%
Sick Leave Buyback	\$ 421	\$ -	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 62,102	\$ 63,401	\$ 65,600	\$ 67,775	3.3%

**Community Development –
Historic Overview**

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

Division Activities

- Historical Commission 13 meetings with 3 demo delay requests (average 17 meetings and 4 requests during the preceding three years)

-Historic District Commission 6 meetings (average 12 meetings in the preceding three years – busy with Summer Ave project)

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Historical Supplies/Equipment	\$ 518	\$ 864	\$ 1,500	\$ 1,500	0.0%
DIVISION EXPENSES	\$ 518	\$ 864	\$ 1,500	\$ 1,500	0.0%

Community Services – Health Overview

The Division enforces Public Health laws, codes, regulations, environmental programs, and State environmental and sanitary codes.

The Health Division conducts inspections as needed regarding nuisance complaints, housing, camps, food establishments, tobacco, swimming pools, septic systems, and all other permitted establishments.

Food establishments receive a mandatory minimum of two routine inspections for all Medium/High-Risk food establishments and a minimum of one routine inspection for Low-Risk food establishments (convenience stores, gas stations, etc.).

The Reading Board of Health mission is to protect and promote the health and well-being of the Citizens of Reading and the quality of the environment.

Division Activities

- Hired a Full-Time Health Inspector
- Completed 260 Routine Food Establishment Inspections
- Inspected 57 establishments at community events
- Accommodated 1 new Food Establishment - obtained a Pre-Opening Inspection
- Documented 32 complaints related to housing, nuisance, and food
- Ran 10 flu clinics; 685 Flu Vaccines given
- Implemented "Code Red" emergency awareness
- Participated in monthly regional 3B Emergency preparedness program
- Collaborated with Human/Elder Services and Public Safety on housing and nuisance violations
- Tackled a major health concern regarding an increase in rodent activity; worked closely with the Board of Health and the public to educate and remediate the situation; increased enforcement efforts with local pest control companies and distributed over 1,000 letters educating the community and sharing best practice to help avoid future issues

FY20 Budget Summary – Health Division

Hours are increased by 0.1 FTE and also reallocated from Public Health Nurse to Health Inspectors.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Health Agent	\$ 70,393	\$ 83,200	\$ 78,625	\$ 81,150	3.2%
Health Inspectors	\$ 59,817	\$ 41,289	\$ 68,425	\$ 82,500	20.6%
Health Nurse	\$ 23,822	\$ 4,958	\$ 28,250	\$ 19,450	-31.2%
Revolving Fund Support	\$ (2,100)	\$ (2,100)	\$ (2,100)	\$ (2,100)	0.0%
Sick Leave Buyback	\$ 15,507	\$ -	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 167,439	\$ 127,347	\$ 173,200	\$ 181,000	4.5%
Regional Administration Svcs.	\$ -	\$ -	\$ -	\$ -	0.0%
Health Mosquito Control	\$ 40,000	\$ 40,000	\$ 41,000	\$ 42,000	2.4%
Health Professional Services	\$ 9,601	\$ 9,552	\$ 13,000	\$ 16,000	23.1%
Health Supplies/Equipment	\$ 1,215	\$ 36	\$ 2,000	\$ 2,000	0.0%
Health Mileage	\$ 1,243	\$ 1,501	\$ 2,500	\$ 2,500	0.0%
DIVISION EXPENSES	\$ 52,058	\$ 51,089	\$ 58,500	\$ 62,500	6.8%

Community Services - Elder & Human Services Overview

Elder and Human Services offers a variety of programs and services to Reading residents of all ages, from assistance navigating regional support programs, transportation, or giving back to the community through volunteer service. This Division is also responsible for running The Pleasant Street Center (PSC), "Reading's gathering place for seniors." The Center is the hub of activity for residents 60 and over and offers a variety of programs.

The division operates a van service and has expanded to include rides to the Reading Food Pantry. Transportation is an area of projected growth for the fastest growing demographic in town – residents over 60.

Division Activities

- Offered Dementia Friendly Reading programs assisted by grants from MCOA
- Provided Memory Café programs supported by grants from Mystic Valley Elder Services
- Received grant from Reading Cooperative Charitable Foundation for new computer room
- Created new branding initiative to attract wider audience
- Oversaw 100+ volunteers that helped at PSC
- Reading Response Medical Transportation
- Made referrals for health care, financial assistance
- Served the public through the Nurse Advocate, a unique public sector approach
- Updated staffing plan and layout of front desk to improve customer service experience at the PSC
- Ran over 40 daily programs ranging from fitness to games and computer usage
- Hosted Holiday Meal and programs for all ages

FY20 Budget Summary – Human/Elder Services

A reduction in hours of the PSC Coordinator is offset by the addition of a full-time support staff in the Administration budget. Increased van service and associated staffing hours are added. The State grant support is expected to increase as a result of Reading's increase in the senior population.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Human/Elder Svc Administrator	\$ 41,359	\$ 53,853	\$ 69,400	\$ 71,625	3.2%
Pleasant St Ctr. Coordinator	\$ 44,773	\$ 45,338	\$ 47,600	\$ 25,325	-46.8%
Nurse Advocate	\$ 61,359	\$ 55,382	\$ 65,000	\$ 67,075	3.2%
Case Support Staff	\$ 49,265	\$ 50,067	\$ 53,000	\$ 54,700	3.2%
Van Drivers	\$ 40,521	\$ 44,672	\$ 43,225	\$ 62,775	45.2%
Overtime	\$ -	\$ 805	\$ -	\$ -	0.0%
State Grant Support	\$ (49,540)	\$ (48,054)	\$ (48,000)	\$ (55,000)	14.6%
Trust Fund Support	\$ (3,000)	\$ (3,000)	\$ (3,000)	\$ (6,000)	100.0%
Sick Leave Buyback	\$ -	\$ 5,106	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 184,737	\$ 204,170	\$ 227,225	\$ 220,500	-3.0%
H/E Community Orgs	\$ 20,000	\$ 10,250	\$ 7,000	\$ 7,000	0.0%
H/E Meal Delivery	\$ 5,593	\$ 5,593	\$ 6,000	\$ 6,000	0.0%
H/E Supplies/Equipment	\$ 1,170	\$ 3,621	\$ 2,500	\$ 3,000	20.0%
H/E Programs	\$ 1,600	\$ 1,574	\$ 2,000	\$ 4,000	100.0%
H/E Volunteer Training/Support	\$ 617	\$ 222	\$ 700	\$ 750	7.1%
H/E Prof Development	\$ 1,036	\$ 1,391	\$ 1,800	\$ 1,800	0.0%
H/E Mileage	\$ 671	\$ 802	\$ 1,200	\$ 1,200	0.0%
DIVISION EXPENSES	\$ 30,687	\$ 23,453	\$ 21,200	\$ 23,750	12.0%

Community Services -Veterans Services Overview

The priority of the Veterans Services Office is to aid and assist all veterans, their widows or spouses, and/or their dependent children, in the Town of Reading through the Massachusetts Department of Veterans Services, with short or long term medical assistance, financial aid, assistance with state applications for veterans benefits, and administration of veteran's benefits provided by the U.S. Department of Veterans Affairs.

The VSO supports the veterans residing in Reading by identifying veterans and their families in need of service and providing information and access to the services for which they are eligible under the law.

Division Activities

- Host monthly Scuttlebutt programs. Led visits to the USS Constitution and toured the Collings Foundation Wings of Freedom
- Outreach at Town and School events to promote awareness of benefits and services available
- Assist Reading residents receiving over \$3.9 million annually in Federal VA benefits; new paperless VA claims processing program greatly improved accuracy and reduced waiting time required
- Continued management of CH 115 program resulted in the number of recipients and expenditures decreasing slightly. Alternate sources of income, SSI/SSP are researched along with other sources to cover miscellaneous expenses.
- VA Aid & Attendance can provide \$14k - \$22K per year towards Assisted Living or Nursing Home expenses. Many Reading families qualify and

FY20 Budget Summary – Veterans Services

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Veterans Service Officer	\$ 56,751	\$ 58,565	\$ 60,250	\$ 62,200	3.2%
DIVISION WAGES	\$ 56,751	\$ 58,565	\$ 60,250	\$ 62,200	3.2%
Supplies	\$ 402	\$ 498	\$ 500	\$ 500	0.0%
Mileage	\$ 536	\$ 489	\$ 500	\$ 500	0.0%
DIVISION EXPENSES	\$ 938	\$ 988	\$ 1,000	\$ 1,000	0.0%

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Vet Aid Monthly Benefits	\$ 70,884	\$ 55,368	\$ 92,000	\$ 77,000	-16.3%
Vet Aid Medical Benefits	\$ 16,093	\$ 16,769	\$ 40,500	\$ 35,500	-12.3%
Vet Aid Madigan Benefits	\$ 34,447	\$ 34,821	\$ 35,000	\$ 35,000	0.0%
Vet Aid Part B Benefits	\$ 21,494	\$ 22,578	\$ 26,500	\$ 26,500	0.0%
Vet Aid Part D Benefits	\$ 3,846	\$ 3,616	\$ 5,000	\$ 5,000	0.0%
Vet Aid Doctor/Hospital	\$ 6,944	\$ 11,482	\$ 10,000	\$ 10,000	0.0%
Vet Aid Fuel/Shelter	\$ 20,281	\$ 21,502	\$ 26,000	\$ 26,000	0.0%
VETERANS BENEFITS	\$ 173,990	\$ 166,136	\$ 235,000	\$ 215,000	-8.5%

Community Services – Recreation Overview

Recreation programs are broad-based to meet the recreational needs of all segments of the population. The Recreation Division must continually update its programming to meet the changing current needs of the community.

The Recreation Division and the Recreation Committee continue to develop policies that will increase the effectiveness and efficiency of each Reading Recreation program.

Field space continues to be a challenge given the appetite in the community. New hours at RMHS could reduce field availability.

Division Activities

- Offered 450 recreational programs
- Attracted 6,000+ registrations
- Ran popular programs like Friday Night Lights Flag Football and Recreation Summer Camp
- Hired 40+ seasonal staff to support programming/events
- Collected \$785,780 in FY18 revenue.
- Completed Barrows Playground Capital Improvement (extended playground and added a traverse wall)
- Oversaw the Birch Meadow Batting Cage Project funded by RLL
- Surveyed the Birch Meadow area in anticipation of future capital improvements
- Collaborate with School Athletic Department

FY20 Budget Summary - Recreation

An increase of 0.1 FTE is seen with additional hours for a part-time position. Note that all division expenses are paid for through a Revolving Fund. By law, at the fiscal year end, the fund returns all but a small amount meant for summer programming to the General Fund.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Community Services Director	\$ 37,028	\$ -	\$ -	\$ -	0.0%
Recreation Administrator	\$ 58,767	\$ 70,577	\$ 70,050	\$ 72,325	3.2%
Recreation Staff	\$ -	\$ -	\$ 25,650	\$ 30,650	19.5%
Overtime	\$ 152	\$ -	\$ 2,000	\$ 2,000	0.0%
DIVISION WAGES	\$ 95,947	\$ 70,577	\$ 97,700	\$ 104,975	7.4%

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; provides timely and accurate financial information; and safeguards the financial assets of the Town. The Town Accountant also serves as the Finance Director and department head. The Department has three divisions: Accounting, Assessor and General Finance.

Department Highlights

- Provide support to School and Light departments
- 1,500 employees on payroll – biweekly
- 9,000 quarterly property tax billing
- 25,000 yearly motor vehicle excise billing
- 32,000 yearly invoice processing and payment
- 125,000 payment process per year
- AAA Bond rating with S&P
- Town Accountant Quarterly reports to Select Board (the hiring authority)
- Regional Assessor spearheads Senior Tax Relief efforts state-wide, as Reading pushes to have seniors 'age in place'

Override Impact

An Assistant Town Accountant was added as part of the override to provide more depth in key areas of financial reporting. The addition of the Assistant Town Accountant will provide greater timeliness and efficiency in the area of financial reporting and analysis.

FY20 Budget Summary

The Finance Department's FY20 budget is increased by 4.0% when compared to the previous year. There is a 0.3 FTE increase in support staff as hours are reclaimed from the Town Clerk's Office. An increase in professional development will assist the training efforts for newer employees.

Divisions	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Accounting	\$ 198,602	\$ 203,813	\$ 282,325	\$ 294,700	4.4%
Assessor	\$ 145,652	\$ 138,261	\$ 154,750	\$ 159,500	3.1%
General Finance	\$ 424,751	\$ 431,943	\$ 445,125	\$ 463,475	4.1%
DEPARTMENT TOTAL	\$ 769,005	\$ 774,018	\$ 882,200	\$ 917,675	4.0%

Line 191 – FY20 Finance Wages

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change	Full-time Equivalents	
						FY19	FY20
Accounting	\$ 196,223	\$ 200,567	\$ 277,375	\$ 289,650	4.4%	3.9	3.9
Assessor	\$ 60,537	\$ 62,285	\$ 64,250	\$ 66,200	3.0%	1.0	1.0
General Finance	\$ 384,170	\$ 396,294	\$ 387,625	\$ 403,775	4.2%	6.6	6.9
DEPARTMENT WAGES	\$ 640,930	\$ 659,146	\$ 729,250	\$ 759,625	4.2%	11.5	11.8

Line 192 – FY20 Finance Expenses

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Accounting	\$ 2,378	\$ 3,246	\$ 4,950	\$ 5,050	2.0%
Assessor	\$ 85,115	\$ 75,976	\$ 90,500	\$ 93,300	3.1%
General Finance	\$ 40,581	\$ 35,650	\$ 57,500	\$ 59,700	3.8%
DEPARTMENT EXPENSES	\$ 128,075	\$ 114,872	\$ 152,950	\$ 158,050	3.3%

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 to ensure timely audit
- Maintained ‘clean’ audit opinion from auditors
- Provided budget oversight and assistance
- Quarterly updates provided to the Select Board
- 32,000 payments for Town, School, and RMLD
- Review and update department policies (in progress)
- Assist with the implementation of a new Cash Management module

FY20 Budget Summary – Accounting Division

The Assistant Town Accountant position was hired through internal promotion. The applicant was a member of the Accounting team who had 22 years of experience, and the salary for this position was higher than anticipated due to the high level of experience of the applicant.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Town Accountant	\$ 115,100	\$ 116,227	\$ 117,825	\$ 121,625	3.2%
Assistant Town Accountant	\$ 2,000	\$ 2,000	\$ 60,000	\$ 69,775	16.3%
Support Staff	\$ 79,123	\$ 82,304	\$ 96,550	\$ 95,250	-1.3%
Overtime	\$ -	\$ 36	\$ 3,000	\$ 3,000	0.0%
Buyback	\$ -	\$ -	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 196,223	\$ 200,567	\$ 277,375	\$ 289,650	4.4%
Professional Development	\$ 2,045	\$ 3,234	\$ 4,200	\$ 4,300	2.4%
Office Supplies	\$ 333	\$ 12	\$ 750	\$ 750	0.0%
DIVISION EXPENSES	\$ 2,378	\$ 3,246	\$ 4,950	\$ 5,050	2.0%

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.

Reading continues sharing the Assessor position with the Town of Wakefield. Each community maintains an independent Board of Assessors.

Division Activities

- Advertised and administered the new 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

FY20 Budget Summary – Assessing Division

Note the shared Assessor position is under the Expense category. Appraisals and Inspections increased by \$500 to provide more funding for consulting services related to assessing personal property taxes.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Assistant Assessor	\$ 60,537	\$ 62,285	\$ 64,250	\$ 66,200	3.0%
DIVISION WAGES	\$ 60,537	\$ 62,285	\$ 64,250	\$ 66,200	3.0%
Regional Assessor	\$ 63,376	\$ 65,165	\$ 70,000	\$ 72,300	3.3%
Assessors Revaluation	\$ 8,249	\$ -	\$ -	\$ -	0.0%
Appraisals And Inspections	\$ 8,980	\$ 7,500	\$ 12,500	\$ 13,000	4.0%
Professional Development	\$ 3,675	\$ 2,619	\$ 6,000	\$ 6,000	0.0%
Office Supplies	\$ 447	\$ 144	\$ 500	\$ 500	0.0%
Mileage	\$ 388	\$ 548	\$ 1,500	\$ 1,500	0.0%
DIVISION EXPENSES	\$ 85,115	\$ 75,976	\$ 90,500	\$ 93,300	3.1%

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 1,500 employees
- 125,000 payments processed
- Negotiated lower fees and higher interest rates from banking institutions
- Compiled grant proposal for software and was awarded over \$45,000
- Implement new Cash Management module
- Compilation of Treasury Procedure Manual
- Debt management and issuance

FY20 Budget Summary – General Finance Division

Support staff hours (+0.3 FTE) were reclaimed from the Town Clerk's Office causing an increase in wage costs. Professional development expenses increased due to training needs for new staff.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Treasurer	\$ 89,349	\$ 89,936	\$ 88,200	\$ 91,050	3.2%
Assistant Treasurer	\$ 107,269	\$ 66,256	\$ 63,700	\$ 65,750	3.2%
Collector	\$ -	\$ 75,721	\$ 72,000	\$ 73,500	2.1%
Support Staff	\$ 159,828	\$ 163,518	\$ 157,725	\$ 167,475	6.2%
Overtime	\$ 1,191	\$ 863	\$ 6,000	\$ 6,000	0.0%
Temp. Wages	\$ 7,171	\$ -	\$ -	\$ -	0.0%
Buyback	\$ 19,362	\$ -	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 384,170	\$ 396,294	\$ 387,625	\$ 403,775	4.2%
Printing Services	\$ 16,172	\$ 13,048	\$ 17,000	\$ 17,500	2.9%
Banking Services	\$ 8,132	\$ 3,876	\$ 15,000	\$ 15,000	0.0%
Tax Title Services	\$ 9,512	\$ 10,593	\$ 15,000	\$ 15,000	0.0%
Professional Development	\$ 1,757	\$ 3,014	\$ 5,500	\$ 6,700	21.8%
Office Supplies	\$ 5,007	\$ 5,119	\$ 5,000	\$ 5,500	10.0%
DIVISION EXPENSES	\$ 40,581	\$ 35,650	\$ 57,500	\$ 59,700	3.8%

Public Safety

Department Overview

Public Safety is comprised of the following:

- Police
- Reading Coalition Against Substance Abuse
- Dispatch
- Fire and Emergency Management

Department Note

Town Meeting votes these budgets as one bottom line each for wages and for expenses. In keeping with industry convention, from here forward the 'Police and Fire departments' will be used throughout.

FY20 Budget – Department of Public Safety

The largest proposed budget change for FY20 is to fully fund 2.0 FTE positions (+0.4 FTE) for the Reading Coalition Against Substance Abuse. The community has enjoyed ten years of federal grant funding, which will expire on October 1, 2019 and cannot be renewed.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Police	\$ 4,745,680	\$ 4,782,533	\$ 5,476,650	\$ 5,616,850	2.6%
RCASA	\$ -	\$ -	\$ -	\$ 150,000	100.0%
Fire/EMS	\$ 4,845,026	\$ 4,843,199	\$ 5,218,550	\$ 5,352,600	2.6%
Dispatch	\$ 490,748	\$ 558,261	\$ 599,775	\$ 620,700	3.5%
DEPARTMENT TOTAL	\$ 10,081,454	\$ 10,183,993	\$ 11,294,975	\$ 11,740,150	3.9%

Line J91 – FY20 Budget Public Safety Wages

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change	Full Time Equivalents	
						FY19	FY20
Police	\$ 4,520,261	\$ 4,545,677	\$ 5,144,950	\$ 5,316,250	3.3%	49.7	49.7
RCASA	\$ -	\$ -	\$ -	\$ 140,100	100.0%	1.6	2.0
Fire/EMS	\$ 4,673,060	\$ 4,654,355	\$ 5,004,050	\$ 5,166,850	3.3%	52.5	52.5
Dispatch	\$ 471,433	\$ 533,051	\$ 575,775	\$ 594,200	3.2%	11.0	11.0
DEPARTMENT WAGES (J91)	\$ 9,664,754	\$ 9,733,082	\$ 10,724,775	\$ 11,217,400	4.6%	114.8	115.2

Line J92 – FY20 Budget Public Safety Expenses

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Police	\$ 225,419	\$ 236,856	\$ 331,700	\$ 300,600	-9.4%
RCASA	\$ -	\$ -	\$ -	\$ 9,900	100.0%
Fire/EMS	\$ 171,966	\$ 188,845	\$ 214,500	\$ 185,750	-13.4%
Dispatch	\$ 19,315	\$ 25,210	\$ 24,000	\$ 26,500	10.4%
DEPARTMENT EXPENSES (J92)	\$ 416,700	\$ 450,911	\$ 570,200	\$ 522,750	-8.3%

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.

There are 46 sworn officers in the department who are 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 protect our future and enhance the quality of life for everyone within the town.

Department Highlights

Police	2016	2017	2018
Calls For Service	20,555	20,851	21,136
Motor Vehicle Citations/Warning	4,027	4,096	4,027
Incident Reports Filed	1,786	1,928	1,818
Alarm Calls - Residential & Commercial	1,258	1,112	1,031
Motor Vehicle Crash Investigated	495	567	487
Complaint Applications Filed	218	335	367
Suspicious Persons	406	354	328
Suspicious Motor Vehicle	274	235	218
Welfare Of Person Checked	162	195	209
Arrests	130	151	147
Child Custody Exchange	112	126	141
Domestic Assistance	135	151	132
Domestic Disturbance	87	101	125
Fraud-Identity Theft/Credit Cards & Others	129	139	101
Protective Custody Alcohol & drugs	51	77	63

- Increased traffic enforcement
- Add downtown walking beat
- Mountain bike patrols near schools
- Maintain department Accreditation
- Train new officers
- Monitor neighborhood safety concerns

Override Impact

The department is grateful to the community for passing an Override that allowed the addition of much needed depth in staffing. In August a second School Resource Officer was assigned to the schools, which adds coverage to the middle schools and backup at the high school. A total of five new officers were hired as a result of the additional funding. Some are out in the community now, and before next summer all new officers will have completed their academy training and make an impact on the department. In addition to the steady growth in activity, as shown above, the complexity of certain calls for service continues to grow. A support staff position added from Override funding is shared between the Police and Fire departments, and provides improved customer service in the area of licenses and responses to public records requests.

FY20 Budget Summary

The department has 46 sworn uniformed officers; and civilian staff that includes 2.5 FTE support staff; a full-time position that shares Parking Enforcement and Animal Control responsibilities; 19 per-diem school crossing guards and 2.0 FTE RCASA staff (an increase of 0.4 FTE in FY20). Expenses include a new cruiser to add for the patrol division. Some expenses associated with new officers are reduced.

FY20 Budget Police Wages

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Police Chief	\$ 165,915	\$ 169,994	\$ 175,650	\$ 181,325	3.2%
Deputy Police Chief	\$ 118,211	\$ 140,490	\$ 145,150	\$ 149,850	3.2%
Police Support Staff	\$ 102,262	\$ 116,443	\$ 133,100	\$ 145,425	9.3%
Parking Enforcement	\$ 20,145	\$ 20,617	\$ 26,050	\$ 26,900	3.3%
Animal Control	\$ 18,368	\$ 18,829	\$ 24,000	\$ 24,250	1.0%
Crossing Guards	\$ 150,096	\$ 145,306	\$ 162,500	\$ 170,000	4.6%
Lieutenants	\$ 385,575	\$ 490,787	\$ 510,000	\$ 526,000	3.1%
Sergeants	\$ 758,345	\$ 742,802	\$ 779,500	\$ 804,000	3.1%
Patrol Officers	\$ 1,718,234	\$ 1,620,585	\$ 2,129,000	\$ 2,195,000	3.1%
Detectives	\$ 498,460	\$ 546,036	\$ 645,000	\$ 666,500	3.3%
Training	\$ 36,264	\$ 17,116	\$ 25,000	\$ 25,000	0.0%
Overtime	\$ 472,292	\$ 475,183	\$ 380,000	\$ 392,000	3.2%
Fitness Stipend	\$ 6,750	\$ 4,500	\$ 7,500	\$ 7,500	0.0%
Cell Monitors	\$ -	\$ -	\$ 2,500	\$ 2,500	0.0%
Buyback	\$ 69,343	\$ 36,988	\$ -	\$ -	0.0%
POLICE WAGES	\$ 4,520,261	\$ 4,545,677	\$ 5,144,950	\$ 5,316,250	3.3%

Some additional funding is added to the school Crossing Guards line item in order to have flexibility as the demands and location of young families change annually.

FY20 Budget Police Expenses

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Police Cruisers	\$ 70,912	\$ 83,319	\$ 133,000	\$ 135,000	1.5%
Supplies and Equipment	\$ 31,788	\$ 34,608	\$ 36,600	\$ 41,500	13.4%
Equipment Maintenance	\$ 26,043	\$ 32,940	\$ 33,500	\$ 33,500	0.0%
Animal Control	\$ -	\$ -	\$ 26,000	\$ -	0.0%
Miscellaneous	\$ 8,482	\$ 6,241	\$ 6,500	\$ 6,500	0.0%
Office Supplies, Equipment	\$ 18,932	\$ 15,915	\$ 16,600	\$ 18,600	12.0%
Professional Development	\$ 56,949	\$ 52,959	\$ 52,000	\$ 45,500	-12.5%
Uniforms and Clothing	\$ 12,314	\$ 10,875	\$ 27,500	\$ 20,000	-27.3%
POLICE EXPENSES	\$ 225,419	\$ 236,856	\$ 331,700	\$ 300,600	-9.4%

A third cruiser is again funded in FY20, and this expense will be reduced back to two cruisers annually once the fleet is stabilized. Radar and communication equipment cause an increase in the supplies and equipment line. As mentioned, lines associated with new officers are reduced.

RCASA Overview

RCASA mobilizes community partners and residents to build collaborative approaches and reduce youth substance abuse.

The RCASA Board of Directors includes 24 members representing 12+ community sectors, and includes the Town Manager, Superintendent and Police Chief. The Board provides overall governance and strategic plan guidance for RCASA.

RCASA 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.

RCASA was honored with the National Recovery Month Award in Washington, D.C. for their "Reading Unites for Recovery Project". RCASA was one of three organizations in the United States to receive this special recognition.

Division Highlights

- Sponsored "Strategies for Managing Anxiety" by Lynn Lyons for 400 parents
- Hosted "Alex's Story on Opioid Abuse" for 594 RMHS students in grades 11 & 12
- Facilitated 32 hours of "Mental Health First Aid" training certifying 54 adults
- Offered "Operation Opioid Prevention" workshops reaching 165 RMHS students in grade 9
- Worked with RMHS to offer the Substance Abuse Screening Program for 604 students in grades 9&11
- Conducted 10 presentations on "Youth Vaping Prevention" for 80 adults
- Served 13 students in the "Chemical Health Education Program" at RMHS
- Hosted "Hidden in Plain Sight Exhibit" with Mission of Deeds, Burbank YMCA, and Reading Police
- Interface Referral Service Program run by William James College served 80 families in Reading
- In 2018, 8,869 Rx bottles were processed through the RCASA/Police Medication Collection Program. This reflects a 7% increase compared to 2017. Since 2009, residents turned in 44,445 Rx bottles
- Reviewing life after federal grant (10/1/19) in terms of both the future legal and financial framework

FY20 Budget Summary

The RCASA staff includes a Director and Outreach Coordinator. Staff members are employees of the Town of Reading and maintain an office at 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.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
RCASA Director	\$ 80,375	\$ 82,346	\$ 84,300	\$ 87,850	4.2%
Community Coordinator Staff	\$ 57,825	\$ 33,251	\$ 34,100	\$ 52,250	53.2%
Federal Grant Offset	\$ (138,199)	\$ (115,597)	\$ (118,400)	\$ -	-100.0%
RCASA DIVISION WAGES	\$ -	\$ -	\$ -	\$ 140,100	100.0%
RCASA Programs	\$ 14,942	\$ 5,699	\$ 13,300	\$ 6,400	-51.9%
RCASA Supplies	\$ 5,508	\$ 1,226	\$ 1,800	\$ 3,000	66.7%
RCASA Professional Development	\$ 10,772	\$ 1,950	\$ 1,500	\$ 500	-66.7%
Federal Grant Offset	\$ (31,221)	\$ (8,875)	\$ (16,600)	\$ -	-100.0%
RCASA DIVISION EXPENSES	\$ -	\$ -	\$ -	\$ 9,900	100.0%

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.

Department Highlights

Fire/EMS	2016	2017	2018
Emergency Response	3,458	3,854	4,025
Emergency Medical	2,039	2,275	2,368
Provide Mutual Aid	135	144	136
Receive Mutual Aid	191	281	294
Fire Inspections	965	1,069	1,084
Permits Issued	800	834	873
Total Training hours	1,644	1,860	1,567
Ambulance Revenue (FY)	844,306	790,921	766,543

- Received a \$604,839 competitive SAFER grant in August 2018 for new Firefighters (funds will go to the general fund)
- Trained of all personnel with new high fidelity simulation manikins
- Upgraded thermal imaging cameras
- Upgraded 'jaws of life' tool
- Developing new Emergency Response Plan
- Stop the Bleed public training course, started from a donation by the Young Women's League of Reading
- Firefighters visit all K-3 grades in public schools for S.A.F.E. training
- Added Senior SAFE program based on increasing needs in that segment

Override Impact

The department is appreciative of the additional funding for four new Firefighters. One was hired last summer and three this past winter (based on civil service procedures). Minimal impact was seen in FY19 but the full impact, including reduced pressure on OT, will be seen in FY20. A support staff position added from Override funding is shared between the Police and Fire Departments.

FY20 Budget Summary

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 Fire Alarm Technicians.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Fire Chief	\$ 155,446	\$ 159,322	\$ 161,525	\$ 166,750	3.2%
Assistant Fire Chief	\$ 114,478	\$ 118,556	\$ 122,525	\$ 126,500	3.2%
EMS Director	\$ 7,510	\$ 7,500	\$ 7,500	\$ 7,500	0.0%
Support Staff	\$ 54,994	\$ 54,178	\$ 79,500	\$ 79,100	-0.5%
Fire Alarm	\$ 15,560	\$ 19,544	\$ 15,000	\$ 20,000	33.3%
Captains	\$ 607,434	\$ 583,035	\$ 600,000	\$ 624,000	4.0%
Lieutenants	\$ 320,098	\$ 370,625	\$ 377,000	\$ 393,000	4.2%
Firefighters	\$ 2,702,308	\$ 2,673,521	\$ 3,155,000	\$ 3,250,000	3.0%
Overtime	\$ 625,388	\$ 624,680	\$ 486,000	\$ 500,000	2.9%
Buyback	\$ 69,844	\$ 43,395	\$ -	\$ -	0.0%
FIRE / EMS WAGES	\$ 4,673,060	\$ 4,654,355	\$ 5,004,050	\$ 5,166,850	3.3%

Additional funding is added to the Fire Alarm positions, as the maintenance for lines around town have increased for the past few years.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
ALS Medical Supplies	\$ 45,376	\$ 45,924	\$ 55,000	\$ 55,000	0.0%
Ambulance Services	\$ 20,062	\$ 19,412	\$ 20,000	\$ 20,000	0.0%
Billing Services	\$ 31,938	\$ 31,218	\$ 36,000	\$ 36,000	0.0%
Supplies and Equipment	\$ 550	\$ 9,464	\$ 2,000	\$ 3,500	75.0%
Equipment Maintenance	\$ 14,039	\$ 28,988	\$ 18,000	\$ 17,000	-5.6%
Miscellaneous	\$ 3,572	\$ 4,100	\$ 2,000	\$ 4,000	100.0%
Office Supplies and Equipment	\$ 973	\$ 498	\$ 1,000	\$ 1,000	0.0%
Professional Deveopment	\$ 11,238	\$ 10,334	\$ 15,500	\$ 12,500	-19.4%
Uniforms and Clothing	\$ 44,219	\$ 38,906	\$ 65,000	\$ 36,750	-43.5%
FIRE /EMS EXPENSES	\$ 171,966	\$ 188,845	\$ 214,500	\$ 185,750	-13.4%

Expenses associated with new Firefighters are reduced in FY20. It is important to note that most of the requested expense budget is for the ambulance and other emergency medical service costs that include: ambulance billing, EMS supplies, EMS licensing and medical

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.

Dispatch Activities

	2016	2017	2018
Log Entries	30,965	36,909	40,569
Access Stickers	4,087	4,124	4,324

- New work schedule to allow more overlap during busy call volume times
- Improved CTO training program
- Professional development in Emergency Medical Dispatch and technology needs

FY20 Budget Summary

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, \$55,500 in 911 grant funds are used to offset existing wages and expenses. However this grant is not guaranteed and can be discontinued at any time.

This field becomes more complex due to changes in technology and the Emergency Medical Dispatch requirements. The Reading Public Safety Dispatch complies with all requirements.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Head Public Safety Dispatcher	\$ 71,573	\$ 73,311	\$ 75,775	\$ 78,200	3.2%
Public Safety Dispatchers	\$ 401,463	\$ 477,522	\$ 500,000	\$ 516,000	3.2%
Overtime	\$ 48,398	\$ 35,281	\$ 50,000	\$ 50,000	0.0%
Buyback	\$ -	\$ -	\$ -	\$ -	0.0%
E911 Grant Support	\$ (50,000)	\$ (53,063)	\$ (50,000)	\$ (50,000)	0.0%
DISPATCHER WAGES	\$ 471,433	\$ 533,051	\$ 575,775	\$ 594,200	3.2%
Supplies and Equipment	\$ 11,925	\$ 9,501	\$ 5,000	\$ 5,000	0.0%
Equipment Maintenance	\$ 2,827	\$ 10,314	\$ 14,500	\$ 14,500	0.0%
Technology	\$ 2,920	\$ 4,614	\$ 4,000	\$ 6,500	62.5%
Professional Development	\$ 511	\$ 90	\$ 4,500	\$ 4,500	0.0%
Uniforms and Clothing	\$ 1,132	\$ 690	\$ 1,500	\$ 1,500	0.0%
E911 Grant Support	\$ -	\$ -	\$ (5,500)	\$ (5,500)	0.0%
DISPATCHER EXPENSES	\$ 19,315	\$ 25,210	\$ 24,000	\$ 26,500	10.4%

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).

Department Highlights

-Received \$12,890 in grants

-Awards for Safety

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:

-3.2 miles of roads resurfaced annually

-13,200 feet of Cured-in-Place Sewer pipe lining design / construction

-200+ repairs/services for Town/School vehicles

Override Impact

The department added one support staff position, funded by the Override and Enterprise Funds, to help tackle increased office workload. This spring a highway seasonal position will be added to help the crews in the field.

FY20 Budget Summary

The DPW FY20 budget is +2.9%. Some seasonal positions have been consolidated into fewer full-time positions as hiring for only May-November is difficult. Continued growth in funding snow/ice and a long term rubbish/recycling contract drives expenses slightly higher.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Administration	\$ 361,043	\$ 369,162	\$ 423,825	\$ 414,075	-2.3%
Engineering	\$ 323,401	\$ 340,359	\$ 450,200	\$ 476,525	5.8%
Highway & Equipment	\$ 1,431,516	\$ 1,369,578	\$ 1,563,450	\$ 1,611,650	3.1%
Storm Water (GenlFd)	\$ 149,886	\$ 146,515	\$ 154,075	\$ 151,675	-1.6%
Parks & Forestry	\$ 566,303	\$ 555,921	\$ 648,400	\$ 660,200	1.8%
Cemetery	\$ 235,760	\$ 198,468	\$ 250,000	\$ 268,575	7.4%
DPW OPERATIONS TOTALS	\$ 3,067,909	\$ 2,980,003	\$ 3,489,950	\$ 3,582,700	2.7%
Snow/Ice	\$ 874,520	\$ 903,618	\$ 650,000	\$ 675,000	3.8%
Traffic/Street Lighting	\$ 133,504	\$ 132,051	\$ 160,000	\$ 164,800	3.0%
Rubbish & Recycling	\$ 1,457,429	\$ 1,547,062	\$ 1,644,395	\$ 1,693,725	3.0%
SNOW/LIGHTING/RUBBISH TOTALS	\$ 2,465,453	\$ 2,582,732	\$ 2,454,395	\$ 2,533,525	3.2%
DEPARTMENT TOTALS	\$ 5,533,362	\$ 5,562,735	\$ 5,944,345	\$ 6,116,225	2.9%

Line K91 – FY20 Public Works Wages

The department has employed both long-term (April-November) and short-term (Summer) seasonal staffing for decades. Most permanent full-time employees started working for the department this way. In recent years, long-term positions have become very difficult to fill. In FY20, the following changes were made in recognition of the labor markets. Remaining seasonal funding will be largely directed at the short-term staffing market.

Avg Weekly Hours	Seasonal	Total	Seasonal	Full Time
	FY19	FY20	FY20	FY20
Highway & Equipment	38.8	22.4	22.4	-
Parks & Forestry	103.0	84.8	44.8	40.0
Cemetery	56.7	60.9	20.9	40.0
Totals	198.5	168.1	88.1	80.0

	FY17 Actual	FY18 Actual	FY19 BUDGET	FY20 BUDGET	FY19-20	Full Time Equivalents	
			Town Meeting	Town Manager	% Change	FY19	FY20
Administration	\$ 341,233	\$ 353,442	\$ 407,825	\$ 393,075	-3.6%	5.0	5.0
Engineering	\$ 296,149	\$ 316,721	\$ 408,700	\$ 433,025	6.0%	5.0	5.0
Highway & Equipment	\$ 818,614	\$ 803,124	\$ 896,450	\$ 924,650	3.1%	14.5	14.1
Storm Water (GenlFd)	\$ 145,241	\$ 139,812	\$ 149,075	\$ 146,675	-1.6%	2.5	2.5
Parks & Forestry	\$ 525,482	\$ 526,384	\$ 597,150	\$ 607,950	1.8%	11.1	10.6
Cemetery	\$ 189,124	\$ 148,947	\$ 201,650	\$ 219,900	9.1%	5.9	6.0
DPW OPERATIONS WAGES (K91)	\$ 2,315,842	\$ 2,288,430	\$ 2,660,850	\$ 2,725,275	2.4%	44.0	43.2
Snow/Ice	\$ 278,241	\$ 280,955	\$ 125,000	\$ 125,000	0.0%		
Traffic/Street Lighting	\$ -	\$ -	\$ -	\$ -	0.0%		
Rubbish & Recycling	\$ -	\$ -	\$ -	\$ -	0.0%		
SNOW/LIGHTING/RUBBISH WAGES	\$ 278,241	\$ 280,955	\$ 125,000	\$ 125,000	0.0%		
DEPARTMENT WAGES	\$ 2,594,083	\$ 2,569,385	\$ 2,785,850	\$ 2,850,275	2.3%		

Line K92 – FY20 Public Works Expenses

A new expense line to cover mandatory OSHA regulations, plus increased supplies funding for both the Town Forest Committee and Trails Committee drive Administration expenses higher.

	FY17 Actual	FY18 Actual	FY19 BUDGET	FY20 BUDGET	FY19-20
			Town Meeting	Town Manager	% Change
Administration	\$ 19,810	\$ 15,720	\$ 16,000	\$ 21,000	31.3%
Engineering	\$ 27,251	\$ 23,638	\$ 41,500	\$ 43,500	4.8%
Highway & Equipment	\$ 612,902	\$ 566,453	\$ 667,000	\$ 687,000	3.0%
Storm Water (GenlFd)	\$ 4,645	\$ 6,703	\$ 5,000	\$ 5,000	0.0%
Parks & Forestry	\$ 40,822	\$ 29,537	\$ 51,250	\$ 52,250	2.0%
Cemetery	\$ 46,636	\$ 49,521	\$ 48,350	\$ 48,675	0.7%
DPW OPERATIONS EXPENSES (K92)	\$ 752,067	\$ 691,573	\$ 829,100	\$ 857,425	3.4%
Snow/Ice	\$ 596,280	\$ 622,663	\$ 525,000	\$ 550,000	4.8%
Traffic/Street Lighting	\$ 133,504	\$ 132,051	\$ 160,000	\$ 164,800	3.0%
Rubbish & Recycling	\$ 1,457,429	\$ 1,547,062	\$ 1,644,395	\$ 1,693,725	3.0%
SNOW/LIGHTING/RUBBISH EXPENSES	\$ 2,187,212	\$ 2,301,777	\$ 2,329,395	\$ 2,408,525	3.4%
DEPARTMENT EXPENSES	\$ 2,939,279	\$ 2,993,350	\$ 3,158,495	\$ 3,265,950	3.4%

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.

Division Activities

- Two Household Hazardous Waste collection days
- Two events for paper shredding
- Rigid plastic & metals pickup
- Five Town-wide leaf pickups
- Compost center staffing
- Styrofoam and electronics

FY20 Budget Summary

A retirement led to staffing changes in the two top department positions, which led to some salary savings. Mandated safety changes from OSHA have been well-met by the Town's Safety Committee, but a new \$3,000 expense line will be required annually. Funding for the Trails Committee is increased from \$1,000 to \$2,500 and for the Town Forest Committee from \$1,000 to \$2,000.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
DPW Director	\$ 135,256	\$ 137,685	\$ 138,250	\$ 126,725	-8.3%
Assistant DPW Director	\$ 101,317	\$ 104,191	\$ 107,675	\$ 100,675	-6.5%
Support Staff	\$ 102,039	\$ 108,471	\$ 159,900	\$ 163,675	2.4%
Overtime	\$ 2,621	\$ 3,095	\$ 2,000	\$ 2,000	0.0%
Buyback	\$ -	\$ -	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 341,233	\$ 353,442	\$ 407,825	\$ 393,075	-3.6%
Advertising	\$ 1,280	\$ 2,208	\$ 2,000	\$ 2,500	25.0%
Supplies and Equipment	\$ 2,894	\$ 6,719	\$ 3,500	\$ 9,500	171.4%
Professional Development	\$ 15,636	\$ 6,793	\$ 10,500	\$ 9,000	-14.3%
DIVISION EXPENSES	\$ 19,810	\$ 15,720	\$ 16,000	\$ 21,000	31.3%

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 DigSafe mark outs.

Division Activities

- Manage Charles St. sewer pump replacement project
- Design annual sidewalk and curb replacements (\$100k); roadway improvements (\$1.2mil); and water/sewer main improvements (amounts vary)
- Current projects include:
 - Main St./Mill St. (water main);
 - Emerald Drive (water booster station);
 - Sturges Park sewer pump station and field bank;
 - Auburn (water tank replacement);
 - Downtown Infrastructure (water, sewer, storm water) study

FY20 Budget Summary

Increases in Wages followed almost two years of position vacancies coupled with a strong private sector labor market for these skills. An increase in technology supplies is needed because of the volume of capital projects underway.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Town Engineer	\$ 84,220	\$ 90,476	\$ 98,800	\$ 110,150	11.5%
Senior/Civil Engineers	\$ 142,356	\$ 154,641	\$ 230,725	\$ 238,775	3.5%
Field Tech/Surveyor	\$ 61,575	\$ 63,190	\$ 68,675	\$ 73,600	7.2%
Overtime	\$ 7,999	\$ 8,414	\$ 10,500	\$ 10,500	0.0%
DIVISION WAGES	\$ 296,149	\$ 316,721	\$ 408,700	\$ 433,025	6.0%
Traffic Control Repairs	\$ 13,550	\$ 11,294	\$ 20,000	\$ 20,000	0.0%
Professional Services	\$ 225	\$ 170	\$ 3,000	\$ 3,000	0.0%
Supplies and Equipment	\$ 7,100	\$ 7,174	\$ 8,500	\$ 10,500	23.5%
Police Details	\$ 6,376	\$ 5,000	\$ 10,000	\$ 10,000	0.0%
DIVISION EXPENSES	\$ 27,251	\$ 23,638	\$ 41,500	\$ 43,500	4.8%

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.

Division Activities

- Annual springtime street sweeping and tree lawn repair
- Institute new OSHA safety protocols, including employee training

FY20 Budget Summary

Significant personnel movement coupled with strategic hiring changes previously described led to many line changes but a typical total wage increase. Line painting is funded to do the entire town.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Highway/St. Water Supervisor	\$ 65,205	\$ 67,209	\$ 70,550	\$ 75,300	6.7%
Managing/Working Foreman	\$ 187,515	\$ 155,269	\$ 197,025	\$ 192,725	-2.2%
Senior/Junior Operators	\$ 259,550	\$ 253,651	\$ 271,500	\$ 236,100	-13.0%
Laborers	\$ 20,129	\$ 21,873	\$ 22,400	\$ 81,300	262.9%
Mechanics	\$ 208,298	\$ 213,803	\$ 225,975	\$ 243,225	7.6%
Seasonal Staff	\$ 6,375	\$ -	\$ 26,000	\$ 15,000	-42.3%
On Call	\$ 14,256	\$ 14,273	\$ 15,000	\$ 15,000	0.0%
Overtime	\$ 57,286	\$ 61,283	\$ 68,000	\$ 66,000	-2.9%
Buyback	\$ -	\$ 15,763	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 818,614	\$ 803,124	\$ 896,450	\$ 924,650	3.1%

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Equipment Parts & Maint.	\$ 204,073	\$ 202,567	\$ 210,000	\$ 215,000	2.4%
Outsourced Repairs	\$ 129,986	\$ 119,662	\$ 135,000	\$ 135,000	0.0%
Fuel	\$ 135,307	\$ 109,902	\$ 185,000	\$ 190,000	2.7%
Line Painting	\$ 49,760	\$ 45,000	\$ 45,000	\$ 55,000	22.2%
Road and Sidewalk Repairs	\$ 33,482	\$ 29,244	\$ 35,000	\$ 35,000	0.0%
Supplies and Equipment	\$ 19,120	\$ 20,858	\$ 20,500	\$ 20,500	0.0%
Outsourced Services	\$ 28,384	\$ 18,133	\$ 20,000	\$ 20,000	0.0%
Police Details	\$ 9,450	\$ 16,907	\$ 13,000	\$ 13,000	0.0%
Utilities/Licenses	\$ 3,341	\$ 4,181	\$ 3,500	\$ 3,500	0.0%
DIVISION EXPENSES	\$ 612,902	\$ 566,453	\$ 667,000	\$ 687,000	3.0%

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.

Division Activities

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

FY20 Budget Summary

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

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Highway/St. Water Supervisor	\$ 16,266	\$ 16,802	\$ 17,625	\$ 18,825	6.8%
Managing/Working Foreman	\$ 13,281	\$ 13,583	\$ 13,900	\$ 14,375	3.4%
Senior/Junior Operators	\$ 75,828	\$ 49,679	\$ 52,050	\$ 99,650	91.5%
Laborers	\$ 19,658	\$ 47,922	\$ 51,550	\$ -	-100.0%
Mechanics	\$ 5,492	\$ 5,335	\$ 5,950	\$ 6,325	6.3%
On Call	\$ -	\$ -	\$ -	\$ -	0.0%
Overtime	\$ 5,114	\$ 6,491	\$ 8,000	\$ 7,500	-6.3%
Buyback	\$ 9,601	\$ -	\$ -	\$ -	0.0%
DIVISION WAGES	\$ 145,241	\$ 139,812	\$ 149,075	\$ 146,675	-1.6%
Supplies and Equipment	\$ 4,645	\$ 6,703	\$ 5,000	\$ 5,000	0.0%
DIVISION EXPENSES	\$ 4,645	\$ 6,703	\$ 5,000	\$ 5,000	0.0%

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.

The division is also responsible for maintaining all trees on public grounds and within the public right-of-way along streets and easements.

Division Activities

- Annual tree planting, trimming and removal
- Remove hazardous trees when necessary and replant where appropriate
- In 2018, 44 trees were planted by Town staff as street trees and in parks, schools, and cemeteries
- Maintain Compost Center on Strout Avenue
- Holiday Lighting

FY20 Budget Summary

The Supervisor position is shared with Cemetery. As mentioned, this division funded a full-time position by reducing seasonal laborers. The net loss of about 0.5 FTE annually should be ameliorated by productivity improvements for the permanent staff position added.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Pks./Frst. Cem. Supervisor	\$ 51,677	\$ 30,764	\$ 42,750	\$ 44,375	3.8%
Managing/Working Foreman	\$ 190,793	\$ 186,025	\$ 203,750	\$ 204,375	0.3%
Senior/Junior Opers/T r. Clmbr.	\$ 149,856	\$ 144,010	\$ 166,350	\$ 163,700	-1.6%
Laborers	\$ 66,967	\$ 53,842	\$ 77,800	\$ 122,500	57.5%
Seasonal Staff	\$ 29,342	\$ 60,895	\$ 69,000	\$ 33,000	-52.2%
On Call	\$ 4,797	\$ 4,968	\$ 5,000	\$ 5,000	0.0%
Overtime	\$ 32,050	\$ 45,880	\$ 32,500	\$ 35,000	7.7%
DIVISION WAGES	\$ 525,482	\$ 526,384	\$ 597,150	\$ 607,950	1.8%
Supplies and Equipment	\$ 19,389	\$ 17,536	\$ 23,250	\$ 23,250	0.0%
Prof. Svc. and Repairs	\$ 18,405	\$ 10,100	\$ 19,500	\$ 22,500	15.4%
Stump/Brush Disposal	\$ 17,320	\$ 11,970	\$ 17,000	\$ 15,000	-11.8%
Police Details	\$ 3,450	\$ 8,000	\$ 8,000	\$ 8,000	0.0%
Utilities/Licenses	\$ 2,258	\$ 1,931	\$ 3,500	\$ 3,500	0.0%
Revolving Fund Support	\$ (20,000)	\$ (20,000)	\$ (20,000)	\$ (20,000)	0.0%
DIVISION EXPENSES	\$ 40,822	\$ 29,537	\$ 51,250	\$ 52,250	2.0%

Cemetery Overview

The division maintains and operates four town-owned cemeteries – an unusually high amount when compared to most towns. 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.

Division Activities

- Interments
- Lot sales
- Grounds maintenance (51 acres)
- Set Markers/Set foundations for headstones
- Record keeping
- Funeral Arrangements (15,409 total burials)
- Assist with Memorial Day preparations

FY20 Budget Summary

The Supervisor position is shared with Parks/Forestry. Some of the office work has been absorbed by the DPW Administration division. As mentioned, this division funded a full-time position by reducing seasonal laborers. There was a net gain in hours which coupled with improved productivity of permanent staff should give the division proper staffing levels. Trust fund support pays a portion of wages costs. A Veteran's Trust Fund continues to support the annual flowers for Memorial Day.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Pks./Frst. Cem. Supervisor	\$ 60,757	\$ 5,097	\$ 42,750	\$ 44,375	3.8%
Managing/Working Foreman	\$ 70,407	\$ 65,283	\$ 75,700	\$ 67,500	-10.8%
Senior/Junior Opers/Tr. Clmbr.	\$ 98,604	\$ 92,191	\$ 106,400	\$ 195,225	83.5%
Laborers	\$ 34,493	\$ 36,163	\$ 40,000	\$ -	-100.0%
Seasonal Staff	\$ 27,083	\$ 33,340	\$ 38,000	\$ 15,000	-60.5%
Overtime	\$ 17,780	\$ 18,432	\$ 18,800	\$ 17,800	-5.3%
Buyback	\$ -	\$ 18,442	\$ -	\$ -	0.0%
Revolving Fund Support	\$ (120,000)	\$ (120,000)	\$ (120,000)	\$ (120,000)	0.0%
DIVISION WAGES	\$ 189,124	\$ 148,947	\$ 201,650	\$ 219,900	9.1%
Supplies and Equipment	\$ 20,630	\$ 29,043	\$ 22,850	\$ 23,925	4.7%
Repairs	\$ 4,250	\$ 1,320	\$ 4,000	\$ 5,500	37.5%
Lot Repurchase	\$ 5,625	\$ 4,500	\$ 2,000	\$ 2,000	0.0%
Fuel	\$ 11,953	\$ 10,359	\$ 14,500	\$ 12,500	-13.8%
Utilities/Licenses	\$ 4,178	\$ 4,299	\$ 5,000	\$ 4,750	-5.0%
Veterans Flowers	\$ -	\$ -	\$ 4,700	\$ 4,700	0.0%
Trust Fund Support	\$ -	\$ -	\$ (4,700)	\$ (4,700)	0.0%
DIVISION EXPENSES	\$ 46,636	\$ 49,521	\$ 48,350	\$ 48,675	0.7%

FY20 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 and Recycling 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.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Snow and Ice Regular Wages	\$ 31,696	\$ 28,004	\$ 25,000	\$ 25,000	0.0%
Snow and Ice Overtime	\$ 246,545	\$ 252,951	\$ 100,000	\$ 100,000	0.0%
SNOW AND ICE WAGES	\$ 278,241	\$ 280,955	\$ 125,000	\$ 125,000	0.0%
Snow / Ice Plowing & Hauling	\$ 266,509	\$ 298,630	\$ 240,000	\$ 230,000	-4.2%
Snow / Ice Supplies/Equip.	\$ 303,630	\$ 226,187	\$ 220,000	\$ 235,000	6.8%
Snow / Ice Fuel	\$ -	\$ 64,731	\$ 30,000	\$ 50,000	66.7%
Snow & Ice Meal Tickets	\$ 11,028	\$ 13,119	\$ 5,000	\$ 10,000	100.0%
Snow / Ice Police Details	\$ 5,873	\$ 4,996	\$ 15,000	\$ 10,000	-33.3%
Street Sweeping	\$ 9,240	\$ 15,000	\$ 15,000	\$ 15,000	0.0%
SNOW AND ICE EXPENSES	\$ 596,280	\$ 622,663	\$ 525,000	\$ 550,000	4.8%
SNOW AND ICE (K93)	\$ 874,520	\$ 903,618	\$ 650,000	\$ 675,000	3.8%

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Traffic Light Electricity	\$ 8,946	\$ 10,389	\$ 10,000	\$ 12,800	28.0%
Streetlight Electricity	\$ 123,680	\$ 121,204	\$ 135,000	\$ 135,000	0.0%
Street Light Maint. & Repair	\$ 877	\$ 458	\$ 15,000	\$ 17,000	13.3%
TRAFFIC/STR LIGHT (K94)	\$ 133,504	\$ 132,051	\$ 160,000	\$ 164,800	3.0%

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Rubbish Collection	\$ 691,386	\$ 721,815	\$ 750,000	\$ 760,000	1.3%
Solid Waste Disposal	\$ 450,041	\$ 491,485	\$ 525,000	\$ 550,000	4.8%
Curbside Recycling	\$ 294,000	\$ 305,750	\$ 315,000	\$ 340,000	7.9%
Misc. Recycling	\$ 22,002	\$ 28,012	\$ 54,395	\$ 43,725	-19.6%
RUBBISH/RECYCLING (K95)	\$ 1,457,429	\$ 1,547,062	\$ 1,644,395	\$ 1,693,725	3.0%

Reading Public Library

Department Overview

The Reading Public Library is dedicated to strengthening our community by encouraging civic engagement, protecting intellectual freedoms, and preserving our history. We are committed to free, equal and diverse opportunities for all to learn and create.

The library provides professional services, trusted resources, cultural and educational programs, and a welcoming community space for people of all ages for their personal growth, collaboration and respectful discourse.

Performance Measures	FY17	FY18
Library Holdings (Physical / Digital)	129,079	132,594
Circulation, Downloads, Data Retrieval	502,496	513,855
Computer Use	10,120	12,500
Meeting Room Reservations – All	1,194	1,495
Meeting Room - Community Use Only	351	323
Museum passes borrowed	1,764	2,169
Programs - Total	600	843
Program Attendance - Total	17,797	24,084
Reference Consultations - Total	59,059	42,191
Library Card Holders: Registered Borrowers	21,575	22,347
Open Hours	2,588	3,112
Visitors	245,755	231,161
Volunteer Service Hours	1,054	1,594
Wireless Sessions	71,034	87,822

Department Highlights

Below is list of highlights from the FY18 Action Plan goals and achievements. The library's full 2016-2021 Strategic Plan is available on our website.

- Provided comprehensive/accessible Early Literacy classes for children 0-5 and their caregivers
- Fostered the Early Literacy skills (the ALA's "Every Child Ready to Read" initiative)
- Collaborated with Schools to support curriculum and provided extra-curricular activities for grades K-12 (e.g. RISE visits, Exam Cram, RMHS Book Club; BookMates, Teen Volunteer/Job Fair)
- Expanded programming/services for adult 55+ population (e.g. Homebound deliveries, Hospice/Senior Housing deliveries, Memory Café, and Dementia Friendly Reading with Elder/Human Services)
- Increased outreach with town department projects (e.g. New Resident Open House, Eats & Beats Food Truck Festival, The Pulse of Reading: Community Conversation)

Override Impacts

A portion of the funds allocated to the library from the 2018 override restored and expanded Sunday hours. The library is now open Sundays from October to May, 1pm – 5pm. The library also added 0.7 FTE (26 hours/week) of additional and substitute shifts for Monday through Saturday hours. In order to optimize the remaining override funds, the Board of Library Trustees requested a complete review of the library organizational structure and job descriptions, specifically focusing on the impact of the new building, automated systems and new library services. At the January 14, 2019 meeting, the Board of Trustees approved a revised organizational structure that uses the remaining override allocation and increases the overall FTE by an additional 1.1 (41.25 hours/week). Please see the following pages for details on the approved FY20 Organizational chart and divisional descriptions.

FY 20 Budget Summary

As shown below, the Board of Trustees recommends an increase of 4.0%, which is above the 3.25% guidance given to Town and School departments. The additional .75% supports the department's reorganization which is described hereafter, and is essential to preserve the high quality of service our community expects from the library. This budget is formulated in direct response to continued growth in programs, services, and use of both the physical and digital collections. For example, in FY18 the library offered 843 programs (42% increase) and recorded 25% higher program attendance than the previous year.

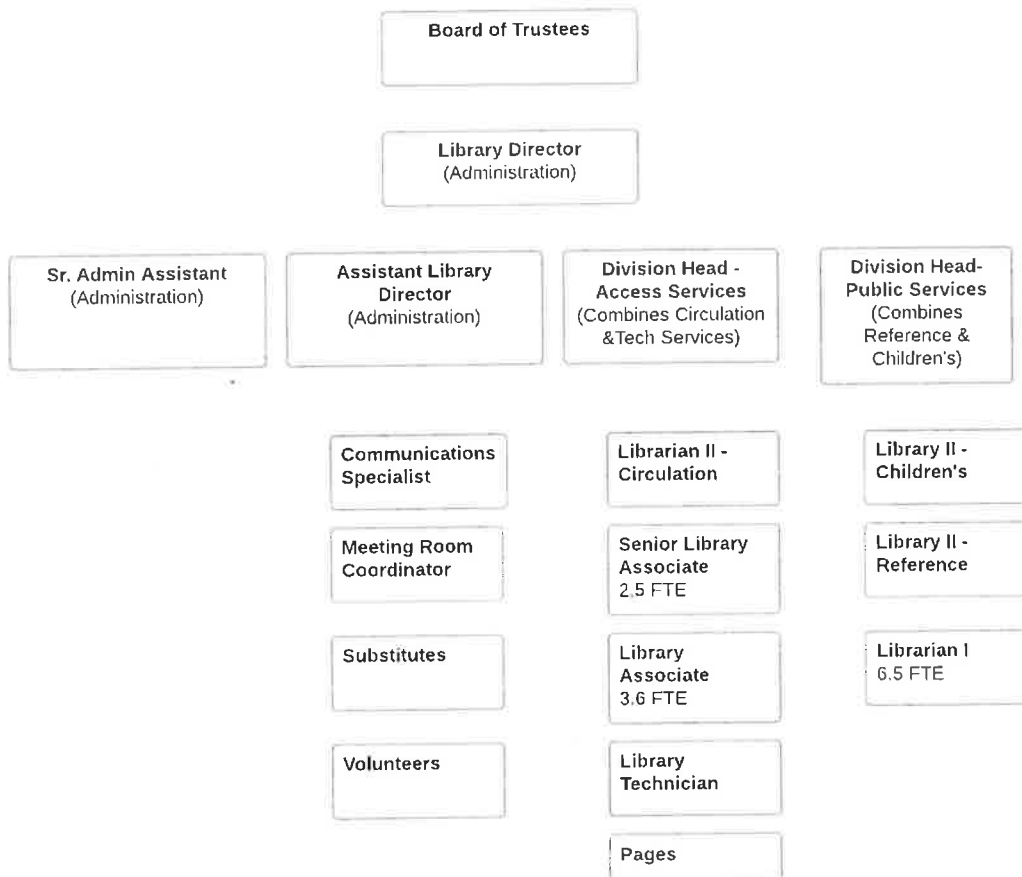
Divisions	FY17 Actual	FY18 Actual	FY19 BUDGET	FY20 BUDGET	FY19-20
			Town Meeting	Town Manager	% Change
Administration	\$ 519,443	\$ 560,516	\$ 601,661	\$ 671,134	11.5%
Public Services	\$ 581,553	\$ 590,338	\$ 663,690	\$ 649,122	-2.2%
Access Services	\$ 382,157	\$ 393,084	\$ 429,164	\$ 441,219	2.8%
LIBRARY TOTALS	\$ 1,483,153	\$ 1,543,938	\$ 1,694,515	\$ 1,761,475	4.0%

The FY20 wage budget reflects the recent library reorganization approved after an eight month review of the department. To balance the increase in wages, the Trustees recommend a 1.3% increase in expenses. The materials budget is 14% of the total municipal appropriation, meeting the Board of Trustees goal and the MBLC certification requirement. Additionally, a recent change in the MBLC guidelines permits municipalities to use up to 10% of the materials expenditures to purchase technology for direct patron use. As a result, we are able to reduce the Library Technology line by 37%. The remaining Library Technology line will continue to support back-end library systems and services, such as audio visual equipment, scanners and RFID technology.

Lines L1 – FY20 Library Wages and L2 – FY20 Library Expenses

	FY17 Actual	FY18 Actual	FY19 BUDGET	FY20 BUDGET	FY19-20	Full Time Equivalents	
			Town Meeting	Town Manager	% Change	FY19	FY20
Administration	\$ 209,368	\$ 224,316	\$ 235,910	\$ 300,234	27.3%		
Public Services	\$ 581,553	\$ 590,338	\$ 663,690	\$ 649,122	-2.2%		
Access Services	\$ 382,157	\$ 393,084	\$ 428,950	\$ 441,219	2.9%		
LIBRARY WAGES (L1)	\$ 1,173,078	\$ 1,207,738	\$ 1,328,550	\$ 1,390,575	4.7%	22.3	23.4
Administration	\$ 310,075	\$ 336,200	\$ 365,965	\$ 370,900	1.3%		
Public Services	\$ -	\$ -	\$ -	\$ -	0.0%		
Access Services	\$ -	\$ -	\$ -	\$ -	0.0%		
LIBRARY EXPENSES (L2)	\$ 310,075	\$ 336,200	\$ 365,965	\$ 370,900	1.3%		

Library Organizational Chart



New Organizational Structure

- Condenses five divisions down to three.
- Shifts the new Division Heads to a classification equivalent to Assistant Director. The four former Division Head positions were scheduled for reclassification up one grade below the Assistant Director position (G to H). The condensing of the organizational structure further increases management responsibilities so the reclassification for the two remaining Division Heads will be two grades from G to I.
- Creates "Librarian II" which is a non-exempt, non-supervisory position. This position provides opportunity for growth for our current professional librarians and will be very helpful with succession planning.
- Moves all meeting room management out of Circulation and under Administration.
- Increases one position from 14 to 20 hours and eligibility for paid time off benefits.
- Increases one position from 26 to 32.5 hours and eligibility for pension benefits.
- Reduces exempt positions from 6 to 4.

Administration Division

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

The only new position in this budget is that of a part time (15 hrs/week) communications specialist. There is also a transfer of a Senior Library Associate (25 hrs/week) from the former Circulation division to Administration in order to assist with meeting room management. Both positions report directly to the Assistant Director. The division budget includes an additional \$2,000 in overtime to assist with outreach programs, as well as sick leave/vacation coverage.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Library Director	\$ 92,788	\$ 99,252	\$ 102,575	\$ 105,926	3.3%
Library Assistant Director	\$ 25,157	\$ 70,091	\$ 72,635	\$ 74,984	3.2%
Communications Specialist	\$ -	\$ -	\$ -	\$ 26,964	100.0%
Senior Library Associate	\$ -	\$ -	\$ -	\$ 31,360	100.0%
Support Staff	\$ 43,055	\$ 45,960	\$ 50,700	\$ 49,000	-3.4%
Library Substitutes	\$ 36,480	\$ 9,014	\$ 10,000	\$ 10,000	0.0%
Library Overtime	\$ -	\$ -	\$ -	\$ 2,000	100.0%
Sick/Vacation Buyback	\$ 11,888	\$ -	\$ -	\$ -	0.0%
ADMINISTRATION WAGES	\$ 209,368	\$ 224,316	\$ 235,910	\$ 300,234	27.3%

All department expenses are in this division, and are shown below.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Library Materials	\$ 209,473	\$ 226,917	\$ 237,200	\$ 246,500	3.9%
Equipment Contract/Repair	\$ 5,625	\$ 1,494	\$ 20,750	\$ 21,000	1.2%
Software License & Support	\$ 55,007	\$ 56,984	\$ 62,250	\$ 63,500	2.0%
Technology Supplies	\$ 12,232	\$ 12,427	\$ 15,965	\$ 10,000	-37.4%
Library Supplies	\$ 15,020	\$ 17,744	\$ 12,000	\$ 12,000	0.0%
Professional Development	\$ 12,719	\$ 20,633	\$ 15,500	\$ 15,500	0.0%
Library Programs	\$ -	\$ -	\$ 2,300	\$ 2,400	4.3%
LIBRARY EXPENSES	\$ 310,075	\$ 336,200	\$ 365,965	\$ 370,900	1.3%

Access Services Division

Access Services combines the former Technical Services and Circulation Services divisions. The new division is responsible for management of library materials. "Materials" includes all forms of physical and digital items that are borrowed, streamed or downloaded. "Access" includes acquisition (budgeting, purchasing, licensing, remote access), processing, cataloging, patron account management, and all circulation control. One position in the division will increase from 14 to 20 hours per week.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Access Services Division Head	\$ 70,490	\$ 72,175	\$ 73,175	\$ 79,571	8.7%
Librarian II	\$ 63,854	\$ 65,401	\$ 67,600	\$ 61,968	-8.3%
Support Staff	\$ 240,438	\$ 255,034	\$ 274,675	\$ 285,740	4.0%
Sunday Hours	\$ 7,376	\$ 474	\$ 13,500	\$ 13,940	3.3%
ACCESS SERVICES WAGES	\$ 382,157	\$ 393,084	\$ 428,950	\$ 441,219	2.9%

Public Services Division

The Public Services Division combines the former Reference Services and Children's Services divisions. The new 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. One position in this division will increase from 26 to 32.5 hours per week.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Public Services Division Head	\$ -	\$ -	\$ -	\$ 79,571	100.0%
Librarian II	\$ 141,878	\$ 144,350	\$ 146,350	\$ 128,792	-12.0%
Librarian	\$ 382,289	\$ 404,982	\$ 445,290	\$ 396,259	-11.0%
Support Staff	\$ 38,531	\$ 40,499	\$ 41,050	\$ 12,500	-69.5%
Sunday Hours	\$ 18,856	\$ 508	\$ 31,000	\$ 32,000	3.2%
PUBLIC SERVICES WAGES	\$ 581,553	\$ 590,338	\$ 663,690	\$ 649,122	-2.2%

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 associated with the Town of Reading. The Facilities Department also provides the necessary services to facilitate building use for internal and external users.

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
- Key involvement in all building capital projects (elementary space, building security, RMHS Turf II)

Department Activities

- Wireless project schools
- Turf maintenance
- Permanent Building Committee assessments of buildings ongoing
- Sr. Center improvements
- Main Street Fire kitchen cabinets
- DPW flooring & overhead door timers/operators
- Ductless split at Wood End
- Gym floor refinishing - 5 schools
- Track maintenance RMHS stadium
- Eaton School exterior repairs
- Birch Meadow Kiln installation
- LCCA program ongoing
- Town Hall improvements
- Town-wide door work & painting

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.

	FY16	FY17	FY18	3yr
Town	444	419	488	18%
Schools	1,937	2,180	1,960	82%
Total	2,381	2,599	2,448	

FY19 Capital Projects

Completed: Coolidge hot water boiler; Parker flooring; RMHS carpet

In Progress: Sr. Center fire alarm; Building Security project (Owner's Project Manager hired, Designer selection to begin); DPW doors; RMHS Turf II design phase; Elementary School Space – enrollment study

Scheduled: RMHS Boiler (construction 5/19)

FY20 Budget Summary
Line M91 Core Facilities
Line M92 Town Buildings

The department has three distinct areas: the Core budget includes all systems, equipment, and large scale operational needs common to all Town and School buildings; the Town Buildings and School Buildings contain items unique to those facilities. Town Meeting voted 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 FY20, Core Facilities budgets are requested +3.9% reflecting costs of operation – especially energy and utilities. Town Buildings are requested +6.5% reflecting increased costs of outsourcing the cleaning of certain town buildings. The same cleaning increase is a part of the School Building budget also.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Core Facilities (M91)	\$ 2,517,990	\$ 2,977,091	\$ 2,999,275	\$ 3,117,445	3.9%
Town Buildings (M92)	\$ 295,949	\$ 294,000	\$ 314,400	\$ 334,800	6.5%
School Buildings	<i>see School Budget</i>				
FACILITIES DEPT. TOTALS	\$ 2,813,939	\$ 3,271,091	\$ 3,313,675	\$ 3,452,245	4.2%

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change	Full Time Equivalents	
						FY19	FY20
Core Facilities	\$ 507,826	\$ 552,196	\$ 577,000	\$ 598,650	3.8%	7.0	7.0
Town Buildings	\$ 217,507	\$ 214,231	\$ 224,000	\$ 234,375	4.6%	4.0	4.0
School Buildings	<i>see School Budget</i>					20.0	20.0
FACILITIES DEPT. WAGES TOTAL	\$ 725,333	\$ 766,426	\$ 801,000	\$ 833,025	4.0%	31.0	31.0

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Core Facilities	\$ 2,010,163	\$ 2,424,895	\$ 2,422,275	\$ 2,518,795	4.0%
Town Buildings	\$ 78,442	\$ 79,769	\$ 90,400	\$ 100,425	11.1%
School Buildings	<i>see School Budget</i>				
FACILITIES DEPT. EXPENSES TOTALS	\$ 2,088,605	\$ 2,504,664	\$ 2,512,675	\$ 2,619,220	4.2%

FY20 Facilities Budget: Core Wages

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Facilities Director	\$ 125,606	\$ 128,577	\$ 132,900	\$ 137,175	3.2%
Facilities Assistant Director	\$ 90,805	\$ 94,713	\$ 97,900	\$ 101,050	3.2%
Facilities Support Staff	\$ 56,805	\$ 51,112	\$ 53,700	\$ 55,425	3.2%
Maintenance Staff	\$ 213,516	\$ 255,155	\$ 272,500	\$ 280,000	2.8%
Overtime	\$ 15,524	\$ 22,638	\$ 20,000	\$ 25,000	25.0%
Longevity	\$ 615	\$ -	\$ -	\$ -	0.0%
Buyback	\$ 4,956	\$ -	\$ -	\$ -	0.0%
CORE FACILITIES WAGES	\$ 507,826	\$ 552,196	\$ 577,000	\$ 598,650	3.8%

An increase in the Overtime budget will assist ongoing maintenance and in-house capital work.

FY20 Facilities Budget: Core Expenses

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Core Misc. Expenses	\$ 37,405	\$ 112,678	\$ 43,700	\$ 57,000	30.4%
Core Energy Expenses	\$ 1,329,948	\$ 1,479,391	\$ 1,671,575	\$ 1,739,795	4.1%
Core Maint. & Repairs	\$ 331,171	\$ 474,680	\$ 358,000	\$ 373,000	4.2%
Core HVAC Expenses	\$ 142,094	\$ 217,689	\$ 152,000	\$ 152,000	0.0%
Core Plumbing Expenses	\$ 46,696	\$ 29,190	\$ 28,000	\$ 28,000	0.0%
Core Electrical Expenses	\$ 45,992	\$ 22,081	\$ 43,000	\$ 43,000	0.0%
Core Elevator Expenses	\$ 26,887	\$ 21,738	\$ 49,500	\$ 49,500	0.0%
Core Alarm Expenses	\$ 32,003	\$ 30,258	\$ 32,000	\$ 32,000	0.0%
Core Fire Equip. Expenses	\$ 8,710	\$ 27,832	\$ 35,000	\$ 35,000	0.0%
Core Pest Mgmt. Expenses	\$ 9,257	\$ 9,358	\$ 9,500	\$ 9,500	0.0%
CORE FACILITIES EXPENSES	\$ 2,010,163	\$ 2,424,895	\$ 2,422,275	\$ 2,518,795	4.0%

Increases in ice melt, architect fees, and maintenance/repair services add \$15,000 to the Miscellaneous expenses shown above. The energy budgets are detailed below. Maintenance and Repairs contains an additional \$15,000 allocated towards annual RMHS Turf fields, while all other expenses are level funded.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
School Bldg. Electricity	\$ 531,491	\$ 567,614	\$ 654,750	\$ 681,150	4.0%
Town Bldg. Electricity	\$ 180,318	\$ 208,334	\$ 212,500	\$ 221,045	4.0%
Conservation-Electric	\$ 7,473	\$ 7,903	\$ 12,000	\$ 12,000	0.0%
ELECTRICITY EXPENSES	\$ 719,282	\$ 783,851	\$ 879,250	\$ 914,195	4.0%
School Bldg. Natural Gas	\$ 350,995	\$ 408,490	\$ 492,000	\$ 511,725	4.0%
Town Bldg. Natural Gas	\$ 96,627	\$ 132,065	\$ 160,725	\$ 167,200	4.0%
NATURAL GAS EXPENSES	\$ 447,621	\$ 540,555	\$ 652,725	\$ 678,925	4.0%
School Bldg. Water/Sewer/Stwtr.	\$ 142,858	\$ 134,947	\$ 115,675	\$ 121,500	5.0%
Town Bldg. Water/Sewer/Stwtr.	\$ 20,187	\$ 20,037	\$ 23,925	\$ 25,175	5.2%
W/S/SW EXPENSES	\$ 163,045	\$ 154,984	\$ 139,600	\$ 146,675	5.1%
ENERGY EXPENSES TOTALS	\$ 1,329,948	\$ 1,479,391	\$ 1,671,575	\$ 1,739,795	4.1%

FY20 Facilities Budget: Town Buildings Wages

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Custodians	\$ 194,627	\$ 188,670	\$ 201,000	\$ 211,375	5.2%
Overtime	\$ 20,933	\$ 25,561	\$ 23,000	\$ 23,000	0.0%
Longevity	\$ 1,948	\$ -	\$ -	\$ -	0.0%
TOWN BLDG. WAGES	\$ 217,507	\$ 214,231	\$ 224,000	\$ 234,375	4.6%

A new collective bargaining agreement reduces time off to match other town departments and results in the first year adjustment shown above.

FY20 Facilities Budget: Town Buildings Expenses

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 % Change
Outsourced Cleaning Services	\$ 64,326	\$ 73,350	\$ 75,500	\$ 86,825	15.0%
Building Supplies	\$ 14,116	\$ 6,419	\$ 14,900	\$ 13,600	-8.7%
Other	\$ -	\$ -	\$ -	\$ -	0.0%
TOWN BLDG. EXPENSES	\$ 78,442	\$ 79,769	\$ 90,400	\$ 100,425	11.1%

As mentioned, the FY20 budget contains an increase in the cost of cleaning services (Town Hall, Senior Center, Library and Police station). Cost of uniforms is reduced in the building supply line item, as those costs were absorbed by employees in collective bargaining.

READING PUBLIC SCHOOLS

Fiscal Year 2020

School Committee's Recommended Budget

July 1, 2019 – June 30, 2020

School Committee Members

Elaine Webb, Chairperson

Dr. Linda Snow Dockser, Vice Chairperson

Nick Boivin

Jeanne Borawski

Charles Robinson

Dr. John F. Doherty

Superintendent of Schools

Reading Public Schools

82 Oakland Road

Reading, Massachusetts

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

January 7, 2019

District Administrators

Gail Dowd, Chief Financial Officer
Christine Kelley, Assistant Superintendent for Learning & Teaching
Sharon Stewart, Interim Director of Student Services
Kelley Bostwick, RISE Preschool Director
Jennifer Bove, Human Resources Administrator
Julian Carr, Network Manager
Jason Cross, METCO Director
Lynn Dunn, Director of Nursing
Joseph Huggins, Director of Facilities
Kristin Morello, Director of School Nutrition

School Administrators

Reading Memorial High School

Kathleen Boynton, Principal
Michael McSweeney, Assistant Principal
Jessica Theriault, Assistant Principal
Thomas Zaya, Assistant Principal, Athletics & Extracurricular 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, Principal

Introductory Section

School Committee's Message FY20 Budget

The Reading School Committee respectfully presents the FY20 School Budget, totaling \$46,467,348, a 3.6% increase over the FY19 School Budget. This unanimously approved budget is aligned with Reading Finance Committee guidance.

The School Committee would like to express enormous gratitude to the voters of Reading, who supported a Proposition 2 1/2 override in April 2018. This additional revenue has had an impact across our district. We have K-6 Curriculum Coordinators for STEM and ELA driving instructional excellence in our elementary schools. At our middle schools, we have maintained the foreign language program. We have added back teaching positions at Reading Memorial High School, decreasing class sizes and increasing elective options for our students. We have added important oversight for our Special Education programs and we have enhanced and updated curriculum, staff development and technology. In short, our students today are enjoying the same high-quality education Reading students have traditionally enjoyed and Reading residents have come to expect.

Over the past year, the Reading School Committee has successfully completed contract negotiations with all of our collective bargaining units. This will provide budget certainty for the next three years.

Due to the support of the Reading Finance Committee, Town Meeting, and the voters, and through the hard work of our staff, we are at the end of a three-year cycle of updating our science curriculum across the district to align with Massachusetts Department of Elementary and Secondary Education frameworks. In the FY20 budget, you will find a significant investment in social studies curriculum, to align with the new Massachusetts Curriculum Frameworks for Social Studies, which include a strong emphasis on civics education. We are excited to find new and creative ways to inspire our students to become active participants in our democracy.

While there is much to celebrate, there is an area of the budget that we would like to highlight as a concern. Over the past several years, we have seen significant increases in the Special Education cost center of the budget. Our students with special needs are presenting with more complex and serious issues that impact their ability to access the curriculum. As Special Education programs and services are federally mandated, these costs are completely beyond our control. They are growing at a rate that far outpaces our revenue. Reading is in no way unique in this regard - escalating special education costs are creating budget problems across the Commonwealth. We will be looking to work with our town and state representatives in working towards a sustainable solution for these costs.

Elementary space continues to become an area of increasing challenge and is a constraint that requires capital and longer time frames to address. The need for classroom space is in part driven by increases in special education needs beginning in Pre-K through grade 12 and increases in full-day kindergarten enrollment. The critical Elementary Space and Enrollment Study funded out of capital is beginning and is the initial step toward a long-term comprehensive solution.

We are grateful to the voters of Reading for the generosity, and we take seriously the trust they have put in us with the additional revenue the successful override provides. 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 are grateful for our central office staff, the administrative team, and all our educators who work every day to help our students grow, learn, thrive, and succeed. The budget process is exhaustive, iterative, and data rich setting a standard of excellence among our peer districts. We want to recognize Superintendent John Doherty, Chief Financial Officer Gail Dowd, their administrative teams and all the Principals for their commitment and outstanding work. Finally, we are grateful for our students and their parents, who make the Reading Public Schools the most wonderful places to grow and learn.

Elaine Webb
Chair, Reading School Committee

Superintendent’s Message and Budget Summary Overview

I respectfully present to the School Committee and the Greater Reading Community the FY’20 Superintendent’s Recommended Budget of \$46,467,348 representing an increase of \$1,607,073 or 3.6% over the FY’19 budget. The increases are broken down by non-accommodated costs (all costs except special education out of district transportation and tuition and one community priority) which increased by 3.25% over the FY’19 Budget and accommodated costs (special education out of district transportation and tuition and one community priority) which increased by 6.55% over the FY’19 Budget.

This recommended budget aligns with the budget guidance that we received from the Reading Finance Committee on October 10, 2018 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.

Since the last Superintendent’s budget message one year ago, there have been significant fiscal changes in our district, most of it has been positive. For the first time in my ten years developing and recommending budgets, I do not have to focus my introductory budget message on the funding challenges facing our school district. This is because our most positive change, which has impacted the entire community, was the community support last April of a proposition 2 ½ override ballot question which restored and retained teaching positions, added curriculum materials, replaced outdated and aged technology, increased professional development and training, and provided additional curriculum and special education supports for teachers. Because of this additional financial support, foreign language and additional language arts classes have continued at our middle schools, class sizes have been reduced at our elementary schools, and our high school is now able to offer more course sections, additional electives and Advanced Placement Courses for all students. We are grateful of the work that was done by our community, town, and school leaders who worked together to accomplish this significant achievement. I want to recognize the work of “Yes for Reading” under the leadership of Erin Gaffen and Michelle Sanphy for building the infrastructure and grass roots support necessary for this monumental task. In addition, I want to thank Town Manager Bob LeLacheur and Town Accountant Sharon Angstrom for their leadership and the Select Board and School Committee for their commitment and support toward the override. I also want to thank Chief Financial Officer Gail Dowd for the countless hours that she put in developing two budgets for last year’s cycle and her commitment to the detail necessary to explain the budget story to the community. This was truly a team effort and the outcome would not have been possible without everyone working together.

Figure 1 provides an update on the override funding and Figure 2 reconciles the original FY’19 budget as approved by the School Committee to the final budget approved by Town Meeting.

Figure 1: Override Funding Update

School Department Override Items	Status
16.0 FTE Teaching Positions	<ul style="list-style-type: none"> • 7.0 FTE Middle School positions retained • 5.0 FTE High School Positions – 0.8 FTE RMHS remains open. We are currently reviewing the needs of the high school and appropriately identifying where the remaining 0.8 FTE should be assigned. • 3.0 FTE Elementary positions retained

4.0 FTE Other Staff Additions	<ul style="list-style-type: none"> 1.0 FTE Tutor hours retained 2.0 FTE Curriculum Coordinators –override positions filled utilizing a combination of funding for position and salary adjustment allocation 1.0 FTE Computer Technician – position filled within override approved funding 1.0 FTE combined Special Education Team Chair/Assistant Director – position filled within approved override funding
Salary Adjustments to Attract and Retain Staff	<ul style="list-style-type: none"> All contracts have been ratified – override funding allowed for higher Cost of Living Adjustments (COLA's) for teachers and secretaries, additional stipends and tuition reimbursement for teachers and allowed for hiring of non-represented employees at competitive market rates.
Curriculum updates and renewals	<ul style="list-style-type: none"> Spending focused on RMHS science as well as science materials at the elementary schools.
Teacher training	<ul style="list-style-type: none"> Several professional development programs have been completed with additional scheduled throughout the year. (AMC Math, Health PD, Literacy, Differentiated Instruction).
Classroom computer replacement	<ul style="list-style-type: none"> Purchase of computer carts for RMHS Science Department completed, working with technology department to obtain pricing and prioritize needs for remainder of spending.
Restore Athletics Schedule and Elementary Chorus	<ul style="list-style-type: none"> Maintained athletics schedule. Elementary chorus positions are stipend positions within RTA contract – to date we not received any applications and as such the positions have not been filled.

Figure 2: Override Allocation By Cost Center in FY'19 Budget

	FY'19 School Committee Approved Budget	Adjustments and Reconciling Items										Final FY'19 School Budget	Total Change by Cost Center	
		Salary Adjust.	Restore Teaching Positions	Curric. updates and renewals	Teacher Training / PD	Curric. Coord.	Computer Technician	Comp. Repl.	Special Ed Team Chair	Assist SPED Director	Restore Athletics Schedule and Chorus			
Administration	1,043,991	17,393	-	-	-	-	-	-	-	-	-	-	1,061,384	17,393
Regular Day	24,832,291	234,954	1,111,000	150,000	75,000	190,000	-	50,000	-	-	-	4,480	26,647,725	1,815,434
Special Education	13,693,652	86,167	-	-	-	-	-	-	49,250	70,000	-	-	13,899,069	205,417
School Facilities	1,316,122	9,098	-	-	-	-	-	-	-	-	-	-	1,325,220	9,098
District Wide Progra	1,836,969	12,388	-	-	-	-	57,000	-	-	-	20,520	-	1,926,877	89,908
	42,723,025	360,000	1,111,000	150,000	75,000	190,000	57,000	50,000	49,250	70,000	25,000		44,860,275	2,137,250

The Superintendent's Recommended FY'20 budget, includes funding to primarily address the following financial drivers:

- Funding of all contractual step and COLA increases for represented (based upon successful negotiation of all contracts for 3-year period) and non-represented employees.
- Increase in known out of district special education tuition and transportation expenses due to increased rates, and types of placements.
- Curriculum Updates in Social Studies to align with new Massachusetts Curriculum Frameworks.
- Increase in athletic, regular day mandatory, and homeless transportation per transportation contract and an increased number of homeless students.

- Anticipated increase in contractual cleaning services for RMHS (contract is in final year of 3-year agreement).
- Renewal of software programs and maintenance programs based on three-year renewal cycle and completion of capital projects.
- The net addition of 2.95 FTE Special Education Paraeducators, 3.5 FTE Special Education Teachers, 1.2 FTE Regular Education Teachers, and 0.6 FTE Districtwide Coach due to current and anticipated indistrict special education needs, programmatic needs and elementary enrollment needs. The breakdown is as follows:
 - 0.61 FTE Special Education Program Paraeducator at Birch Meadow (Hired in FY'19)
 - 0.76 FTE Special Education Program Paraeducator at RISE (Hired in FY'19)
 - 1.50 FTE Special Education Program Teacher at Coolidge (Hired in FY'19)
 - 0.70 FTE Special Education Teacher at Wood End (Hired in FY'19)
 - 0.30 FTE Special Education Teacher at Killam (Hired in FY'19)
 - 0.43 FTE Special Education Paraeducator (Anticipated for FY'20)
 - 0.30 FTE Special Education Paraeducator (Anticipated for FY'20)
 - 0.85 FTE Special Education Program Paraeducator (Anticipated for FY'20)
 - 1.0 FTE Special Education Program Teacher (Anticipated for FY'20)
 - 1.2 FTE Kindergarten and Grade 1 teachers at Killam and Wood End (Anticipated-for FY'20)
 - 0.60 FTE Behavioral Health Coach (Funded as a Community Priority for FY'20). Position is currently funded in the School Climate Transformation grant which is ending this year.

In addition, we are closely monitoring our revolving accounts and are recommending the following adjustments to those accounts (see Figure 3) in the FY'20 budget totaling a net overall increase of \$62,000. Refer to Figure 34 and 35 for a more detailed description of these accounts.

Figure 3: Revolving Account Offset Changes to Budget

Revolving Account	Change to Offset
Full Day Kindergarten	\$151,000
Athletics	\$20,000
Extended Day	\$15,000
RISE Pre-School	(\$50,000)
Use of School Property	(\$10,000)
Special Education Tuition	(\$68,000)
Extra-Curricular	(\$20,000)
Drama Activities Coolidge	\$12,000
Drama Activities Parker	<u>\$12,000</u>
Total Increase in Offsets	\$62,000

Not included in this budget are funds for potential settlements, unknown student placements and unanticipated enrollment increases 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 are closely tracking additional potential cost increases throughout the remainder of the current fiscal year including legal, consultation and program costs that we anticipate may occur later in the year as decisions are made regarding individual students. These potential additional costs are not

currently included in the Superintendent's Recommended FY'20 budget as the timing and amounts are not known with certainty. As a result, we have made a conscious decision to budget less for out of district special education tuition and transportation than we normally would. We are having discussions with the Town Manager and the leadership of the Finance Committee of these potential increases. It is most likely we will need to ask for additional funding from April or November Town Meeting for FY'19 and/or FY'20 in this area.

In addition to the above financial drivers, the FY'20 budget strives to help address our District Improvement Plan and other areas. During FY'20 (2019-20 school year), we will begin a new District Improvement Plan which will most likely focus on some or all the following areas:

- Focus on equity and access for all students
- School Safety (Physical and Psychological)
- Closing the achievement gap
- Social Emotional Learning
- Addressing the capital needs (school security, educational, programmatic and athletic space) of our schools

This budget also prioritizes maintaining adequate class sizes of 18 to 22 students in kindergarten through Grade 2, maintaining the middle school interdisciplinary model, and addressing the results of the RMHS NEASC Self-study.

In Closing

In conclusion, we are grateful for the financial and community support that we have received and as a result, our district will be able to provide the necessary resources to stay focused on the academic, social, emotional, and behavioral well-being of our students. The Superintendent's Recommended FY'20 budget reflects those priorities. 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 addressing the needs of our students with disabilities, educational space needs and improving the social and emotional well-being of our students. 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 arrive to school 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 FY'20 Superintendent's Recommended Budget using the financial guidance given by the Finance Committee in October. In addition, budget liaisons each representing different schools in the district and the community, will be meeting to discuss the process and inform their school communities on the budget process. 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 and take a final vote on January 28, 2019.

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 process begins at the start of the school year and is completed by the end of October.

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. In FY'20, accommodated costs also include funding for community priorities for two positions for the Reading Coalition Against Substance Abuse (RCASA) which will be in the police department budget and a district wide behavioral health coach funded in the school department budget. All three of these positions were funded under federal grants which are expiring on September 30, 2019. The accommodated cost expenses are subtracted from available revenues and the remaining revenues are allocated to municipal and school budgets based on a historical ratio of sixty-four percent of the net revenue allocated to the school department budget and thirty-six 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, instructions, and forms 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 is submitted to the School Committee for consideration. The FY'20 Superintendent's Recommended Budget will be presented on the following dates:

- Monday, January 7 (Overview, Administration, District Wide, Facilities Cost Centers, FY'20 Capital)
- Thursday, January 17 (Regular Day, Special Education)
- Thursday, January 24 (Public Hearing)
- Monday, January 28 (School Committee Vote)

During the month of January, the Superintendent, Chief Financial Officer, Assistant Superintendent, Interim 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 28th, the School Committee is scheduled to vote and adopt a budget to present to the Town Manager. Once adopted by the School Committee, the School Committee's 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. The School Committee, Superintendent, and Chief Financial Officer is scheduled to present their budget request to the Finance Committee on February 27, 2019. The Finance Committee takes a vote on each departmental budget, which is scheduled for March 13, 2019. 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 22, 25, and 29, 2019. Once approved, the School Department's FY'20 General Fund Appropriation is set and is implemented for the fiscal year beginning on July 1, 2019.

Overview of FY2020 School Committee's Recommended Budget By Cost Center

FY'20 Expenses by Cost Center

The FY'20 School Committee's 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, Extracurricular 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 Committee to transfer funds between Cost Centers.

As shown in Figure 4 below, the FY'20 School Committee's Recommended Budget reflects an increase of 3.6%. The largest dollar increase to the budget is in the Special Education Cost Center (\$1,028,568). This increase accounts for 64% of the total increase of \$1,607,073. 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 4: Expenditures by Cost Center

	Actual Expended FY'16	Actual Expended FY'17	Actual Expended FY'18	Adopted Budget FY'19 *	Requested Budget FY'20	% Change
Administration	\$924,880	\$908,483	\$904,568	\$1,061,384	\$1,093,892	3.1%
Regular Day	\$23,793,917	\$23,908,691	\$23,869,481	\$26,647,714	\$ 27,015,632	1.4%
Special Education	\$10,969,125	\$11,723,881	\$12,579,261	\$13,899,069	\$14,927,638	7.4%
School Facilities	\$1,249,320	\$1,238,283	\$1,151,810	\$1,325,220	\$1,388,844	4.8%
Districtwide Programs	\$1,554,240	\$1,786,694	\$1,711,531	\$1,926,888	\$ 2,041,343	5.9%
Grand Total	\$ 38,491,482	\$39,566,032	\$40,216,651	\$44,860,275	\$46,467,348	3.6%
<i>* Final Approved Budget Reflecting Approved Override Funding</i>						

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

FY'20 School Committee's Recommended Budget: \$1,093,892

FY'19 Adopted Budget: \$1,061,384

\$ Increase: \$32,508 (3.1%)

The budget assumes a cost of living adjustment for the central office administrative staff, the Director of Human Resources, the Chief Financial Officer, Assistant Superintendent of Learning and Teaching, and the Superintendent of Schools. There is also an amount allocated for salary market adjustments for non-represented employees to retain and attract 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. In addition, there is a decrease (\$5,000) in labor counsel services due to the successful negotiation of three-year labor contracts for all collective bargaining units in FY'19. In addition, there is an increase of \$5,000 in the extended day revolving account offset due to increased administrative costs to support that program.

Regular Day Cost Center

FY'20 School Committee's Recommended Budget: \$27,015,632

FY'19 Adopted Budget: \$26,647,714

\$ Increase: \$367,918 (1.4%)

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. There are also cost of living adjustments for non-represented personnel including building level administrators. There is also an amount allocated for salary market adjustments for non-represented employees to retain and attract 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. There is a net 1.2

FTE increase for Kindergarten and Grade 1 Teachers to address enrollment increases at Killam and Wood End.

Expense increases include a contractual increase in regular day mandatory bus transportation and an increase in the number of students identified as homeless which we are required to pay for transportation. In addition, there is an increase in the full day kindergarten tuition revolving account offset of \$151,000 due to a steady increase in full day kindergarten tuition paying students. There is also an increase in the revolving account offset of \$24,000 from the Coolidge and Parker Drama Activities Revolving Accounts to fund stipends for the middle school drama productions.

Special Education Cost Center

FY'20 School Committee's Recommended Budget: \$14,927,638

FY'19 Adopted Budget: \$13,899,069

\$ Increase: \$1,028,569 (7.4%)

The increase in this cost center is due to cost of living adjustments, salary steps, and column increases for special education teachers and therapists, and special education paraeducators according to collective bargaining agreements. There are also additional staff budgeted in FY'20 to address the increased needs of students in the RISE Preschool and in our indistrict special education programs. In FY'19, 1.37 FTE Paraeducators and 2.5 FTE Teachers were hired that were not originally budgeted for in the FY'19 budget. In addition, we are budgeting an additional 1.58 FTE Special Education Paraeducators and a 1.0 FTE Special Education Teacher for projected needs in our special education programs in FY'20. In addition, there is an increase of a 0.6 FTE Behavioral Health Coach (funded as a Community Priority Accommodated Cost for FY'20), a position which was originally in the School Climate Transformation grant which is ending September 30, 2019. There are also cost of living adjustments for special education administrators and other non-represented special education employees. There is also an amount allocated for salary market adjustments for non-represented employees to retain and attract 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. Expense increases include known increases in special education out of district tuition and transportation. In addition, there is a decrease in the special education tuition revolving account offset of \$68,000 due to less students being tuitioned in next year into our indistrict programs from other school districts. There is also a \$50,000 decrease in the RISE tuition revolving account offset to appropriately balance the amount of the offset with the tuition revenue that is being collected.

Not included in this budget are funds for potential settlements, unknown student placements and unanticipated enrollment increases 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 are closely tracking additional potential cost increases throughout the remainder of the current fiscal year including legal, consultation and program costs that we anticipate may occur later in the year as decisions are made regarding individual students. These potential additional costs are not currently included in the School Committee's Recommended FY'20 budget as the timing and amounts are not known with certainty. As a result, we have made a conscious decision to budget less for out of district special education tuition and transportation than we normally would. We are having discussions with the Town Manager and the leadership of the Finance Committee of these potential increases. It is

most likely we will need to ask for additional funding from April or November Town Meeting for FY'19 and/or FY'20 in this area.

School Facilities Cost Center

FY'20 School Committee's Recommended Budget: \$1,388,844

FY'19 Adopted Budget: \$1,325,220

\$ Increase: \$63,624 (4.8%)

Built into this cost center are cost of living adjustments and salary steps for school custodians according to collective bargaining agreements. In addition, there are also cost of living adjustments for non-represented employees. Expense increases include an anticipated increase in the contractual cleaning service at RMHS and Coolidge. This year is the final year of a three-year contract and we will be going out to bid for a new contract later this school year. In addition, there is an increase in the extended day revolving account offset of \$10,000 due to increased custodial and administrative costs to support that program. There is also a \$10,000 decrease in the offset from the Use of School Property Revolving Account for any impact related to the late start approved for Reading Memorial High School.

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

FY'20 School Committee's Recommended Budget: \$2,041,343

FY'19 Adopted Budget: \$1,926,888

\$ Increase: \$114,455 (5.9%)

The increase in this cost center is a result of cost of living adjustments, salary steps, and column increases for nurses, athletic coaches, advisory stipends and the athletic secretary according to collective bargaining agreements. 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. There is also an amount allocated for salary market adjustments for non-represented employees to retain and attract 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. There are also increases in expenses for athletic and extra-curricular transportation based on contractual rates, as well as increases in district wide technology due to renewal of software programs and maintenance programs based on renewal cycles and completion of capital projects. There is also a one-time increase of \$20,000 in the athletic user fee revolving account offset to support any transportation or lighting costs associated with Turf 2 potentially being offline during the Fall, 2019 season. In addition, there is a decrease of \$20,000 in the High School Extracurricular Revolving Account Offset due to less revenue generated by drama production ticket sales and user fees.

Contact Information

Copies of the budget document are available at the Office of the Superintendent, the Reading Town Library, the main office of each school, and on the Reading Public School’s website at www.reading.k12.ma.us. For additional information or clarification, please feel free to contact the Central Office Administration for assistance.

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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 MA DESE Program Categories and include Administration, Regular Day, Special Education, Other District Programs (which includes Health Services, Athletics, Extracurricular Activities, and District-wide Technology), and School Facilities. As Figure 5 below shows, the overall increase to the FY'20 School Committee's Recommended Budget is 3.6% or an increase of \$1,607,073.

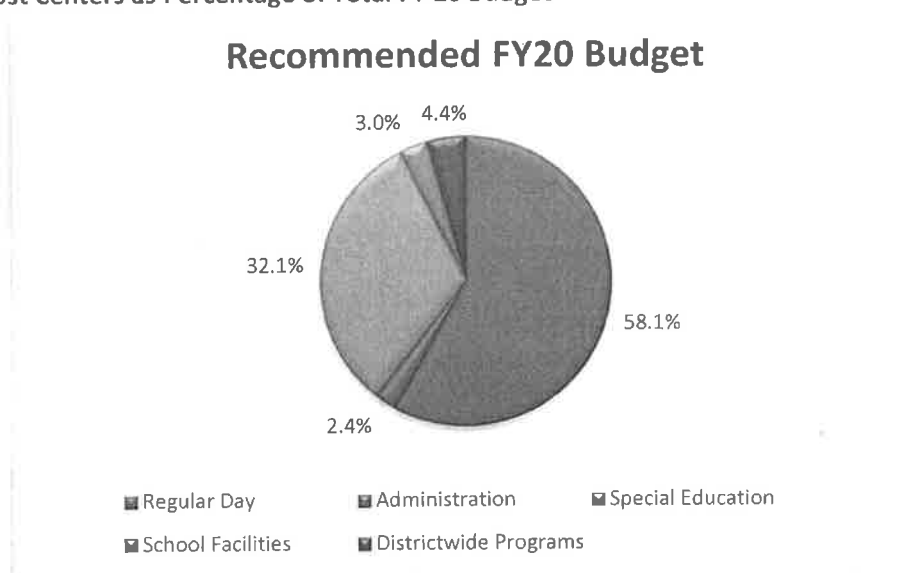
The largest dollar increase is in the area of Special Education (\$1,028,569). This cost center accounted for 64% of the overall increase. There were also increases in Administration (\$32,508 or 2% of the overall increase), Regular Day (\$367,918 or 23% of the overall increase), School Facilities (\$63,624 or 4% of the overall increase), and District Wide Services (\$114,455 or 7% of the overall increase).

Figure 5: General Fund Expenditures by Cost Center

	Actual Expended FY'16	Actual Expended FY'17	Actual Expended FY'18	Adopted Budget FY'19 *	Requested Budget FY'20	% Change
Administration	\$924,880	\$908,483	\$904,568	\$1,061,384	\$1,093,892	3.1%
Regular Day	\$23,793,917	\$23,908,691	\$23,869,481	\$26,647,714	\$27,015,632	1.4%
Special Education	\$10,969,125	\$11,723,881	\$12,579,261	\$13,899,069	\$14,927,638	7.4%
School Facilities	\$1,249,320	\$1,238,283	\$1,151,810	\$1,325,220	\$1,388,844	4.8%
Districtwide Programs	\$1,554,240	\$1,786,694	\$1,711,531	\$1,926,888	\$2,041,343	5.9%
Grand Total	\$38,491,482	\$39,566,032	\$40,216,651	\$44,860,275	\$46,467,348	3.6%
<i>* Final Approved Budget Reflecting Approved Override Funding</i>						

As Figure 6 below shows, the largest cost center for the district budget is regular day at 58.1% of total expenditures. The next largest is special education which comprises 32.1% of total expenditures. School facilities make up 3.0% of the budget. The smallest cost center is district administration which makes up 2.4% of the total FY'20 School Committee's Recommended Budget. Districtwide programs make up 4.4% of the FY'20 School Committee's Recommended Budget.

Figure 6: Cost Centers as Percentage of Total FY'20 Budget



As Figure 7 below indicates, there have been modest shifts between costs centers from year to year. The three smallest cost centers, Administration, District Wide Programs and School Facilities have stayed fairly constant, while the Special Education cost center has increased and the Regular Day cost center has decreased. Because most of the teaching staff and expenses is in Regular Day, when we have an increase in special education, the regular day budget is usually impacted the most.

Figure 7: Cost Center Budget Proportions Year over Year

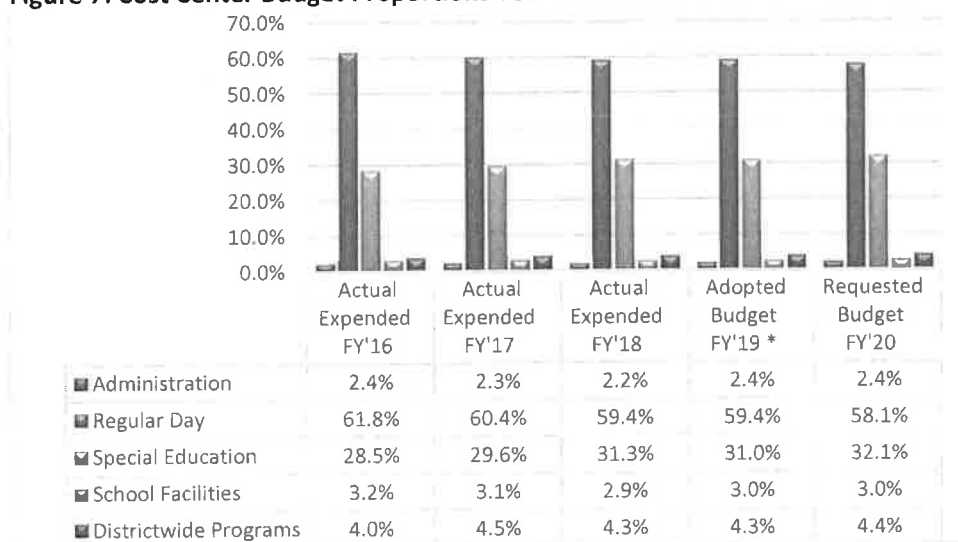


Figure 8 shows the increase in each cost center budget year over year for FY'14 through the FY'20 School Committee's Recommended Budget. The average annual increase to the school department budget between FY'14 and the FY'20 School Committee's Recommended Budget is 4.0% with the FY'19 Override Budget being the highest increase at 8.4%.

Figure 8: Change in Cost Center Budgets Year over Year

	FY'14	FY'15	FY'16	FY'17	FY'18	FY'19*	FY'20	Annual Average
Administration	1.9%	1.6%	-1.3%	4.1%	-3.8%	14.5%	3.1%	2.9%
Regular Day	2.7%	3.6%	3.4%	1.9%	2.8%	6.8%	1.4%	3.2%
Special Education	10.2%	6.5%	2.3%	7.7%	3.0%	10.8%	7.4%	6.8%
School Facilities	5.5%	9.7%	1.7%	-1.9%	-50.0%	8.2%	4.8%	-3.1%
Districtwide Programs	-0.2%	-0.6%	1.4%	1.6%	7.3%	10.4%	5.9%	3.7%
Grand Total	4.45%	4.18%	2.75%	3.50%	1.40%	8.40%	3.6%	4.0%
<i>*Figures for FY'19 have been updated to reflect final budget including override</i>								

Another view of the budget 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, 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 maintenance contracts. Figure 9 below shows the General Fund expenses and budget by category.

Figure 9: General Fund Expenses and Budget by Category

	Actual Expended FY'16	Actual Expended FY'17	Actual Expended FY'18	Adopted Budget FY'19*	Proposed Budget FY'20	% Change
Professional Salaries	\$27,371,493	\$28,279,205	\$28,383,639	\$31,423,056	\$32,394,324	3.1%
Clerical Salaries	835,466	815,055	824,608	881,490	894,684	1.5%
Other Salaries	3,913,969	4,148,201	4,088,253	4,643,141	4,861,891	4.7%
Contract Services	2,242,550	2,425,082	2,565,852	2,672,731	2,832,922	6.0%
Supplies & Materials	803,367	747,207	639,628	1,000,090	941,061	-5.9%
Other Expenses	3,324,637	3,151,282	3,714,671	4,239,767	4,542,465	7.1%
Grand Total	\$38,491,482	\$39,566,032	\$40,216,651	\$44,860,275	\$ 46,467,348	3.6%
<i>* Final FY'19 Approved Budget Reflecting Approved Override Funding</i>						

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 69.7% of our district budget while salaries as a whole 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. The School Committee has completed negotiations on three-year agreements for all five collective bargaining agreements during the current fiscal year. Next year will be the second year of each agreement. In addition, there is also an amount allocated for salary market adjustments for non-represented employees in order to retain and attract 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.

The increase in Contract Services stems predominantly from an increase in special education transportation, the cleaning services contract at the High School, and increases in athletic, regular day, and homeless transportation.

The increase in other salaries is due to contractual increases. The decrease in Supplies & Materials reflects a decrease in districtwide curriculum and technology from the FY'19 budget. The increase in other expenses is due to an increase in special education tuition and an increase in district wide technology due to a renewal of computer software services.

Figure 10 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 10: General Fund Expenses and Budget by Cost Center and Object

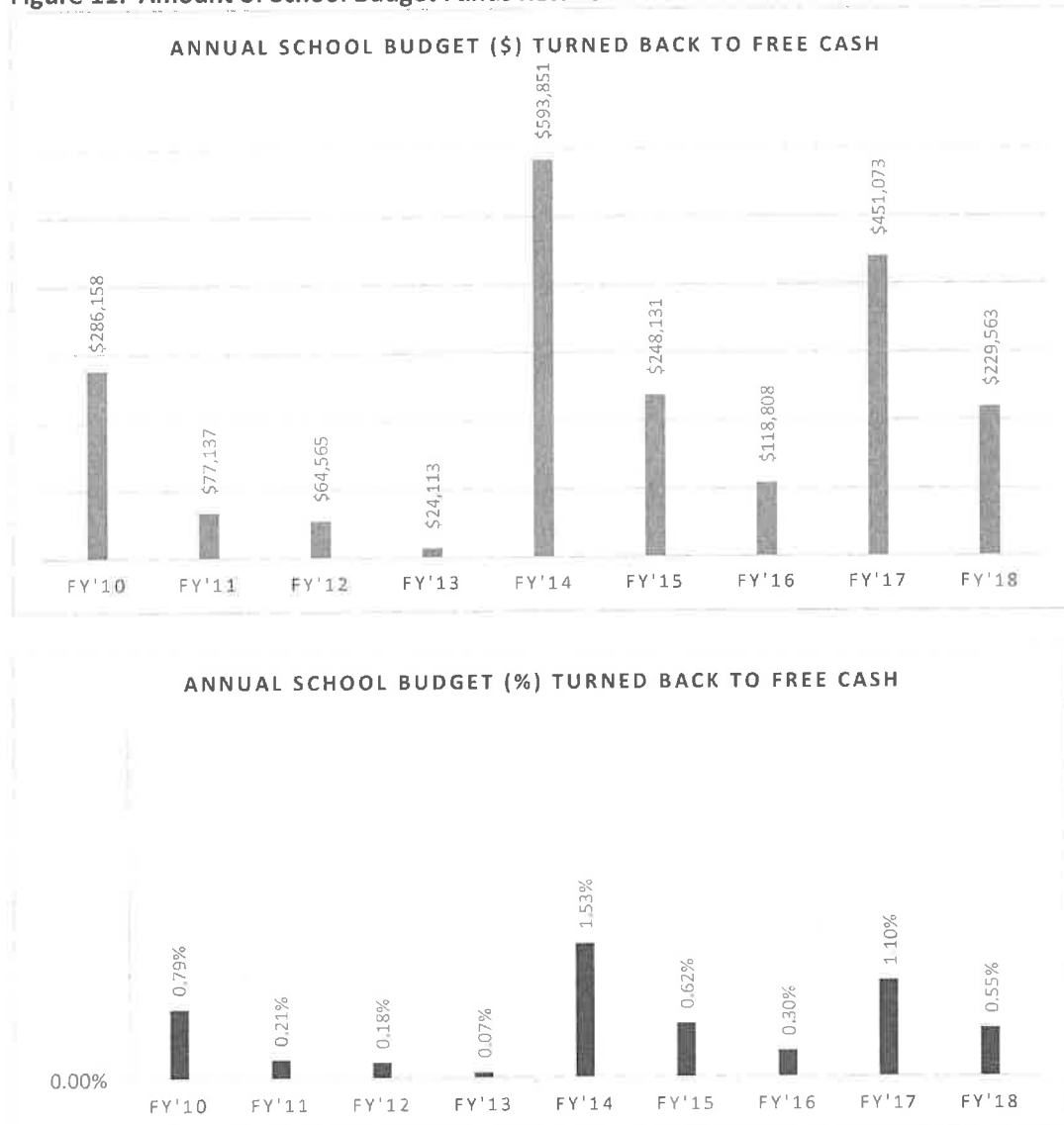
	Actual Expended FY'16	Actual Expended FY'17	Actual Expended FY'18	Adopted Budget FY'19*	Requested Budget FY'20	% Change
Administration						
Professional Salaries	\$524,038	\$537,106	\$523,489	\$565,518	\$609,039	7.7%
Clerical Salaries	201,832	179,157	178,311	264,941	252,658	-4.6%
Contract Services	73,479	80,118	82,394	91,329	85,647	-6.2%
Supplies & Materials	6,818	4,177	8,327	7,795	7,795	0.0%
Other Expenses	118,714	107,926	112,047	131,801	138,753	5.3%
Administration Total	\$924,880	\$908,483	\$904,568	\$ 1,061,384	\$ 1,093,892	3.1%
Regular Day						
Professional Salaries	\$21,268,556	\$21,451,725	\$21,408,307	\$23,461,491	\$23,979,058	2.2%
Clerical Salaries	471,223	474,124	477,229	443,329	462,497	4.3%
Other Salaries	967,992	999,869	992,224	1,131,001	1,121,819	-0.8%
Contract Services	93,912	97,909	120,228	151,000	142,695	-5.5%
Supplies & Materials	577,761	543,559	433,698	815,512	725,726	-11.0%
Other Expenses	414,473	341,505	437,795	645,381	583,838	-9.5%
Regular Day Total	\$23,793,917	\$23,908,691	\$23,869,481	\$26,647,714	\$27,015,632	1.4%
Special Education						
Professional Salaries	\$ 4,733,026	\$ 5,413,021	\$ 5,578,769	\$ 6,509,587	\$ 6,891,513	5.9%
Clerical Salaries	90,235	86,980	92,917	95,168	99,325	4.4%
Other Salaries	1,901,588	1,952,461	2,019,939	2,249,496	2,445,045	8.7%
Contract Services	1,508,857	1,621,701	1,750,491	1,664,800	1,777,775	6.8%
Supplies & Materials	62,295	64,125	41,980	23,428	53,575	128.7%
Other Expenses	2,673,123	2,585,593	3,095,163	3,356,591	3,660,405	9.1%
Special Education Total	\$10,969,125	\$11,723,881	\$12,579,261	\$13,899,069	\$14,927,638	7.4%

Health Services (DW)						
Professional Salaries	\$550,207	\$575,978	\$581,369	\$614,519	\$642,635	4.6%
Clerical Salaries	12,373	12,636	12,835	13,195	13,479	2.2%
Other Salaries	14,940	10,306	10,929	15,000	15,000	0.0%
Contract Services	8,838	9,616	9,050	9,000	9,000	0.0%
Supplies & Materials	7,454	7,985	4,483	8,865	8,865	0.0%
Other Expenses	1,994	1,425	4,069	3,135	3,135	0.0%
Health Services Total	\$595,806	\$617,945	\$622,734	\$663,714	\$692,113	4.3%
Athletics (DW)						
Professional Salaries	\$55,167	\$59,414	\$56,672	\$58,318	\$59,296	1.7%
Clerical Salaries	43,076	48,626	49,991	51,435	53,073	3.2%
Other Salaries	(12,413)	103,280	52,333	106,838	115,281	7.9%
Contract Services	251,526	289,661	297,966	337,330	369,590	9.6%
Supplies & Materials	27,023	27,637	33,515	32,000	32,000	0.0%
Other Expenses	41,392	34,970	45,380	41,000	42,475	3.6%
Athletics Total	\$405,771	\$563,586	\$535,857	\$626,921	\$671,715	7.1%
Extra Curricular (DW)						
Professional Salaries	\$27,831	\$63,735	\$64,443	\$41,198	\$51,903	26.0%
Contract Services	11,546	11,271	11,985	13,070	13,800	5.6%
Supplies & Materials	1,177	1,225	1,113	1,900	1,900	0.0%
Other Expenses	9,300	5,024	4,337	9,500	10,000	5.3%
Extra Curricular Total	\$49,854	\$81,255	\$81,878	\$65,668	\$77,603	18.2%
Technology (DW)						
Professional Salaries	\$109,396	\$102,840	\$93,982	\$93,783	\$81,130	-13.5%
Other Salaries	265,095	296,449	266,797	313,952	321,931	2.5%
Contract Services	67,861	59,807	92,988	111,450	95,450	-14.4%
Supplies & Materials	1,082	196	5,508	6,000	6,000	0.0%
Other Expenses	59,375	64,617	11,787	45,400	95,400	110.1%
Technology Total	\$502,808	\$523,907	\$471,062	\$570,585	\$599,911	5.1%
School Facilities						
Professional Salaries	\$103,273	\$75,387	\$76,608	\$78,642	\$79,750	1.4%
Clerical Salaries	16,727	13,532	13,325	13,422	13,653	1.7%
Other Salaries	776,767	785,836	746,032	826,854	842,815	1.9%
Contract Services	226,531	255,000	200,750	294,752	338,965	15.0%
Supplies & Materials	119,757	98,305	111,004	104,590	105,201	0.6%
Other Expenses	6,266	10,223	4,091	6,960	8,460	21.6%
School Facilities Total	\$ 1,249,320	\$ 1,238,283	\$ 1,151,810	\$ 1,325,220	\$ 1,388,844	4.8%
Grand Total	\$38,491,482	\$39,566,032	\$40,216,651	\$44,860,275	\$46,467,348	3.6%
<i>* Final FY'19 Approved Budget Reflecting Approved Override Funding</i>						

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 the course of a fiscal year. As part of our efforts to ensure accountability, we report on the amount of the school budget that we have returned back to the Town’s general fund at the end of the fiscal year in Figure 11 below. As indicated, the school department has returned funds each of the prior nine 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 FY’18, the amount returned was 0.5%.

Figure 11: Amount of School Budget Funds Returned to Free Cash Each Year



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 Equivalents, 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 particular 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 12 below shows staffing resources for the prior year, current year, and requested for SY'19-20 by position type, and by cost center.

The following positions were added to the School Committee's FY'20 Recommended Budget due to anticipated increase in kindergarten and Grade 1 enrollment at Killam and Wood End, special education needs in the RISE Preschool, and special education needs in some of our special education programs for next year. Some of these positions were hired in FY'19 due to immediate student driven needs while other positions are anticipated in FY'20.

Positions Added in FY'20 Budget

The net addition of 2.95 FTE Special Education Paraeducators, 3.5 FTE Special Education Teachers, 1.2 FTE Regular Education Teachers, and 0.6 FTE Districtwide Coach due to current and anticipated special education needs, programmatic needs and elementary enrollment needs. The breakdown is as follows:

- 0.61 FTE Special Education Program Paraeducator at Birch Meadow (Hired in FY'19)
- 0.76 FTE Special Education Program Paraeducator at RISE (Hired in FY'19)
- 1.50 FTE Special Education Program Teacher at Coolidge (Hired in FY'19)
- 0.70 FTE Special Education Teacher at Wood End (Hired in FY'19)
- 0.30 FTE Special Education Teacher at Killam (Hired in FY'19)
- 0.43 FTE Special Education Paraeducator (Anticipated for FY'20)
- 0.30 FTE Special Education Paraeducator (Anticipated for FY'20)
- 0.85 FTE Special Education Program Paraeducator (Anticipated for FY'20)
- 1.0 FTE Special Education Program Teacher (Anticipated for FY'20)
- 1.2 FTE Kindergarten and Grade 1 teachers at Killam and Wood End (Anticipated for FY'20)
- 0.60 FTE Behavioral Health Coach (Funded as a Community Priority for FY'20). Position is currently funded in the School Climate Transformation grant which is ending this year.

Reductions in FY'20 Budget

- 0.2 FTE Information Systems Specialist

Figure 12: Staffing By Cost Center and Position

	FY16 FTE	FY17 FTE	FY18 FTE	Budgeted FY19 FTE *	Actual FY19 FTE	Budgeted FY20 FTE
Administration	9.1	8.1	8.1	9.1	9.1	9.1
Administrative Assistant	4.8	3.8	3.8	4.8	4.8	4.8
District Administrator	4.3	4.3	4.3	4.3	4.3	4.3
Regular Education	347.8	341.8	332.8	341.8	340.9	342.2
Assistant Principal	4.3	4.5	4.3	4.3	4.3	4.3
Curriculum Coordinators	-	-	-	2.0	2.0	2.0
Elementary Teacher	107.1	103.6	100.4	101.4	100.2	101.4
ELL Teacher	2.5	2.5	2.5	2.5	2.5	2.5
Guidance Counselor	5.6	5.2	5.6	5.6	5.6	5.6
High School Dept Chair	3.8	3.3	3.3	3.3	3.3	3.3
High School Teacher	78.4	74.7	70.3	75.3	75.1	75.1
Instructional Coach	2.0	2.0	0.2	1.0	1.0	1.0
Library/Media Specialist	7.0	7.9	7.9	7.9	7.9	7.9
Middle School Teacher	65.7	65.7	65.8	65.8	66.3	66.3
Paraprofessional	21.8	22.0	21.5	23.5	23.9	24.0
Principal	8.0	8.0	8.0	8.0	8.0	8.0
Reading Specialist	7.5	7.3	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	9.5	9.6	10.0	10.6	10.6	10.6
Secretary	11.0	11.0	11.0	10.0	10.0	10.0
Supervisor of Students	1.0	1.0	-	-	-	-
Technology Specialist	2.0	3.6	3.4	3.4	3.1	3.1
Tutor	9.7	8.9	10.5	9.2	9.1	9.1
Special Education	159.7	163.6	167.4	173.0	175.9	180.1
Behavior Analyst (BCBA)	1.0	1.0	1.6	2.0	1.0	2.0
District Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Special Education Director	-	-	-	0.6	0.6	0.6
District Administrator of Support Services	0.6	0.6	0.4	0.4	0.4	1.0
District Evaluator	1.0	1.0	1.0	1.0	1.0	1.0
Elementary Teacher	23.2	23.8	24.0	24.0	25.0	26.0
High School Teacher	9.6	10.0	11.0	11.0	11.0	11.0
Middle School Teacher	15.5	15.5	15.5	15.5	17.0	17.0
Occupational Therapist	2.9	3.1	3.1	3.1	3.1	3.1
Occupational Therapy Assistant	0.6	0.6	0.6	0.6	0.6	0.6
Paraprofessional	76.2	76.8	78.0	82.8	84.2	85.8
Physical Therapist	1.5	1.5	1.5	1.5	1.5	1.5
Pre-School Teacher	4.6	5.9	7.3	7.3	7.3	7.3

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	2.6	4.0	3.0	3.0	3.0	3.0
Speech/Language Pathologist	10.4	9.6	9.8	9.8	9.8	9.8
Team Chair	6.0	6.2	6.6	6.4	6.4	6.4
Athletics	1.5	1.5	1.5	1.5	1.5	1.5
Assistant Principal	0.5	0.5	0.5	0.5	0.5	0.5
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Extracurricular	0.3	0.3	0.3	0.3	0.3	0.3
Assistant Principal	0.3	0.3	0.3	0.3	0.3	0.3
Health Services	9.3	9.3	9.3	9.3	9.3	9.3
District Administrator	0.2	0.2	0.2	0.2	0.2	0.2
School Nurse	8.8	8.8	8.8	8.8	8.8	8.8
Secretary	0.3	0.3	0.3	0.3	0.3	0.3
District Technology	6.4	6.4	5.4	6.4	6.4	6.2
Computer Technician	5.5	5.5	4.5	5.5	5.5	5.5
District Administrator	0.7	0.7	0.7	0.7	0.7	0.7
Info Systems Specialist	0.2	0.2	0.2	0.2	0.2	-
Facilities	20.0	19.9	19.9	19.9	19.9	19.9
Custodian	18.6	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	0.4	0.4	0.4
Grant Funded	17.6	16.8	16.2	15.2	16.1	15.5
Data Analyst	1.3	1.0	0.8	-	-	-
District Administrator of Support Services	0.5	0.5	0.5	0.6	0.6	-
METCO Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Elementary Teacher	3.8	3.6	3.6	5.6	5.0	5.0
High School Teacher	3.0	3.0	3.0	2.0	2.0	2.0
Middle School Teacher	2.5	2.5	2.5	2.0	2.0	2.0
Pre-School Teacher	2.0	2.0	1.6	1.0	1.0	1.0
Team Chair	2.0	2.0	2.0	2.0	1.0	2.0
Behavior Analyst (BCBA)				-	1.0	-
Paraprofessional	-	-	-	0.5	0.7	0.7
Tutor	1.6	1.2	1.2	0.5	1.8	1.8
Grand Total	571.5	567.6	560.7	576.4	579.3	584.0

**updated to reflect positions included within the override*

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 2.4% of the total district budget, which is the average percentage in the last five years. This year, the district administration cost center has increased by \$32,508 or 3.1%. As shown in Figure 13, the major changes in this cost center are as follows:

- Cost of living adjustments for the Central Office Administrators and Staff, including an amount allocated for salary market adjustments for non-represented employees in order to retain and attract 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. (Professional Salaries)
- A decrease (\$5,000) in labor counsel services due to the successful negotiation of three-year labor contracts for all collective bargaining units in FY'19.
- An increase of \$5,000 in the extended day revolving account offset (Revolving Fund Support) due to increased administrative costs to support that program.

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 Administrator), and a portion (1/3rd) of the Network Administrator's salary representing his contribution to district data and information management, and the 4.8 FTE administrative assistants that support the district administration.

Figure 13 above 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 13: District Administration Budget by Detail

	Actual Expended FY'16	Actual Expended FY'17	Actual Expended FY'18	Adopted Budget FY'19*	Requested Budget FY'20	% Change
Professional Salaries						
Administrator	\$413,768	\$ 430,001	\$416,770	\$457,567	\$491,980	7.5%
Director	76,599	65,472	67,321	70,000	77,100	10.1%
Employee Benefits	-	5,287	2,481	-	-	
Manager	33,671	36,346	36,917	37,951	39,960	5.3%
Professional Salaries Total	\$524,038	\$537,106	\$523,489	\$565,518	\$ 609,039	7.7%

Clerical Salaries						
Administrative Assistant	\$235,653	\$214,157	\$218,311	\$304,941	\$297,658	-2.4%
Employee Benefits	1,179	-	-	-	-	
Revolving Fund Support	(35,000)	(35,000)	(40,000)	(40,000)	(45,000)	12.5%
Clerical Salaries Total	\$201,832	\$179,157	\$178,311	\$264,941	\$252,658	-4.6%
Contract Services						
Consulting Services	\$10,297	\$8,500	\$8,000	\$10,609	\$10,927	3.0%
Labor Counsel	16,194	22,959	26,304	27,720	22,720	-18.0%
Telecommunications	46,987	48,658	48,090	53,000	52,000	-1.9%
Contract Services Total	\$73,479	\$80,118	\$82,394	\$91,329	\$85,647	-6.2%
Supplies & Materials						
Office	\$6,818	\$4,177	\$8,327	\$7,795	\$7,795	0.0%
Supplies & Materials Total	\$6,818	\$4,177	\$8,327	\$7,795	\$7,795	0.0%
Other Expenses						
Advertising	\$13,028	\$4,983	\$1,701	\$5,550	\$5,550	0.0%
Awards	71	224	428	600	600	0.0%
Dues & Memberships	12,241	13,125	14,782	14,158	14,392	1.6%
Employee Benefits	12,600	14,700	23,800	30,000	30,000	0.0%
Equipment	15,015	13,361	7,704	6,567	8,568	30.5%
Hiring and Recruiting	31,570	28,211	28,300	31,800	33,564	5.5%
Postage	5,889	4,079	3,975	6,546	6,546	0.0%
Professional Development	13,407	15,706	16,683	18,340	18,939	3.3%
Software Licensing & Support	12,855	13,537	14,674	18,240	18,935	3.8%
Travel	2,039	-	-	-	1,659	
Other Expenses Total	\$118,714	\$107,926	\$112,047	\$131,801	\$138,753	5.3%
Administration Total	\$924,880	\$908,483	\$904,568	\$1,061,384	\$1,093,892	3.1%

Figure 14: District Administration Staffing

	FY16 FTE	FY17 FTE	FY18 FTE	Budgeted FY19 FTE	Actual FY19 FTE	Budgeted FY20 FTE
Administration	9.1	8.1	8.1	9.1	9.1	9.1
Administrative Assistant	4.8	3.8	3.8	4.8	4.8	4.8
District Administrator	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 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. He 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 FY'20, 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 will be developing a new three-year District Improvement Plan for the 2019-22 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 also budgeted for the Superintendent. 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 Community Education, the METCO Director, 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 FY'20, the primary focus of this position will be the continued implementation of the teaching and learning focus areas of the District Improvement Plan, the development of PreK-12 Curriculum Guides, the implementation of the new Social Studies state curriculum frameworks, 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. The majority of the increase funds 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, and purchasing. The Chief Financial Officer also oversees school facilities, network technology, and use of school properties. In addition, the Chief Financial Officer supervises and

evaluates the School Nutrition Director and Network Manager. In FY'20, 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, building safety and security, and athletic field space. Another area of focus will be to continue to analyze resource allocation to ensure that funds are invested and expended to maximize student success. 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 2.5 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. Also included within the District Administration Budget are expenses including 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; and complying with federal and state reporting requirements. In FY'20, 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, improve the hiring process for substitute teachers and paraprofessionals, and assist with the continued implementation of the educator evaluation system.

The District Administration Budget includes the salaries of the Human Resources Administrator as well as a 0.5 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.

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 \$5,000 because the School Committee completed negotiations with all five collective bargaining units in FY'19.

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 FY'20 budget is based on this historical trend.

Regular Day

The regular day budget funds all of 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; 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 58.1% of the total School Committee's FY'20 Recommended Budget.

As Figure 15 indicates, the School Committee's FY'20 Recommended Budget includes a 1.4% increase or \$367,918 for the Regular Day Cost Center. The major changes in this cost center are as follows:

- An addition of 1.2 FTE (net) elementary teachers to address anticipated Kindergarten and Grade 1 enrollment increases at Killam and Wood End.
- Funding of all contractual step, column and COLA increases for represented (based upon successful negotiation of all contracts for 3-year period) 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. There is also an amount allocated for salary market adjustments for non-represented employees to retain and attract 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.
- Funding for curriculum updates in Social Studies to align with new Massachusetts Curriculum Frameworks.
- Increase in regular day mandatory transportation (contractual increase) and an increase in the number of homeless students being transported.
- Increase in the full day kindergarten tuition revolving account offset of \$151,000 due to a steady increase in full day kindergarten tuition paying students.
- An increase in the revolving account offset of \$24,000 from the Coolidge and Parker Drama Activities Revolving Accounts to fund stipends for the middle school drama productions.

- Overall decreases in districtwide technology, curriculum, and professional development from current FY'19 levels.

Professional salaries in the regular day budget reflects a 2.2% increase in the FY'20 School Committee's Recommended Budget. The FY'20 budget funds all salary and benefit obligations to employees per the collective bargaining agreements and non-union COLA and market adjustments. 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 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).

Figure 15 below shows the School Committee's FY'20 Recommended Budget for regular day by detailed expenditure category. This information is intended to provide more specific information on regular day expenditures.

Figure 15: Regular Day Budget by Detail

	Actual Expended FY'16	Actual Expended FY'17	Actual Expended FY'18	Adopted Budget FY'19*	Requested Budget FY'20	% Change
Professional Salaries						
Assistant Principal	\$467,963	\$472,476	\$439,545	\$450,073	\$466,023	3.5%
Department Head Stipend	314,791	321,202	332,023	337,792	345,883	2.4%
Employee Benefits	46,473	89,200	45,128	87,161	97,935	12.4%
Guidance	387,576	396,212	414,512	448,168	470,862	5.1%
Instructional Specialist	159,378	158,402	14,952	256,636	267,152	4.1%
Library	561,053	568,525	592,946	611,962	638,474	4.3%
Principal	915,415	941,092	930,731	965,293	987,428	2.3%
Psychologist	674,922	696,026	743,298	846,452	884,350	4.5%
Reading	605,503	583,137	586,407	598,075	614,944	2.8%
Revolving Fund Support	(870,000)	(900,000)	(900,000)	(949,000)	(1,100,000)	15.9%
State Grant Support	(109,332)	(103,283)	(80,000)	(60,000)	(60,000)	0.0%
Stipends	206,462	215,074	224,377	221,293	250,883	13.4%
Substitutes	174,458	159,800	83,811	103,000	105,000	1.9%
Teacher	17,405,740	17,559,847	17,687,591	19,242,700	19,698,674	2.4%
Technology Integration	328,155	294,014	292,986	301,886	311,451	3.2%
Professional Salaries Total	\$21,268,556	\$21,451,725	\$21,408,307	\$23,461,491	\$23,979,058	2.2%
Clerical Salaries						
Employee Benefits	\$8,318	\$3,169	\$5,864	\$ -	\$4,500	
Secretary	462,905	470,955	471,365	443,329	457,997	3.3%
Clerical Salaries Total	\$471,223	\$474,124	\$477,229	\$443,329	\$462,497	4.3%
Other Salaries						
Employee Benefits	\$931	\$750	\$785	\$750	\$750	0.0%

Paraprofessional	688,017	686,109	727,407	838,046	828,869	-1.1%
Substitutes	279,044	305,231	264,033	292,205	292,200	0.0%
Tutoring Services	-	7,779	-	-	-	
Other Salaries Total	\$967,992	\$999,869	\$992,224	\$1,131,001	\$1,121,819	-0.8%
Contract Services						
Instructional Services	\$7,600	\$4,300	\$ -	\$25,000	\$10,000	-60.0%
Transportation	86,312	93,609	120,228	126,000	132,695	5.3%
Contract Services Total	\$93,912	\$97,909	\$120,228	\$151,000	\$142,695	-5.5%
Supplies & Materials						
Art	\$27,427	\$30,896	\$15,837	\$28,438	\$27,600	-2.9%
Business	3,277	2,488	(13)	4,000	3,500	-12.5%
Curriculum, Elementary	49,078	65,648	143,977	99,740	42,500	-57.4%
Curriculum, High School	30,037	11,179	17,771	107,215	57,600	-46.3%
Curriculum, Middle School	3,346	3,434	3,509	16,300	49,900	206.1%
English Language Arts	26,633	31,758	32,312	34,170	31,242	-8.6%
Equipment	695	-	-	-	-	
Foreign Language	10,041	5,385	6,364	11,000	10,800	-1.8%
Furnishings	6,811	10,835	3,663	10,179	10,654	4.7%
Guidance	742	1,304	(59)	1,000	1,000	0.0%
Kindergarten	1,191	900	505	600	300	-50.0%
Library	17,752	15,039	6,734	14,200	16,950	19.4%
Library Technology	235	94	-	-	1,000	
Math	49,115	53,163	14,605	60,104	56,004	-6.8%
Office	14,119	18,075	9,284	18,114	17,300	-4.5%
Other	46,049	41,786	27,355	49,003	46,482	-5.1%
Paper	40,096	56,249	15,613	42,700	43,600	2.1%
Performing Arts	12,901	7,816	4,325	13,900	12,800	-7.9%
Peripherals	-	-	70	1,200	700	-41.7%
Physical Education	10,945	13,342	7,681	12,300	12,100	-1.6%
Printer	23,852	21,809	13,437	27,400	21,050	-23.2%
Professional Development	7,096	2,911	1,743	5,250	4,850	-7.6%
Psychology	112	-	108	400	400	0.0%
Reading	15,295	11,723	12,747	13,666	15,744	15.2%
Science	27,710	33,466	11,583	99,875	100,723	0.8%
Social Studies	9,660	7,535	7,062	28,100	19,400	-31.0%
Software	38,973	48,188	48,517	57,618	60,820	5.6%
Teacher Resources	2,311	8,195	4,378	3,210	4,010	24.9%
Teacher Supplies	19,448	28,373	11,656	18,900	17,900	-5.3%
Technology	74,883	5,922	3,935	20,031	25,296	26.3%
Testing	5,407	3,908	725	3,900	2,500	-35.9%
Workbooks & Consumables	2,525	2,141	8,277	13,000	11,000	-15.4%

Supplies & Materials Total	\$577,761	\$543,559	\$433,698	\$815,512	\$725,726	-11.0%
Other Expenses						
Dues & Memberships	\$6,129	\$8,769	\$8,596	\$17,555	\$18,200	3.7%
Equipment	74,028	64,119	79,185	57,691	76,579	32.7%
Field Trip Travel	790	450	488	800	700	-12.5%
Graduation	7,391	8,620	8,281	6,000	8,000	33.3%
Instructional Services	-	-	-	300	7,800	2500.0%
Other	523	1,116	98	600	1,600	166.7%
Professional Development	170,500	151,272	166,923	290,110	235,572	-18.8%
Software Licensing & Support	105,412	68,863	69,813	83,075	81,387	-2.0%
Technology	49,701	38,296	104,412	189,000	154,000	-18.5%
Travel	-	-	-	250	-	-100.0%
Other Expenses Total	\$414,473	\$341,505	\$437,795	\$645,381	\$583,838	-9.5%
Regular Day Total	\$23,793,917	\$23,908,691	\$23,869,481	\$26,647,714	\$27,015,632	1.4%
<i>* Final FY'19 Approved Budget Reflecting Approved Override Funding</i>						

Figure 16: Regular Day Staffing

	FY16 FTE	FY17 FTE	FY18 FTE	Budgeted FY19 FTE *	Actual FY19 FTE	Budgeted FY20 FTE
Regular Education	347.8	341.8	332.8	341.8	340.9	342.2
Assistant Principal	4.3	4.5	4.3	4.3	4.3	4.3
Curriculum Coordinators	-	-	-	2.0	2.0	2.0
Elementary Teacher	107.1	103.6	100.4	101.4	100.2	101.4
ELL Teacher	2.5	2.5	2.5	2.5	2.5	2.5
Guidance Counselor	5.6	5.2	5.6	5.6	5.6	5.6
High School Dept Chair	3.8	3.3	3.3	3.3	3.3	3.3
High School Teacher	78.4	74.7	70.3	75.3	75.1	75.1
Instructional Coach	2.0	2.0	0.2	1.0	1.0	1.0
Library/Media Specialist	7.0	7.9	7.9	7.9	7.9	7.9
Middle School Teacher	65.7	65.7	65.8	65.8	66.3	66.3
Paraprofessional	21.8	22.0	21.5	23.5	23.9	24.0
Principal	8.0	8.0	8.0	8.0	8.0	8.0
Reading Specialist	7.5	7.3	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	9.5	9.6	10.0	10.6	10.6	10.6
Secretary	11.0	11.0	11.0	10.0	10.0	10.0
Supervisor of Students	1.0	1.0	-	-	-	-
Technology Specialist	2.0	3.6	3.4	3.4	3.1	3.1
Tutor	9.7	8.9	10.5	9.2	9.1	9.1

Figure 17: Building Budgets

	Fiscal 2019 Per Pupil Analysis			Fiscal 2020 Per Pupil Analysis		
	10/1/2017	Per Pupil	FY19	10/1/2018	Per Pupil	FY20
	Enrollment	Value	Per Pupil	Enrollment	Value	Per Pupil
Barrows	377	\$171	\$64,467	372	\$177	\$65,844
Birch Meadow	370	\$171	63,270	375	\$177	66,375
Eaton	388	\$171	66,348	388	\$177	68,676
Killam	421	\$171	71,991	424	\$177	75,048
Wood End	290	\$171	49,590	304	\$177	53,808
Coolidge	476	\$157	74,732	445	\$157	69,865
Parker	563	\$157	88,391	550	\$157	86,350
RMHS	<u>1,250</u>	\$163	<u>204,125</u>	<u>1,263</u>	\$163	<u>205,869</u>
	4,135		\$682,914	4,121		\$691,835

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. As show in Figure 17 above, this funding is based on the October 1st student enrollment multiplied by a per pupil amount. In FY'20, there was a slight increase in the elementary per pupil amount (\$6.00/student) to pay for consumable expenses associated with the ongoing implementation of a new Grade K-2 Science curriculum.

The building budget spending line items for all eight schools are distributed throughout Figure 15 above. The expenses are totaled together for all eight schools and are primarily located the in the *Supplies and Materials* section and in the *Other Expenses* section. The total amount spent by a school is located above in their allocated *Total Per Pupil*. 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. In-district expenditures make up 68% of the School Committee's FY'20 Recommended special education budget while out-of-district expenditures comprise the other 32% of the School Committee's FY'20 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 per collective bargaining agreements.
- Cost of living adjustments for non-represented personnel. There is also an amount allocated for salary market adjustments for non-represented employees to retain and attract 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.
- Additional staff budgeted in FY'20 to address the increased needs of students in the RISE Preschool and in our indistrict special education programs. In FY'19, 1.37 FTE Paraeducators and 2.5 FTE Teachers were hired that were not originally budgeted for in the FY'19 budget. In addition, we are budgeting an additional 1.58 FTE Special Education Paraeducators and 1.0 FTE Special Education Teacher for projected needs in our special education programs in FY'20.
- An addition of a 0.6 FTE Behavioral Health Coach (Funded as a Community Priority for FY'20). The position had been funded in the School Climate Transformation grant which is ending September 30, 2019. The Behavioral Health Coach, in collaboration with other district and school leaders, leads and supports a comprehensive, fully integrated and tiered system of behavioral and social emotional supports. This position is responsible for the developing, organization and coordination of student behavioral health and social emotional learning to support the goal of facilitating and promoting appropriate behavioral health and social emotional supports in the school setting. The position is responsible for providing direction, coordination, and oversight of social emotional support, mental health and behavioral health services and to facilitate access to appropriate school-based and community services to all students. The position also oversees the implementation of the Multi-tiered System of Supports (MTSS) for social emotional and behavioral health across the district. Some of the services provided by the behavioral health coach include classroom and student observations, Open Circle training, Middle School Advisory training, behavioral and mental health home assessments, QBS Safety Care Training, Youth Mental Health First Aid Training, trauma informed teaching, school safety planning, introduction to behavior planning, and collaborative problem solving.
- Known increases in special education out of district tuition and transportation due to 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. In addition, the contract for out of district transportation through the SEEM Collaborative is expiring at the end of this year and will need to be renegotiated. We also have to 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 averages 2%, may be renegotiated every six years by each approved private school program. If 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.

- A decrease in the special education tuition revolving account offset of \$68,000 due to less students being tuitioned in next year into our indistrict programs from other school districts and a \$50,000 decrease in the RISE tuition revolving account offset to appropriately balance the amount of the offset with the tuition revenue that is being collected.
- Restoring Special Education Professional Development (\$18,000) to address the decrease in the state program improvement grant. This funding will be used to help analyze reading services in our schools that have language-based programs. This was eliminated in the FY'19 budget.
- An increase in legal services (\$49,000) to align more with FY'17 and FY'18 levels.

Not included in this budget are funds for potential settlements, unknown student placements and unanticipated enrollment increases 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 are closely tracking additional potential cost increases throughout the remainder of this fiscal year including legal, consultation and program costs that we anticipate may occur later in the year as decisions are made regarding individual students. These potential additional costs are not currently included in the School Committee's Recommended FY'20 budget as the timing and amounts are not known with certainty. As a result, we have made a conscious decision to budget less for special education tuition and transportation than we normally would. It is most likely we will need to ask for additional funding from April or November Town Meeting for FY'19 or FY'20 in this area.

The majority of the in-district portion of the budget funds the salaries of the teaching, therapeutic and support staff in our different in-district special education programs. We currently have six different types of in-district programs, described below, as well as a learning center at each school.

- **Crossroads:** Students within the Crossroads program have significant cognitive and learning challenges, as compared to students within Learning Centers. 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 included within the general education classroom for social studies, science and electives/specials. Students also have academic support blocks built in to their schedule. 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.
- **Compass:** Students within the Compass program have significant cognitive and learning challenges, as compared to students within Learning Centers or Connections. The Compass classroom provides access to the curriculum through specific entry points, through the use of highly modified curriculum and intensive accommodations. Students receive instruction in the areas of functional daily living skills, communication, academic readiness, and academics. Students may require the use of AAC and other non-verbal modes of communication. Students

may attend specials (art, music, PE, library) with their class or an adaptive class. Located at Birch Meadow, Wood End, and Coolidge. This program also provides opportunities for community trips.

- **Connections:** The Connections program is designed for student who have a diagnosis of Autism Spectrum Disorder or suggestion of tendencies that align with a spectrum diagnosis that makes it difficult for the student to make effective progress socially, organizationally and/or academically. The students may have social deficits and/or verbal and non-verbal communication deficits that interfere with their ability to make effective progress across settings without support. At the elementary level, the program is co-taught classrooms. At middle and high school supports are provided both in and out of the general education setting. Located at Birch Meadow, Coolidge, and RMHS.
- **Therapeutic Support Program (TSP):** TSP was developed to be a support program that provides a flexible inclusion model where students can receive full support in the TSP classroom with the goal of moving toward full inclusion. Designed to meet the individual needs of students as they progress and manage emotional regulation so that they may become successful members of the General Education Classroom. TSP is a safe therapeutic environment that provides academic, behavioral, social and emotional supports in order to improve functioning in these areas. Students can access support staff and programs when experiencing difficulty as a result of frustration with academic, emotional and social challenges. The program utilizes the IEP process to provide students with appropriate supports and determine measurable goals to help achieve student successes. The student's primary disability must be Emotional, Health, or Neurological. The student's IEP Team must determine that the student requires a comprehensive program to meet the needs of his or her disability. Located at Killam, Coolidge, and RMHS.
- **Bridge:** Specific Learning Disability with difficulty in expressive or receptive language when their profile is consistent with a Language Based Learning Disability. A Language Based Learning Disability should be denoted as the primary disability. The student has a language based learning disability that impedes decoding and encoding skills, such that structured, multi-sensory instruction is required. Current evaluations reveal that the student demonstrates average to superior cognitive abilities. Students' profiles typically depict well-developed reasoning and comprehension skills with relative weaknesses in processing speed and working memory. However, students may also have a documented expressive /receptive language disability. The students are struggling in the general education classroom. Recent evaluations should include cognitive, educational (reading, written language and math), and speech and language evaluations. Prior to the referral, students should be receiving maximum targeted pull-out services to address the areas of their deficit. The team has determined that the severe discrepancy between academic achievement and their ability are not primarily a result of behavior issues, excessive school absences, or severe attentional issues. 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. This program services students who are ages 18-22 and is located in Wakefield.
- **Learning Centers –** Students identified with any of the ten disability eligibility categories. Located at each of our schools.

As you can see from Figure 18 below, we have seen a slight increase in the number of students on IEPs and a decrease in the number of students requiring out of district placements.

Figure 18: Special Education Enrollment (2018-19 as of December 31, 2018)

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%	N/A	62

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 last ten years, our district has increased its in-district special education programs from one program to nine different programs across the district.

Figure 19 below shows the enrollment by school, RISE Preschool, and POST for our students who receive services via an Individualized Education Plan (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 19: SY'2018-19 Special Education Program and Learning Center Enrollment (As of 12/31/2018)

	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	PG	Total
RISE (8)	56	0	0	0	0	0	0	0	0	0	0	0	0	0	0	56
Barrows (7)	0	3	6	7	17	8	6	0	0	0	0	0	0	0	0	47
Birch Meadow (2,3,7)	0	8	6	11	8	12	18	0	0	0	0	0	0	0	0	63
Joshua Eaton (5,7)	0	0	3	9	5	18	10	0	0	0	0	0	0	0	0	45
Killam (4,7)	0	2	6	10	16	12	14	0	0	0	0	0	0	0	0	60
Wood End (1,2,7)	0	4	7	6	7	11	13	0	0	0	0	0	0	0	0	48
Coolidge (1,2,3,4,7)	0	0	0	0	0	0	0	28	36	30	0	0	0	0	0	94
Parker (5,7)	0	0	0	0	0	0	0	22	25	23	0	0	0	0	0	70
RMHS (1,3,4,5,7)	0	0	0	0	0	0	0	0	0	0	39	56	59	52	0	206
POST (6)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
TOTAL																690
OOD	0	1	1	1	0	2	7	0	3	5	3	5	8	17	9	62
TOTAL	56	18	29	44	53	63	68	50	64	58	42	61	67	69	10	752

Legend of Programs at Each School

- Crossroads 1
- Compass 2
- Connections 3
- TSP 4
- Bridge 5
- POST 6
- Learning Center 7
- RISE 8

The special education budget comprises 32.1% of the total FY'20 School Committee's Recommended Budget, an increase from 31.0% last year. The Special Education Cost Center budget is projected to increase 7.4% over FY'19 budgeted levels or \$1,028,568 which represents 64% of the total increase.

Figure 20: Special Education Budget by Detailed Expense Category

	Actual Expended FY'16	Actual Expended FY'17	Actual Expended FY'18	Adopted Budget FY'19*	Requested Budget FY'20	% Change
Professional Salaries						
Administrator	\$ -	\$ -	\$ -	\$70,000	\$61,500	-12.1%
Director	216,852	227,926	228,002	231,877	237,940	2.6%
Employee Benefits	3,450	3,750	30,238	3,447	1,950	-43.4%
Extended Year Services	79,454	81,028	73,974	111,208	105,500	-5.1%
Manager	23,069	23,452	24,853	25,346	26,099	3.0%
Nurse	3,860	4,611	3,811	4,200	3,680	-12.4%
Occupational Therapist	226,302	244,300	254,659	259,780	267,361	2.9%
Physical Therapist	113,967	119,111	122,316	125,275	129,939	3.7%
Psychologist	345,739	454,951	382,285	403,634	468,256	16.0%
Physical Therapist	5,167	5,712	6,067	6,393	6,853	7.2%
Revolving Fund Support	(913,485)	(578,000)	(628,000)	(528,000)	(410,000)	-22.3%
Special Education Teacher	3,367,847	3,551,956	3,709,566	4,333,562	4,556,217	5.1%
Speech Therapist	740,178	749,598	779,723	825,813	804,587	-2.6%
Stipends	320	-	-	-	-	
Substitutes	26,229	20,028	66,442	-	-	
Team Chair	494,076	504,599	524,833	637,052	631,631	-0.9%
Professional Salaries Total	\$4,733,026	\$5,413,021	\$5,578,769	\$6,509,587	\$6,891,513	5.9%
Clerical Salaries						
Employee Benefits	\$15,400	\$ -	\$ -	\$ -	\$ -	
Secretary	74,835	86,980	92,917	95,168	99,325	4.4%
Clerical Salaries Total	\$90,235	\$86,980	\$92,917	\$95,168	\$99,325	4.4%
Other Salaries						
Employee Benefits	\$1,341	\$750	\$1,605	\$375	\$ -	-100.0%
Extended Year Services	35,859	41,968	49,856	47,645	48,483	1.8%

Paraprofessional	1,860,575	1,906,477	1,965,018	2,201,476	2,396,562	8.9%
Professional Development	487	-	-	-	-	
Substitutes	3,327	3,266	3,460	-	-	
Other Salaries Total	\$1,901,588	\$1,952,461	\$2,019,939	\$2,249,496	\$2,445,045	8.7%
Contract Services						
Districtwide Leadership	\$92,137	\$81,305	\$57,023	\$65,000	\$68,250	5.0%
Field Trip Travel	2,850	2,263	1,970	1,425	1,425	0.0%
Legal Services	99,945	146,644	127,003	81,000	130,000	60.5%
Other Instructional Services	5,979	13,395	6,067	5,500	5,500	0.0%
Professional Development	31,267	1,200	-	-	-	
Psychological Services	9,076	21,625	34,200	6,475	8,500	31.3%
Pupil Transportation	931,677	941,551	1,181,391	1,250,000	1,295,000	3.6%
School Leadership	2,000	-	-	-	-	
Testing & Assessment	1,200	-	6,527	5,400	6,500	20.4%
Therapeutic Services	332,727	413,718	336,310	250,000	262,600	5.0%
Contract Services Total	\$1,508,857	\$1,621,701	\$1,750,491	\$1,664,800	\$1,777,775	6.8%
Supplies & Materials						
Equipment	\$1,154	\$ -	\$ -	\$ -	\$ -	
Furnishings	611	356	-	-	-	
General Supplies	1,047	1,337	2,109	1,750	2,750	57.1%
Instructional Equipment	-	451	(248)	-	-	
Office	1,071	1,522	272	753	1,000	32.9%
Other	2,976	35	(693)	1,500	1,500	0.0%
Postage	3,255	4,501	4,087	2,050	2,050	0.0%
Psychology	-	-	-	600	-	-100.0%
Software	699	100	249	200	200	0.0%
Special Education	19,082	24,810	13,773	14,640	17,140	17.1%
Testing	32,401	31,014	22,431	1,935	28,935	1395.3%
Supplies & Materials Total	\$62,295	\$64,125	\$41,980	\$23,428	\$53,575	128.7%
Other Expenses						
Advertising	\$ -	\$207	\$313	\$210	\$210	0.0%
Districtwide Leadership	412	-	383	1,500	1,500	0.0%
Dues & Memberships	1,586	1,839	2,245	2,284	3,650	59.8%
Equipment	5,487	3,837	2,814	3,540	4,127	16.6%
Instructional Equipment	2,063	94	497	-	-	
Instructional Technology	8,169	6,606	376	5,000	5,000	0.0%
Other Fixed Charges	21,053	24,673	23,841	25,500	25,500	0.0%
Postage	1,976	695	1,621	2,600	2,000	-23.1%
Professional Development	16,351	24,270	-	248	18,000	7172.7%
Pupil Transportation	12,508	14,765	16,213	23,150	17,000	-26.6%
Software Licensing & Support	28,126	17,116	18,004	23,925	27,500	14.9%

Therapeutic & Adaptive Equipment	17,027	13,570	5,430	10,000	12,000	20.0%
Travel	1,685	2,871	3,054	2,800	3,200	14.3%
Tuition - Out of District	2,556,680	2,475,050	3,020,374	3,255,834	3,540,718	8.7%
Other Expenses Total	\$2,673,123	\$2,585,593	\$3,095,163	\$3,356,591	\$3,660,405	9.1%
Special Education Total	\$10,969,125	\$11,723,881	\$12,579,261	\$13,899,069	\$14,927,638	7.4%
<i>* Final FY'19 Approved Budget Reflecting Approved Override Funding</i>						

As described in Figure 20 above, salaries make up the largest share of the special education budget at 63.2% of the total for this cost center. The next largest category is other expense 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, cost of living increases, and market adjustments for non-represented personnel to attract and retain staff. Additionally, we have added 2.95 FTE special education paraeducators and 3.5 FTE Special Education Program Teachers to the FY'20 budget to address current and future needs. Figure 21 below gives a breakdown of the special education staffing that is funded out of the operating budget.

Figure 21: Special Education Staffing

	FY16 FTE	FY17 FTE	FY18 FTE	Budgeted FY19 FTE *	Actual FY19 FTE	Budgeted FY20 FTE
Special Education	159.7	163.6	167.4	173.0	175.9	180.1
Behavior Analyst (BCBA)	1.0	1.0	1.6	2.0	1.0	2.0
District Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Special Education Director	-	-	-	0.6	0.6	0.6
District Administrator of Support Services	0.6	0.6	0.4	0.4	0.4	1.0
District Evaluator	1.0	1.0	1.0	1.0	1.0	1.0
Elementary Teacher	23.2	23.8	24.0	24.0	25.0	26.0
High School Teacher	9.6	10.0	11.0	11.0	11.0	11.0
Middle School Teacher	15.5	15.5	15.5	15.5	17.0	17.0
Occupational Therapist	2.9	3.1	3.1	3.1	3.1	3.1
Occupational Therapy Assistant	0.6	0.6	0.6	0.6	0.6	0.6
Paraprofessional	76.2	76.8	78.0	82.8	84.2	85.8
Physical Therapist	1.5	1.5	1.5	1.5	1.5	1.5
Pre-School Teacher	4.6	5.9	7.3	7.3	7.3	7.3
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	2.6	4.0	3.0	3.0	3.0	3.0
Speech/Language Pathologist	10.4	9.6	9.8	9.8	9.8	9.8
Team Chair	6.0	6.2	6.6	6.4	6.4	6.4

Districtwide Programs

This cost center includes the budgets for Health Services, Athletic Programs, Extracurricular 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. 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.
- Increase in athletic and extra-curricular transportation per transportation contract. In addition, an increase to reflect potential additional transportation and lights if Turf 2 is offline in the fall.
- Renewal of software programs and maintenance programs based on three-year renewal cycle and completion of capital projects.
- A one-time increase of \$20,000 in the athletic user fee revolving account offset to support any transportation or other expenses associated with Turf 2 potentially being offline during the Fall, 2019 season.
- A decrease of \$20,000 in the High School Extracurricular Revolving Account Offset due to less revenue generated by High School drama production ticket sales and user fees.
- An increase in Districtwide technology of \$15,000 for the ongoing maintenance and support of the schools clocks and bell systems.

Overall, this cost center budget is projected to increase by 5.9%. This cost center accounts for just 4.4% 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 below in Figure 22 below. The largest program budget is for health services (33.9%), followed by athletics (32.9%), district technology (29.4%); extracurricular is the smallest program budget at 3.8% of the total district-wide programs budget. In total, the increase of \$114,455 comprises 7.0% of the total increase for FY'20. Figure 23 shows the staffing for the District-wide cost center.

Figure 22: District-wide Budget by Program

	Actual Expended FY'16	Actual Expended FY'17	Actual Expended FY'18	Adopted Budget FY'19*	Requested Budget FY'20	% Change
Athletics	\$405,771	\$563,586	\$535,857	\$626,921	\$671,715	7.1%
Extra Curricular	49,854	81,255	81,878	65,668	77,603	18.2%
Health Services	595,806	617,945	622,734	663,714	692,113	4.3%
Technology	502,808	523,907	471,062	570,585	599,911	5.1%
Grand Total	\$1,554,240	\$1,786,694	\$1,711,531	\$1,926,888	\$2,041,343	5.9%

** Final FY'19 Approved Budget Reflecting Approved Override Funding*

Figure 23: District-wide Program Staffing

	FY16 FTE	FY17 FTE	FY18 FTE	Budgeted * FY19 FTE	Actual FY19 FTE	Budgeted FY20 FTE
Athletics	1.5	1.5	1.5	1.5	1.5	1.5
Assistant Principal	0.5	0.5	0.5	0.5	0.5	0.5
Secretary	1.0	1.0	1.0	1.0	1.0	1.0
Extracurricular	0.3	0.3	0.3	0.3	0.3	0.3
Assistant Principal	0.3	0.3	0.3	0.3	0.3	0.3
Health Services	9.3	9.3	9.3	9.3	9.3	9.3
District Administrator	0.2	0.2	0.2	0.2	0.2	0.2
School Nurse	8.8	8.8	8.8	8.8	8.8	8.8
Secretary	0.3	0.3	0.3	0.3	0.3	0.3
District Technology	6.4	6.4	5.4	6.4	6.4	6.2
Computer Technician	5.5	5.5	4.5	5.5	5.5	5.5
District Administrator	0.7	0.7	0.7	0.7	0.7	0.7
Info Systems Specialist	0.2	0.2	0.2	0.2	0.2	-

** Updated to reflect positions added as part of Override*

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 increasing 4.3% in the School Committee's FY'20 Recommended Budget primarily due to salary increases for represented and non-represented employees. Figure 24 breaks down the Health Services Program budget by detail.

Figure 24: Health Services Program Budget by Detail

	Actual Expended FY'16	Actual Expended FY'17	Actual Expended FY'18	Adopted Budget FY'19*	Requested Budget FY'20	% Change
Professional Salaries						
Director	\$82,661	\$80,133	\$85,611	\$88,009	\$89,483	1.7%
Nurse	467,546	495,845	495,758	526,510	553,152	5.1%
Professional Salaries Total	\$550,207	\$575,978	\$581,369	\$614,519	\$642,635	4.6%
Clerical Salaries						
Secretary	\$12,373	\$12,636	\$12,835	\$13,195	\$13,479	2.2%
Clerical Salaries Total	\$12,373	\$12,636	\$12,835	\$13,195	\$13,479	2.2%
Other Salaries						
Substitutes	\$14,940	\$10,306	\$10,929	\$15,000	\$15,000	0.0%
Other Salaries Total	\$14,940	\$10,306	\$10,929	\$15,000	\$15,000	0.0%
Contract Services						
Professional Development	\$838	\$1,616	\$1,050	\$1,000	\$1,000	0.0%
School Physician	8,000	8,000	8,000	8,000	8,000	0.0%
Contract Services Total	\$8,838	\$9,616	\$9,050	\$9,000	\$9,000	0.0%
Supplies & Materials						
Medical	\$7,116	\$7,399	\$4,364	\$8,365	\$8,365	0.0%
Office	338	586	119	500	500	0.0%
Supplies & Materials Total	\$7,454	\$7,985	\$4,483	\$8,865	\$8,865	0.0%
Other Expenses						
Equipment	\$654	\$ -	\$ -	\$ -	\$ -	
Medical	1,193	1,425	4,069	2,835	2,835	0.0%
Postage	147	-	-	300	300	0.0%
Other Expenses Total	\$1,994	\$1,425	\$4,069	\$3,135	\$3,135	0.0%
Health Services Total	\$595,806	\$617,945	\$622,734	\$ 663,714	\$692,113	4.3%

* Final FY'19 Approved Budget Reflecting Approved Override Funding

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 FY'20. 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, most notably audiology testing equipment, as needed.

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 66.4% 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 collective bargaining agreements. Athletic coaches stipends are in the teacher collective bargaining agreement. 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.
- Increase in athletic transportation per transportation contract, and an increase for additional busses and/or lights in the event Turf 2 is taken off-line for repairs.
- A one-time increase of \$20,000 in the athletic user fee revolving account offset to support any transportation or other expenses associated with Turf 2 potentially being offline during the Fall, 2019 season.

The athletics budget is offset by user fee and gate receipt revenue that is used as a direct offset to coaches' salaries and any additional expenses related to Turf 2 potentially being offline.

As Figure 25 below shows, the Athletics Program budget is projected to increase by 7.1% in the FY'20 in the School Committee's Recommended Budget. This is a function of increases in transportation and contractual/non-represented salary increases. Most of the other expenses are level funded.

Figure 25: Athletics Program Budget by Detail

	Actual Expended FY'16	Actual Expended FY'17	Actual Expended FY'18	Adopted Budget FY'19*	Requested Budget FY'20	% Change
Professional Salaries						
Director	\$55,167	\$59,414	\$56,672	\$58,318	\$59,296	1.7%
Professional Salaries Total	\$55,167	\$59,414	\$56,672	\$58,318	\$59,296	1.7%
Clerical Salaries						
Employee Benefits	\$882	\$ -	\$ -	\$ -	\$ -	
Secretary	42,194	48,626	49,991	51,435	53,073	3.2%
Clerical Salaries Total	\$43,076	\$48,626	\$49,991	\$51,435	\$53,073	3.2%
Other Salaries						
Coach	\$362,934	\$399,148	\$415,510	\$417,638	\$446,081	6.8%
Event Detail	4,653	4,132	3,723	6,100	6,100	0.0%
Revolving Fund Support	(380,000)	(300,000)	(366,900)	(316,900)	(336,900)	6.3%
Other Salaries Total	\$ -(12,413)	\$103,280	\$52,333	\$106,838	\$115,281	7.9%
Contract Services						
Athletic Services	\$251,526	\$289,661	\$297,966	\$337,330	\$369,590	9.6%
Contract Services Total	\$251,526	\$289,661	\$297,966	\$337,330	\$369,590	9.6%
Supplies & Materials						
Athletic Services	\$7,169	\$7,340	\$11,613	\$9,000	\$9,000	0.0%
Office	2,185	706	959	1,500	1,500	0.0%
Team	9,074	12,618	16,892	13,500	13,500	0.0%
Uniforms	8,594	6,972	4,052	8,000	8,000	0.0%

Supplies & Materials Total	\$27,023	\$27,637	\$33,515	\$32,000	\$32,000	0.0%
Other Expenses						
Athletic Services	\$5,305	\$5,045	\$4,489	\$6,500	\$6,500	0.0%
Awards	2,190	2,424	1,751	3,000	3,000	0.0%
Dues & Memberships	10,965	10,765	12,136	11,500	12,875	12.0%
Equipment	15,338	9,141	19,311	12,000	12,000	0.0%
Software Licensing & Support	7,594	7,594	7,694	8,000	8,100	1.3%
Other Expenses Total	\$41,392	\$34,970	\$45,380	\$41,000	\$42,475	3.6%
Athletics Total	\$405,771	\$563,586	\$535,857	\$626,921	\$671,715	7.1%
<i>* Final FY'19 Approved Budget Reflecting Approved Override Funding</i>						

Figure 26 shows the participation level in High School Athletics since 2013-14 school year. Spring 2019 participation levels are not included because the season does not begin until the third week in March. Overall participation is up at this point from last year by 4 students.

Figure 26: Participation in High School Athletic Programs (SY2013-14 to SY2018-19)

SCHOOL YEAR	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19
BASEBALL	54	51	50	51	47	*
BASKETBALL (B)	47	44	35	38	36	40
BASKETBALL (G)	42	38	37	34	30	30
CHEERLEADING	26	21	22	22	24	24
CROSS COUNTRY	69	71	58	52	53	58
FIELD HOCKEY	49	31	41	55	58	59
FOOTBALL	100	89	109	103	102	89
GOLF	19	14	15	13	14	15
GYMNASTICS	29	17	17	20	22	21
ICE HOCKEY (B)	51	54	49	53	54	57
ICE HOCKEY (G)	23	18	17	22	21	20
INDOOR TRACK (B)	74	72	71	79	88	84
INDOOR TRACK (G)	51	36	46	69	76	83
LACROSSE (B)	66	71	66	65	61	*
LACROSSE (G)	77	60	61	77	70	*
OUTDOOR TRACK (B)	108	101	92	99	111	*
OUTDOOR TRACK (G)	53	73	69	58	78	*
SOCCER (B)	69	64	67	70	67	66
SOCCER (G)	65	66	62	59	59	62
SOFTBALL	41	42	39	37	42	*
SWIMMING (B)	27	34	24	14	21	19
SWIMMING (G)	30	28	27	29	31	29
TENNIS (B)	20	18	15	18	17	*

TENNIS (G)	17	16	14	17	13	*
VOLLEYBALL	43	42	44	44	37	42
WRESTLING	34	34	37	31	23	22
TOTAL	1,284	1,205	1,182	1229	1255	820

* Participation figures not yet available for spring season sports

Extracurricular Activities

The extracurricular activities program budget funds the salaries, stipends, and a small portion of the expenses necessary to offer extracurricular 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 extracurricular program budget funds salaries and stipends including 25% of the salary of the Assistant Principal for Athletics and Extracurricular 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 28% of the program expenses. This is down from 40% last year due to a decrease in ticket sales and user fee participation, resulting in a \$20,000 decrease from the offset.

As shown in Figure 27 below, the Extracurricular Activities Program budget is projected to increase 18.2% in the FY'20 School Committee's Recommended Budget. This increase is due primarily to a \$20,000 decrease in the extra-curricular offset and a contractual increase in the extra-curricular transportation.

All other increases/decreases, which may be large in percentage terms, are less than \$700 and are used to support the goals and initiatives of the extracurricular programs.

Figure 27: Extracurricular Activities Program Budget by Detail

	Actual Expended FY'16	Actual Expended FY'17	Actual Expended FY'18	Adopted Budget FY'19*	Requested Budget FY'20	% Change
Professional Salaries						
Coordinator	\$27,693	\$27,928	\$28,365	\$29,159	\$29,648	1.7%
Revolving Fund Support	(52,000)	(30,000)	(30,000)	(50,000)	(30,000)	-40.0%
Stipends	52,138	65,807	66,078	62,039	52,255	-15.8%
Professional Salaries Total	\$27,831	\$63,735	\$64,443	\$41,198	\$51,903	26.0%
Contract Services						

Other Student Activities	\$11,546	\$11,271	\$11,985	\$13,070	\$13,800	5.6%
Contract Services Total	\$11,546	\$11,271	\$11,985	\$13,070	\$13,800	5.6%
Supplies & Materials						
Other Student Activities	\$277	\$ -	\$268	\$400	\$400	0.0%
Performing Arts	900	1,225	845	1,500	1,500	0.0%
Supplies & Materials Total	\$1,177	\$1,225	\$1,113	\$ 1,900	\$1,900	0.0%
Other Expenses						
Dues & Memberships	\$876	\$720	\$1,321	\$1,000	\$1,000	0.0%
Equipment	6,864	1,831	557	3,750	4,250	13.3%
Other Student Activities	1,560	1,515	2,020	1,750	1,750	0.0%
Royalties	-	959	439	3,000	3,000	0.0%
Other Expenses Total	\$9,300	\$5,024	\$4,337	\$9,500	\$10,000	5.3%
Extra Curricular Total	\$ 49,854	\$81,255	\$81,878	\$65,668	\$77,603	18.2%
* Final FY'19 Approved Budget Reflecting Approved Override Funding						

The Figure below shows the participation level in High School Extra-Curricular since 2015-2016 school year.

Participation in High School Extra-Curricular (SY2013-14 to SY2018-19)

SCHOOL YEAR	2015-16	2016-17	2017-18	2018-19
**FALL DRAMA CAST/HEAD TECH	89	100	78	79
FALL DRAMA CREW	47	41	48	49
WINTER DRAMA CAST/HEAD TECH	58	83	47	49
WINTER DRAMA CREW	55	45	59	73
SPRING DRAMA CAST/HEAD TECH	81	46	55	*
SPRING DRAMA CREW	46	48	34	*
MARCHING BAND	35	42	38	56
JAZZ BAND	18	17	19	18
STAGE BAND	14	11	17	25
FALL GUARD	15	19	12	7
WINTER GUARD	12	17	13	13
TOTAL	470	469	420	

****2016-17 through 2018-19 Fall Drama Cast/Head Tech includes Non Drama Improv Students**

2017-18 Fall Drama Cast/Head Tech *Pippin* had less Cast & Head Tech positions available than 2016-17 Fall Drama Cast/Head Tech *The Wedding Singer*. Also 2017-18 had less Non Drama Improv students than 2016-17.

Winter Drama has 2 plays. Some Crew members participate in both plays but only charged

1x Winter user fee and counted 1x in Winter participation numbers above.

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 technician.

As shown in Figure 28, the Districtwide Networking and Technology Maintenance Budget for FY'20 is increasing by 5.1%. The major changes in this budget are as follows:

- Cost of living adjustments for technicians and network manager.
- Renewal of software programs and maintenance programs based on renewal cycles and completion of capital projects.
- Elimination of a 0.2 FTE Information Systems Specialist position due to retirement. The duties of this position are being distributed to other technology and data personnel.

Figure 28: Districtwide Networking and Technology Maintenance Budget by Detail

	Actual Expended FY'16	Actual Expended FY'17	Actual Expended FY'18	Adopted Budget FY'19*	Requested Budget FY'20	% Change
Professional Salaries						
Manager	\$68,340	\$73,751	\$74,952	\$77,052	\$ 81,130	5.3%
Technology Integration	41,056	29,088	19,030	16,731	-	-100.0%
Professional Salaries Total	\$109,396	\$102,840	\$93,982	\$93,783	\$81,130	-13.5%
Other Salaries						
Employee Benefits	\$5,447	\$ -	\$ -	\$ -	\$ -	
Technician	259,648	296,449	266,797	313,952	321,931	2.5%
Other Salaries Total	\$265,095	\$296,449	\$266,797	\$313,952	\$321,931	2.5%
Contract Services						
Consulting Services	\$15,198	\$12,863	\$-(265)	\$10,200	\$25,200	147.1%
Networking & Telecomm	5,646	5,754	5,980	6,500	6,500	0.0%
Software Licensing & Support	47,017	41,190	87,273	94,750	63,750	-32.7%
Contract Services Total	\$67,861	\$59,807	\$92,988	\$111,450	\$95,450	-14.4%
Supplies & Materials						
Information Management	\$ -	\$ -	\$5,508	\$6,000	\$6,000	0.0%
Networking & Telecomm	-	196	-	-	-	
Technology Maintenance	1,082	-	-	-	-	
Supplies & Materials Total	\$1,082	\$196	\$5,508	\$6,000	\$6,000	0.0%
Other Expenses						

Equipment	\$25,799	\$49,788	\$ -	\$ -	\$ -	
Networking & Telecomm	26,022	-	-	11,700	11,700	0.0%
Other	-	2,781	-	-	-	
Postage	56	85	-	200	200	0.0%
Software	6,302	11,963	11,663	32,000	82,000	156.3%
Software Licensing & Support	1,196	-	124	1,500	1,500	0.0%
Other Expenses Total	\$59,375	\$64,617	\$11,787	\$45,400	\$95,400	110.1%
Technology Total	\$502,808	\$523,907	\$471,062	\$570,585	\$599,911	5.1%
<i>* Final FY'19 Approved Budget Reflecting Approved Override Funding</i>						

Figure 29 below shows the current inventory of technology devices deployed throughout the district by the year that they were deployed in the school district. Due to the override, additional funding was provided in FY'19 to replace outdated technology and improve our technology replenishment cycle closer to 5 years.

Figure 29: SY'2018-19 Technology Inventory

School	Ship Year												Grand Total
	2006	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Admin							1	4	13	3	4	4	29
Barrows						3	11	42	58	32	4	7	157
Birch Meadow			1			6	19	35	20	32	35	30	178
Coolidge			1			16	24	96	74	86	191	53	541
Eaton				1		25	5	37	31	43	19	84	245
Killam			1	1		4		24	44	66	20	32	192
Parker	1	1	1	2	1	11	18	82	85	85	122	179	588
RISE				1				3	5			1	10
RMHS			2		2	11	38	177	114	18	119	167	648
Wood End						1	2	20	33	34	40	35	165
Grand Total	1	1	6	5	3	77	118	520	477	399	554	592	2753

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 increase 4.8% in the FY'20 School Committee's Recommended Budget.

The major changes in the FY'20 School Building Facilities Budget are as follows:

- Cost of living adjustments, salary steps, and column increases for school custodians according to collective bargaining agreements. In addition, there are also cost of living adjustments for non-represented employees.
- An anticipated increase in the contractual cleaning service at RMHS and Coolidge. This year is the final year of a three-year contract and we will be going out to bid for a new contract later this school year.

- An increase in the extended day revolving account offset of \$10,000 due to increased custodial and administrative costs to support that program.
- A decrease of \$10,000 in the use of School Property offset due to any potential impact on rentals related to late start at the High School.

The School Building Facilities department includes the salaries of the custodial manager, custodial staff and a 0.4 FTE facilities rental coordinator. Salaries account for the largest share of the School Building Facilities budget at 67.4% 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.

Figure 30: School Building Facilities Budget by Detail

	Actual Expended FY'16	Actual Expended FY'17	Actual Expended FY'18	Adopted Budget FY'19*	Requested Budget FY'20	% Change
Professional Salaries						
Employee Benefits	\$4,242	\$ -	\$ -	\$ -	\$ -	
Manager	99,031	75,387	76,608	78,642	79,750	1.4%
Professional Salaries Total	\$103,273	\$75,387	\$76,608	\$78,642	\$79,750	1.4%
Clerical Salaries						
Secretary	\$16,727	\$13,532	\$13,325	\$13,422	\$13,653	1.7%
Clerical Salaries Total	\$ 16,727	\$13,532	\$13,325	\$13,422	\$13,653	1.7%
Other Salaries						
Custodian	\$801,262	\$804,674	\$813,027	\$871,854	\$878,675	0.8%
Employee Benefits	7,908	29,235	573	-	3,600	
Overtime	40,854	45,215	36,082	55,000	59,140	7.5%
Revolving Fund Support	(150,000)	(165,000)	(180,000)	(180,000)	(180,000)	0.0%
Substitutes	76,744	71,712	76,349	80,000	81,400	1.8%
Other Salaries Total	\$776,767	\$785,836	\$746,032	\$826,854	\$842,815	1.9%
Contract Services						
Cleaning Services	\$226,531	\$255,000	\$200,750	\$294,752	\$338,965	15.0%
Contract Services Total	\$226,531	\$255,000	\$200,750	\$294,752	\$338,965	15.0%
Supplies & Materials						
Equipment	\$2,407	\$1,803	\$4,385	\$11,500	\$11,500	0.0%
Supplies	117,350	96,502	106,618	93,090	93,701	0.7%
Supplies & Materials Total	\$119,757	\$98,305	\$111,004	\$104,590	\$105,201	0.6%
Other Expenses						
Equipment	\$4,166	\$8,163	\$2,458	\$4,000	\$5,500	37.5%
Software Licensing & Support	955	960	960	960	960	0.0%
Uniforms	1,145	1,100	674	2,000	2,000	0.0%
Other Expenses Total	\$6,266	\$10,223	\$4,091	\$6,960	\$8,460	21.6%
School Facilities Total	\$1,249,320	\$1,238,283	\$1,151,810	\$1,325,220	\$1,388,844	4.8%

Figure 31: School Building Facilities Staffing

	FY16 FTE	FY17 FTE	FY18 FTE	Budgeted FY19 FTE	Actual FY19 FTE	Budgeted FY20 FTE
Facilities	20.0	19.9	19.9	19.9	19.9	19.9
Custodian	18.6	18.5	18.5	18.5	18.5	18.5
District Administrator	1.0	1.0	1.0	1.0	1.0	1.0
Rentals Coordinator	0.4	0.4	0.4	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 \$3.13 million in federal, state, and private grant funding. While we have been fortunate over the last five years to have been supported by various American Reinvestment and Recovery Act, Education Jobs Act (Ed Jobs) and Race to the Top Funding, these funds are no longer available to us as of FY'15 and beyond. In addition, this is the final year of the School Climate Transformation Grant.

Figure 32: Summary of Federal, State, and Private Grants

	Expended 2015	Expended 2016	Expended 2017	Expended 2018	Award 2019	Projected 2020
Federal Grants:						
Title I	114,266	132,029	109,850	89,317	115,648	99,531
Title I Support (District and School Assistance Grants)	-	2,600	4,670	-	-	-
Title IIA	7,877	48,759	23,640	49,240	105,410	60,000
Title IVA Student Support and Academic Enrichment	-	-	-	-	9,428	6,662
Safe & Supportive Schools	-	10,000	-	-	-	-
SPED IDEA (P.L. 94-142)	971,940	978,744	970,864	1,043,952	1,047,416	1,022,000
SPED Early Childhood	17,917	17,919	18,439	16,994	17,966	17,966
SPED Program Improvement Early Childhood	2,669	1,402	2,648	2,972	7,000	7,000
SPED Professional Development	32,957	32,755	33,469	13,623	-	-
Mental Health First Aid	39,258	35,952	21,599	-	-	-
School Transformation (MTSS)	111,640	239,596	283,647	153,754	461,363	-
Total - Federal Grants	1,298,523	1,499,756	1,468,826	1,369,852	1,764,231	1,213,159
State Grants:						
Racial Imbalance (METCO)	358,161	387,390	410,080	394,601	423,214	423,214
Academic Support	4,039	2,620	-	-	-	-
Circuit Breaker	1,186,247	952,837	1,060,652	1,062,769	943,850	1,022,809
Financial Education Innovation Fund	-	-	4,807	-	-	-
Total - State Grants	1,548,447	1,342,847	1,475,539	1,457,370	1,367,064	1,446,023

TOTAL - ALL GRANTS	2,846,970	2,842,603	2,944,365	2,827,222	3,131,295	2,659,182
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There is a timing difference in spending for our SPED IDEA, School Transformation, Title I, Title IIA, and Title IV grants. Under current regulations we are allowed to carryover funds into the next fiscal year. We carried forward a significant portion of our FY'18 Title IIA grant into FY'19. We have also carried forward a significant portion of our FY'18 School Transformation Grant into FY'19.

As shown in Figure 33 below, grant funded positions are projected to decrease in FY'20 by 0.6 FTE due to the transfer of the District Administrator of Support Services Position of a 0.6 FTE out of the School Transformation Grant into the operating budget. This position is being funded as a Community Priority Accommodated Cost this year. All other grant funded positions are expected to remain relatively the same in FY'20 and are dependent on the final funding available under each grant.

Figure 33: Change in Grant Funded Positions

	FY16 FTE	FY17 FTE	FY18 FTE	Budgeted FY19 FTE	Actual FY19 FTE	Budgeted FY20 FTE
Grant Funded	17.6	16.8	16.2	15.2	16.1	15.5
Data Analyst	1.3	1.0	0.8	-	-	-
District Administrator of Support Services	0.5	0.5	0.5	0.6	0.6	-
METCO Coordinator	1.0	1.0	1.0	1.0	1.0	1.0
Elementary Teacher	3.8	3.6	3.6	5.6	5.0	5.0
High School Teacher	3.0	3.0	3.0	2.0	2.0	2.0
Middle School Teacher	2.5	2.5	2.5	2.0	2.0	2.0
Pre-School Teacher	2.0	2.0	1.6	1.0	1.0	1.0
Team Chair	2.0	2.0	2.0	2.0	1.0	2.0
BCBA				-	1.0	-
Paraprofessional	-	-	-	0.5	0.7	0.7
Tutor	1.6	1.2	1.2	0.5	1.8	1.8

Special Revenue Funds

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 and expenses, and change in fund balance between July 1, 2017 and June 30, 2018. 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. 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, 2018

	Balance 30-Jun-17	FY18 Revenue	FY18 Offsets	FY18 Direct Expenditures	Balance 30-Jun-18	Net Gain/(Loss)
Revolving Fund:						
School Lunch Program	\$485,658	\$1,281,869	\$ -	\$1,213,131	\$554,396	\$68,738
School Transportation	(686)	37,150	-	36,914	(450)	236
Guidance Revolving Fund	6,378	60,899	-	57,873	9,404	3,026
Coolidge Extracurricular	4,738	-	-	-	4,738	-
Drama Activities Coolidge	19,574	17,512	-	10,711	26,375	6,801
Parker Extracurricular	3,860	-	-	-	3,860	-
Parker After School Activities	33,888	37,789	-	26,925	44,752	10,864
Drama Activities Parker	23,456	26,446	-	24,333	25,569	2,113
Band Extracurricular Activities	8,038	25,414	-	25,434	8,018	(20)
Adult Education Program	17,510	63,592	-	49,432	31,670	14,160
Summer School Program	79,430	41,544	-	40,465	80,509	1,079
Lost Books	24,533	2,128	-	1,612	25,049	516
Total	\$706,377	\$1,594,343	\$ -	\$ 1,486,828	\$813,892	\$107,514
				FY18		
	Balance	FY18	FY18	Direct	Balance	Net
Revolving Fund:	30-Jun-17	Revenue	Offsets	Expenditures	30-Jun-18	Gain/(Loss)
Donation Revolving Funds:						
Elementary Science Materials	\$1,640	\$ -	\$ -	\$ -	\$1,640	\$ -
Burns Foundation (Coolidge)	163	-	-	-	163	-
District Donation Fund	31,981	52,686	-	72,149	12,518	(19,463)
Barrows Donations Fund	2,234	1,794	-	-	4,028	1,794
Birch Meadow Donation Fund	8,787	30,221	-	3,950	35,058	26,271
Joshua Eaton Donation Fund	6,755	5,677	-	6,295	6,137	(618)
JW Killam Donation Fund	2,269	24,046	-	-	26,315	24,046
Wood End Donation Fund	16,777	3,944	-	17,512	3,209	(13,568)
Coolidge Donation Fund	5,393	28,020	-	24,535	8,878	3,485
Parker Donation Fund	10,191	14,520	-	13,403	11,308	1,117
High School Donation Fund	47,261	30,352	-	46,569	31,044	(16,217)
Special Education Donation Fund	3,849	-	-	3,530	319	(3,530)
Total	\$137,300	\$191,260	\$ -	\$187,942	\$140,618	\$3,318
				FY18		
	Balance	FY18	FY18	Direct	Balance	Net
Revolving Fund:	30-Jun-17	Revenue	Offsets	Expenditures	30-Jun-18	Gain/(Loss)
Revolving Funds that Offset the Budget						
Athletic Activities	\$57,854	\$419,880	\$366,900	\$42,926	\$67,908	\$10,054
Drama Activities RMHS	17,606	101,657	30,000	55,716	33,547	15,941
Extended Day Program	1,040,699	1,351,284	180,000	1,217,646	994,337	(46,362)

RISE Preschool Program	312,271	299,924	380,000	13,125	219,070	(93,201)
Use of School Property	45,095	292,449	140,000	131,028	66,516	21,421
Special Education Tuition	193,967	186,294	248,000	20,893	111,368	(82,599)
Full Day Kindergarten Tuition	510,395	979,885	900,000	-	590,280	79,885
Total	\$2,177,887	\$3,631,373	\$2,244,900	\$1,481,334	\$2,083,026	\$(94,861)
TOTAL ALL FUNDS	\$3,021,564	\$5,416,976	\$2,244,900	\$3,156,104	\$ 3,037,535	\$15,971

*Revenue figures also include donations received from "Friends of" all of the athletic groups

The first group includes the School Lunch Program which accounts for 68.1% of the \$813,892 June 30th 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 gain of \$68,738 year over year. This program by law can only carry forward three months of operating expenses.

The School Transportation account shows a net increase of \$236 in fund balance due to a timing difference. The negative balance is the result of timing differences resulting from refunds to families who cancel bus transportation. Prepayment is required by June 30th for those who are able to access non-mandated bus transportation. Similar to the Transportation fund, the Summer School fund has a net increase of \$1,079 as the result of timing differences between enrollment and payment prior to the start of the program and the timing of expenses.

The next group are donation revolving funds. The School Committee accepts all donations. Sources of donations include; PTO's, Reading Education Foundation, and individuals. Most donations are directed, for a specific purpose. These funds are not used to offset the operating budget.

The last grouping of revolving funds are the ones that the district utilizes for offset to the operating budget. Figure 34 provides the summary of FY'18 and Figure 35 provides a model forecast for projected ending balances for this group of seven funds. In FY'18 the district took a combined offset of \$2,244,900 from these seven revolving funds. Overall the net loss in FY'18 for this group of seven was \$94,861.

The Athletic fund balance had a net gain of \$10,054 which resulted from the timing difference of expenses and revenue receipts and an increase in user fee participation. The athletic user fees were increased in the prior fiscal year and we are currently monitoring the impact of the increased fees, increased number of students eligible for free and reduced fees as well as the impact of not raising the family cap.

The Drama fund balance had a net increase of \$15,941 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 ticket sales from the four shows and the cost of the royalties for the shows. Participation and ticket sales has declined over the last few years. We are recommending a decrease in the offset due to the declining participation and ticket sales.

The Extended Day Fund had a net decrease in the ending balance of \$46,362. This decrease is due to a 10% reduction rate in tuition in FY'18 in order to address the balance within the fund.

The RISE Preschool program had a net loss of \$93,201 for the year. The tuition was increased in FY'18 and we are recommending a decrease in the offset this year.

The Use of School Property had a \$21,421 increase in the fund balance for FY'18. Custodial compensation associated with rentals is expended directly to this fund. We do not propose a rental fee increase at this time as our fees are comparable to other districts and towns. We are recommending decreasing the offset in the FY'20 budget for any potential impact late start at RMHS may have on rentals.

Full Day Kindergarten had an increase of \$79,885 from last year. This is partly due to the higher number of full day kindergarten students enrolled in the 2017-18 school year and the impact on the first payment which is due in the spring of each year. We are recommending increasing the offset in the FY'20 School Committee's Recommended Budget to account for the change in enrollment.

Figure 35: Revenue Offset Summary for FY'18

Revolving Fund:	Balance 30-Jun-18	FY19 Projected Revenue	FY19 Budgeted Offsets	FY19 Direct Expenses	Projected Balance 30-Jun-19	FY20 Projected Revenue	FY20 Budgeted Offsets	FY20 Direct Expenses	Projected Balance 30-Jun-20
Athletic Activities	\$67,908	\$415,000	\$316,900	\$70,000	\$96,008	\$415,000	\$336,900	\$65,000	\$109,108
Drama Activities RMHS	33,547	100,000	50,000	76,000	7,547	95,000	30,000	56,000	16,547
Drama Activities Coolidge	26,375	17,000	-	11,000	32,375	17,000	12,000	11,000	26,375
Drama Activities Parker	25,569	26,446	-	24,333	27,682	27,000	12,000	25,000	17,682
Extended Day Program	994,337	1,352,000	180,000	1,230,000	936,337	1,360,000	195,000	1,250,000	851,337
RISE Preschool Program	219,070	300,000	380,000	15,000	124,070	300,000	330,000	18,000	76,070
Use of School Property	66,516	290,000	140,000	145,000	71,516	262,000	130,000	150,000	53,516
Special Education Tuition	111,368	85,000	148,000	-	48,368	76,000	80,000	-	44,368
Full Day Kindergarten Tuition	590,280	1,119,200	949,000	-	760,480	1,149,800	1,100,000	-	810,280
Total	\$2,134,971	\$3,704,646	\$2,163,900	\$1,571,333	\$2,104,384	\$3,701,800	\$2,225,900	\$1,575,000	\$2,005,284

Figure 35 above is a model projection based on trends and assumptions.

The Athletic Activities revenue forecast for FY'19 and FY'20 is based on early data from fall and winter sports participation. We will continue to monitor the impact of the increased user fee, increased percentage of students eligible for free and reduced as well as the impact of not increasing the family caps. We are recommending a one time increase to the offset of \$20,000 to address any transportation or other expenses with Turf 2 being potentially offline during the Fall, 2019 season.

Drama includes a revenue forecast of both user fees and tickets sales. Depending on the popularity of the fall show determines the amount of revenue forecasted for ticket sales. We are recommending a decrease to the offset of \$20,000 to reflect this forecast.

The Extended Day Program is currently forecasted to have a decreased balance for FY'20. This is due to the additional staffing, increased offset, updating enrichment offerings and a 10% decrease in the Extended Day rates approved by the School Committee. We are recommending increasing the offset by \$15,000 to account for increased administrative and custodial costs to run the programs.

The RISE Preschool program offset is recommended to be decreased by \$50,000 to be more in line with the tuition revenue that is being collected.

The Use of School Property will need to be continuously monitored. In FY'20, we are recommending to decrease the offset by \$10,000 for any potential impact to rentals as a result of the late start at RMHS.

The Special Education Tuition fund offset has been decreased to \$80,000 for FY'20. This revolving fund much like out-of-district tuition is difficult to project as students withdraw or change placements mid-year. One of the biggest drivers to tuition-in students is available space in our indistrict programs. The \$80,000 offset for FY'20 is reasonable given the anticipated decrease in student placements.

Full Day Kindergarten projected balance is expected to increase due to increased full day enrollment. We are recommending an increase in the offset of \$151,000 to account for an increase in full day kindergarten students and a decrease in the number of full day students requiring free or reduced lunch.

For a breakdown of revolving account offset changes for FY'20, please refer to Figure 3 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 is 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 and Killam Elementary School.

Figure A1-Reading Public School Enrollment As of October 1, 2018

As of October 1, 2018, the enrollment at our schools is:	
RISE Pre-School (grades Pre-K)	115
Alice Barrows Elementary School (grades K - 5)	374
Birch Meadow Elementary School (grades K - 5)	377
Joshua Eaton Elementary School (grades K - 5)	386
J. Warren Killam Elementary School (grades K - 5)	412
Wood End Elementary School (grades K - 5)	305
A.W. Coolidge Middle School (grades 6 - 8)	443
Walter S. Parker Middle School (grades 6 - 8)	547
Reading Memorial High School (grades 9 - 12)	1,251
Total Enrollment	4,210

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 ten member districts of the SEEM Collaborative and one of eighteen 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:

Elaine Webb, Chairperson, Term Expires 2021
Dr. Linda Snow Dockser, Vice Chairperson, Term Expires 2020
Nick Boivin, Term Expires 2019
Jeanne Borawski, Term Expires 2020
Charles Robinson, Term Expires 2019
Dr. Sherri VandenAkker, Term Expires 2021

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.

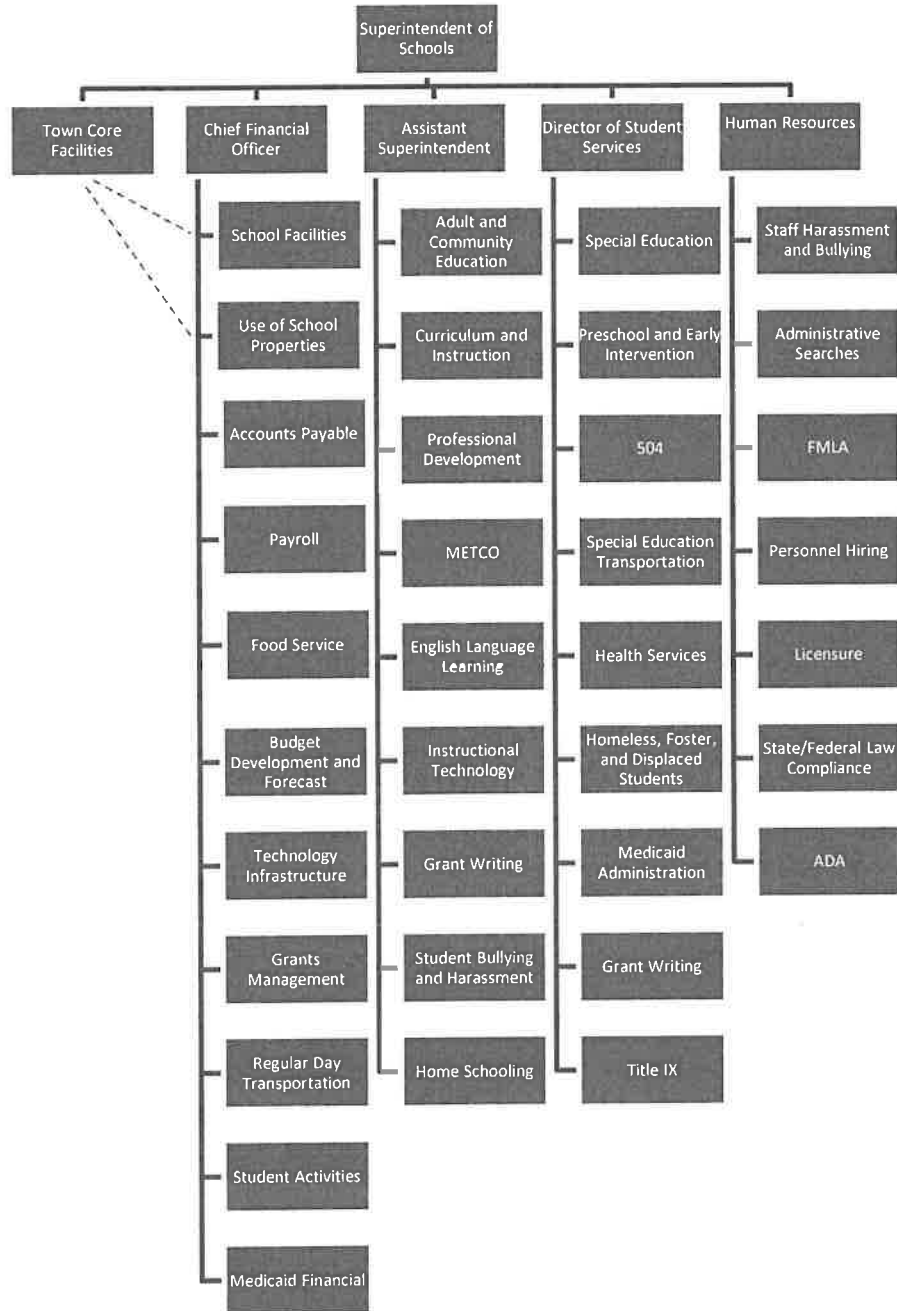
District Administration

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 and the Director of Student Services. The District Leadership Team includes the Central Office Leadership Team, the eight building principals, the RISE Preschool Director, Human Resources Administrator, and Assistant Director for Special Education. The Administrative Council includes the District Leadership Team as well as all Assistant Principals, Special Education Team Chairs, and Department Directors (Facilities, Food Services, Network Manager, METCO and Health Services).

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 extracurricular activities including athletic teams, academic teams, and fine and performing arts.

Appendix B: Student Demographics

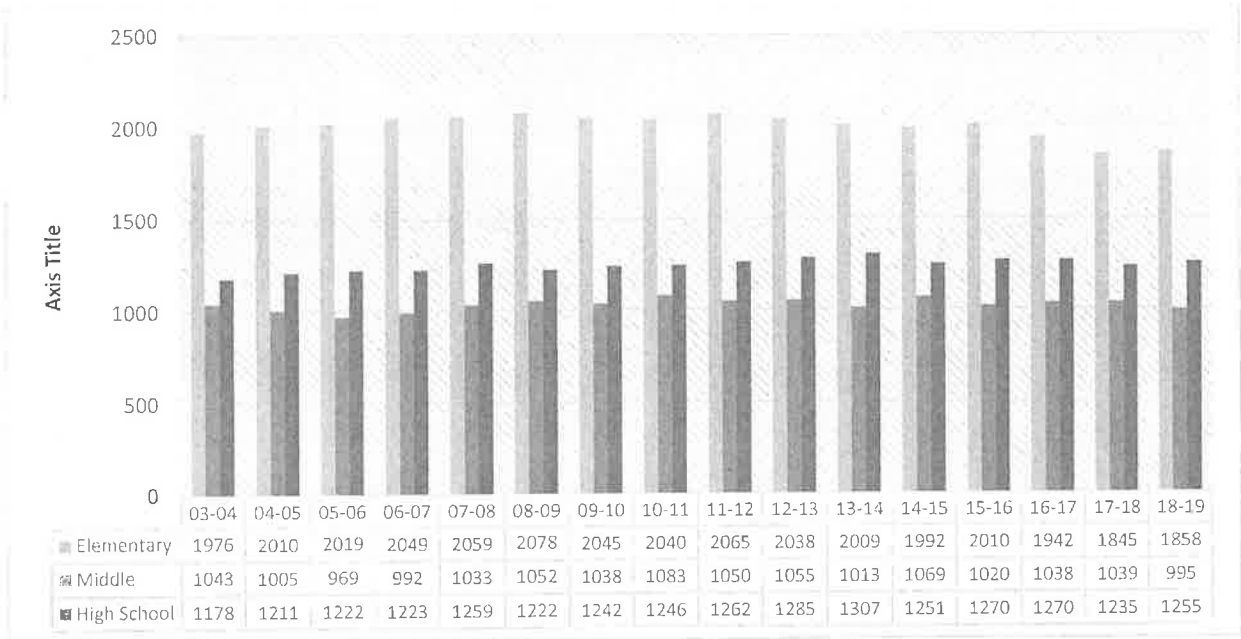
This section provides student demographic information such as enrollment by school, by grade, and by population and class size information.

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



It has been more than 9 years since the District convened an enrollment study. K-12 Enrollment has been fairly consistent over the past fourteen years, peaking in FY12-13 at 4,378. RISE enrollment has increased as the number of students requiring services has increased which requires an increase in tuition paying students. Current K-12 enrollment is 4,095, a decrease of 9 students from last year. This year, enrollment increased at elementary by 13 students, primarily in Kindergarten. Middle school decreased by 44 students and High School enrollment increased by 20 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

	04-05	05-06	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19
Alice Barrows	409	375	387	406	407	390	399	389	388	369	359	385	385	377	374
Birch Meadow	532	350	363	418	422	412	419	412	393	384	387	387	383	370	377
Joshua Eaton	525	496	482	465	450	442	425	446	453	455	471	462	428	388	386
J. Warren Killam	544	447	453	427	451	455	447	451	446	463	440	460	427	420	412
Wood End		351	364	343	348	346	350	367	358	338	335	316	319	290	305
A.W. Coolidge	473	442	426	436	466	476	490	466	462	449	476	471	466	476	443
Walter S. Parker	532	527	566	597	586	562	593	584	593	564	593	549	572	563	547
Reading Memorial	1,211	1,222	1,223	1,259	1,222	1,242	1,246	1,262	1,285	1,307	1,251	1,270	1,270	1,235	1,251
RISE	67	72	68	65	76	67	90	100	105	103	95	94	91	94	115
District	4,293	4,282	4,332	4,416	4,428	4,392	4,459	4,477	4,483	4,432	4,407	4,394	4,341	4,213	4,210
% Change	0.7%	-0.3%	1.2%	1.9%	0.3%	-0.8%	1.5%	0.4%	0.1%	-1.1%	-0.6%	-0.3%	-1.2%	-2.9%	-0.7%

Table B3: Historical Enrollment by Grade Level

	PK	K	1	2	3	4	5	6	7	8	9	10	11	12	Total
2002-03	58	321	336	354	310	308	357	344	363	320	303	325	292	302	4,293
2003-04	65	300	361	344	350	312	309	348	335	360	277	298	328	275	4,262
2004-05	67	337	331	341	345	349	307	315	350	340	327	272	308	304	4,293
2005-06	72	282	369	328	343	346	351	312	313	344	315	327	281	299	4,282
2006-07	68	324	316	375	328	353	353	355	320	317	315	314	331	263	4,332
2007-08	65	324	345	318	388	335	349	348	364	321	305	319	323	312	4,416
2008-09	76	324	343	358	318	393	342	343	347	362	292	304	319	307	4,428
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

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, with the exception of the 2018-19 data which is as of 12/31/2018. As this table indicates, the total percentage of students receiving special education services has increased by .7% or 28 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 7 students. Our analysis has shown that several of these students are being placed in out of district placements for social emotional or behavioral needs.

Table B4: Special Education Enrollment (2018-19 data as of 12/31/2018)

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%	N/A	62

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 a slight decrease in both our ELL and low income populations from the 2017-18 school year. 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, 2018)

Enrollment History for other High Needs Populations												
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%

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.

Table B6: Average Class Size by Grade and School (2018-19 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	18.3	22.3	17.6	20	20.3	19.3							
Birch Meadow	20.6	20	21.3	20.6	21	22							
Joshua Eaton	19	21.6	22	16.75	19.5	20							
Killam	19.75	21	22.6	20	19	22.3							
Wood End	17.6	21	25	24.5	22	22.5							
Coolidge							21.3	27.8	24.6				
Parker							20.3	23.5	24.5				
High School										20	21.3	17.6	16.8
Average	19	21	20	20.4	20.4	21.2	20.8	25.6	24.6	20	19.6	19	20

Middle school class size ideally should be between 20 and 26 students. As Figure B6 shows, middle school class sizes are all essentially within the ideal range at Parker Middle School, but slightly higher at Coolidge Middle School.

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. Table B7 below shows the 2017-18 and 2018-19 class sizes at the High School by grade, core subject, and level. The 2017-18 school year class size enrollments were prior to the addition of 5.0 FTE teachers to the High School.

Figure B7: SY'2018-19 Compared to SY2017-18 High School Class Size

Grade	College Prep				Strong College Prep				Honors				AP	
	9	10	11	12	9	10	11	12	9	10	11	12		
Subject														
English 2017-18	NA	NA	NA	NA	21	20	20	18	23	23	23	22	10	
English 2018-19	NA	NA	NA	NA	20	17	18	18	18	20	23	22	20	
Math 2017-18	16	16	18	26	21	21	21	23	27	23	22	NA	24	
Math 2018-19	20	15	20	28	17	17	20	22	20	23	20	20	20	
Science 2017-18	NA	21	18	13	21	22	17	17	23	22	21	21	20	
Science 2018-19	NA	15	16	NA	19	22	21	17	23	21	20	11	20	
Social Studies 2017-18	NA	NA	8	NA	18	19	21	19	22	24	22	12	23	
Social Studies 2018-19	NA	NA	NA	NA	25	21	22	17	20	24	22	24	19	
French 2017-18	NA	NA	NA	NA	15	23	15	8	25	32	20	11	14	
French 2018-19					22	18	20	7	24	24	27	5	11	
Spanish 2017-18	14	NA	NA	NA	22	20	16	8	23	25	17	6	20	
Spanish 2018-19	19				25	19	14	8	21	22	18	11	20	
Latin 2017-18	17	18	NA	NA	22	19	NA	NA	NA	NA	16	16	1	
Latin 2018-19	22				13	17	14				15		1	
Average 2017-18	16	18	15	20	20	21	18	16	24	25	20	15	16	
Average 2018-19	20	15	18	28	20	19	18	15	21	22	21	15	16	

ENTERPRISE FUNDS

FY20 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 50+ year old water mains and both water storage tanks, as well as every one of 12 sewer pump stations.

Water: Good progress has been made as over \$10 million has been spent on prioritized local water main replacements. Near term projects include improvements to Grove Street, Gazebo Circle, and the Downtown area. Work on the Auburn Water Tank should begin within two years, as April 2019 Town Meeting will be asked to authorize \$4.5 million in debt, with repayments set to impact the budget in FY21. Water meter replacements utilizing so-called smart meters are anticipated in FY23, a couple of years later than previously planned. Current beta testing of this next generation of meters suggests that customers will have real time information on their water usage, which will help detect leaks immediately. Yet, much infrastructure work is still to be done with about \$40 million of large scale water main repairs scheduled to begin in the next five years at approximately the same time that debt to join the MWRA has been fully repaid.

Sewer: Repairs to the sewer system pump stations have been more expensive than initially thought, due in large measure to the strong local construction markets. Work is complete to the West and Batchelder stations, and is ongoing to Charles Street. Annual Town Meeting will be asked to transfer funds to the Charles Street project due to unexpected remediation work done on the site. Sturges station design is funded in FY20 with repairs planned to commence in FY21. This will complete the first phase of those sewer stations that were in most urgent need of replacement. The next set is planned to begin in about five years. The downtown area is being evaluated to make sure capacity meets the economic growth in the area.

<u>Water</u>	<u>Share</u>	<u>FY20</u>	<u>FY21</u>	<u>Sewer</u>	<u>Share</u>	<u>FY20</u>	<u>FY21</u>
Local costs	32%	3.3%	3.0%	Local costs	14%	1.8%	3.0%
Capital & Debt	36%	0.2%	15.8%	Capital & Debt	12%	32.7%	23.5%
MWRA	33%	3.3%	4.5%	MWRA	75%	6.0%	3.9%
TOTAL		2.2%	8.0%	TOTAL		7.9%	6.0%

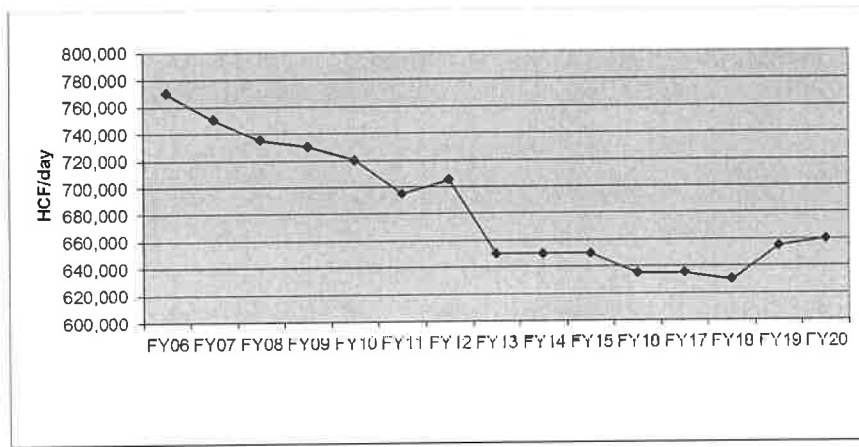
The Water infrastructure improvements represent about one-third (36%) of total Water Enterprise Fund costs, and as mentioned the Auburn Street tank replacement is noted in the +15.8% increase in FY21.

The Sewer infrastructure improvements represent a much smaller share (12%) of the total Sewer Enterprise Fund costs, and the large increases starting in FY20 will have less of an overall impact.

Water & Sewer Rates

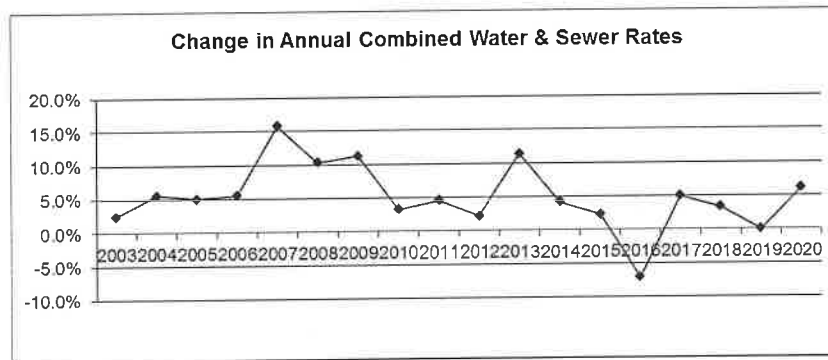
Water & Sewer rates are set by a combination of underlying budgets, customer payment patterns, use of reserves and the volume of water the community uses. Because a significant amount of the total budget costs are fixed, water conservation efforts cause the town to 'sell less water' which places upward pressure on rates.

The chart below shows the water usage forecasts used to set rates. The sharp decrease in water usage in FY13 caused a sharp increase in rates as shown below. The most recent FY19 slight uptick in water usage, driven by economic development, has put a modest downward pressure on rates for the second consecutive year:



At a Public Hearing on March 12, 2019 the Select Board voted to set Water rates at \$10.37/HCF (+3.7%) and Sewer rates at \$11.03/HCF (+8.5%) starting with the billing for December 2019. This pegs the reserves usage at \$550,000 for Water and \$450,000 for Sewer.

The chart below shows the recent annual changes in combined Water & Sewer rates. Note the FY16 decrease was driven by eliminating the 10% early payment discount, in which rates previously had to be set artificially high.



WATER ENTERPRISE FUND

FY20 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 only 1.6% in FY20, while the MWRA forecasts a 3.3% increase in charges. This combination leads to a modest 2.2% budget increase. As mentioned, the Select Board voted to increase rates by 3.7% which implies a \$550,000 usage in reserves. This level is identical to what was used in the original FY19 water budget; recall that November 2018 Town Meeting voted an additional \$145,000 in reserves to offset capital costs.

Note that planned capital spending in FY21 will increase by about \$350,000, which will place upward pressure on rates and perhaps lead to increased use of reserves.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Wages	\$ 656,400	\$ 697,563	\$ 763,975	\$ 771,925	1.0%
Overhead Expenses	\$ 492,315	\$ 507,261	\$ 549,500	\$ 581,500	5.8%
Operational Expenses	\$ 277,463	\$ 296,859	\$ 323,000	\$ 337,500	4.5%
General Fund Support	\$ 551,888	\$ 560,000	\$ 574,000	\$ 592,400	3.2%
Water Operational Costs	\$ 1,978,065	\$ 2,061,683	\$ 2,210,475	\$ 2,283,325	3.3%
Capital	\$ 20,268	\$ 204,976	\$ 665,000	\$ 470,000	-29.3%
Debt	\$ 1,594,818	\$ 2,032,083	\$ 1,900,000	\$ 2,100,000	10.5%
Water Local Costs	\$ 3,593,151	\$ 4,298,741	\$ 4,775,475	\$ 4,853,325	1.6%
MWRA Expenses	\$ 2,109,549	\$ 2,211,234	\$ 2,300,000	\$ 2,375,000	3.3%
Water Gross Costs	\$ 5,702,700	\$ 6,509,975	\$ 7,075,475	\$ 7,228,325	2.2%
Use of Financial Reserves			\$ (695,000)	\$ (550,000)	-20.9%
Water Net Costs			\$ 6,380,475	\$ 6,678,325	4.7%

Salaries

A laborer position has been transferred from water to sewer, which has a dampening effect of FY20 wage increases shown below.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Water/Sewer Supervisor	\$ 40,800	\$ 41,808	\$ 44,650	\$ 47,550	6.5%
Water Quality & Safety Adm	\$ 69,024	\$ 71,262	\$ 77,700	\$ 80,250	3.3%
Managing/Working Foremen	\$ 186,790	\$ 192,130	\$ 199,800	\$ 209,175	4.7%
Senior/Junior Operators	\$ 249,565	\$ 256,448	\$ 264,600	\$ 307,950	16.4%
Laborers	\$ 22,024	\$ 35,365	\$ 36,600	\$ -	-100.0%
W/S Assistant Collector	\$ 25,638	\$ 27,828	\$ 28,125	\$ 28,175	0.2%
Support Staff	\$ -	\$ -	\$ 21,000	\$ 22,825	8.7%
Seasonal Staff	\$ 15,023	\$ 14,161	\$ 22,000	\$ 7,500	-65.9%
On Call/Out of Grade	\$ 16,552	\$ 14,264	\$ 17,000	\$ 16,000	-5.9%
Overtime	\$ 40,698	\$ 44,297	\$ 60,000	\$ 60,000	0.0%
Buyback	\$ -	\$ -	\$ -	\$ -	0.0%
Snow Removal	\$ (9,713)	\$ -	\$ (7,500)	\$ (7,500)	0.0%
Water EF Wages	\$ 656,400	\$ 697,563	\$ 763,975	\$ 771,925	1.0%

Expenses

Local overhead expenses are higher again this year because of annual pension assessments. A new OSHA mandated safety program plus a small increase in expected Police details (because of capital projects) cause an increase in Local operational expenses. General Fund support costs were all increased by about 3.25% according to a methodology developed by the Town Accountant.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Retirement Assessment	\$ 166,923	\$ 174,435	\$ 183,000	\$ 222,000	21.3%
OPEB Contributions	\$ 50,000	\$ 50,000	\$ 52,500	\$ 55,000	4.8%
Health Insurance	\$ 216,725	\$ 226,320	\$ 243,000	\$ 240,000	-1.2%
Medicare Payments	\$ 11,163	\$ 10,488	\$ 13,000	\$ 13,500	3.8%
P/C Insurance Premiums	\$ 31,268	\$ 32,745	\$ 40,500	\$ 35,000	-13.6%
Worker Comp Ins. Premiums	\$ 16,236	\$ 13,273	\$ 17,500	\$ 16,000	-8.6%
Water EF Overhead Exp.	\$ 492,315	\$ 507,261	\$ 549,500	\$ 581,500	5.8%
Water Parts & Maintenance	\$ 116,661	\$ 115,997	\$ 145,000	\$ 145,000	0.0%
Water Supplies & Equipment	\$ 42,792	\$ 47,035	\$ 46,000	\$ 46,000	0.0%
Water Quality & Safety	\$ 28,028	\$ 26,883	\$ 25,000	\$ 33,000	32.0%
Conservation Promotion	\$ 14,700	\$ 10,387	\$ 20,000	\$ 20,000	0.0%
Gas & Utilities	\$ 44,320	\$ 52,868	\$ 46,000	\$ 47,000	2.2%
Office Supplies & Equipment	\$ 4,771	\$ 12,114	\$ 10,000	\$ 11,500	15.0%
Professional Development	\$ 8,077	\$ 6,511	\$ 11,000	\$ 11,000	0.0%
Police Details	\$ 18,114	\$ 25,064	\$ 20,000	\$ 24,000	20.0%
Water EF Operating Exp.	\$ 277,463	\$ 296,859	\$ 323,000	\$ 337,500	4.5%
Wage Support - Admin Svc	\$ 28,472	\$ 28,900	\$ 29,625	\$ 30,600	3.3%
Wage Support - Finance	\$ 24,490	\$ 24,850	\$ 25,475	\$ 26,300	3.2%
Wage Support - DPW	\$ 364,918	\$ 370,250	\$ 379,500	\$ 391,825	3.2%
Expense Support - Admin Svc	\$ 18,480	\$ 18,750	\$ 19,225	\$ 19,850	3.3%
Expense Support - Finance	\$ 5,025	\$ 5,100	\$ 5,225	\$ 5,400	3.3%
Expense Support - DPW	\$ 110,503	\$ 112,150	\$ 114,950	\$ 118,425	3.0%
Water EF Genl Fund Support	\$ 551,888	\$ 560,000	\$ 574,000	\$ 592,400	3.2%

Capital & Debt

Please see the next two pages for the Capital Plan and Debt Schedule.

Water Enterprise Fund
Capital + Debt

Water Ent. Fund Capital & Debt	Approved FY-2019	Proposed FY-2020	Projected = Legend: Debt (issued); debtn (not issued); debtn (not yet approved)											FY20-35 TOTAL			
			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
Total Capital & Debt	2,547,030	2,561,619	2,856,619	2,976,719	3,002,919	2,919,919	3,150,425	2,866,225	2,859,613	1,747,250	1,352,000	1,297,000	1,272,000	1,257,000	1,217,000	437,000	33,185,306
Water CAPITAL	665,000	470,000	75,000	170,000	75,000	75,000	110,000	135,000	335,000	100,000	100,000	125,000	140,000	165,000	165,000	125,000	2,465,000
Water Supply																	
MWRA (\$3.18mil partial join)	1	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt								
MWRA (\$7.8mil full join)	2	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt								
Well Abandonment		50,000							225,000								275,000
Develop Lead Program		50,000															50,000
Auburn Tank \$4.5 mil/5yr	9																
Replace Meters \$1.6mil/5yr	10																
DPW Bldg Project/25 yrs TBA	11																
Bear Hill Storage Tank (\$2.0 mil) - remove pending MWRA 2nd connection ?																	
Water Distribution																	
WM-Haverhill&Howard (\$2.05m)	4a	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt								
WM-MWRA loan to be used	4b	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt								
WM Ph 1 RH1 \$4.012mil/10yr	5	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt								
WM Ph 1 RH2 \$1.165mil/10yr	6	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt								
WM Ph 1 RH2 \$3.106 mil/10yr	7	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt								
Grove Street WM \$1.0mil/5yrs		debt	debt	debt	debt	debt	debt	debt	debt								100,000
Gazebo Circle Design		100,000															
Gazebo Improvements \$0.4mil/4yrs																	
Downtown Infrastructure Assessment		100,000															
Downtown Improve II \$1.0mil/5yrs	8																
WM Phase 2 \$7.0 mil/10yr	12																
WM Phase 3 \$7.5mil TBA	13																
WM Phase 4 \$1.5mil TBA	14																
Unidirectional Flushing Program		30,000															
Emerald/lotrop Booster \$400k		50,000	50,000	50,000	75,000	75,000	75,000	75,000	75,000	100,000	100,000	100,000	100,000	100,000	125,000	125,000	225,000
SCADA Upgrade (every 5 yrs)		485,000	25,000														75,000
Water Vehicles																	
Replace Pickup Truck #3 (2003)																	60,000
Replace Pickup Truck #12 (1997)																	60,000
Replace Truck#6		160,000															160,000
Replace Backhoe #420E																	
Replace Pickup #15		60,000															60,000

Water Enterprise Fund
Capital + Debt

Water Ent. Fund Capital & Debt	Approved	Projected = Legend: Debt (Issued); debtm (not issued); debma (not yet approved)												FY-2035	TOTAL			
		FY-2019	FY-2020	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
Water DEBT	1,882,030	2,091,619	2,881,619	2,806,719	2,927,919	2,844,919	3,040,425	2,791,225	2,524,613	1,172,000	1,212,000	1,252,000	1,847,250	1,132,000	1,092,000	1,052,000	312,000	30,720,306
Join MWRA (partial \$3.18m)	1	204,960	211,269	204,869	198,469	192,069	185,669	178,975	162,375	156,188			355,250					1,489,881
Join MWRA (full \$7.8m)	2	494,550	480,950	465,450	445,950	431,550	417,150	402,750	388,350	370,825								3,757,325
WM-Haverhill&Howard (\$2.05m)	4a	185,000	185,000	185,000	185,000													555,000
WM: MWRA loan to be used	4b	20,000	20,000	20,000	20,000													60,000
WM Ph 1 R#1 \$4.012mil/10yr	5	401,200	401,200	401,200	401,200	401,200	401,200	121,900	117,300									917,700
WM Ph 1 R#2 \$1.165mil/10yr	6	154,600	144,900	396,800	384,400	372,000	359,600	347,200	334,800	322,400								2,926,400
WM Ph 1 R#2 \$3.106 mil/10yr	7	421,600	409,200	409,200	409,200	409,200	409,200	409,200	409,200	409,200								1,120,000
Grove Street WM \$1.0mil/5yrs	8		240,000	232,000	224,000	216,000	208,000	200,000	192,000	184,000								440,000
Gazebbo Improvements \$0.4mil/4yrs	9		116,000	112,000	108,000	104,000	100,000	96,000	92,000									1,120,000
Downtown Improve II \$1.0mil/5yrs	10		240,000	232,000	224,000	216,000	208,000	200,000	192,000	184,000								5,940,000
Auburn Tank \$4.5 mil/10yr	11		480,000	466,000	456,000	446,000	436,000	426,000	416,000	406,000								1,848,000
Replace Meters \$1.65mil/5yr	11					396,000	382,800	369,600	356,400	343,200								
DPW Bldg Project/25 yrs TBA	12																	
WM Phase 2 \$7.0 mil/10yr	13-15																	
WM Phase 3-4 \$25 mil TBA	13-15																	
Repayment of Principal:		1,561,200	1,756,200	2,351,200	2,351,200	2,476,200	2,476,200	2,475,000	2,265,000	2,145,000	1,950,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	300,000	25,951,000
Join MWRA (partial \$3.18m)	1	160,000	160,000	160,000	160,000	160,000	160,000	160,000	150,000	150,000								1,260,000
Join MWRA (full \$7.8m)	2	365,000	365,000	365,000	360,000	360,000	360,000	360,000	360,000	360,000								3,235,000
WM: Haverhill&Howard (\$2.05m)	4a	185,000	185,000	185,000	185,000													555,000
WM: MWRA loan to be used	4b	20,000	20,000	20,000	20,000													60,000
WM Ph 1 R#1 \$4.012mil/10yr	5	401,200	401,200	401,200	401,200	401,200	401,200	115,000	115,000	115,000								2,006,000
WM Ph 1 R#2 \$1.165mil/10yr	6	120,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000								805,000
WM Ph 1 R#2 \$3.106 mil/10yr	7	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000	310,000								2,480,000
Grove Street WM \$1.0mil/5yrs	8	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000								1,000,000
Gazebbo Improvements \$0.4mil/4yrs	9	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000								400,000
Downtown Improve II \$1.0mil/5yrs	10	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000								1,000,000
Auburn Tank \$4.5 mil/10yr	11	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000								4,300,000
Replace Meters \$1.65mil/5yr	11					330,000	330,000	330,000	330,000	330,000								1,550,000
DPW Bldg Project/25 yrs TBA	12																	
WM Phase 2 \$7.0 mil/10yr	13-15																	
WM Phase 3-4 \$25 mil TBA	13-15																	
Interest on Long Term Debt:		320,830	335,419	525,419	455,519	451,719	366,719	565,425	465,225	379,613	297,250	252,000	212,000	172,000	132,000	92,000	52,000	4,769,306
Join MWRA (partial \$3.18m)	1	44,960	51,269	44,869	38,469	32,069	25,669	18,975	12,375	6,188								229,881
Join MWRA (full \$7.8m)	2	129,650	115,050	100,450	85,950	71,550	57,150	42,750	28,350	15,825	5,250							522,325
WM: Haverhill&Howard (\$2.05m)	4a																	
WM: MWRA loan to be used	4b																	
WM Ph 1 R#1 \$4.012mil/10yr	5																	
WM Ph 1 R#2 \$1.165mil/10yr	6	34,600	29,900	25,300	20,700	16,100	11,500	6,900	2,300									112,700
WM Ph 1 R#2 \$3.106 mil/10yr	7	111,600	99,200	86,800	74,400	62,000	49,600	37,200	24,800	12,400								446,400
Grove Street WM \$1.0mil/5yrs	8		40,000	16,000	12,000	8,000	4,000											120,000
Gazebbo Improvements \$0.4mil/4yrs	9		40,000	32,000	24,000	16,000	8,000											40,000
Downtown Improve II \$1.0mil/5yrs	10		180,000	168,000	156,000	144,000	132,000	120,000	108,000	96,000								1,440,000
Auburn Tank \$4.5 mil/10yr	11					66,000	52,800	39,600	26,400	13,200								195,000
Replace Meters \$1.65mil/5yr	11																	
DPW Bldg Project/25 yrs TBA	12																	
WM Phase 2 \$7.0 mil/10yr	13-15																	
WM Phase 3-4 \$25 mil TBA	13-15																	

SEWER ENTERPRISE FUND

FY20 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 16.7% in FY20, impacted by the transfer of the laborer position from Water, and driven by an increase in capital spending. Added to these costs are a +6% MWRA forecast for charges; a slight decrease in reserves usage leads to the previously mentioned +8.5% increase in sewer rates.

As we have mentioned for several years, upward pressure on Sewer budgets has been expected and has finally arrived, and should last for a few years as the MWRA pays down some long term debt and local infrastructure is maintained through capital spending.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Wages	\$ 295,143	\$ 319,357	\$ 369,575	\$ 426,925	15.5%
Overhead Expenses	\$ 142,530	\$ 143,585	\$ 161,075	\$ 167,250	3.8%
Operational Expenses	\$ 121,290	\$ 192,892	\$ 211,500	\$ 203,000	-4.0%
General Fund Support	\$ 229,953	\$ 232,960	\$ 238,810	\$ 246,605	3.3%
Sewer Operational Costs	\$ 788,916	\$ 888,794	\$ 980,960	\$ 1,043,780	6.4%
Capital	\$ (133,751)	\$ 166,226	\$ 150,000	\$ 460,000	206.7%
Debt	\$ 90,750	\$ 429,611	\$ 485,000	\$ 382,400	-21.2%
Sewer Local Costs	\$ 745,915	\$ 1,484,631	\$ 1,615,960	\$ 1,886,180	16.7%
MWRA Expenses	\$ 4,769,928	\$ 4,939,434	\$ 5,125,000	\$ 5,435,000	6.0%
Sewer Gross Costs	\$ 5,515,843	\$ 6,424,065	\$ 6,740,960	\$ 7,321,180	8.6%
Use of Financial Reserves			\$ (475,000)	\$ (450,000)	-5.3%
Sewer Net Costs			\$ 6,265,960	\$ 6,871,180	9.7%

Salaries

A laborer position has been transferred from water to sewer, and the impact is seen in the Junior Operator position due to a promotion.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Water/Sewer Supervisor	\$ 40,814	\$ 41,808	\$ 44,650	\$ 47,550	6.5%
Managing/Working Foremen	\$ 58,638	\$ 60,469	\$ 62,800	\$ 65,100	3.7%
Senior/Junior Operators	\$ 74,913	\$ 102,070	\$ 118,500	\$ 165,050	39.3%
Laborers	\$ 51,603	\$ 32,512	\$ 40,500	\$ 44,725	10.4%
W/S Assistant Collector	\$ 24,801	\$ 27,841	\$ 28,125	\$ 28,175	0.2%
Support Staff	\$ -	\$ -	\$ 21,000	\$ 22,825	8.7%
On Call/Out of Grade	\$ 5,626	\$ 7,530	\$ 6,500	\$ 6,000	-7.7%
Overtime	\$ 41,711	\$ 47,127	\$ 50,000	\$ 50,000	0.0%
Buyback	\$ -	\$ -	\$ -	\$ -	0.0%
Snow Removal	\$ (2,963)	\$ -	\$ (2,500)	\$ (2,500)	0.0%
Sewer EF Wages	\$ 295,143	\$ 319,357	\$ 369,575	\$ 426,925	15.5%

Expenses

Local overhead expenses are slightly higher because of some increase in Property/Casualty and Worker Compensation insurance premiums. Local operational expenses are down again next year. General Fund support costs were all increased by about 3.25% according to a methodology developed by the Town Accountant.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Retirement Assessment	\$ 43,612	\$ 45,575	\$ 47,875	\$ 50,000	4.4%
OPEB Contributions	\$ 20,000	\$ 20,000	\$ 21,000	\$ 22,000	4.8%
Health Insurance	\$ 59,659	\$ 57,499	\$ 70,000	\$ 70,000	0.0%
Medicare Payments	\$ 2,516	\$ 3,006	\$ 2,700	\$ 3,000	11.1%
P/C Insurance Premiums	\$ 1,568	\$ 1,852	\$ 2,500	\$ 4,250	70.0%
Worker Comp Ins. Premiums	\$ 15,176	\$ 15,653	\$ 17,000	\$ 18,000	5.9%
Sewer EF Overhead Exp.	\$ 142,530	\$ 143,585	\$ 161,075	\$ 167,250	3.8%
Sewer Parts & Maintenance	\$ 33,569	\$ 86,916	\$ 95,000	\$ 87,500	-7.9%
Sewer Supplies & Equipment	\$ 12,056	\$ 8,638	\$ 14,000	\$ 16,500	17.9%
Sewer Quality & Safety	\$ 38,423	\$ 41,365	\$ 52,000	\$ 44,500	-14.4%
Gas & Utilities	\$ 28,615	\$ 35,323	\$ 32,500	\$ 35,000	7.7%
Office Supplies & Equipment	\$ 240	\$ 564	\$ -	\$ -	0.0%
Professional Development	\$ 5,591	\$ 13,870	\$ 10,500	\$ 10,500	0.0%
Police Details	\$ 2,797	\$ 6,215	\$ 7,500	\$ 9,000	20.0%
Sewer EF Operating Exp.	\$ 121,290	\$ 192,892	\$ 211,500	\$ 203,000	-4.0%
Wage Support - Admin Svc	\$ 11,863	\$ 12,040	\$ 12,350	\$ 12,750	3.2%
Wage Support - Finance	\$ 10,204	\$ 10,350	\$ 10,610	\$ 10,955	3.3%
Wage Support - DPW	\$ 152,050	\$ 154,000	\$ 157,850	\$ 163,000	3.3%
Expense Support - Admin Svc	\$ 7,700	\$ 7,825	\$ 8,025	\$ 8,300	3.4%
Expense Support - Finance	\$ 2,094	\$ 2,125	\$ 2,175	\$ 2,250	3.4%
Expense Support - DPW	\$ 46,042	\$ 46,620	\$ 47,800	\$ 49,350	3.2%
Sewer EF Genl Fund Support	\$ 229,953	\$ 232,960	\$ 238,810	\$ 246,605	3.3%

Capital & Debt

Please see the next page for the Capital Plan and Debt Schedule.

Sewer Enterprise Fund
Capital + Debt

3/19/2019 12:45	Approved		Proposed		Projected ==		Legend: DEBT (issued) and debt (not yet approved)		FY-2027		FY-2028		FY-2029		FY-2030		FY-2031		FY-2032		FY-2033		FY-2034		FY20-34	
	FY-2019	FY-2020	FY-2020	FY-2021	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	TOTAL	TOTAL						
Sewer Ent. Fund Capital & Debt	150,000	460,000	50,000	50,000	50,000	75,000	75,000	75,000	175,000	925,000	1,680,000	1,065,000	1,200,000	1,000,000	1,150,000	1,475,000	125,000	10,430,000	10,430,000							
Sewer Capital	439,710	382,400	947,400	947,400	947,400	1,270,400	1,226,400	1,182,400	668,400	343,200	-	-	-	-	-	-	-	7,004,000	7,004,000							
Sewer Debt	589,710	842,400	997,400	1,033,400	997,400	1,345,400	1,301,400	1,357,400	1,593,400	1,268,200	1,680,000	1,065,000	1,200,000	1,000,000	1,150,000	1,475,000	125,000	17,434,000	17,434,000							
Total Capital & Debt	150,000	460,000	50,000	50,000	50,000	75,000	75,000	75,000	175,000	925,000	1,680,000	1,065,000	1,200,000	1,000,000	1,150,000	1,475,000	125,000	10,430,000	10,430,000							
Sewer CAPITAL	50,000	50,000	50,000	50,000	50,000	75,000	75,000	75,000	175,000	75,000	100,000	100,000	100,000	100,000	100,000	100,000	125,000	1,275,000	1,275,000							
Station projects SCADA																										
Station projects design:																										
Station: West St.																										
Station: Batchelder Rd.																										
Stations: West & Batchelder & scada																										
Station: Chas St. \$2.4mil/8yrs	2	debt	debt	debt	debt	debt	debt	debt	debt										150,000							
Station: Sturges design	4																									
Station: Sturges \$1.8 mil/6yrs	4	150,000																								
Station: Joseph's Way \$850k																										
Station: Brewer Lane \$80k																										
Station: Collins Ave. \$1.5m																										
Station: Small Lane \$400k																										
Station: Grove St. \$900k																										
Station: Portable Generator - Grove \$30k																										
Station: Portable Generator - Collins \$30k																										
Station: Strout Ave. \$1.0mil																										
Station: Longwood Rd. \$2.0mil																										
Station: Pitman Drive \$1.5mil																										
Downtown Infrastructure Assessmte	100,000																									
Downtown Improve II \$1.0mil/5yrs	3																									
Meter Replacements \$1.65mil/5yrs	5																									
DPW Bldg Project/25 yrs TBA	6																									
Backhoe 4300		140,000																								
Vacuum Truck (split with SNWR)		60,000																								
Pickup #6 (2011)		60,000																								
Pickup #10 (2011)		60,000																								
Sewer DEBT	439,710	382,400	947,400	983,400	947,400	1,270,400	1,226,400	1,182,400	688,400	343,200																
MWRA Inflow & Infiltration	1	88,510	42,200	42,200	42,200	42,200	42,200	42,200	42,200	42,200	42,200	42,200	42,200	42,200	42,200	42,200	42,200	42,200	42,200							
Station: Chas St. \$2.4mil/8yrs	2	351,200	340,200	329,200	329,200	313,200	302,400	291,600	280,800																	
Downtown Improve II \$1.0mil/5yrs	3			240,000	240,000	232,000	224,000	216,000	208,000																	
Meter Replacements \$1.65mil/5yrs	5			372,000	372,000	360,000	348,000	336,000	324,000																	
DPW Bldg Project/25 yrs TBA	6						396,000	382,800	369,600																	
Backhoe 4300																										
Vacuum Truck (split with SNWR)																										
Pickup #6 (2011)																										
Pickup #10 (2011)																										
Repayment of Principal:	363,510	317,200	812,200	817,200	812,200	1,100,000	1,100,000	1,100,000	1,100,000	630,000	330,000															
MWRA Inflow & Infiltration P7	1a	7,810																								
MWRA Inflow & Infiltration P8	1b	38,500																								
MWRA Inflow & Infiltration P9	1c	42,200																								
Station: Chas St. \$2.4mil/8yrs	2	275,000																								
Downtown Improve II \$1.0mil/5yrs	3			200,000	200,000	200,000	200,000	200,000	200,000																	
Meter Replacements \$1.65mil/5yrs	5			300,000	300,000	300,000	300,000	300,000	300,000																	
DPW Bldg Project/25 yrs TBA	6																									
Interest on Long Term Debt:	76,200	65,200	166,200	166,200	166,200	170,400	170,400	170,400	170,400	82,400	38,400															
MWRA Inflow & Infiltration	1																									
Station: Chas St. \$2.4mil/8yrs	2	76,200																								
Downtown Improve II \$1.0mil/5yrs	3			40,000	40,000	40,000	40,000	40,000	40,000																	
Meter Replacements \$1.65mil/5yrs	5			72,000	72,000	72,000	72,000	72,000	72,000																	
DPW Bldg Project/25 yrs TBA	6																									

STORM WATER ENTERPRISE FUND

FY20 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.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Wages	\$ 90,090	\$ 94,160	\$ 99,600	\$ 103,150	3.6%
Overhead Expenses	\$ 31,123	\$ 32,227	\$ 35,625	\$ 38,650	8.5%
Operational Expenses	\$ 31,083	\$ 71,966	\$ 87,000	\$ 94,000	8.0%
General Fund Support	\$ 91,981	\$ 93,160	\$ 95,500	\$ 98,600	3.2%
St Water Operational Costs	\$ 244,277	\$ 291,514	\$ 317,725	\$ 334,400	5.2%
Capital	\$ -	\$ 338,641	\$ 400,000	\$ 250,000	-37.5%
Debt	\$ -	\$ -	\$ -	\$ -	0.0%
St Water Local Costs	\$ 244,277	\$ 630,155	\$ 717,725	\$ 584,400	-18.6%
<i>Use of Financial Reserves (FY20 pending Select Board)</i>			\$ (200,000)	\$ (40,000)	-80.0%
St Water Net Costs			\$ 517,725	\$ 544,400	5.2%

Salaries

There is no change in staffing levels for FY20.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Senior/Junior Operators	\$ 87,664	\$ 90,388	\$ 95,400	\$ 99,150	3.9%
On Call/Out of Grade	\$ 685	\$ 1,046	\$ 1,500	\$ 1,000	-33.3%
Overtime	\$ 1,742	\$ 2,726	\$ 2,700	\$ 3,000	11.1%
St Water EF Wages	\$ 90,090	\$ 94,160	\$ 99,600	\$ 103,150	3.6%

Expenses

Local overhead expenses are higher again this year because of annual pension assessments. A new OSHA mandated safety program plus a small increase in software expenses (shown as professional development) cause an increase in Local operational expenses. General Fund support costs were all increased by about 3.25% according to a methodology developed by the Town Accountant.

The Select Board at a Public Hearing on March 12, 2019 voted to keep the flat \$60/household charge unchanged. Commercial rates are calculated using a ratio of specific impervious surface amounts compared to the average impervious surface for a single family home.

	FY17 Actual	FY18 Actual	FY19 BUDGET Town Meeting	FY20 BUDGET Town Manager	FY19-20 Change
Retirement Assessment	\$ 10,030	\$ 10,482	\$ 11,000	\$ 12,500	13.6%
OPEB Contributions	\$ 6,000	\$ 6,000	\$ 6,500	\$ 7,000	7.7%
Health Insurance	\$ 13,662	\$ 14,277	\$ 16,125	\$ 17,000	5.4%
Medicare Payments	\$ 1,431	\$ 1,469	\$ 2,000	\$ 2,150	7.5%
St Water EF Overhead Exp.	\$ 31,123	\$ 32,227	\$ 35,625	\$ 38,650	8.5%
Drainage Maintenance	\$ 16,986	\$ 8,078	\$ 20,000	\$ 20,000	0.0%
St Water Supplies & Equip.	\$ 4,702	\$ 50,500	\$ 60,000	\$ 60,000	0.0%
St Water Quality & Safety	\$ -	\$ -	\$ -	\$ 3,000	100.0%
Gas & Utilities	\$ 6,097	\$ 6,738	\$ 5,000	\$ 5,000	0.0%
Professional Development	\$ 3,298	\$ 6,650	\$ 2,000	\$ 6,000	200.0%
St Water EF Operating Exp.	\$ 31,083	\$ 71,966	\$ 87,000	\$ 94,000	8.0%
Wage Support - Admin Svc	\$ 4,745	\$ 4,820	\$ 4,950	\$ 5,110	3.2%
Wage Support - Finance	\$ 4,082	\$ 4,145	\$ 4,250	\$ 4,390	3.3%
Wage Support - DPW	\$ 79,236	\$ 80,220	\$ 82,225	\$ 84,900	3.3%
Expense Support - Admin Svc	\$ 3,080	\$ 3,125	\$ 3,200	\$ 3,300	3.1%
Expense Support - Finance	\$ 838	\$ 850	\$ 875	\$ 900	2.9%
St Water EF Genl Fnd Support	\$ 91,981	\$ 93,160	\$ 95,500	\$ 98,600	3.2%

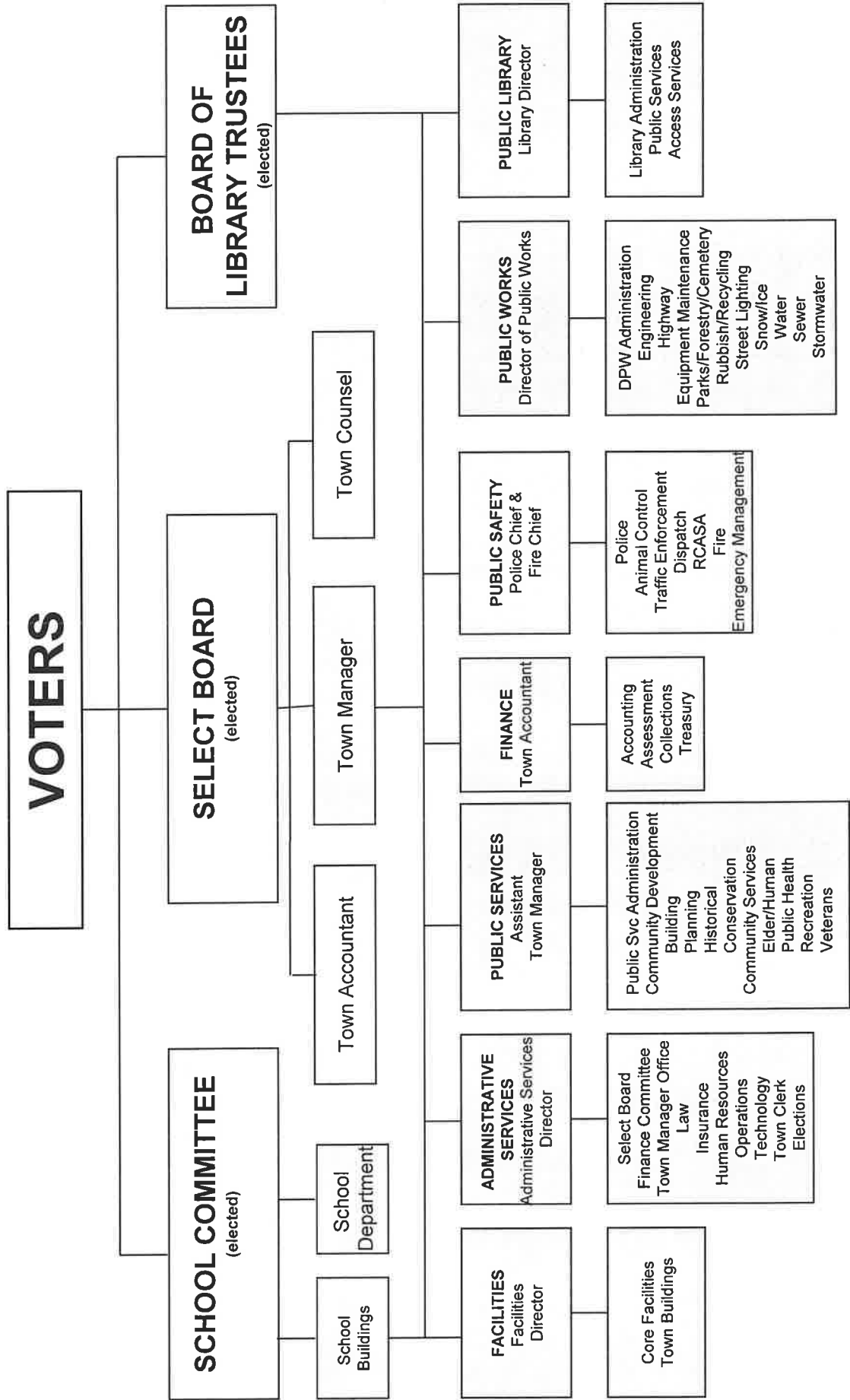
Capital & Debt

Please see the next page for the Capital Plan and Debt Schedule.

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Town of Reading, MA
Executive Branch
Table of Organization
 (April 2019 Town Meeting)



Capital Improvement Plan
FY20-FY30

3/1/2019 10:46	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY19-30
Summary													
Facilities - General/ICORE	1,117,500	190,000	150,000	200,000	186,000	195,000	195,000	650,000	310,000	195,000	150,000	1,150,000	4,688,500
Facilities - School Buildings	600,000	56,000	315,000	155,000	-	812,000	-	924,500	-	470,500	-	-	3,393,000
Facilities - Town Buildings	125,000	-	15,000	205,000	349,500	-	-	-	-	-	-	-	694,500
Public Schools - General	155,000	210,000	165,000	165,000	135,000	165,000	177,500	160,000	160,000	160,000	160,000	185,000	1,997,500
Administrative Services	100,000	100,000	200,000	100,000	125,000	125,000	125,000	150,000	150,000	150,000	150,000	175,000	1,650,000
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	10,000	10,000	110,000
Public Services	115,000	75,000	15,000	25,000	25,000	25,000	220,000	960,000	710,000	25,000	25,000	-	2,220,000
Public Safety - Fire/EMS	81,600	901,000	230,000	320,000	47,000	35,000	950,000	90,000	1,415,000	368,000	110,000	-	4,547,600
Public Safety - Police/Dispatch	15,000	57,500	-	400,000	75,000	-	-	42,500	25,000	35,000	45,000	-	695,000
Public Works - Equipment	257,000	325,000	400,000	235,000	966,000	24,000	408,000	180,000	50,000	-	130,000	-	2,975,000
Public Works - Parks & Cemetery	250,000	75,000	300,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,525,000
Public Works - Roads	600,000	600,000	600,000	600,000	625,000	625,000	625,000	625,000	650,000	650,000	650,000	675,000	7,525,000
TOTAL CAPITAL REQUESTS	3,476,100	2,599,500	2,400,000	2,515,000	2,643,500	2,116,000	2,810,500	4,492,000	3,580,000	2,163,500	1,530,000	2,295,000	32,621,100
FINCOM policy: 5% debt + capital	4,780,067	4,957,297	5,117,110	5,284,395	5,416,505	5,551,917	5,690,715	5,832,983	5,978,808	6,128,278	6,281,485	6,438,522	67,458,083
- Net Included Debt	1,514,551	2,345,932	2,702,976	2,517,444	2,339,651	2,871,644	2,354,188	1,618,800	1,562,800	1,371,800	1,321,200	145,600	22,665,586
FINCOM 5% Target Cap. Finding	3,265,517	2,611,365	2,414,134	2,766,951	3,077,854	2,680,273	3,336,527	4,214,183	4,416,008	4,756,478	4,960,285	6,292,922	44,792,498
- Temp shift to Oper budgets	132,417	-	-	-	-	-	-	-	-	-	-	-	132,417
FINCOM Target Capital Funding	3,133,100	2,611,365	2,414,134	2,766,951	3,077,854	2,680,273	3,336,527	4,214,183	4,416,008	4,756,478	4,960,285	6,292,922	44,660,081
Original Funding Voted or Proposed	3,133,100	2,599,500	2,400,000	2,750,000	3,050,000	2,650,000	3,300,000	4,200,000	4,400,000	4,700,000	4,950,000	4,950,000	43,082,500
Additional FINCOM funding	-	-	-	-	-	-	-	-	-	-	-	-	-
Additional Funding Nov TM	343,000	-	-	-	-	-	-	-	-	-	-	-	343,000
Additional Funding April TM	-	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL CAPITAL REQUESTS	3,476,100	2,599,500	2,400,000	2,515,000	2,643,500	2,116,000	2,810,500	4,492,000	3,580,000	2,163,500	1,530,000	2,295,000	32,621,100
Annual Surplus (Deficit)	-	-	-	235,000	406,500	534,000	489,500	(292,000)	820,000	2,536,500	3,420,000	2,655,000	-
Cumulative Surplus (Deficit)	-	-	-	235,000	641,500	1,175,500	1,665,000	1,373,000	2,193,000	4,729,500	8,149,500	10,804,500	-

**Capital Improvement Plan
FY20-FY30**

3/11/2019 10:46	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY19-30
Facilities - CORE	1,177,500	190,000	150,000	200,000	186,000	195,000	195,000	650,000	310,000	195,000	150,000	1,150,000	4,688,500
Energy (Performance Contract) \$4.95mil	Debt	Debt	Debt	Debt	Debt	Debt	Debt						*
Energy (Green Repairs) \$1.05mil	Debt	Debt	Debt										*
Sch & Tn Bldg Security OPM & Design Servi	500,000												500,000
Bldg Security - \$4.0mil		Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA		*
Permanent Bld Committee	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,800,000
RMHS Building project - \$55mil	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	Debt	Debt				*
RMHS Bldg proj - \$6 mil Litig. some debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt				*
RMHS Retaining Wall - \$0.5mil debt	Debt	Debt	Debt										*
RMHS Turf 2 Design Work	200,000												200,000
RMHS Turf 2 - \$2.25 mil debt		Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA		*
RMHS Stadium Turf & Track & Ropas course \$3 mil TBA debt													*
RMHS Fishhouse floorbleachers \$1.5 mil TBA debt													*
Coolidge MS Roofing project \$680k													*
Parker MS Roofing project \$475k													*
Artificial Turf@Parker MS (replace)													*
Artificial Turf@Coolidge MS (new TBD)								500,000				1,000,000	500,000
Elementary School Space Planning	227,500												1,000,000
BarrowsWood End Bldg projects \$0.8mil	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt					227,500
BarrowsWood End Bldg projects	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt/NA	Debt/NA	Debt/NA	Debt/NA		*
Birch Meadow Roofing project \$1.25 mil													*
Killam Building project TBA xDebt													*
Modular Classrooms \$1.2m	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt					*
Library Building project \$18.4 mil	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt	xDebt					*
Town Hall Roofing project \$450k													*
Main St. Fire Sta Roofing project \$150k													*
Community Center TBA xDebt if >\$5mil													*
DPW Bldg project TBA xDebt or Project Financing													*
Electrician Van Ford E350 Econoline (2014)							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)													40,000
F-350 Box Truck (2006)	40,000												45,000
Pickup Truck Chevy 2500HD (2016)									45,000				85,000
Van E350 Econoline (2006)		40,000											50,000
Bob Cat skid steer				50,000									36,000
Bobcat Skid - snowplow (2008)													25,000
Bobcat Utility - snowplow (2013)									25,000				25,000

Capital Improvement Plan
FY20-FY30

3/11/2019 10:46	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY19-30
Buildings - Schools (Total)	660,000	56,000	315,000	155,000	-	812,000	-	924,500	-	470,500	-	-	3,383,000
HVAC/Energy Mgmt Systems	Sch	605,000	36,000	225,000	60,000	800,000	-	924,500	-	470,500	-	-	3,121,000
Windows & Doors	Sch	-	20,000	-	-	-	-	-	-	-	-	-	20,000
Water Heater	Sch	-	-	90,000	-	12,000	-	-	-	-	-	-	102,000
Capex/Flooring	Sch	55,000	-	-	15,000	-	-	-	-	-	-	-	70,000
TOTAL for School	AB	-	10,000	-	-	-	-	382,500	-	-	-	-	392,500
HVAC/Energy Mgmt Systems	AB	-	10,000	-	-	-	-	382,500	-	-	-	-	392,500
TOTAL for School	BM	-	-	-	-	-	-	-	-	-	-	-	-
TOTAL for School	JE	-	14,000	-	-	-	-	-	-	-	-	-	14,000
HVAC/Energy Mgmt Systems	JE	-	14,000	-	-	-	-	-	-	-	-	-	14,000
TOTAL for School	K	-	20,000	-	-	-	-	-	-	470,500	-	-	490,500
HVAC/Energy Mgmt Systems	K	-	-	-	-	-	-	-	-	470,500	-	-	470,500
Windows & Doors	K	-	20,000	-	-	-	-	-	-	-	-	-	20,000
TOTAL for School	WE	-	12,000	-	-	12,000	-	542,000	-	-	-	-	566,000
HVAC/Energy Mgmt Systems	WE	-	12,000	-	-	12,000	-	542,000	-	-	-	-	564,000
Water Heater	WE	-	-	-	-	-	-	-	-	-	-	-	12,000
TOTAL for School	Cool	30,000	-	250,000	-	-	-	-	-	-	-	-	280,000
HVAC/Energy Mgmt Systems	Cool	30,000	-	225,000	-	-	-	-	-	-	-	-	255,000
Water Heater	Cool	-	-	25,000	-	-	-	-	-	-	-	-	25,000
TOTAL for School	Park	15,000	-	25,000	15,000	800,000	-	-	-	-	-	-	855,000
HVAC/Energy Mgmt Systems	Park	-	-	-	-	800,000	-	-	-	-	-	-	800,000
Water Heater	Park	-	-	25,000	-	-	-	-	-	-	-	-	25,000
Capex/Flooring	Park	15,000	-	-	15,000	-	-	-	-	-	-	-	30,000
TOTAL for School	HS	615,000	-	40,000	140,000	-	-	-	-	-	-	-	795,000
HVAC/Energy Mgmt Systems	RMHS	575,000	-	40,000	60,000	-	-	-	-	-	-	-	635,000
Water Heater	RMHS	-	-	-	-	-	-	-	-	-	-	-	40,000
Capex/Flooring	RMHS	40,000	-	-	-	-	-	-	-	-	-	-	40,000
Security System	RMHS	-	-	-	80,000	-	-	-	-	-	-	-	80,000
Buildings - Town (Total)		125,000	-	15,000	205,000	349,500	-	-	-	-	-	-	694,500
HVAC/Energy Mgmt Systems	Mun	-	-	-	-	349,500	-	-	-	-	-	-	349,500
Windows & Doors	Mun	20,000	-	-	-	-	-	-	-	-	-	-	20,000
Generator	Mun	-	-	-	125,000	-	-	-	-	-	-	-	125,000
Water Heater	Mun	-	-	15,000	-	-	-	-	-	-	-	-	15,000
Fire Alarm	Mun	50,000	-	-	-	-	-	-	-	-	-	-	50,000
Security System	Mun	55,000	-	-	80,000	-	-	-	-	-	-	-	135,000
Generator	TH	-	-	-	125,000	-	-	-	-	-	-	-	125,000
HVAC/Energy Mgmt Systems	Pol	-	-	-	-	349,500	-	-	-	-	-	-	349,500
Water Heater	Pol	-	-	15,000	-	-	-	-	-	-	-	-	15,000
Security System	Pol	-	-	-	80,000	-	-	-	-	-	-	-	80,000
Fire Alarm	St Ctr	50,000	-	-	-	-	-	-	-	-	-	-	50,000
Windows & Doors	DPW	20,000	-	-	-	-	-	-	-	-	-	-	20,000
Security System	DPW	55,000	-	-	-	-	-	-	-	-	-	-	55,000

Capital Improvement Plan
FY20-FY30

	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY19-30
3/11/2019 10:46													
Schools - General	155,000	210,000	165,000	165,000	135,000	165,000	177,500	160,000	160,000	160,000	160,000	185,000	1,997,500
Food Service Van E-250 (2014)						30,000	42,500						42,500
Driver's Education Vehicle (2014)													30,000
Courier Vehicle (2007)	55,000	45,000	65,000	65,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	45,000
District-wide Telephone systems	100,000	100,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	150,000	150,000	175,000	330,000
District-wide Technology projects	100,000	100,000	200,000	100,000	125,000	125,000	125,000	150,000	150,000	150,000	150,000	175,000	1,550,000
Administrative Services													1,650,000
Cell Tower construction			100,000										-
Water Tank Town telco equip replace/relocate	100,000	100,000	100,000	100,000	125,000	125,000	125,000	150,000	150,000	150,000	150,000	175,000	1,550,000
Technology projects													
Finance													
Financial System								600,000					600,000
								600,000					600,000
Library		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
Equipment		10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	110,000
Public Services	115,000	75,000	15,000	25,000	25,000	25,000	220,000	960,000	710,000	25,000	25,000	-	2,220,000
Elder/Human Services van		60,000											60,000
Economic Development	100,000												100,000
Downtown Infrastructure Assessment	100,000												100,000
Downtown Improvements II \$1.0mil/5yrs			Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA						-
Recreation	15,000	15,000	15,000	25,000	25,000	25,000	220,000	960,000	710,000	25,000	25,000	-	2,060,000
Rehab Playgrounds Program	15,000	15,000	15,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000		245,000
Birch Meadow Complex \$2.4 mil		Wood End	Killam										-
Field lighting \$1.4 mil; \$0.9mil auth			Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA	Debt/NA	-
Birch Mdw Complex \$1.0 mil TBA Rec Comm													-
Barrows ES \$335K													
Tennis court repairs								125,000	tennis ct				125,000
Basketball court repairs								85,000	basketball ct				85,000
Replace backstop & repair infield								125,000	backstop & infield				125,000
Killam ES \$350K													
Field improve, drainage, repaving								350,000					350,000
Wood End ES													
Field repairs									325,000				325,000

**Capital Improvement Plan
FY20-FY30**

3/11/2019 10:46	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY19-30
Public Works - Equipment	257,000	325,000	400,000	235,000	986,000	24,000	408,000	180,000	50,000	-	130,000	-	2,975,000
Large Trucks					300,000								300,000
Truck #18 - Sander (2006)	15				150,000								150,000
Truck #19 - Sander (2007)	15				150,000								150,000
Pick-ups/Cars/Vans					45,000		100,000		50,000		40,000		444,000
Pickup Chevy #9 Parks (2011)	10	34,000	175,000				50,000						50,000
Pickup Ford #2 Parks (2015)	10								50,000				50,000
Pickup Chevy Utility #1 (2008)	10		110,000										110,000
Pickup Ford Utility #4 (2009)	10		65,000				50,000						65,000
Small Dump #7 (2012)	10												50,000
Car#3 Ford Escape HYBRID (2008)	10				45,000						40,000		45,000
Cem. #4 Ford Sedan (2008)	10												40,000
Engineering Vehicle (new)		34,000											34,000
Backhoes/Loaders/Heavy Equipment			400,000										525,000
Backhoe Loader (Cem.) (2006)	10		125,000										125,000
Backhoe CAT 450 HWY (2008)	10		200,000										200,000
Loader JD544 (2009)	10		200,000										200,000
Specialty Equipment - Heavy Duty				210,000	501,000		180,000	180,000					1,071,000
Chipper/Loader Truck #23 (2009)	15				210,000								210,000
Bucket Truck #21 Forestry (2009)	15				210,000								210,000
Snow Plow SW4S (2016)	15				111,000								111,000
Snow Holder #1 e892 (2015)	15				180,000								180,000
Snow Holder #2 e480 (2013)	15						180,000						180,000
Snow Trachless (2015)	15							180,000					180,000
Specialty Equipment - Light Duty		195,000	25,000	25,000							65,000		310,000
Mobile Compressors (2)(1996)	10		25,000	25,000									50,000
Sander Tub	10	20,000											20,000
Hamm Roller, small (2016)	10										50,000		50,000
1CH Wdsman Chipper (2004)	10	175,000											175,000
Skag Leaf Vac Cem (2017)	10										15,000		15,000
Lawnmowers		28,000			120,000	24,000	128,000				25,000		325,000
Mwr (Cem.) SKAG 48" (2017)	5										25,000		25,000
Mwr (Pls) TORO 5910N (2014)	10						110,000						110,000
Mwr (Cem.) SKAG 52" (2012)	5						18,000						18,000
Mwr (Pls) SKAG 61" (2011)	5					24,000							24,000
Boom Fall Mower unit		28,000											28,000
Mower - TORO Gang (2007)	8					120,000							120,000
Engineering Equipment/Services													-

**Capital Improvement Plan
FY20-FY30**

3/11/2019 10:46	FY-2019	FY-2020	FY-2021	FY-2022	FY-2023	FY-2024	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	FY-2030	FY19-30
DPW: Parks & Cemetery	250,000	75,000	300,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,525,000
Gen'l Fence Replacement	25,000	25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	550,000
School Site Improvements (parking lots, sidewalks, walkways)	200,000		200,000										400,000
J Eaton			B Meadow										-
Gen'l Parking Lot Improvements	25,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	575,000
DPW: Roads													-
Track Road Bridge(s)		grant funded											-
Sidewalk/Curb/Ped. Safety	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,200,000
Skim Coating & Crack Seal Patch	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,200,000
West Street - Local shr (\$1.3mil)	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	Debt	-
General Fund - various roads	400,000	400,000	400,000	400,000	425,000	425,000	425,000	425,000	450,000	450,000	450,000	475,000	5,125,000
TOTAL GENL FUND VOTED - ROADS	600,000	600,000	600,000	600,000	625,000	625,000	625,000	625,000	650,000	650,000	650,000	675,000	7,525,000
Grants - various roads	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	7,200,000
TOTAL ROAD CAPITAL	1,200,000	1,200,000	1,200,000	1,200,000	1,225,000	1,225,000	1,225,000	1,225,000	1,250,000	1,250,000	1,250,000	1,275,000	14,725,000

FY20 Debt Schedule

Town of Reading Debt Service Schedule 3/11/19 10:46	Approved FY - 2018	Approved FY - 2019	Requested FY - 2020	Projected FY - 2021	Projected 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
General Fund:	4,845,757	4,458,833	5,248,414	5,551,158	5,309,326	5,071,233	5,557,756	3,633,888	1,618,800	1,562,800	1,371,800	1,321,200	145,600
Principal	3,800,000	3,550,000	4,225,000	4,595,000	4,530,000	4,469,000	5,010,000	3,295,000	1,400,000	1,400,000	1,265,000	1,265,000	140,000
Within Levy Limit	1,945,000	1,245,000	1,870,000	2,200,000	2,095,000	1,995,000	2,482,200	2,060,000	1,400,000	1,400,000	1,265,000	1,265,000	140,000
Excluded Debt	2,255,000	2,305,000	2,355,000	2,395,000	2,435,000	2,474,000	2,527,800	1,235,000	0	0	0	0	0
Interest	1,045,757	908,833	1,023,414	956,158	779,326	602,233	547,756	338,888	218,800	162,800	106,800	56,200	5,600
Within Levy Limit	317,175	269,551	475,932	502,976	422,444	343,651	389,444	294,188	218,800	162,800	106,800	56,200	5,600
Excluded Debt	728,582	639,282	547,482	453,182	356,882	258,582	158,312	44,700	0	0	0	0	0
Within Levy Limit	1,862,175	1,514,551	2,345,932	2,702,976	2,517,444	2,338,651	2,871,644	2,354,188	1,618,800	1,562,800	1,371,800	1,321,200	145,600
Issued	1,862,175	1,514,551	1,470,932	1,416,976	1,270,044	1,129,851	1,081,444	622,588	145,800	140,400	0	0	0
Approved not issued (ANI)	0	0	0	0	0	0	0	0	0	0	0	0	0
Not yet approved (NYA)	0	0	875,000	1,286,000	1,247,400	1,208,800	1,790,200	1,731,600	1,473,000	1,422,400	1,371,800	1,321,200	145,600
Net Included Debt	1,862,175	1,514,551	2,345,932	2,702,976	2,517,444	2,338,651	2,871,644	2,354,188	1,618,800	1,562,800	1,371,800	1,321,200	145,600
Excluded Debt	2,983,582	2,944,282	2,902,482	2,848,182	2,791,882	2,732,582	2,686,112	1,279,700	0	0	0	0	0
Issued	2,983,582	2,944,282	2,902,482	2,848,182	2,791,882	2,732,582	2,686,112	1,279,700	0	0	0	0	0
Approved not issued (ANI)													
Not yet approved (NYA)													
Net Excluded Debt	2,983,582	2,944,282	2,902,482	2,848,182	2,791,882	2,732,582	2,686,112	1,279,700	0	0	0	0	0

Debt to Be Discussed
 RMHS/Birch Meadow \$6.9 mil
 \$3.0 mil RMHS Stadium (new turf, track & ropes course)
 \$1.5 mil RMHS Fieldhouse floor/bleachers
 \$1.4 mil Birch Mdw Field lighting (shown in CIP)
 \$1.0 mil Birch Mdw Complex (estimate - Rec Comm working on)
 Elementary School Space (Killam) project TBD
 Community/Senior Center TBD
 DPW Bldg project TBD

Debt changes to balanced Debt/Capital Plan
 \$2.25 mil. Replace Artificial Turf II @RMHS (includes lights) FY20
 reduced by \$250k - no field extension; advanced one year from FY21

FY20 Debt Schedule

Town of Reading Debt Service Schedule 3/1/19 10:46	Approved FY - 2018	Approved FY - 2019	Requested FY - 2020	Projected FY - 2021	Projected 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
Principal + Interest													
Within Levy Limit	1,862,175	1,514,551	2,345,932	2,702,976	2,517,444	2,338,651	2,871,644	2,354,188	1,618,800	1,562,800	1,371,800	1,321,200	145,600
Issued	1,862,175	1,514,551	1,470,932	1,416,976	1,270,044	1,129,851	1,081,444	622,588	145,800	140,400	0	0	0
Approved not issued (ANI)	0	0	0	0	0	0	0	0	0	0	0	0	0
Not yet approved (NYA)	0	0	875,000	1,286,000	1,247,400	1,208,800	1,790,200	1,731,600	1,473,000	1,422,400	1,371,800	1,321,200	145,600
Energy Improvements	420,388	408,663	398,194	382,388	371,456	360,113	348,356	336,188					
Bldg Security \$4mil/10yr			560,000	544,000	528,000	512,000	496,000	480,000	464,000	448,000	432,000	416,000	
Bldg Roof repair \$3mil/6yr						620,000	600,000	580,000	560,000	540,000	520,000		
Killiam Green Repair	83,750	80,400	77,050	73,700	70,350								
Birch Midw Green Repair	41,250	39,600	37,950	36,300	34,650								
Barrows/Wd End@	36,552	35,652	34,752	33,852	32,952	32,052	29,942						
Wood End@	175,878	171,528	167,178	157,828	153,628	149,428	136,938						
Barrows@	145,808	142,208	138,608	135,008	126,408	122,958	117,208						
Parker@	152,288												
HS Ret. Wall \$500k/5yr	114,000	110,000	106,000	102,000									
ES Mod. class \$1.2 mil/8yr	189,000	183,000	177,000	171,000	165,000	159,000	153,000						
RMHS/TLT \$1.5mil/10yr	191,942	183,600	178,200	172,800	167,400	162,000	156,600	151,200	145,800	140,400			
RMHS Turf II \$2.25mil/10yr			315,000	306,000	297,000	288,000	279,000	270,000	261,000	252,000	243,000	234,000	0
BM fid lights \$1.4mil/10yr				196,000	190,400	184,800	179,200	173,600	168,000	162,400	156,800	151,200	145,600
Ladder truck (\$800k)	81,220												
West St. \$1.3 mil	163,800	159,900	156,000	152,100	148,200	144,300	140,400	135,200					
EcDev Downtown I (650k)	66,300												
Ec Dev Dwtn II (est. \$1mil/5yr)			0	240,000	232,000	224,000	216,000	208,000					
Excluded Debt	2,983,582	2,944,282	2,902,482	2,848,182	2,791,882	2,732,582	2,686,112	1,279,700	0	0	0	0	0
Issued	2,983,582	2,944,282	2,902,482	2,848,182	2,791,882	2,732,582	2,686,112	1,279,700	0	0	0	0	0
Approved not issued (ANI)	0	0	0	0	0	0	0	0	0	0	0	0	0
Not yet approved (NYA)													
Library Project \$2.115mil	305,500	296,100	286,700	277,300	267,900	258,500	249,100	239,700	0	0	0	0	0
Library Project \$10+mil	1,260,000	1,230,000	1,200,000	1,170,000	1,140,000	1,110,000	1,080,000	1,040,000	0	0	0	0	0
RMHS@	1,351,500	1,353,250	1,352,500	1,339,250	1,324,000	1,306,750	1,312,500	0	0	0	0	0	0
Barrows/Wd End@	54,630	53,280	51,930	50,580	49,230	46,880	40,560	0	0	0	0	0	0
Wood End@	11,952	11,652	11,352	11,052	10,752	10,452	3,952	0	0	0	0	0	0

FY20 Debt Schedule

Town of Reading Debt Service Schedule 3/1/19 10:46	Approved FY - 2018	Approved FY - 2019	Requested FY - 2020	Projected FY - 2021	Projected 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
Principal													
Within Levy Limit	1,545,000	1,245,000	1,870,000	2,200,000	2,095,000	1,995,000	2,482,200	2,060,000	1,400,000	1,400,000	1,265,000	1,265,000	140,000
Issued	1,545,000	1,245,000	1,245,000	1,235,000	1,130,000	1,030,000	1,017,200	595,000	135,000	135,000	0	0	0
Approved not issued (ANI)													
Not yet approved (NYA)	0	0	625,000	965,000	965,000	965,000	1,465,000	1,465,000	1,265,000	1,265,000	1,265,000	1,265,000	140,000
Energy Improvements	335,000	335,000	335,000	330,000	330,000	330,000	330,000	330,000					
Bldg Security \$4mil/10yr	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000	400,000
Bldg Roof repair \$3mil/6yr							500,000	500,000	500,000	500,000	500,000	500,000	500,000
Killiam Green Repair	67,000	67,000	67,000	67,000	67,000								
Birch Mdw Green Repair	33,000	33,000	33,000	33,000	33,000								
Barrows/Wd End@	30,000	30,000	30,000	30,000	30,000	30,000	28,790						
Wood End@	145,000	145,000	145,000	140,000	140,000	140,000	130,710						
Barrows@	120,000	120,000	120,000	115,000	115,000	115,000	112,700						
Parker@	150,000												
HS Ret. Wall \$500k/5yr	100,000	100,000	100,000	100,000									
Mod. class \$1.2 mil/8yr	150,000	150,000	150,000	150,000	150,000	150,000	150,000						
RMHS/JLT \$1.5mil/10yr	140,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000			
RMHS Turf II \$2.25mil/10yr			225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000	225,000
BM fld lights \$1.4mil/10yr			140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000	140,000
Ladder truck (\$800k)	80,000												
West St. \$1.3 mil	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000					
EcDev Downtown I (650k)	65,000												
Ec Dev Dwrtn II (est. \$1mil/5yr)				200,000	200,000	200,000	200,000	200,000					
Excluded Debt	2,255,000	2,305,000	2,355,000	2,395,000	2,435,000	2,474,000	2,527,800	1,235,000	0	0	0	0	0
Issued	2,255,000	2,305,000	2,355,000	2,395,000	2,435,000	2,474,000	2,527,800	1,235,000	0	0	0	0	0
Approved not issued (ANI)													
Not yet approved (NYA)													
Library Project \$2.115mil	235,000	235,000	235,000	235,000	235,000	235,000	235,000	235,000					
Library Project \$10+mil	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000					
RMHS@	965,000	1,015,000	1,065,000	1,105,000	1,145,000	1,185,000	1,250,000						
Barrows/Wd End@	45,000	45,000	45,000	45,000	45,000	44,000	39,000						
Wood End@	10,000	10,000	10,000	10,000	10,000	10,000	3,800						

FY20 Debt Schedule

Town of Reading Debt Service Schedule 3/11/19 10-46	Approved FY - 2018	Approved FY - 2019	Requested FY - 2020	Projected FY - 2021	Projected 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
Interest													
Within Levy Limit	317,175	269,551	475,932	502,976	422,444	343,651	389,444	294,188	218,800	162,800	106,800	56,200	5,600
Issued	317,175	269,551	225,932	181,976	140,044	99,851	64,244	27,588	10,800	5,400	0	0	0
Approved not issued (ANI) Not yet approved (NYA)		0	250,000	321,000	282,400	243,800	325,200	266,600	208,000	157,400	106,800	56,200	5,600
Energy Improvements	85,388	73,663	63,194	52,388	41,456	30,113	18,356	6,188					
Bldg Security \$4mil/10yr			160,000	144,000	128,000	112,000	96,000	80,000	64,000	48,000	32,000	16,000	
Bldg Roof repair \$3mil/6yr							120,000	100,000	80,000	60,000	40,000	20,000	
Killam Green Repair	16,750	13,400	10,050	6,700	3,350								
Birch Mdw Green Repair	8,250	6,600	4,950	3,300	1,650								
Barrows/Wd End@	6,552	5,652	4,752	3,852	2,952	2,052	1,152						
Wood End@	30,878	26,528	22,178	17,828	13,628	9,428	5,228						
Barrows@	25,808	22,208	18,608	15,008	11,408	7,958	4,508						
Parker@	2,288												
HS Ret. Wall \$500k/5yr	14,000	10,000	6,000	2,000									
Mod. class \$1.2 mil/8yr	39,000	33,000	27,000	21,000	15,000	9,000	3,000						
RMHSLTLT \$1.5mil/10yr	51,942	48,600	43,200	37,800	32,400	27,000	21,600	16,200	10,800	5,400			
RMHS Turf II \$2.25mil/10yr			90,000	81,000	72,000	63,000	54,000	45,000	36,000	27,000	18,000	9,000	
BM fld lights \$1.4mil/10yr				56,000	50,400	44,800	39,200	33,600	28,000	22,400	16,800	11,200	5,600
Ladder truck (\$800k)	1,220												
West St. \$1.3 mil	33,800	29,900	26,000	22,100	18,200	14,300	10,400	5,200					
EcDev Downtown I (650k)	1,300			40,000	32,000	24,000	16,000	8,000					
Ec Dev Dwrtn II (est. \$1mil/5yr)													
Excluded Debt	728,582	639,282	547,482	453,182	356,882	258,582	158,312	44,700	0	0	0	0	0
Issued	728,582	639,282	547,482	453,182	356,882	258,582	158,312	44,700	0	0	0	0	0
Approved not issued (ANI) Not yet approved (NYA)													
Library Project \$2.115mil	70,500	61,100	51,700	42,300	32,900	23,500	14,100	4,700					
Library Project \$10-mil	260,000	230,000	200,000	170,000	140,000	110,000	80,000	40,000					
RMHS@	386,500	338,250	287,500	234,250	179,000	121,750	62,500						
Barrows/Wd End@	9,630	8,280	6,930	5,580	4,230	2,880	1,560						
Wood End@	1,952	1,652	1,352	1,052	752	452	152						



Office of the Town Manager
16 Lowell Street
Reading, MA 01867

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townmanager@ci.reading.ma.us
www.readingma.gov/town-manager

To: School Committee
Dr. John Doherty
Gail Dowd
Sharon Angstrom

From: Robert W. LeLacheur, Jr. CFA
Date: February 5, 2019
RE: Changes to the School Committee FY20 Budget

I have received the balanced School Committee budget in late January as stipulated in the Charter, and appreciate both the Committee's work to balance the budget as well as provide it to me in a timely manner.

Historically, when the School Committee budget is balanced to FINCOM's guidance, the Reading Town Manager simply sends that along to FINCOM for their deliberation. In the cases where the School budget is not balanced, the Town Manager must by Charter reduce that budget and present a balanced budget to FINCOM.

This year I am going to respectfully increase the voted School Committee budget by \$300,000 when I send it along to FINCOM.

I have watched most of your budget meetings, and spoken extensively to Dr. Doherty and Mrs. Dowd. I am concerned that out of district special education costs (OOD SPED) have caused some stress in your budget process. Recall that the current budget process was designed when I was the Finance Director specifically to alleviate these types of stresses by moving certain costs (such as OOD SPED) outside of an annual operating budget. This has the effect of sharing the financial responsibility for them among both school and town departments. That model has worked very well for over a decade now.

While this \$300,000 increase in my mind is caused by OOD SPED, I recognize that neither myself, nor FINCOM, nor Town Meeting has any authority beyond approving that one budget bottom line.

To balance the total Town Manager's Budget, which includes the school department as one piece, I am reducing the estimated health insurance premiums by a like amount. We do not yet have FY20 renewal rates – and therefore I have not yet been able to bargain with the Public Employee Committee (PEC - all of the School, Town and Light department unions plus the Retirees). However I am confident that plan design changes approved by the PEC late last spring and broad estimates for FY20 MIIA health insurance premiums will allow for such a reduction.

Please let me know if you have any questions.

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 (5th) 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 (7th) 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.



Town of Reading
16 Lowell Street
Reading MA 01867

Town Clerk
781-942-9050

fax: 781-942-9070
website: www.readingma.gov

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, Commission or Town Department should include the following:

- Article name and number
- Name of Town Board, Committee, Commission or Town Department
- Date the document was created
- Contact Information

Materials that are prepared by petitioners or other voters should include the following:

- Article name and number
- Contact information of person who created handout
- Date the document was created

All handouts:

- Must be submitted to the Town Clerk's office by 5:30 PM the day before Town Meeting is to convene.
- All handouts not submitted to the Town Clerk's office will be removed and recycled
- 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 7:00 PM on the night in which the subject article will be discussed
- 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 to assure compatibility
- Provide a copy before the meeting
- All presentations will be presented with the Town of Reading laptop computer

March of 2010
Revised February of 2018

TOWN WARRANT – SUPPLEMENTAL INFORMATION



COMMONWEALTH OF MASSACHUSETTS

TO: Town Meeting Members
FROM: Bob LeLacheur, Town Manager
DATE: April 2, 2019

For Articles 21, 22 and 23, additional information was promised to be delivered to Town Meeting members between the deadlines for the printing of the full Warrant Report (which I hope you've started to read through!) and the two week notification period stipulated by the Charter. All three of these Articles involve the possible purchase of land by the Town, and an update as of April 2, 2019 is provided below.

In May 2017, the Town engaged an independent appraiser, J. F. Ryan Associates, Inc., to review two parcels of land in the Symonds Way/Range Road area (near the Burbank Ice Arena).

Parcel ID 041-59 (approximately 10 acres, behind the outfield at the baseball field which is behind the skating rink) was appraised at \$10,000.

Parcel ID 035-133 (approximately 15 acres, the wooded area to the right of the skating rink) was appraised at either \$76,000 or \$1.3 million, as explained below.

The history of land parcels in the area is complex and the paperwork is imperfect, as the federal government seized land (and paid the owners) for the purpose of national defense over 70 years ago, and eventually relinquished it. Many owners did not want the land back, and the Town of Reading bought some of it. The Zanni family was interested, however, and repurchased most of its land.

As noted, Parcel ID 035-133 has two possible values: The lower amount is the parcel's value "as is," and the higher amount is its value if the Town were to grant an easement providing access to the parcel from Range Road over land the Town already owns (to the immediate right of the Burbank Ice Arena as one drives in).

A copy of this appraisal and additional related information are available at the Town's website in the Town Manager's section at: <https://www.readingma.gov/administrative-services/town-manager/pages/symonds-way-land-parcels>.

During late 2018, the Zanni family indicated an interest to the Town Manager in selling these two parcels to the Town if it should be interested.

At the Select Board meeting on January 22, 2019, a request was made in Open Session by an attorney representing the Zanni family to include an Article at the upcoming Annual Town Meeting granting an access easement to Parcel ID 035-133. Board members expressed a wide range of opinions, but there was not strong support for the request.

The Town Manager subsequently met with members of the Zanni family and their counsel, Town Counsel, and two members of the Select Board to discuss a path forward. It was suggested that, if the Town were interested in acquiring additional land for municipal purposes, it should issue a Request For Proposal (RFP) and ask for a parcel that met the Town's criteria to be offered to the Town at a firm price. At the advice of Town Counsel, no further discussion of terms or conditions – including the price – took place.

On February 13, 2019, the Select Board met in Executive Session “to consider the purchase, exchange, lease or value of real property.” Town Counsel and the Town Manager were present. The Board received an update and voted (by roll call) to authorize the Town Manager to proceed with the RFP process described above.

Following the procurement process prescribed by law, the Town opened a single bid in response to the Town's RFP on March 25, 2019. The Zanni family offered Parcel ID 035-133 to the Town at a price of \$750,000. That bid packet is also included on the Town's website at the Town Manager link described above.

On March 26, 2019, the Select Board once again met in Executive Session “to consider the purchase, exchange, lease or value of real property.” Town Counsel and the Town Manager were present. The results of the RFP process were reviewed, and the Board briefly discussed possible uses of the land for municipal purposes, quite possibly including recreation/athletics space. They agreed that a future public process would be used to make that determination. The Board voted (by roll call) 5-0 to accept the Zanni family offer. **This is the entire subject matter for Article 22 in this Town Meeting.**

The Board also voted to direct the Town Manager to negotiate two other purchases of parcels, subject to some still confidential terms and conditions.

An offer has been made to the Zanni family on Parcel ID 041-59. While no definitive response has been made, it is likely that the outcome of Town Meeting's vote on Article 22 will be a determining factor in the Town's acquisition of this second parcel. As indicated by the appraised value above, this second purchase would be for a considerably smaller sum. **This second parcel is the entire subject matter of Article 23 in this Town Meeting.**

An offer has also been made to John Pica, owner of the Timberneck swamp parcel, and as yet there has been no final response. **This Timberneck parcel is the entire subject matter of Article 21 in this Town Meeting.**

The Town did not engage the services of an independent appraiser for the Timberneck parcel, because it is very similar to the Zanni parcel shown above: surrounded by wetlands, and not buildable. It should be expected that the purchase prices of both of these parcels should be similar:

Parcel ID 041-59 assessed value \$10,400; appraised value \$10,000

Timberneck Swamp parcel assessed value \$14,500; no appraisal requested

The Town Manager reviewed some possible sources of funding with the Select Board, which indicated a preference for using Sale of Real Estate funds (\$619,723.50 balance) since the allowed uses for these funds are narrower, supplemented by Reading Ice Arena retained earnings (\$436,266.00 balance). Town Meeting will have the choice, but use of Free Cash is not required for these purchases.

On April 11th, the FINCOM will meet to consider Article 22 as described above. If the Town hears back in a timely manner, the FINCOM will also consider the subject matter of both Articles 23 and 21 as described above. All three Articles are reproduced here for your convenience:

ARTICLE 21 To see if the Town will vote to authorize the Select Board to acquire, by purchase or gift, a parcel of real property, consisting of thirteen acres, more or less, and shown on Reading's Tax Assessor's Map 34 as Parcel 1, for general municipal purposes on such terms as the Select Board shall deem to be in the best interests of the Town; and to raise and appropriate, transfer from available funds, borrow or otherwise provide a sum or sums of money to fund such purchase or acquisition along with all associated legal, engineering and other costs necessary, or take any other action with respect thereto.

Select Board

Background: The Town is in discussions to acquire the parcel described above and shown below. The parcel is surrounded on all sides by Conservation land in Timberneck Swamp, and the Conservation Committee expressed strong interest in adding this parcel to the Town's inventory of land. Further discussion is planned with the Select Board in Executive Session.

The results of this discussion will not be available for the deadline for printing the Annual Town Meeting Warrant Report. Therefore, a supplemental handout created by Town staff for Articles 21, 22, and 23 to provide additional information concerning each of these Articles will be made to Town Meeting members and other interested parties at least two weeks before Town Meeting, to meet all deadlines imposed by the Town Charter.



Finance Committee Report: Action pending. The Finance Committee may take up this Article at a meeting on April 11, 2019.

Bylaw Committee Report: No report.

ARTICLE 22 To see if the Town will vote to authorize the Select Board to acquire, by purchase or gift, a parcel or parcels of real property from the winner of a competitive bid selected pursuant to *M.G.L. c.30B*, for general municipal purposes on such terms as the Select Board shall deem to be in the best interests of the Town; and to raise and appropriate, transfer from available funds, borrow or otherwise provide a sum or sums of money to fund such purchase or acquisition along with all associated legal, engineering and other costs necessary, or take any other action with respect thereto.

Select Board

Background: The Select Board held an Executive Session on February 13th to discuss strategy with respect to interests in real estate and the Town subsequently issued a Request For Proposals (RFP) for the Acquisition of Real Property pursuant to M.G.L chapter 30B section 16. That RFP may be viewed at <https://www.readingma.gov/operations/procurement-office/pages/19-17-acquisition-of-real-property>. Results from the RFP are due just before another Select Board Executive Session scheduled for March 26th.

The results of the RFP and subsequent Select Board Executive Session meeting will not be available for the deadline for printing the Annual Town Meeting Warrant Report. Therefore, a supplemental handout created by Town staff for Articles 21, 22, and 23 to provide additional information concerning each of these Articles will be made available to Town Meeting members and other interested parties at least two weeks before Town Meeting, to meet all Town Charter imposed deadlines.

Finance Committee Report: Action pending. The Finance Committee may take up this Article at a meeting on April 11, 2019.

Bylaw Committee Report: No report.

ARTICLE 23 To see if the Town will vote to authorize the Select Board to acquire, by purchase or gift, the parcel of unique real property, consisting of ten acres, more or less, and shown on Reading's Tax Assessor's Map 41 as Lot 59, for general municipal purposes on such terms as the Select Board shall deem to be in the best interests of the Town; and to raise and appropriate, transfer from available funds, borrow or otherwise provide a sum or sums of money to fund such purchase or acquisition along with all associated legal, engineering and other costs necessary, or take any other action with respect thereto.

Select Board

Background: The Town is in discussion to acquire the parcel described above and shown below. The parcel is in Cedar Swamp and is surrounded on all sides by Conservation land, Town owned land (the Reading Ice Arena on Symonds Way), land owned by the Reading Rifle

& Revolver Club, and by Camp Curtis. Further discussion is planned with the Select Board in Executive Session.



The results of this discussion and the Select Board's corresponding Executive Session discussions will not be available for the deadline for printing the Annual Town Meeting Warrant Report. Therefore, a supplemental handout created by Town staff for Articles 21, 22, and 23 to provide additional information concerning each of these Articles will be made available to Town Meeting members and other interested parties at least two weeks before Town Meeting, to meet all Town Charter imposed deadlines.

Finance Committee Report: Action pending. The Finance Committee may take up this Article at a meeting on April 11, 2019.

Bylaw Committee Report: No report.
